Gender Thematic Evaluation of UNDP’s Contribution to Gender Equality and Women's Empowerment Pakistan Country Office

Evaluation Information Table	
Evaluation Type:	Thematic Evaluation
Others (Thematic Evaluation During CPD Cycle)	Gender thematic evaluation of 15 projects (10 ongoing, 5 closed)
CPD Cycle:	CPD Cycle 2023-2027
Time frame of the evaluation:	January 2023 till December 2024
Evaluation Dates:	1st December 2024 till 31st July 2025
Countries of intervention:	Pakistan
Region:	Regional Bureau Asia Pacific
Evaluators:	Sidra Fatima Minhas (National Evaluator) Maira Asif (Research Associate) Fajeera Asif (Administrative Support)
Evaluator Email Address:	sidrafminhas@gmail.com mairaasifher@gmail.com
Commissioning organization:	United Nations Development Program, Pakistan

Project Information Details

1. Policy Innovation Programme: **ID:** 00147607 **Implementation Modality:** DIM **Time Period:** 20th December 2022 – 31st December 2027 **Total Resources Required:** $4,100,000 **Total Resources Allocated:** 353,470 **Donor:** Open Society Foundation, UNDP **CPD Outcome:** Outcome 2 **Gender Marker:** GEN2	**2. SDGs Plus Programme:** **ID:** 01000921 **Implementation Modality:** DIM **Time Period:** 1st July 2023 – 30th June 2028 **Total Resources Required:** $15,000,000 **Total Resources Allocated:** $405,060 **Donor:** Government of Pakistan, Government of Punjab, Government of Sindh, UNDP **CPD Outcome:** Outcome 1, Outcome 4 **Gender Marker:** GEN2
3. Decentralization, Human Rights, and Local Governance Project – Phase II: **ID:** 00147155 **Implementation Modality:** DIM **Time Period:** 1st January 2023 – 31st December 2027 **Total Resources Required:** $13,500,000 **Total Resources Allocated:** $1,815,000 **Donor:** GMFA, Norway, Japan BHR, RBAP Env Justice **CPD Outcome:** Outcome 1, Outcome 4 **Gender Marker:** GEN2, GEN3	**4. Merged Areas Governance Programme:** **ID:** 00147167 **Implementation Modality:** DIM **Time Period:** 1st January 2023 – 31st December 2027 **Total Resources Required:** $44,060,511 **Total Resources Allocated:** $30,899,488 **Donor:** USAID, FCDO, Government of Japan **CPD Outcome:** Outcome 1 **Gender Marker:** GEN2
5. Reforms & Innovation in Government for High Performance – Phase II: **ID:** 00147159 **Implementation Modality:** DIM **Time Period:** 1st January 2023 – 31st December 2026 **Total Resources Required:** $6,000,000 **Total Resources Allocated:** $657,644 **Donor:** FCDO **CPD Outcome:** Outcome 1, Outcome 4 **Gender Marker:** GEN2	**6. Strengthening Justice & Security Sector Governance in Pakistan (Rule of Law Programme):** **ID:** 01001551 **Implementation Modality:** DIM **Time Period:** 1st January 2024 – 31st December 2027 **Total Resources Required:** $32,500,362 **Total Resources Allocated:** $9,320,513 **Donor:** EU, US INL, Government of Pakistan **CPD Outcome:** Outcome 1 **Gender Marker:** GEN2
7. Strengthening Electoral & Legislative Processes – Phase II: **ID:** 00134119 **Implementation Modality:** DIM **Time Period:** November 2022 – 31st December 2024 **Total Resources Required:** $15,151,000 **Total Resources Allocated:** $15,151,000 **Donor:** EU, USAID **CPD Outcome:** Outcome 1, Outcome 4 **Gender Marker:** GEN2	**8. Balochistan SDGs Accelerated Delivery Project:** **ID:** 00112279 **Implementation Modality:** DIM **Time Period:** January 2019 – December 2024 **Total Resources Required:** $30,000,000 **Total Resources Allocated:** $1,420,098 **Donor:** UNDP, Government of Balochistan, Government of China **CPD Outcome:** Outcome 2 **Gender Marker:** GEN2
9. Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High Risk Areas:	**10. Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in**

ID: 00135717 **Implementation Modality:** DIM **Time Period:** 1st July 2021 – 31st December 2024 (extension till 31st December 2024) **Total Resources Required:** $47,104,249 **Total Resources Allocated:** $47,104,249 **Donor:** Global Fund to Fight AIDS, Tuberculosis, and Malaria **CPD Outcome:** Outcome 4 **Gender Marker:** GEN3	**Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items:** **ID:** 00130887 **Implementation Modality:** DIM **Time Period:** 15th March 2022 – 31st December 2025 **Total Resources Required:** $52,002,088 **Total Resources Allocated:** $52,002,088 **Donor:** Government of Pakistan (through Global Fund to Fight AIDS, Tuberculosis, and Malaria) **CPD Outcome:** Outcome 1 **Gender Marker:** GEN1
11. Stabilization & Inclusive Development Programme: **ID:** 00133991 **Implementation Modality:** DIM **Time Period:** 13th September 2023 – 31st December 2027 **Total Resources Required:** $25,000,000 **Total Resources Allocated:** $15,000,000 **Donor:** USAID, Japan, China, Canada, Jazz, Government of Sindh **CPD Outcome:** Outcome 2 **Gender Marker:** GEN2	**12. Climate Resilience Programme:** **ID:** 00134230 **Implementation Modality:** DIM **Time Period:** 15th June 2024 – 31st December 2026 **Total Resources Required:** $3,419,192 **Total Resources Allocated:** $1,066,025 **Donor:** Government of Pakistan, Government of Germany, NPAP, Global Funding **CPD Outcome:** Outcome 3 **Gender Marker:** GEN2, GEN3
13. Insurance and Risk Finance Facility: **ID:** 00133829 **Implementation Modality:** DIM **Time Period:** July 2023 – July 2025 **Total Resources Required:** $500,000 **Total Resources Allocated:** $500,000 **Donor:** BMZ, GRMA, A2 II **CPD Outcome:** Outcome 1, Outcome 2 **Gender Marker:** GEN2	**14. Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II:** **ID:** 00104582 **Implementation Modality:** NIM **Time Period:** July 2017 – 31st December 2025 **Total Resources Required:** $36,960,000 **Total Resources Allocated:** $36,960,000 **Donor:** Green Climate Fund **CPD Outcome:** Outcome 3 **Gender Marker:** GEN2
15. Flood Recovery Programme: **ID:** 00133228 **Implementation Modality:** DIM **Time Period:** 16th December 2022 – 31st July 2025 **Total Resources Required:** $90,000,000 **Total Resources Allocated:** $7,129,629 **Donor:** UN Habitat, Japan, UNDP, KfW **CPD Outcome:** Outcome 3 **Gender Marker:** GEN2	
Disclaimer: The information above corresponds to the project documents and respective amendments.	

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Gender Thematic Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment Pakistan Country Office

Acronyms and Abbreviations

APR – Annual Progress Report
ADB – Asian Development Bank

BMST – Business Management Skills Training
BSDGs – Balochistan SDGs Accelerated Delivery Project

CBDRM – Community-Based Disaster Risk Management
CBDRMCs – Community Based Disaster Risk Management Committees
CEDAW – Convention on the Elimination of All Forms of Discrimination Against Women
CPD – Country Programme Document
COVID-19 – Coronavirus Disease 2019
CRP – Climate Resilience Programme
CSOs – Civil Society Organizations

DAC – Development Assistance Committee (OECD)
DAC/OECD – Development Assistance Committee / Organization for Economic Co-operation and Development
DA – Development Advocate
DGU – Democratic Governance Unit
DHL – II – Decentralization, Human Rights, and Local Governance – Phase II
DPU – Development Policy Unit

ECI – Empowerment Through Creative Integration
ECP – Election Commission of Pakistan
EU – European Union

FGD – Focus Group Discussion
FPCCI – Federation of Pakistan Chambers of Commerce and Industry
FRP – Flood Recovery Programme
FAO – Food and Agriculture Organization
FCDO – Foreign, Commonwealth and Development Office

GBRSP – Gilgit Baltistan Rural Support Programme
GBV – Gender-Based Violence
GCF – Global Climate Fund
GEF – Global Environment Facility
GESI – Gender Equality and Social Inclusion
GEWE – Gender Equality and Women's Empowerment
GFATM – Global Fund to Fight AIDS, Tuberculosis and Malaria
GF HIV – Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High-Risk Areas
GLOF – II – Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II
GRB – Gender-Responsive Budgeting
GRES – Gender Results Effectiveness Scale
GRD – Gender Resource Desk
GRMA – Global Retailer and Manufacturer Alliance
GTE – Gender Thematic Evaluation

IRFF – Insurance and Risk Finance Facility
IMF – International Monetary Fund
ILO – International Labour Organization

KII – Key Informant Interview
KP – Khyber Pakhtunkhwa

LED – Light Emitting Diode

M&E – Monitoring and Evaluation **MAGP –** Merged Areas Governance Programme **MHM –** Menstrual Hygiene Management **MSM –** Men who have sex with men **MSME –** Micro, Small, and Medium Enterprises
NCHR – National Commission for Human Rights **NGOs –** Non-Governmental Organizations **NADRA –** National Database and Registration Authority **NIC –** National Identity Card
OECD – Organization for Economic Co-operation and Development **O2 –** Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items
PDMA – Provincial Disaster Management Authority **PIP –** Policy Innovation Programme **PRIU –** Poverty Reduction and Inclusion Unit **PSEAH –** Protection from Sexual Exploitation, Abuse and Harassment **PSW –** Pakistan Single Window
RECCU – Resilience, Environment and Climate Change Unit **R&I – II –** Reforms and Innovation in Government for High Performance – Phase II **RoL –** Strengthening Justice and Security Sector Governance in Pakistan – (Rule of Law Programme) **SDG 5 –** Sustainable Development Goal 5 (Gender Equality) **SDG 13 –** Sustainable Development Goal 13 (Climate Action) **SDGs –** Sustainable Development Goals **SDGs Plus –** SDGs Plus Programme **SECP –** Securities Exchange Commission Pakistan **SELP – II –** Strengthening Electoral and Legislative Processes – Phase II **SES –** Social and Environmental Standards **SESP –** Social and Environmental Screening Process **SIDP –** Stabilization and Inclusive Development Programme
TOR – Terms of Reference **TNN –** Tribal News Network
UN – United Nations **UNDP –** United Nations Development Programme **UNEG –** United Nations Evaluation Group **UNODC –** United Nations Office on Drugs and Crime **UN-SWAP –** UN System-Wide Action Plan on Gender Equality and Women's Empowerment **UNHCR** – United Nations High Commissioner for Refugees **UNWOMEN** – United Nations Entity for Gender Equality and Empowerment of Women **USAID** – United States Agency for International Development
WASH – Water, Sanitation and Hygiene **WLHIV –** Women living with human immunodeficiency virus

Executive Summary

Purpose and Objective: This Gender Thematic Evaluation (GTE) was aimed at the following objectives: 1) To assess the extent to which UNDP's interventions align with and contribute to national and global gender equality commitments. 2) To generate actionable recommendations for strengthening the design, implementation, and sustainability of gender-responsive programming in future UNDP initiatives. The purpose of this gender thematic evaluation is to review the gender portfolio, identify any programming gaps and contributions, and provide recommendations to further strengthen gender mainstreaming.

Scope and Main Areas of Inquiry: As per the Terms of Reference (ToR), this evaluation focused on analyzing gender outcomes across 2023-2024 of the Country Programme Document (CPD) cycle 2023-2027, including thematic clusters of policy reform, governance, poverty alleviation, and resilience and climate change (the thematic evaluation selected a representative sample of 15 projects). The evaluation applied the OECD/DAC criteria, in conjunction with the Gender Results Effectiveness Scale (GRES), to assess the quality and depth of gender mainstreaming and intersectional inclusion. This approach was grounded in principles of human rights, gender equality, and the Leave No One Behind (LNOB) agenda.

Methodology Followed:

The GTE applied a structured, two-layered methodology grounded in OECD/DAC criteria and UNDP's Gender Equality Strategy to assess a representative sample of 15 projects under Pakistan's CPD cycle 2023–2027. The first layer involved a desk review of over 470 documents, including project documents and proposals, gender action plans, annual work plans, progress reports, and project evaluations, which were scored across five criteria (Relevance, Coherence, Effectiveness, Efficiency, Sustainability) on a 1–3 scale. These scores were aggregated into an overall Gender Results Effectiveness Scale (GRES) rating per project. The second layer consisted of 56 semi-structured interviews with a diverse set of stakeholders: 11 UNDP staff from programme units (Governance, Climate Change, Poverty Reduction, and Policy units) and major development projects such as GF HIV and FRP; 13 government and development actors; 14 CBO/NGO implementing partners; and 18 direct beneficiaries, as well as 4 Focus Group Discussions with UNDP Unit and Project Leads (14 persons). In total, participants included 34 women, 32 men, and 4 transgender persons, and represented sectors ranging from electoral reform, health, justice to climate resilience, stabilization, and community development. Interviews were adapted to participant needs to ensure inclusion across securitized and remote geographies, and designed using trauma-informed, do-no-harm principles.

Iterative triangulation between document-based assessments and lived implementation insights: Evaluation scoring was refined through triangulation where interview data revealed gaps, such as misalignment between planned gender strategies and field realities, or unexpected outcomes, evaluators revisited and adjusted criterion-level scores. All adjustments followed a clearly defined rubric and scoring framework to ensure transparency and consistency. Heatmap visualizations using a traffic-light system (green: 2.7–3.0; yellow: 2.0–2.69; red: <2.0) were used to identify strengths and bottlenecks across and within projects. While all ratings inevitably involve informed judgment, every score was supported by at least two independent sources, ensuring both empirical grounding and context sensitivity. The evaluation adhered to UNEG ethical standards, securing verbal consent, avoiding recordings, and enabling anonymized, secure transcription. This methodology enabled a balanced, evidence-informed assessment of how UNDP Pakistan is operationalizing its GEWE commitments, both structurally and in communities, and reflects best practices in thematic evaluations.

Key Findings:

UNDP Pakistan's commitment to Gender Equality and Women's Empowerment (GEWE) has gained institutional momentum with the launch of the CPD cycle 2023-2027, which established gender as a standalone goal (outcome) for the first time. This marks a significant shift in positioning gender not merely as a cross-cutting theme, but as a strategic development priority. The GTE, conducted from December 2024 to July 2025, assessed gender integration in country office programming across the current CPD cycle 2023-2027. The recruitment of a full-time Gender Expert as permanent staff has further signaled the Country Office's intent to deepen internal capacity and promote sustained institutionalization of GEWE commitments.

Portfolio-Level Gender Integration: UNDP Pakistan's 2023–2024 portfolio demonstrated a clear commitment to gender-responsive programming. Of the 15 projects evaluated, 14 were classified as gender responsive (i.e. meaningfully integrates gender and promotes inclusion and empowerment) and one as gender aware (i.e. acknowledges gender but lacks integration or outcome orientation). Strong practices included inclusive participation quotas, localized service delivery, and adaptations tailored to women, transgender persons, and marginalized groups. Structural barriers and intersectional needs were increasingly acknowledged, particularly through mentoring initiatives, gender-responsive budgeting in governance, and vocational training linked to market access. However, these advances remained largely siloed, often driven by individual project teams, with minimal integration across the portfolio. Gender analyses lacked consistency, budgeting for gender was uneven, community participation was often missing in design phases and monitoring tended to focus on participation rather than deeper structural transformation. To deepen results, UNDP must strengthen internal coherence, formalize cross-project learning, and establish systemic tools including community consultations for program design to track transformative changes.

Relevance to Gender Equality and Women's Empowerment (GEWE): Eleven projects were rated high and four moderate in relevance, reflecting alignment with CEDAW, Sustainable Development Goal 5, the Paris Agreement, and Pakistan's national gender equality frameworks. For example, IRFF project embedded gender into national disaster finance strategies, and CRP integrated women into subnational climate action planning. SIDP and BSDGs responded to social constraints like early marriage and mobility restrictions by introducing flexible eligibility, hostel support, and inclusive quotas. However, many projects addressed relevance through standalone outputs rather than through integrated strategies. For instance, SELP – II registered over 100,000 flood-affected women and transgender persons for National Identity Cards and linked them to Benazir Income Support Programme entitlements but lacked mechanisms to ensure women's political participation or protection from gender-based violence, however, these gaps were not seen in its advocacy for transgender persons' political participation.

Coherence across Gender Equality and Women's Empowerment (GEWE): Coherence was rated high in six projects, moderate in eight, and low in one. Internal alignment with UNDP's tools and strategies was evident, but fragmentation persisted. For instance, separate gender desk models under *RoL* and *DHL – II* operated with differing mandates and lacked shared protocols or learning frameworks. Similarly, projects focused on livelihoods or disaster resilience rarely coordinated or exchanged knowledge. External coherence, especially with grassroots organizations, was uneven and heavily reliant on committed individuals rather than institutional mechanisms. Achieving systemic coherence requires moving beyond alignment to integrated planning, shared tools, and unified partnership models.

Effectiveness across Gender Equality and Women's Empowerment (GEWE): ten projects were rated high, four moderate, and one low in effectiveness. RoL, CRP, SIDP, and BSDGs enabled women's access to digital skills, climate-adaptive livelihoods, legal services, and microfinance. However, many results remained output-focused, with limited systems to track shifts in power relations, social norms, or institutional behavior. Responses to gender-based violence, economic training, and civic inclusion

often lacked outcome indicators or strategies for relational transformation such as male allyship or community organizing. Most projects also did not sufficiently tailor their efforts to the needs of transgender persons, women with disabilities, or religious minorities. While progress is visible, sustained impact requires integration of feedback loops, qualitative monitoring, and norm-shifting strategies.

Efficiency across Gender Equality and Women's Empowerment (GEWE): Seven projects demonstrated high efficiency and eight moderate. Successful practices included reallocating gender quotas to underserved districts, introducing low-cost digital skills programs, and tailoring vocational kits to local markets. However, few projects implemented gender-specific budgeting or tracked cost-efficiency. For example, the O2 project lacked any gender allocations, while critical components such as capacity building for community-based providers under the GF HIV project remained unfunded. Without standardized gender budgeting and monitoring frameworks, efficiency gains remain uneven and vulnerable to underinvestment.

Sustainability across Gender Equality and Women's Empowerment (GEWE): Sustainability was the weakest criterion: five projects rated high, nine moderate, and one low. While examples like the Innovation Lab under the BSDGs Project continued through university partnerships, most projects lacked structured exit strategies, legal mandates, or sustained financing. UN and government stakeholders noted the absence of shared systems for disaggregated data, cross-project learning mechanisms, and long-term investment in grassroots capacity. Community-based organizations were engaged primarily for outreach rather than for leadership development or institutional integration. In the GLOF – II Project, for example, Community-Based Disaster Risk Management Committees had no financial support or decision-making authority, limiting their ability to act. Long-term GEWE outcomes will require stronger co-ownership, institutional anchoring, and dedicated financing pathways.

Concluding Statements:

UNDP Pakistan has demonstrated significant progress in embedding gender equality as a strategic pillar across the CPD cycle 2023-2027, marked by the elevation of gender to a standalone outcome, GEN2 tagging across 14 out of 15 projects assessed, and the design of four projects with GEN3 outputs with explicitly transformative ambitions. Sectoral programming in climate resilience, poverty reduction, governance, and policy reforms has delivered tangible results for women, transgender persons, and persons with disabilities, ranging from inclusive housing reconstruction and MSME revival to the establishment of Gender Desks and targeted legal aid. Efficiency gains were achieved through community-led implementation, blended financing, and digital service delivery. However, the country office now faces a critical juncture: consolidating these advances into a system-wide model of transformation. This will require operationalizing widespread gendered indicators, ensuring shared accountability and cross-communication across units, and embedding participatory design and feminist leadership pathways within UNDP's governance structures. Similarly, safeguarding the emotional and physical wellbeing of frontline staff, ensuring fiscal sustainability, and resourcing grassroots networks are essential to sustaining momentum. These findings lay the groundwork for targeted, cross-cutting recommendations summarized below to institutionalize gender transformation and deepen UNDP's impact across all areas of work.

Recommendations:

Institutionalize a Unified GEWE Framework with Risk and Safeguard Systems: Adopt a standardized GEWE framework that embeds gender analysis, participatory design, gender-responsive budgeting, intersectional indicators, and safeguards such as Do-No-Harm protocols, risk logs, and grievance systems. ↪ *Relevance Findings: 1, 5, 6, 7 | Conclusions: 1, 2, 3, 4*

Co-Design with Marginalized Communities and Grassroots Groups: Formalize inclusive project co-design with CSOs led by women, trans persons, persons with disabilities, and minorities. Ensure gender

analysis precedes final design and embed participatory feedback loops during implementation. ↪ *Relevance Findings: 2, 3, 4, 6 | Conclusions: 2, 4*

Promote Diverse and Inclusive Staffing Across UNDP and Partners: Advance inclusion through recruitment benchmarks for transgender persons, persons with disabilities, and religious/ethnic minorities. Ensure meaningful representation across decision-making, governance, and MEL structures. ↪ *Coherence Findings: 4 | Conclusions: 4*

Strengthen Gender-Focused Learning Within UNDP's Existing Systems: Embed a gender learning stream within UNDP's internal platforms to retain cross-unit tools, case studies, and lessons from under-addressed areas like gender, inclusion, disability, and climate resilience. Link to onboarding and continuous learning. ↪ *Coherence Findings: 1, 2, 3 | Conclusions: 1, 2*

Contribute to Existing Gender Data Ecosystems and Convene Roundtables: Strengthen internal systems to retain project-generated gender data and link them to existing platforms like the UN Women-led Gender Data Portal. Advocate for cross-agency integration and convene roundtables to address data gaps. ↪ *Coherence Findings: 4, 5 | Conclusions: 1, 2*

Use Outcome-Level, Intersectional Indicators for Tracking Change: Include one indicator each for agency, structural, and relational change in project log frames, disaggregated by gender, age, disability, and geography. ↪ *Effectiveness Findings: 3, 5, 7 | Conclusions: 2*

Build Long-Term Capacity of Grassroots and Community-Based Organizations: Support the institutional development of CSOs, especially those led by women, trans persons, and persons with disabilities—through MEL training, flexible funding, and support for operations, storytelling, and advocacy. ↪ *Effectiveness Findings: 3 | Conclusions: 2, 4*

Integrate Gender-Responsive Budgeting and Expenditure Tracking: Introduce gender budget lines and tracking tools. Monitor GEWE allocations through periodic reviews, and ensure budgeting covers inclusive participation supports like transport, childcare, and disability accommodations. ↪ *Efficiency Findings: 1, 4, 5 | Conclusions: 3*

Include Gender Sustainability and Handover Plans in All Projects: Incorporate a "GEWE Sustainability Annex" in project designs, covering norm-change, community ownership, financial continuity, and social protection strategies for vulnerable participants in case of disruption. ↪ *Sustainability Findings: 1, 2, 3, 4 | Conclusions: 3*

Institutionalize Contextualized Staff Safety and Duty of Care Protocols: Complement existing protection policies with localized SOPs for burnout prevention, mental health, relocation, and digital security, especially in high-risk GEWE or backlash-prone settings. ↪ *Sustainability Findings: 4, 6, 7 | Conclusions: 3, 4*

1. Introduction and Description of the Intervention

1.1. Pakistan Country Context: Persistent Gender Gaps and Structural Barriers

Pakistan's gender equality landscape sits at a critical juncture, defined by persistent structural barriers and the layering of economic, social, and environmental crises. The country ranks 148th out of 148 countries on the World Economic Forum's *Global Gender Gap Index 2025*, with an overall parity score of 56.7%, marking a second consecutive decline from its 2023 high of 57.7%.[1]

Education, Economy and Empowerment: Economic participation remains the weakest pillar: women's labor force participation is stagnant at 24.4%, while women's gross national income per capita stands at $2,120, compared to $8,571 for men.[2] Perceptions of wage inequality have worsened by 4 percentage points since 2024, signaling persistent economic exclusion.[3] Political empowerment has sharply regressed; although women hold 16.2% of parliamentary seats, the absence of women in ministerial positions in 2025 reduced political parity to 11%.[4] Educational attainment is the only subindex showing improvement, with parity rising to 85.1% due to a modest increase in female literacy (now 48.5%) and a narrowing tertiary enrolment gap. However, this is partly driven by a drop in male enrolment rather than significant expansion of female opportunities.[5] Nonetheless, expected years of schooling for girls remain low at 7.3 years compared to 8.4 years for boys.[6] Girls' early and forced marriage prevalence remains 13.5%, while modern contraceptive use is stagnant at 16.6%, and overall contraceptive prevalence hovers around 40.4%, reflecting structural sexual and reproductive health and rights barriers.[7] These indicators highlight the reinforcing loop between education, reproductive autonomy, and gender norms in perpetuating exclusion.

Violence, Justice Deficits, and Marginalized Communities: Gender-based violence (GBV) also remains pervasive across the country. In 2024, 32,617 GBV cases were reported nationally, including 5,339 rape cases, with conviction rates under 1%, despite gross underreporting. Punjab reported 26,753 GBV cases in 2024, including 4,641 rapes, but with a conviction rate of only 0.4%; Sindh saw 1,781 GBV cases and a 0% rape conviction rate; Khyber Pakhtunkhwa reported 3,397 GBV cases with slightly higher convictions (1%) and Balochistan's 398 GBV cases saw no convictions underscoring extreme overall access to justice deficits.[8] Children remain gravely vulnerable with 3,364 reported cases of sexual violence in 2024 (despite severe underreporting), against both male and female children in an almost 50:50 ratio.[9]

Transgender persons also face acute violence and economic marginalization, demonstrated by revocation of the 2018 Transgender Protection Act in 2023. The National Commission for Human Rights highlights gaps between legal protections and lived realities, including police harassment and denial of health services.[10] The situation for people with disabilities is also enmeshed in multiple layers of discrimination. Of an estimated 30 million persons with disabilities, women are consistently among the

[1] World Economic Forum. *Global Gender Gap Report 2025*. Geneva: WEF, 2025. (Link)
[2] United Nations Development Programme (UNDP). *Human Development Report 2024*. New York: UNDP, 2024. (Link)
[3] World Economic Forum. *Global Gender Gap Report 2025*. Geneva: WEF, 2025. (Link)
[4] World Economic Forum. *Global Gender Gap Report 2025*. Geneva: WEF, 2025. (Link)
[5] World Economic Forum. *Global Gender Gap Report 2025*. Geneva: WEF, 2025. (Link)
[6] United Nations Development Programme (UNDP). *Human Development Report 2024*. New York: UNDP, 2024. (Link)
[7] United Nations Population Division. *World Contraceptive Use 2024*. New York: United Nations, 2024. (Link)
[8] Sustainable Social Development Organization (SSDO). *Gender-Based Violence Surges in Pakistan with Dismal Conviction Rates: Annual Report 2024*. Islamabad: SSDO, 2024. (Link)
[9] Sahil. *Cruel Numbers 2024: Child Sexual Abuse Statistics in Pakistan*. Islamabad: Sahil, 2024. (Link)
[10] National Commission for Human Rights (NCHR). *Transgender – The Need for Mainstreaming: Interim Report*. Islamabad: NCHR, 2024. (Link)

most excluded.[11] UNDP's 2023 survey showed that over 65% of women with disabilities lack access to transport and public spaces, 53% are excluded from education or skills training, nearly 50% are denied financial services, and 67% reporting verbal abuse and 46% physical abuse, often by family members.[12] These layers of vulnerability show how gender inequality is compounded by identity, marginalization, socio-economic-legal exclusion, institutional weakness, trust deficit in institutions and severe lack of data.

Climate Change as a Gendered Threat Multiplier: Finally, the 2022 floods, which displaced over **33 million** people and caused an estimated $30 billion in losses, exposed how climate change amplifies gender inequality. Women, who constitute 80% of those displaced globally, bore a disproportionate survival burden and faced heightened GBV risk in insecure displacement camps. Post-flood accounts from Sindh show how resource scarcity drove families to marry off girls as "climate brides," reducing household expenses at the cost of girls' rights. UNICEF estimates over 2 million children lost access to education due to the floods, with 600,000+ adolescent girls at heightened risk of school dropout, GBV, and early marriage. [13] Climate change has thus emerged as a "threat multiplier," exposing the absence of gender-responsive social protection in disaster contexts, in an already fledgling gender landscape.

Conclusion: Towards Intersectional Gender Justice The evidence points to a single imperative: Pakistan's gender crisis cannot be addressed through siloed reforms. Gender equality efforts must account for the intersection of gender with class, geography, climate vulnerability, disability, and identity. Incremental progress in education and representation offers a foothold, but transformative equality demands structural, intersectional approaches that move beyond fragmented initiatives to ensure dignity, safety, and agency for all genders in Pakistan

1.2. UNDP Framework on GEWE

As part of its longstanding commitment to gender equality, the United Nation's SDG 5 aims to "achieve gender equality and empower all women and girls." [14] The 2030 Agenda for Sustainable Development envisions a world where women and girls "enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels."[15] To accelerate progress towards achieving SDG 5 and the 2030 Agenda for Sustainable Development, the UNDP Strategic Plan positions gender as a standalone signature solution[16]. Additionally, UNDP has also formulated the Gender Equality Strategy (GES) 2022-2025 that outlines 3 dimensions of change UNDP should pursue for accelerated progress towards GEWE: structural transformation, leave no one behind, and build resilience[17].

[11] Rooted in Rights. "The Many Challenges of Working Disabled Women in Pakistan." *Rooted in Rights*, September 15, 2022. (Link)
[12] United Nations Development Programme (UNDP) Pakistan. "Addressing Stigma, Discrimination, and Violence Against Women with Disabilities." *UNDP Pakistan Blog*, 2023. (Link)
[13] Dawn. "How Pakistan's Climate Crisis Is Fueling Violence against Women." *Dawn.com*, December 23, 2024. (Link)
[14] United Nations. "Goal 5: Achieve Gender Equality and Empower All Women and Girls." *United Nations Sustainable Development Goals*, United Nations Department of Economic and Social Affairs.
[15] United Nations. "Transforming Our World: The 2030 Agenda for Sustainable Development." *United Nations Sustainable Development*, United Nations.
[16] United Nations Development Programme. *Strategic Plan 2022–2025*. 2 Sept. 2021, strategicplan.undp.org/.
[17] United Nations Development Programme. "Gender Equality Strategy 2022-2025." *UNDP*, n.d., genderequalitystrategy.undp.org/.

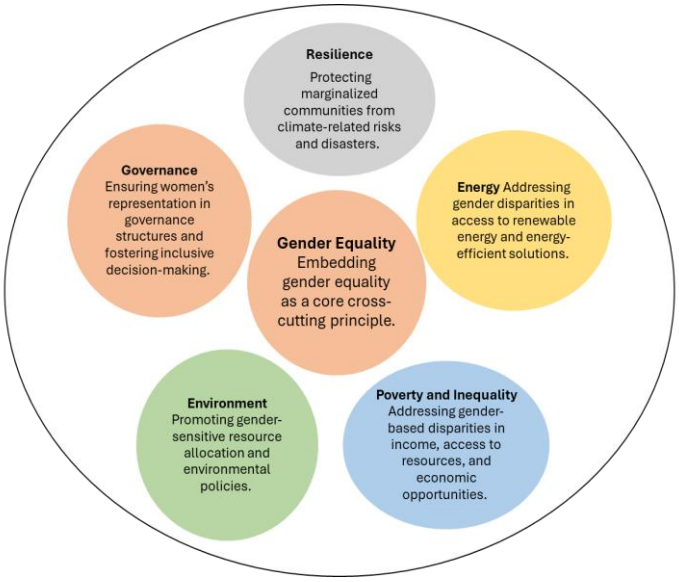

Figure 1. UNDP Signature Solutions

Per the GES, UNDP will mainstream gender across 5 out of 6 signature solutions: poverty and inequality, governance, resilience, environment, energy. Furthermore, standalone interventions will be implemented under signature solution 6: gender equality. To achieve its ambitious targets and scale up gender equality outcomes, UNDP will use three enablers: public and private finance, digitalization, and innovation. Furthermore, to operationalize the GES, UNDP has launched the Gender Seal Certification to build gender capacities, drive structural and transformational gender equality outcomes, and recognize notable efforts in GEWE[18]. It serves to incentivize development organizations to integrate gender transformative efforts into their work.

At the country level, gender is deeply integrated throughout the Pakistan CPD cycle 2023-2027 as both a *standalone outcome* and a *cross-cutting priority*, aiming to transform institutions, empower marginalized groups, and embed equity across governance, economic, climate, and social systems[19]. The CPD cycle 2023-2027 positions gender equality as one of UNDP's six "signature solutions" and commits to "leaving no one behind by centring human agency and development." It explicitly outlines a **dedicated gender outcome (Outcome 4)**. Structurally, UNDP Pakistan will support implementation of national and international commitments, strengthen institutional accountability through sex-disaggregated data, and "mainstream gender across all the Goals." It pledges to scale up women's and girls' leadership in the merged districts and to "adopt participatory approaches and digital tools to understand gender behaviours so as to design meaningful, transformative, and inclusive gender-equality programming." The CPD explicitly recognizes transgender persons as key actors, committing to ensure they are "not just beneficiaries but genuine agents and leaders of change at all levels." It also highlights intersectionality, targeting "socioeconomic vulnerabilities… especially for women, girls, and transgender and other marginalized groups" across sectors.

Gender-responsive governance is emphasized under Outcome 1 of the CPD cycle 2023-2027, where UNDP, in partnership with UN-Women, will "build citizens' voice and participation—especially of children, women and youth—in local governance," while in economic programming (Outcome 2), it will "address gender barriers" and promote "innovative and responsible MSMEs." In climate resilience (Outcome 3), the CPD affirms that "women are empowered as critical agents for climate action" and commits to gendered transitions in energy, health, and environment. At the enabler level, the CPD promises strategic investments in "women-led social and digital enterprises," a focus on "gendered digital transformation," and dedicates "at least 25 per cent of the budget… to gender transformation." This multifaceted integration illustrates UNDP Pakistan's intent to move beyond gender mainstreaming toward system-wide transformation, as seen by their attainment of the Silver Gender Seal Certification.

1.3. Description of the Intervention

Purpose and Objective: This Gender Thematic Evaluation (GTE) was commissioned to assess UNDP Pakistan's contribution to GEWE under its CPD cycle 2023-2027. It aims to examine the extent and quality of gender integration in project design, implementation, and results, and to determine whether

[18] United Nations Development Programme. "Gender Equality Seal for Development." *UNDP*, n.d., www.undp.org/gender-seal-development.

[19] United Nations Development Programme. *Country Programme Document for Pakistan (2023–2027)*.

programming is shifting toward inclusive, systemic, and transformative approaches. The evaluation also identifies institutional and operational gaps, providing evidence-based recommendations to improve delivery during the remaining CPD cycle 2023-2027 and inform programming and design of the upcoming CPD cycle under this thematic area.

Scope: The evaluation was conducted between December 2024 and July 2025, timed to offer an early review of progress under the current CPD cycle 2023-2027. It was initiated to (a) capture early implementation trends, (b) inform mid-cycle adjustments, and (c) generate learning to scale gender-transformative (GEN3-compliant) interventions. It responds to UNDP's commitments under the SDGs (especially SDG 5), CEDAW, the UNSDCF (2023–2027), and national GEWE priorities.

Evaluated Projects: To cover the scope, a representative sample of 15 UNDP projects were reviewed, selected based on whether they were initiated or active during 2023–2024. These include *PIP, SDGs Plus, DHL – II, MAGP, R&I – II, RoL, SELP – II, BSDGs, GF HIV, O2, SIDP, CRP, IRFF, GLOF – II,* and *FRP*. Further detail on scoping criteria is mentioned in section 2. The projects' interventions span governance, poverty reduction, climate change and resilience, and policy reform. Projects were excluded if they had not begun implementation, were suspended, or were global/regional initiatives administered by UNDP Pakistan without direct delivery roles. A description of each project is given in Annex 7.

Evaluation Team: The National Evaluator and Research Associate worked in close partnership with UNDP Gender Expert, who connected the consultants with relevant units, quality assurance teams, and other relevant stakeholders, as needed. The Gender Expert remained the focal point, while the Unit Heads and Project Leads provided lists of stakeholders and beneficiaries for interviews (which the evaluator used for purposive randomized sampling), relevant gender focused documents, and provided validation feedback on the draft GTE.

Stakeholders Partnering in the Evaluated Portfolio: The UNDP portfolio under evaluation demonstrated a multi-actor, inclusive implementation model, with stakeholders playing distinct and embedded roles across governance, economic growth, climate resilience, and gender equality interventions. Government counterparts, including federal ministries, provincial departments, NADRA, the Election Commission, and the High Courts, lead on institutional delivery, while statutory bodies like the National and Provincial Commissions on the Status of Women anchor rights-based approaches.

Civil society organizations, particularly women-led and community-based groups, were central to service delivery, community mobilization, legal empowerment, and norm change, especially under gender-focused outputs.

The private sector, including MSMEs, trade associations, and digital innovators, engaged in enterprise, upskilling, and livelihood components. Climate-related projects involved disaster management authorities, forestry departments, and environmental agencies at multiple levels.

UNDP also co-implements and co-finances work with a wide network of UN agencies (e.g., UN-Women, FAO, ILO, UNHCR), international financial institutions (World Bank, ADB, IMF), multi-lateral donors (EU, FCDO, USAID, Japan, GFATM), vertical funds (GCF, GEF), and South-South cooperation partners. The portfolio spanned diverse, cross-sectoral collaborations, operationalized through multi-stakeholder planning and implementation mechanisms.

Intended Users: The evaluation's primary users include UNDP Pakistan leadership, programme and operations teams, and regional and global gender focal points. Donors, government counterparts, and implementing partners are also key audiences. The findings will support strategic planning, adaptive management, and internal capacity development.

Report Structure: The report is structured to guide readers through the evaluation process and findings. It begins with an overview of purpose and scope. This is followed by a detailed methodology, including the reconstructed theory of change, evaluation questions, data sources, triangulation of data

sources for analysis, and limitations. Findings are presented against five OECD-DAC criteria—**relevance, coherence, effectiveness, efficiency, sustainability**—alongside findings on Leave No One Behind (LNOB), cross-cutting issues, and GEWE impact. They are followed by conclusions, recommendations, and lessons learnt. Annexes include TORs, evaluation matrix, data collection tools, lists of stakeholders and beneficiaries consulted through interviews/FGDs, interview protocols, Gender Action Plan, project descriptions, indicator analysis, and a full list of reviewed documents. This structure ensures the report meets its intended purpose and provides clear, actionable insights for improving gender-responsive programming.

2. Evaluation Purpose, Objective, and Scope

2.1. Purpose and Objective of the Evaluation

The evaluation aimed to provide an opportunity to systematically analyze how UNDP's efforts address structural barriers, foster inclusion, and contribute to transformative change in gender equality and social inclusion. The purpose of this evaluation was thus twofold:

- **Assess the extent to which UNDP's interventions align with and contribute to Outcome 4 of the CPD cycle 2023-2027**, and by extension, to national and global GEWE commitments, including SDG 5, CEDAW, and Pakistan's gender equality machinery.
- **Generate actionable recommendations** for improving the design, coherence, implementation, and sustainability of gender-responsive and inclusive programming across UNDP Pakistan's workstreams.

Importantly, the evaluation is intended to inform strategic and operational decisions related to the design, implementation, and institutionalization of gender-responsive programming. It will support decision-making on issues such as how to strengthen safeguards, promote inclusive participation, and embed gender equality across systems and portfolios. To contribute meaningfully, the evaluation must generate credible evidence, highlight practical entry points, and identify where strategic adjustments are needed to advance CPD cycle 2023-2027 Outcome 4.

2.2. Scope of the Evaluation

This evaluation reviewed 15 UNDP Pakistan projects that were initiated or active during 2023–2024. The projects included were: *Policy Innovation Programme (PIP); SDGs Plus Programme (SDGs Plus); Decentralization, Human Rights, and Local Governance – Phase II (DHL – II); Merged Areas Governance Programme (MAGP); Reforms and Innovation in Government for High Performance II (R&I – II); Strengthening Justice and Security Sector Governance in Pakistan (Rule of Law Programme) (RoL); Strengthening Electoral and Legislative Processes – Phase II (SELP – II); Balochistan SDGs Accelerated Delivery Project (BSDGs); Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High-Risk Areas (GF HIV); Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items (O2); Stabilization and Inclusive Development Programme (SIDP); Climate Resilience Programme (CRP); Insurance and Risk Finance Facility (IRFF); Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II (GLOF – II); and the Flood Recovery Programme (FRP).*

Reasons for selecting the projects, based on the specifications in the TORs, include:

- These projects were selected because they had active implementation during the evaluation period, were national in scope or of significant institutional relevance, and had accessible documentation and stakeholder engagement opportunities. Since the CPD extends to all provinces in Pakistan, geographical considerations were not applicable in the selection of projects.
- Projects were excluded if they had not yet commenced implementation (e.g., Water for Development, PASBET, Institutional Strengthening Project under the Montreal Protocol), were suspended (e.g., Snow Leopard), had completed activities without access to project teams (e.g., Glaciers and Students), or were global in nature with UNDP Pakistan serving as an administrative or coordination agent only (e.g., Global Shield Against Climate Risk, Global Biodiversity Framework, NBSAP and the 7th National Report).

In total, nine of the 15 selected projects were ongoing and six had been completed or were nearing closure during the evaluation period. Each was assessed using standardized evaluation matrix focused on gender responsiveness in design, implementation, and results, particularly their contribution to Outcome 4 of the CPD cycle 2023-2027 and its two associated outputs (see Annex 2). Financial audits, procurement efficiency, and other technical or fiduciary reviews were outside the scope of this evaluation, except for the relevant financial data shared by project teams on the GEN 3 aligned projects.

3. Evaluation Approach and Methods

The GTE of UNDP Pakistan applied a structured, criteria-based methodology to assess how meaningfully gender equality and inclusion were integrated across the organization's programming portfolio. The evaluation was guided by the Terms of Reference (ToR), which required the use of the Organization for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria and alignment with the UNDP Gender Equality Strategy (2022-2025). The OECD/DAC framework was selected for its international credibility and for enabling a systematic analysis across diverse interventions, assessing not only results and relevance, but also foundational drivers of transformative change such as coherence, efficiency, and sustainability (see Annex 6 for detailed ToRs). In addition to applying the OECD/DAC evaluation criteria, the methodology included an assessment of project wise alignment with the Country Programme Document (CPD) outcome 4 as well as a review of the indicators defined at the project design stage and their relevance to GEWE and distribution across the CPD outcomes.

3.1. Theory of Change

Since this is a thematic evaluation, the evaluation adopted a theory-based approach by reconstructing the strategic frameworks that guided UNDP Pakistan's gender portfolio. This reconstruction drew primarily from the CPD cycle 2023-2027, which positions GEWE as both a standalone priority under CPD Outcome 4 and a cross-cutting theme. The CPD's embedded results pathway outlines a logic of change in which lasting GEWE outcomes depend on three mutually reinforcing conditions: (1) systematic gender integration across the programme cycle; (2) protection, safe spaces, and meaningful participation in governance; and (3) inclusive, intersectional strategies that address structural, behavioral, and relational barriers faced by women, girls, transgender persons, and other marginalized groups. These conditions are designed to catalyze structural transformation, inclusive development, and resilience-building that sustains gender equality across UNDP Pakistan's portfolio for governance, poverty reduction, climate change and resilience, and policy reform.

In line with this framing, the evaluation developed a Reconstructed Theory of Change (ToC) to assess the portfolio's collective contribution to CPD cycle 2023-2027's Outcome 4: **"More women and girls at greatest risk of being left behind are able to benefit from and contribute to an environment in which they are empowered to exercise their rights, agency and decision-making power."**

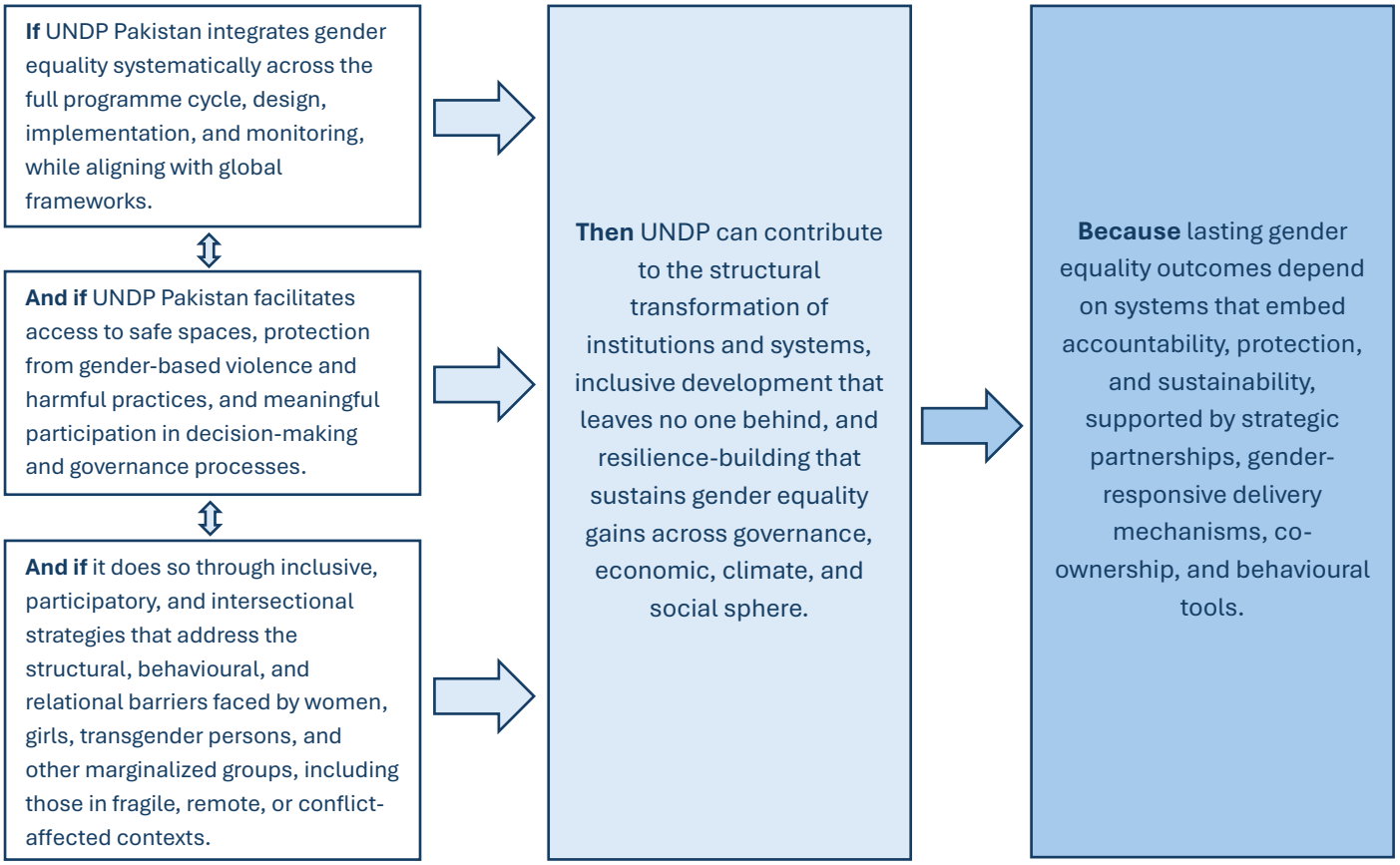

Figure 2: Reconstructed Theory of Change

This ToC, see figure 2, reflects how structural and behavioral change is expected to unfold through UNDP's work in policy reform, institutional capacity strengthening, service delivery, inclusive governance, and innovation. It guided the evaluation matrix and scoring framework used to assess project alignment with systemic gender change, as detailed in Section 3. The evaluation's reconstructed theory of change mirrors the CPD's logic by centering structural transformation, inclusive participation, and intersectional strategies as pathways to sustained gender equality outcomes. Detailed analysis of the ToC is provided under the findings in section 4.1.2.

3.2. Evaluation Process

Table 1. Evaluation Process

Process Step	December 2024	January 2025	February 2025	March 2025	April 2025	May 2025	June 2025	July 2025
Inception Report	Draft Submitted	Revised Submitted						
Desk Review & Tools Development	Desk Review	Desk Review + Tools Development						
Stakeholder Interviews	UNDP Unit Teams	External Stakeholders (NGOs, CSO/CBOs, Consultants, Government)	External Stakeholders (NGOs, CSO/CBOs, Consultants, Government)		External Stakeholders (Donor & UN Agencies)		Direct Beneficiaries	
Consultations with UNDP	Inception Meeting	Stock take Meeting	Stock take Meeting	Initial Findings Presentation		Stock take Meeting		
Evaluation Report Drafting				Draft Submitted	Triangulation & Validation	Triangulation & Validation	Triangulation & Validation	Final Revision
Feedback & Revisions				Quality Assurance Team Review	UNDP Units Feedback	Further Gender Expert feedback plus audit trail consolidation	Randomized Stakeholder Feedback	

3.3. Evaluation Questions

The evaluation matrix (Annex 2) was directly derived from the ToRs and structured around the five OECD-DAC criteria: Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. The evaluation questions in the ToRs were used as a guide to formulate the portfolio and project-level evaluation questions in consultation with the country office. The matrix was applied at two levels:

1. **Portfolio-Level Questions:** They were used to assess overall performance of the country programme against each criterion and were scored using a standardized 3-point scale to support criterion-level ratings.
2. **Project-Level Questions:** These were adapted from the ToRs to examine individual projects more granularly—particularly regarding the presence, quality, and integration of gender-related outcomes, strategies, and indicators.

The portfolio and project level questions were scored and formed the basis of project-specific ratings under each DAC criterion.

Cross-cutting Issues – Leave No One Behind (LNOB) / Conflict Sensitivity / Do-No-Harm / PWDs were not formal DAC criteria, but they were mainstreamed throughout the matrix in line with the TORs. Not only were these elements integrated across questions under relevance, coherence, effectiveness, efficiency, and sustainability, but standalone questions were also posed to be assessed qualitatively through desk reviews, KIIs, and FGDs. While not scored, they informed the evaluation's narrative assessments and findings (Annex 2).

Additionally, a set of GEWE-specific impact questions were incorporated to meet evaluation report requirements, though not formally listed in the ToRs but required in the IEO evaluation guidelines as a standalone section. Like the LNOB and conflict sensitivity dimensions, these were not scored but applied across the portfolio to inform thematic conclusions.

Together, the ToR-aligned evaluation questions (listed Annex 6) and the detailed evaluation matrix (Annex 2) provided a comprehensive framework for consistent, evidence-based assessment of gender equality and women's empowerment across UNDP Pakistan's CPD cycle (2023–2027).

3.4. Data Collection and Analysis

To balance clarity, comparability, and nuance, the evaluation applied a **two-layered scoring approach,** elaborated upon in subsequent sections, across the three sources of data: document review, focus group discussions, and key informant interviews.

3.4.1. Data Collection and Document Review Process

Primary and Secondary Data Sources

This evaluation relied on both primary and secondary sources of data. Primary data sources comprised of key informant interviews with beneficiaries, stakeholders and UNDP staff alongside focus group discussions. Other primary data sources included documents like annual work plans, monitoring reports, gender analyses, and project documents. Secondary data sources included project evaluation reports, articles, and gender equality seal report, etc.

Document Review

The evaluation began with a structured **desk review** of more than 470 project-related documents for secondary data. Project teams, through the UNDP Gender Expert, shared folders containing all documents they deemed relevant, this included project documents, gender analyses and action plans, evaluation reports, annual work plans (AWPs), annual progress reports (APRs), monitoring reports, and

additional outputs. The number and type of documents varied widely across projects due to differences in implementation stage (See Annex 1 for further information).

Key Informant Interviews (KIIs)

To complement the desk review and ground the evaluation in diverse lived realities with primary data, 56 key informant interviews (KIIs) were conducted across stakeholder and beneficiary types, roles, and identities. The sample was explicitly gender-responsive: **28 women** (including senior UNDP staff, local leaders, caregivers, and trainees), **4 transgender persons** (primarily community mobilizers), and **24 men** (including one PWD and several implementing partners, government officials, and NGO leaders). This distribution ensured broad representation across both formal systems and grassroots experiences.

Sampling Strategy: Participants were selected through purposive randomized sampling, coordinated with UNDP project teams who nominated individuals based on their direct involvement in project design, implementation, or oversight. The sample for KIIs included 11 UNDP staff, 14 community-based actors, 13 institutional stakeholders (donors, UN, government, legal aid, private sector), and 18 direct beneficiaries. 14 UNDP staff (6 female and 8 male) also attended FGDs. Special attention was given to those with relevant insights on gender and inclusion dimensions, ensuring the sample captured both vertical (institution-to-community) and horizontal (cross-sectoral) perspectives. An intersectional approach was adopted during beneficiary selection, ensuring minority women, transgender persons, persons with disabilities, and vulnerable populations (FSW, MSM, etc.) were given priority. Beneficiary interviews for projects that did not have direct community-level beneficiaries, or that had been suspended due to funding cuts, were foregone.

Table 2. Breakdown of Beneficiaries and Stakeholders Consulted

Category	Female (W)	Male (M)	Transgender (TG)	Total
Beneficiary KIIs	14	2	2	18
External KIIs	9	16	2	27
Internal Staff KIIs	5	6	0	11
FGD Participants	6	8	0	14
Total	**34**	**32**	**4**	**70**

Interview Format: Interviews were designed for accessibility, safety, and respect. All interviews were structured using an adapted OECD/DAC evaluation matrix, tailored to the respondent's engagement level, whether related to implementation, policy, advocacy, lived experience, or funding. Prompts were aligned with the five DAC criteria (Relevance, Coherence, Effectiveness, Efficiency, Sustainability) as well as LNOB/Do-No-Harm and GEWE impact dimensions. (See Annex 4 for Interview Protocols). Timing was adapted to participants' needs, including after-hours slots for caregivers, while modes (phone, WhatsApp, Zoom, etc.) and languages (Urdu, English, or bilingual) were participant-led. No interviews were recorded; real-time transcripts were taken using secure AI tools and retained only by evaluators. Verbal consent and anonymity were prioritized, particularly for participants from marginalized groups. One beneficiary reported past threats for sharing feedback from intra-community actors, affirming the importance of ethical safeguards and untraceable attribution. This process upheld UNEG ethical principles of anonymity, non-retaliation, and care-based inquiry.

Virtual Interview Format: All interviews were conducted virtually, with the exception of one in-person meeting with the UNDP core team in Islamabad. No direct beneficiary interviews were conducted for the following projects either due to their government-facing design, *PIP*, *SDGs Plus*, *R&I – II*, *IRFF* and *O2 Project*, or because *MAGP* and *SIDP* were discontinued due to USAID funding cuts (see Annex 4 for further details on interview protocol). While initially seen as a limitation, the team found the virtual format to be a key strength of the evaluation, enabling broad geographic and demographic reach while accommodating the complex realities of the country context. By conducting all interviews remotely, the

evaluation team was able to access participants across hard-to-reach and securitized areas, including Upper Chitral, Balochistan, Gilgit-Baltistan, and the Merged Areas, while ensuring flexibility for government officials with limited availability, working professionals, and caregivers unable to participate during standard hours. The virtual approach also mitigated safety and logistical risks amid heightened conflict and travel restrictions in parts of the country. Importantly, it allowed all stakeholders to engage through the same platform, enhancing consistency and access. While virtual interviews limited opportunities for ethnographic observation, this limitation was addressed through rigorous triangulation of interview data with documentary evidence and progress reports.

Project Score Comparability

Given the variability in documentation, project implementation, and project complexity, the evaluation deliberately did not compare projects against one another. Instead, each project was assessed against an internal benchmark of what strong gender integration would look like for that type of document or project design. For example: a Project Document was assessed for whether it included gender analysis, objectives, and budgeting provisions at the design stage. An Annual Progress Report was assessed for what had been achieved and documented in terms of results and partnerships. This stage-sensitive and document-sensitive approach ensured fairness while maintaining rigor. It also enabled triangulation of scoring by using available evidence through document review and stakeholder consultations.

Focus Group Discussions

At the outset of the interview process, the evaluation team conducted four focused group discussions (FGDs) with the respective UNDP units and projects (DGU, PRIU, RECCU, DPU) whose projects were under review, encompassing 14 persons. These initial FGDs served as a foundational step to build a comprehensive understanding of each unit's operational context, the intended objectives and actual implementation of their projects, and the internal perspectives on what constituted key achievements and challenges. Discussions also explored perceived limitations, whether related to design, delivery, or partnerships, and surfaced the learning expectations of UNDP staff from the evaluation process. This preparatory engagement helped ground the evaluation in the lived realities and institutional priorities of each unit, ensuring greater contextual sensitivity in subsequent data collection (see annex 4 for interview protocols).

3.4.2. Data Analysis

The evaluation applied a structured and layered approach to data analysis, grounded in OECD/DAC criteria and UNDP's Gender Results Effectiveness Scale (GRES). The process was designed to balance clarity, comparability, and contextual nuance, using both quantitative scoring and qualitative validation. The sections that follow unpack how this framework was applied across the portfolio, highlighting trends, gaps, and areas of strength observed through both documentary evidence and stakeholder perspectives.

Layer 1: Composite Scoring Based on DAC Criteria (Out of 3)

The evaluation began with a structured desk review of over 470 project-related documents provided by UNDP programme teams through the Gender Expert. These included project documents, gender analyses and action plans, annual workplans (AWPs), annual progress reports (APRs), and other documents (Annex 1). Document volume and type varied across projects depending on implementation stage and thematic scope.

Each project was assessed against five DAC criteria (Relevance, Coherence, Effectiveness, Efficiency, and Sustainability), including two sub-criteria (Internal and External Coherence). Scores were assigned using a **standardized 3-point ordinal scale**: **1 = Low; 2 = Moderate; 3 = High**

For each criterion, an average score was calculated based on evidence across relevant documents. These seven scores were then averaged to generate a **composite project score out of 3**. This

composite score served as the basis for assigning a Gender Results Effectiveness Scale (GRES) classification.

GRES Classification Criteria and Assumptions: to ensure alignment with the evaluation's focus on gender integration, only three GRES categories were applied:

Table 3. GRES Classification		
GRES Category	**Composite Score Range**	**Definition**
Gender Aware	Below 2.0	Gender is acknowledged, but not meaningfully integrated
Gender Responsive	2.0 – 2.99	Gender is integrated in design and delivery, promoting inclusion and access
Gender Transformative	3.0 and above	Gender is central to programme logic and seeks structural or normative change

This adaptation reflects the fact that most projects assessed were either **GEN2 or GEN3 tagged** (excluding O2 project, which was marked GEN1) under UNDP's Gender Marker system. As such, the portfolio **did not include any projects that were gender-blind or gender-negative by design**, and these lower GRES categories were excluded from the scoring framework.

In addition, **only a small number of projects (4 out of 15)** carried a GEN3 tag. Most GEN3 interventions were in early implementation stages at the time of evaluation, with transformative outcomes yet to be fully realized. Consequently, the evaluation adopted **gender responsiveness as its primary assessment lens**, with gender transformative scores reserved for cases where structural change or norm-shifting potential was evident.

Layer 2: Visualizing Score Range through a Traffic Light System

While all project scores fell within the 2.0–3.0 range, this bracket spans a meaningful spectrum of performance. To reflect the **variation within the Gender Responsive category**, the evaluation introduced a **traffic light coding system**:

Table 4. Traffic Light Coding System		
Score Range	**Color Code**	**Interpretation**
< 2.0	Red	Gender Aware (below threshold)
2.0 – 2.69	Yellow	Lower-range Gender Responsive
2.7 – 2.99	Green	Upper-range Gender Responsive
≥ 3.0	Dark Green	Gender Transformative

This color system was used to develop **criterion-wise heatmaps (section 4)**, enabling visual identification of strengths and weaknesses both within and across projects. For instance, a project may be classified as Gender Responsive overall but still register yellow on "Coherence" due to limited alignment across implementing partners.

Triangulation and Score Adjustment Through Stakeholder Consultations: to ensure validity and contextual accuracy, all document-based scores were triangulated through stakeholder consultations. A total of 56 interviews, alongside FGDs with 14 UNDP staff, were conducted with:

- UNDP staff (design and oversight)
- Implementing partners (delivery)
- Institutional actors (e.g. donors, government)
- Community-based organizations and direct beneficiaries

The interview protocols were adapted from the OECD/DAC evaluation matrix and aligned with the participant's engagement level and perspective, whether technical, lived experience, or policy.

These interviews added essential insight into implementation realities, adaptive practices, and community outcomes that were not always visible in official documentation. For example, in some cases, stakeholders described how project teams had introduced informal childcare accommodations to improve women's participation, measures not captured in AWPs or progress reports but highly relevant to assessing responsiveness and inclusion.

Where such new evidence emerged, evaluators made minor but grounded adjustments to the composite scores, typically in the range of ±1 to ±2. Adjustments were applied at the criterion level and only when corroborated by multiple data sources. This approach ensured both fidelity to the lived experience and consistency with documented evidence.

Signature Solutions and Cross-cutting Issues

To assess alignment with the Leave No One Behind (LNOB) principles and UNDP's Signature Solutions, the evaluation applied an explicit intersectional lens across all OECD/DAC criteria. This approach examined how UNDP programming engaged with the structural and relational barriers facing marginalized groups, including women, transgender persons, persons with disabilities, youth, and religious and ethnic minorities. The GRES framework was used to analyze change across agency, structural, and relational domains, enabling the evaluation to explore whether projects not only targeted inclusion but also addressed underlying systems of exclusion. LNOB considerations were integrated into the evaluation matrix, with particular attention to digital inclusion, labor market barriers, political exclusion, and gender-based violence. The evaluation also reviewed how projects aligned with UNDP's Signature Solutions, especially those related to inclusive governance, resilience building, and poverty reduction—by assessing the extent to which localized delivery models, participatory mechanisms, safeguarding protocols, and institutional reforms were applied to foster inclusive development outcomes.

3.4.3. Triangulation and Validation

To enhance credibility and ensure grounded conclusions, the GTE triangulated findings through a structured process that integrated document analysis with stakeholder perspectives. After initial scoring of project documents using the OECD/DAC criteria and GRES matrix, evaluators conducted interviews with a targeted range of stakeholders; UNDP staff for institutional design and oversight insights; implementing partners for delivery-level realities; government and donor actors for policy alignment; CBOs/NGOs for frontline implementation and community engagement perspectives; direct beneficiaries for programming effectiveness; and development partners and donors for funding logic, policy alignment, and cross-agency coordination.

All scores were initially grounded in document-based assessments. Stakeholder interviews and FGDs then introduced field perspectives that helped identify areas where implementation diverged from planning, or where qualitative impacts had not been fully captured by the documents. Where new information emerged, scorings were revisited and adjusted. For example, discrepancies between planned and actual inclusion strategies were verified through both interview reflections and re-analysis of project data. This approach allowed for both confirmatory and corrective triangulation, increasing confidence in the reliability of composite scores.

It is important to note that the assignment of 1–3 scale scores at the portfolio level necessarily involves an element of informed judgment. However, these judgments were not arbitrary: they were made within a defined rubric, grounded in the criteria laid out in the OECD/DAC and GRES frameworks, and supported by documented evidence from at least two independent data sources in all cases. This structured subjectivity is consistent with best practices in portfolio-level assessments where complex, context-specific outcomes cannot always be reduced to purely numeric indicators.

Finally, this evaluation's methods align with the 2021 UNDP Evaluation Guidelines and UNEG Standards, which endorse the use of triangulated, mixed-methods approaches to ensure balanced, evidence-informed findings in thematic evaluations. The use of both vertical (within-project) and horizontal (across-project) triangulation further ensured that findings were not only project-specific but also programmatically coherent.

3.5. Limitations, Challenges, and Mitigation Measures

3.5.1. Limitations and Challenges

This evaluation was conducted in a complex and evolving context that shaped both the scope of inquiry and the modes of engagement. Several challenges emerged across methodological, institutional, and contextual dimensions, influencing how evidence was gathered, interpreted, and validated.

Political and Funding Context: The evaluation took place amid increasing development uncertainty in Pakistan, shaped by global funding contractions following the Trump administration. Although only few UNDP projects are United States Agency for International Development (USAID) funded, broader aid reductions affected stakeholder confidence, and two projects, MAGP and SIDP, despite their seminal work, ended. Earlier interviews reflected optimism; more recent ones highlighted concerns around civic space, institutional continuity, and the durability of gender reforms. In such cases, to mitigate this, evaluators relied on documentation from earlier stages and supplemented this with interviews from external stakeholders (CSOs, implementing Partners).

Operational Limitations: A planned Gender Equality and Social Inclusion (GESI) staff perception survey was not implemented and focus group discussions replaced it for more targeted insights. Furthermore, the questions of the survey were incorporated in the interviews and focus group discussions conducted with UNDP internal staff during the evaluation period. While this limited the breadth of quantifiable internal perception data, it allowed for richer, qualitative insight contextualized by respondents' direct experience.

Another limitation was that all key informant interviews were virtual, except in-person FGDs in Islamabad, limiting ethnographic input that could be gathered from in-person interactions. However, the virtual format allowed for broader reach and greater flexibility, increasing the number of stakeholders and beneficiaries consulted for richer, more diverse perspectives.

Coordination and Institutional Memory: Transitions in government and donor agencies created gaps in institutional memory, while scheduling delays affected interview reach. To mitigate this, UNDP Pakistan facilitated access to key informants and documentation. While efficient, this may have inadvertently narrowed the range of perspectives, potentially excluding dissenting or critical voices.

Timing Within Institutional Shift: The period covered by the evaluation (2023-2024) was shortly after the adoption of UNDP Pakistan's CPD cycle 2023-2027, which elevated gender to a standalone strategic objective. Most projects evaluated were conceived under GEN2 systems, meaning GEN3-aligned design and outcomes were still emerging.

3.5.2. Mitigation Measures Adopted

Despite the above constraints, the evaluation applied multiple mitigation measures, such as broadened sampling, triangulated validation, and rubric-based scoring, to preserve rigor. Where gaps remained (e.g., ethnographic depth, project closure), findings were interpreted with attention to context. Overall, the limitations modestly constrained narrative depth in a few projects but did not compromise the integrity or utility of portfolio-level conclusions.

3.6. Ethical Considerations

The evaluation strictly adhered to UNEG Ethical Guidelines, ensuring integrity, transparency, and respect for all stakeholders. All interview tools were developed using a do-no-harm approach, with particular attention to emotional safety when engaging with marginalized groups such as transgender persons, men who have sex with men (MSM), and female sex worker (FSW) leaders, to avoid traumatization. Prompts were optional to allow participants full control over their disclosure. No recordings were made, audio-only calls were allowed to support comfort and accessibility, with real-time notes transcription created through AI tools which were removed if requested by the interviewee. Furthermore, beneficiary details are not provided to respect privacy and avoid potential backlash.

4. Findings on Portfolio Assessed

The table below provides a consolidated snapshot of the gender performance of UNDP Pakistan's current project portfolio, as assessed against OECD-DAC criteria and GRES classification standards. It highlights the relative strengths and limitations of each project in integrating gender equality considerations across key dimensions of programming.

The following section presents detailed, cross-cutting findings that unpack these performance trends, drawing on both quantitative scoring and qualitative evidence gathered during the evaluation.

Table 5. Performance of UNDP Pakistan's Gender Thematic Portfolio Across OECD-DAC Criteria and GRES Classification

Unit	Project	Relevance	Coherence	Effectiveness	Efficiency	Sustainability	Total Score	GRES Category
DPU	Policy Innovation Programme	2.9	2.8	2.8	2.9	2.8	2.8	Gender Responsive
	SDG Plus Programme	2.8	2.6	2.8	2.7	2.6	2.7	Gender Responsive
DGU	Decentralization, Human Rights, & Local Governance – Phase II	2.6	2.6	2.7	2.6	2.6	2.6	Gender Responsive
	Merged Areas Governance Programme	2.8	2.8	2.8	2.8	2.5	2.7	Gender Responsive
	Reforms & Innovation in Government for High Performance – Phase II	2.6	2.3	2.6	2.4	2.5	2.5	Gender Responsive
	Strengthening Justice & Security Sector Governance in Pakistan (Rule of Law Programme)	2.7	2.9	2.8	2.6	2.6	2.7	Gender Responsive
	Strengthening Electoral and Legislative Processes – Phase II	2.7	2.6	2.7	2.7	2.7	2.7	Gender Responsive
PRIU	Balochistan SDGs Accelerated Delivery Project	2.9	2.7	2.8	3.0	2.8	2.8	Gender Responsive
	Accelerated Response to HIV Through Effective Prevention, Treatment, Care, and Support Interventions for Key Populations & Surveillance in High Risk Areas	3.0	2.8	2.8	2.6	2.6	2.8	Gender Responsive
	Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items	2.0	1.8	1.8	2.0	1.8	1.9	Gender Aware
	Stabilization & Inclusive Development Programme	2.9	2.9	2.9	3.0	2.8	2.9	Gender Responsive
RECCU	Climate Resilience Programme	2.8	2.7	2.5	2.5	2.4	2.6	Gender Responsive
	Insurance & Risk Finance Facility	3.0	2.7	3.0	2.9	3.0	2.9	Gender Responsive
	Flood Recovery Programme	2.7	2.25	2.0	2.25	2.25	2.3	Gender Responsive

	Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II	2.2	2.0	2.0	2.0	2.0	2.0	Gender Responsive
Total		**2.7**	**2.6**	**2.6**	**2.6**	**2.5**	**2.6**	**Gender Responsive**
Disclaimer: Composite scores and colour codes (**high:** green, **moderate:** yellow, **low:** red) are diagnostic tools to assess how each project performs against gender integration standards per OECD-DAC criterion. They are not for cross-project comparison as each project varies in scope, context, and documentation. Please refer to Table 4 for further details on the traffic light coding system.								

UNDP Pakistan's institutional commitment to GEWE has gained momentum through structural reforms, with opportunities to enhance implementation consistency. The CPD cycle 2023-2027 marks the first time UNDP Pakistan has treated gender as a distinct and strategic pillar, rather than a cross-cutting issue. This shift was reinforced by the recruitment of a full-time Gender Expert and the inclusion of a dedicated gender outcome in the CPD Results Framework. The GTE assessed 15 projects under the CPD cycle 2023-2027. This institutional repositioning reflects a strong foundation for transformative change, although further alignment in operational practices is needed to maximize potential. Projects frequently operate in silos, with gender mainstreaming often driven by project-level leadership and innovation rather than consistently supported by shared institutional frameworks. Strengthening internal coherence can unlock greater opportunities for cross-learning, scalability, and systemic impact.

Out of 15 assessed projects, 14 were rated Gender Responsive and 1 as Gender Aware under GRES, reflecting a strong commitment to gender inclusion, but without transformative classification. GRES scoring showed encouraging progress across the portfolio: while no project was classified as Gender Unaware, the majority (14/15) demonstrated gender responsiveness by integrating gender into project design, implementation, or outputs. Only one, O2 project, was rated Gender Aware, reflecting an early stage of gender integration. This suggests that the portfolio is committed to and reflects gender integration. Common features of responsive projects included sex-disaggregated data, women's participation targets, and some intersectional inclusion, particularly for transgender persons and Persons with Disabilities (PWDs). To further advance along the transformation continuum, future efforts could benefit from strengthened accountability systems, norm-shifting strategies, or community co-ownership mechanisms to catalyse more enduring structural change.

Portfolio scoring across the five OECD/DAC criteria confirms that UNDP Pakistan's gender programming is gender responsive and performing at a moderate-to-high level, with an overall average score of 2.6. While relevance and coherence are consistently strong, sustainability presents an opportunity for further strengthening.

Relevance: All 15 projects scored between 2.0 and 3.0, with an average of 2.7. Seven projects scored 2.8 or higher: PIP, BSDGs, GF HIV, MAGP, IRFF, SIDP and CRP. These projects show strong alignment with global and national gender equality frameworks, such as SDG 5 and CEDAW. High-performing initiatives effectively addressed structural gender barriers such as financial exclusion, mobility restrictions, and lack of digital access.

Coherence: The average score was 2.6, with seven projects scoring 2.7 or higher: PIP, MAGP, RoL, SELP – II, GF HIV, SIDP, BSDGs, IRFF. This reflects moderate to strong alignment between internal strategies and external partnerships. Projects that embedded gender-responsive budgeting, institutional reforms, and civil society engagement scored higher. However, coherence was often weakened by fragmented institutional coordination, limited information sharing, and insufficient joint planning mechanisms across UNDP units and with external actors.

Effectiveness: The average was 2.6, with eight projects scoring 2.7 or higher: PIP, SDGs Plus, MAGP, RoL, SELP – II, BSDGs, SIDP and IRFF. These projects achieved gender-responsive outputs, including vocational training, NIC registration, and policy inclusion. However, deeper norm-change outcomes,

intersectional reach, and transformative impact measurement remain uneven. Many projects demonstrated strong localized results but struggled with replication or scale.

Efficiency: The average was 2.6, with eight projects scoring 2.7 or higher: PIP, SDGs Plus, SELP – II, BSDGs, SIDP, RoL, IRFF, and MAGP. These projects demonstrated cost-effective delivery, leveraging adaptive mechanisms such as digital platforms, public–private partnerships, and blended financing to optimize resource use. High-scoring initiatives also benefited from localized delivery models and flexible budgeting practices. Projects with lower scores often lacked these innovations or experienced inefficiencies related to procurement, staffing, or underutilized gender budgets.

Sustainability: The average portfolio score across all criteria was 2.5, with only four projects scoring 2.7 or higher: PIP, BSDGs, SIDP, IRFF. While confirming overall Gender Responsive performance, the average score highlighted the need for transformation beyond participation and output delivery. However, it must also be noted that "If initiatives like these didn't exist, I don't think these issues would have been addressed. This work significantly impacts our economic and social empowerment," noted an interviewed community implementing partner.

4.1. Findings on Project Design, Results Framework, and Monitoring & Evaluation

4.1.1. Project Design Phase - GEWE & Cross-cutting Issues

While reviewing the design phase of all projects for inclusion of GEWE and other cross-cutting issues, the Project Document, along with indicators set at the design stage, was analysed. The integration of GEWE and cross-cutting areas into each project at the design stage are captured in Table 6 & 7 respectively.

Table 6. Integration of GEWE into Project Design

Project	Contribution to GEWE
PIP	Strong on digital equity, gender-responsive strategy
SDGs Plus	Broad civic inclusion with targeted gender components
DHL – II	Strong dual contribution to empowerment of women and protection of vulnerable communities
MAGP	Effective in enabling inclusion, especially via SEPs
R&I – II	Some intent; partial delivery on gender markers
RoL	Strong structural and service-level results
SELP – II	Robust results, esp. for civic/political inclusion
BSDGs	High reach and female participation; lacks structural transformation
GF HIV	Strong performance for Vulnerable groups with stigma and discrimination; but limited institutional impact
O2	No documented GEWE outcomes
SIDP	Clear contributions to GEWE, especially in conflict-affected areas
CRP	Strongest contributor in climate pillar on Gender
IRFF	Strong alignment with GEWE, links financial protection to gender
FRP	Limited transformative and structural impact despite inclusion of women in design phase
GLOF – II	CBDRMCs form a central part in each target valley and include women by design

This integration at the design stage points to increasing effectiveness in advancing GEWE, particularly through expanded access to entrepreneurship training, financial inclusion, legal aid, and climate-resilient livelihoods. Projects such as SIDP, CRP, BSDGs, and RoL set their targets for improvement in women's agency, for instance, by supporting access to green jobs, digital skills, microfinance, and legal services. Setting up such targets provides a solid platform for further scaling. However, majority of

interventions planned are focused at the output level, and there is a significant opportunity to complement these with stronger systems for tracking long-term outcomes at the implementation phase, such as shifts in gender power dynamics, household decision-making, LNOB inclusion and institutional behaviour.

Table 7. Integration of Cross-cutting Issues into Project Design	
Project	**Contribution to Cross-cutting Issues**
PIP	Moderate integration into design, especially through policy briefs, reports, and analyses focusing on policy gaps with respect to marginalized groups
SDGs Plus	Incorporated broad civic inclusion and targeted overlapping vulnerabilities, however, inclusion was greatly dependent on individual motivation and ad hoc facilitation
DHL – II	Focus on sustained norm-change through efforts to combat stigma and hate speech
MAGP	Consistent efforts for inclusion of vulnerable populations through Special Emphasis Programmes (SEP)
R&I – II	Digitalization is embedded in project design to extend the impact of development outcomes to vulnerable groups; however, the intent side is weak for portraying transformative impact
RoL	Strong design emphasis on accessible referral pathways to justice and security for vulnerable groups
SELP – II	Strong intent to deepen LNOB as seen by inclusion being 1 of the 4 main areas of focus, however, the project could have benefited from disaggregation of data by religion and disability if added at the design stage.
BSDGs	Significant integration of LNOB into project design, as evidenced by disaggregated output indicators according to disability and inclusion of more than 900 PWDs
GF HIV	Strong integration of marginalized and vulnerable groups (due to stigma and discrimination attached to HIV/AIDS) through innovative methods i.e. mobile outreach, secure apps, peer-led models
O2	No documented contribution to cross-cutting issues or integration into project design
SIDP	Strong integration of LNOB into project design i.e. flexible eligibility criteria for transgender women and special emphasis on skill development of marginalized groups
CRP	Amongst climate projects, strongest integration of LNOB into design as seen by their Green Career Launchpads focusing on marginalized groups
IRFF	Substantial LNOB and cross-cutting integration through insurance products targeted at vulnerable groups
FRP	Integration of LNOB through accessible housing for PWDs and community-based disaster risk management training for vulnerable groups
GLOF – II	Little integration of LNOB into project design with inclusion dependent on individual motivation

While most projects showed substantial awareness of LNOB and cross-cutting issues during the design stage as tabulated above, projects such as GLOF – II and O2 had the potential and leverage to further beef-up the integration of these aspects specially regarding inclusion of PWDs. On the other hand, projects such as SDGs Plus, PIP, and R&I – II, moderately incorporated LNOB and cross-cutting considerations but there was little focus on long-term transformative impact.

4.1.2. Results Framework Analysis

Theory of Change Analysis

To frame the analysis around the reconstructed theory of change, the table below maps each evaluated project's alignment, using the project document, with **CPD cycle 2023-2027 Outcome 4** through its contribution to **CPD Outputs 4.1** (institutional empowerment) and **4.2** (community access and protection). Contributions are categorized as systemic (✓), partial (~), absent (✗). The mapping shows that the reconstructed Theory of Change effectively frames the UNDP gender portfolio's ambition to drive structural transformation through intersecting strategies of institutional reform (Output 4.1) and community-level access and protection (Output 4.2).

Table 8. Project Alignment with CPD Outcome 4

Unit	Project	CPD Output 4.1	CPD Output 4.2
DPU	PIP	✓ Systemic policy work	✓ Empowerment, safe access
	SDGs Plus	✓ Institutional and thematic	✓ GBV, inclusion
DGU	DHL – II	✓ Gender justice systems	✓ Safe spaces, redress
	MAGP	✓ Intent, structural setup	✓ Local access, village councils
	R&I – II	~ Risk governance, PSW	~ Digital inclusion
	RoL	✓ Institutional/legal reform	✓ Legal aid, infrastructure
	SELP – II	✓ ECP, Parliament, Oversight	✓ Electoral safety, outreach
PRIU	BSDGs	✓ Participation, community orgs	✓ Infrastructure, services
	GF HIV	~ TG/FSW MSM advocacy, CSOs	✓ Rights-based services
	O2	✗ None	✗ None
	SIDP	~ Institutional responsiveness	✓ Services, psychosocial support
RECCU	CRP	✓ Policy, MSMEs, skills	✓ Green livelihoods, DRR
	IRFF	✓ Policy, insurance, regulation	✓ Protection, resilience
	FRP	✗ None	~ Basic services, minimal shift
	GLOF – II	~ Institutional training	~ Resilience, partial risk reduction

Finally, the evaluation was shaped by **key assumptions**: that sufficient resources, enabling political space, and stakeholder engagement would support GEWE outcomes. These were kept in view when analyzing both enablers and constraints across the portfolio.

The project mapping to the reconstructed CPD gender Theory of Change, demonstrates alignment in governance and policy-driven initiatives (e.g., RoL, DHL – II, SDGs Plus), while service delivery and participatory access show greater consistency across community-focused interventions (e.g., SIDP, CRP, BSDGs). However, this evaluation finds that alignment with CPD outcome 4 at the design level does not necessarily correspond with transformative gender outcomes. Despite efforts to align with outcome 4, only 4 projects have GEN3 outputs. Several projects exhibit partial or minimal contribution to structural gender change, underscoring the need to strengthen intersectional design and systemic intent across all sectors. This confirms the ToC's utility as a lens for assessing depth and durability of GEWE outcomes across diverse programming areas but also highlights its limitations. Given that this is a reconstructed ToC and GEWE is used as a cross-cutting theme by most projects during project design stage, therefore, an analysis is added on indicators aligned with GEWE for deeper understanding.

GEWE-Related Indicator Analysis

A total of 118 indicators across 15 projects contributing to the four Outcomes of CPD cycle 2023-2027 were reviewed. The analysis focused on the relevance of indicators to GEWE, the distribution across thematic areas, and the extent to which indicators are strategically aligned to track gender results.

In addition to overall findings presented in Table 5 above where qualitative and quantitative analysis has been used to score each project against DAC criteria and GRES classification, an analysis of project indicators as appearing in each Project Document's results framework has also been conducted (annex

8). It is important to note that majority of the indicators set by the projects are at least gender segregated, however, this qualitative analysis shows that, out of a total of 118 indicators, 42 indicators (36%) were contributing to GEWE. The distribution by CPD outcome is summarized below:

Table 9. Indicator Alignment with GEWE Across Outcomes

CPD Outcome	Total Indicators	GEWE-Contributing Indicators	% GEWE-Contributing Indicators
Outcome 1 – Governance	59	17	29%
Outcome 2 – Economic Growth	18	9	50%
Outcome 3 – Environment & Climate Change	30	5	17%
Outcome 4 – Gender	11	11	100%
Total	**118**	**42**	**36%**

- Outcome 1 – Governance has the highest number of indicators aligned. However, it has a relatively low proportion (29%) contributing significantly to GEWE. This suggests that at design stage, there is an underutilization of governance interventions to influence gender-responsive systems or policies.
- Outcome 2- Economic Growth showed strong integration of GEWE. Half of its indicators reflect a promising shift toward gender-responsive economic programming.
- Outcome 3 - Environment and Climate Change had the weakest GEWE integration at 17%, indicating limited mainstreaming of gender and social inclusion within environmental projects.
- Outcome 4 – Gender has all indicators that are directly aligned with GEWE, but this represents only 9% of the total no. of indicators across all outcomes. This points to a need for more robust gender integration across non-gender-specific outcomes.

SMART Analysis of GEWE-Related Indicators: Out of 118 indicators, 42 are GEWE relevant. We conducted a SMART analysis of these 42 indicators (annex 8). SMART is a framework for assessing the quality of an indicator and refers to specific, measurable, achievable, relevant, and time-bound. It is used to ensure that indicators are high-quality and can be used for effective monitoring and evaluation.

For our analysis, 'yes' indicates that an indicator largely fulfills the criteria; 'moderate' indicates that an indicator partially meets the criteria but there is room for improvement; 'no' indicates that an indicator severely falls short of meeting the quality criteria.

Table 10. SMART Analysis of GEWE-Aligned Indicators

	Specific	Measurable	Achievable	Relevant	Time-bound
Yes	60%	67%	74%	76%	74%
Moderate	26%	24%	26%	19%	19%
No	14%	10%	0%	5%	7%

The table above highlights relevance, timeliness, and achievability as the strongest criteria. However, measurability and specificity are two of the weakest criteria with considerable room for improvement.

4.1.3. Programme Monitoring and Evaluation

While the evaluation did not assess the monitoring systems of each project individually, a review of programme-level monitoring practices reveals that **gender considerations are increasingly embedded across the UNDP Pakistan portfolio**, particularly through Annual Progress Reports (APRs), risk logs, and institutional safeguards. However, weaknesses remain in the consistency, inclusiveness, and transformative ambition of gender-related monitoring and evaluation (M&E) systems.

- At the project level, **Annual Progress Reports** for projects such as FRP, CRP, BSDGs, and RoL featured **dedicated gender reporting**, including **sex-disaggregated data** on participation and benefits, **Indicators linked to CPD cycle 2023-2027 Outcome 4**, including women's access to climate training, justice services, financial inclusion, and community leadership.
- Additionally, field-level **monitoring by gender specialists** supported implementation tracking. For instance, FRP used field visits to validate the delivery of gender action plans, while BSDGs used women-led community organizations (310 COs) to monitor outreach and inclusion outcomes.
- Projects also flagged gender-related risks in **risk logs** (e.g., GBV, exclusion), and incorporated **mitigation measures** such as inclusion targets, gender expert engagement, and context-specific safeguards. In RoL and DHL – II programmes, **Gender Desks** functioned as both service delivery points and feedback mechanisms. Additionally, gender was institutionalized into project board meetings as separate and mandatory agenda item.
- Institutional safeguards under the **PSEAH framework** were also in place and monitored, including Partner Capacity Assessment Tools (PCAT), reporting protocols and focal points, and awareness activities linked to ongoing quality assurance and oversight.

Despite these strengths, the evaluation identified critical **gaps that limit gender-transformative monitoring**:

- **Inconsistent application of gender results indicators across GEN2 and GEN3 projects**, with a continued reliance on output metrics (e.g., number of women trained) rather than indicators capturing empowerment, norm shifts, or system-level change.
- **Limited analysis or utilization of sex-disaggregated data** for adaptive management. While data is collected, it is not consistently used to inform course correction or strategic decision-making.
- **Binary gender reporting remains the default**, with few mechanisms to track the participation or needs of transgender or non-binary individuals, despite their inclusion in CPD Outcome 4.
- **Absence of unified, transformation-oriented M&E frameworks** that link project-level monitoring to Outcome 4 results, especially indicators related to agency, safety, and institutional leadership.

Overall, while the Country Office portfolio's gender monitoring ecosystem is maturing, the evaluation finds that its current orientation is more responsive than transformative. Strengthening monitoring practices will require not only better-designed indicators but also mechanisms to track inclusion, institutional accountability, feedback loops, and norm change, as well as non-binary participation.

4.2. Findings on Relevance

R1. How well do UNDP's GEWE interventions align with national gender policies and international frameworks (e.g., SDGs, CEDAW, Paris Agreement)? (Portfolio)
R2. Does it address structural barriers (e.g., poverty, inequality, lack of access to resources) and intersectional discrimination? (Project)
R3. Were the GEWE interventions strategic in addressing the country's core gender challenges? Did their relevance persist over the implementation cycle? (Portfolio)
R4. What is UNDP's added value in promoting gender equality and women's empowerment in Pakistan's development context? (Portfolio)
R5. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country? (Portfolio)

R6. Has UNDP integrated gender equality across CPD design and implementation (2023–2027) at policy, technical, and institutional levels? (Portfolio)
R7. Are objectives and targets for gender equality clearly defined and prioritized? (Project)
R8. Were the gender markers assigned to projects representative of reality? (Project)

Project	PIP	SDGs Plus	DHL – II	MAGP	R&I – II	RoL	SELP – II	BSDGs	GF HIV	O2	SIDP	CRP	IRFF	FRP	GLOF – II	Total
Relevance	2.9	2.8	2.6	2.8	2.6	2.7	2.7	2.9	3.0	2.0	2.9	2.8	3.0	2.7	2.2	2.7

Overall Assessment: The UNDP Pakistan portfolio demonstrates strong overall relevance to GEWE, with most projects well-aligned to global agreements and national frameworks (normative relevance) and responsive to local gendered realities (practical relevance). Projects showed meaningful adaptation, such as mobile NIC registration in remote areas, relaxed quotas for women in conservative settings, vocational training at doorsteps, and peer outreach for stigmatized groups. However, integration remains uneven across components, and intersectionality, while acknowledged, needs stronger, more consistent application, particularly for trans persons, women with disabilities, and minorities. The portfolio offers a strong foundation to advance deeper structural transformation.

R1. How well do UNDP's GEWE interventions align with national gender policies and international frameworks (e.g., SDGs, CEDAW, Paris Agreement)?

Finding 1: UNDP Pakistan's portfolio demonstrated high normative relevance to GEWE through alignment with global frameworks such as SDG 5, CEDAW, the Paris Agreement, and national gender policies.

Nearly all evaluated projects reflected strong alignment with global frameworks, including SDGs 5, 10, and 16; CEDAW; the Paris Agreement; and UN-SWAP, as well as Pakistan's Vision 2025 and the National Gender Policy Framework. For instance, IRFF, SDGs Plus, and PIP referenced CEDAW, SDG 5, and gender equality commitments across economic, climate, and innovation sectors, integrating them into program design, workplans, and risk logs. DHL – II connected to the Disability Act (2017), Home-Based Workers Act (2018), and Paris Agreement, reflecting multi-framework integration. Meanwhile, MAGP strategically drew on Khyber Pakhtunkhwa's (KP's) Women Empowerment Policy to craft gender-responsive interventions in the former FATA areas. The SDGs Plus Programme explicitly aligned with CEDAW and SDG 5 by integrating gender equality and women's leadership into its implementation of the National Human Rights Institutions (NHRIs) and governance reforms. Notably, it supported the development of gender-sensitive modules for capacity-building of state institutions, promoted gender-disaggregated data, and prioritized the participation of women and transgender persons in stakeholder consultations related to social protection, legal reform, and digital rights. Similarly, FRP demonstrated alignment with CEDAW (Articles 7, 11, and 14) and SDG 5 (targets 5.5 and 5.a) by involving women in housing design consultations, providing agricultural and enterprise support to women in flood-affected areas, and offering targeted training in monitoring and climate-resilient planning. These examples reflect a strong strategic foundation. However, some projects such as O2 project included gender equality in principle but did not fully translate it into a central design or delivery priority. This suggests an opportunity to reinforce the framing of gender not only as a cross-cutting concern but also as a core objective, especially in sectors traditionally seen as gender-neutral.

R2. Does it address structural barriers (e.g., poverty, inequality, lack of access to resources) and intersectional discrimination?

Finding 2. Structural barriers to gender equality were addressed across many projects, yet more consistent integration of norm change would deepen their impact.

Projects like BSDGs and PIP went beyond surface inclusion to target structural exclusions, lack of access to finance, digital exclusion, and absence of decision-making spaces for women. BSDG's structural contributions included rehabilitating 371 girls' schools, using gender-disaggregated

monitoring, and mobilizing women-only livelihood networks, while PIP's National Human Development Report and Development Advocate Pakistan (DAP) magazine focused explicitly on themes such as gendered digital divides and gendered impacts of climate change, grounding solutions in public discourse and policy systems. Similarly, IRFF embedded gender into national disaster finance strategies, insurance product development, and Shariah-compliant models for women farmers, addressing formal economic exclusion. Similarly, while RoL took steps to embed gender in conservative districts, further investment in strategies to engage with restrictive social norms and political exclusion would help foster lasting shifts.

R3. Were the GEWE interventions strategic in addressing the country's core gender challenges? Did their relevance persist over the implementation cycle?
R4. What is UNDP's added value in promoting gender equality and women's empowerment in Pakistan's development context?

Finding 3: Many UNDP projects demonstrated strong contextual and strategic relevance by adapting to socio-cultural and logistical constraints facing women, girls, and gender-diverse persons.

Projects such as SIDP, BSDGs, and CRP exhibited practical relevance by tailoring delivery to overcome deep-rooted local challenges. In SIDP, gender quotas were not static; instead, they were geographically redistributed, for example, raised in Swat and rural Sindh, to compensate for cultural pushback in areas with lower initial female participation. Likewise, SIDP applied flexible eligibility criteria (e.g., relaxed age caps, multiple women per household) to increase access for young women excluded by rigid norms. BSDGs conducted doorstep vocational training, provided escorted transport, and ensured female-only community organizations, directly addressing mobility and safety barriers. CRP brought eco-tourism training and fuel-efficient stoves to disaster-prone areas, reaching women otherwise marginalized by geography and gender. The GF HIV project showed strong adaptive relevance by shifting to peer-led outreach, mobile testing, and mobile app-based home delivery of testing kits for people facing extreme stigma. These efforts reflect an awareness of what inclusion must look like in practice. At the same time, some interventions, such as GLOF – II's Early Warning Systems did not maintain relevancy throughout the project cycle and could have benefited from stronger follow-through on design adaptations for women's accessibility, especially considering literacy levels and mobility limitations. Furthermore, UNDP programmes are strategically aligned to national priorities and work in close collaboration with provincial and national governments to boost relevance and improve capacity. For example, GF HIV project is strategically designed to work with the Common Management Unit, Ministry of Health for prevention and treatment of HIV, contributing to long-term capacity building of national institutions. Future programming could expand on these foundations to ensure that services not only reach women but also enable them to act on newly available opportunities.

R5. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Finding 4. While many projects demonstrated a strong commitment to inclusion, there remains untapped potential to operationalize intersectionality and invest in sustained norm-change strategies.

Across the portfolio, several projects recognized the layered vulnerabilities experienced by different groups, particularly the intersections of gender with disability, geography, displacement, or poverty. This framing was visible in SDGs Plus, SIDP, and RoL. SDGs plus for example, incorporated transpersons in stakeholder consultations related to social protection and legal reforms. However, the next strategic step is to move from acknowledgment to tailored action. Overall, the portfolio has laid the groundwork for more inclusive and norm-shifting programming. A more deliberate and sustained investment in strategies that address patriarchal power structures, enable allyship, and build inclusive delivery models would strengthen the long-term sustainability of GEWE outcomes.

R6. Has UNDP integrated gender equality across CPD design and implementation (2023–2027) at policy, technical, and institutional levels?

Finding 5: UNDP Pakistan's institutional commitment to GEWE has gained momentum through structural reforms, with opportunities to enhance implementation consistency.

The CPD cycle 2023-2027 marks the first time UNDP Pakistan has treated gender as a distinct and strategic pillar, rather than a cross-cutting issue. This shift was reinforced by the recruitment of a full-time Gender Expert and the inclusion of a dedicated gender outcome in the CPD Results Framework. This institutional repositioning reflects a strong foundation for transformative change, although further alignment in operational practices is needed to maximize potential. Projects frequently operate in silos, with gender mainstreaming often driven by project-level leadership and innovation rather than consistently supported by shared institutional frameworks. Strengthening internal coherence can unlock greater opportunities for cross-learning, scalability, and systemic impact.

R7. Are objectives and targets for gender equality clearly defined and prioritized?

Finding 6: Relevance was strongest where gender was embedded across outputs and translated into budget lines, institutional reforms, and community co-ownership, not siloed into isolated activities.

In high-scoring projects like IRFF, BSDGs, and SDGs Plus, gender integration was systemic. BSDGs work plans disaggregated all output indicators by sex and disability and distributed over 2,000 toolkits to women micro-entrepreneurs. District SDG Committees under SDGs Plus maintained 50% female representation. IRFF embedded gender in multiple streams, actuarial training, Securities Exchange Commission Pakistan (SECP) policy reforms advocacy and support, and insurance product innovation, illustrating a system-wide approach. Notably, SDG Plus Program explicitly institutionalizes strategy for gender transformation, including gendered financing frameworks, LNOB focus, and provincial-level capacity building efforts.

At the same time, other projects presented opportunities to strengthen this approach. For example, while GLOF – II reached over 78,000 people (50% women), the late adoption of its Gender Action Plan and the absence of sex-disaggregated indicators in several outputs reduced its strategic leverage. CRP laid important groundwork through gender-inclusive climate policy development but lacked institutional mandates and budgetary provisions to sustain implementation. Additionally, while district plans under BSDGs mentioned women and "vulnerable groups," these references would benefit from clearer timelines, monitoring structures, and mechanisms for community feedback.

A consistent area for enhancement is the deeper engagement of civil society and community actors, particularly feminist networks, women-led organizations, and trans-led initiatives. For instance, while the Global Fund's Sehat Sahulat app supported MSM populations effectively, it was less relevant for female sex workers, leading to intra-community tensions. Likewise, community tensions were felt in GLOF – II as well when one or two families in a village were provided tunnels or sheep or other support, leaving resentment and jealousy within the community: "One person got a greenhouse. One person got sheep. The rest of us got nothing. All of us are poor here. It caused jealousy, people fought. It would have been better not to give anything at all to anyone." Community stakeholders highlighted the need for co-created program design to reflect diverse lived experiences and minimize unintended exclusions. These reflections point to the value of grassroots partnership as a foundation for inclusive and grounded gender relevance.

R8. Were the gender markers assigned to projects representative of reality?

Finding 7: The widespread use of GEN2 markers reflects strong institutionalization of gender-responsive programming across the portfolio, while the early adoption of GEN3 in select projects marks an important and promising shift toward transformative outcomes.

UNDP's Gender Marker system provides a valuable internal tool for identifying the depth of gender integration across its programming. Projects coded as GEN2 demonstrate that gender equality is a significant objective, while GEN3 designates interventions where gender equality is the principal aim. In Pakistan, the consistent application of GEN2/GEN3 across all 14 out of 15 evaluated projects represents a strong and encouraging foundation, reflecting alignment with UNDP's minimum standards for gender mainstreaming. Importantly, 2023–2024 marks the first time in UNDP Pakistan's programming history that GEN3 markers have been adopted, following the CPD cycle 2023-2027's repositioning of gender as a standalone strategic outcome. This shift signals a significant institutional commitment to embedding transformative change. Four projects, CRP, DHL – II, SDGs Plus, and GF HIV, have already been marked GEN3, illustrating an emerging model for integrating structural, intersectional, and norm-shifting approaches. While GEN2 is now well established, the emerging adoption of GEN3 represents a milestone achievement and an opportunity to further align projects with the CPD's new direction. Given that all 4 projects with GEN3 outputs made significant progress in GEWE integration throughout implementation, the GEN3 marker is adequately representative. However, some projects such as SELP – II had outputs dedicated solely to gender and inclusion but it was not reflected in their Gender Marker status. To improve relevance, UNDP Pakistan should ensure that Gender Marker status is fully aligned with indicators and on-ground activities.

4.3. Findings on Coherence

C1. Has there been coherence between UNDP's gender-related interventions and its broader development priorities, such as poverty reduction, climate resilience, and inclusive governance? (Portfolio)
C2. Are UNDP's GEWE interventions aligned with national gender equality strategies and policies? (Portfolio)
C3. Are gender equality principles coherently embedded within UNDP's internal systems (e.g., gender markers, monitoring, gender responsive budgeting, knowledge sharing)? (Project)
C4. Do the interventions demonstrate synergies with external actors, including UN agencies, development partners, and grassroots or women-led organizations? (Project)

Project	PIP	SDGs Plus	DHL – II	MAGP	R&I – II	RoL	SELP – II	BSDGs	GF HIV	O2	SIDP	CRP	IRFF	FRP	GLOF – II	Total
Coherence	2.8	2.6	2.6	2.8	2.3	2.9	2.6	2.7	2.8	1.8	2.9	2.7	2.7	2.25	2.0	2.6

Overall Assessment: UNDP Pakistan's portfolio reflects a growing institutional commitment to gender equality, with six projects rated high in coherence, eight moderate, and only one rated low. Positive institutional shifts, such as the inclusion of a dedicated gender outcome in the CPD cycle 2023–2027 and the appointment of a full-time Gender Expert, signal a strong direction forward. However, practical coherence across projects and units presents room for further development. Currently, several initiatives, such as the Gender Desks under the RoL, DHL – II, and Deliver Justice, operate in parallel, each with different mandates and operational protocols. While these reflect innovation and responsiveness, a shared framework for coordination, learning, and standards could enhance synergy and scalability, as feasibly allowed given differing mandates. In the absence of such coherence, good practices remain siloed, despite internal discussion, and institutional learning may be lost. Similarly, projects focused on women's livelihoods or disaster resilience often remain siloed, missing opportunities for cross-learning. Coordination with grassroots organizations frequently depends on individual champions rather than formalized partnerships or mechanisms. Strengthening horizontal integration, through shared tools, consistent co-implementation models, and formalized collaboration platforms, could unlock greater coherence and amplify gender outcomes across the board. UNDP is well-positioned to lead this shift. By consolidating institutional knowledge, facilitating cross-project reflection, and aligning program tools with shared gender standards, coherence can move beyond alignment toward strategic integration, anchoring gender equality more firmly at the heart of all development work.

C1. Has there been coherence between UNDP's gender-related interventions and its broader development priorities, such as poverty reduction, climate resilience, and inclusive governance?

Finding 1: Projects with strong coherence aligned internal systems and external partnerships with gender equality goals, offering replicable models for integrated programming.

Projects like SIDP, RoL, and BSDGs offer encouraging examples of coherence by aligning gender strategies across internal programming units (i.e. governance, poverty reduction), provincial partnerships, and policy frameworks. For instance, SIDP applied GEN2 classifications, embedded sex-disaggregated indicators into its monitoring system (e.g., tracking retention in girls' schools and vocational training), and coordinated with the KP Planning Support Unit and Education Department. It also built strong community connections through 70 mobilized groups and partnerships with Civil Society Organizations (CSOs) like Tribal News Network (TNN). BSDGs strengthened coherence through cross-departmental collaborations with Planning & Development, Social Welfare, and private actors (e.g., Empowerment thru Creative Integration (ECI), Concept Unlimited), while also reflecting gender-sensitive institutional culture, evident in implementer reflections such as, "we try to ensure gender equality in all aspects of our work, we have 20 male staff and over 60% women on our governing board." In RoL, a beneficiary noted how her training was followed by internship in the KP Revenue Authority, a space previously unfamiliar and resistant to women lawyers. Not only that, overtime, many trainees built long-term clients and careers out of the external partnerships and collaboration opportunities presented to them after the training. These examples provide a strong reference point for cross-sectoral alignment and can inform future portfolio-wide learning to strengthen cross-unit programming and fertilization.

C2. Are UNDP's GEWE interventions aligned with national gender equality strategies and policies?

Finding 2: Projects with moderate coherence demonstrated uptake of gender tools and national frameworks but have strong potential to deepen collaboration and institutional learning with feminist and grassroots actors.

CRP collaborated with Gilgit Baltistan Rural Support Programme (GBRSP), NPAP, and academic institutions, setting a solid basis for sectoral partnerships. SDGs Plus demonstrated institutional coherence through its multi-level governance structure, including a Project Board, Provincial Committees, and District SDG Committees, tasked with oversight of gender equality, conflict sensitivity, and safeguards. SDGs Plus applied GEN2 and GEN3 markers and contributed to regional coordination, including the South Punjab Plan with UNESCAP. Future coherence would be further strengthened by integrating grassroots partnerships and feedback systems.

The commitment to course correction is visible, as seen in stakeholder feedback on plans to revise DAP: "CSO voices haven't been consistently included. There's recognition now that this needs to change… we're open to that kind of integration." Similarly, PIP embedded gender markers, hosted a dedicated analyst, and partnered with Women in Finance and Women in Law, an example of how coherence can be built through strategic alliances. With these foundations in place, deeper engagement with feminist movements and institutional learning systems could significantly strengthen long-term coherence.

C3. Are gender equality principles coherently embedded within UNDP's internal systems (e.g., gender markers, monitoring, gender responsive budgeting, knowledge sharing)?

Finding 3: Enhancing the institutionalization of feminist partnerships and gender-responsive budgeting systems offers an opportunity to improve coherence across the portfolio.

Many projects demonstrated strong policy alignment and intent around GEWE, and several incorporated planning-stage gender considerations. Building on this, future programming could benefit from more consistent implementation mechanisms that ensure feminist-informed delivery. MAGP, for example, embedded gender within training protocols but did not develop GRB systems or partner with feminist CSOs. R&I – II used citizen perception survey on gender responsiveness but could further enhance coherence through collaboration with grassroots community actors to strengthen accountability. O2 project aligned with Coronavirus Disease 2019 (COVID-19) response priorities but did not integrate gender tools or disaggregated tracking, an area where future iterations could substantially improve equity outcomes, particularly in gendered access to healthcare. Even in projects like SIDP, which excelled in inclusive design, a more formalized system for cross-unit learning, gender audits, and feedback integration would enable promising practices to scale portfolio-wide. As one consultant noted during the evaluation: "Cross-unit collaboration is a strong starting point… Combined with intentionality around gender programming, these are promising ingredients for effective gender mainstreaming." Institutionalizing these practices can ensure gender equality is not only a principle but a lived, sustained practice across all levels of programming.

C4. Do the interventions demonstrate synergies with external actors, including UN agencies, development partners, and grassroots or women-led organizations?

Finding 4: Intra-UNDP and inter-agency collaboration on gender showed signs of progress but would benefit from institutionalization of strong internal systems, including representation and learning channels, to ensure sustainability beyond individual leadership.

Donor complementarity was evident in several projects (e.g., SELP – II with Foreign, Commonwealth & Development Office (FCDO), RoL with European Union (EU) and United Nations Office on Drugs and Crime (UNODC)), and efforts to align with national frameworks were clear. However, interviews indicate that cross-agency collaboration remains informal and dependent on individual initiative rather than structured platforms. As one donor noted, "UN agencies don't speak to each other unless someone locks them in a room." RoL aligned with the KP Police Gender Strategy and trained stakeholders across legal institutions, offering an integrated entry point. Expanding these partnerships to include hospitals and Gender Based Violence (GBV) shelters would enhance survivor-centred pathways, especially for transgender survivors who currently face service gaps: "Police gender desks are not equipped to cater to the needs of trans persons. Ombudsperson gender desks may provide access quietly, but this is not openly communicated," noted a beneficiary. Similarly, while GF HIV incorporated community feedback mechanisms, several interviewees noted that recommendations were not consistently translated into program design. Stakeholders also raised concerns about UNDP's internal representation: *"UNDP themselves don't have a transgender staff member, so it is hard to feel like they are listening to us in these meetings."* During the evaluation, no transgender staff were interviewed, and inquiry confirmed that UNDP Pakistan does not employ a permanent transgender person. For projects like GF HIV that primarily work with marginalized communities, this lack of representation undermines trust and legitimacy. Given the recent shift where UNDP **discontinued its contract with** a trans-led organisation, citing default or economic issues, and handed over the program to a **cis-led organisation**, a move heavily criticized by community stakeholders, the need for urgent transgender representation within UNDP itself and its programming leadership is pressing. Overall, the finding underscores that while some interventions demonstrate strong synergies with external actors, coherence of gender equality principles within UNDP's own systems requires greater institutionalization of institutional and cross-partner learning channels, inclusive staffing and continuous community feedback channels to build credibility and sustain GEWE outcomes.

Finding 5: UNDP actively promoted GEWE through multi-level partnerships with government, UN agencies, and civil society, though deeper engagement with grassroots and feminist actors remains a gap.

Projects like GF HIV demonstrated a promising model of partnership equity, where community-based organizations (CBOs) were not only implementers but had staff salaried through project funds, offering both legitimacy and financial security. Similarly, the IRFF project was delivered entirely through a partnership model, and the SDGs Plus and DHL – II projects collaborated with provincial governments, CSOs, and public institutions to integrate gender into governance, resilience, and service delivery. UNDP also participates in the UN Gender Results Standing Committee and regularly co-produces knowledge with partners, such as the Development Advocate Pakistan magazine, which elevates gender insights from across sectors. However, partnerships with women- and trans-led grassroots organizations were often ad hoc or limited to consultations, reducing their role in shaping or owning programming. "We are consulted when needed but never brought in to design programs meant for us," noted a key informant. Stronger collaboration frameworks, upstream engagement in design and budgeting, and shared accountability mechanisms with feminist CSOs could enable more transformative, localized GEWE outcomes.

Finding 6: Some projects demonstrated emerging coherence but would benefit from broader and deeper application of gender markers, community partnerships, and participatory processes.

GLOF – II's inclusion of women in Community Based Disaster Risk Management Committees (CBDRMCs) (19% GB, 15% KP) and its introduction of gender tools shows positive intent. Going forward, enhanced implementation of these tools and greater involvement of women-led CSOs can enrich the coherence of such initiatives. SELP – II made important strides by institutionalizing gender in the Election Commission of Pakistan (ECP) and supporting NIC registration for women and transgender persons. "Gender used to be treated like a taboo in the Election Commission, people didn't even want to talk about it. But because of UNDP's consistent training interventions, things have changed. Now, gender is a recognized part of our work. Even senior, gazetted officers have become sensitized. Now we must focus on non-gazetted staff and really go deeper at the grassroots level," notes a senior government official who was a direct beneficiary of UNDP trainings. The next step could be to move beyond consultative engagement with civil society toward more collaborative, co-created programming across electoral, legislative, and peacebuilding components. Similarly, integrating Gender Responsive Budgeting (GRB) would further reinforce systemic alignment.

GF HIV showed promising internal coherence through community-led monitoring and digital outreach (e.g., Sehat Dost), yet missed an opportunity to incorporate the expertise of transgender, MSM, and FSW-led CBOs from the outset. While community voices were incorporated at validation stages, earlier and more sustained engagement could strengthen ethical safeguards and contextual responsiveness. Feedback from community actors and media, legal, and parliamentary allies suggests a readiness for more participatory design processes. A standout model is SIDP's entrepreneurial support shaped by participant needs: "We consulted the community on what should go in the kits. We formed 70 groups to identify individuals with existing businesses who needed help to scale." This participatory ethos demonstrates what is possible when community ownership is embedded throughout the project lifecycle and sets a strong benchmark for the rest of the portfolio.

4.4. Findings on Effectiveness

ET1. What measurable results or outcomes are demonstrated in advancing gender equality? (Portfolio)
ET2. Is there documented evidence of transformative impact (addressing power structures, relational norms, or systemic exclusion)? (Portfolio)
ET3. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country? (Project)
ET4. Do results reflect intersectional inclusion (i.e. TG, PWD, youth, minority women)? (Project)

ET5. To what extent have GEWE interventions contributed to structural, normative, or relational changes, especially for women, girls, and marginalized groups? (Portfolio)
ET6. Are gender-related outputs and outcomes clearly defined with appropriate indicators? (Project)
ET7. What unintended positive or negative effects (if any) have resulted from gender-related interventions? (Project)
ET8. Are gender-responsive indicators embedded in evaluation frameworks or log frames? (Project)

Project	PIP	SDGs Plus	DHL – II	MAGP	R&I – II	RoL	SELP – II	BSDGs	GF HIV	O2	SIDP	CRP	IRFF	FRP	GLOF – II	Total
Effectiveness	2.8	2.8	2.7	2.8	2.6	2.8	2.7	2.8	2.8	1.8	2.9	2.5	3.0	2.0	2.0	2.6

Overall Assessment: The effectiveness of UNDP Pakistan's gender portfolio reflects important progress, with ten (10) projects rated high, four (4) moderate, and one (1) low in terms of gender-responsive outcomes. These results are aligned with the CPD Results Framework 2023–2027, particularly Outputs 4.1 (institutional strengthening) and 4.2 (community access and empowerment), as seen in the table below.

Table 8. Project Alignment with CPD Outcome 4

Unit	Project	CPD Output 4.1	CPD Output 4.2
DPU	PIP	✓ Systemic policy work	✓ Empowerment, safe access
	SDGs Plus	✓ Institutional and thematic	✓ GBV, inclusion
DGU	DHL – II	✓ Gender justice systems	✓ Safe spaces, redress
	MAGP	✓ Intent, structural setup	✓ Local access, VCs
	R&I – II	~ Risk governance, PSW	~ Digital inclusion
	RoL	✓ Institutional/legal reform	✓ Legal aid, infrastructure
	SELP – II	✓ ECP, Parliament, Oversight	✓ Electoral safety, outreach
PRIU	BSDG	✓ Participation, community orgs	✓ Infrastructure, services
	GF HIV	~ TG/FSW MSM advocacy, CSOs	✓ Rights-based services
	O2	✗ None	✗ None
	SIDP	~ Institutional responsiveness	✓ Services, psychosocial
RECCU	CRP	✓ Policy, MSMEs, skills	✓ Green livelihoods, DRR
	IRFF	✓ Policy, insurance, regulation	✓ Protection, resilience
	FRP	~ GEN3 design, weak delivery	~ Basic services, minimal shift
	GLOF – II	~ Institutional training	~ Resilience, partial risk reduction

ET1. What measurable results or outcomes are demonstrated in advancing gender equality?

Finding 1: High-performing projects effectively delivered measurable outcomes in economic empowerment, governance, health, and legal access, particularly for women and transgender communities.

Projects such as SIDP and RoL achieved concrete results that improved the lives of thousands of women and trans individuals. SIDP trained over 55,000 women in entrepreneurship, with a 71% business success rate, and retained over 13,000 girls in schools through Menstrual Hygiene Management (MHM) education and school rehabilitation. By shifting from traditional trades to digital skills (e.g., Amazon Web Services, graphic design), the project enabled 70% of participants to access employment or self-employment, including 700+ women placed in online jobs, though monitoring remained output-based and primarily numeric in line with GEN2.

GF HIV project demonstrated inclusive and transformative service delivery. In Lahore, over 25,000 FSWs were registered, MSM prevention targets were exceeded (109%), and digital tools like Sehat Dost enhanced access. While ART coverage was strong, a 35% mortality rate among women living with human immunodeficiency virus (WLHIV) points to the need for more integrated stigma-reduction and co-infection support. RoL supported over 3,000 GBV cases via Gender Resource Desks (GRDs), trained police and women lawyers, and conducted door-to-door awareness campaigns reaching 20,000+ individuals. These outcomes are significant but remain uncaptured under GEN2 indicators, and embedding norm change metrics and broader inclusion strategies for monitoring would enhance impact even further.

ET2. Is there documented evidence of transformative impact (addressing power structures, relational norms, or systemic exclusion)?

Finding 2: Several projects generated strong outputs, but future effectiveness would benefit from mechanisms to assess power dynamics, behaviour change, and long-term transformation.

Projects like SDGs Plus and MAGP delivered well-structured activities with visible outputs—for example, forming gender-balanced SDG Committees, applying gender markers, and training hundreds of local representatives. SDG Plus includes extensive provisions for mainstreaming the National Gender Policy Framework, supporting the development of provincial gender policies, and embedding gender-sensitive monitoring and evaluation systems. These measures laid a strong institutional foundation for inclusive programming. However, the current Monitoring and Evaluation (M&E) systems focus primarily on input and output tracking but do not track normative change or sustained uptake by stakeholders. Future efforts could be strengthened by introducing outcome indicators that track gendered shifts in decision-making, participation, and influence. For example, MAGP trained 772 representatives, including 87 women, and supported 190 micro-projects. However, the absence of post-training tracking meant long-term empowerment results weren't captured. Likewise, while PIP made commendable efforts to amplify women's entrepreneurial voices through the Challenge Cup and gender-focused content in NHDRs. As noted by one partner, "Out of 30 participant teams, 10 were women-led." To build on these achievements, future iterations could benefit from outcome indicators, community feedback systems, and mechanisms to assess policy uptake or behavioural change.

ET3. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
ET4. Do results reflect intersectional inclusion (i.e. TG, PWD, youth, minority women)?

Finding 3: Inclusive outreach to transgender persons, sex workers, and other marginalized communities improved service delivery, though intersectional design and sustainability strategies can be expanded.

GF HIV reported inclusive outreach: 96% of transgender persons newly identified with HIV in Karachi were linked to ART, and community-led initiatives (e.g., peer educators, mobile vans) enhanced dignity and confidentiality. Training sessions for healthcare providers improved attitudes towards TG and MSM clients, as evidenced by 100% positive feedback on staff behaviour at some ART centres in Sindh and Baluchistan reported in documentation. However, beneficiary insights revealed regular discriminatory behaviour, inappropriate comments and poor gender-sensitization of the ART staff, which was not tracked due to the absence of relational outcome level monitoring: "While PEPSCP staff are gender-sensitized, ART centre staff are not, and frequent staff rotations make it difficult to sustain sensitization efforts." Another stated: "It is already a stigma to go to an ART centre since HIV testing is done in the same place as other tests. I refer people to ART centres, and they come back crying to me because of the humiliation. Offensive questions such as how big is your hole have been faced by beneficiaries." Likewise, FSWs remained highly vulnerable, with 35% mortality among WLHIV and limited identity documentation, phone access, or safe shelter, and MSM who are themselves invisible in our systems and fear outing may end up acting as a sleeper carrier of the virus, transferring it to cis women who are

beyond our current prevention safety nets. “Many MSM are married or have relationships with women. They don’t identify as gay, they may call themselves straight or not identify at all. But they are still part of this hidden network. And because of this invisibility, they unknowingly act as a bridge, carrying the virus into their marriages, infecting their wives, who never even imagine they’re at risk. That’s how the virus spreads silently across the population,” a CBO worker raises the alarm.

SDGs Plus distributed barber, tailoring, and retail kits to transgender individuals and women but lacked post-training sustainability measures or market linkages. Projects like RoL, PIP and CRP did not document specific strategies for transgender, disabled, or minority women, a gap that presents an opportunity for more inclusive future design. SIDP, which engaged transgender persons and persons with disabilities, is a step in the right direction, and the next phase could include embedded outcome tracking to measure participation and impact more systematically. The project targeted 1,300 beneficiaries, including 661 females, 594 males, 34 transgender individuals, and 11 PWDs: “Inclusivity was achieved by including transgender individuals, women, and men. Transgender individuals received barber kits, tailoring kits, or retail shop kits.”, shared an implementing partner. Yet, trans inclusion was not embedded in monitoring or outcome documentation.

ET5. To what extent have GEWE interventions contributed to structural, normative, or relational changes, especially for women, girls, and marginalized groups?

Finding 4: Projects showed promise in community-level empowerment, with opportunities to scale norm change strategies and systemic gender transformation.

Several projects made headway in women’s economic participation and local empowerment. CRP, for instance, established 12 Green Business Centres supporting 360 women entrepreneurs in producing biodegradable bags. CRP is also a GEN3 project and uses a diverse set of indicators disaggregated by gender and vulnerability (e.g., skill development for transpersons, fuel-efficient technology in communities). BSDGs helped increase girls’ school retention by 28% and facilitated continued income generation for 70% of its vocational training graduates. These achievements offer a solid springboard for deepening transformative change. The next step is to complement these interventions with norm-shifting strategies, such as engaging men and boys, building women’s leadership, and addressing structural barriers. SELP – II, which reached nearly 10 million women through civic education and voter inclusion efforts, offers a strong example of scale. Going forward, tracking voter participation outcomes and embedding public norm change campaigns could elevate the program’s impact.

ET6. Are gender-related outputs and outcomes clearly defined with appropriate indicators?

Finding 5: Projects without gendered outcome indicators or relational change metrics face challenges in demonstrating transformative effectiveness.

Projects like R&I – II and GLOF – II implemented meaningful activities, such as developing dashboards and frameworks to integrate gender-disaggregated data into disaster planning and monitoring and training 12,000+ women in climate adaptation. Respectively, these reflect strong commitments to inclusion and empowerment. However, their potential could be more fully realized with outcome indicators and systems that assess long-term agency, relational dynamics, and structural impact. For example, GLOF – II’s safe havens and kitchen gardening training benefited many women, but gaps in women’s participation in site planning and absence of first aid or maternal health preparedness were noted by participants: “We need evacuation training for floods… pregnancy-related care hasn’t been addressed,” shared one woman from the Community Based Disaster Risk Management (CBDRM) team. GLOF – II lacked indicators on participation in site planning, safety, or gender-sensitive emergency response, despite strong community needs articulated in feedback. Similarly, O2 project likely improved maternal and emergency health services but did not document gender-specific outcomes or access metrics. These efforts have clear relevance and could achieve even greater impact with dedicated tools to assess how gendered needs are being met over time. Furthermore, the RoL

programme illustrates how the absence of gendered and relational indicators makes it difficult to explain why similar interventions vary across institutions. A legal sector beneficiary noted that while gender desks in police stations show continuity, those in courts often lose momentum with each new bar cabinet. This reflects the political culture of bar councils, where incoming leadership rarely honours past commitments, requiring repeated MoUs and retraining. Without tracking such institutional dynamics, these patterns remain invisible in M&E, limiting context-specific, sustainable gender inclusion strategies.

ET7. What unintended positive or negative effects (if any) have resulted from gender-related interventions?

Finding 6: Weak or absent risk planning led to both positive and negative unintended gendered consequences, underscoring the need for anticipatory, co-created strategies.

Projects like SELP – II, SDGs Plus, and GLOF – II demonstrated stronger SESP screening, identifying gender-specific risks and embedding mitigation measures such as partnerships with women-led bodies, participatory design tools, and privacy-protective service delivery. In contrast, BSDGs, GF HIV, and DHL – II treated gender and rights-based risks as minimal or generic, limiting their ability to anticipate or respond to exclusion or harm. Where risks were better anticipated, positive outcomes emerged. BSDGs achieved 49% female participation despite defunding its gender component. FRP reached over 63,000 women through recovery support without being tagged under CPD Outcome 4. In IRFF, insurance literacy sessions evolved into informal learning spaces where women deepened awareness of their entitlements.

Conversely, the GF HIV project experienced severe consequences when a transgender-led CBO lost funding. Staff were asked to continue their roles under drastically reduced pay and without consultation. One trans leader said they now plan to leave the country, having lost hope for a stable future. Another shared feeling humiliated at being expected to retain a senior title for an unliveable wage. These were not just financial harms—they reflected a breakdown in dignity, trust, and care. Critically, none of the SESPs reviewed accounted for sudden funding disruptions or political shifts. No contingency plans were in place to ensure continued care or shared decision-making in crisis. As one beneficiary said: “We can do a lot with less—but not when it’s imposed on us.” Risk assessments must move beyond generic categories to plan for real-world volatility—co-created with those most affected.

ET8. Are gender-responsive indicators embedded in evaluation frameworks or log frames?

Finding 7. While GEN3 projects show progress in gender indicator design, the absence of a unified results framework limits consistent tracking across the portfolio.

A portfolio-wide analysis of gender indicators reveals that while GEN2 and GEN3 markers have been assigned, they do not consistently translate into transformative M&E systems. Despite GEN2/GEN3 markers, most indicators measure activities and service uptake (e.g., number of women trained, policies drafted), but few track outcome level indicators, relational change, decision-making power, institutional uptake, or normative shifts. While many projects remain at the level of access and service delivery, the consistent inclusion of institutional and policy-level work across GEN3 projects signals a shift toward more transformative programming, especially if paired with improved relational and intersectional tracking.

This evaluation also reviewed the extent to which gender indicators captured progress toward CPD cycle 2023-2027 Outcome 4 (Gender Equality). Four GEN3 projects had indicator-linked financial and delivery data available for analysis, some of which were partially aligned with SMART criteria. However, there was no common results framework across the GEN3 portfolio, and many GEN2 projects lacked gender-specific indicators altogether or used basic output-level metrics with limited disaggregation.

To address this gap, the evaluation employed a portfolio-level approach that included:

- A typology comparison of GEN2 and GEN3 marker focus and quality (Table 11)
- Reviewing all indicators set by projects at the design phase, highlighted the indicators that align with GEWE (Table 9)
- SMART analysis of GEWE-aligned indicators (Table 10)
- A sustainability assessment of 15 gender-relevant projects (Annex 5)
- Alignment of available data with CPD Outcome 4 indicators where feasible

This approach revealed that GEN3 projects more often aimed at structural or institutional change (e.g., inclusive policies, CSO engagement) and showed greater inclusion of marginalized groups such as transgender persons and persons with disabilities. In contrast, GEN2 projects tended to focus on participation and service deliver, with weaker attention to intersectionality, norm change, or accountability mechanisms. Despite improvements in GEN3 marker intent, gaps remain in consistently measuring gender-transformative outcomes across the portfolio. Strengthening the coherence and design of results framework, especially at inception, will be critical to ensuring UNDP's gender results are both measurable and meaningful.

Table 11. Comparative snapshot of GEN3 and GEN2 markers effectiveness in capturing gender results across the portfolio in relation to CPD Outcome 4

Feature	GEN3	GEN2
Focus	Structural transformation, policy influence	Participation, access, service delivery
Indicator Type	Mixed: some outcome-level, mostly output	Predominantly output-level
Disaggregation	Some inclusion of transgender persons, PWDs, youth	Mostly binary gender only; limited intersectionality
Relational/Norm Change Tracked	Rarely (e.g., institutional behavior, civic inclusion)	Almost never
Accountability & Co-ownership	Sometimes (e.g., CSO partnerships, policy forums)	Largely absent
Effectiveness for CPD Outcome 4	Moderate–High (in intent; weak realization)	Low–Moderate (in scope; strong on reach)
Typical Outcome Areas	Gender Equality (Outcome 4)	Economic Growth (Outcome 2), Climate (Outcome 3), Governance (Outcome 1)
LNOB Inclusion	Partial: more likely to mention TG/PWD/minorities	Minimal: inclusion is often ad hoc or untracked

4.5. Findings on Efficiency

EF1. To what extent gender equality integrated into design, budgeting, and implementation of CPD outcomes, outputs, and projects? (Project)
EF2. Were there identifiable patterns of cost-effectiveness or adaptive resource use (e.g., leveraging partnerships, shifting budgets for inclusion)? (Portfolio)
EF3. How efficiently were financial and technical resources used to support GEWE outcomes, including under GEN2 and GEN3-tagged projects? (Project)
EF4: Were any adaptive or innovative practices used to improve efficiency (i.e. resource leveraging, local procurement, and digital tools)? (Project)
EF5. How effectively did the project allocate resources (budget, personnel, technical inputs) for GEWE? (Project)
EF6. Did institutional mechanisms—such as procurement, staff capacity, and operational tools—support or hinder gender-responsive delivery? (Portfolio)

Project	PIP	SDGs Plus	DHL – II	MAGP	R&I – II	RoL	SELP – II	BSDGs	GF HIV	O2	SIDP	CRP	IRFF	FRP	GLOF – II	Total

Efficiency	2.9	2.7	2.6	2.8	2.4	2.6	2.7	3.0	2.6	2.0	3.0	2.5	2.9	2.25	2.0	2.6

Overall Assessment: Efficiency was rated high in seven (7) projects and moderate in eight (8), reflecting promising adaptive models and cost-effective delivery approaches across much of the portfolio. UNDP Pakistan demonstrated notable delivery efficiency in its gender equality programming: the CPD cycle 2023-2027 pledged 19.87% of the total budget (USD 54.4 million out of USD 273.5 million) to Outcome 4 (see figure 3). So far, the country office has already been able to mobilize funding of USD 50.8 million (94% of the CPD 2023-2027 Target, for outcome 4) out of the pledged 54.4 million USD.

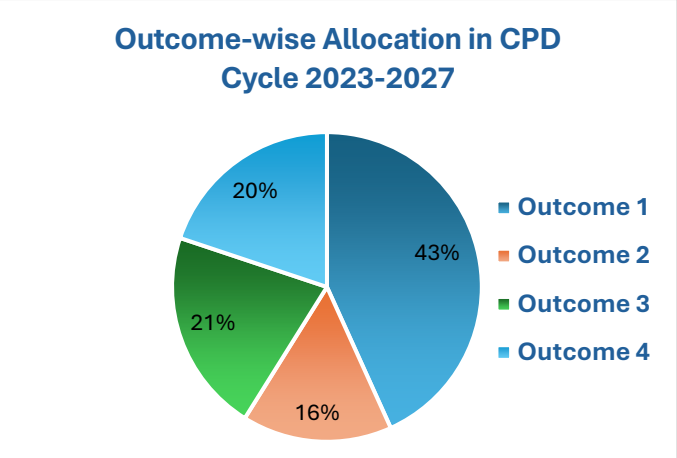

Figure 3. Outcome-wise Allocation in CPD Cycle 2023-2027

Looking at the delivery (from Annual Work Plans) GEN3 outputs delivered a higher of results in 2023-2024 at 24% as a percentage of the total delivery in 2023-2024. This indicates a strong return on gender investments and confirms that gender was treated as a strategic priority rather than an add-on and forms a solid foundation for scaling GEN3 programming. The table below summarizes gender marker-wise expenditure across 2023-2024.

Table 12. Gender Marker-Wise Financial Analysis	
GEN Marker	**Gender Marker-Wise Expenditure USD (2023-2024)**
GEN3	30.7 million (24%)
GEN2	85.2 million (66%)
GEN1	14.0 million (11%)

Thus, while GEN2 outputs comprised 86.05% of total outputs according to the gender marking assigned to each project output, and delivered an estimated 66% of results in both years, delivery was uneven, often lacking gender budgets, tracking systems, or implementation follow-through. Efficiency was constrained in several projects due to procurement delays (e.g., STI kits in GF HIV, expired inputs in GLOF – II) and partial implementation of GEN2-tagged outputs (e.g., SELP – II Output 4). While gender was integrated at the design stage across many projects, gaps in financial tracking, costed workplans, and procurement readiness limited timely and full delivery. These challenges highlight the need for stronger systems to translate tagging and planning into actionable, adequately resourced implementation.

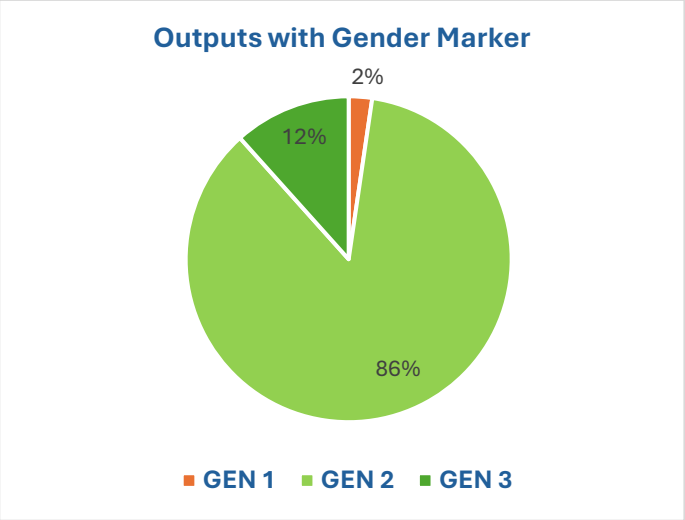

Figure 4. Gender Marker Breakdown of Outputs

EF1. To what extent gender equality integrated into design, budgeting, and implementation of CPD outcomes, outputs, and projects?

Finding 1: Projects that lacked gender-responsive design or budgeting from inception missed key efficiency and impact opportunities.

The CPD cycle (2023-2027) incorporated a dedicated gender outcome and there are several project outputs contributing to this outcome, however, interventions like GLOF – II, a GEF funded project, deployed cost-effective delivery models (e.g., local poultry, seed distribution), but limited scale and late onboarding of gender experts reduced effectiveness. O2 project, though potentially impactful for maternal and emergency care, had no gender-responsive design, no training for female technicians, and no tracked GEWE results. This absence of gender integration not only reflects a strategic gap but also a missed opportunity to optimize resource use. UNDP's commitment to GRB and gender-targeted planning must now extend across all sectors, not just those traditionally linked to social services or livelihoods.

Finding 2: Thematic delivery trends reveal poverty reduction projects outperformed budgets, while climate and governance sectors underdelivered despite GEN2/GEN3 tagging.

Some sectors were more susceptible to higher efficiency in delivering against gender targets across portfolio pool. For instance, projects under the poverty reduction portfolio contributing to Outcome 2 delivered at 49% of their project document budgets in 2023-2024, showing strong gender-integrated efficiency through economic growth-linked planning and participatory restoration. In contrast, governance and climate projects averaged 34.5% delivery of their project document budget across both years, despite widespread GEN2 tagging. Comparatively, Outcome 4 (GEN3) outperformed all other outcomes and delivered at 60% of the total project document target.

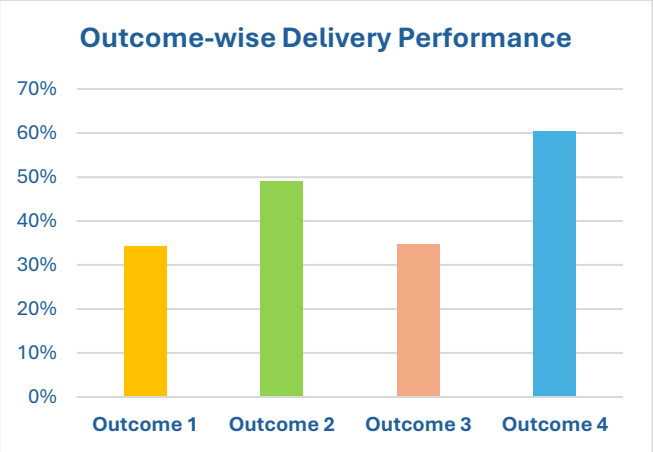

Figure 5. CPD Outcome-wise Delivery Performance

EF2. Were there identifiable patterns of cost-effectiveness or adaptive resource use (e.g., leveraging partnerships, shifting budgets for inclusion)?

Finding 3: High-performing projects leveraged partnerships, blended finance, and adaptive models to deliver gender-focused results with strong cost-efficiency.

BSDGs mobilized over USD 7.9 million through public-private partnerships and exceeded financial targets. Vocational and entrepreneurship training was delivered using competitively procured kits (e.g., solar repair, sewing machines), while digital training reduced delivery costs during COVID-19. SIDP introduced design flexibility, lowered eligibility ages, and deployed mobile vans to reach underserved areas at lower cost. IRFF worked with Milliman and GRMA to reduce duplication and improve quality. Though GRB frameworks were introduced late, their inclusion reflects a growing shift toward gender-responsive financial planning. These projects demonstrate how embedded design, strategic procurement, and technical partnerships can drive gender results at lower cost.

EF3. How efficiently were financial and technical resources used to support GEWE outcomes, including under GEN2 and GEN3-tagged projects?

Finding 4: Projects embedding gender in multisector platforms delivered efficiency gains, but lacked systematic expenditure tracking.

PIP integrated gender into national platforms like NHDR and DAP, allocating nearly USD 500,000 to gender-focused work and partnering with JS Bank to expand concessional finance for women. SELP – II scaled NIC registration via NADRA and CSO partnerships, disseminating tools through animations and digital outreach. SDGs Plus proposed GRB across provincial ADPs and finance systems. However, in most cases, budgets for gender components were modest relative to scale (gender marker), and expenditure was not disaggregated. For example, iVerify's operational model was innovative but lacked a sustained funding stream. GRB tools and outcome tracking remain underutilized, limiting the ability to quantify or scale gender-related efficiency.

Finding 5: Lack of standardized GRB tools, gender-specific MEL, and cost-effectiveness metrics limits learning and optimization.

UNDP Pakistan's CPD commits to allocating 25% of budgets toward gender transformation, but few projects track proportional value or unit cost for GEWE outcomes. Monitoring rarely captures return on investment or scale-up feasibility. Disaggregated indicators are inconsistently applied, and participatory MEL remains ad hoc. Without structured tools for gender budgeting and outcome measurement, systemic learning, and therefore efficiency, remains constrained.

EF4: Were any adaptive or innovative practices used to improve efficiency (i.e. resource leveraging, local procurement, and digital tools)?

Finding 6: Adaptive, localized delivery models—particularly in fragile and rural contexts—enhanced cost-effectiveness and community ownership.

MAGP used Qabail-led governance platforms, bundled SEP and behaviour change training, and required 10% community co-financing, increasing both efficiency and participation. RoL leveraged digital courts and partnered with KP Bar Council and UN Women to reduce legal aid costs and expand reach. GF HIV relied on peer-led outreach and mobile vans, optimizing service delivery to MSM and TG populations. The Sehat Dost app lowered outreach costs further. However, procurement delays, particularly of STI kits, and lack of cost-per-service metrics hindered full learning. These models illustrate that cost-efficiency can be enhanced through community structures, co-financing, and digital platforms, if paired with robust MEL tools.

Finding 7: Efficiency through public systems, digital portals, and resource pooling was evident, though constrained by zero-budgeted gender components and HR limitations.

DHL – II leveraged provincial systems and partnered with NCHR and FPCCI to reduce overhead and scale outreach. R&I – II engaged portals like PSW and PDMA, reducing duplication. CRP delivered Green Launch Pads with the University of Baltistan but had a zero-budgeted Gender Advocacy Workplan, constraining systemic gains. Community partners highlighted human resource limitations and called for greater investment in facilitation and participatory design. Beneficiaries repeatedly emphasized the mismatch between design and lived reality—especially in the centralized nature, short duration, and non-compensated delivery of many interventions.

EF5. How effectively did the project allocate resources (budget, personnel, technical inputs) for GEWE?

Finding 8: Beneficiaries offered pragmatic, grounded insights to improve resource use, highlighting the need for participatory financial planning.

Participants suggested reallocating TA/DA to digital equipment ("Skip the transport, give us a laptop"), localizing training venues ("Do trainings on farms, not in hotels"), and opening with needs-based Q&A ("Let us tell you what we want to learn"). Others reported uncompensated resource use (e.g., furniture damage during tea breaks). These reflections stress the importance of aligning delivery logistics with community realities and ensuring compensation for in-kind contributions. Embedding feedback loops and participatory budgeting into programme cycles would directly improve efficiency, equity, and sustainability.

EF6. Did institutional mechanisms—such as procurement, staff capacity, and operational tools—support or hinder gender-responsive delivery?

Finding 9: Institutionalization of gender-responsive delivery mechanisms across country office processes.

Institutional mechanisms across programming and operations include gender-responsive delivery mechanisms. For example, in procurement women-led businesses are prioritized with databases of female-led MSMEs maintained. Hiring processes are designed to encourage gender-integration through gender-parity targets and women-focused recruitment drives. Furthermore, PSEA mechanisms are embedded in procurement and recruitment processes. Safeguarding protocols for third-party HR contractors cover recruiting, vetting, selecting, hiring, onboarding, training, payment, performance management, investigation, counselling, and support. Similarly, on the programming side, for engaging any partner, the partners capacity assessment tool (PCAT) contains specific questions on PSEA/SH.

To ensure gender-responsive delivery, all projects are required to include gender-specific risks into their risk logs, prepare mitigation strategies, and track them at least annually.

4.6. Findings on Sustainability

S1. What mechanisms policy, institutional, financial, or community-based, exist to sustain GEWE outcomes beyond project timelines? (Project)
S2. To what extent are UNDP's intervention for poor, persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups and feminist movements sustainable? (Project)
S3. Are there institutional reforms, policies, or capacity building efforts that embed GEWE sustainably? (Project)
S4. Are GEWE efforts embedded in institutional reforms, legal frameworks, or governance systems that can outlast project funding? (Project)
S5. Are local systems (i.e. service providers, legal aid, safe spaces) strengthened to continue after UNDP exits? (Portfolio)
S6. Are risks to sustainability of gender results identified (i.e. funding, political will, backlash) and are there mitigation strategies? (Project)
S7. Has UNDP's Gender Equality Seal (GES) process contributed to sustained gender equality systems, capacities, and results? (Portfolio)

Project	PIP	SDGs Plus	DHL – II	MAGP	R&I – II	RoL	SELP – II	BSDGs	GF HIV	O2	SIDP	CRP	IRFF	FRP	GLOF – II	Total
Sustainability	2.8	2.6	2.6	2.5	2.5	2.6	2.7	2.8	2.6	1.8	2.8	2.4	3.0	2.25	2.0	2.5

Overall Assessment: The evaluation finds that while the sustainability of GEWE outcomes remains a growth area, several promising models and institutional innovations lay strong foundations for future scale. Five projects were rated high, nine moderate, and one low on sustainability, reflecting both innovation and ongoing gaps in exit strategies, budget integration, and institutional co-ownership. The BSDGs Innovation Lab, hosted by the University of Balochistan since 2021, illustrates how the right partnerships can translate project gains into long-term impact.

To support comparative analysis, evaluators developed a table assessing 15 gender-responsive programmes across four sustainability dimensions: financial, economic, political/institutional, and social. While many projects have made progress on institutional reforms and capacity building, challenges persist in financial sustainability and grassroots engagement. Social sustainability tends to be stronger where local leadership and community mechanisms were prioritized, though tokenism and lack of trans inclusion remain gaps. BSDGs, SIDP, and FRP show stronger sustainability footprints, while GLOF – II and R&I – II reflect weaker integration of gender-responsive risk planning. See full table in Annex 5 for detailed ratings and examples.

Several projects also embedded GEWE outcomes into national frameworks or community-driven mechanisms with potential for long-term sustainability. Tools such as gender-responsive budgeting, feminist co-ownership, and government-community transition plans, though still emerging globally, are beginning to surface in UNDP Pakistan's work. Strengthening these through joint capacity building, co-financing, and tailored sustainability strategies can help institutionalize GEWE gains and safeguard them from future political or fiscal shifts.

S1. What mechanisms policy, institutional, financial, or community-based, exist to sustain GEWE outcomes beyond project timelines?

Finding 1: Projects with strong sustainability embedded institutional reforms, community ownership mechanisms, and long-term capacity-building.

BSDGs stands out for its integrated approach to institutional and community sustainability. It supported the establishment of 988 Community Organizations (COs), including women-only groups, and included women and youth in health and hygiene campaigns. Long-term functionality was supported through one-year maintenance bond systems for infrastructure, and the handover of the

Government Innovation Lab (GIL) to the University of Balochistan enabled continued use of governance tools like digital admission portals. This offers a replicable model for sustainability through academic and public partnerships. Beneficiary testimonies reinforce that sustainability is strongest where institutional and community mechanisms intersect. For instance, the community-based savings model (CBSD) in Chitral has enabled women to collectively save and lend funds with high repayment success. IRFF also institutionalized GEWE outcomes by embedding gender into the National Disaster Risk Financing Strategy and Nationally Determined Contributions. Government-led gender safeguard reviews and finance ministry requests for gender-segmented investments highlight the growing traction of these frameworks. As one official noted, "We received a letter from the Ministry of Finance asking for gender-segmented investments." This illustrates meaningful policy-level embedding of gender priorities. GF HIV initiative showed strong intent to sustain community-based ownership through CBOs and digital tools like the Sehat Dost app, which were referenced in provincial planning dialogues. While some components still require budgetary commitments, the groundwork for integrating transgender, MSM, and FSW rights into public health systems is underway. Policy dialogues with the communities, Ministry of Health and parliamentarians mark important steps toward institutionalizing HIV-related rights frameworks. However, gaps remain such as grassroots leaders like tanzeem heads and disaster committee members report heavy workloads without honorariums or support, limiting their ability to sustain engagement. Similarly, trans beneficiaries highlighted the loss of institutional continuity where trans-led organizations were replaced by cis-led implementers, undermining long-standing community trust and lived expertise. These underscore the importance of formalized local leadership roles, stipend support, and protections for marginalized staff.

S2. To what extent are UNDP's intervention for poor, persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups and feminist movements sustainable? (Project)

Finding 2: Inclusion of transgender persons, persons with disabilities, and grassroots women's organizations showed encouraging momentum, with further potential to build institutional pathways and funding support for sustained engagement.

Efforts by projects like GF HIV to reach trans and FSW communities were significant and deeply needed. Peer-led outreach, service linkages, and digital tools such as Sehat Dost helped improve access and dignity in healthcare. However, institutionalizing these gains through sustained budget lines, public service delivery, and policy commitments remains the next step. With 35% mortality reported among HIV-positive FSWs in Lahore, interviewees emphasized that lack of integrated, stigma-free, and long-term care systems remains a critical concern. Similarly, RoL and DHL – II took important steps by engaging transgender persons in outreach efforts. Strengthening these efforts by resourcing and contracting trans-led organizations would increase leadership continuity and deepen legitimacy.

To ensure long-term impact, social safeguards must be deliberately planned in advance, particularly for highly vulnerable groups whose wellbeing is directly tied to project continuity. Testimonies revealed that trans staff who had exited survival-based economies such as sex work were pushed back into those roles after sudden and severe budget cuts. This underscores the urgent need to anticipate funding volatility and design contingency measures that protect those most at risk—especially trans and gender-diverse individuals who are disproportionately targeted by far-right political movements globally. Sustainability planning must therefore go beyond outputs and include backup systems, budget protection mechanisms, and people-centred protocols that uphold the safety, livelihoods, and leadership of marginalized actors.

Across the board, the next phase of work can focus on accessible core funding, participatory governance, and tailored capacity-building that enables marginalized groups to not only benefit from but shape service systems. Disability inclusion, though present in BSDGs and SIDP, would benefit from being more comprehensively mainstreamed into training design, outcome monitoring, and employment generation. The fact that disability and transgender inclusion have entered the planning

vocabulary of multiple projects signals a positive shift. With clearer institutional pathways and performance frameworks, these early commitments can be transformed into long-term systems change.

S3. Are there institutional reforms, policies, or capacity building efforts that embed GEWE sustainably?

Finding 3: Several projects developed strong community-based approaches and normative shifts, with opportunities to build in fiscal anchoring, government uptake, and resilience to external challenges.

SIDP's approach to local ownership and norm-sensitive inclusion was widely appreciated by communities. Community groups with gender parity, home-based income models, and digital skills training in non-traditional fields (e.g., Amazon Web, light emitting diode (LED) repair) offered practical pathways for sustainable impact. While tracking of long-term outcomes was not conducted, anecdotal evidence from implementers suggests that skill uptake has continued informally: "We visited homes, talked to mothers, and helped ease concerns. The aim is for participants to use these skills independently from home." Working within conservative norms while expanding women's access to income-generating opportunities is a significant achievement. That said, the closure of the Planning Support Unit (PSU) due to a USD 9.875 million funding gap highlights the need for sustained institutional funding to safeguard programmatic continuity.

PIP embedded gender budgeting within ministries and disseminated reform messaging through DAP and NHDR platforms, important tools for long-term influence. The Project also mandates gender equality, grievance redressal, and cross-government coordination, offering a structural pathway for sustaining GEWE outcomes. Future iterations could benefit from building continuity mechanisms into these platforms, such as tracking policy adoption, budgeting for follow-up research, and anchoring outreach through civil society and academic institutions. These are already under discussion in some project teams. MAGP showed context-sensitive sustainability by engaging local trainers and culturally appropriate entry points for women (e.g., prayer spaces, soft-skills development). Although community grants and SEP continuity lacked formal financing plans, backlash mitigation was successfully implemented by ensuring trusted local staff were embedded. As one partner explained, "If staff aren't local, there's suspicion. But because people knew the women working at the desks, they trusted us." This insight offers a practical, highly transferable lesson for sustaining gender inclusion in complex social environments.

S4. Are GEWE efforts embedded in institutional reforms, legal frameworks, or governance systems that can outlast project funding?

Finding 4: Many projects initiated important reforms and inclusive mechanisms, and could enhance future sustainability through structured budgets, staff safeguards, and participatory governance pathways.

Projects like RoL and DHL – II delivered high-impact reforms, such as GRDs, solar-powered infrastructure, and disability-accessible justice mechanisms, that demonstrated what's possible when inclusion is prioritized. However, there is now an opportunity to build on these gains by introducing long-term budgeting for GRD staffing, addressing emotional labour risks, and formalizing protection mechanisms for frontline workers. While GRDs made justice services more accessible, sustainability would be strengthened by embedding provisions for staff well-being and political continuity. Inclusion of transgender persons remains a key achievement of several projects such as the support to Ministry of Human Right's Transgender Protection Centre, yet the absence of formal housing protocols or shelter collaborations post-funding limits continuity. Likewise, while Gender Desks are providing aid to the public in police stations, beneficiaries reported lack of dedicated washroom for women, missing tech equipment, and dependence on often-resentful male police staff for digitization of FIRs. These gaps

present opportunities for future alignment with government services and grassroots partnerships, especially in underserved areas. SELP – II succeeded in embedding gender and disability frameworks within the Election Commission of Pakistan, a significant structural step. To enhance its long-term impact, further work could focus on transitioning from campaign-based engagement to permanent feedback and participation systems. RoL Gender Desk beneficiaries noted the direct line to AIG Gender Equality as one of their strongest morale boosters sustaining them despite the tough work. Without structural budgeting for staff well-being, and clear protection protocols for frontline workers, even the most inclusive initiatives risk collapse. Embedding staff care, continuity protocols, and participatory governance with marginalized groups, including trans and disabled persons, remains essential to sustain these gains.

S5. Are local systems (i.e. service providers, legal aid, safe spaces) strengthened to continue after UNDP exits? (Portfolio)

Finding 5: Moderately sustainable projects made valuable advances in inclusion and community resilience, with opportunities to deepen impact through market access, alumni networks, and norm change strategies.

Projects like CRP and GLOF – II offer powerful examples of how local-level action can promote GEWE and climate resilience. Green Business Centres, biodegradable production, and Safe Haven integration into DRM systems reflect a growing sensitivity to women's economic agency and disaster preparedness. However, many of these efforts can be further reinforced through investment in value chains, cooperative models, and budgeted leadership roles for women in DRM governance. For instance, providing just one greenhouse tunnel for 50 women under GLOF – II limited the scalability of promising trainings since people were unable to follow through on gardening without equipment, rendering the impact diminished. The lack of alumni networks, post-training peer support systems, or frontline worker protections (particularly for women engaging in community resilience roles) suggests a need to focus on institutional scaffolding for long-term impact. These elements can transform good outputs into sustainable systems. One RoL partner insightfully noted, "What can be achieved in six months? Sustainability means following up… checking if lawyers did the work and doing second rounds of awareness." This emphasizes the value of multi-phase engagement, monitoring, and reinforcement. The BSDGs Challenge Cup Initiative stands out as a model of what is possible when sustainability is deliberately planned. Thanks to the Government Innovation Lab being hosted at a public university, continuity was achieved beyond project funding. As one lab staff noted, "Sustainability was part of the startup selection criteria… we still visit top winners to support them technically." The Lab has now evolved into a self-sustaining ecosystem offering freelancing courses, digital governance tools, and safety gear, highlighting how capacity-building can create lasting impact even in resource-constrained environments.

S6. Are risks to sustainability of gender results identified (i.e. funding, political will, backlash) and are there mitigation strategies?

Finding 6: While gender risks are incorporated throughout risk logs and social and environmental screenings, risk mitigation relies heavily on vendor compliance. Furthermore, monitoring of mitigation actions needs improvement.

This table summarizes portfolio-wide insights on how risks are identified and mitigated to safeguard gender equality and social inclusion outcomes. It draws on the Social and Environmental Screening Procedures (SESPs) and triangulates with qualitative findings on institutional resilience, frontline protection, and systemic norm change. It situates risk management as a critical enabler of long-term sustainability across UNDP Pakistan's gender-responsive programming.

Table 13. Risk Programming Across Projects	
Category	**Findings**

Inclination Toward Risk Analysis	**Moderate to Strong**. Most projects demonstrate a structured approach to risk analysis using the UNDP SESP. Risks related to gender backlash, exclusion, and climate vulnerability are well documented. However, environmental safeguards are less prioritized in governance-focused projects, and some projects classify themselves as low risk despite working in politically sensitive domains.
Risk Typologies Most Commonly Flagged	**Social Risks**: Exclusion of marginalized groups (e.g., women, transgender persons, PWDs), GBV, and weak rights-claiming capacity. **Governance Risks**: Institutional fatigue, donor dependency, and limited political continuity for gender reforms. **Climate & Infrastructure Risks**: Especially visible in GLOF – II, MAGP, and BSDGs, where community resilience is intertwined with environmental exposure. **Labor Conditions**: Risks include child labor, lack of OHS protocols, and lack of protection for field-based and frontline workers (e.g., GRD staff, trans outreach workers).
Key Strengths	**Gender Integration**: Gender Action Plans, disaggregated data, and community-based inclusion are frequently built into design. **Participatory Approaches**: CBOs, grievance redress mechanisms, and citizen consultations (e.g., MAGP's VC-level engagement) support social sustainability. **Resilience Orientation**: In post-conflict and climate-sensitive areas, projects embed DRM strategies, shock-proofing, and localized capacity building. **SES Framework Use**: Majority of projects apply SES screening with targeted assessments (e.g., gender, infrastructure, labor), including ESMFs where required.
Common Weaknesses	**Deprioritized Environmental and Biodiversity Risks**: Projects with policy or research focus (e.g., PIP, IRFF) often classify themselves as low risk, missing opportunities to integrate climate or ecological resilience. **Deferred Mitigation**: Some safeguards (e.g., ESMPs, ESMFs) remain in draft or "planned" stages without clear resourcing or timelines. **Insufficient Labor Safeguards**: Even when risks are flagged, implementation relies heavily on vendor compliance, with few systems for field-level enforcement or contractor accountability. **Limited Feedback Loops**: While grievance mechanisms exist on paper, very few projects demonstrate transparent, documented use of feedback to adapt or de-risk interventions.
Portfolio Safeguard Integration Maturity	**Medium-High**. Implementation-intensive projects (e.g., GLOF – II, MAGP, GF HIV) integrate safeguards more deeply through assessments, community engagement, and policy tools. In contrast, soft policy or technical assistance projects often underinvest in risk planning or mitigation systems.
Accountability and Adaptive Capacity	**Conceptually Strong, Operationally Uneven**. Multiple projects reference stakeholder committees, oversight boards, and M&E systems. However, adaptive course correction in response to gender backlash, burnout, or exclusion remains inconsistently operationalized. Frontline worker protection, emotional labor, and do-no-harm protocols are emerging gaps.

Finding 7: Do-No-Harm and conflict sensitivity were acknowledged in project design, with opportunities to further systematize mitigation strategies to protect GEWE outcomes.

Several projects demonstrated awareness of sociocultural resistance and the political vulnerabilities of gender inclusion work, and future programming can build on this by integrating structured mitigation protocols. For example, SIDP's digital skills training for women was implemented with sensitivity to local norms, yet the project did not track whether these interventions triggered domestic backlash or required support systems, an area where future gendered risk management protocols could be highly beneficial. While risk logs often recognized potential backlash, they were not always linked to specific mitigation strategies such as gendered security training or rapid response pathways. Projects working on politically sensitive issues, such as GBV, peacebuilding, or civic inclusion, can further safeguard

impact by institutionalizing Do-No-Harm approaches, protection protocols for gender desk staff, and contingency plans for periods of political transition.

As seen in programs like RoL, even strong frontline initiatives can also face sustainability challenges without attention to the emotional toll and political pressures faced by staff, which the programs are unable to address due to inadequate funding. Meanwhile, norm change, essential for long-term transformation, was not consistently framed as a strategic objective in SELP – II and MAGP. Future investments in public messaging, male engagement, and local influencer strategies could help mitigate risks while deepening impact. The fact that these issues are being surfaced through evaluation indicates a growing institutional readiness to address them proactively.

S7. Has UNDP's Gender Equality Seal (GES) process contributed to sustained gender equality systems, capacities, and results?

Finding 8: The Country Office has contributed towards promoting women as changemakers, and improved systems across programmes and operations based on the Gender Seal results.

The Pakistan Country Office has made significant strides in institutionalizing gender equality and positioning women as changemakers across its programmes and operations. These efforts were reflected in the results of the UNDP Gender Seal certification, where the Country Office achieved a Silver-level award with a score of 76.67%, meeting 23 out of 30 benchmarks under the global framework.

The Gender Seal process served as a catalyst for deeper integration of gender across the new CPD cycle 2023-2027, embedding clear pathways to address the Seal's recommendations. Programming was strategically aligned with GEN2 standards, with scope for further expansion and scale-up during the current CPD cycle.

To strengthen coherence across initiatives, a comprehensive gender advocacy plan was developed, encompassing the full portfolio of projects. The Gender Equality Strategy (GES) learning plan reflects a strong emphasis on inclusion, feminist leadership, and capacity development for gender equality, particularly among women-led organizations and community beneficiaries.

Institutional capacity was further enhanced through the recruitment of a dedicated fixed-term Gender Specialist, reporting directly to the Deputy Resident Representative (DRR)—a critical step toward embedding gender equality as a core organizational priority.

The Country Office has also made tangible progress in fostering a safe, inclusive, and gender-responsive work environment. This includes the integration of PSEA/SH (Prevention of Sexual Exploitation and Abuse/Sexual Harassment) policies, gender parity SOPs, and comprehensive advocacy and communication frameworks. Gender-related risks have also been systematically embedded into the Enterprise Risk Management system, underscoring the Office's commitment to accountability and institutional transformation.

4.7. Overall Portfolio Impact on GEWE

G1. To what extent have UNDP interventions produced tangible, measurable improvements in women's and girls' access to education, economic empowerment, and civic participation, particularly in fragile, rural, or socially conservative areas?
G2. Have UNDP-supported institutional reforms (e.g., policy frameworks, gender marker integration, inclusion strategies) resulted in long-term structural change for GEWE?
G3. To what extent have UNDP interventions addressed intersectionality and expanded inclusion for transgender persons, PWDs, religious minorities, and other marginalized identities, and what conditions are required for these efforts to be sustained?

Overall Assessment: UNDP's portfolio in Pakistan generated substantive impact in advancing GEWE, particularly in conflict-affected, rural, and socially conservative contexts. Tangible gains were made in girls' education, women's vocational skills, economic inclusion, civic participation, and peer-led health and legal access models. Projects such as BSDGs, SIDP, IRFF, SELP – II, and GF HIV demonstrated deep engagement with local dynamics, institutional reforms, and intersectional outreach. While many of these interventions were rooted in context-sensitive design and responsive delivery, impact measurement remains largely output-focused. Across the portfolio, there is growing potential to translate short-term gains into long-term systems change by embedding outcome-level indicators, establishing baseline-to-endline tracking mechanisms, and institutionalizing frameworks for assessing norm shifts and power redistribution. As UNDP's portfolio grows, these additions can help capture the full spectrum of impact and inform more scalable and sustainable GEWE programming moving forward.

G1. To what extent have UNDP interventions produced tangible, measurable improvements in women's and girls' access to education, economic empowerment, and civic participation, particularly in fragile, rural, or socially conservative areas?

Finding 1: UNDP interventions tangibly advanced women's economic empowerment through training, entrepreneurship support, and market access, particularly in underserved areas.

BSDG trained over 500 women entrepreneurs, disbursed 141 micro-loans, and distributed over 2,000 business toolkits tailored to local needs. Many women used digital platforms like Daraz and Facebook to launch home-based ventures. SIDP reported a 71% business success rate among its 3,000+ women trainees, offering support in high-growth sectors like LED installation, e-freelancing, and mobile repair. These interventions were strengthened by community-sensitive approaches, such as escorted access, gender-segregated spaces, and use of local female role models. To further amplify these achievements, future programs can deepen linkages to credit systems, social protection schemes, and gender-responsive policy reform to help sustain the structural gains in women's economic agency.

Finding 2: Vocational training under several projects enabled women and gender-diverse persons to access non-traditional, higher-growth sectors, marking a strategic shift from conventional programming.

CRP supported 2,328 women (69%) in eco-tourism, floriculture, and biodegradable production through Green Business Centres. SIDP introduced women to digital skills like graphic design and AWS, achieving a 70% self-employment rate, important progress in breaking gendered skill barriers. Transgender persons and persons with disabilities were also included in training efforts under SIDP and BSDG. These emerging pathways can be strengthened by developing differentiated tracks and wraparound services (e.g., post-training mentorship, access to markets) tailored to the unique challenges faced by these groups.

Finding 3: Girls' education and retention improved in fragile settings through infrastructure upgrades and strategic engagement with cultural gatekeepers.

BSDGs rehabilitated 371 girls' schools and installed MHM-compliant Water, Sanitation and Hygiene (WASH) facilities. SIDP enrolled over 3,300 girls and rehabilitated 22 schools in KP. Both projects engaged influential male figures and mosque-based outreach to build trust in communities, particularly in districts like Swat and Tank. These outcomes show how culturally sensitive strategies can expand girls' access to education. Long-term sustainability could be enhanced by integrating school retention monitoring systems and securing budgetary alignment with provincial education departments.

Finding 4: Adaptive, community-embedded delivery models helped reduce resistance and expand access, particularly in conservative regions.

SIDP reduced eligibility age to 14, allowed multiple women per household, and reallocated gender quotas by geography, reaching 70% women in Swat versus 20% in North Waziristan. BSDGs offered market-sensitive toolkits and allowed male escorts where culturally required. MAGP tailored gender trainings in Pashto and used mahram-accompanied outreach strategies. While these flexible models reflect an impressive understanding of community needs, supply chain and input issues in GLOF – II (e.g., expired seeds, limited distribution of poultry and greenhouses) affected participation and morale. These are practical challenges that future programming can anticipate through community-led procurement planning and contingency protocols.

Case Study: A Trailblazer in Tax Law

In Khyber Pakhtunkhwa, a young woman lawyer has steadily carved out a place for herself in a legal field few women enter, taxation law. Her journey began in 2018 with a training supported by the UNDP Rule of Law Programme (RoL), which offered a group of early-career women exposure to taxation law and the chance to break into a male-dominated sector.

Following the training, she secured internships at both the Khyber Pakhtunkhwa Revenue Authority (KPRA) and a private accounting firm. These placements opened unfamiliar but long-desired spaces. "We were the first women lawyers at KPRA," she shared. "At first it felt like we wouldn't be taken seriously. But slowly we built trust — and then, I was sent to represent them at a national forum in Gwadar."

The journey didn't end there. Over time, she built her own practice and became the first woman in her specialization to gain formal platform accreditation in her area. The accounting firm she once interned at is now one of her regular clients, a full-circle relationship that reflects the depth of professional credibility she has cultivated. She is now also a member of a Dispute Resolution Council (DRC) and was nominated to contribute to Alternative Dispute Resolution (ADR) research led by a Lahore-based academic. These engagements helped expand her institutional ties with the judiciary and police and continue to shape her practice.

For her, one of the most meaningful aspects of the experience has been the continuity. "Even now, UNDP will call if there's a legal research opportunity, or if a vulnerable person needs help and they want to refer the case to someone for pro bono support," she explained. "They don't have to do that, and we don't have to take the cases, but we do. Because it's a relationship built on mutual trust and a shared purpose."

She speaks with appreciation about the small, practical gestures that made a long-term difference. "They told us, if you need law books, let us know and they really followed through. All the big, expensive legal texts we needed, they helped us get. That kind of support, not flashy, just thoughtful, goes a long way. I still use those books."

Out of the original cohort of 20 women trained, several are now practicing lawyers across different sectors, one on the FBR panel, another in the corporate sector, others running independent practices. Some remain in touch and refer clients to each other.

Today, she is a respected lawyer with strong institutional relationships, and an inspiring example of how targeted, sustained, and inclusive programming can shift professional trajectories for women in Pakistan's legal sector. Her story reflects the strength of UNDP's gender-responsive approach, one that combines skill-building with real-world opportunities, and turns access into agency.

G2. Have UNDP-supported institutional reforms (e.g., policy frameworks, gender marker integration, inclusion strategies) resulted in long-term structural change for GEWE?

Finding 5. Institutional pathways for civic and political inclusion of women and transgender persons were expanded, with scope to further document and support leadership progression.

SELP – II established the ECP's Gender and Social Inclusion Wing and co-created a National Strategic Framework for Transgender Political Inclusion with input from 122 trans persons. It facilitated NIC registration for 65,874 women and trans individuals and trained 530 election staff. MAGP trained 87 women councillors in KP's merged districts to take part in local governance. While transition into formal leadership roles remains undocumented, these steps lay important groundwork. Tracking political participation outcomes and providing mentorship pipelines can further encourage leadership transitions among women and transgender persons.

Finding 6. Peer-led health and legal interventions enhanced service access for gender-diverse persons and GBV survivors, offering replicable models with room for refinement.

The GF HIV project trained peer educators and launched the Sehat Dost app, which improved ART linkage and psychosocial well-being among trans and MSM communities. RoL supported over 3,000 GBV cases and trained 75+ women lawyers, expanding legal access in fragile regions. To sustain and strengthen these models, future work could consider inclusive staffing (e.g., transgender persons at Gender Desks), staff wellness protections, and long-term tracking of user outcomes. Feedback on Sehat Dost, such as visual design, data privacy protocols, and lack of HIV self-tests result tracking, points to opportunities for app improvement. Nonetheless, community-led models remain a cornerstone for equitable access.

Finding 7: Projects that embedded gender into national policies and institutional reforms created strong foundations for long-term, systemic impact.

Some projects laid the foundation for long-term sustainable impact that would continue after the project life cycle. For example, IRFF embedded gender markers into the National Disaster Risk Financing Strategy and collaborated with SECP to develop Shariah-compliant insurance products for women-led MSMEs. CRP supported gender-inclusive climate policies in Balochistan and Karachi. SELP – II developed an institutional framework for inclusive electoral participation, operationalizing structural inclusion beyond ad hoc trainings.

G3. To what extent have UNDP interventions addressed intersectionality and expanded inclusion for transgender persons, PWDs, religious minorities, and other marginalized identities, and what conditions are required for these efforts to be sustained?

Finding 8: Intersectional inclusion showed promise in isolated efforts and now offers a pathway to broader institutional adoption and sustained investment.

Projects such as SIDP (which engaged 661 women, 34 transgender persons, and 11 PWDs) and BSDGs (which supported trans entrepreneurs in Quetta) demonstrated meaningful steps toward inclusion. DHL – II's provision of assistive devices and SELP – II's consultative work with 122 trans persons reflect intentional outreach. Community organizations, especially those representing Female Sex Workers, highlighted UNDP's efforts to bring them into national advocacy spaces, which they previously considered inaccessible. To build on this, greater resourcing of trans and MSM-led CBOs, as well as budgeted inclusion frameworks, would help formalize their roles in service delivery and institutional change. These early actions, while not yet systematized across the portfolio, offer a strong springboard for UNDP Pakistan to lead by example on inclusive development through durable partnerships, core funding, and representation mechanisms. As one stakeholder noted: "Progress will not sustain without UNDP... our institutions are too weak."

Case Study: "A Pragmatic First Step: Gender-Sensitive Governance Training in Pakistan's Merged Areas"

MAGP has taken a commendable first step in fostering gender-sensitive local governance in Pakistan's newly merged districts. Through its training initiatives on the Local Government Act, roles and responsibilities, and gender-based budgeting, the project has not only provided much-needed capacity-building but also ensured a culturally responsive approach to women's inclusion. The project's Qabail Led Development Initiative, initially piloted in Mohmand and Khyber, successfully expanded to five additional districts, demonstrating both adaptability and demand. Notably, UNDP facilitated the participation of women in local government's capacity building trainings by allowing mahrams (male guardians) to accompany them, a critical move to navigate the socio-cultural constraints that often limit women's mobility in these regions.

While women's representation remains modest, 6 to 7 women in trainings out of 35 participants and 1 woman among 7 village council members, the project has laid the groundwork for greater engagement. The integration of gender-sensitive budgeting encouraged women to voice concerns beyond conventional economic activities, such as sewing machines, to more strategic issues like water distribution and infrastructure planning. Moreover, recognizing the need for both female empowerment and male

sensitization, the project ensured that men were trained to facilitate and advocate for women's participation. Sessions were delivered in Pashto, acknowledging the participants' linguistic realities, and structured around group work to support women with limited literacy through peer facilitation by male-educated members.
While women sat separately from their council members, their presence and participation marked a significant shift in governance inclusion. The call for women-only training sessions highlights the need for confidence-building and communication skills among female participants, while men require further sensitization on gender mainstreaming. Despite lack of government funding for local councils, the project offered alternative pathways for women's engagement, incorporating suggestion boxes and inclusive facilitation support. While a post-training sustainability and follow-up mechanism remains unclear, which shows a recurrent gap in UNDP's programming, the MAGP's approach demonstrates a scalable and culturally sensitive model for gender-inclusive governance in merged districts. Though MAGP was suspended in early 2025 due to global USAID funding freeze, the approach demonstrated by the project offers a replicable model for inclusive governance in conservative and conflict-affected settings. These lessons remain relevant for any future programming in the region.

4.8. Insights on Cross-cutting Issues (LNOB, PWDs, Do-No-Harm) and Signature Goals

CC1. To what extent has UNDP Pakistan integrated conflict sensitivity and do-no-harm principles into the design and delivery of its gender and inclusion programming, particularly in fragile, conservative, or high-risk contexts?
CC2. To what extent have disadvantaged and marginalized groups (e.g., women, transgender persons, persons with disabilities, ethnic/religious minorities, poor and rural populations) benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms?
CC3. How have UNDP's projects addressed systemic exclusion and supported structural transformation across its signature goals (e.g., governance, climate resilience, economic empowerment, and social protection), with attention to intersectionality and sustainable inclusion?
CC4. To what extent have persons with disabilities benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms?

CC1. To what extent has UNDP Pakistan integrated conflict sensitivity and do-no-harm principles into the design and delivery of its gender and inclusion programming, particularly in fragile, conservative, or high-risk contexts?

Finding 1: Projects like SIDP and MAGP effectively adapted to conservative and conflict-prone contexts through localized, culturally sensitive delivery models. Projects like SIDP and MAGP effectively adapted to conservative and conflict-prone contexts through localized, culturally sensitive delivery models.

UNDP demonstrated commendable flexibility and contextual intelligence in several high-risk regions. SIDP delivered vocational kits (e.g., cycle repair, tailoring) tailored to local terrains and cultural expectations. Mobile repair training allowed women to work from home, safeguarding digital privacy and personal safety. In Swat and DI Khan, all digital trainees were registered on Fiverr and secured 8–10 contracts within two months. Likewise, MAGP successfully deployed local women for gender desk roles, building community trust where external staff might have faced resistance. In Khyber Agency, when security concerns escalated, UNDP demonstrated responsive and community-rooted risk mitigation by relocating female staff to safer Women Resource Centres, an example of adaptive delivery aligned with on-ground realities.

Finding 2: Projects such as RoL, SELP – II, and DHL – II would benefit from formal protection mechanisms to better support frontline workers in sensitive settings.

While placing staff in highly visible roles such as gender desk officers, paralegal trainers, and civic educators, the RoL, SELP – II, and DHL – II projects offer important contributions to public sector inclusion. However, further strengthening these efforts by developing SOPs and well-being support systems can enhance both staff safety and program resilience. An officer at Gender Desk remarked on her working conditions: "I am grateful for the desk and the work we can do. But it can get dangerous. Sometimes when we bring parties together for reconciliation, the fighting can get violent. Male police has to step in then. But the biggest concern is when I leave the station to go home. I have no idea who is waiting for me to attack me. I have received threats in the past too with a man naming my husband and family members to me to blackmail me into dropping my work lest their safety be compromised." While the police officers step in sometimes, the gender desk officer reported jealousy and resistance from men in supporting their work, from being chagrined at the facilities (AC room, internet) at gender desk officer's disposal to hesitance due to their direct line of contact with the AIG. To embed the gender desk sustainability and safely in police stations, staff safety protocols, sensitization of male police officers and ensuring dedicated WASH/MHM for women officers as well survivors accessing the desks is essential. Lessons from the GF HIV Project, which secured NOCs and implemented data protection for outreach staff, offer a replicable model. Expanding such protocols across the portfolio would reinforce the long-term viability of gender-inclusive service delivery.

CC2. To what extent have disadvantaged and marginalized groups (e.g., women, transgender persons, persons with disabilities, ethnic/religious minorities, poor and rural populations) benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms?

Finding 3: LNOB principles were implemented with strong intent in several projects, with room to deepen intersectional design and disaggregated tracking.

The GF HIV Project effectively reached criminalized and underserved groups, FSWs, MSM, transgender persons, and people who inject drugs, through mobile outreach, secure apps, and peer-led models. BSDGs inclusion of over 900 persons with disabilities and SIDP's flexible eligibility criteria and transport stipends for transgender and rural women marked significant progress. These examples demonstrate growing institutional awareness and adaptability. To further operationalize LNOB commitments, future projects like SELP – II and RoL could benefit from consistent disaggregation of data by religion (if possible), disability, and rurality. Strengthening systems to track and act on intersectional gaps will support more accountable and equitable implementation across the board.

Finding 4: Participation was successfully facilitated in several programs, though future gains can be made through consistent structural supports and feedback mechanisms.

SIDP and BSDGs effectively addressed barriers to women's participation by providing stipends, gender-segregated safe spaces, and family-approved formats. These structural enablers helped meet gender equality targets and foster inclusive participation. In comparison, GLOF – II, R&I – II, and SDG Plus often relied on individual motivation or ad hoc facilitation, limiting access for women with disabilities, older women, trans women, and ethnic minorities. This contrast highlights an opportunity to embed consistent supports, like childcare, mobility access, and adapted training content, as institutional norms. Equally, building feedback mechanisms would allow for real-time adjustments to reach those still excluded from governance and training opportunities.

Finding 5: Inclusion of transgender persons and high-risk groups is emerging across the portfolio, with promising foundations to build systemic representation and leadership pathways.

GF HIV Project piloted strong inclusion practices by adapting service delivery to the needs of transgender communities, MSM, and FSWs. These efforts set a valuable precedent. Most other projects

are still in early stages of integrating transgender persons, PWDs, and other marginalized groups into decision-making structures. Future program cycles could benefit from mainstreaming trans and disability representation into advisory boards, staffing, and monitoring frameworks. Examples like BSDG's support to PWDs and MAGP's referencing of caste, ethnicity, and religious identity can be further operationalized to ensure these categories inform not just narratives, but concrete program design and accountability mechanisms.

CC3. How have UNDP's projects addressed systemic exclusion and supported structural transformation across its signature goals (e.g., governance, climate resilience, economic empowerment, and social protection), with attention to intersectionality and sustainable inclusion?

Finding 6: CRP, IRFF, and GF HIV demonstrated strong gender integration in resilience-building, with potential for deeper sustainability and structural co-ownership.

These projects illustrate meaningful shifts toward inclusive climate and health resilience. CRP trained women in eco-tourism and green livelihoods; IRFF offered Shariah-compliant insurance for women-led MSMEs; and the Global Fund's Sehat Dost initiative combined digital tools with HIV self-testing, making critical services accessible in stigmatized settings. A next step would be embedding these gains into long-term institutional structures through partnerships with women-led cooperatives, trans-led organizations, and grassroots CSOs. Additionally, incorporating risk mitigation strategies and follow-up financing can strengthen continuity and ensure inclusive resilience strategies are not only piloted but sustained.

Finding 7: Poverty reduction efforts demonstrated inclusive ambition, with opportunities to deepen structural transformation and pre-empt social backlash.

CRP's Green Business Centres and MAGP's inclusion of male allies in behavioural change are examples of context-responsive approaches to women's economic empowerment. SDGs Plus also targeted overlapping vulnerabilities, trans persons, disabled women, and the poor, but often relied on self-initiative rather than actively removing barriers. Building on these efforts, future programs could adopt more proactive strategies for addressing care burdens, mobility constraints, and safety risks. Structured plans to anticipate and address backlash, especially when women gain economic or political agency, will help convert inclusion into sustained transformation, especially in conservative contexts.

Finding 8: Gender integration in environmental projects showed strength in design phases, with opportunities to deepen contextual responsiveness and equity in implementation.

CRP stands out for its engagement of women in environmental innovation and training. It offers a strong example of gender integration in design. In contrast, GLOF – II's implementation revealed opportunities for greater responsiveness, women were not consulted for early warning system placement or hazard mitigation planning, and localized adaptation strategies were limited. Embedding gendered risk assessments and participatory design in all environmental programming, especially in flood- and mountain-prone areas, would improve equitable access to infrastructure and usability of climate tools, especially for women with restricted mobility or caregiving responsibilities.

Finding 9: Governance reforms under SELP – II, RoL, and GF HIV advanced institutional equity but lacked deep-rooted intersectional integration or community ownership.

SELP – II's creation of the ECP's Gender and Social Inclusion Wing, RoL's gender-sensitive police protocols, and GF HIV's work on legal barriers to HIV access are all notable institutional accomplishments. These platforms now offer an opportunity to expand outreach and inclusion of religious minorities, disabled women, rural trans persons, and other underrepresented groups in policymaking processes.

Public campaigns like GF HIV's Maloomat Se Mehfooz Zindagi could be further strengthened by incorporating gender-sensitive messaging and culturally grounded narratives. Community co-design, particularly from key populations such as transgender persons, MSM, and sex workers, would ensure that communication not only informs but affirms dignity, shared responsibility, and inclusive service access.

Case Study: A Transgender Field Manager Navigates Risk and Recovery

All names and identifiers are fictional to protect confidentiality and honor consent

In a modest office tucked inside a busy neighborhood, Areeba and her team have long served as a bridge between the transgender community and Pakistan's public health system. As a manager at a trans-led community-based organization, she coordinates outreach, safety planning, and health referrals for some of the most vulnerable members of society. The work is grounded in lived experience. "People would open their doors to Zoya, not to any stranger from an NGO car," she explained. "That made all the difference." Through the UNDP-supported Global Fund project, Areeba's team received STI kits, monthly coordination calls, and fuel allowances to support their outreach. "They have done a very comprehensive consultative process in different cities," she noted.

At key moments, support from the programme helped navigate hostile terrain. Coordination with provincial bodies led to increased recognition. "Community representatives were also notified by the health ministry," she shared. NOC letters helped transgender outreach workers travel with greater protection and are useful in preventing police harassment."

But even as formal support grew, the work itself grew harder to sustain. "This year my salary dropped from 170,000 to 60,000 due to budget cuts," Areeba shared. "When I raised this, I was met with dismissive responses, leaving me invalidated."

The budget cuts coincided with reduced field stipends for outreach workers. "If an outreach worker was taking an amount of 80,000… now they are again getting involved in begging or sex work…. our own community members are going back to the streets."

Her own position also came with constraints. "We are full-time employed through this partnership. We can't do any side consultancies or additional jobs because we are obligated to this role. But when our salary is cut, we are just stuck." Safety also remained a concern. "We do not have designated vehicle or transport support in difficult or high-risk areas. Emergency GBV protocols for field visits to brothels and deras don't exist. Personal risk is borne entirely by me, despite repeated threats to my safety."

Still, her stance is not one of rejection. "I really don't want UNDP [to leave] because I do believe in collaborative approaches," she said. "But yes, how we can collectively… boost or empower the communities." She sees the value in what's already been built, trust, coordination, and the presence of trans-led teams in spaces that once excluded them. But she also knows that listening and planning with affected communities will be key to making those gains last. If budgets are the issue, she recommends integrating transpersons across UNDP projects for efficiency such as livelihood trainings, gender-based violence prevention, political participation etc. to prevent resource wastage and duplication of efforts. She emphasized that with a comprehensive mapping of needs with the community, transgender-specific interventions will be to more responsive to community needs.

4.8.1. Disability Inclusion

CC4. To what extent have persons with disabilities benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms?

Finding 10: Disability inclusion was reflected across several projects through institutional entry points, disaggregated indicators, and planning frameworks, with clear room to deepen delivery adaptations and sustained representation.

Projects such as BSDGs, SIDP, DHL – II, and SELP – II integrated disability through disaggregated output indicators, alignment with national disability legislation, and piloting of accessible infrastructure and justice mechanisms. Across the portfolio, several initiatives acknowledged the intersection of gender with disability, geography, displacement, and poverty, signalling a positive shift toward more inclusive

planning. A beneficiary outlined the small nuances of delivery adaptations as such: “When you’re designing trainings for disabled people in high-end venues like the Ramada, you have to do more than just check whether there’s a ramp. A ramp might work for someone using a wheelchair, but not for someone walking with crutches. Not all ramps are equal. And then, the floors, they’re often slippery, which makes it hard for people with limps, crutches, or invisible disabilities. You’re constantly worried about falling. In one training I attended, there was no sign language interpreter. We were all scrambling to take turns and translate for a Deaf participant. That’s not how it should be. Also, if you’re inviting someone with a disability to a 4- or 5-day training and saying, ‘Oh, you live within city limits, so you don’t get accommodation’, that makes no sense. I may live 30–35 km away, but my body doesn’t recover like yours does. The daily commute, even if it's local, is exhausting. It’s not about distance; it’s about the body’s needs. So just ask us: Do you need transport? Do you need accommodation? Do you need a stipend? Honestly, it’s not that hard. Just ask us. We will tell you.” Thus, delivery-level adaptations, differentiated indicators, and resourced accessibility protocols remain underdeveloped. Future cycles could benefit from mainstreaming disability representation into advisory boards, staffing, and monitoring frameworks, to ensure these early commitments evolve into lasting systems change.

5. Conclusions

Conclusion 1: UNDP Pakistan has repositioned gender as a strategic priority and is well on its way toward transformation; enhancing internal coherence and shared accountability can now consolidate these gains.

The shift to treating gender as a standalone outcome in the CPD cycle 2023-2027, the appointment of a full-time Gender Expert, and the GEN2/GEN3 application across 14 out of 15 projects signal institutional commitment to GEWE. Four projects with GEN3 outcomes mark a milestone in advancing transformative programming. However, while UNDP programmes include gender equality in principle, it is not consistently embedded as a central design or delivery priority. Given UNDP's alignment with national priorities and strong government partnerships, there is a critical opportunity to reposition gender equality, cohesively using a standardized approach, as both a cross-cutting concern and a core programme objective. To fully realize this vision, investments in internal coherence and relevance—such as shared tools, onboarding streams, and cross-unit learning, can ensure that UNDP moves from fragmented innovation toward systemic, organization-wide change.

↪ *This conclusion underpins Recommendations 1, 4, and 5 on unified frameworks, internal learning, and gender data infrastructure respectively.*

Conclusion 2: Gender-responsive programming has generated meaningful outcomes across sectors; UNDP now has an opportunity to enhance transformative impact by investing in relational and intersectional dimensions of change.

Across governance, climate change and resilience, poverty reduction, and policy reform, UNDP projects have successfully reached women, transgender persons, and persons with disabilities. These results reflect strong design and contextual sensitivity. The interventions have acknowledged the intersectional vulnerabilities of women and marginalized groups, but this recognition has not consistently translated into tailored, accessible design or sustained action—particularly in areas like early warning systems where barriers such as literacy and mobility remain unaddressed. Furthermore, while there is a clear commitment to course correction, gaps remain in consistently integrating civil society voices and aligning internal systems with external partnerships on gender equality. A deeper focus on shifts in norms, agency, and decision-making power—especially among marginalized groups, would strengthen transformative outcomes. While projects have made commendable efforts toward inclusive participation, including transgender individuals and women, this inclusion is not consistently reflected in monitoring frameworks or outcome documentation. The absence of indicators to assess long-term agency, relational change, and structural impact limits the ability to measure transformative results. This calls for the use of outcome-level, intersectional indicators and structured co-design with grassroots actors. Furthermore, UNDP Pakistan lacks meaningful representation of marginalized groups within its workforce, which undermines the credibility and trust of programs—such as GF HIV—that serve these very communities. This gap reflects a broader need to internalize gender equality and social inclusion principles across institutional systems.

↪ *This conclusion supports Recommendations 2, 4, 6, and 7 on participatory design, inclusive staffing, relational indicators, and CSO capacity-building respectively.*

Conclusion 3: Several projects have achieved notable efficiency through adaptive delivery and resource leveraging; future gains can be secured by reinforcing fiscal sustainability and safeguarding those at the frontlines.

Models such as community-led outreach, blended finance, and digital delivery have demonstrated that equity and efficiency are not mutually exclusive. However, sustainability requires anticipatory planning, gender-responsive budgeting, and protection for staff exposed to high emotional or physical risk. Several projects supported marginalized groups through training and asset distribution but lacked follow-up measures such as market linkages and sustainability planning. Additionally, strategies for

inclusion of transgender, disabled, or minority women were often undocumented, limiting long-term impact. These steps are essential to sustain results, especially where backlash or burnout are concerns. In addition, despite deploying cost-effective delivery models, several UNDP interventions lacked early gender integration, limiting their impact and efficiency. Projects like GLOF – II and the O2 project missed opportunities to embed gender-responsive design, training, and results tracking. Gender budgeting efforts remain uneven, with modest allocations and limited expenditure tracking.

↪ *This directly informs Recommendations 8, 9, and 10 on gender budgeting, sustainability annexes, and duty of care protocols respectively.*

Conclusion 4: Inclusion of marginalized communities has expanded significantly, and UNDP is now well-placed to institutionalize their leadership and long-term participation in shaping development systems.

Sustainability of GEWE outcomes is strongest where institutional and community mechanisms align, yet gaps remain in formalizing local leadership and protecting continuity—particularly for marginalized groups like transgender communities. Replacing trans-led organizations with cis-led implementers has undermined trust and eroded lived expertise efforts to engage transgender persons, sex workers, and persons with disabilities through peer-led outreach, safe spaces, effective PSEA response mechanisms, and flexible programming are commendable. Moving forward, formal pathways for their leadership, via staffing pipelines, governance roles, and stable support for grassroots networks—can help transition from access to shared ownership of development agendas.

↪ *This conclusion underlies Recommendations 2, 3, 6, and 7 on leadership pathways, inclusive staffing, relational indicators, and sustainable CSO engagement respectively.*

6. Recommendations

Relevance

1. **Institutionalize a Unified GEWE Framework with Risk and Safeguard Systems (*Priority 2, 2026 onwards*):** While UNDP's programming exhibits high relevance with national and international frameworks and gender policies, based on the findings above to strengthen internal and external coherence, it is recommended to adopt a standardized GEWE framework for projects that consolidates under gender analysis. A toolkit should be developed that specifically includes checklists and templates to build coherence and relevance with national and global priorities as well as ensures a cohesive approach to programming. This framework should include components on: participatory design, gender-responsive budgeting for GEN2 and GEN3 projects, intersectional indicators, and safeguards such as Do-No-Harm protocols, risk logs, and grievance systems.
   ↪ *Relevance Findings: 1, 5, 6, 7 | Conclusions: 1, 2, 3, 4*
2. **Co-Design with Marginalized Communities and Grassroots Groups *(Priority 1, Q4 2025 onwards)*:** To overcome and breakdown structural barriers to gender equality and deepen norm-change, normalize inclusive project co-design with CSOs led by women, trans-persons, persons with disabilities, and minorities for projects designed with GEN3 outputs to contribute to transformational change and overcome sociocultural barriers to inclusion. The movement from acknowledgment to implementation will require additional investment in inclusive delivery models that incorporate intersectional design adaptations and build long-term shifts in power dynamics. Specific actions towards this trajectory include development and maintenance of a roster of women-, trans-, minority-, disability-led CSOs, with annual updates to ensure connection with feminist movements and inclusive implementation. Furthermore, participatory co-design workshops must be mandatory for GEN3 projects to jointly develop designs, indicators, risks, and duty of care protocols. Ensure gender analysis precedes final design and embed participatory feedback loops during implementation.
   ↪ *Relevance Findings: 2, 3, 4, 6 | Conclusions: 2, 4*

Coherence

3. **Promote Diverse and Inclusive Staffing Across UNDP and Partners *(Priority 2, Q2 2026 onwards)*:** Based on the findings referenced below, there is room for improvement in representation within UNDP. To deepen norm-change and transformative impact, the country office should take proactive measures to advance inclusion through recruitment benchmarks for transgender persons, persons with disabilities, and religious/ethnic minorities. Such an approach will require strengthening institutional coherence by adopting inclusive staffing practices, formalizing cross-partner learning, and establishing ongoing community feedback mechanisms to enhance trust, representation, and the long-term sustainability of GEWE outcomes. Ensure meaningful representation across decision-making, governance, and MEL structures. Specifically, this entails application of inclusive HR policies with benchmarks for marginalized groups. In addition, conduct gender reviews, revive/develop active grievance redressal mechanisms (GRM) and protocols at the community level and deliver inclusive recruitment and workplace enabling environment training across all teams.
   ↪ *Coherence Findings: 4 | Conclusions: 4*
4. **Strengthen Gender-Focused Learning Within UNDP's Existing Systems *(Priority 2, Q2 2026 onwards)*:** To enhance coherence within UNDP, it is crucial to strengthen institutional learning and ensure future-programming builds upon previous experience. To this end, develop a repository of learning material to embed a gender learning stream within UNDP's internal platforms to retain cross-unit tools, reports, strategies, case studies, and lessons on gender with specific focus on under-addressed areas like disability, and inclusion. This should be linked to

the onboarding sessions and packages as well as refresher sessions to ensure and continuous learning.

↪*Coherence Findings: 1, 2, 3 | Conclusions: 1, 2*

5. **Contribute to Existing Gender Data Ecosystems and Convene Roundtables *(Priority 3, Q2 2026 onwards)*:** UNDP's internal systems, specifically knowledge sharing, can be further strengthened as evidence by the fact that projects with strong inclusive design fell behind in cross-unit learning and feedback integration. A multi-stakeholder programmatic gender data centralized ecosystem should be considered to make up for data blind spots. To this end, UNDP should convene biannual roundtables with other UN agencies, CSOs, government, and donors to harmonize MEL practices and address data gaps. To strengthen internal systems, it is recommended to develop a repository of project-generated gender data and link it with existing platforms like the UN Women-led Gender Data Portal and UN Data Group.

↪*Coherence Findings: 4,5 | Conclusions: 1, 2*

Effectiveness

6. **Use Outcome-Level, Intersectional Indicators for Tracking Change *(Priority 1, 2026 onwards)*:** Strengthen monitoring systems by embedding outcome indicators that capture long-term empowerment, social dynamics, and structural shifts—ensuring inclusive participation is matched by meaningful measurement and impact tracking. Many projects can achieve greater impact using dedicated indicators to more efficiently measure gendered impact. It is recommended that the results frameworks include one indicator each for agency, structural, and relational change in project log frames, disaggregated by gender, age, disability, and geography.

↪*Effectiveness Findings: 3, 5, 7 | Conclusions: 2*

7. **Build Long-Term Capacity of Grassroots and Community-Based Organizations *(Priority 2, 2026 onwards)*:** To enhance sustainable and transformative inclusivity, support the institutional development of CSOs, especially those led by women, trans persons, and persons with disabilities, through MEL training, flexible funding, and support for operations, storytelling, and advocacy. It is recommended that the CO teams integrate capacity-building plans as part of PCAT and other assessments whenever CSOs are engaged (e.g., co-design, advocacy, MEL).

↪*Effectiveness Findings: 3 | Conclusions: 2, 4*

Efficiency

8. **Integrate Gender-Responsive Budgeting and Expenditure Tracking *(Priority 1, Q4 2025 onwards)*:** While many projects commit a significant portion of their budget to gender-related activities, there is rarely gender-responsive budgeting and expenditure tracking, limiting ability to quantify or scale gender-related efficiency. Institutionalize early gender integration and expand gender-responsive budgeting across all sectors, ensuring adequate funding, disaggregated tracking, and sector-wide accountability to maximize impact and resource use. Introduce gender budgeting tracker. This will facilitate monitoring of GEWE allocations through periodic reviews, and ensure budgeting covers inclusive participation supports like transport, childcare, and disability accommodations. GRB-compliant budget lines should be mandatory with justifications for inclusion costs. Furthermore, it is recommended that during projects' internal appraisal phase, GRB is part of the quality assessment process.

↪*Efficiency Findings: 1, 4, 5 | Conclusions: 3*

Sustainability

9. **Include Gender Sustainability and Handover Plans in All Projects *(Priority 1, Q4 2025 onwards)*:** Scale up successful models through academic and public partnerships and formalize local leadership roles with stipend support and protections for marginalized staff to ensure continuity, trust, and long-term sustainability of GEWE outcomes. To ensure

transformative impact beyond the project life cycle, develop and incorporate a "GEWE Sustainability Annex" in project designs, covering norm-change, community ownership, financial continuity, and social protection strategies for vulnerable participants in case of program disruption.
↪ *Sustainability Findings: 1, 2, 3, 4 | Conclusions: 3*

10. **Institutionalize Contextualized Staff Safety and Duty of Care Protocols *(Priority 1, Q4 2025 onwards)*:** Complement existing protection policies with development of localized SOPs for burnout prevention, mental health, harassment-free safe spaces, relocation, and digital security, especially in high-risk GEWE or backlash-prone settings. Strengthen follow-through by establishing regular monitoring mechanisms, staff training, and feedback loops to reinforce PSEA/SH policies, gender parity SOPs, and risk management frameworks for sustained institutional transformation. Counselling support, and trainings/refresher sessions should be undertaken on a quarterly basis
↪ *Sustainability Findings: 4, 6, 7 | Conclusions: 3, 4*

Table 14. Summary of Recommendations and Linkages

Recommendations and Actions	***Responsible entities***	***Timeframe and priority (1-3, 1 being highest)***	***Linkages to conclusions***
RECOMMENDATION 1: Institutionalize a Unified GEWE Framework with Integrated Safeguards	*Gender Analyst, Programme Managers, M&E and Ops Teams, Safeguarding and Learning Teams*	***2026 onwards – Priority 2***	*↪ Relevance Findings: 1, 5, 6, 7 | Conclusions: 1, 2, 3, 4*
RECOMMENDATION 2: Co-Design with Marginalized Communities and Grassroots Groups	*Gender Team, Project Design Leads, Inclusion Consultants, Local CSO Partners*	***Q4 2025 onwards – Priority 1***	*↪ Relevance Findings: 2, 3, 4, 6 | Conclusions: 2, 4*
RECOMMENDATION 3: Promote Diverse and Inclusive Staffing Across UNDP and Partners	*HR Unit, Gender Team, Programme and Project Units*	***Q2 2026 onwards – Priority 2***	*↪ Coherence Findings: 4 | Conclusions: 4*
RECOMMENDATION 4: Strengthen Gender-Focused Learning Within UNDP's Existing Systems	*Gender Team, Knowledge Management and Comms, IT, Learning & Development*	***Q2 2026 onwards – Priority 2***	*↪ Coherence Findings: 1, 2, 3 | Conclusions: 1, 2*
RECOMMENDATION 5: *Contribute to Existing Gender Data Ecosystems and Convene Roundtables*	*Gender Team, PBS, UN Women, Donor M&E Leads, SDG Secretariat*	***Q2 2026 onwards – Priority 3***	*↪ Coherence Findings: 4, | Conclusions: 1, 2*
RECOMMENDATION 6: Use Outcome-Level, Intersectional Indicators for Tracking Change	*M&E Specialists, Gender Focal Points, Project Teams*	***2026 Onwards – Priority 1***	*↪ Effectiveness Findings: 3, 5, 7 | Conclusions: 2*

RECOMMENDATION 7: Build Long-Term Capacity of Grassroots and Community-Based Organizations	*Programme Units, Local Implementing Partners, CSOs*	***2026 onwards – Priority 2***	*↪ Effectiveness Findings: 3 | Conclusions: 2, 4*
RECOMMENDATION 8: Integrate Gender-Responsive Budgeting and Expenditure Tracking	*Finance Unit, Gender Team, Operations, Implementing partners (IPs)*	***Q4 2025 onwards – Priority 1***	*↪ Efficiency Findings: 1, 4, 5 | Conclusions: 3*
RECOMMENDATION 9: Include Gender Sustainability and Handover Plans in All Projects	*Gender Team, PMUs, CSOs, IPs, Government Liaison Officers*	***Q4 2025 onwards – Priority 1***	*↪ Sustainability Findings: 1, 2, 3, 4 | Conclusions: 3*
RECOMMENDATION 10: Institutionalize Contextualized Staff Safety and Duty of Care Protocols	*HR, Safeguarding, Gender Team, Field Coordinators*	***Q4 2025 onwards – Priority 1***	*↪ Sustainability Findings: 4, 6, 7 | Conclusions: 3, 4*

7. Lessons Learnt

Some key lessons learned presented have been generated below by centering the feedback shared by stakeholders in key informant interviews.

Lesson Learned 1: Inclusion becomes performative when communities are visible in beneficiary lists but excluded from influencing decisions over design, implementation, evaluation and monitoring.

Stakeholder Quote:

- “They take our input, but the final decision belongs to someone else.”
- "In that task force, along with the government, community representatives were also notified by the health ministry. That seems really good."

Lesson Learned 2: Building a service does not guarantee access since barriers such as fear, unclear procedures, unwelcoming staff, or lack of transport continue to prevent survivors and vulnerable groups from using services, even when they are technically available.

Stakeholder Quote:

- “There is a gender desk at the station, but we’re afraid to go, who will listen?”
- “There’s a clinic, but no transport. And if the police don’t support us, how can we reach?”
- "How will the women commute and how will they reach back home? We arranged transport for them to overcome this."

Lesson Learned 3: Programs without flexible, co-designed strategies, initiatives risk reinforcing the very inequities they seek to address.

Stakeholder Quote:

- "The app is there, but it’s like a peacock dancing in the jungle. It’s not reaching enough people."
- "To ensure that they had some representation from the votes that we were a part of so that they felt comfortable talking to us.”

Lesson Learned 4: Short project timelines are out of sync with the time it takes to build trust and shift harmful norms, without follow-up, reinforcement, and performance checks.

Stakeholder Quote:

“If nothing happens after a training for two years, people forget everything.”

“We have annual trainings, online sessions, and proper supervisors to guide us on outreach SOPs and community engagement.”

Lesson Learned 5: Platforms and services, especially digital, can deepen exclusion and harm if adequate gender, social and safeguarding analysis has not been conducted: risks of exposure, control by others, or complete inability to use tools designed without them in mind.

Stakeholder Quote:

“How can these vulnerable women access these apps. We have to go where they are.”;

"I don’t know how is it safe to speak on it specifically on this like online call. But yes, there is surveillance."

“They were teaching them about GBV as well, women are exposed to technology, their risk of at-home domestic violence increases as well.”

Annexures

Annex 1: Documents Reviewed

Unit	Project	Project Document	Gender Analysis & Action Plan	Annual Work Plan	Annual Progress Report (APR)	Other Documents
DPU	Policy Innovation Programme					
	SDGs Plus Programme					
DGU	Decentralization, Human Rights, & Local Governance – Phase II					
	Merged Areas Governance Programme					
	Reforms & Innovation in Government for High Performance – Phase II					
	Strengthening Justice & Security Sector Governance in Pakistan (Rule of Law Programme):					
	Strengthening Electoral & Legislative Processes – Phase II					
PRIU	Balochistan SDGs Accelerated Delivery Project					
	Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High Risk Areas					
	Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items					
	Stabilization & Inclusive Development Programme					
RECCU	Climate Resilience Programme					
	Insurance & Risk Finance Facility					
	Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II					
	Flood Recovery Programme					
Corporate Documents						
Prevention of Sexual Exploitation, Abuse, and Harassment (Workstream/Protocol Implementation (PSEAH)						
Gender Advocacy Plans						

Annex 2: Evaluation Matrix

<table>
<tr><td>Key Criteria</td><td colspan="3">Relevance</td></tr>
<tr><td>Key Question</td><td colspan="3">To what extent are UNDP Pakistan's gender equality and women's empowerment (GEWE) interventions relevant to national priorities, international commitments, and the lived realities of marginalized groups?</td></tr>
<tr><td colspan="4">Sub-Questions</td></tr>
<tr><td colspan="4">Evaluation Questions for Portfolio Analysis
R1. How well do UNDP's GEWE interventions align with national gender policies and international frameworks (e.g., SDGs, CEDAW, Paris Agreement)?
R3. Were the GEWE interventions strategic in addressing the country's core gender challenges? Did their relevance persist over the implementation cycle?
R4. What is UNDP's added value in promoting gender equality and women's empowerment in Pakistan's development context?
R5. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
R6. Has UNDP integrated gender equality across CPD design and implementation (2023–2027) at policy, technical, and institutional levels?

GEWE Sub-Questions for Project-Level Analysis
R2. Does it address structural barriers (e.g., poverty, inequality, lack of access to resources) and intersectional discrimination?
R7. Are objectives and targets for gender equality clearly defined and prioritized?
R8. Were the gender markers assigned to projects representative of reality?</td></tr>
<tr><td>Sources</td><td>Tools</td><td>Indicators</td><td>Analysis Methods</td></tr>
<tr><td>• CPD 2023–2027, National/Global GEWE Frameworks
• Project docs (proposals, gender plans, AWPs, APRs)
• KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)</td><td>• CPD alignment grid
• DAC/GRES-aligned review templates
• Semi-structured KII protocols
• Composite scoring matrix (3-point scale)</td><td>• GEWE references in design/log frames
• LNOB/intersectionality in docs or KIIs
• Defined GEWE outputs/outcomes
• Gender marker accuracy
• Evidence of gender-responsive planning & delivery</td><td>• Dual-layer DAC scoring + KII triangulation
• Project heatmaps (traffic light coding)
• Thematic coding of KII transcripts
• CPD Outcome 4 alignment review
• Final ratings validated via triangulation</td></tr>
<tr><td>Key Criteria</td><td colspan="3">Coherence</td></tr>
<tr><td>Key Question</td><td colspan="3">To what extent are UNDP's GEWE interventions internally consistent across its own systems, tools, and strategies, and externally harmonized with national priorities, UN frameworks, civil society movements, and development partners?</td></tr>
<tr><td colspan="4">Sub-Questions</td></tr>
<tr><td colspan="4">Evaluation Questions for Portfolio Analysis
C1. Has there been coherence between UNDP's gender-related interventions and its broader development priorities, such as poverty reduction, climate resilience, and inclusive governance?
C2. Are UNDP's GEWE interventions aligned with national gender equality strategies and policies?

GEWE Sub-Questions for Project-Level Analysis
C3. Are gender equality principles coherently embedded within UNDP's internal systems (e.g., gender markers, monitoring, gender responsive budgeting, knowledge sharing)?</td></tr>
</table>

C4. Do the interventions demonstrate synergies with external actors, including UN agencies, development partners, and grassroots or women-led organizations?

Sources	Tools	Indicators	Analysis Methods
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)	• CPD alignment grid • DAC/GRES-aligned review templates • Semi-structured KII protocols • Composite scoring matrix (3-point scale)	• Quality of cross-sector/inter-departmental collaboration • Perceived UNDP comparative advantage and coordination role • Integration of LNOB and intersectionality (docs + KIIs) • Defined GEWE outcomes/outputs in log frames or activities • Accuracy and justification of gender marker scores • Evidence of gender-responsive design, delivery, and sustainability	• Dual-layer DAC scoring + KII triangulation • Project heatmaps (traffic light coding) • Thematic coding of KII transcripts • CPD Outcome 4 alignment review • Final ratings validated via triangulation

Key Criteria	Effectiveness
Key Question	To what extent has UNDP effectively delivered gender-responsive and gender-transformative results in line with the intended outputs and outcomes of the 2023–2027 CPD—particularly CPD Outcome 4?

Sub-Questions

Evaluation Questions for Portfolio Analysis

ET1. What measurable results or outcomes are demonstrated in advancing gender equality?
ET2. Is there documented evidence of transformative impact (addressing power structures, relational norms, or systemic exclusion)?
ET5. To what extent have GEWE interventions contributed to structural, normative, or relational changes, especially for women, girls, and marginalized groups?

GEWE Sub-Questions for Project-Level Analysis

ET3. To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
ET4. Do results reflect intersectional inclusion (i.e. TG, PWD, youth, minority women)?
ET6. Are gender-related outputs and outcomes clearly defined with appropriate indicators?
ET7. What unintended positive or negative effects (if any) have resulted from gender-related interventions?
ET8. Are gender-responsive indicators embedded in evaluation frameworks or log frames?

Sources	Tools	Indicators	Analysis Methods
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)	• CPD alignment grid • DAC/GRES-aligned review templates • Semi-structured KII protocols • Composite scoring	• Delivery against CPD Output 4.1 and 4.2 indicators • Presence of gender-transformative actions (e.g., norm shift, legal reform) • KII evidence of empowerment, participation, or power shifts	• Dual-layer DAC scoring + KII triangulation • Project heatmaps (traffic light coding) • Thematic coding of KII transcripts

	matrix (3-point scale)	• Defined GEWE outcomes/outputs in project frameworks • Accuracy of gender marker scoring • Qualitative evidence of gender-responsive design and delivery	• CPD Outcome 4 alignment review • Final ratings validated via triangulation
Key Criteria	**Efficiency**		
Key Question	To what extent has UNDP efficiently allocated and utilized financial, human, and institutional resources to deliver gender equality and women's empowerment (GEWE) results under the CPD 2023–2027?		
Sub-Questions			
Evaluation Questions for Portfolio Analysis EF2. Were there identifiable patterns of cost-effectiveness or adaptive resource use (e.g., leveraging partnerships, shifting budgets for inclusion)? EF6. Did institutional mechanisms—such as procurement, staff capacity, and operational tools—support or hinder gender-responsive delivery? **GEWE Sub-Questions for Project-Level Analysis** EF1. To what extent gender equality integrated into design, budgeting and implementation of CPD outcomes, outputs and projects? EF3. How efficiently were financial and technical resources used to support GEWE outcomes, including under GEN2 and GEN3-tagged projects? EF4: Were any adaptive or innovative practices used to improve efficiency (i.e. resource leveraging, local procurement, and digital tools)? EF5. How effectively did the project allocate resources (budget, personnel, technical inputs) for GEWE?			
Sources	**Tools**	**Indicators**	**Analysis Methods**
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)	• CPD alignment grid • DAC/GRES-aligned review templates • Semi-structured KII protocols • Composite scoring matrix (3-point scale)	• GEN2/GEN3 delivery share vs. CPD budget share • LNOB and intersectionality in delivery and interviews • Budgeted GEWE outputs in project frameworks • Accuracy and rationale of gender marker scores • Evidence of gender-responsive design and implementation	• Dual-layer DAC scoring + KII triangulation • Project heatmaps (traffic light coding) • Thematic coding of KII transcripts • CPD Outcome 4 alignment review • Final ratings validated via triangulation
Key Criteria	**Sustainability**		
Key Question	To what extent are the gender equality and women's empowerment (GEWE) results supported by mechanisms, ownership, and systems that ensure their continuity beyond the project period?		
Sub-Questions			

Evaluation Questions for Portfolio Analysis

S1. What mechanisms policy, institutional, financial, or community-based, exist to sustain GEWE outcomes beyond project timelines?
S2. To what extent are UNDP's intervention for poor, persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups and feminist movements sustainable?
S3. Are there institutional reforms, policies, or capacity building efforts that embed GEWE sustainably?
S4. Are GEWE efforts embedded in institutional reforms, legal frameworks, or governance systems that can outlast project funding?
S6. Are risks to sustainability of gender results identified (i.e. funding, political will, backlash) and are there mitigation strategies?

GEWE Sub-Questions for Project-Level Analysis

S5. Are local systems (i.e. service providers, legal aid, safe spaces) strengthened to continue after UNDP exits?
S7. Has UNDP's Gender Equality Seal (GES) process contributed to sustained gender equality systems, capacities, and results?

Sources	Tools	Indicators	Analysis Methods
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)	• CPD alignment grid • DAC/GRES-aligned review templates • Semi-structured KII protocols • Composite scoring matrix (3-point scale)	• Presence of exit strategies, sustainability plans, or GES reports • LNOB and intersectionality in delivery and KIIs • Accuracy of gender marker scoring • Evidence of gender-responsive and sustainable programming	• Dual-layer DAC scoring + KII triangulation • Project heatmaps (traffic light coding) • Thematic coding of KII transcripts • CPD Outcome 4 alignment review • Final ratings validated via triangulation

Key Criteria	GEWE Impact

G1. To what extent have UNDP interventions produced tangible, measurable improvements in women's and girls' access to education, economic empowerment, and civic participation, particularly in fragile, rural, or socially conservative areas?
G2. Have UNDP-supported institutional reforms (e.g., policy frameworks, gender marker integration, inclusion strategies) resulted in long-term structural change for GEWE?
G3. To what extent have UNDP interventions addressed intersectionality and expanded inclusion for transgender persons, PWDs, religious minorities, and other marginalized identities, and what conditions are required for these efforts to be sustained?

Sources	Tools	Indicators	Analysis Methods
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't,	• Semi-structured KII protocols • Structured document review template (gender marker,	• Presence of GEWE outcomes and outputs in log frame • Gender marker (GEN2/GEN3) score and justification quality • KII reflections on empowerment, agency, access, and barriers	• Thematic coding of KII transcripts • Desk review on GEWE-aligned indicators • Triangulation of KII, document review, and

CSOs, donors, beneficiaries)	results chain, indicators)	• Inclusion in institutional reforms or systems	CPD contribution
Key Criteria	**LNOB/Do-No-Harm**		
CC1. To what extent has UNDP Pakistan integrated conflict sensitivity and do-no-harm principles into the design and delivery of its gender and inclusion programming, particularly in fragile, conservative, or high-risk contexts? CC2. To what extent have disadvantaged and marginalized groups (e.g., women, transgender persons, persons with disabilities, ethnic/religious minorities, poor and rural populations) benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms? CC3. How have UNDP's projects addressed systemic exclusion and supported structural transformation across its signature goals (e.g., governance, climate resilience, economic empowerment, and social protection), with attention to intersectionality and sustainable inclusion? CC4. To what extent have persons with disabilities benefited equitably from UNDP interventions and been meaningfully involved in design, implementation, and feedback mechanisms?			
Sources	**Tools**	**Indicators**	**Analysis Methods**
• CPD 2023–2027, National/Global GEWE Frameworks • Project docs (proposals, gender plans, AWPs, APRs) • KIIs (UNDP, partners, gov't, CSOs, donors, beneficiaries)	• Conflict-sensitivity prompts in KII protocols • Document review matrix (SESP and risk screening analysis) • Safety and inclusion reflection in KIIs	• Presence and depth of LNOB and do-no-harm considerations in project strategy and delivery • Staff safety mechanisms • Community backlash or resistance noted in SESP/KIIs • Degree of participation by marginalized groups in decision-making	• Thematic coding of KII transcripts • Desk review on LNOB-aligned indicators • Triangulated analysis of SESP risks and response mechanisms

Annex 3: Evaluation Itinerary & Interview Participant Information

Month	Key Activities	Feedback Loop
December	- First meeting with UNDP Gender Specialist - Internal meetings with UNDP programme units - In-person inception meeting with UNDP core team - Draft Inception Report submitted	Feedback from UNDP core team informs revision of Inception Report
January	- Revised Inception Report submitted - Desk review of documents continues - Finalization of tools and stakeholder mapping - Start of virtual key informant interviews	Early interviews and mapping refine the direction of data collection
February	- Continued interviews with stakeholders - First stock take meeting held with UNDP	Midway reflections help guide interview focus and evaluation scope
March	- Final round of interviews including community-based organizations and local partners - Second stock take meeting held with UNDP - First full draft of evaluation report submitted - Wrap-up mission and sharing of initial findings with UNDP	Midway reflections help guide interview focus and evaluation scope
April	- Interviews conducted with donor organizations and UN partner agencies - Internal review of the draft report by the quality assurance team	Quality assurance team begins review process
May	- UNDP programme units provide formal feedback on the draft evaluation report	Feedback shapes revisions
June	- Additional quality assurance reviews and updates to audit trail - Interviews conducted with direct beneficiaries to validate GTE findings - Randomized external stakeholder feedback validate findings	Beneficiary, external stakeholder voices and UNDP feedback and validation loop closed before finalization
July	- Second last version of evaluation report submitted - RBAP Internal Evaluation Report Review received - Report finalized and submitted	All feedback loops concluded and integrated

Annex 3.1: UNDP Internal Stakeholder Interviews (FGDs, KIIs)

Focus Group Discussions				
FGD	**First Name**	**Last Name**	**Gender**	**Unit/Project**
1	Hamza	Hasan	Male	**PRIU**
	Mustafa	Mahmood	Male	**PRIU**
2	Anita	Bakhtiar	Female	**DGU**
	Kaiser	Ishaque	Male	**DGU**
3	Ammara	Durrani	Female	**DPU**
	Shahzad	Zakir	Male	**RECCU**
	Shiraz	Shah	Male	**RECCU**
	Shahbano	Khan	Female	**DPU**
	Shahbano	Naushad	Female	**DPU**
	Umer	Malik	Male	**DPU**
4	Amar	Hassan	Male	**DHL – II**
	Shameen	Raza	Female	**GLOF**
	Kamal	ud Din Qamar	Male	**GLOF**
	Khushbakht	Sohail	Female	**DHL – II**
	Total: 14	**Female: 6**	**Male: 8**	**TG: 0**

#	First Name	Last Name	Gender	Unit/Project	Designation
1	Muhammad	Riaz	Male	BSDG	**Project Manager BSDGs**
2	Summayyah	Rasheed	Female	Global Fund	**Programme Officer, Stigma and Discrimination, UNDP Pakistan – Global Fund**
3	Fazal	Mateen	Male	SIDP	**M&E Officer, SIDP, UNDP Pakistan**
4	Amar	Hassan	Male	DHL – II	**DHL – II Project Officer, UNDP Pakistan**
5	Mustafa	Mahmood	Male	PRIU	**Assistant Resident Representative & Unit Head, PRIU, UNDP Pakistan**
6	Muteeb	Ali	Male	RMOU	**RBM Analyst, UNDP Pakistan**
7	Nadia	Ali	Female	Gender / SIDP	**Reporting Analyst & Gender Focal Person, SIDP, UNDP Pakistan**
8	Aarish	Naseem	Female	CRP	**Research & Reporting Officer, CRP, UNDP Pakistan**
9	Sana	Ehsan	Female	IRFF	**Project Manager, IRFF, UNDP Pakistan**
10	Sushil	Ram	Male	CRP	**Adviser, Youth Development, CRP**
11	Rabiya	Kamran	Female	BSDG	**Communications Support Officer, UNDP Pakistan**
	Total: 11	**Female: 5**	**Male: 6**	**TG: 0**	

Annex 3.2: UNDP External Stakeholder Interviews (FGDs, KIIs)

UNDP External Stakeholders Interviewed					
No.	**Name**	**Gender**	**Project**	**Type**	**Designation**
1	Adnan Mohmand	Male	SIDP	NGO	**Monitoring & Evaluation Manager, Tribal News Network (TNN)**
2	Ali Durrani	Male	IRFF	Government	**DRR Team Member, National Disaster Risk Management Fund (NDRMF)**
3	Ali Naqvi	Male	FCDO	Donor Agency	**Program Lead, Foreign, Commonwealth & Development Office (FCDO)**
4	Beenisch Tahir	Female	PIP	Consultant	**Strategic Communications Specialist, UNDP Pakistan**
5	Bushra Rani	Female	Global Fund	NGO	**Executive Director, BAHAM Foundation**
6	Dr. Lalarukh Ejaz	Male	SDG Plus	Academia	**Director, Center for Entrepreneurial Development, IBA Karachi**
7	Ejaz Mustafa	Male	UN Women	UN Agency	**Programme Officer, UN Women**
8	Johanna Konesse	Female	GIZ	Donor Agency	**Head of Adaptive Social Protection, GIZ Pakistan**
9	Jaffar Ali	Male	BSDG	NGO	**Head of Programmes, Youth Organization**
10	Khalida Bibi	Female	SIDP	NGO	**Assistant Manager, Hashoo Foundation**
11	Khushnud Amjad	Female	RoL	Legal Aid	**Legal Aid Unit, Khyber Pakhtunkhwa Bar Council**
12	Maqsood Khan	Male	GLOF – II	NGO	**Collaborator, GLOF – II and Climate Promise Projects**
13	Moon Ali	Transperson	Global Fund	NGO	**Community Mobilizer, KSS – UNDP HIV Awareness and Support Project**
14	Mubushar Hussain	Male	IRFF	Government	**Manager – Disaster Risk Reduction (DRR), NDRMF**
15	Musarat Jabeen	Female	SECP	Government	**Executive Director, Chairman Secretariat, Securities and Exchange Commission of Pakistan (SECP)**
16	Rabia Khattak	Male	Partnership	Private Sector	**Head of Diversity and Inclusion, Jazz**

17	Riaz Khan	Male	SIDP	NGO	**Project Lead, SIDP**
18	Salma Khan	Female	MAGP	Consultant	**Deputy Director, Local Governance School, Government of KP**
19	Shahzadi Hina	Female	SIDP	NGO	**Senior Protection and Inclusion Officer, Islamic Relief**
20	Shanaye	Transperson	Global Fund	NGO	**Community Mobilizer, KSS**
21	Shabeeb Hussain	Male	IRFF	Government	**DRR Team Member, NDRMF**
22	Siddique Wali	Male	Global Fund	NGO	**Program Lead, Humraz Male Health Society**
23	Syed Raza Ali	Male	RoL	NGO	**Chief Executive Officer, Peace & Justice Network (PJN)**
24	Tayyeba Farhat	Female	MAGP	NGO	**Assistant Director, Women Empowerment, Government of KP**
25	Umer Farooq	Male	SIDP	NGO	**Project Coordinator, Islamic Relief Pakistan**
26	Waheed Noor	Male	BSDG	Academia	**Associate Professor, Director, Center of Excellence for Results Based Management (CERBM)**
27	Zarmast Khan	Male	SIDP	NGO	**Community Mobilizer**
	Total: 27	**Female: 9**	**Men: 16**	**TG: 2**	

Annex 3.3: UNDP Beneficiary Interviews

Project (Full Name)	W	TG	M	Total/Notes
Policy Innovation Programme	–	–	–	Primarily provides support to the government.
SDG Plus Programme (Strengthening Development through the SDGs Support Unit)	–	–	–	Primarily provides support to the government, e.g. provincial SDG's units.
Decentralization, Human Rights, and Local Governance – Phase II	2	0	0	2
Merged Areas Governance Programme	–	–	–	Discontinued due to USAID funding cuts.
Reforms and Innovation in Government for High Performance – Phase II	–	–	–	Primarily provides support to the government. No end/community beneficiaries per se.
Strengthening Justice and Security Sector Governance in Pakistan (Rule of Law Programme)	2	0	0	2
Strengthening Electoral and Legislative Processes – Phase II	1	0	1	2
Balochistan SDGs Accelerated Delivery Project	2	0	0	2
Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High Risk Areas	0	2	0	2
Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items	–	–	–	No beneficiaries per se. They primarily work with the government.
Stabilization and Inclusive Development Programme	2	0	0	2
Climate Resilience Programme	2	0	1	3

Insurance and Risk Finance Facility	–	–	–	It is a Global DIM project that only provides support to government in some areas.
Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II	3	0	0	3
Total	**14**	**2**	**2**	**18**

Annex 4: Interview Protocols For Data Collection

Focus Group Discussion Interview Protocol: UNDP Units

1. **Project Overview and Evolution**
   How did this project originate, and what was its main goal? How has it evolved since inception in terms of scope, focus, or design? *(Relevance)*
2. **Perceived Strengths and Achievements**
   What aspects of the project do you consider most successful or impactful? Were there any unexpected positive outcomes or innovations? *(Effectiveness, Innovation)*
3. **Operational and Strategic Challenges**
   What were the key challenges faced, whether institutional, political, financial, or technical? How were these addressed, and what remains unresolved? *(Efficiency, Risk Management)*
4. **Partnerships and Coordination**
   Who were the main implementing or institutional partners? What worked well (or not) in terms of coordination, ownership, and communication across actors? *(Coherence)*
5. **Gender and Inclusion Reflections**
   How did the project address gender equality and social inclusion? Were there specific mechanisms or practices that enhanced, or limited, inclusive outcomes? *(GEWE, LNOB)*
6. **Monitoring, Learning, and Adaptation**
   What kinds of monitoring, learning, or reflective practices were built into the project? How did these influence decision-making or course correction? *(Efficiency, Accountability)*

Interview Protocol: Beneficiaries

1. **Experience with UNDP Projects**
   What is your relationship or experience with any UNDP project? How did you get involved, and what was your role or participation like? *(Relevance)*
2. **Perceived Benefits and Positive Changes**
   What changes have you experienced in your life because of the project? Have there been any benefits related to your education, work, safety, rights, or confidence? *(Effectiveness)*
3. **Responsiveness to Needs and Context**
   Did the project feel relevant to your situation, such as your gender, disability status, religion, or community? Did it respect your identity and meet your actual needs? *(Relevance, Coherence)*
4. **Participation and Inclusion**
   Did you or others in your community have a voice in the project's planning or feedback process? Did it feel inclusive of people like you? *(Coherence, LNOB)*
5. **Safety, Dignity, and Wellbeing**
   Did you feel safe and respected while participating? Were there any risks, backlash, or emotional stress involved in being part of the project? *(Do-No-Harm, Protection)*
6. **Gaps and Areas for Improvement**
   Was there anything that didn't work well or could have been improved in the project? What could UNDP have done better? *(Efficiency, Effectiveness)*
7. **Sustainability and Follow-up**
   Have the benefits from the project lasted beyond its completion? Did UNDP or any partner organization stay in touch after the project ended? *(Sustainability)*
8. **Looking Ahead**
   What should UNDP prioritize in its future work to better support people like you? What could help make future projects more impactful, fair, or lasting in your community? *(Effectiveness, Sustainability)*

Interview Tool: UNDP Project Managers

1. **Project Alignment:**
   How does the project align with global and national commitments to gender equality, social inclusion, and cross-cutting issues, such as the SDGs, CEDAW, and the Paris Agreement? (*Relevance: Normative & External Coherence*)

2. **Addressing Barriers:**
   What structural barriers (e.g., poverty, inequality, intersectional discrimination) does the project address, and how are these integrated into actionable strategies (e.g., economic empowerment, leadership opportunities)? (*Relevance: Normative & Practical*)
3. **Cross-Sectoral Integration:**
   Are gender-responsive and socially inclusive approaches embedded in key sectors like climate resilience, governance, and environmental sustainability? (*Relevance: Practical*)
4. **Gender Analysis:**
   Was a gender and social inclusion analysis conducted as part of the project design? If so, how has it informed the project's priorities, strategies, and implementation? (*Coherence: Internal*)
5. **Partnerships and Synergy:**
   How does the project engage grassroots organizations, women-led groups, and civil society, and how does it align with national policies or complement efforts by other UN agencies and development partners? (*Coherence: External*)
6. **Measurable Outcomes:**
   What measurable or transformative outcomes has the project achieved in advancing gender equality and social inclusion, particularly in addressing structural barriers or shifting power dynamics? (*Effectiveness*)
7. **Resources and Efficiency:**
   Are financial, technical, and human resources allocated effectively to achieve gender-responsive and inclusive outcomes? What cost-effective or innovative approaches were adopted? (*Efficiency*)
8. **Capacity Building:**
   How does the project include capacity-building initiatives to strengthen gender equality and social inclusion within the implementing team and stakeholders? (*Efficiency*)
9. **Sustainability Mechanisms:**
   What mechanisms or institutional reforms are in place to ensure the long-term sustainability of gender equality and social inclusion outcomes? (*Sustainability*)
10. **Risk and Mitigation:**
    What risks (e.g., cultural resistance, political instability) were identified that could threaten gender and inclusion outcomes, and what mitigation strategies have been implemented? (*Sustainability*)

Interview Protocol for Government Stakeholders

1. **Support for Mandates:**
   How has working with UNDP (on one or more projects) helped your organization meet its goals? Has it supported your efforts in reforms, plans, or programs related to gender equality, human rights, or supporting women and marginalized groups?
   (Example: Did UNDP help align your work with SDG targets, improve women's access to jobs, address issues like domestic violence, or improve services for people with disabilities or youth?) (Relevance: Normative & Practical)
2. **Ongoing Needs:**
   Which areas of cooperation with UNDP remain relevant for your work? Why is continued collaboration important for achieving broader goals like gender equality, economic development, or social inclusion? *(Example: Do you need support with legislative reforms, integrating gender-sensitive budgeting, or improving access to services for marginalized groups?) (Relevance: Normative & Practical)*
3. **Key Benefits:**
   What are the main benefits of working with UNDP for your organization, your sector, or your community? *(Example: Has it helped improve access to jobs for women, reduce gender-based violence, improve services for vulnerable groups, or build capacity in climate resilience?) (Effectiveness)*

4. **Improved Capacity:**
   How has UNDP's support improved your organization's ability to promote gender equality and social inclusion? *(Example: Have you established a gender focal point, improved access to disaggregated data, or received training to improve services for women, youth, or marginalized communities?)*
   (Effectiveness)
5. **Remaining Challenges:**
   What challenges or barriers still hinder your organization's ability to fully promote gender equality and social inclusion? *(Example: Are there cultural or political barriers, insufficient funding, or gaps in training or staffing? What could have been done better or differently?) (Effectiveness)*
6. **Stakeholder Engagement:**
   Which other organizations or groups (e.g., government agencies, CSOs, private companies) do you work with on gender equality or human rights? How does their work complement UNDP's efforts? *(Example: Do partnerships with women's organizations or ministries help address gaps that UNDP could further support?) (Coherence: External)*
7. **Strengths and Weaknesses:**
   From your perspective, what has UNDP done well in supporting gender equality and women's empowerment? Are there areas where UNDP could improve? *(Example: Was the training or advice practical and relevant? Were there areas where UNDP's support could have been more tailored to your needs?) (Coherence: Internal & External)*
8. **Quality of Support:**
   How would you evaluate the support you received from UNDP, such as trainings, expert advice, or tools? Was it helpful and practical for your work? *(Example: Did the trainings teach you useful skills? Did the experts provide realistic solutions tailored to your local challenges?) (Efficiency)*
9. **Sustainable Benefits:**
   What benefits from your work with UNDP are most likely to continue without additional external support? *(Example: Are there policies, skills, or systems in place that can sustain progress on gender equality or inclusion after the project ends?) (Sustainability)*
10. **Future Support Needs:**
    Are there areas where your organization still needs help to continue this work on its own? What kind of support would be most useful? *(Example: Do you need more funding, additional training, or better tools to ensure long-term impact?) (Sustainability)*

Interview Protocol for Development Partners

1. **Strategic Alignment:**
   How well does UNDP's work align with your organization's mission and priorities, such as advancing specific SDGs, fostering inclusive development, or addressing climate resilience? *(Example: Has UNDP helped you address cross-cutting issues like gender equality, human rights, or governance reform in line with your goals?)* (*Relevance: Normative & Practical*)
2. **Adding Value to Your Strategy:**
   What value does partnering with UNDP bring to your organization's strategy or programs? *(Example: Has UNDP helped you reach underserved communities, leverage local expertise, or enhance policy engagement?)* (*Relevance: Practical*)
3. **Demonstrable Results:**
   What specific results or impacts have been achieved through your partnership with UNDP? *(Example: Have joint efforts led to systemic policy changes, increased service delivery, or strengthened institutions?)* (*Effectiveness*)
4. **UNDP's Unique Role:**
   What aspects of UNDP's role, such as convening power, technical expertise, or local presence, have been most effective in contributing to project success?

(Example: Has UNDP's coordination with governments or ability to operate in fragile contexts enhanced project outcomes?) (*Effectiveness*)

5. **Overcoming Challenges:**
   What challenges have you encountered in collaborating with UNDP, and how have they been addressed? *(Example: Were there issues in coordination, reporting, or resource allocation? How could these be improved?)* (*Effectiveness*)
6. **Coordination with Other Development Actors:**
   How has UNDP facilitated collaboration between your organization and other stakeholders, such as governments, private sector actors, or civil society? *(Example: Has UNDP helped avoid duplication, harmonize efforts, or create synergies with other programs?)*
   (*Coherence: External*)
7. **Complementing Expertise:**
   How does UNDP's expertise complement your organization's strengths in achieving shared goals? *(Example: Has UNDP's technical knowledge or implementation capacity helped fill gaps or address areas where your organization lacks expertise?)* (*Coherence: Internal & External*)
8. **Use of Resources:**
   How efficiently has UNDP managed the resources (e.g., funding, technical inputs) provided by your organization? *(Example: Were resources used transparently and strategically to achieve measurable outcomes?)* (*Efficiency*)
9. **Long-Term Impact:**
   What aspects of your collaboration with UNDP are most likely to create long-lasting development outcomes? *(Example: Have joint efforts contributed to strengthening institutions, creating scalable models, or building community resilience?)* (*Sustainability*)
10. **Future Opportunities:**
    What areas of collaboration would you like to explore with UNDP to deepen impact or address emerging challenges? *(Example: Could this include areas like innovative financing, data-driven decision-making, or scaling successful projects?)* (*Sustainability*)

Interview Protocol for CSOs

1. **Contributions to Goals:**
   How has your organization contributed to advancing UNDP's goals in gender equality, human rights, or inclusion for marginalized groups? *(Example: Have you provided grassroots knowledge, advocacy expertise, or capacity to engage marginalized communities?)*
   (*Relevance: Normative & Practical*)
2. **Support for Local Needs:**
   How has UNDP's support helped your organization better address the priorities and realities of the communities or groups you serve? *(Example: Has it helped design programs that are culturally appropriate, economically relevant, or tailored to specific groups like women or youth?)*
   (*Relevance: Normative & Practical*)
3. **Shared Achievements:**
   What are the most significant changes or results that you and UNDP have achieved together? *(Example: Have there been improvements in gender norms, leadership opportunities for women, or protection for vulnerable groups?)* (*Effectiveness*)
4. **Strengthening Capacity:**
   How has your organization's capacity improved as a result of working with UNDP? What skills, tools, or systems have you contributed that strengthened the partnership? *(Example: Did UNDP help you improve monitoring and evaluation, advocacy campaigns, or service delivery, while you brought local expertise or networks to the table?)* (*Effectiveness*)
5. **Addressing Challenges:**
   What challenges or barriers have you encountered in achieving your goals, and how have you or UNDP worked to overcome them? *(Example: Were there funding shortages, coordination issues, or resistance to change? What could have been improved in the partnership to address*

these barriers?)
(*Effectiveness*)

6. **Building Partnerships:**
   How has your collaboration with UNDP influenced your partnerships with other organizations, such as government agencies, private sector actors, or other CSOs? *(Example: Did UNDP help you form new alliances or strengthen existing collaborations to achieve broader impact?)* (*Coherence: External*)
7. **Complementing Strengths:**
   How does UNDP's support complement your organization's areas of expertise? What unique value does your organization bring to the partnership? *(Example: Has UNDP filled gaps like funding or technical assistance, while you contributed advocacy skills or community networks?)* (*Coherence: Internal & External*)
8. **Optimizing Resources:**
   How effectively has UNDP utilized your organization's contributions (e.g., grassroots knowledge, staff expertise, community connections) to achieve project goals? *(Example: Do you feel your resources and inputs were used efficiently and valued in decision-making?)* (*Efficiency*)
9. **Sustaining Outcomes:**
   Which outcomes of your partnership with UNDP are most likely to continue without additional support? How will your organization contribute to sustaining these results? *(Example: Are there policies, community practices, or organizational changes you will maintain or expand independently?)*
   (*Sustainability*)
10. **Future Areas of Collaboration:**
    What additional support or changes in collaboration would help ensure the long-term success of both your organization and UNDP in achieving shared goals? *(Example: Do you see potential for deeper collaboration on advocacy, scaling projects, or piloting innovative approaches?)*
    (*Sustainability*)

Interview Protocol for Private Implementing Partners

1. **Role in UNDP Projects:**
   What role has your organization played in contributing to the goals of UNDP projects, such as advancing gender equality, climate action, or inclusive economic development? *(Example: Have you contributed through funding, technical expertise, innovative solutions, or improving community access to services?)* (*Relevance: Normative & Practical*)
2. **Business Alignment with UNDP Goals:**
   How does your partnership with UNDP align with your business objectives? *(Example: Does it help you achieve goals like improving workforce diversity, accessing new markets, or enhancing sustainability practices?)* (*Relevance: Normative & Practical*)
3. **Contributions to Communities:**
   What specific contributions has your organization made to the communities engaged in UNDP projects? *(Example: Have you supported local entrepreneurs, invested in sustainable infrastructure, or created jobs in underserved areas?)* (*Effectiveness*)
4. **Transformative Impact:**
   How has your organization's involvement with UNDP contributed to transformative changes in key areas such as environmental sustainability, gender inclusion, or poverty reduction? *(Example: Have you piloted innovative models, implemented inclusive hiring practices, or developed green technologies as part of these efforts?)* (*Effectiveness*)
5. **Business Benefits:**
   What are the most significant business benefits your organization has gained through this partnership? *(Example: Has it strengthened your brand, improved operational efficiency, or enhanced customer loyalty?)* (*Effectiveness*)

6. **Multi-Stakeholder Collaboration:**
   How has your partnership with UNDP facilitated collaboration between your organization and other stakeholders (e.g., government agencies, CSOs, or other businesses)? *(Example: Have these collaborations allowed you to address systemic challenges like financial inclusion or climate adaptation at scale?)* (*Coherence: External*)
7. **Complementary Strengths:**
   How do your organization's strengths (e.g., funding, innovation, logistics) complement UNDP's expertise in achieving shared goals? *(Example: Have you provided resources, networks, or market insights to enhance the impact of UNDP projects?)* (*Coherence: Internal & External*)
8. **Resource Utilization and Support Quality:**
   How effectively has UNDP utilized your contributions (e.g., financial investments, technical expertise, or access to supply chains) for achieving project outcomes? *(Example: Do you feel your contributions were maximized to create meaningful impact?)* (*Efficiency*)
9. **Business Role in Sustaining Impact:**
   How is your organization planning to sustain or expand the impact of its contributions to UNDP projects after the partnership ends? *(Example: Are there practices, policies, or products you will continue to support, such as inclusive business models or green financing initiatives?)* (*Sustainability*)
10. **Future Areas of Collaboration:**
    What future opportunities do you see for your organization to contribute to UNDP's goals, such as through innovative financing, technology, or expanding into new sectors? *(Example: Could your organization play a greater role in renewable energy, digital inclusion, or community-based solutions?)* (*Sustainability*)

Interview Protocol for Donors

1. **Collaboration with UNDP**
   What has your experience been like working with UNDP on gender integration? How do you see your role in supporting and strengthening UNDP's gender efforts? How well is UNDP coordinating with governments, civil society, and the private sector to drive gender equality? Where do you see room for stronger collaboration? (Coherence)
2. **Funding Gaps & Priorities**
   In your view, what are the most critical funding gaps in gender programming in Pakistan? Where do you see gender-responsive budgeting and gender markers working well in UNDP's partnered or funded projects? Where do they need to be applied more effectively? How can funding mechanisms better support intersectional gender approaches rather than siloed programming? (*Efficiency)*
3. **Impact & Effectiveness**
   How do you measure whether gender programming leads to transformative change rather than just fulfilling inclusion targets? Based on what you've seen in UNDP's projects, what approaches have been most effective in delivering real gender impact? What gaps still need to be addressed? Are there specific interventions or models that have demonstrated high impact and should be scaled up? How can monitoring and evaluation frameworks be improved to capture systemic and behavioral changes in gender equality? (*Effectiveness*)
4. **Sustainability & Long-Term Change**
   What factors contribute to the long-term sustainability of gender-focused programs beyond donor funding? Have you seen gender outcomes sustained beyond donor support in UNDP's work? What needs to be done to make gender results more lasting? How can UNDP and donors work together to scale effective gender interventions while ensuring local ownership? (*Sustainability*)
5. **Systemic Barriers & Resistance**
   What persistent structural barriers to gender equality remain unaddressed within UNDP's programming? Where do you think UNDP's gender programming is facing the most pushback or challenges, whether politically, socially, or structurally? How can these be addressed? How

can donors better support UNDP in navigating political sensitivities around gender programming? (*Relevance)*

6. **Inclusion & Intersectionality**
   Are there particular marginalized groups, such as transgender persons, women with disabilities, or ethnic minorities, who aren't being fully reached in UNDP's gender work? How can this be improved? Do you see gaps in UNDP's approach to intersectionality? How can donor agencies support a more inclusive and locally driven approach to gender programming in Pakistan? (*Relevance)*
7. **Looking Ahead**
   What should UNDP prioritize in its future gender-focused funding and partnerships to maximize impact? Where do you see the biggest opportunities for advancing gender equality in Pakistan through UNDP's work? *(Effectiveness, Sustainability)*

Annex 5: Sustainability Assessment of Gender-Responsive Projects

Project	Financial Sustainability	Economic Sustainability	Political/Institutional Sustainability	Social Sustainability
BSDG)	✓ One-year maintenance bonds; some donor dependence for GIL tools	✓ CO-based savings, women's entrepreneurship, market linkages	✓ GIL embedded in UoB; governance tools piloted in departments	✓ 988 COs with women; hygiene campaigns and local champions
GF	✕ Relies heavily on donor funding; no clear exit strategy	✓ Training health workers; gradual provincial integration	✓ Gender in NDRF; MoF seeking gendered investments	✓ Peer outreach; Sehat Dost uptake; limited trans inclusion
SIDP	✕ PSU closed due to funding gap; some institutional capacity in place	✓ Women-led enterprises, LED repair/home-based skills	✓ Gender mainstreamed in local plans; institutional training ongoing	✓ Girls' education rise; strong role models; local ownership
PIP	✕ Donor-driven; lacks grassroots continuity	✓ Female-led MSMEs, blended finance pilots	✓ Gender budgeting in ministries; NHDR advocacy	✕ Weak CSO co-ownership; limited community engagement
CRP	✕ Financial planning for women-led initiatives limited	✓ Green business centers with women-led biodegradable products	✓ Gender integrated in climate policies (e.g., Balochistan)	✓ Awareness campaigns (535K); 69% of green trainees women
GLOF – II	✕ No financial/resource plan for Safe Havens or centers	✕ Economic activities (e.g., kitchen gardening) not scaled	✕ Late GAP; weak gender-policy alignment	✕ Tokenism in DRM bodies; no follow-up or psychosocial services
DHL – II	✕ No dedicated funding for gender desks, HRDD tools	✕ Informal sector women excluded; textile reforms unscaled	✓ Gender desks, HRDD tools in policy; SDG 5/16 aligned	✕ Gender desks lack protection; trans inclusion not institutionalized
MAGP	✕ Mentorships lacked follow-up; weak financial mechanisms	✓ SEP schemes linked to women's market access	✓ 87 women councilors trained; inclusive frameworks initiated	✕ Cultural resistance persists; ICT uptake low among women
RoL	✕ No long-term budgeting for GRDs or follow-up for legal support	✓ Legal access improved; female lawyers trained	✓ Gender equality in police reform; SOPs for GRDs	✕ Lack of safe spaces; emotional toll and burnout for women staff unaddressed
FRP	✓ Supported 2,200 women-led businesses; inclusive shelter piloting	✓ 63,800 women accessed services; 2,200 supported as entrepreneurs	✓ Gender mainstreaming in M&E; women trained in resilience planning	✓ Inclusive housing; services to female-headed households; women trained in DRM
IRFF	✓ Integrated into national frameworks like NDCs; risk finance strategies	✓ Tackled market barriers for women; embedded economic resilience	✓ Gender in risk finance; training of govt and private sector	✓ Promotes resilience for marginalized women; local ownership weak in some cases
SDG Plus	✓ Institutional reforms; provincial alignment; resource gaps noted	✓ Community-driven economic resilience efforts	✓ Gender mainstreaming in provincial SDG planning	✓ Strong community engagement; risks of sociopolitical pushback insufficiently mitigated

R&I – II	✕ Limited financial/resource planning	✕ Economic gains not clearly linked to sustainable models	✓ Gender integrated in governance tools (e.g., inclusive vulnerability atlas)	✕ Community engagement weak; limited cultural norm shift strategies
SELP – II	✓ Sustainability tied to ECP ownership; limited beyond electoral cycle	✕ Economic sustainability not a core focus	✓ Gender units in ECP; WPCs supported; inclusion policies embedded	✕ Weak cultural change strategies; limited engagement of men/community to shift norms
OP	✓ Maintenance and capacity-building planned	✕ No economic empowerment components	✕ Institutional partnerships noted; no gender-specific reforms	✕ No women-focused community engagement; equity in healthcare access not embedded

Annex 6: Terms of Reference (ToRs)

TERMS OF REFERENCE

National Individual Consultant: Thematic Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment Pakistan Country Office

1. Background and Context:

The United Nations Development Programme (UNDP) Pakistan Country Office intends to conduct an independent Gender Thematic Evaluation (GTE) to assess its contribution to Gender Equality and Women's Empowerment (GEWE) in the country. The evaluation will reference the UNDP Country Programme Document (CPD) 2023-2027 and the relevant projects/programmes thereof. The GTE will evaluate the overall progress made by UNDP in mainstreaming gender and its contribution to development and institutional change in promoting gender equality and women's empowerment across Pakistan.

Pakistan dropped to 145th place on the Global Gender Gap Index 2024. The country ranks 143rd in economic participation and opportunity, 139th in educational attainment, and 132nd in health and survival. These low rankings reflect significant gender gaps in economic and political parity, as well as a lag in the Educational Attainment and Health and Survival subindexes, where many other economies have achieved parity.[1]

Accelerating gender equality is closely tied to the empowerment of women and girls in various ways. This connection is especially relevant in todays world which faces a series of shocks and crises, including climate-related disasters, geopolitical tensions, and financial challenges such as rising living costs and greater financial vulnerabilities, particularly impacting vulnerable groups like women, girls, persons with disabilities.

UNDP's 2023-2024 Human Development Report highlights a global gridlock of increasing inequality and political polarization, ranking Pakistan in the 'low' human development category at 164th out of 193 countries. According to the World Bank, 40% of Pakistan's population has fallen below the national poverty line[2]. Only 1 out of 4 working-age women participate in the labor force with almost 80% of them engaged in agriculture.[3]

Vulnerable groups, especially women, girls, and persons with disabilities, bear the brunt of these challenges due to gender inequalities and their pre-existing vulnerabilities such as their usual disadvantaged position, susceptibility to gender based violence, socio-economic vulnerabilities including lack of education, employable skills, and autonomy, restricted mobility, discriminatory social norms and also the lack of gender responsive, adequate and timely financing for women related services and opportunities.

According to the Pakistan Telecommunication Authority (PTA), of the 182 million mobile subscriptions in Pakistan, only approximately 20.9% are held by women, which equates to 38 million subscriptions highlighting the stark reality of the gender digital divide. Considering the importance of digitalization in the financial sector and its role in grabbing economic opportunities, women make only 3.3% of the total online transactions in Pakistan. A total of 18.8 million women have branchless banking accounts for digital financial services compared to 55.7 million males[4]. The overall labor force participation rate of women in Pakistan at 21% stands well below the global percentage at 39%[5]. The International

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1 Global Gender Gap Report 2024

2 World Bank projects Pakistan's economic growth at just 1.8% in FY24 (thenews.com.pk)

3 World Bank Group, Poverty and Equity (South Asia Pakistan) povertydata.worldbank.org

4 Ibid

5 The overall labor force participation rate (LFPR) of women in Pakistan at 21% stands well below the global percentage at 39%

Monetary Fund (IMF) estimates that women's empowerment can increase GDP by 30%[6]. Yet Pakistan has closed only 31.6 % of the economic participation and opportunity gap, compared to 33.8 per cent in South Asia[7]. There is, hence a clear need for evidence-based policy making, and institutional strengthening, promoting gender-responsive financing, for there to be meaningful change in poverty and gender outcomes.

In response to these challenges, the UN system has aligned its support with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027, making women's and girls' inclusion and empowerment a core priority. One of the framework's five pillars is dedicated to Gender Equality and Women's Empowerment. Eradicating gender-based violence and harmful practices is critical for breaking the cycles of poverty and inequality that disproportionately affect women and girls.

Gender equality is central to UNDP's interventions to achieve the 2030 Agenda and the Sustainable Development Goals (SDGs). With this view, UNDP implemented its Gender Equality Strategy and Action Plan (2019-2022) and is in the process of developing a new strategy. UNDP Pakistan has been supporting the Government of Pakistan (GoP) in its efforts to achieve national gender equality goals through addressing gender inequalities that keep women in poverty, including the structural barriers to women's equitable participation in all areas of life.

To ensure visible results and sustainability, the Country Office (CO) has planned to undertake a full review of programme portfolios with a gender lens as well as conduct evaluation of the CO achievements in promoting gender equality and women empowerment across sectors. As part of this effort, UNDP seeks to hire a qualified individual consultant to conduct a Gender Thematic Evaluation of its contribution to promoting gender equality and women's empowerment during the implementation of the current Country Programme Document (2023-2027). An external perspective is essential for this process, and therefore, an experienced individual consultant will be engaged to undertake this assignment.

2. Objective and Scope of the Assignment

The purpose of the thematic evaluation is to assess UNDP's contributions to gender equality and women's empowerment in Pakistan. Furthermore, it will conduct gender portfolio review to identify gender capacity gaps within the country office and evaluate the level of gender mainstreaming in current/ongoing UNDP projects. Based on the identified gaps, the consultant will support the development of detailed action plans in coordination with the gender expert in UNDP. This is expected to strengthen the gender mainstreaming practices in UNDP Pakistan's country programmes by assessing existing capacities and review of programme portfolio from a gender perspective.

The evaluation is expected to identify relevance, coherence, efficiency, effectiveness and sustainability, bottlenecks and lessons that can be applied in the programme outcomes to address any remaining gaps during the2025- 2027 period before the conclusion of the current CPD.

The CPD has four outcomes to be achieved by 2027: (i) Governance transformation for a sustainable future; (ii) Sustainable, inclusive and green economic transformation (iii) Climate change resilience and environment; and iv) Gender equality. The evaluation will assess the contribution of the country office programmes towards achieving gender equality targets within these outcome areas of the CPD.

The GTE is expected to cover the whole programme portfolio of the UNDP Pakistan country office. It will assess the interventions on gender equality to enable UNDP to:

[6] IMF. Pursuing Women's Economic Empowerment. Washington, DC. 2018

[7] World Economic Forum. Global Gender Gap Report, 2021

1) At the *structural transformation level*, support the Government of Pakistan in realizing national and international commitments of Pakistan to gender equality and fundamental rights through policy planning, governance processes, institutional sex/gender disaggregated data, advocacy and accountability, and gender mainstreaming across all the Goals.

2) *Leave no one behind and build resilience*, by targeting sectoral gaps and socio-economic vulnerabilities, which increased during the pandemic, especially for women, girls, and transgender and other marginalized groups; and

3) *At the enablers level*, build strategic linkages between women's empowerment and the future of work, especially in new skills emerging because of automation.

Geographical coverage: This evaluation will cover the areas where the UNDP is implementing the programme. The project footprint spans all provinces and Gilgit-Baltistan, with sub-offices in Quetta and Peshawar overseeing implementation at the provincial level. A list of project sites will be provided to the consultant during the inception stage.

Target groups and stakeholders: The evaluation will engage all stakeholders - benefitting communities, institutions, and partnering Civil Society Organizations (CSOs).

End users of Evaluation: The end users of the evaluation results include UNDP Pakistan, programme and project staff, partners, donors, and other stakeholders. A framework for action will be included in the report that will lay down specific and actionable recommendations for UNDP programme teams and leadership as well as other stakeholder to draw from. The evaluation will cover the period starting 2023 till date. The evaluation will be conducted over 40 working days period beginning in December 2024.

3. Evaluation criteria and key guiding questions

In response to the evaluation purpose as stated above, the evaluation will investigate the five OECD/DAC main evaluation criteria as recommended by the UNDP Evaluation Policy: 1) Relevance; 2) Coherence; 3) Effectiveness; 4) Efficiency; and 5) Sustainability. The below details the evaluation criteria and list of questions that should serve as a guide.

Relevance and Coherence:

- How well do the gender equality and women's empowerment (GEWE) interventions align with national gender policies and international frameworks such as CEDAW and the SDGs?
- Has there been coherence between UNDP's gender-related interventions and its broader development priorities, such as poverty reduction and climate resilience?
- Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels from 2023-2027?
- What is UNDP's value added in promoting gender equality and women's empowerment results?
- What evidence is there to show UNDP's contribution to GEWE in each of the four outcomes of the CPD?
- Were the GEWE interventions strategic to the main goals and challenges in the country? Did relevance continue throughout implementation?
- Were the gender markers assigned to projects representative of reality?

Effectiveness

1. How effective has UNDP been in contributing to development results that are gender- responsive?
2. To what extent has UNDP contributed to development results being gender transformative?
3. How has UNDP used partnerships to promote GEWE at national and sub-national levels?

4. How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?
5. How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with counterparts involved in CPD implementation?
6. What measurable changes in gender equality and women's empowerment can be directly attributed to UNDP's interventions?
7. What unintended positive or negative impacts have resulted from UNDP's gender-related interventions?

Efficiency

- To what extent is gender equality integrated into the country's programme implementation of the design of its outcomes, outputs, and projects?
- To what extent were resources used to address inequalities in general, and gender issues in particular?

Sustainability

- Where/how have UNDP's institutional changes (the Gender Equality Seal process) been the most and least successful in improving gender equality and women's empowerment development results?
- To what extent has the UNDPs Gender Equality Seal process for the 2021- 2023 Round, and its action plan contributed to the achievement or lack of achievement of gender development results?
- How much has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the three outcomes?
- To what extent is UNDP GEWE gender initiatives aligned and connected with the larger women's movement and coalitions at the grassroots?
- To what extent will financial and economic resources be available to sustain the benefits achieved by GEWE?
- Are there any social or political risks that may jeopardize sustainability of UNDP contributions to GEWE?
- Do the legal frameworks, policies and governance structures and processes within which UNDP operates pose risks that may jeopardize sustainability of GEWE 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 do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on GEWE?

Evaluation Cross-cutting Issues:

a. Conflict Sensitivity and Do-no-harm approach

- Did UNDP Pakistan have an explicit approach to conflict-sensitivity?
- Were internal capacities adequate for ensuring a do no harm approach?
- Was the UNDP Pakistan responsible for any unintended negative impacts?

b. Human Rights (Leave No One Behind - LNOB)

- To what extent have poor, and persons with disabilities (PWD), women, men and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
- Were minorities, transgender persons and/or persons with disabilities consulted and

meaningfully involved in programme planning and implementation?

- How do UNDP projects specifically address the needs of poor, indigenous, physically challenged individuals, and other disadvantaged and marginalized groups to ensure equitable benefits?

Note: Achieving gender-transformative results require addressing not only the symptoms of gender inequality but also the social norms, behaviors, and systems that perpetuate them.

Based on the above analysis, the evaluator is expected to provide overarching conclusions on the results, along with recommendations and lessons learned. Guiding evaluation questions may be refined by the evaluator and agreed upon with UNDP and stakeholders during the inception phase.

4. Methodology

The thematic evaluation is expected to utilize participatory and contextually relevant methodologies. Several approaches may be employed, including a theory of change (TOC), gender mainstreaming and SWOT analysis (strengths, weaknesses, opportunities, and threats) and mixed methods to gather data and insights from diverse sources. These approaches will help determine the causal links between the development challenges and the UNDP-supported interventions as well as measure progress under the respective project outcome.

The evaluation will employ a combination of qualitative and quantitative evaluation methods and tools in line with the key Evaluation Methods provided in the UNDP's Evaluation Resource Centre. The overall approach and methodology, including data sources and tools, will be developed through consultations with the UNDP to ensure that the evaluation meets its intended objectives and purpose. This collaborative process will consider limitations related to budget, time, and data availability, ensuring the methodology is feasible and effective in addressing the evaluation questions.

The GTE process must adhere to the UNDP Evaluation guidelines, including UNEG Quality assessment checklist for Evaluation Reports. Particular emphasis should be placed on ensuring inclusivity, especially for individuals with disabilities and marginalized groups, in line with the LNOB principle and guidelines for assessing cross-cutting themes.

Desk Review: A desk review should be carried out of the key strategies and documents underpinning gender mainstreaming UNDP in Pakistan and current CPD 2023-2027. This includes:

- Review of the UNSDCF 2021- 2025
- Review of the CPD 2023-2027
- Mapping and analysis of existing data from UNDP systems (e.g. Results Oriented Annual Report [ROAR], Project Risk Dashboard, Quality Assurance System, etc.)
- Review of project documents, log frames, result frameworks, Annual Work Plans (AWPs) and annual progress reports
- Use of existing gender specific documents and action plans
- Pakistan Gender Equality Seal Report 2023

The consultant shall also review relevant monitoring and evaluation documents, annual reports and past evaluation and audit reports related to gender equality and women's empowerment.

Stakeholder interviews: The evaluation team will conduct face-to-face and/or online interviews with relevant stakeholders, UNDP Leadership and Senior Management, Gender Analyst, and selected staff (managers and programme/project officers, operations team). Focus group Discussions (FGDs) may be organized as appropriate with external stakeholders including, but are not limited to:

- UN agencies implementing joint projects/programme with UNDP.
- Select national and local government implementing partners in the projects selected by the

evaluation team.

- Relevant beneficiary groups were selected by the evaluation team.
- Development partners in the country

Field Data Collection: The evaluation will draw on both primary and secondary sources. After the desk review, the evaluators will build on the documented evidence through a field plan, which may incorporate:

- Interviews with key partners, beneficiaries, and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate (and as agreed during the inception phase)
- Participatory observation, focus groups, and rapid appraisal techniques.

The final methodological approach, including the interview schedule, field visits, and data collection techniques, will be outlined in the inception report. These will be fully discussed and agreed upon with UNDP, key stakeholders, and the evaluators.

5. Evaluation Deliverables

The key products of this evaluation will include.

- **Evaluation Inception Report (10-15 pages).** At the outset, the evaluator will prepare an evaluation inception report based on a thorough review of relevant documents and initial consultations with stakeholders. This report will be presented to the Gender Analyst to outline the objectives and detailed methodology, and tools for the mid-term evaluation. The inception report should include:
    - Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the key elements of the initiative to be evaluated.
    - Evaluation criteria and questions— A list of the criteria and key questions, with explanation of their rationale.
    - Evaluation methodology—A description of data collection methods and sources, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.
    - Evaluation matrix—A table identifying the key evaluation questions and how they will be answered by the methods selected.
    - Proposed structure of the Final report
    - A revised schedule of key milestones, deliverables, and assigned responsibilities.
- **Evaluation debriefing/presentation.** Immediately following an evaluation, a preliminary debriefing or presentation of findings may be requested by UNDP.
- **Draft evaluation report (within an agreed length)**. A draft report, typically (40 - 60 pages including the executive summary and recommendations is suggested. The Gender Analyst and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period. All feedback should be incorporated, and tracked changes should be retained by the evaluator to demonstrate how the comments have been addressed.
- **Final evaluation report.** The final report will incorporate all feedbacks and revisions
- **Presentations to stakeholders.** If required, the evaluator may need to present findings to stakeholders and participate in knowledge-sharing events. Other knowledge products may also be requested, depending on relevance.

6. Required competencies.

Qualifications, skills and professional experience of the Individual Consultant should include the following:

Academic Qualifications:

Master's degree in social sciences, international economics, sustainable development, international relations, law public administration, monitoring and evaluation or other closely related fields from an accredited university.

Experience:

- At least 10 years of experience in program design, strategic planning, evaluation and social research, minimum of five years focused on gender.
- Experience of gender mainstreaming, gender policy research, and analysis is an advantage. (Applicant must share three sample reports)
- Proven experience in advising and implementing gender programming for United Nations (UN) or other development agencies.

Language:

- Fluency in written and spoken English is a mandatory.
- Knowledge of local/regional languages is an advantage.

Competencies

- Demonstrates integrity by modeling the UNs values and ethical standards.
- Promotes the vision, mission and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all individuals fairly and without discrimination.

Special Skills Requirements:

- Strong communication and advocacy skills for engaging with diverse audience.
- Result oriented, focusing on client outcomes and responding positively to feedback.
- Demonstrate openness to change and ability to manage complexities.
- Approaches work with energy, positivity, and a constructive attitude.
- Capable of working collaboratively with colleagues in a diverse environment.
- Ability to work independently with strong sense of initiative, discipline, and self-motivation.

UNDP will ensure that the evaluator has no prior involvement in the design or implementation of the evaluated projects. Evaluator must maintain independence and should not be affiliated with any organization that has played a role in designing, executing, or advising on the intervention being evaluated.

7. Evaluation ethics

Standard text includes:

"This evaluation should be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.

"The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of

collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners."

8. Implementation arrangements

The principal responsibility for managing this evaluation resides with Gender Analyst, UNDP. The consultant will work under the overall guidance of Gender Analyst who will be responsible for information sharing and overall coordination of the assignment.

Evaluator: The consultant will conduct the evaluation according to the TOR, ensuring unbiased and independent analysis.

Evaluation Manager (Gender Analyst): Responsible for overseeing the evaluation process, coordinating between the evaluation team and the commissioning unit, and ensuring independence of the evaluation and adherence to timelines and quality standards.

Key Stakeholders: Participate in providing data, insights, and feedback throughout the evaluation process.

A structured feedback mechanism will be in place to review and provide input on different evaluation products using audit trail. The audit trail template will be used to document and track all comments, feedback, and changes made to the evaluation report, ensuring transparency and accountability. The Evaluation Manager will share the template with all relevant parties, who will use it to provide detailed feedback. The evaluation team will document and highlight all revisions in the audit trail, specifying the original and revised content, reasons for changes, and the responsible individuals. This process allows for transparent tracking of modifications and ensures that all feedback is addressed. The finalized audit trail will serve as a record of the evaluation process, enhancing the quality and credibility of the final report. The document can take the form of a simple matrix, including the following details:

- Chapter and Section Number
- Paragraph Number/Line Number
- Comments provided by
- Date
- Evaluation Team Responses and/or Actions Taken
- Date of Response

Time frame for the evaluation process

The total duration of the GTE will be approximately 40 working days starting in December 2024. The tentative GTE timeframe is as follows. A detailed implementation plan will be developed and submitted by the evaluator during the inception phase. Annex 2 shows detail work plan of the evaluation conduct.

Timeframe	Key Deliverables/Tasks	Percentage
December 1, 2024	Onboarding of consultant and handover of key documents for review	

December 10, 2024	Document review and submission of Draft Inception Report	20%
December 20, 2024	Finalization and Validation of the Inception Report	
January 20, 2025	Data collection Mission: - stakeholder meetings, interviews, field visits, etc.	
February 14, 2025	Mission wrap-up meeting & presentation of initial findings; earliest end of the mission for quality assurance purpose	20%
March 12, 2025	Preparation of draft GTE report and submission for review and feedback	40%
March 26, 2025	Incorporation of comments on draft MTE report into Audit Trail & finalization of the final report	
April 30, 2025	Submission of MTE report in ERC	
May 30, 2025	Concluding Stakeholder Workshop/ presentation to stakeholders	20%

Duty Station: Homebased

Travel: Field visit to the project sites/locations in Quetta, Peshawar, Lahore and Karachi including GB and AJK (one trip to each location for 2 days). The cost of travel should be borne by the consultant and hence needs to be included in the financial proposal. No additional travel cost will be provided for meetings in Islamabad.

Conflict of Interest:

"Programme units must ensure that the evaluators will not be rendering any service (related or unrelated to the subject of the evaluation) to the programme unit of the project or outcome being evaluated in the immediate future. Evaluators should not subsequently be engaged in the implementation of a programme or project that was the subject of their evaluation. Equally, evaluators should not be engaged as designers of next phases of projects that they have evaluated."

Evaluation Criteria Cumulative analysis

The award of the contract shall be made to the candidate whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. 70%- 30%.
    - Technical Criteria weight: 70%
    - Financial Criteria weight: 30%

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

Technical Criteria – Maximum 70 points

Selection Criteria	Weight
Education: - Master's degree in social sciences, Public Policy, Economics, Sustainable Development, or any other related discipline	Yes/No
Experience: 10 years or above professional experience in Programme/project evaluation in a development context	Yes/No
Technical Competencies	**70**
Experience 2: Prior experience in producing research studies and conducting Gender responsive evaluations (preferably in socio-economic and sustainable development, poverty reduction and development emergency	10
Experience 3: Demonstrated experience in conducting Evaluations related to UN work and expensive experience in data analysis and report writing. (Submit at least 3 sample reports)	10
Technical Competencies: Extensive knowledge of qualitative and quantitative assessment methods, strong analytical skills and effective communication skills.	10
Language skills Required: Excellent knowledge, both oral and written, of English with presentational capacities is required.	10
Technical Proposal Approach/methodology to assignment	30
Financial	**30**
Total Score	
Weak: Below 70%	
Satisfactory: 70-75%	
Good: 76-85%	
Very Good: 86-95%	
Outstanding: 96-100%	

8. Application submission process and criteria for selection

Interested candidates must submit the following: documents/information to demonstrate their qualifications in **one single PDF document:**

1) Duly accomplished **Letter of the contract of Interest and Availability** using the template provided by UNDP (Annex).

2) **Personal CV or P11 Form**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional
references.

3) Technical proposal:

a. Brief description of why the applicant is the most suitable candidate for the assignment

b. A methodology on how s/he will approach and complete the assignment.

c. Brief description of inception report

4) **Financial proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex)

10. TOR annexes

Given below are the key annexures with this TOR:

Annex 1: Sample evaluation matrix.

Relevant evaluation criteria	Key questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Annex 2: Sample Timeline/working day allocation and schedule for an evaluation

ACTIVITY	ESTIMATED # OF DAYS	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and Inception Report			
Meeting briefing with UNDP (Gender Analyst and key programme staff as needed)	7 Days	UNDP or remote	Evaluation manager and commissioner (Gender Analyst & DRR)
Sharing of the relevant documentation with the evaluation team		Via email	Evaluation manager and commissioner

Desk review, evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed		Home-based	Evaluation Team
Submission of the inception report (15 pages maximum)		UNDP	Evaluation Team
Comments and approval of inception report		UNDP	Evaluation manager/commissioner
Phase Two: Data Collection Mission			
Consultations and field visits, in-depth interviews, and focus groups	15 Days	In country With field visits	UNDP to provide details of local project partners, project staff, local authorities, NGOs etc. Evaluator to coordinate.
Debriefing to UNDP	1 Day	In country	Evaluation team
Phase Three: Analysis and Report Writing			
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages), recommendations and proposed framework (5-7 pages)	7 Days	Home-based	Evaluation team
Consolidated UNDP and stakeholder comments to the draft report (Audit trail will be used to include the comments)	-		Evaluation team
The Report will also be Quality assessed by Management Support Unit at UNDP at this stage to ensure that the key criteria are met.	-	UNDP	Evaluation manager/ RBM Analyst
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	4 Days	Home-based	Evaluation team
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes) and Final presentation on Key recommendations and way forward	1 Day	Home-based	Evaluation team

Clearance and quality assessment of Evaluation Report by RBAP and uploading on ERC	5 Days		RBM Analyst/Evaluation Manager
Estimated total days for the GTE	40		

Annex 3: Audit trail form template.

Chapter and section number	Paragraph number/ line number	Comments	Evaluation team responses and/ or actions taken

Annex 4: Gender Results Effectiveness Framework (GRES) and The 3 domains of gender equality

1. GRES: http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf
2. The 3 domains of gender equality: WHAT DO WE NEED TO CHANGE? Agency, structure, and relational dynamics are the three domains we need to effect change in to make progress for gender equality. When designing interventions, we must look at all and effect change in all 3 domains to ensure that the changes are sustainable.

Agency is the capacity of individuals to make free choices on what they want to do with their time. *Changes in the following areas indicate that a person's agency has changed:* knowledge, voice in decision-making, resources, time for herself and not just others, level of self-confidence, independent mobility, physical security, and social security. *Examples:*

- Girls and women going to the training institute to participate in business development skills training
- Women going to the market to sell their local products
- Girls having the autonomy to decide on their higher education field and career progression

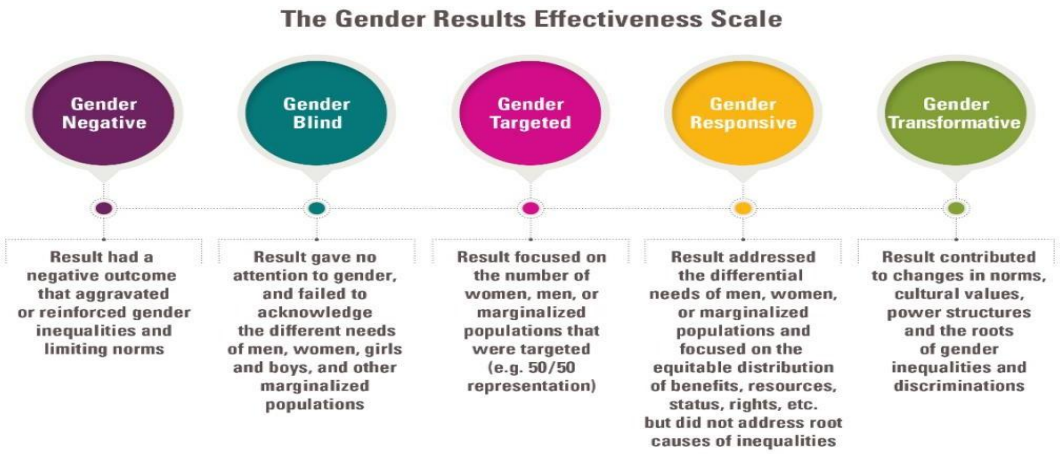
Structure refers to factors of influence that determine or limit agents and their decisions, whether formal (e.g. laws, policies, procedures, services) or informal (e.g. social norms, values, customs, practices). Effecting change in this domain means developing or modifying laws so that they are gender-responsive and not discriminatory, or addressing discriminatory gender-excluding social norms that perpetuate the privilege for one gender over others. To ensure that the changes effected to the structure are sustainable, the relational dynamics must change as well. *Examples:*

- Banks providing customized financial packages for women who want to start small businesses
- Implementing social media campaigns to highlight the role of female scientists, engineers, mathematicians, et cetera
- National governments introducing a regulation mandating all private sector companies to meet a certain target for female board members

Relational dynamics refers to the power relations between individuals or groups of individuals. People live their lives through nauseating power relations with other individuals and groups of individuals by having

unequal relational dynamics. If power relations are not based on power equality, the one group or individual will have power over the other. The ones with less power will not be able to make their own choices or have a voice in decision-making. In this case, women, girls, and other members of the household who are in a similar situation do not have

The GRES was created to capture variation in the type of gender results with five categories:



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

Annex 5: UNDP evaluation report template and quality standards

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the areas of content that should be included in a quality evaluation report.

1. The evaluation report should be complete and logically organized. It should be written clearly and be understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should include the following:

Title and opening pages should provide the following basic information:

- Name of the evaluation intervention.
- Time frame of the evaluation and date of the report
- Countries of the evaluation intervention
- Names and organizations of evaluators
- Name of the organization commissioning the evaluation
- Acknowledgement

2. **Project and evaluation information details** to be included in all final versions of evaluation reports (non-GEF) on second page (as one page):

Evaluation information (as applicable)

Evaluation type (project/ outcome/thematic/country programme, etc.)		
Final/midterm review/ other		
Period under evaluation	Start	End
Evaluators		
Evaluator email address		
Evaluation dates	Start	Completion

Project/outcome Information (as applicable)		
Project/outcome title		
Atlas ID		
Corporate outcome and output		
Country		
Region		
Date project document signed		
Project dates	Start	Planned end
Total committed budget		
Project expenditure at the time of evaluation		
Funding source		
Implementing party		

3. **Table of contents**, including boxes, figures, tables, and annexes with page references.

4. **List of acronyms and abbreviations**.

5. **Executive summary (four/ five page maximum)**. A stand-alone section of two to three pages that should:

- Briefly describe the intervention of the evaluation (the project(s), programme(s), policies, or other intervention) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspects of the evaluation approach and methods.

- Summarize principle findings, conclusions and recommendations.

6. **Introduction**

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
- Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
- Identify the intervention being evaluated (the project(s) programme(s) policies or other intervention).
- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the intended users.

7. **Description of the intervention** provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should:

- Describe what is being evaluated, who seeks to benefit and the problem or issue it seeks to address.
- Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy / theory of change.
- Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals.
- Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks, theory of change) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the key partners involved in the implementation and their roles.
- Include data and an analysis of specific social groups affected. Identify relevant cross- cutting issues addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.
- Describe the context of the social, political, economic, and institutional factors, and the geographical landscape within which the intervention operates, and explain the challenges and opportunities those factors present for its implementation and outcomes.
- Point out design weaknesses (e.g., intervention logic, theory of change) or other implementation constraints (e.g., resource limitations).

8. **Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.

- Evaluation scope. The report should define the parameters of the evaluation, for example, the time period, the segments of the target population and geographic area included, and which components, outputs or outcomes were or were not assessed.
- Evaluation objectives. The report should spell out the types of decisions the evaluation will feed into, the issues to be considered in making those decisions and what the evaluation will need to achieve to contribute to those decisions.

- Evaluation criteria. The report should define the evaluation criteria or performance standards used and explain the rationale for selecting those particular criteria.
- Evaluation questions. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to those questions address the information needs of users.

9. **Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the time and money constraints, the approaches and methods employed yielded data that helped to answer the evaluation questions and achieved the evaluation purposes. The report should specify how gender equality, disability, vulnerability and social inclusion were addressed in the methodology, including how data collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholder groups. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description of methodology should include discussion of each of the following:

Evaluation approach.

- Data sources: the sources of information (documents reviewed and stakeholders met) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
- Sample and sampling frame. If a sample was used, describe the sample size and characteristics, the sample selection criteria; the process for selecting the sample (e.g. random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
- Data collection procedures and instruments: methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.
- Performance standards: the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g. national or regional indicators, rating scales).
- Stakeholder participation: who participated and how the level of involvement of men and women contributed to the credibility of the evaluation and the results.
- Ethical considerations: including the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).
- Background information on evaluators: the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- Major limitations of the methodology should be identified and openly discussed, as well as any steps taken to mitigate them.

10. **Data analysis.** The report should describe the procedures used to analyses the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of

the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.

12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.

13. **Recommendations.** The report should provide a reasonable number of practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should address any gender equality and women's empowerment issues and priorities for action to improve these aspects—a framework for action should be included. Recommendations regarding disability and other cross-cutting issues also need to be addressed.

14. **Lessons learned.** As appropriate and/or if requested in the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context, outcomes, even evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.

15. **Report annexes.** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- TOR for the evaluation.
- Additional methodology-related documentation, such as the evaluation matrix and data- collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
- List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
- List of supporting documents reviewed.
- Project or program results model or results framework.
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators.
- Pledge of ethical conduct in evaluation signed by evaluators.

Annex: List of Programmes Covered Under the Gender Thematic Evaluation

Project Documents for the Projects Covered under CPD 2023-2027 provided by UNDP team

Unit	Project	Active Period
Development Policy Unit (DPU)	Policy Innovation Program (PIP)	2023-2027
	SDG Plus Programme	2023-2028
Democratic Governance Unit (DGU)	Decentralization, Human Rights, and Local Governance – Phase II	2023-2027
	Merged Areas Governance Programme (MAGP)	2023-2027
	Reforms and Innovation in Government for High Performance – Phase II (R&I – II)	2023-2026
	Strengthening Justice and Security Sector Governance in Pakistan (Rule of Law Programme) (RoL)	2024-2027
	Strengthening Electoral and Legislative Processes – Phase II (SELP – II)	2022-2024
Poverty Reduction and Inclusion Unit (PRIU)	Balochistan SDGs Accelerated Delivery Project (BSDGs)	2023-2027
	Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High Risk Areas	2021-2023
	Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items	2022-2024
	Stabilization and Inclusive Development Programme (SIDP)	2023-2027
Resilience Environment and Climate Change Unit (RECCU)	Climate Resilience Programme	2024-2026
	Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan – Phase II	2018-2025
	Flood Programme Programme	2023-2025
	Insurance and Risk Finance Facility	
Corporate Documents	Results-Oriented Annual Report	2025

Approvals

Deputy Resident Representative -CO/PK

Name: Van Nguyen

Signature_____

Date:

Annex 7: Project Descriptions

Projects Under Democratic Governance Portfolio

Decentralization, Human Rights, and Local Governance Project – Phase II

Pakistan's human rights landscape presents a complex picture of both progress and challenges. While the government has taken steps to align national legislation with international human rights standards, implementation remains inconsistent and vulnerable groups face injustice. Regional instability, extremist influences, and institutional weaknesses have further complicated efforts to advance human rights.

In response, the DHL – II project aims to strengthen rights-based development, community stabilization, gender equality, and social inclusion across Pakistan to ensure inclusive and equitable service delivery by providing technical assistance and capacity development support to relevant federal ministries, provincial line departments, national human rights institutions (NHRIs), statutory bodies, civil society, and the private sector. Moreover, it aims to help create an enabling environment for faster, fairer access to rights and people-centered justice and security by strengthening institutions, data-driven human rights monitoring, and building trust between rights holders and duty bearers.

Strengthening Electoral & Legislative Processes – Phase II

Operational between November 2022 and December 2024, the SELP – II project provides technical assistance to the Election Commission of Pakistan in direct response to the Government of Pakistan's request for assistance. Aligned with the recommendations of the UN Needs Assessment Mission, the projects ultimate aim is to promote inclusive, credible, and accountable electoral processes.

SELP – II aims to strengthen democratic governance and electoral integrity in alignment with national priorities and Pakistan's international commitments, particularly contributing to Sustainable Development Goals 5 (Gender Equality), 10 (Reduced Inequalities), 16 (Peace, Justice, and Strong Institutions) and 17 (Partnerships for the Goals). It focuses on strengthening institutional capacity, promoting inclusiveness, advancing parliamentary effectiveness, and ensuring digital information integrity. These efforts are integrated through a human rights-based approach, a commitment to leaving no one behind, and the promotion of gender equality and women's empowerment.

Strengthening Justice & Security Sector Governance in Pakistan (Rule of Law Programme)

In 2022, Pakistan ranked 129th out of 142 on the Rule of Law Index and 135th out of 166 countries on the Gender Inequality Index. The country faces outdated policies, poor infrastructure, a lack of capacity, and limited service delivery. At the same time, from the perspective of rights holders, access to justice, legal awareness, and legal aid remain largely inaccessible for many, especially women and marginalized groups. UNDP RoL Programme addresses these challenges by supporting policy reforms, institutional capacity building, infrastructure development and renovation, legal empowerment, as well as upgradation of digital systems and services. In addition, the Programme works in close cooperation with federal and provincial government departments, courts, law enforcement agencies, community-based organizations, civil society, women's networks, and legal aid service providers to empower people to seek and exercise their rights. Taken together, the Programme delivers interventions that build public trust and confidence in governance institutions.

Merged Areas Governance Programme

The Merged Areas Governance Programme Phase II (2023 – 2027), after the merged of Federally Administered Tribal Areas, focuses on accelerating and assisting the merger of ex-FATA into Khyber Pakhtunkhwa and overcome any development gaps. It is a technical assistance and implementation support programme focused on accelerating development through efficient delivery of basic services, improved border governance and connectivity, and capacity development of local governments.

Due to the sensitive nature of the project and the areas it operates in, there is a special emphasis on risk management and disaster-risk reduction. Project activities also focus on inclusion to ensure marginalized groups such as women and persons with disabilities benefit from the integration and development of merged areas.

Reforms & Innovation in Government for High Performance – Phase II

The Reforms & Innovation project is a governance-oriented project focusing on policy-making and institutional capacity-building to ensure social and economic development. Phase 1 of the project remained at the forefront of institutional capacity-building or 7 years and led to measurable improvements in service-delivery. Phase 2 has an added emphasis on systemic improvements in the public-sector for sustainable, transformative government. To this end, the project collaborates with the Prime Minister's Office, and Federal/Provincial Ministries alongside key civic bodies.

Projects Under Development Policy Portfolio

Policy Innovation Programme (PIP)

Pakistan's development trajectory reflects important progress alongside persistent structural challenges. While strides have been made in poverty reduction, infrastructure growth, and democratic governance, macroeconomic volatility, institutional fragility, and entrenched inequalities continue to slow inclusive and sustainable development.

To address these gaps, UNDP's earlier Policy Support Programme (PSP) provided critical technical assistance, policy research, and convening power to enable informed decision-making and national dialogue. Building on PSP's legacy, the Policy Innovation Programme introduces a next-generation policy ecosystem – more adaptive, agile, and grounded in innovation. PIP strengthens Pakistan's institutional capacity to achieve the Sustainable Development Goals (SDGs), while equipping decision-makers with tools to navigate uncertainty and opportunity alike.

SDG's Plus Programme

The SDGs Plus Programme is a second-generation initiative that builds on the foundation laid by the National Initiative for SDGs (2016–2023), jointly implemented by the Government of Pakistan and UNDP.

It focuses on strengthening whole-of-government policy integration, developing resilient institutional capacities, expanding partnerships with the private and non-government sectors, and mobilizing innovative financing mechanisms. In parallel, the initiative promotes innovation and inclusive approaches to place Pakistan on a more stable and forward-looking path toward achieving the SDGs.

It is grounded in an integrated framework built around three strategic objectives, positioning national and sub-national governments as central drivers of the SDG agenda. As a result, the programme ensures sustained political ownership and deepens commitment to coordinated, cross-sectoral development solutions.

Projects Under Resilience, Environment, and Climate Change Portfolio

Climate Resilience Programme

Pakistan, ranked 8th on the Global Climate Risk Index by Germanwatch, faces significant development challenges that are exacerbated by climate change. Moreover, Pakistan's economy remains highly vulnerable to future climate-related threats, disproportionately impacting marginalized communities.

The Climate Resilience Programme (CRP) enhances Pakistan's capacity to adapt to and mitigate climate change by strengthening community resilience and institutional capacities through effective, evidence-based policies and interventions. CRP supports the government in implementing climate change policies, Nationally Determined Contributions (NDCs), and Long-Term Low Emission Development Strategies (LT-LEDS), while ensuring compliance with international agreements. As the National Plastic Action Partnership (NPAP) Secretariat, UNDP is also leading the development of inclusive, gender-responsive strategies to address plastic pollution by engaging key stakeholders across government, private sector, and civil society.

Flood Recovery Programme

Pakistan ranks among the ten most vulnerable countries to the impacts of climate change. This vulnerability was starkly demonstrated in mid-June 2022, when heavy monsoon rains triggered unprecedented flooding across the country. The aftermath was devastating – approximately 33 million people were affected, facing displacement, food insecurity, increased exposure to diseases, and significant disruptions to their social and economic activities.

In response to the catastrophic floods, UNDP launched its Flood Recovery Programme (FRP) to provide integrated support across multiple sectors, including education, health, water and sanitation, environmental protection, women's empowerment, economic livelihoods, and food security. The programme's interventions are aligned with the priorities identified in the Post-Disaster Needs Assessment (PDNA) and the Government of Pakistan's Resilient Recovery, Rehabilitation, and Reconstruction Framework (4RF).

Scaling-up of Glacial Lake Outburst Flood (GLOF) Risk Reduction in Northern Pakistan

Rising temperatures are causing rapid glacier to melt in Pakistan's northern mountain ranges, forming more than 3,000 glacial lakes in Gilgit-Baltistan (GB) and Khyber Pakhtunkhwa (KP), with 33 identified as prone to hazardous Glacial Lake Outburst Floods (GLOFs). These sudden events pose severe risks to over 7.1 million vulnerable people in GB and KP, where a significant portion of the population lives below the poverty line.

To address these challenges, the GLOF – II Project is being implemented to improve climate resilience in 24 valleys across ten districts of GB and five districts of KP. The Project, which is a continuation of the four-year 'Reducing Risks and Vulnerabilities from GLOF in Northern Pakistan' (GLOF – I) project, focuses on strengthening institutional capacities, scaling up community-based early warning systems, and implementing long-term climate adaptation measures.

Insurance and Risk Finance Facility

With an insurance penetration of less than 1 percent, Pakistan suffers from a 'high risk-low insurance penetration' – a dilemma in many Asian countries. The fifth most populous country in the world with 65 percent of its population residing in rural areas, Pakistan represents a significant opportunity for the inclusive insurance sector. The underdeveloped insurance market and negligible catastrophe risk

retention restrict the government from effectively sharing its fiscal burden with the private sector, which offers much capacity and expertise.

The Pakistan Insurance and Risk Finance Facility is implemented under UNDP's umbrella Insurance and Risk Finance Facility (IRFF) as part of its global effort to integrate inclusive insurance and disaster risk financing into development planning. It is designed to strengthen the capacity of stakeholders to understand inclusive insurance and Disaster Risk Financing (DRF). The project also supports the creation of an enabling environment and the integration of these concepts into budgetary planning, focusing on the development and delivery of risk finance solutions. Through these efforts, the IRFF is facilitating the creation of innovative insurance products for individuals and communities, while also investing in the long-term transformation of the insurance market in Pakistan.

Projects Under Poverty Reduction and Inclusion Portfolio

Balochistan SDGs Accelerated Delivery Project

Balochistan, Pakistan's largest province, covers nearly half of the country's total land area but is home to only 12.3 million people, which is around 5 percent of the national population. Despite its vast geography, Balochistan faces profound development challenges. Harsh terrain, chronic water scarcity, limited economic opportunities, and persistent security and governance issues have left over 70 percent of its population living in multidimensional poverty – the second highest rate in the country.

These intersecting challenges not only impede the province's development but also highlight the urgent need for focused and sustained interventions to improve community well-being and resilience.

In response, the BSDGs Project is being implemented across 10 priority districts in Balochistan to strengthen the social sector and enhance livelihoods.

Accelerated Response to HIV Through Effective Prevention, Treatment, Care and Support Interventions for Key Populations and Surveillance in High Risk Areas

According to UNAIDS Spectrum 2023, an estimated 297,052 people are living with HIV in Pakistan. Despite the availability of free treatment provided by the Government of Pakistan and the Global Fund, only 51,821 HIV patients were receiving antiretroviral therapy (ART) as of December 2024. Key populations – people who use drugs, sex workers, sexual minorities, and transgender individuals – face heightened stigma, marginalization, and discrimination, limiting their access to HIV prevention and treatment services.

In response, UNDP is implementing a robust HIV response aligned with the Pakistan AIDS Strategy IV (PAS-IV). The approach integrates community-based prevention, care, and support mechanisms while strengthening health systems and improving legal and social support for key populations. Strategic interventions include expanding ART services, introducing community-led monitoring, and capacitating stakeholders through targeted training. UNDP also commissioned the Health Services Academy to conduct the 6th round of Integrated Biological and Behavioral Surveillance (IBBS) to inform evidence-based policymaking.

Support to the Common Management Unit (CMU) for AIDS, TB and Malaria, Ministry of Health, Government of Pakistan in Procurement, and Installation of Oxygen Generation Plants in Pakistan & other items

The COVID-19 pandemic highlighted serious gaps in Pakistan's healthcare infrastructure, particularly the availability of medical-grade oxygen. To address this, the Government of Pakistan, through the Ministry of National Health Services, Regulations and Coordination, partnered with UNDP and the Global Fund to strengthen oxygen delivery systems in public health facilities. The initiative aims to boost Pakistan's capacity to manage future pandemics and improve emergency healthcare response. Led by the Common Management Unit (CMU) for Acquired Immunodeficiency Syndrome (AIDS), Tuberculosis (TB), and Malaria, UNDP is providing comprehensive procurement and implementation support.

The project includes procurement, installation, and operationalization of 36 oxygen generation plants across public hospitals. It also provides technical staff training, maintenance support, and infrastructure upgrades such as Heating, Ventilation, and Air Conditioning (HVAC) systems, solar energy, and warehouse racking solutions to ensure reliable storage and handling of medicines and vaccines. The initiative aligns with the UN Sustainable Development Cooperation Framework (UNSDCF), contributing to more inclusive, climate-responsive, and accountable health service delivery in Pakistan.

Stabilization & Inclusive Development Programme

SIDP combines the interventions of two UNDP flagship programmes: Stabilization and Development Programme (SDP) & Youth Empowerment Programme (YEP). The combined programme focuses on supporting merged area government (GoKP) in livelihood recovery, economic growth, women empowerment, and social stability alongside creating green jobs, digitalizing the job market, and fostering dialogue between policymakers and the youth.

Annex 8: Indicator Analysis

Annex 8.1: Project-wise Indicator Contribution to GEWE

(Note: Green highlighted indicators represent alignment with GEWE)

CPD Outcome 1 (Governance)

Unit	Project ID	Project Name	CPD Outputs	Project Outputs	Indicators	GEWE Contribution (Y/N)
DGU	00134100	DHL – II	Outcome 1	Output 1	1.1: Extent to which technical capacities of national and sub national human rights stakeholders are enhanced for effective implementation of their respective mandates	N
					1.2: Extent to which responsible business practices are developed, implemented and institutionalized for rights-based development in Pakistan	N
				Output 2	2.1: Extent to which capacities of sub-national duty bearers are enhanced for implementation of policies focusing on people-centered security	N
DGU	00133869	MAGP	Outcome 1	Output 1	1.1: Number of policies, regulations, or guidelines developed or improved for Merged Areas to implement GOP/GoKP laws (including for climate resilience and risk governance)	N
					1.2: Number of development products based on research and data analytics for development planning of the Mas	N
					1.3: Number of reforms approved to mainstream climate change issues at sectoral/service delivery level in ADP/AIP	N
					1.4: Number of innovative projects (SEPs) designed and implemented	N
				Output 2	2.1: Number of district administration officials trained for improved governance and service delivery	N

					2.2: Number of border crossings with robust systems commissioned	N
					2.3: Number of people benefiting from extended governance services along the border communities in MAs including gender disaggregated data.	Y
				Output 3	3.1: Number of elected local government representatives trained including women.	Y
					3.2: Number of sub-divisions supported for improved service delivery	N
					3.3: Increase in government capacity to enhance citizen participation in improving service delivery at the local levels (through the Qabail Led Development Programme)	N
					3.4: Number of Qabail Led Development (QLD) micro initiatives implemented at local levels	N
					3.5: Number of people engaging with local government community outreach plans with special emphasis on women	Y
DGU	00133866	R&I – II	Outcome 1	Output 1	1.1: Extent to which governance capacity of federal and provincial ministries is enhanced through evidence-based policy and strategic planning	N
					1.2: Extent to which implementation capacity of federal and provincial ministries is strengthened to achieve public policy goals	N
				Output 2	2.1: Extent to which e-governance and innovative capacities of public sector institutions are enhanced	N
					2.2: Extent to which access to trade and commerce is enhanced for women through capacity building and increased participation	Y
				Output 3	3.1: Extent to which risk governance frameworks are strengthened and integrated at the federal and provincial levels	N
					3.2: Extent to which gender-disaggregated evidence is used to inform risk policies	Y

DGU	00134119	SELP – II	Outcome 1	Output 1	1.1: Number of ECP staff trained through number of institutionalized capacity-building programs developed to strengthen ECP secretariat and field offices	N
					1.2: Number of ECP's strategies developed, and institutionalized.	N
					1.3: Assessments conducted for inclusive, sustainable, transparent and informed decision- making for introduction of new electoral technology	N
				Output 2	2.1: Number of persons from underrepresented groups including women reached out through civic/ voter education and public outreach campaigns	Y
					2.2: Number of women and transgender persons registered for NIC and voter registration	Y
					2.3: Number of ECP employees trained in gender mainstreaming, inclusion, and protection against harassment of women in the workplace to enhance their capacity in identifying and reporting harassment cases.	Y
					2.4: Number of institutional support instruments developed to enhance women and youth inclusion in electoral process	Y
				Output 3	3.1: Number of consultation sessions with stakeholders to facilitate electoral reforms at the national and subnational level	N
					3.2: Number of journalists, observers, security forces and media personnel trained to promote peaceful, and transparent electoral processes	N
					3.3: Number of young women and men participating in youth-led alternative messaging campaigns to create awareness about and respond to misinformation and hate speech during elections	Y
					3.4: Number of fact-checked content reported through iVerify platform	N

					3.5: An election monitoring and evaluation system established and piloted	N
				Output 4	4.1: Number of initiatives designed to promote or strengthen women empowerment, and gender equality	Y
					4.2: Number of young women and men participating in parliamentary exchanges/Parliamentary Roadshows or web podcasts to promote youth participation in political processes	Y
					4.3: Number of initiatives taken for enhanced capacity of secretariat staff and parliamentarians	N
DGU	01001551	RoL	Outcome 1	Output 1	1.1: # of gender sensitive laws, rules, strategies, policies, manuals, and standard operating procedures drafted/amended/implemented.	Y
			Outcome 1		1.2: Level of institutional capacity and readiness for policy/strategy implementation and enforcement	N
					1.3: Number of measures to advance women's leadership and equal participation in decision making.	Y
				Output 2	2.1: # of justice and security personnel trained/up skilled. (Disaggregated by gender and institution)	Y
					2.2: # of justice and security sector institutions supported in creating an enabling environment for the staff to perform their duties and tasks effectively and efficiently.	N
			Outcome 1	Output 3	3.1: # of people supported to access justice through legal awareness sessions, legal aid, and Dispute Resolution Councils (DRCs).	N
					3.2: # of women law students and graduates supported through coaching sessions, scholarships, and stipends to advance in their legal careers	Y
					3.3: % Career advancement rate of scholarship and stipend recipients	N
					3.4: Number of partnerships with women-led civil society organizations and other bodies and networks to advance women's	Y

					leadership and participation and gender equality.	
				Output 4	4.1: # of justice and security sector facilities constructed, and infrastructure improved/restored	N
					4.2: Number of justice and security institutions that leverage digital technologies in ways that improves people's lives at: regional, national, and sub-national level	N
					4.3: # People using digital technologies and services in ways that improves their lives.	N
					4.4: Existence of strengthened institutions, systems, or stakeholders with capacities to support fulfilment of nationally and internationally ratified rule of law and justice obligations.	N
DPU	01000921	SDGs	Outcome 1	Output 1	1.1: Number of SDG aligned policies and district plan	N
					1.2: Number of SDGs status reports and SDGs impact analysis of public sector projects generated by federal, provincial, and regional governments.	N
					1.3: Number of SDGs aligned PSDPs/ADPs developed, implemented, monitored, and evaluated	N
				Output 2	2.1: SDGs aligned Financing for Development Policy Framework developed, endorsed, and implemented by federal, provincial, and regional governments	N
					2.2: Number of innovative financing projects developed for mobilizing private sector investments.	N
					2.3: Strategic Partnership Forum functional, offering support for institutional processes and leverage local and regional opportunities	N
PRIU	00130887	O2	Outcome 1	Output 1	1.1: Number of oxygen generation plants installation & commissioned	N
RECCU	00133829	IRFF	Outcome 1	Output 2	2.1: Number of processes undertaken to support public institutions and programs to improve risk finance regulations and public policies.	N

					2.4: Number of risk financing solutions developed.	N
					2.5: Number of people benefiting from sovereign risk financing.	N

CPD Outcome 2 (Economic Growth)

Unit	Project ID	Project Name	CPD Outputs	Project Outputs	Indicators	GEWE Contribution (Y/N)
DPU	00134199	PIP	Outcome 2	Output 1	1.1: Number of evidence-based policy research and analyses produced to inform policy discussion on key development challenges.	N
				Output 2	2.1: Number of policy research conducted, and innovative ideas implemented to support inclusive policy formulation and implementation.	Y
				Output 3	3.1: Number of strategic partnership initiatives undertaken and dialogues convened to support policy advocacy and awareness	N
PRIU	00130298	BSDGs	Outcome 2	Output 1	1.1: Extent to which local governments' capacities are enhanced to effectively plan, monitor, and evaluate progress on SDG targets	N
					1.2: Number of innovative solutions developed in partnership with government, civil society, and private sector	N
				Output 2	2.1: Number of vulnerable men, women and children beneficiaries reached by the end of project	Y
					2.2: Number of basic infrastructure schemes built or applies	N
				Output 3	3.1: Number of jobs created for men and women	Y
PRIU	00133991	SIDP	Outcome 2	Output 1	1.1: Number of young women and men provided entrepreneurship education, career counselling, and support services to unleash the full economic potential of youth	Y

					1.2: Number of MSMEs that participated in financial literacy programme of the project	N
					1.3: Number of people (men, women, youth) whose access to improved and sustainable infrastructures has increased	Y
				Output 2	2.1: Number of public and private sector institutions assisted in the design of strategies to create an enabling environment for business and private sector investment	N
					2.2: Number of public and private sector institutions with enhanced capacity to develop gender inclusive economic growth-related policies.	Y
				Output 3	3.1: Number of youth, girls/women and other community members and local government functionaries actively participating in policy and social dialogues and events	Y
					3.2: Number of students (men and women) whose access to quality education has improved	Y
RECCU	00133829	IRFF	Outcome 2	Output 1	1.2: Number of joint initiatives with the private sector to promote the development of inclusive insurance	Y
					6.5: Level of uptake of insurance risk financing training	N
				Output 6	6.1: Number of audience interactions	N

CPD Outcome 3 (Environment and Climate Change)

Unit	Project ID	Project Name	CPD Outputs	Project Outputs	Indicators	GEWE Contribution (Y/N)
RECCU	00134230	CRP	Outcome 3	Output 1	1.1: No. of Policies/guidelines/strategies/frameworks developed for effective implementation of NDCs at national and Provincial level (CP-II)	N
					1.2: No. of knowledge products, technologies, reports developed and displayed	N
					1.3: Extent to which climate finance systems are established at federal and provincial government departments	N

					1.4: Extent to which stakeholder coordination is established	N
				Output 2	2.1: Number of stakeholders necessitated through technical support for effective Climate Change policy implementation	N
					2.2: Number of proposals developed, submitted to mobilize funds on thematic areas of NDCs/LT-LEDS	N
					2.3: Number of cement units have access to / having adopted low emission and energy-efficient technologies to ensure sustainable climate change mitigation efforts and carbon-neutral industrial development	N
					2.4: Number of people benefitting from technology to treat waste water and water replenishment in River Ravi basin/number of technology solutions introduced/number of people trained with improved water management	N
					2.5: Number of buildings successfully solarized	N
					2.6: Number of strategies prepared for emission quantification and MRV	N
					2.7: Number of small and medium sized enterprises supported on alternative solutions of plastics	N
					2.8: Number of people reached out through awareness campaigns on impacts on climate change on human health	Y
RECCU	00104582	GLOF – II	Outcome 3	Output 1	1.1: Strengthened institutional and regulatory systems for climate responsive planning and development	N
					1.2: Number of policies introduced to address GLOF risks or adjusted to incorporate GLOF risks	N
				Output 2	2.1: Number of vulnerable households in KP and GB covered by GLOF EWS	N
					2.2: Number of community-based organizations trained in the operation and maintenance of EWS	Y
					2.3: Number of physical assets constructed to withstand the effect of GLOF events	N
RECCU	00133228	FRP	Outcome 3	Output 1	1.1: Number of climate resilient houses constructed	N
					1.2: Number of community physical infrastructure repaired/restored with resumption of community services (education and health)	N
					1.3: Number of initiatives in support of wellbeing of students and families	Y
				Output 2	2.1: Agricultural livelihoods and restoration of agricultural land supported	N
					2.2: Entrepreneurs and small scale businesses supported and revived	N

				Output 3	3.1: Number of government/public buildings and offices repaired and/or restored, again functioning and disaster and climate resilient	N
					3.2: Number of government/public offices with new automated business processes (digitalization), or where communication and office equipment replacement have been introduced.	N
					3.3: Number of government personnel trained on and applying digitization and modern business practices (disaggregated by gender, by province)	Y
				Output 4	4.1: Number of grants and cash-for-work activities for safe removal, recycling and disposal of debris.	N
					4.2: Number of government personnel trained to deliver WASH and Solid Waste Management services in line with National Environmental Quality Standards (NEQS)	N
					4.3: Number of sessions and people trained in CBDRM (men 70%, women 30% and youth)	Y
					4.4: Number of sessions and people trained in climate and disaster resilience and mainstreaming in development planning	N
					4.5: Number of Innovative programming and solutions	N

CPD Outcome 4 (Gender)

Unit	Project ID	Project Name	CPD Outputs	Project Outputs	Indicators	GEWE Contribution (Y/N)
DGU	00134100	DHL – II	Outcome 4	Output 3	3.1: Extent to which key government counterparts have enhanced capacities for developing and implementing GEN 3 initiatives	Y
					3.2: Extent to which women, girls and transgender persons have improved access to gender-justice and basic rights	Y
DPU	01000921	SDGs	Outcome 4	Output 3	3.1: Number of evidence informed gender responsive policies, programs, strategies, and instruments developed and implemented to reduce gender gaps.	Y
					3.2: Number of measures to advance women's leadership and equal participation in decision making.	Y

					3.3: Partnership forums established, supporting government in the implementation of National Gender Policy Framework.	Y
PRIU	00135717	GF HIV	Outcome 4	CPD Outcome 4.2	The project has multiple indicators contributing to prevention and treatment of HIV that encompass gender at the center of all interventions. The entire project is aligned with CPD Outcome 4 and contributes to the CPD Indicator 4.2.	Y
RECCU	00134230	CRP	Outcome 4	Output 3	3.1: Number of gender specific reports developed under the project	Y
					3.2: Number of women and other vulnerable groups including transgender persons, religious minorities, PWDs, and youth especially young women are engaged in skill development training programs and green jobs	Y
					3.3: Number of women-run business centers, career launchpads developed at local and academic level to promote green careers	Y
					3.4: Number of communities in Balochistan having access to fuel-efficient/clean cooking technologies	Y
					3.5: Gender action plan developed for CRP	Y

Annex 8.2: SMART Analysis of GEWE Aligned Indicators

Unit	Project Name	CPD Outputs	Project Outputs	Indicators	S	M	A	R	T
DGU	MAGP	Outcome 1	Output 2	2.3: Number of people benefiting from extended governance services along the border communities in MAs including gender disaggregated data.	M	Y	Y	Y	Y
		Outcome 1	Output 3	3.1: Number of elected local government representatives trained including women.	Y	Y	Y	Y	Y
		Outcome 1		3.5: Number of people engaging with local government community outreach plans with special emphasis on women	M	M	Y	Y	Y

DGU	R&I – II	Outcome 1	Output 2	2.2: Extent to which access to trade and commerce is enhanced for women through capacity building and increased participation	M	M	Y	Y	M
		Outcome 1	Output 3	3.2: Extent to which gender-disaggregated evidence is used to inform risk policies	N	N	Y	Y	Y
DGU	SELP – II	Outcome 1	Output 2	2.1: Number of persons from underrepresented groups including women reached out through civic/ voter education and public outreach campaigns	Y	Y	Y	Y	Y
		Outcome 1		2.2: Number of women and transgender persons registered for NIC and voter registration	Y	Y	Y	Y	Y
		Outcome 1		2.3: Number of ECP employees trained in gender mainstreaming, inclusion, and protection against harassment of women in the workplace to enhance their capacity in identifying and reporting harassment cases.	Y	Y	Y	Y	Y
		Outcome 1		2.4: Number of institutional support instruments developed to enhance women and youth inclusion in electoral process	M	M	M	Y	M
		Outcome 1	Output 3	3.3: Number of young women and men participating in youth-led alternative messaging campaigns to create awareness about and respond to misinformation and hate speech during elections	Y	Y	Y	Y	Y
		Outcome 1	Output 4	4.1: Number of initiatives designed to promote or strengthen women empowerment, and gender equality	N	N	M	M	N
		Outcome 1		4.2: Number of young women and men participating in parliamentary exchanges/Parliamentary Roadshows or web podcasts to promote youth participation in political processes	Y	Y	Y	M	Y
DGU	RoL	Outcome 1	Output 1	1.1: # of gender sensitive laws, rules, strategies, policies, manuals, and standard operating procedures drafted/amended/implemented.	Y	Y	M	Y	Y
		Outcome 1		1.3: Number of measures to advance women's leadership and equal participation in decision-making.	M	M	M	M	M
		Outcome 1	Output 2	2.1: # of justice and security personnel trained/up skilled. (Disaggregated by gender and institution)	Y	Y	Y	Y	Y
		Outcome 1	Output 3	3.2: # of women law students and graduates supported through coaching sessions, scholarships, and stipends to advance in their legal careers	Y	Y	Y	Y	Y

		Outcome 1		3.4: Number of partnerships with women-led civil society organizations and other bodies and networks to advance women's leadership and participation and gender equality.	M	Y	Y	Y	Y
DPU	PIP	Outcome 2	Output 2	2.1: Number of policy research conducted, and innovative ideas implemented to support inclusive policy formulation and implementation.	M	M	Y	Y	M
PRIU	BSDGs	Outcome 2	Output 2	2.1. Number of vulnerable men, women and children beneficiaries reached by the end of the project	N	Y	Y	N	Y
		Outcome 2	Output 3	3.1: Number of jobs created for men and women	M	N	M	Y	N
PRIU	SIDP	Outcome 2	Output 1	1.1: Number of young women and men provided entrepreneurship education, career counselling, and support services to unleash the full economic potential of youth	Y	Y	Y	Y	Y
		Outcome 2		1.3: Number of people (men, women, youth) whose access to improved and sustainable infrastructures has increased	N	Y	Y	N	Y
		Outcome 2	Output 2	2.2: Number of public and private sector institutions with enhanced capacity to develop gender inclusive economic growth-related policies.	N	N	M	Y	N
PRIU	SIDP	Outcome 2	Output 3	3.1: Number of youth, girls/women and other community members and local government functionaries actively participating in policy and social dialogues and events	Y	M	M	Y	Y
PRIU	SIDP	Outcome 2	Output 3	3.2: Number of students (men and women) whose access to quality education has improved	Y	Y	Y	Y	Y
RECCU	IRFF	Outcome 2	Output 1	1.2: Number of joint initiatives with the private sector to promote the development of inclusive insurance	Y	Y	Y	Y	Y
RECCU	CRP	Outcome 3	Output 2	2.8: Number of people reached out through awareness campaigns on impacts on climate change on human health	Y	Y	Y	M	Y
RECCU	GLOF – II	Outcome 3	Output 2	2.2: Number of community-based organizations trained in the operation and maintenance of EWS	Y	Y	Y	Y	Y
RECCU	FRP	Outcome 3	Output 1	1.3: Number of initiatives in support of wellbeing of students and families	M	Y	Y	M	Y
			Output 3	3.3: Number of government personnel trained on and applying digitization and modern business practices (disaggregated by gender, by province)	Y	Y	Y	M	Y

			Output 4	4.3: Number of sessions and people trained in CBDRM (men 70%, women 30% and youth)	Y	Y	Y	Y	Y
DGU	DHL – II	Outcome 4	Output 3	3.1: Extent to which key government counterparts have enhanced capacities for developing and implementing GEN 3 initiatives	N	M	M	Y	M
				3.2: Extent to which women, girls and transgender persons have improved access to gender-justice and basic rights	M	M	M	Y	M
DPU	SDGs	Outcome 4	Output 3	3.1: Number of evidence informed gender responsive policies, programs, strategies, and instruments developed and implemented to reduce gender gaps.	Y	M	M	Y	M
				3.2: Number of measures to advance women's leadership and equal participation in decision-making.	M	M	M	Y	M
				3.3: Partnership forums established, supporting government in the implementation of National Gender Policy Framework.	Y	Y	Y	Y	Y
PRIU	GF HIV	Outcome 4	CPD Outcome 4.2	The project has multiple indicators contributing to prevention and treatment of HIV that encompass gender at the center of all interventions. The entire project is aligned with CPD Outcome 4 and contributes to the CPD Indicator 4.2. 4.2.1: Number of people provided with prevention support 4.2.2: Number of people provided with treatment support	Y	Y	Y	Y	Y
RECCU	CRP	Outcome 4	Output 3	3.1: Number of gender specific reports developed under the project	Y	Y	Y	M	Y
				3.2: Number of women and other vulnerable groups including transgender persons, religious minorities, PWDs, and youth especially young women are engaged in skill development training programs and green jobs	Y	Y	Y	Y	Y
				3.3: Number of women-run business centers, career launchpads developed at local and academic level to promote green careers	Y	Y	Y	Y	Y
				3.4: Number of communities in Balochistan having access to fuel-efficient/clean cooking technologies	Y	Y	Y	Y	Y
				3.5: Gender action plan developed for CRP	Y	Y	Y	M	Y