

OUTCOME EVALUATION ON POVERTY REDUCTION AND MDGS

TERMS OF REFERENCE

1. Introduction

United Nations Development Programme (UNDP) works with an aim to reduce poverty in Pakistan and accelerate the pace of achieving the Millennium Development Goals (MDGs) for all segments of the society, with a particular focus on marginalized communities and poor women. In close collaboration with the Government of Pakistan, UNDP supports the national frameworks of the MDGs, the Poverty Reduction Strategy Paper, and New Growth Framework for Pakistan. The focus of the interventions can be structured into three major domains; pro-poor policy and advocacy, community based programmes, and enhancing public-private partnerships.

Since 2006, UNDP has been supporting the Government of Pakistan in formulating pro-poor and inclusive growth policies which complement international commitments to achieve the Millennium Development Goals (MDGs) by 2015. Within the nationally defined frameworks and MDGs, UNDP works to promote pro-poor policy planning, monitoring and reporting on the MDGs, and analyze public expenditures through a gender lens. UNDP works with disenfranchised communities in various regions in Pakistan to reduce poverty through broad based, low-cost participatory interventions. Capacity development interventions are conducted for mobilized communities to increase their agricultural and livestock productivity, grow their income generation opportunities, and conserve natural resources.

Partnerships involve the joint financing, development, operation and maintenance of the government with one or more private sector companies. UNDP, in an effort to support the Government of Pakistan to promote partnerships, has undertaken pilot projects with the private sector. These projects have been undertaken in a selected range of economic sectors to provide economic opportunities to the marginalized.

UNDP poverty reduction interventions are contributing to following outcomes of Country Programme Action Plan (CPAP):

CPAP Outcome (2011-2012):

1. Strengthened national capacities to develop, monitor and implement policies and programmes at the national and local levels for contributing towards inclusive growth, the reduction of social and economic inequality, timely recovery from the ongoing impacts of crisis, and the attainment of MDGs

CPAP Outcome (2008-2010):

1. Reduction of human and income poverty addressed as a major concern of macroeconomic policies, improved national capacity to monitor poverty and inequality.
2. Secure access for the poor to land and infrastructure (e.g. irrigation); Provision to the poor of affordable ICT.

2. Objective of outcome Evaluation

This evaluation is being undertaken to evaluate the collective outcomes of the four and a half years (2008 -2012) of UNDP's contribution towards poverty reduction 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:

Differences between Project and Outcome Evaluations ¹		
	Project Evaluation	Outcome Evaluation
Focus	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) ²	Outcomes (whether, why and how the outcome has been achieved, and the contribution of UNDP to a change in a given development situation)
Scope	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

¹ Source: UNDP, Guidelines for Evaluators, 2002

² 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.

Purpose	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
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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 poverty reduction 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 poverty reduction 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 development³. 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.

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

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

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 Economic Development 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 poverty issues and MDG 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 ethics⁴

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, Poverty Reduction Unit (PRU), EAD and CSO representatives. ESC will be chaired by Country Director, UNDP. The Evaluation Team will report to Chief, Strategic Management Unit, UNDP. SMU will facilitate logistics arrangements and day to day interactions.

⁴ www.undp.org/eo/documents/erc/Code_of_Conduct.doc

7. Time Frame

Tentative Time Frame for the Study is 40 working days for national consultant and 20 working days for international consultant; with a contract commencing in February 2013.

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
4th Floor Serena Business Complex, G-5, Islamabad, Pakistan
Email: noor.m.zia@undp.org

Application deadline: 21 January 2013.

Applications may be submitted individually or as team.

8. ToR Annex

A: CPAP outcomes & project overview

CPAP Outcome (2011-2012):

1. Strengthened national capacities to develop, monitor and implement policies and programmes at the national and local levels for contributing towards inclusive growth, the reduction of social and economic inequality, timely recovery from the ongoing impacts of crisis, and the attainment of MDGs

Key indicators:

- 1.1 Devolved structures and processes for inclusive growth, poverty planning, research and monitoring are operational underpinned by the MDGs
- 1.2 Increase in income and access to productive assets by the poor especially women
- 1.3 Devolved protection and dispute-resolution systems promoted and strengthened

CPAP Outcome (2008-2010):

1. Reduction of human and income poverty addressed as a major concern of macroeconomic policies, improved national capacity to monitor poverty and inequality.

Key Indicators:

- 1.1 Poverty head count reduced from 34 per cent to 20 per cent
- 1.2 Human and income poverty data disaggregated by gender and provinces/districts
- 1.3 Reduce the number of people without access to safe drinking water and sanitation by 1/3
- 1.4 HPI improved from 44 per cent to 30 per cent

2. Secure access for the poor to land and infrastructure (e.g. irrigation); Provision to the poor of affordable ICT.

Key indicators:

- 2.1 Productive assets and facilities accessed by the poor including women
- 2.2 Number of squatter settlers, including women with secure tenure increased ten fold
- 2.3 Number of telephone lines and internet users increased by a factor of 10

Project overview

<i>Project Name & Brief Description</i>
<p><i>Area Development Programme Balochistan (ADPB) Phase II</i></p> <p>The Area Development Programme Balochistan (ADPB) was jointly supported by Provincial Government of Balochistan (GoB), World Food Programme (WFP) and UNDP, started its implementation in April 1999 for poverty alleviation in rural Balochistan by participatory, community-based, integrated area development approach. The second phase, ADBP II started in July 2006 and will end in December 2012 with a total budget of USD 13.9 Million. The programme has been successful in organizing communities for improving agriculture and livestock productivity, planning and implementation of local level development such as irrigation, range management and watershed management, and improving access to social services. The project has been able to mobilize more than a 1,000 Community Organizations through which more than 324,000 animals have been vaccinated. More than 10,000 Kareez have been rehabilitated through cleaning and extension.</p>
<p><i>A Community Development Project for Rehabilitation of Salt Affected and Waterlogged Lands (Bio-saline-II) in three Districts of Punjab</i></p> <p>The projects goal is to contribute to poverty reduction and livelihoods recovery of flood affected population through increased farm incomes. The project outcome is to increase and recover land productivity and agriculture production. Outputs of the project include; (a) mobilized communities that partner with the Government on agriculture and land rehabilitation schemes, (b) land rehabilitated and improved agricultural techniques promoted, (c) improved access to services, market, increased farm incomes and employment and (d) restoring agriculture based livelihoods in the flood affected areas. The project is currently operating in three districts (Jhang, Hafizabad, and Sargodha) of Punjab and extended its support to district of Muzaffargarh to support the flood affected population through mobilizing additional resources. The project was operational from October 2012 and its activities are coming to a halt by mid July 2012. The project expended approximately USD 12.4 Million and will an additional USD 1 Million was utilized in supporting the flood affectees in district Muzaffargarh.</p> <p>The project was able to mobilize more than 650 Community Organizations and was able to rehabilitate approximately 73,650 hectares of degraded saline and water logged land in the affected districts.</p>

Restoring Livelihoods Malakand

UNDP initiated a Restoring Livelihoods (Re-Live) Project in Sultanwas (the worst affected village), District Buner in October 2009. The project provided support to the affected population of Sultanwas to sustainably revive and restore their livelihoods. The Project objective is to provide immediate support in reviving and restoring livelihoods, focusing on interventions organized around two inter-connected pillars: a) support to livelihood and economic recovery, and b) strengthening local governance. The project strategy is to focus on all the affected population in village Sultanwas. During its duration from 2009 till its closure in 2011, the project spent an amount of USD 414,000.

Gender Support Programme – Programme Management Support Unit (PMSU)

The Gender Support Programme (GSP) was designed as a result of the recommendations of mid-term review of Gender Equality Umbrella Project (GEUP) in June 2002 keeping in context with the national programmes of Pakistan. It was made with the intention of integrating UNDP Pakistan's gender related projects and upcoming initiatives through a program approach. The Goal of the Gender Support Programme (GSP) was to eradicate poverty in Pakistan through gender-responsive governance and a rights-based approach to sustainable human development. GSP provided coordinated policy, technical and managerial support to the Government of Pakistan in the areas of women's political participation, economic empowerment, enabling social environment and institutional strengthening.

The PMSU was operational from 2003 to till 2009 and was budgeted to USD 2.2 Million. The following projects were under the programme:

Political Participation:

- Gender Based Governance systems project

Institutional Strengthening:

- Gender Justice through Musalihat Anjuman project
- Gender Based Governance systems project
- Gender Justice and Protection project

Socio-Economic Development:

- Community Empowerment through Livestock and Credit project
- Gender Promotion in the Garment Sector through Skills Development project

Gender Justice and Protection

The project was initiated with an aim to contribute to sustainable reduction in violence against women (VAW) in accordance with the government's policy commitments. The project has established a fund to support promising initiatives from the government and civil society organizations (CSOs) to combat the prevalence of violence, abuse, discrimination and social exclusion against women.

The GJP Project, with a budget of USD 3.8 Million, has supported its implementing partners in establishing 20 legal aid, counselling and referral centres. These centres provided legal aid to nearly 1,900 women and counselling/referral services to over 33,000 women. Additionally, 20 women were

released from SWARA (a tribal tradition to exchange girls/ women to settle blood feuds). The GJP Project also provided critical support to the Sindh Police Department in establishing four anti Karo Kari (honour killing) cells in four districts of Sindh province. The project was able to support and facilitate the [Acid Control and Acid Crime Prevention Act](#) passed in December 2011— through the insertion of Section 336-A and 336-B in the Pakistan Penal Code.

Gender Based Governance

Gender Based Governance aims to capacitate current and potential duty bearers, particularly women at federal, provincial and district levels to promote devolved gender based governance. It is a capacity building initiative that will work towards ensuring that the elected representatives particularly women serve their constituencies more effectively and efficiently leading to better governance, operationalize the gender sensitive community networks; provide links and coordinated services at the local level facilitating information to the public representatives: institutionalize the gender responsive governance system/procedures so that they are able to perform their role effectively by addressing the needs of the poor and vulnerable. Since 2008, the project has spent a total of USD 3.8 Million.

Gender Promotion and Skills Enhancement in Garment Sector (GENPROM)

Women empowerment through skills development and advocacy would spearhead not only increased women participation in the clothing sector but also make substantial improvements in the value chain. Based on these indicators of need assessment, GEN-PROM, “Gender Promotion through Skills Development in the Clothing/Garment sector” of Pakistan. The project was initiated in October 2006 and ended in March 2012 with an estimated expenditure of USD 3.5 Million has been launched by United Nations Development Programme with the aim to:

To build the capacity of the private sector to conduct research and advocate for gender mainstreaming in the garment sector, and to promote policy incentives whereby the industry will be encouraged to promote gender participation in the garment sector.

The project was able to train 16,145 workers (70% women) during the course of the project. All the trained workers were previously unemployed and provided employment during the course of the training.

Gender Justice Through Musalihat Anjuman Project (GJTMAP)

Musahlihat- i - Anjumans (MAs) are Alternate Dispute Resolution (ADR) councils set-up at Union Councils (lowest Local Government tier). A MA constitutes three neutral notables of the community, whose judgment through reconciliation hold force of law. MAs have successful in enhancing poor and vulnerable population’s access to speedy justice.

Gender Justice through Musalihat Anjuman Project (GJTMAP) envisages a comprehensive strategy for operationalizing an ADR framework for curbing gender violence through formation, strengthening and capacity building of MAs. The project period was from January 2007 to March 2012 with an expenditure of USD 3.8 Million.

The project was able to operationalize 1,155 MAs in 22 districts of Pakistan. These MAs functioned as centers which supported the resolution of 20,179 cases amicably from 25,568 received.

Community Empowerment through Livestock Development and Credit (CELDAC)

CELDAC was a three year project (2006-2009) with a budget of USD 4 Million, designed to enhance income and employment generation of rural women through livestock skills development, improved livelihoods and food security at the household and community level. The aim of the project was to create a cadre of trained women livestock extension agents to provide primary animal health and production services at the village level through capacity building interventions leading to enhanced income and generation of employment opportunities for women. The initiative was implemented in Punjab and Sindh with two private sector partners from the dairy sector; namely, Nestle Pakistan (Punjab) and Engro Foods Limited (Sindh).

4,434 Lady Livestock Workers (LLWs) were trained in 22 districts of Punjab and Sindh provinces of Pakistan and 65% of them were working as independent entrepreneurs. On average, a self-employed LLW was earning approximately Rs. 2700. The range of animal health care treatment was ranging to approximately 80,000 per month. Overall 16 training batches were conducted, whereas 4-6 week long session was conducted to a group of 20 to 25 trainees. All of the trainees used these training folders as a reference guide for animal treatment. 1,595 Women Animal Healthcare & Extension Workers were provided with tool kits.

Strengthening PRS Monitoring (SPRSM)

Ministry of Finance and UNDP Pakistan have jointly initiated Strengthening PRS Monitoring Project (2008-2012) with a budget of USD 6.5 Million. Key objectives of the project include:

- Management Capacities for Poverty Reduction Strategy (PRS) Monitoring in PRS Secretariats Strengthened. Public Spending and Allocations in Pro-poor sectors reviewed and analyzed through gender lens.
- Quality, Collection, Analysis and Management of PRS data improved at National and Provincial levels
- National engagement in the PRS monitoring process mobilized through participatory processes.

The project has been able to produce and disseminate gender sensitized analysis of Federal and Provincial Budgets. More than 250 government officials have been trained on Medium Term Budgetary Framework (MTBF) supporting the development of pro-poor policies and promote pro-poor expenditure. Furthermore, the project conducted the first ever Time Use Survey which profiles the quantum and distribution of paid/unpaid work which feeds into the policy and programme implications from gender perspective.

Centre for Poverty Reduction and Social Policy Development (CPRSPD)

UNDP support to the Planning Commission was initiated in February 2002 with the creation of the

Center for Research on Poverty Reduction and Income Distribution (CRPRID) as a dedicated research facility in the Planning Commission. The work of CRPRID primarily focused on poverty measurement, research and analysis of public policies on poverty, progress monitoring of MDGs, and provision of policy inputs to the Government of Pakistan. In June 2007, Planning Commission decided to expand the CRPRID's scope of work and structure to include a social policy planning focus in addition to a poverty measurement and research focus and the monitoring of MDGs. The second phase of the CRPRID started in 2008 and the Centre was renamed as Centre for Poverty Reduction and Social Policy Development (CPRSPD). The CPRSPD was closed on 31st December, 2011 and now upon the request of the Government of Pakistan, UNDP has extended its cooperation to implement the New Growth Framework prepared by the Planning Commission of Pakistan and the center now will be transformed into Inclusive Growth Centre. The budget for CPRSPD was USD 750,000.

Other UNDP projects with significant contribution to the outcome

Environment & Climate Change

1. *Sustainable Land Management to Combat Desertification*
2. *Mainstreaming Biodiversity Conservation into Production Systems in the Juniper Forests Ecosystem*
3. *Protection and management of Pakistan Wetlands Project*

Democratic Governance

4. *Support to Devolution Trust for Community Empowerment*

Crisis Prevention & Recovery

5. *Refugee Affected and Hosting Areas Programme*
6. *Sustainable Development through Peace Building, Governance and Economic Recovery in Malakand, Khyber Pakhtunkhwa*
7. *Early Recovery Programme for the Affectees of 2010 Floods*

B: Documents to be consulted

Project Briefs, Mid Term Review, Annual Progress Reports (APR), UNDP Country Programme Action Plan (CPAP); Common Country Assessment/UN Development Assessment Framework (CCA/UNDAF)/One UN Programme I; respective project documents and reports, National and provincial MDG reports, project evaluation/review/assessment reports,

C:List of Key stakeholders

Planning Commission of Pakistan, Ministry of Finance, Planning and Development Departments (provincial), Ministry of Local Governance and Rural Development, Ministry of Agriculture (Punjab), Pakistan Readymade Garment Manufacturers & Exporters Association, Ministry of Textile, Pakistan

Bureau of Statistics (Census Organization), Sarhad Rural Support Programme, Nestle Pakistan, Engro Foods Pakistan, Ministry of Women Development, Key donors and UN agencies

Inception Report Table of Contents

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- 1.3. Scope of the evaluation

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- 2.2. Conceptual framework
- 2.3. Data collection methods*
- 2.4. Analytical approaches
- 2.5. Risks and potential shortcomings*

3. PROGRAMME OF WORK*

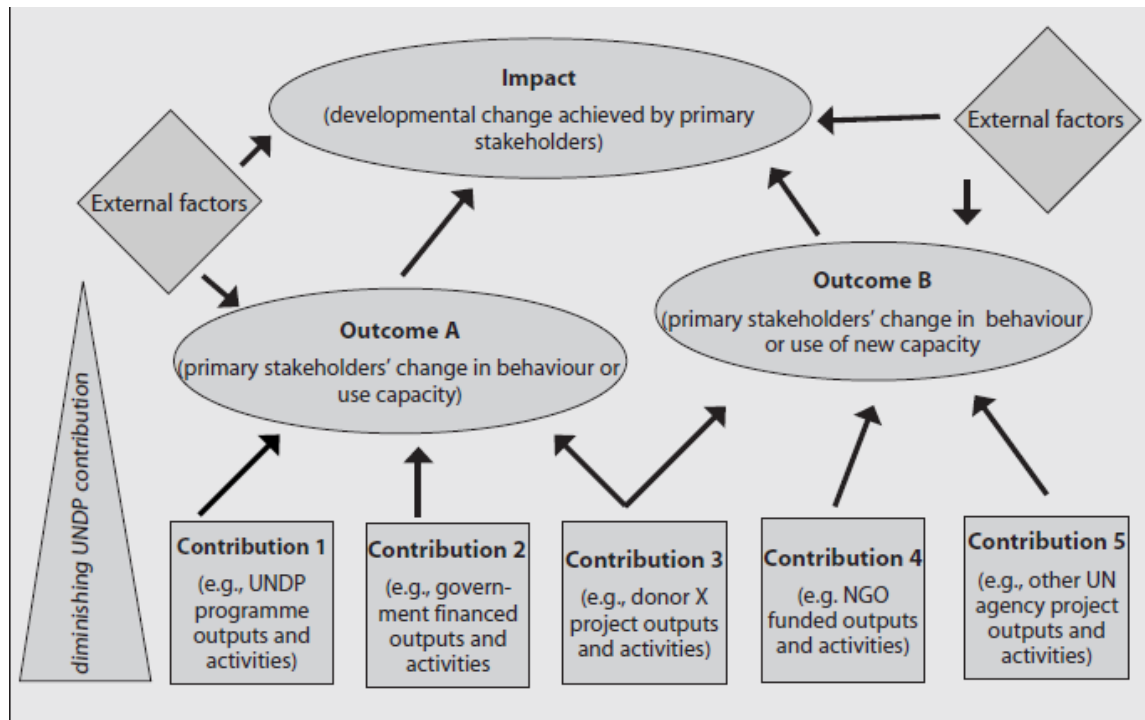
- 3.1. Phases of work
- 3.2. Team composition and responsibilities
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- 8. Reference documents
- 9. Document map
- 10. Project list
- 11. Project mapping
- 12. Detailed work plan

*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 after 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 evidence relating to the evaluation criteria. Preferably, structure the analysis on the basis of the main evaluation criteria:</p> <ul style="list-style-type: none"> ■ Relevance (of UNDP's involvement and its approach) ■ 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. ■ Efficiency (in delivering outputs) ■ Sustainability (of the outcomes) <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>

Chapter 5: Conclusions and recommendations	<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>
Annexes	