

## **Outcome Evaluation on Environment & Climate Change**

### **TERMS OF REFERENCE**

#### **1. Introduction**

United Nations Development Programme (UNDP) works towards providing support in the implementation of the national environmental agenda. The Environment and Climate Change (E&CC) Unit works on improving environmental management through capacity building of environmental institutions; mainstreaming environment into the development processes; implementation of innovative solutions for meeting the challenges posed by climate change and sustainable use of natural resources; and advocacy.

UNDP promotes sustainable use of natural resources and helps institutions understand and effectively use environmental management strategies for ecosystems, land, water, soil and bio-diversity. UNDP also works with national authorities and communities to mainstream environment in disaster response and establish standard operating procedures for different situations; and continues to contribute to climate change adaptation and mitigation interventions, through partnership and technology transfer with a focus on youth, women and vulnerable groups.

UNDP environment and climate change interventions are contributing to following outcomes of Country Programme Action Plan (CPAP):

#### **CPAP Outcome (2011-2012):**

1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.
2. Environment mainstreamed across the development sector plans and programmes

#### **CPAP Outcome (2009-2010):**

1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.

## 2. Objective of outcome Evaluation

This evaluation is being undertaken to evaluate the collective outcomes of the four years (2009 -2012) of UNDP's contribution towards environment and climate change in Pakistan. The evaluation team will ensure desegregation and unpacking of contribution of UNDP projects i.e. determine the combined impact of UNDP projects and clearly distinguish its relevance and contribution to the outcome.

The following table highlights the differences between project and outcome level evaluations:

<b>Differences between Project and Outcome Evaluations<sup>1</sup></b>		
	<b>Project Evaluation</b>	<b>Outcome Evaluation</b>
<b>Focus</b>	Generally speaking, inputs, activities and outputs (if and how project outputs were delivered within a sector or geographic area and if direct results occurred and can be attributed to the project) <sup>2</sup>	Outcomes (whether, why and how the outcome has been achieved, and the contribution of UNDP to a change in a given development situation)
<b>Scope</b>	Specific to project objectives, inputs, outputs and activities  Also considers relevance and continued linkage with outcome	Broad, encompassing outcomes and the extent to which programmes, project, soft assistance, partners' initiatives and synergies among partners contributed to its achievement
<b>Purpose</b>	Project based to improve implementation, to re-direct future projects in the same area, or to allow for upscaling of project	To enhance development effectiveness, to assist decision making, to assist policy making, to re-direct future UNDP assistance, to systematize innovative approaches to sustainable human development

<sup>1</sup> Source: UNDP, Guidelines for Evaluators, 2002

<sup>2</sup> Large projects may have outcomes that can be evaluated. Further, small projects may also make tangible contributions to the achievement of CPD outcomes or even project-specific outcomes. In such instances, these project evaluations may be considered to be fulfilling requirements for outcome evaluations.

Outcome evaluations include four standard categories of analysis (i.e., assess progress towards the outcome, examine the factors affecting the outcome, assess key UNDP contributions to outcomes, review the partnership strategy).

**2.1 Outcome status:** The key questions to be discussed under the outcome status are:

- What were the origin of the outcome, the baseline indicators and benchmarks?
- How were the past experience, findings and recommendations of previous evaluations if any, dialogue with stakeholders used in design of outputs?
- Assess the adequacy of background work carried out in project design
- Determine whether or not the outcome has been achieved and, if not, whether there has been progress made towards its achievement.
- List innovative approaches tried and capacities developed through UNDP assistance.

**2.2 Underlying factors:** An analysis of the underlying factors beyond UNDP's control that influenced the outcome will include:

- Key assumptions made, and internal and external factors
- Differentiation between the substantive design issues and the key implementation and/or management capacities and issues including the timeliness of generating outputs
- The degree of stakeholder and partner involvement in the completion of the outputs, and how processes were managed/carried out.
- Assessment of UNDP's work with other relevant actors and their influence/contribution in achieving the outcome.

**2.3 UNDP contribution:** UNDP contributions to the outcome take the form of output produced as part of the full range projects and non project activities (soft assistance). The evaluator will determine whether or not UNDP funded constituent outputs and other interventions—including the outputs, projects and soft assistance, can be credibly linked to achievement of the outcome.

**2.4 Partnership strategy:** Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed for? How did partnerships arise? What was the role of UNDP? Did it identify a niche for itself? How did the partnership contribute to the achievement of the outcome? What was the level of the participation of stakeholders? List key beneficiaries and their major perceptions. Examine the partnership among UN Agencies that both influenced the programme design and contribution to the achievement of results.

### **2.5 Key Evaluation Criteria and Questions**

Specifically, the outcome evaluation is expected to include but not to be limited to the following aspects:

#### **Relevance:**

- Provide a detailed assessment of how well the E&CC initiatives are aligned with UNDP's mandate, national priorities and needs of targeted women and men.
- How did the initiative promote UNDP's principles of gender equality, human rights and human development?
- To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage?
- To what extent are UNDP's CPAP relevant to the national development context?
- How relevant was selection of implementing partners for achieving E&CC goals?

#### **Effectiveness:**

- Whether the outcome has been achieved and, if not, whether there has been progress made towards the achievement of both qualitative and quantitative targets?
- What were the positive and negative, intended or unintended, changes contributed by UNDP's work?
- What has been the quality of output and outcome level monitoring and how it has contributed to the project achievements? How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective? How effectively were project evaluations used?
- Evaluate UNDP's knowledge management systems.

#### **Efficiency:**

- To what extent have the programme outputs resulted from economic use of resources?
- To what extent were quality outputs delivered on time?

### **Sustainability:**

- What is the prospect of the sustainability of UNDP interventions related to the outcome? Provide recommendations for ensuring sustainability.
- Indicate if the scaling up/replication of the projects or service methodology elsewhere is feasible and make recommendations to ensure the same; assess how well UNDP replicates or extends projects including timings and change in project design etc.
- An analysis of the underlying factors beyond UNDP's control that influence the outcome;

All UNDP evaluations need to assess the degree to which UNDP initiatives have supported or promoted gender equality, a rights based approach and human development<sup>3</sup>. In this regard, UNEG guidance on integrating human rights and gender equality in evaluations should be consulted.

### **2.6 Lessons learnt/ recommendations:**

Formulate a set of specific, actionable recommendations for any re-orientation of the future program, identify the necessary actions required to be undertaken, who should undertake those and what the deadline should be; in order to remove or minimize the problems identified and to ensure efficient and effective implementation and to maximize impact. The improvement and suggestion will also have implications for partners therefore recommendations must be carefully and constructively phrased in a neutral manner.

### **3. Methodology**

The evaluation team will be responsible for developing the methodology for the outcome evaluation utilizing both qualitative and quantitative data collection methods as appropriate, in collaboration with UNDP Strategic Management Unit (SMU), which will be responsible for coordination and quality assurance of the evaluation. The proposed methodology will be shared with the Evaluation Steering Committee, including sampling methodologies, interview questions and questionnaires prepared, field plan and techniques to be used for evaluation. An evaluation approach is suggested below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must be also agreed upon by UNDP before being applied by the evaluation team.

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<sup>3</sup> UNEG, 'Handbook for Integrating Human Rights and Gender Equality in Evaluations in the UN System', 2011.

The team will commence the evaluation subject to the agreement on the methodology including but not limited to the following:

- Document Review (desk study) (please see Annex B)
- Interviews & Focused Group Discussions (Please see Annex C)
- Administration of surveys/questionnaires
- Sampling Methodology: The mission would draw up a sound methodology to cover beneficiary base of the select projects through most appropriate sampling techniques. A representative sample will be formulated and maybe changed if the team members can table another sampling technique. The proposed methodology will ensure balanced geographical coverage including rural and urban divide. The sample frame (stakeholders categorized into primary and secondary) should be defined clearly.

The evaluation team should also provide ratings of UNDP poverty reduction interventions according to criteria listed below:

1	Implementation approach
2	Country ownership/drivers
3	UNDP contribution towards achievement of outcomes
4	Stakeholder participation/public involvement
5	Sustainability
6	Replication/Scaling up approach
7	Cost-effectiveness
8	Contribution to human rights and gender equality
9	Monitoring and evaluation

The ratings to be used are:

HS	Highly Satisfactory
S	Satisfactory
MS	Marginally Satisfactory
MU	Marginally Unsatisfactory
U	Unsatisfactory
HU	Highly Unsatisfactory
NA	Not applicable

#### 4. Deliverables

1. Inception report (Please see Annex D for Table of Contents), including outcome model (Annex E) and evaluation matrix (Annex F). The purpose of the inception report is to provide an opportunity to clarify expectations, verify and share the same understanding about the evaluation and clarify any misunderstanding at the outset, including the scope and the methodologies of the evaluation.
2. Draft evaluation report as per the template (Annex G). The Evaluation Steering Committee and UNDP country and regional office will review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
3. Debriefing session on the draft evaluation report by the evaluation team.
4. Final evaluation report as per the template (Annex G). If any discrepancies have emerged between the findings of the evaluation team and the Evaluation Steering Committee, these should be explained in an annex attached to the final report.
5. Power point presentation and evaluation brief for dissemination to the stakeholders

For further guidance on the outcome evaluation, please refer to 'Handbook on Planning, Monitoring and Evaluating for Development Results' and 'Outcome Level Evaluation Guide' on <http://web.undp.org/evaluation/methodologies.htm>

#### 5. Evaluation Team

The evaluators selected should not have participated in the project preparation and/or implementation and should not have any conflict of interest with project related activities. The evaluation team will be

composed of one International Team Leader and one National Consultant. The evaluators shall have prior experience in evaluating similar projects. Former cooperation or prior working experience with international organizations and development partners is an advantage.

The selection of consultants will be done on the basis of the overall “team” qualifications and competencies in the following areas:

- At least Masters education (preferably in Environmental Sciences or related fields);
- Experience in conducting outcome evaluations in past five years in similar positions;
- Experience in Results Based Management;
- Knowledge of the UNDP Monitoring and Evaluation Policy;
- Demonstrable analytical skills;
- Work experience in environment and climate change analysis for at least ten years;
- Experience with multilateral or bilateral supported capacity development projects;
- Evaluation experiences within United Nations system will be considered an asset;
- Excellent English communication skills (oral and written).
- Good understanding of the national context

#### Scope of Work

The Team Leader will have the overall responsibility for the delivery and quality of the evaluation products. Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalise and present the evaluation report.

The National Consultant will provide input in reviewing all project documentation and will provide the Team Leader with a compilation of information. The National Consultant will perform tasks with specific focus on:

- Review documents;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report;

- Assist Team Leader in finalising document through incorporating suggestions received on draft related to his/her assigned sections.

### **Evaluation ethics**<sup>4</sup>

Evaluations in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG) and by the UNEG 'Ethical Guidelines for Evaluation,' including:

- Independence
- Impartiality
- Transparency
- Disclosure
- Ethical
- Partnership
- Competencies and Capacities
- Credibility
- Utility

These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

### **6. Implementation arrangements**

The evaluation process will be supervised by Evaluation Steering Committee (ESC) comprising UNDP SMU, E&CC Unit , EAD and FAO representatives and independent Environment expert. ESC will be chaired by Deputy Country Director, UNDP. The Evaluation Team will report to Chief, Strategic Management Unit, UNDP. SMU will facilitate logistics arrangements and day to day interactions.

### **7. Time Frame**

Tentative Time Frame for the Study is 35 working days for national consultant and 20 working days for international consultant, spread over three months; with a contract commencing in February, 2013.

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<sup>4</sup> [www.undp.org/eo/documents/erc/Code\\_of\\_Conduct.doc](http://www.undp.org/eo/documents/erc/Code_of_Conduct.doc)

All interested applicants should submit: a recent CV; a brief outline of the evaluation approach and methodology; period of availability, a proposed budget for the assignment implementation to:

Mr. Noor Mohammad Zia, Manager Procurement  
4<sup>th</sup> Floor Serena Business Complex, G-5, Islamabad, Pakistan  
Email: [noor.m.zia@undp.org](mailto:noor.m.zia@undp.org)

Application deadline: 31<sup>st</sup> January 2013.

Applications may be submitted individually or as team.

## 8. ToR Annex

### **A: CPAP outcomes & project overview**

#### **CPAP Outcome (2011-2012):**

1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.
2. Environment mainstreamed across the development sector plans and programme

#### **Key indicators:**

- 1.1 No. of action plans developed and implemented
- 1.2 No. of new environmental initiatives undertaken
- 2.1 No. of development programmes with environmental interventions incorporated
- 2.2 No and type of livelihood programmes addressing climate change issues at the local level

#### **CPAP Outcome (2009-2010):**

1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.

- 1.1 Environmental issues integrated in ten Year Plan and PRSP
- 1.2 Zero increase in CO2 and NOX emissions (0.4 per cent of world total 1998)
- 1.3 Forest cover from 4.8 per cent to 5.2 per cent

## **Project overview**

### **A-On-going Projects (including operationally closed but financially open projects):**

1. Protection and Management of Pakistan Wetlands Project (PWP) – Full Phase
2. Conservation of Habitats and Species of Global Significance in Arid and Semi-Arid Ecosystems in Balochistan
3. Conservation of Balochistan Junipers through Community Participation
4. Sustainable Development of Utility-Scale Wind Power Production Project (Phase I)
5. Sustainable Land Management to Combat Desertification in Pakistan (SLMP) (Phase-I)
6. National Environmental Information Management System (NEIMS)
7. One UN Joint Programme on Environment
8. Reducing Pressure on Forest Resources and CO<sub>2</sub> Emissions through Provision and Promotion of Energy Efficient Housing Technologies (PEECH)
9. Productive Use of Renewable Energy (PURE)
10. Barrier Removal to the Cost-Effective Development and Implementation of Energy Efficiency Standards and Labeling Project (BRESL)
11. Pakistan Sustainable Transport Programme (PAKSTRAN)
12. Mountain and Markets: Biodiversity and Business in Northern Pakistan
13. GEF Small Grants Programme 5<sup>th</sup> Operational Phase

### **A - ON-GOING PROJECTS FUNDED BY GEF/UNDP:**

#### **1. Protection and Management of Pakistan Wetlands Project– Full Phase**

Project Duration:	July 2005 – June 2012
Total Budget:	US\$ 11,792,000
Implementing Partner (s)	Ministry of National Disaster Management and WWF-Pakistan
Donor	GEF, UNDP and EKN (Dutch Embassy)

The Pakistan Wetlands Project (PWP) aims to promote the sustainable conservation of freshwater and marine wetlands and their associated globally important biodiversity in Pakistan. The Project strategy is

based on two sub-sets of objectives. The first will provide the required policy, institutional, technical and financial framework and generate positive public support essential for the mainstreaming of wetlands conservation. The second involves the design and implementation of sustainable, participatory management plans for four independent Demonstration Sites, each chosen to be representative of a broad eco-region in Pakistan. It includes specific mechanisms to secure financial sustainability and enhanced replication and proliferation of viable wetlands management interventions in a nation-wide, on-going wetlands conservation initiative.

## **2. Conservation of Habitats and Species of Global Significance in Arid and Semi-Arid Ecosystems in Balochistan**

Project Duration:	January 2004 – June 2012 January 2009 – June 2012
Total Budget:	US\$ 1,192,000
Implementing Partner (s):	Balochistan Forest and Wildlife Department and Sustainable Use Specialist Group (SUSG)
Donor:	GEF, UNDP and Government of Balochistan

The objective of the project is to conserve the critically endangered habitats and species of global significance in selected arid and semi-arid ecosystems of Balochistan by reducing pressure on resources and promoting sustainable use of biodiversity. The project will promote community based conservation efforts.

## **3. Conservation of Balochistan Junipers through Community Participation**

Project Duration:	June 2007 – March 2012 October 2006 – March 2012
Total Budget:	US\$ 2,518,737 US \$ 1.26 Million
Implementing Partner (s)	Balochistan Forest and Wildlife Department and

IUCN- Pakistan

Donor: GEF, UNDP, Government of Balochistan

The project will assist in conserving the juniper forest ecosystem covering an area of about 100,000 hectares in the Ziarat and Zarghoon Hill Ranges in Balochistan. These forests contain unique fauna and flora, having Sino-Himalayan, central Asian, Iranian and Turkish affinities. The resource is of global significance and represents one of the largest remaining tracts of Juniper forest in the world. The juniper forests are a strong candidate for designation as a protected area and a World Heritage Site.

**4. Sustainable Development of Utility-Scale Wind Power Production Project (Phase I) (Not included in the intern's report)**

Project Duration:	January 2006 – December 2009
Total Budget:	US\$ 3,100,000
Implementing Partner (s)	Alternate Energy Development Board (AEDB), Government of Pakistan
Donors	GEF, UNDP

The project aims to reduce GHG emissions through the facilitation of commercial-scale exploitation of renewable wind energy for power production in Pakistan. It focuses on establishing a wind power industry in the country based on internationally proven technology as an economically viable and sustainable option by removing policy, institutional, regulatory, fiscal and technical barriers to private investments in wind farms and their integration into the power grid, especially in remote areas where alternative generation options are limited and/or costly.

**5. Sustainable Land Management to Combat Desertification in Pakistan (Phase-I)**

Project Duration:	January 2008 – June 2012
Total Budget:	US\$ 4,600,000 US 3.3 Million

Implementing Partner (s) Federal Ministry of Climate Change

Donor GEF, UNDP, Government of Pakistan

The Overall goal of the project is to combat land degradation in Pakistan in order to protect and restore ecosystem and essential ecosystem services that are key to reducing poverty. The principal objective are to strengthen institutional capacity, create an enabling environment and demonstrate good practices-all in an effort to help remove key barriers to Sustainable Land Management (SLM). The project will depend on the strong commitment of Government of Pakistan and the involvement of key stakeholders, in particular to those at the community level. The project will be implemented in two phases, with the first phase focused on creating an enabling environment for SLM and piloting innovations, and the second phase drawing lessons learned to deepen the policy and institutional commitment to SLM and completing demonstration projects that can later be scaled up and replicated.

## **6. National Environmental Information Management System (NEIMS)**

Project Duration: December 2005 – November 2012

Total Budget: US\$ 2,205,000

Implementing Partner (s) Ministry of National Disaster Management  
Ministry of Climate Change

Donor Embassy of Kingdom of Netherlands

National Environmental Information Management System (NEIMS): The overall objective of the project is to contribute to promotion of sustainable development through building the national capacity in developing, managing and utilizing environmental information for informed decision-making. The specific objectives of the project include:

- To review and analyze the current situation of environmental data/information management in Pakistan.
- To establish an appropriate institutional and technical framework for NEIMS Pakistan;

- To develop sectoral and inter-sectoral database of existing environmental information in the country.
- To establish functional National Environmental Information System; and
- To build and strengthen the capacities of key organizations involved in establishment and sustainable operations of NEIMS.

## 7. One UN Joint Programme on Environment

Project Duration:	January 2009- December 2012
Total Budget:	US\$ 12 million
Implementing Partner (s)	<ul style="list-style-type: none"> <li>• UNDP Federal Government, Provincial Governments, Civil Society Organizations.</li> </ul>
Donor	EFW, EKN, UNDP

The Joint Programme on Environment (JPE) brings 11 UN agencies together to work with relevant Government counterparts including ministries, departments and associated agencies at both the federal and provincial levels as well as NGOs and the private sector. The JPE is in line with and contributes to the UNDAF and key national policies and priorities relating to the environment. It also supports Pakistan in fulfilling its international obligations towards environmental treaties and agreements (such as: Goal 7 of MDGs “Ensure environmental sustainability” and various UN Conventions).

Under the JPE, five individual and interrelated Joint Programme Components (JPCs) have been developed after a consultative process with the Government and other stakeholders. This is the overall thematic categorization under which specific outputs and activities are planned. These have also been linked to the four UN roles (advocate, advisor, convener and service provider), which serves as a point of orientation in the planning of programme activities

## 8. Reducing Pressure on Forest Resources and CO2 Emissions through Provision and Promotion of Energy Efficient Housing Technologies (PEECH):

Project Duration:	April 2009- March 2013
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Total Budget:	US\$ 1million
Implementing Partner (s)	AKPBS/ AKF
Donor	GEF, UNDP

Medium sized project would aim to improve living conditions of the people of the high mountain regions of NAs and Chitral. Over the years, BACIP has developed, tested and applied over 40 different interventions related to improving energy efficient housing and improvement in living conditions directly impacting energy conservation through energy efficiency. These products and technologies include energy efficient low-cost housing insulation (wall and roof), thermal efficient house construction techniques, solar products, bow string and composite beams for reducing timber use for roof constructions, double glazed windows, roof hatch window, water warming facility, and Hot Dip Galvanized (HDGI) wire wall reinforcement (earthquake resistant) as direct replacement for timber wall reinforcement. The estimated project cost is US\$ 4.0 million.

## 9. Productive Use of Renewable Energy (PURE)

Project Duration:	May 2009 – June 2013
Total Budget:	US\$ 1 Million
Implementing Partner (s)	Alternate Energy Development Board
Donors	GEF, UNDP

This project aims at removing barriers to the adoption of renewable energy technologies (RETs) by promoting productive uses of energy in one of Pakistan remotest areas: the District of Chitral. The project will create new local jobs and sources of income while directly mitigating some 109,000 tons, and indirectly mitigating 390,000 tons, of CO<sub>2</sub>-equivalent over 30 years. This will be achieved through the promotion of mini/micro hydropower (MHP) that is linked to income generation and productivity enhancement that adds value to local produce and resources. The sustainability of the productive uses will be enhanced through natural resource management approaches where projects are developed, by providing the necessary technical and institutional support for implementation at the district and the community level, and by supporting a national and local multi-stakeholder dialogue for long-term collaboration. The total required budget for this venture, which is complementary to ongoing efforts of the Government of Pakistan on rural electrification and sustainable rural development, is estimated at USD 5.625 million, with USD 1.0 million solicited from the GEF to cover incremental costs.

Project outcomes are fourfold and will focus on 1) the development of off-grid MHP projects, which generate at least 1.4 MW of renewable energy, 2) the identification and development of productive uses of renewable energy that will directly and indirectly benefit poor rural dwellers through employment generation and added purchasing power, 3) strengthened capacity for MHP planning, including watershed management; and 4) the promotion of a sound legal, institutional and regulatory framework preparing the ground for project replication.

#### **10. Barrier Removal to the Cost-Effective Development and Implementation of Energy Efficiency Standards and Labeling Project (BRESL)**

Project Duration:	July 2009 – June 2014
Total Budget:	US\$ 650,000
Implementing Partner	ENERCON
Donor	GEF

BRESL project is aimed at rapidly accelerating the adoption and implementation of energy standards and labels (ES&L) in Asia, and in so doing bring about energy savings from the use of energy efficient appliances/equipment. The project also facilitates harmonization of test procedures, standards and labels among developing countries in Asia. The project is expected to cost-effectively deliver an average 10% reduction in total residential and commercial energy use in partner countries at the time of peak impact by the year 2030 compared to a baseline scenario, thereby contributing to more environmentally sustainable and economically efficient development.

#### **11. Sustainable Transport Programme (PAKSTRAN)**

Project Duration:	June 2011- 2016
Total Budget:	US\$ 7.8million
Implementing Partner (s)	ENERCON, MOI, IUCN, Transport Department Sindh, Urban Unit Lahore

Donor

GEF

The objective of the full project will be to lower the trajectory for growth in GHG emissions associated with urban transportation.

These reductions will be realized through the following interventions: (1) consolidating the three existing national transport policies into one national urban transport strategy, (2) planning, designing and implementing a BRT corridor between Islamabad and Rawalpindi, (3) introducing a school bus transportation system in Lahore, (4) initiating a driver behavior and vehicle maintenance program in Karachi, and (5) increasing institutional and individual capacity and awareness on sustainable transport at the national level. These interventions would facilitate a shift from the use of personal motor vehicles towards the use of less carbon-intensive public transport;

## **12. Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods (GLOF) in Northern**

### **Pakistan**

Duration: 2011 – 2015

Budget: US\$ 4.1 Million

Implementing Partner: Ministry of Climate Change, Government of Pakistan; Provincial Environment Departments of Gilgit Baltistan and Khyber Pukhtoonkhwa

This is the first project in Pakistan that is funded by Adaptation Fund. The project aims at reducing risks and vulnerabilities from GLOF and snow-melt flash floods in Northern Pakistan. The main objectives of the project are to develop the human and technical capacity of public institutions to understand and address immediate GLOF risks for vulnerable communities in Northern Pakistan and to enable vulnerable local communities in northern areas of Pakistan to better understand and respond to GLOF risks and thereby adapt to growing climate change pressures.

## **13. Mountain and Markets: Biodiversity and Business in Northern Pakistan**

The project has just been approved at a total cost of US\$ 3.2 million by GEF. It aims to fill gaps by focusing on the market based instrument to generate biodiversity conservation benefits, as a long-term

solution to environmental degradation and biodiversity loss in the northern mountain of Pakistan lies partly with developing market-based incentives for sustainable resource use. Building on the achievement of MACP, the project will assist local community organizations in development of viable conservation enterprises that are well integrated with national and international markets for green products and services. This approach will demonstrate sustainable incentives that allow local stakeholders from short-term resource exploitation to long-term guardianship.

The project build some of the work and results of the operationally completed GEF/Government of Pakistan/UNDP Mountain Area Conservancy Project (MACP), which introduced a more inclusive conservation approach in Northern Pakistan through community empowerment and participatory conservation planning. It will also complement the ongoing GEF/World Bank Protected Area Management Project (PAMP), which is focusing on two national parks in Northern Pakistan and the GEF/UNDP Pakistan Wetlands Programme, which also has two field sites. The project will also benefit from GEF/GoP/UNDP MSPs in Balochistan, as well as link with recently approved GEF/GoP/UNDP MSP on “Promotion of Energy Efficient Cooking, Heating and Housing Technologies” which intends to curb degradation of forests in Northern Areas and Chitral. The project will also closely tie with initiatives of partner organizations such as IUCN, WWF and AKRSP.

#### **14. GEF/ SGP Fifth Operational Phase of the GEF Small Grants Programme in Pakistan**

The project has recently been approved and is GEF/UNDP funded (US\$ 3.2 million). The project’s objective is to ensure a mosaic of land uses and community practices across the rural landscape (including small urban cities) that provide sustainable livelihoods while generating global benefits for biodiversity and climate change mitigation. The baseline project is comprised primarily of NGO and CBO implemented programs in Pakistan relevant to biodiversity and climate change, but without the strategic and technical inputs to enable to achieve local, national and global benefits. The GEF funded alternative to the baseline will address barriers to community-based biodiversity conservation and climate change mitigation. In doing so, the project will support measures to improve community-based management of PA, mainstream biodiversity management objectives into community-level land and resource management planning, and support measures to avoid GHG emissions by improving the adoption of energy efficient and renewable energy technologies and sequester Carbon by restoring natural forests through community-based efforts. This project’s strategy is to build on SGP Pakistan Indus Delta focus by consolidating past gains in community-based conservation and sustainable development and scaling-up efforts to reach more communities across the Indus Delta region, and in other parts of Pakistan.

## **15. Early Recover Programme (Environment and Climate Change Unit intervention under ER):**

### **15.1 Promote alternate energy in the selected flood affected areas of KPK, Punjab and Sindh to enhance socio-economic resilience of the local community and improved livelihoods**

Duration: 01 December 2011- 31 August 2012

Implementation partners: WWF- Pakistan

Budget: USD 4,031,000 (Government of Japan)

Interventions:

- i. Restore and rehabilitate 60 micro-hydel stations in Swat district for the flood affected communities.
- ii. Construct/ Provide 2190 biogas plants in the flood affected districts of Swat, Charsadda, Nowshera and D.I. Khan in Khyber Pakhtoonkhawa, Mianwali, Layyah, Muzaffargarh, Rajanpur, D.G. Khan and Rahim Yar Khan in Punjab, and Sukkur.
- iii. Training and capacity programme designed for beneficiaries in operation and maintenance of biogas plants and micro-hydel stations; Develop training manuals (two) for the training programmes on MHP and biogas plants;
- iv. An intensive training programme implemented for enhancing capacity of selected community members in operation and maintenance of MHPs and biogas plants to ensure cost effective sustainability of the systems.

### **15.2 Restoration of communities' energy needs through provision of subsidized and alternate energy in selected flood affected areas.**

Duration: 01 December 2011- 31 August 2012

Implementation partners: WWF- Pakistan

Budget: USD 2,000,000.00 (The COFRA Foundation)  
USD 1,571,906.30 (Government of Japan)

Targets:

- i. Installation/ Distribution of solar equipment: The project has successfully completed the distribution of 15000 solar portable lanterns, installation of 300 solar street lights, 300 solar water Heaters. The installation solar household Modules is in progress and out of 1750, installation of 250 household modules has been completed. The installation of 50 solar street heaters is also in progress. The installation of the remaining solar household modules and solar water pumps will be completed by 15 October 2011.
- ii. Capacity Building of the local communities: The capacity of the locals both at household and community level was built by providing training in the use and maintenance of the solar equipment. This is to ensure sustainability by keeping the equipment operational using infinite source of solar energy.
- iii. Associated Socio-economic benefits: While the intervention is successful in enlightening the lives of the deprived and flood affected communities with zero GHG emissions, there have been other significant benefits.

**15.3 Early Recovery in 4 Most Severely Affected Districts in Sindh Province by 2011 Floods through Global Environment Facility Small Grants Programme (GEF -SGP)**

Duration: 01 December 2011- 31 August 2012

Implementation partners: Small Grants Programme

Budget: USD 2,103,093(Government of Japan)

Targets:

- i. Dewatering and waste management:
- ii. Livelihood Restoration through Cash for work and cross-contributing activities:
- iii. Micro-enterprise and vocational training
- iv. Construction of disaster resistant, environmental friendly buildings through cash for work.

**16. Mass Awareness for Water Conservation and Development (MAWCD)**

The overriding goal of this project was to bring about a behavioral change in the mindsets of the general public including agriculturists and industrialists that water is a finite resource and must be conserved by changing water use practices through launching a comprehensive mass awareness campaign for sustainable management of water resources in the country.

The specific objectives of the Project as per the Project Document and PC-I are:

1. To collect and document existing knowledge on indigenous and improved technologies for water conservation in agriculture, industries and household;
2. To develop dissemination material and promote best practices for mass awareness and capacity building campaign;
3. To conduct research and demonstrate the best practices and improved water conservation techniques at grass root level.

The project was completed in June 2010. Funding was provided by UNDP and Government of Pakistan amounting to USD 2.5 million.

#### **17. Institutional Strengthening of Montreal Protocol Project**

Montreal Protocol on the Substances that Deplete the Ozone Layer was signed at Montreal, Canada, in 1987. Pakistan ratified the Montreal Protocol in 1992. The Ozone Cell was established in the Ministry of Environment in 1996 to oversee the implementation of the Protocol. The main functions of the Ozone Cell are to take necessary measures for implementation of provisions of the Montreal Protocol, which include enactment of policies/regulations and assistance to the local industry for phasing out the use of Ozone Depleting Substances (ODS). Since its creation, the Ozone Cell has been assisting the local industries to phase out the use of ODS such as Chlorofluorocarbons (CFCs), Halons and Carbon Tetra Chloride (CTC). Multilateral Fund for the implementation of the Montreal Protocol provides financial assistance to the Parties to the Protocol through four implementing agencies-United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), United Nations Environment Programme (UNEP) and the World Bank.

#### **18. Persistent Organic Pollutants (POPs) Project:**

Government of Pakistan has received approval of Project Identification Form (PIF) for implementation of project titled "Comprehensive reduction and elimination of Persistent Organic Pollutants (POPs) in Pakistan" in February, 2012. The objective of the project is reducing human health and environmental risks by enhancing management capacities and disposal of POPs in Pakistan.

The main components of the project to achieve the above objectives are given below:

- Development and implementation of a Regulatory, Policy and enforcement system to reduce POPs releases.
- Capacity building of local communities and public and private sector stakeholders to reduce exposure to and releases of POPs.
- Collection, Transport and Disposal of PCBS and POPS Pesticides
- Monitoring and Evaluation

For developing the full-scale project document, field data collection and extensive interactions and consultations are in process with national stakeholders dealing with PCBs and POPs pesticides including Government organizations, civil society organizations and industry representatives and international organizations including FAOs identified in consultation with GEF focal point. The project document is being developed under the direct supervision of GEF Focal Point, Ministry of Environment, Government of Pakistan with technical support from UNDP.

## **B: Documents to be consulted**

### *1.1 UNDP Global/Regional*

- UNDP Guidelines for Outcome Evaluations/Evaluators
- UNDP Biodiversity and Ecosystems Global Framework (2012-2020)
- Asia-Pacific Human Development Report – One Planet to Share: Sustaining Human Progress in a Changing Climate (2012)
- Human Development Report; Sustainability and Equity – A Better Future for All (2011)
- UNDP Climate Change Strategy – Climate Change at UNDP: Scaling Up to Meet the Challenge (2008)
- [need to add all other frameworks related to environment and climate change]

### *1.2 UNDP Pakistan (General)*

- UNDP Pakistan Country Programme Action Plan 2004-10
- UNDP Pakistan Country Programme Action Plan 2011-12
- Relevant sections of the UNDP Pakistan Annual Reports (2009-2012)

### *1.3 UNDP Pakistan (E&CC Unit related)*

- Energy and Environment Outcome Evaluation 2005
- ECCU Strategic Framework (April 2012 and June 2012)
- Brief on ECCU Climate Change Interventions (April 2012)
- Strategic Re-positioning of ECCU (August 2012)

#### *1.4 UNDP Pakistan (environment and climate change related projects)*

- Study of GEF Projects in Pakistan (2012)
- Project Documents and Inception Reports of all projects operating during 2009-2012
- All annual progress reports, MTR reports and Terminal Evaluations reports of projects operating during 2009-2012

#### *1.5 Other Documents*

- National Environment Policy (2005)
- National Economic and Environmental Development Study (2011)
- National Sustainable Development Strategy (Draft 2012)
- National Climate Change Policy (2012)
- National Action Plans for Climate Change Adaptation and Mitigation (Drafts of 2012)
- Report on Participation of Pakistan's Delegation in the United Nation's Conference on Sustainable Development (UNCSD)-Rio +20 (August 2012)
- National Wetlands Policy
- Economic Growth Framework of Pakistan (2012)
- Pakistan MDG Report 2010
- Provincial MDG Reports (Punjab, Balochistan, Khyber Pakhtunkhwa and Sindh)

### **C:List of Key stakeholders**

#### *UNDP Pakistan*

- Country Director
- Deputy Country Director (Programmes)
- Staff of Environment & Climate Change Unit (ACD, POs etc.)
- Gender Focal Person
- Staff of Strategic Management Unit (Chief, POs)
- ACDs of Poverty Reduction Unit, Crisis Prevention and Recovery Unit and Democratic Governance Units
- NPMs of all projects operating during 2009-2012

*UNDP Asia Pacific Regional Centre, Bangkok*

- Gordon Johnson, Team Leader, Energy and Environment
- Doley Tshering, Regional Ecosystems and Biodiversity Specialist
- Faris Khader, Regional Technical Specialist for Climate Change
- Pradeep Kurukulasuriya, Senior Technical Advisor for Adaptation
- Jose Padilla, Regional Water Specialist
- Balaji Natarajan, Technical Specialist, Montreal Protocol Unit/ Chemicals

*UN Agencies*

- Country Director, FAO Pakistan
- Country Director, UNIDO Pakistan
- Dr. Subrata Sinha, Environmental Affairs Officer, United Nations Environment Programme for Asia and the Pacific (UNEP ROAP)

*Federal Government*

- Secretary, M/o Climate Change
- Secretary, Planning & Development Division
- DG (Environment), M/o Climate Change
- CEO, GCISC (attached department of the M/o Climate Change)
- NPDs of all projects operating during 2009-2012
- MD, ENERCON
- CEO, AEDB
- Chief Environment, Planning Commission
- JS (UN), EAD
- Pakistan Meteorological Department
- Select members of the Energy Conservation Fund (ECF)
- Select members of the Mountain Areas Conservancy Fund (MACF)

*Provincial Governments*

- All provincial Additional Chief Secretaries/Chairs of provincial Implementation Committees (formulated under the One UN Joint Programme on Environment)
- Secretaries of provincial Environment, Forest and Energy departments
- DGs of all federal and provincial EPAs
- CEO, The Urban Unit, Govt. of Punjab

*Donor Agencies*

- Embassy of Kingdom of Netherlands
- US Embassy
- World Bank
- ADB

*Civil Society Organizations (international and local)*

- WWF
- IUCN
- AKF
- AKRSP
- AKPBS,P
- Inter-cooperation
- SUSG/STEP
- SDPI
- GTZ
- ICIMOD

*Private Sector*

- SHELL Pakistan
- Coca-Cola Pakistan
- Tetrapak Pakistan
- GSK Pakistan

*Individual Experts*

- Malik Amin Aslam Khan, ex Minister of State for Environment
- Dr. Adil Najam, Rector LUMS
- Dr. Qamar uz Zaman Chaudhry, ex DG Pakistan Meteorological Department
- Shahid Kamal, ex Ambassador and Member, Advisory Group on CC and SD (MOCC)

## Inception Report Table of Contents

Table 1

### **1. INTRODUCTION\***

- 1.1. Objective of the evaluation**
- 1.2. Background and context of the programme**
- 1.3. Scope of the evaluation**

### **2. METHODOLOGY**

- 2.1. Evaluation criteria and questions\***
- 2.2. Conceptual framework**
- 2.3. Data collection methods\***
- 2.4. Analytical approaches**
- 2.5. Risks and potential shortcomings\***

### **3. PROGRAMME OF WORK\***

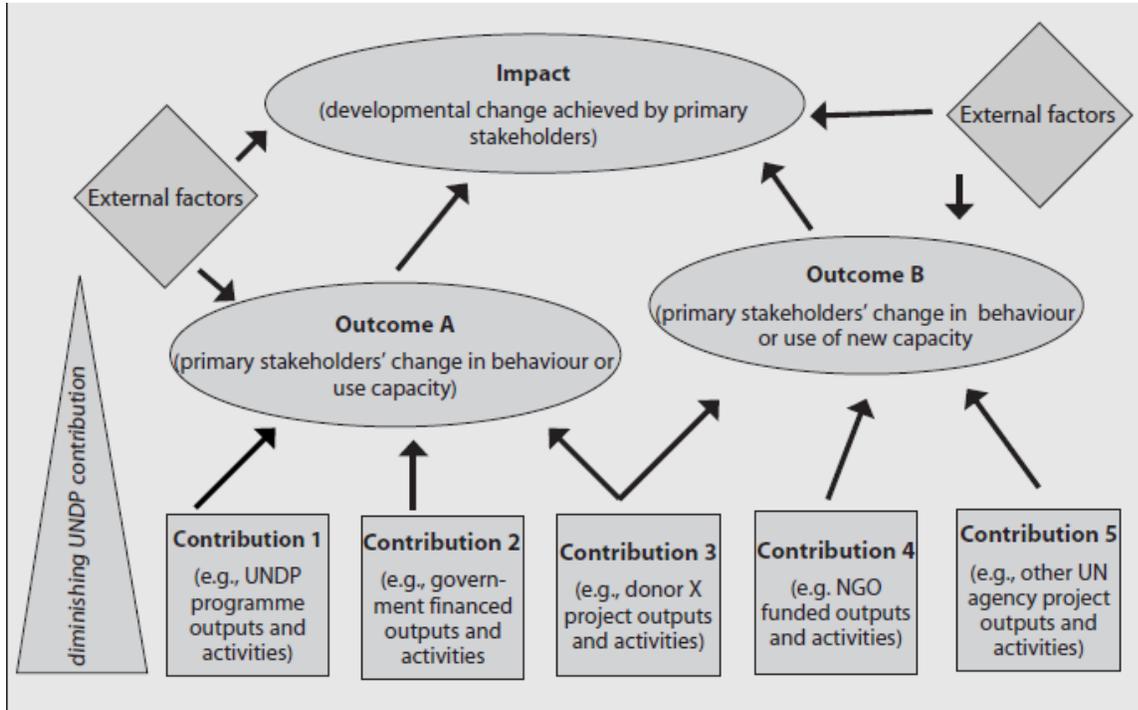
- 3.1. Phases of work**
- 3.2. Team composition and responsibilities**
- 3.3. Management and logistic support**
- 3.4. Calendar of work**

### **ANNEXES**

- 1. Terms of reference of the evaluation\***
- 2. Evaluation matrix\***
- 3. Stakeholder map\***
- 4. Tentative outline of the main report\***
- 5. Interview checklists/protocols\***
- 6. Outcome model**
- 7. Detailed responsibilities of evaluation team members**
- 8. Reference documents**
- 9. Document map**
- 10. Project list**
- 11. Project mapping**
- 12. Detailed work plan**

**\*As a minimum, it is suggested that those elements marked with an asterisk be included in all inception reports.**

**E: Outcome Model**



**F: Evaluation matrix (to be included in the inception report)— (See Table 2.)**

**Table 2. Sample evaluation matrix**

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis

## G: Evaluation Report template

Table 3. Suggested Report Structure	
Indicative sections	Description and comments (see also Annex 7 of the PME Handbook for more details)
Title and opening pages	
Table of contents	
List of acronyms and abbreviations	
Executive summary	This should be an extremely short chapter, highlighting the evaluation mandate, approach, key findings, conclusions and recommendations. Often, readers will only look at the executive summary. It should be prepared <i>after</i> the main text has been reviewed and agreed, and should not be circulated with draft reports.
Chapter 1: Introduction	Introduce the rationale for the evaluation, including mandate, purpose and objectives, outline the main evaluation issues including the expected contribution at the outcome level, address evaluability and describe the methodology to be used. Refer to the outcome model and evaluation matrix, to be attached as annexes.
Chapter 2: The development challenge	In addition to providing a general overview of historical trends and development challenges, specifically address the evaluation theme. Explain how the theme is addressed by government(s), and how it is reflected in national policies and strategies. Also provide information on the activities of other development partners in the area.
Chapter 3: UNDP response and challenges	Against the background of Chapter 2, explain what UNDP has done in this area (purely descriptive, not analytical). Provide the overarching outcome model, specifying the results frameworks for the programme, programme area or projects (if available), as well descriptions of some of the main UNDP activities, especially if they are going to be assessed later.
Chapter 4: Contribution to results	<p>Against the background of Chapters 2-3, analyse findings without repeating information already provided. Also, minimize the need to mention additional factual information regarding projects and programmes (these should be described in Chapter 3).</p> <p>Focus on providing and analysing <i>evidence</i> relating to the evaluation criteria. Preferably, structure the analysis on the basis of the main evaluation criteria:</p> <ul style="list-style-type: none"> <li>▪ Relevance (of UNDP's involvement and its approach)</li> <li>▪ <b>Effectiveness (in contributing to the achievement of outcomes). Pay particular attention to this criterion, demonstrating how UNDP initiatives have, or have not, contributed to the achievement of outcomes.</b></li> <li>▪ Efficiency (in delivering outputs)</li> <li>▪ Sustainability (of the outcomes)</li> </ul> <p>In addressing the evaluation criteria, the narrative should respond to the corresponding questions identified in the evaluation matrix and provide a summary analysis of the findings. Partnerships play a key role in ensuring that primary stakeholders achieve outcomes. As such, all evaluation criteria should cover relevant aspects of partnership – i.e., how were they relevant; how effective were they in contributing to the achievement of outcomes; how efficiently were they managed; and how sustainable are they?</p> <p>Where appropriate, discuss cross-cutting themes separately using the main evaluation criteria.</p> <p>Do not allow the discussion to drift into conclusions and recommendations.</p>

<p>Chapter 5: Conclusions and recommendations</p>	<p>Conclusions are judgements based on evidence provided in Chapter 4. They are pitched at a higher level and are informed by an overall, comparative understanding of all relevant issues, options and opportunities.</p> <p>Do not provide new evidence or repeat evidence contained in earlier chapters.</p> <p>Recommendations should be derived from the evidence contained in Chapter 4. They may also, but need not necessarily, relate to conclusions. In line with the nature of the evaluation, some recommendations may be more strategic in nature while others may be more action-oriented. Recommendations should be important and succinct. Typically, do not provide more than five to ten.</p>
<p>Annexes</p>	