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# **The Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID)**

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Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT  
INDEPENDENT EVALUATION UNIT**

**Independent Evaluation of  
PROJECT FOR AGRI-FOOD AND AGRO-INDUSTRY DEVELOPMENT  
ASSISTANCE IN PAKISTAN (PAFAID)**

**UNIDO Project ID: 180109**



**UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna, May 2025

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## Abstract

This report presents the findings and recommendations of the Project for Agri-food and Agro-industry development assistance in Pakistan (PAFAID).

Funded by JICA, the project was implemented by UNIDO in coordination with the Ministry of National Food Security and Research (MNFSR). PAFAID focused on improving food safety and hygiene in Pakistan's provinces, particularly in the informal dairy and meat sectors, while working within the value chains. The initiative also aimed to reduce foodborne illnesses, support livelihoods, and create inclusive economic growth.

The project spanned three years and concentrated on four main objectives: enhancing institutional capacity, improving infrastructure, capacity building and awareness raising and piloting incentives for compliance.

The evaluation concluded that PAFAID was largely successful in promoting safer and more inclusive food systems in Pakistan's informal dairy and meat sectors. By combining regulatory reform, infrastructure development, capacity building, and community engagement, the project provided a replicable model for improving food safety in similar contexts.

The project is rated as highly satisfactory overall and both impact and sustainability are highly likely.

Key words: agri-food, value chain, Pakistan, PAFAID

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Particular thanks are also expressed to the entire UNIDO management team including especially the Program Manager, National Project Coordinators, the UNIDO Pakistan Country Representative, Monitoring and Evaluation Experts and Project Coordinators.

Evaluation team:

Andrew Young - International Principal Evaluator, team leader

## Acronyms and Abbreviations

Abbreviation	Meaning
AHITI	Animal Husbandry Inservice Training Institute
BAC	Balochistan Agriculture College
BFA	Balochistan Food Authority
DAC	Development Assistance Criteria (DAC)
EMTR	External mid-term review
EU	European Union
EWG	Expert Working Group
FAO	Food and Agriculture Organisation
FGD	Focus Group Discussion
FMA	Federal Meat Academy Japan
FPSPD	Federal Public Support Development Programme
FSHFA	Food Safety and Halal Food Authority
GAHP	Good Animal Husbandry Practices
GAP	Good Agricultural Practices
GHP	Good Hygiene Practices
GMP	Good Manufacturing Practices
GOP	Government of Pakistan
HACCP	Hazard Analysis and Critical Control Point
IRPF	Integrated Results Performance Framework
ISID	Inclusive Sustainable Industrial Development
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator

KPFSHA	Khyber Pakhtunkhwa Food Safety and Halal Food Authority
LED	Local Economic Development
L&DD	Livestock & Dairy Development Department in Khyber Pakhtunkhwa
MNFSR	Ministry of National Food Security and Research
MSME	Micro, Small and Medium Enterprise
MTR	Mid Term Review
NARC	National Agriculture Research Center
NGO	Non-Government Organisation
NPC	National Project Coordinator
PAFAID	The Project for Agri-food and Agro-industry Development Assistance in Pakistan
PQCTL	Pesticides Quality Control and Testing Laboratory
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Relevant and Time-based
SMEDA	Small and Medium Enterprises Development Authority
SOP	Standard operating procedures
SPS	Sanitary and phytosanitary standards
TBT	Technical barriers to trade
ToT	Training of Trainers
UVAS	University of Veterinary & Animal Sciences
UNDAF	United Nations Development Assistance Framework
VC	Value chain



## Glossary of Evaluation Related Terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed or comparisons made.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.
Effect	Intended or unintended change due - directly or indirectly - to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Environmental and social safeguards (ESS)	The extent to which environmental, climate change and social risks and impacts of a UNIDO product, service or process have been assessed and addressed (in line with respective administrative issuances).
Gender mainstreaming	The extent to which an adequate gender analysis has been conducted for a UNIDO product, service or process, its findings have been included in its design and monitoring and reporting data is sex-disaggregated where feasible.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logframe (logical framework approach)	Management tool used most often at the project level. It involves identifying strategic elements (activities, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates designing, planning, execution, monitoring and evaluation of a development cooperation intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Mainstreaming/sustaining	Initiatives are reproduced/adopted in other geographical areas or regions.
Market change	Initiatives catalyze market transformation by influencing the supply and demand for goods and services contributing to global environmental, economic and social benefits.
Means of verification	Data sources for indicators; reliable and cost-effective.

Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Programme	<p>A collection of organizational resources that is geared to accomplish a certain major result or a set of results in a coordinated manner. Therefore, it is used in the context of development cooperation interventions as well as the organizational programme of work:</p> <p>a) A programme contributing to the organizational programme of work: An official plan of action within the Organization, which is aimed at accomplishing a clear organizational objective, and includes details on what work is to be done, by whom, when, and what means or resources will be used.</p> <p>b) Development cooperation programme: A group of complementary projects or activities designed and managed in a coordinated and coherent way, simultaneously or sequentially, to obtain broader benefits and long-term results (impact) not directly attainable from managing the projects individually. A programme is further typically characterized as a systematic and complex intervention to address a development problem or need to attain specific sectoral, national, regional or global development objectives.</p>
Progress- and performance measurement and monitoring, reporting & evaluation systems (M, R & E)	The extent to which indicators and means of verification (data sources) as well as M, R & E plans are fit to inform adaptive management and decision-making.
Project/programme design	Formulation of the intervention, the plan to achieve a specific purpose.
Project/programme performance	Functioning of a development intervention
Quality	Products, services and processes being free of deficiencies or, in other words, satisfactory in terms of meeting established requirements (i.e. principles, standards and criteria).
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Replication	Initiatives are reproduced/adopted in other geographical areas or regions.
Result	Specific and measurable change (output, outcome and impact) that is derived from a cause-and-effect relationship. The causality relationship between the changes is as important as the results themselves as it reflects the theory of change (see below) and the roles of UNIDO and its partners.

Results-Based Management (RBM)	A management strategy – at project and programme, portfolio, organizational, country, and global levels – based on managing for the achievement of intended results within a given context by integrating a results philosophy and principles into all aspects of management and by integrating good practices and lessons learned from past performance into management decision-making.
Results chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, goal/impacts and feedback. It is based on a theory of change, including underlying assumptions.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

## Executive Summary

This report presents the main findings, conclusions, lessons learned and recommendations from the Independent Terminal Evaluation (TE) of the United Nations Industrial Development Organization (UNIDO)-implemented “Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID)”. The project is hereafter referred to as either the “PAFAID Project” or simply “the Project” in this report.

The purpose of the evaluation is to independently assess the project performance against the Organization of Economic Cooperation and Development (OECD) Development Assistance Criteria (DAC). The TE develops recommendations so that project management can develop results beyond the project end, identify potential future opportunities and implement a follow-up plan.

## Main Findings

At the time of the official closure of PAFAID the TE assesses PAFAID as **highly satisfactory** overall. At the termination of a project the most important results should be measured against both the progress to impact and the likelihood of sustainability. For PAFAID it is found that **both impact and sustainability are highly likely**. Positive progress to impact is illustrated by largely positive responses to the evaluation survey. Findings, though small scale, would suggest job creation, increased (estimated) product value, more income generation, enhanced market access, production of and access to higher quality foods, improved packaging, improved business management skills and beneficiary perception of improved interpersonal skills.

Based on consensus from stakeholders, the evaluation determines that as a pilot building the foundations for productive livelihoods and food safety PAFAID has proven successful and **overall effectiveness is rated as highly satisfactory**. PAFAID combined institutional strengthening of the authorities responsible for supporting the selected value chains with capacity building focused on the dissemination of best practice knowledge. This was supported by the provision of equipment to regulatory and compliance functions as well as introducing new skills and equipment necessary for agricultural beneficiaries to enhance the value and productivity of their value chains. Specific findings related to OECD criteria and the 2024 UNIDO evaluation manual are discussed below.

It is determined by the TE that **project design and intervention logic are satisfactory**. Stakeholders were correctly identified and were collaboratively involved in the design process. The project is overall assessed as providing technical and training solutions to gaps identified in selected value chains. The validity of project design (especially due to high relevance) has held up well over implementation according to all stakeholders. The project document is strongly aligned to UNIDO, donor and GOP mandates and priorities. M&E is comprehensive at the activity reporting level, but the projects ToC did not go into enough detail, and it is a challenge for the project to quantitatively determine some impact indicators such as product value. Weaknesses in the TOC are countered by the project's ongoing measurement of assumptions and solutions related to risks. It is assessed that risks identified in the MTR relating principally to co-finance have been somewhat mitigated through reports that multiple activities supported by UNIDO would continue to be budgeted.

It is determined by the TE that **relevance is highly satisfactory**. This finding is based on consensus from discussions with stakeholders, the donor and an examination of UNIDO's

wider development goals for ISID. The project is entirely relevant to the SDGs, GOP strategies such as the National Food Security Policy. With respect to ISID in Pakistan, PAFAID fits within Pillar IV energy, water & food security and Pillar V private sector and entrepreneurship led growth. It was unanimously reported to the evaluator that the project met the needs of target groups, from the provincial authorities enforcing standards at one end of the value chain to primary beneficiaries working in the value chains at the other. Relevance was strengthened by UNIDO's focus on identifying both bottlenecks and opportunities in VCD and then mobilizing qualified national and international expertise to produce best practice documentation and training. This was in turn supported by the equipment necessary to implement new improved standards and training. From the evaluation survey, 100 percent of livelihood beneficiaries and provincial Master Trainers felt that training was relevant.

It is determined by the TE that **coherence is satisfactory** though the extent to which PAFAID is fully coherent with other development partners is not yet optimal. There is no doubt that PAFAID is entirely internally consistent with UNIDO's broader mandate and vision and is reflected by the institutional set up of PAFAID within the correct Departments and Divisions. There remain continuing opportunities to better harmonize interventions regarding external coherence to potentially reduce duplication of effort. However, UNIDO reports its progress Pakistan One United Nations Program III (OP III) 2018-2022. PAFAID is also in line with the United Nations Sustainable Development Framework for Pakistan.

It is determined by the TE that **efficiency is satisfactory**. Timeliness has been a challenge to the project, but it is determined that the two No-cost extensions were a result of external circumstances beyond control of the project. The first being COVID-19, the second being conflict impacting supply chains. Consequently, it is found timeframes were satisfactorily adjusted to the demands of the evolving context. Although the TE did not undertake a cost benefit analysis it was found the project was implemented efficiently.

The organizational structure of PAFAID is very modest in size, bringing international consultants in for only short periods of time. The implementation structure of PAFAID appears consistent with similar UNIDO projects and programs and it is not seen how an alternative structure would have been as effective as PAFAID was. The project did not have a Chief Technical Advisor (CTA), specifically for cost-related reasons and mobilized national human resources instead. The training of trainers (ToT) mechanism also proved efficient with international trainers imparting knowledge to national master trainers who remain in government positions. Procurement amounted to about 30 percent of the total PAFAID budget. In all cases it is assessed the procurement was for equipment necessary for training and future sustainability and money allocated to the private sector was on a competitive basis.

The TE is confident in its determination that PAFAIDs **effectiveness is highly satisfactory**. While full transformation cannot be expected within the life of a project, interviews and especially quantitative evaluation do suggest positive changes in behavior and practice resulting from knowledge and technology transfer. Consequently, it is determined that the project intervention objectives have been achieved. The level of high achievement is a result of the project's effective collaboration with national stakeholders, from the Government, the private sector, academic institutes, agricultural cooperatives and associations.

New knowledge included awareness and implementation especially for GHP, GAHP, and GAP. New technologies to support compliance, product quality and packaging have been

introduced for both apple and meat value chains. The upgrading of laboratory capacities has been essential to the QC and compliance capacities for the Provincial Authorities to enact food safety, and ensure compliance with, for example, new project introduced SOPs and byelaws.

With respect to results-based management, the project document, logical framework, progress reports, M&E outputs and annual workplans are results based and clearly presented to national stakeholders for support and action. The projects results framework has been used as an adaptive management tool and changes related to activities or timing have been collaboratively discussed. The project is using multiple monitoring tools and decisions, and corrective actions are informed to the MNSFR chaired PSC.

Within the scope of work implemented by PAFAID ***sustainability of benefits is assessed as highly likely***. The high levels of overall satisfaction and local impact revealed by the TE survey, coupled with entirely positive responses to the technical aspects newly introduced by PAFAID, are good indicators for this determination. The systemic and holistic implementation approach considering the real needs of the value chains are another reason sustainability is more likely. A further indicator of likely sustainability can be found from the positive reports of behavior change. There was an evident adoption and implementation of training and standards by relevant authorities and the reported positive returns with respect to production volumes, employment generation and enhanced income generation do seem to be providing a positive incentive to change traditional practices. It is also found that the project has focused on behavioral barriers to women's equality by focusing on value chains, especially primary agriculture and meat and apple processing that traditionally involve large numbers of women. The project has developed an exit strategy and while this came late in the project, implementation practice always focused on capacitating existing national organizations.

Regarding crosscutting issues related to gender, youth and the environment it is found that PAFAID performed satisfactorily overall.

***With respect to gender, the TE has positively upgraded its findings since the mid-term of the project.*** Despite a very high prevalence of gender inequality in Pakistan, the project has done its best to empower women. Evidence of success in this regard relates to findings of the survey and face to face in country conversations with female beneficiaries, cooperatives, agricultural extension departments and UN-Women. The project has implemented in a gender sensitive way, undertaken gender sensitization for government, and specifically promoted the creation of women agricultural groups. Implementation was entirely inclusive and the selection of processing and apple growing was directly intended to incorporate women.

Youth have been involved in the project specifically from the universities, with an exchange of students between laboratories and universities and an active involvement in designing better packaging solutions for apples. As with women, it is determined the project was implemented in a socially inclusive manner.

By undertaking the value chain studies and specific environmental assessments the project focuses on minimizing potential adverse impacts. With the majority of farmers and meat processors being relatively small scale, the extent to which the PAFAID contributes to changes in the status of the wider environment is not anticipated to have significant negative results. Conversely positive results from the proper application of chemicals and fertilizers are likely to have positive effects on groundwater.



With respect to the performance of partners the TE finds that **contributions from the donor and the contribution of UNIDO itself have been highly satisfactory**. The donor has shown considerable flexibility with respect to timelines, has interacted positively with respect to adjustments of activities and expressed a strong interest in impact. Contributions from the implementing partners and national stakeholders have been highly appreciated and are rated as satisfactory with the only constraint being the sometimes-overlapping structures related to governance and turnover of key officials.

**Table 1: TE Assessment against OECD-DAC Criteria**

#	Evaluation criteria	Rating
<b>A</b>	<b>Progress to Impact</b>	<b>6 (HS)</b>
<b>B</b>	<b>Project design</b>	<b>5 (S)</b>
1	• Overall design	5 (S)
2	• Log frame	5 (S)
<b>C</b>	<b>Project performance</b>	<b>6 (HS)</b>
1	• Relevance	6 (HS)
2	• Coherence	5 (S)
3	• Effectiveness	6 (HS)
4	• Efficiency	5 (S)
5	• Sustainability of benefits	6 (HS)
<b>D</b>	<b>Cross-cutting performance criteria</b>	<b>5 (S)</b>
1	• Gender mainstreaming	5 (S)
2	• M&E: M&E design M&E implementation	5 (S)
3	• Results-based Management	6 (S)
<b>E</b>	<b>Performance of partners</b>	<b>6 (HS)</b>
1	• UNIDO	6 (HS)
2	• National counterparts	5 (S)
3	• Partners (Donor and subcontract performance)	6 (S)
<b>F</b>	<b>Overall assessment</b>	<b>6 (HS)</b>

The most significant changes between the findings of the MTR and this TE are a greater confidence that progress towards Impact and the likelihood of sustainability have increased from moderately likely to likely for both. Additionally, despite the widely reported evidence of an ongoing gender productivity gap in agriculture in Pakistan with no COVID travel restrictions faced by the TE, observation in the field also positively changed the evaluations views of the pro-active role of women in PAFAID.

## Recommendations

1. Related departments and directorates in UNIDO should actively support the further development of the PAFAID “whole of VC” approach with additional donors.

2. Specific exit strategies should be clearly outlined at the earliest commencement of project planning.
3. Theories of change should be comprehensive and include detailed analysis of prerequisites and assumptions.
4. Ensure adequate resources and timeframes are included in food safety-value chain development projects like PAFAID for advocacy on consumer awareness.

## Lessons learned

A practical and holistic approach of training toward solutions for stakeholder identified livelihood challenges in selected value chains can have a positive impact not just on product quality and production volumes, potential income and employment generation, but can also contribute to broader positive behavior change. It can also enhance the likelihood for technical upscaling and replication independently of development assistance.

### Project factsheet

Project number:	ERP ID: 180109
Project title:	The Project for Agri-food and Agro-industry Development Assistance in Pakistan
Thematic area code:	Creating Shared Prosperity
Relevant SDGs	SDG 1,2,5,9,12,17:
Starting date:	July 2019 (as per project document but commenced activity October 2019)
Ending Date:	August 2023
Duration:	48 months
Mid-term review date	March to July 2022
Project sites	Islamabad, Khyber Pakhtunkhwa and Balochistan, Pakistan
Donor	Japan International Cooperation Agency
Government Coordinating agency:	Ministry of National Food Security and Research
Counterparts:	Livestock and Agriculture Departments in Khyber Pakhtunkhwa and Balochistan Food Safety and Halaal Food Authority in Khyber Pakhtunkhwa
Executing agency/cooperating agency:	UNIDO
Project Inputs:	total budget: USD 4,998,504

# 1. Introduction

This report outlines the results of an Independent Terminal Evaluation (TE) of the Japan-funded “Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID).” The PAFAID project falls within the UNIDO Country Program (2018-2022) to promote inclusive and sustainable industrial development in Pakistan and falls within the Global UNIDO thematic area of creating shared prosperity.

The mandate of UNIDO is to promote and accelerate inclusive and sustainable industrial development (ISID) in developing countries and economies in transition. Under this mandate, PAFAID aims to promote sustainable and inclusive business opportunities through agribusiness and value chain development, to create shared prosperity and advance economic competitiveness. The project also has a strong focus on improved health through the introduction of improved sanitary food handling and practices. The project adopts a two-phase approach with an inception phase investigating potential value chains and an implementation phase to implement capacity building along the whole value chain.

The TE report covers the period from PAFAID activity commencement in October 2019 until December 2025, following the provision of two no-cost extensions (NCE). The TE was undertaken between October and December 2024 by Mr. Andrew Young, the international evaluation consultant who also undertook the MTR in 2022.

## 1.1 Evaluation Purpose, Objective and Scope

The purpose of the Terminal Evaluation is to provide project management with an independent external assessment of overall project performance, particularly assessing against all criteria of the OECD-DAC. As a final evaluation the report focusses on solid outcomes particularly related to impact and sustainability.

The Terminal Evaluation has two specific objectives<sup>1</sup>:

- Enhance transparency and dialogue between project stakeholders to promote learning for the further development of the project.
- Assess the project performance and results in terms of OECD/DAC criteria: relevance, effectiveness, efficiency, sustainability, and coherence as well as progress towards impact in line with UNIDO’s integrated results and performance framework. This will include analysis of cross cutting issues including the environment, gender, youth and M&E.

The efficacy of the recommendations made at mid-term – highlighted in the box below - will also be examined throughout.

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<sup>1</sup> ITE Terms of Reference, Pp 1, see AnnexA

1. UNIDO to apply for a no cost extension of at least one year to the Government of Japan.
2. UNIDO to commence discussions with the GOJ, the GOP and other potential donors and agencies to build on the piloted PAFAID approach (PHASE II).
3. Employ a short-term national expert to undertake a systematic market analysis.
4. Continue focus on leveraging specific targeted partnerships as part of the PPP process.
5. Strengthen the relationship between UNIDO and key individual academics to support sustainability.
6. PAFAID should document its specific exit strategies for full handover.
7. PAFAID should strengthen gender related targeted interventions in VCD towards gender mainstreaming.
8. UNIDO is recommended to work with the new food authority's information management systems on a 'campaign' to enhance consumer awareness on food safety.
9. The M&E system is robust; however, it could strengthen indicators for behavior change and an enabling environment.

## 1.2 Methodology

As per the Terms of Reference (ToR), the Terminal Evaluation (TE) assesses criteria outlined by the Development Assistance Committee (DAC) of the Organization of Economic Cooperation and Development (OECD). These include relevance, coherence, efficiency, effectiveness, impact, and sustainability. The TE also adopted a theory of change (ToC) approach and continued to use the TOC reconstructed for the MTR which added a significant number of additional assumptions and prerequisites to PAFAID's ToC (included as Annex F).

The TE adopted a mixed-methods approach combining in-depth analysis of project documents, in-depth key informant interviews, focus group discussions and a quantitative results survey. To determine specific types of impact stemming from the project's activities, a simple quantitative survey was undertaken during the TE. The survey was filled in by both apple farmers and beneficiaries in the meat value chain as well as master trainers. A total of 106 responses were received.

Face to face and remote interviews were coordinated by the PM and project coordinator in Vienna, the M&E expert in Islamabad and the NPCs in Balochistan and Khyber Pakhtunkhwa (KP). Stakeholder meetings were held independently of project staff although in some cases it was appropriate for the project staff to introduce the meeting. Meetings incorporated both focus group discussions (FGD) and key informant interviews (KII) with principal project stakeholders including repeated detailed KII held with senior project management staff from UNIDO in Vienna and Pakistan.

With travel restrictions for COVID not an issue (as had been the case with the MTR), the TE was able to travel widely throughout Pakistan enabling direct observation of improved facilities such as the Animal Husbandry Inservice Training Institute (AHITI) and face to face interviews with all key stakeholders. This was further supplemented by quantitative analysis focused on the impact and likely sustainability of training outputs.

The Evaluation Consultant travelled to Islamabad, Peshawar and Quetta in Pakistan between the 17th and 26th of November 2024. The evaluation gained information from just above 150 people involved in the PAFAID project, with around 50 KII/FGD and 106 questionnaires returned. (A full list of participants is included in Annex E).

Among multiple major stakeholders consulted were the Khyber Pakhtunkhwa Food Safety and Halal Food Authority (KPFSHA), the Livestock & Dairy Development Department in Khyber

Pakhtunkhwa (L&DD), the Ministry of National Food Security and Research (MNFSR), the Balochistan Food Authority (BFA), the Balochistan Agriculture College (BAC), AHITI, and the University of Veterinary & Animal Sciences (UVAS). The Pesticide and Quality Control and meat testing laboratories were visited in KP and Balochistan, as well as Local council boards and the agriculture extension directorate in Balochistan were also participants. Importantly, opportunities were taken for unplanned meetings when opportunity arose such as a meeting with UN-Women in Peshawar.

Observation was a strong component of the TE including observation of the final PSC on 18 November 2024 and the project closing ceremony on the 19 November 2024, both held in Islamabad. The evaluation also attended the official opening ceremony of the Animal Husbandry In-Service training institute (AHITI) in Peshawar on 20 November 2024.

The evaluation was able to give both face-to-face and virtual presentations of findings in both Islamabad and Vienna, enabling multiple rounds of feedback. The Pakistan field mission was followed by a brief Mission to Vienna on the 19 December 2024 to attend the PAFAID debriefing which included H.E. Mr. Kamran Akhtar Malik the Permanent Representative of Pakistan to Vienna, the UNIDO Permanent Mission of Japan, and Mr. Gunther Beger, the Managing Director of SDG Innovation and Economic Transformation (IET), UNIDO. A Presentation to the Independent Evaluation Unit (IEU) was also undertaken on 7 March 2025.

## Survey Respondents

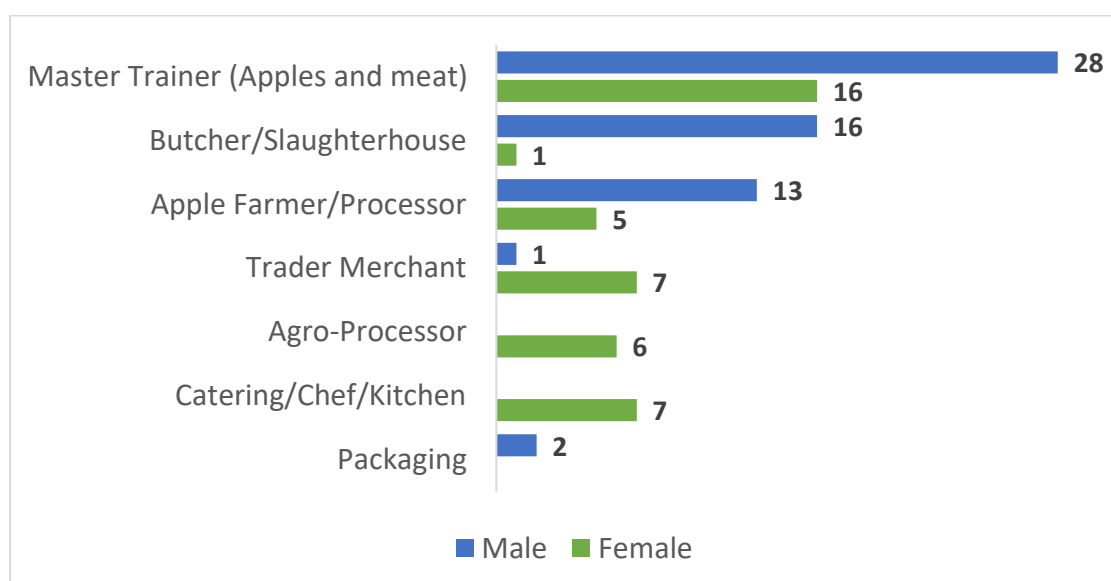
Quantitative analysis focused on those male and female respondents who had received training in the apple and meat value chains as well as the Provincial Master trainers who had both received training from UNIDO and imparted this new knowledge to Agro-beneficiaries. The questionnaire was tested twice with 3 women processors and 3 butchers and proved to be a quick exercise to undertake for respondents. The survey focused heavily on training results and a Likert scale specifying their level of agreement or disagreement for a series of statements was applied to multiple questions.

One hundred and six people, including master trainers, returned questionnaires. Of responses provided, the great majority, 98 responses (63m 43f), indicated they were between 25-54 (prime working age). Only 3 males and 1 female were between the ages of 15-24 (youth) and 1 male was between 55-64 (mature working age).

All but three respondents confirmed they had received training in either GAP, GHP, GAHP, improved packaging and e-marketing skills, or a combination of the above with a minority trained in multiple areas. There was no gender or value chain bias that was evident to the TE while examining data responses.

With a relatively low number of questionnaires returned, definitive statements about the sample must be made with considerable care. However, general patterns can be discerned. It appears that both men and women are well represented across the value chains, with males predominately representing butchers and slaughterhouses but with females predominately in some form of agro-processing and trading. It is evident, even from a small sample that women are very active in agriculture in Pakistan and copious secondary data on agricultural livelihoods in Pakistan supports this.

**Table 2: Questionnaire Respondents Occupation**



With respect to Master trainers who provided training to communities; male Trainers were well represented in KPK related to the dairy and livestock chains while 12 of the 16 female Master trainers were working in Balochistan on the Apple Value Chain.

### Rating Criteria Used in the Terminal Evaluation

A rating criterion of six for highly satisfactory to one for highly unsatisfactory is used during the Final evaluation (see Table 3 below). The ratings are applied to overall project design and the project logical framework, project performance including relevance, efficiency, effectiveness, crosscutting performance criteria including gender, M&E and results-based management and performance of partners. For Impact and sustainability rankings similarly range from six for highly likely to one for highly unlikely. The evaluation uses the new evaluation rating criteria as outlined by the UNIDO 2024 evaluation manual, where percentage estimations have been adjusted.<sup>2</sup>

**Table 2: Evaluation Rating Calculation**

Score	Definition	Category
6	<b>Highly Satisfactory</b>	<b>Satisfactory</b>
5	<b>Satisfactory</b>	
4	<b>Moderately satisfactory</b>	
3	<b>Moderately Unsatisfactory</b>	<b>Unsatisfactory</b>
2	<b>Unsatisfactory</b>	
1	<b>Highly Unsatisfactory</b>	

<sup>2</sup> Previously, for example, a UNIDO highly satisfactory estimation was 95% or above, it has been lowered to 90%. Satisfactory was 80-95 %, but it is now broader at 70-89%.



### 1.3 Project Theory of Change

The project has a range of anticipated results which include the creation of 5,000 new jobs created for industry, the upgrading of five food manufacturing / processing centers upgraded based on food safety certifications, five new value-added products introduced for cattle meat and apple, an average 10 percent sales price increased for products and the identification of two new high-end markets. Codes of practice were developed in the field of food safety and productivity to encourage the adoption of best practices (in compliance and productivity), among apple farmers and meat processors, butchers and slaughterhouses aiming to facilitate economic gains for a target of 40 enterprises.

Ultimately the project also estimates 50,000 beneficiaries of livelihood improvement through project activities for rural farmers and laborers, and the training of 240 governmental staff on best practices along the value chain in production, processing, and inspection compliance. The project outlines specific outputs, outcome and impact/objective in the Logical framework.

It is determined that the PAFAID ToC is essentially a brief overview of the entire project and does reflect the outputs, outcomes and potential impact of the project. As per ToR the TE reconstructed the projects theory of change with more information including prerequisites and assumptions. The project ToC is replicated overpage, and the evaluation's reconstructed ToC are found under Annex F in this report.

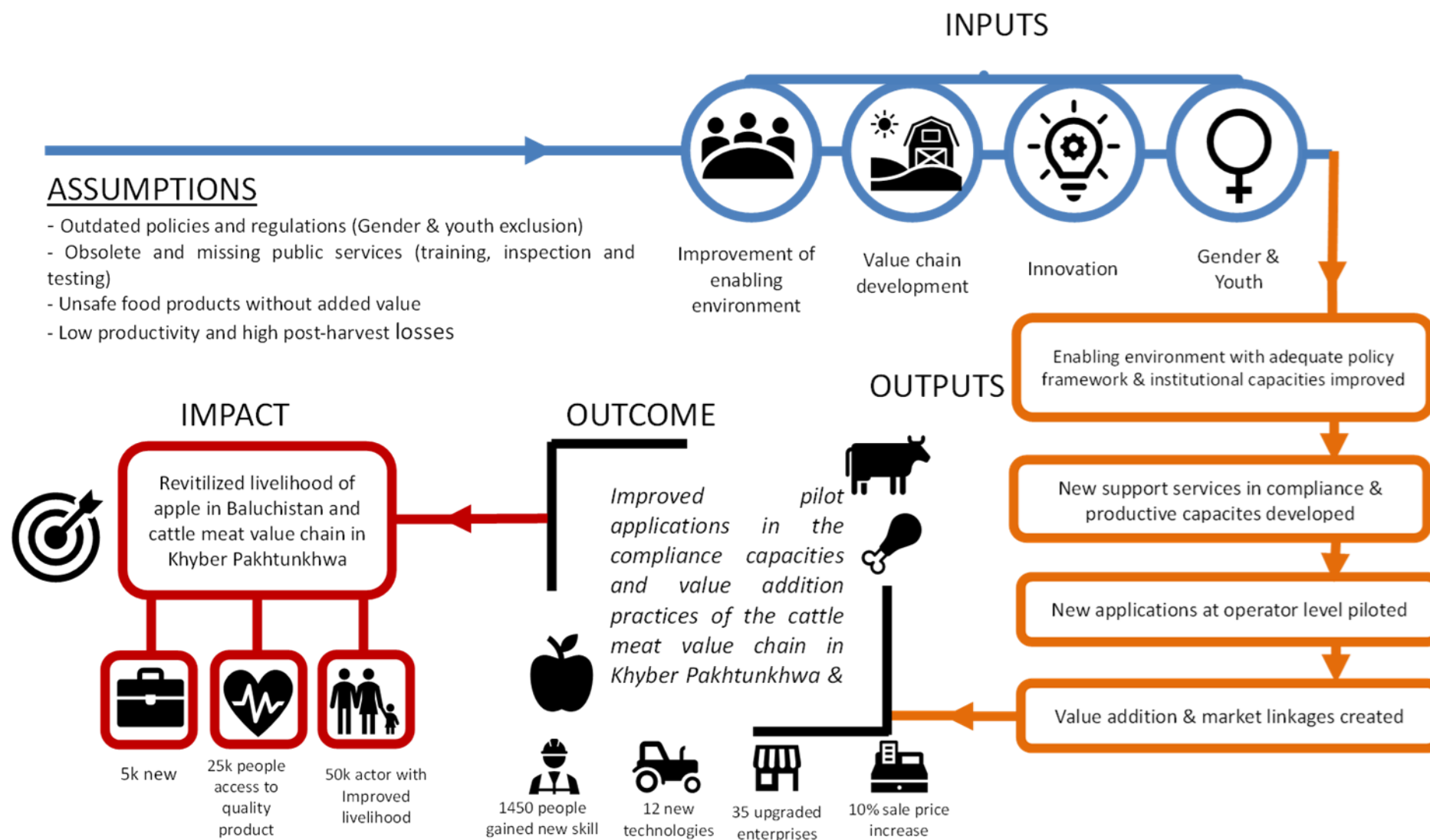
### 1.4 Evaluation Limitations

Among the main challenges to the evaluation, there are important considerations applied in quantitative analysis. First, the number of responses is not a representative sample of all trainees, secondly similar previous surveys for other UNIDO projects have indicated wholly positive perceptions from beneficiaries. While this could be an indication of universal satisfaction it could also be an indicator that survey respondents tend to answer in the positive when they have received support from a development agency/partner.

However, analysis reveals remarkably consistent responses despite being collected by different NPCs, for different value chains, in different geographic locations, over a different period. This enables the evaluation to supplement qualitative with quantitative analysis with some degree of confidence, despite limitations in the data set and evaluation methods applied.

Security constraints were an issue over the course of the mission with public protests in both Islamabad related to Imran Khans detention and protests in Quetta related to the abduction of a schoolchild. It was observed by the TE that these potential constraints to road travel and access to buildings were competently managed by both UNIDO and UNDSS with adjusted timetables and even an adjusted flight date when it proved necessary. Consequently, there was no security related negative impacts to the evaluation. Additionally, police escorts were arranged by the UN when necessary. It is, however, noted by the evaluation that the more remote areas supported by the Project (including apple graders) were not accessible to the TE.

## PAFAID Theory of Change



## 2 Project Background and Context

The Islamic Republic of Pakistan is a federal parliamentary republic state, comprising of four provinces: Punjab, Khyber Pakhtunkhwa, Sindh and Balochistan, and three territories: the Islamabad Capital Territory, Gilgit-Baltistan and Azad Kashmir<sup>3</sup>. Overall Pakistan has a complex public sector institutional structure consisting of various Federal Ministries, Divisions, authorities, commissions, bodies, and the same level of complexity is found at the provincial level<sup>4</sup>.

As of 2023, UNFPAs, “World Population Dashboard”, Pakistan’s population is 240.5 million making it the world’s fifth most populous country. There is also a strong element of youth in the country with 40 percent being below the age of 14 and 33 percent between the ages of 15 and 34.

UNDP’s 2023-2024 Human Development Report places Pakistan in the ‘low’ human development category with a Human Development Index (HDI) value of 0.540 and global ranking of 164 out of 193 countries. According to the 2023 One UN Pakistan Annual Report 2023<sup>5</sup> significant development challenges remain for Pakistan. These are outlined as high levels of poverty, malnutrition and food insecurity, insufficient decent work opportunities and overall governance challenges. Pakistan also remains particularly vulnerable to climate change illustrated by the very severe floods in 2022. The challenge of flood recovery added to the challenges of recovery from the COVID 19 pandemic, especially for the poor.

The Government’s current strategy to address current challenges prioritizes the “five Es” — exports, e-Pakistan through digitalization, environment, energy and infrastructure, and equity and empowerment.

Agriculture in Pakistan contributes 24 percent in GDP and 37.4 percent in employment. The predominance of agriculture in the economy indicates that agricultural growth is a critical driver of economic growth, employment, and poverty reduction<sup>6</sup>. Agricultural products, especially cotton yarn, cotton cloth, raw cotton, and rice, are important exports and agriculture accounts for USD 60.7 billion value added as of 2020.

Balochistan is the largest province of Pakistan, occupying 44 percent of Pakistan’s territory, however, it is also the least densely populated area with 12 million inhabitants with more than 70 percent classified as rural based on the 2017 census<sup>7</sup>. Wheat, jowar (sorghum), and rice are the major food crops, and fruits are the principal cash crops. Balochistan is a key contributor of apple production in Pakistan encompassing approximately 34 percent of the total national production. Sheep raising employs the great majority of the population and occupies most of the land. Agriculture is limited by the scarcity of water, power, and adequate transportation facilities.

The population of KPK is over 30 million as of the 2017 census with an even higher rural population than Balochistan standing at over 80 percent. Livestock farming is a dominant occupation of the farming community in KPK, with more than 15 million animal heads and about 22 million poultry

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<sup>3</sup> <https://pakistani.org/pakistan/constitution/part1.html>

<sup>4</sup> Independent UNIDO County Evaluation Pakistan (UNIDO Vienna, 2014) pp 20

<sup>5</sup> [https://pakistan.un.org/sites/default/files/2024-06/OneUNReport2023\\_Pakistan\\_WEB\\_v5.pdf](https://pakistan.un.org/sites/default/files/2024-06/OneUNReport2023_Pakistan_WEB_v5.pdf) (Published March 2024).

<sup>6</sup> [https://www.finance.gov.pk/survey/chapter\\_24/2\\_agriculture.pdf](https://www.finance.gov.pk/survey/chapter_24/2_agriculture.pdf)

<sup>7</sup> <https://pakinformation.com/population/balochistan.html>

birds' inhabiting the province. However, this occupation is mostly to supplement families' nutritional and cash requirement<sup>8</sup>.

## The Project Context

The four-year USD 4,658,099, (excluding UNIDO support costs) PAFAID project is implemented by UNIDO as the executing agency in coordination with the Ministry of National Food Security and Research (MNFSR) as the Government coordinating agency. Funding is supported by JICA with financial contributions coming directly from the Government of Japan's Trust Fund for Increased Food Security through Agribusiness. The project commenced in October 2019 and was originally planned to end by August 2023. The project adopts a holistic approach along the entire value chain from value addition for primary producers, up to end markets and an improved supportive institutional environment.

The project operates in three locations, Islamabad, Quetta and Peshawar with the M&E based in Islamabad and National Project Coordinators based in Balochistan for apples and Khyber Pakhtunkhwa for cattle meat. A Program Manager in Vienna provides overall project coordination, management, and technical backstopping and guidance. The project also mobilizes a range of international practitioners and experts in value chain development, food safety, good agricultural practices and good animal husbandry practices either directly or remotely. The project reports to a national Project Steering Committee (PSC) which operates under a term of reference and meets biannually or as need arises.

PAFAID was requested by the Federal Government of Pakistan (GoP) as further assistance to a long partnership between UNIDO and Pakistan on Trade Related Technical Assistance (TRTA) especially UNIDO's experience in developing agricultural extension services. The project has a domestic focus with no export components.

The UNIDO Project for Agri-food and Agro-industry Development (PAFAID) focuses on the following relevant Sustainable Development Goals (SDG).

- SDG 1: Creating new job opportunities and elevating people from poverty,
- SDG 2: contributing to improved food safety practices improving domestic public health,
- SDG 5: promoting gender equality and opportunity for women to work,
- SDG 9: building resilient infrastructure, promoting sustainable industrialization and fostering innovation (introducing value-adding manufacturing practices)
- SDG 12, introducing environmentally friendly production practices.
- SDG 17: promoting partnerships.

At the broadest level the project intends to improve the enabling environment by building institutional and knowledge capacities of responsible authorities, strengthening public and private stakeholder partnerships and to benefit producers and suppliers by adding value to select products through improved production techniques, reduced post-harvest losses and improved marketing potential. The project is not focused directly on increasing production volumes, but rather on increasing value of existing produce through salability and potential processing.

From the project document the project outlines the following specific goals.

- A revitalization of the livelihoods for cattle meat value chain actors in Khyber Pakhtunkhwa and apple value chain actors in Balochistan. This is to be done through improving methods

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<sup>8</sup> PAFAID Project Document pp22

of production, enhancing quality compliances for food safety and introducing new value addition practices.

- Pilot interventions encouraging small-scale technological innovation will be established to support enhanced productive capacities, value addition and food safety. This will be complemented through necessary institutional capacity building and legislative development for national and provincial governmental bodies

Main government project counterparts include the Livestock & Dairy Development Department in Khyber Pakhtunkhwa (L&DD), the Khyber Pakhtunkhwa Food Safety and Halal Food Authority (KPFSHA), the Balochistan Department of Agriculture and Cooperatives as well as the Balochistan Food Authority (BFA). Local Council Boards are also involved in project implementation.<sup>9</sup> The project also aims to upgrade two sector policies/strategies in the relevant VCs.

Other beneficiaries include academic institutes such as the Animal Husbandry Inservice Training Institute (AHITI), the University of Veterinary & Animal Sciences (UVAS) in Lahore, the Agriculture College, in Quetta. A main private sector strategic partner includes METRO Pakistan<sup>10</sup>, the largest wholesale supermarket in Pakistan. More generally among the private sector, partnerships between the public and private sector (PPP forums) operate as platforms for continued discussion on the development of the value chains.

**Table 3: Summary of Logical Framework development impact, outcomes, and outputs**

<b>Development goal/impact</b>	Revitalized livelihood of apples value chain in Balochistan and cattle meat value chain in Khyber Pakhtunkhwa
<b>Outcomes/ Immediate Objectives</b>	Cattle meat and apple value chain are piloted and enhanced through introduction of value addition, compliance and productive capacities of value chain actors and institutional capacity building of provincial governmental bodies
<b>Output 1.1</b>	Detailed value chain analyses on the meat and apple value chains and assessments on institutional capacities were conducted to verify project activities
<b>Output 2.1</b>	Enabling environment and institutional capacities of relevant departments in KPK are upgraded through the introduction of adequate practices in food safety
<b>Output 2.2</b>	Improvement of cattle meat's compliance and productive capacities are piloted by creating awareness on best practices and establishing training framework on-farm and processing level
<b>Output 2.3</b>	Value addition of selected value chain actors is improved through the introduction of new practices and technologies in pre-processing and manufacturing
<b>Output 2.4</b>	Market linkage of actors from meat value chain is improved
<b>Output 3.1</b>	Enabling environment and institutional capacities of the Agriculture Department improved through the development of agricultural extension services on apple value chain
<b>Output 3.2</b>	Value addition, compliance and productive capacities of the apple value chain are piloted by introducing new techniques at farm, pre-processing and processing level
<b>Output 3.3</b>	Market linkage of actors from apple value chain is improved

<sup>9</sup> Local Council Boards are an autonomous body created under the statute which manage slaughterhouses, cattle fairs, and fruit and vegetable markets

## 2.1 Project Fact Sheet

Project number:	ERP ID: 180109
Project title:	The Project for Agri-food and Agro-industry Development Assistance in Pakistan
Thematic area code:	Creating Shared Prosperity
Relevant SDGs	SDG 1,2,5,9,12,17:
Starting date:	July 2019 (as per project document but commenced activity October 2019)
Planned Ending Date:	August 2023
Planned Duration:	48 months
Mid-term review date	March to July 2022
Project sites	Islamabad, Khyber Pakhtunkhwa and Balochistan, Pakistan
Donor	Japan International Cooperation Agency
Government Coordinating agency:	Ministry of National Food Security and Research
Counterparts:	Livestock and Agriculture Departments in Khyber Pakhtunkhwa and Balochistan Food Safety and Halaal Food Authority in Khyber Pakhtunkhwa
Executing agency/cooperating agency:	UNIDO
Project Inputs:	total budget: USD 4,998,504

## 3 Findings

This section analyses the methodology by which PAFAID contributes to the expected development results, examining particularly the original project design and intervention logic, the project TOC, efficiency of implementation of the project, the performance of principal stakeholders and project partners, the project's relevance and its likelihood of sustainability.

### 3.1 Project Design

As found by both MTR and this TE, the PAFAID project document and logical framework are assessed as comprehensive overall. Adopting a relatively straightforward (in terms of VC development) but comprehensively holistic and inclusive approach, the PAFAID approach seems to have stood the test of time.

The project document outlines the shorter-term goals of the project to update the identified obsolete practices and techniques in production towards better food safety and quality, enhancing the practices of food manufacturers and processors. In the longer term the project has intended to



support the overall enabling environment enhancing opportunities and capacities of the target value chains. The project document outlines risks, risk ratings, assumptions and mitigation measures and these have continued to be reported on during implementation.

The project document identified the gaps and needs to be met, identified primary stakeholders and the target beneficiaries. Almost unanimous and positive results of KII, FGD and the evaluation survey are specific indicators that the project results were technically adequate to address the problems at hand. As discussed in previous sections, the project was consistent with government and provincial priorities, relevant to ISID and the policies of the donor. The project approaches and implementation structure are consistent with, and build on, UNIDO VCD interventions previously in Pakistan, globally and built on lessons learned and findings from the MTR. There were no comments to the TE that indicated the project lacked the in-house technical capacity or experience to implement.

There were no significant variations to project plans. The original LF was adjusted to meet requirements of JICA to adjust baseline information and key performance indicators during project formulation. Additionally, project outcomes and outputs were also revised along with the indicators as per the recommendations of the UNIDO Executive Board for greater alignment with the IRPF. New components, outputs and an outcome were added. The LF along with planned activities was further revised as per the findings of the technical assessment in the project inception phase as well as the situation caused by COVID-19 crisis.

Having undertaken multiple evaluations for UNIDO and other agencies, the evaluator can determine with confidence these adjustments were all common practice to UNIDO projects, especially over the period of COVID-19. In some cases, the provision of value chain supporting facilities such as the actual size and location of apple graders and the full development of AHITI were adjusted, but it is assessed these were responses to identified need following multiple assessments and consultations. If there were changes to activities, indicators or measurements it is assessed these were clearly reported and evidenced in projects progress reports. All indicators were disaggregated by gender and youth.

There have been no variations in terms of funding, institutional or implementation arrangements. The PAFAID did have an M&E plan at the outset, though with essentially one person to collate and report against data against numerous project specific and IRPF indicators it is possible the project would have benefited from enhanced capacity to collect data at a local level. Generally, indicators are aligned to the IRPF and are considered SMART.

## 3.2 Relevance

The overall high performance of PAFAID, evaluated by the TE, was supported by the strong relevance of the project; views reinforced by both national stakeholders and key beneficiaries suggesting that the original expected results of PAFAID remain valid and pertinent to the target groups.

Relevance was strengthened by UNIDO's focus on identifying both bottlenecks and opportunities in VCD and then mobilizing qualified international expertise to produce best practice documentation and training supporting capacity for best practice knowledge transfer. Therefore, the relevance of PAFAID within its admittedly limited scope of work (compared to national need) is evaluated as **highly satisfactory** with no shortcomings.

Out of 105 questionnaire responses returned, 100 percent agreed that the training they had received was relevant to their occupation. (with 80 percent strongly agreeing with the value statement). This finding incorporates responses from both genders, both value chains and includes both livelihood beneficiaries and the views of master trainers.

As determined by the MTR,<sup>11</sup> and re-verified by the TE, it is found that PAFAID is a technically adequate solution to the clearly identified development need of the GOP. The project has attempted the transfer of international best practice focusing on all key stakeholders in the value chain from the Federal and Provincial Government, all relevant responsible authorities, their practitioners in food safety, inspection, and inspection capacities supported by improved laboratory capacities. Working along the whole value chain PAFAID's training and guidelines ranged from policy advice and guidelines, advice and development of standard operating procedures and codes of practice, VC feasibility studies, best practice guidelines in GAP, GHP and GAHP, hygiene requirements, advice for transporters, market operators, environmental and social management plans and the effects of food contamination.

High Relevance of the PAFAID is also reinforced by an examination of Pakistan's National and Provincial priorities. Pakistan's 2018 National Food Security Policy (NFSP) aims to achieve sustainable agricultural growth, improve food supply, accessibility, usage, and stability in Pakistan. One of the goals of the NFSP is the increasing diversification and exploitation of underutilized trade potential lying in all sub-sectors of agriculture, such as horticulture, livestock and dairy development.

With respect to PAFAID's Sustainable Development Goals (SDG), the project document outlines relevance to SDGs 1,2,5,9, 12 and 17. It is assessed that with regards to SDG 1 the project has proven its relevance through creating new job opportunities and reports of increased income as supported SMEs have reported expansion. Under SDG 2 the strong focus of the project has been to improve food safety practices towards improved public health. Under SDG 5 the project has supported gender equality (at a provincial level) both economically empowering women and providing opportunities to be involved at every level of the project. The value chain selection studies coupled with environmental impact assessments have supported SDG 12 through the introduction of environmentally healthier production practices (especially pesticide use).

Finally, with respect to SDG 9 introducing industrial production and value-added manufacturing practices and SDG 17 improved partnerships among the public and private sectors, it is assessed these are still in need of further development and would likely benefit from a longer term and geographically wider initiative. Exports would also likely be a driver for significant change here, an area not covered by the project. Notwithstanding the above it was, however, an important finding that relationships between the private apple farmers in Balochistan and the agricultural extension departments had developed under the project suggesting the relevance of the project's inclusive value chain approach.

PAFAID is relevant to both the wider work undertaken by UNIDO and the donor, JICA. With respect to ISID in Pakistan, PAFAID fits within Pillar IV energy, water & food security and Pillar V private sector and entrepreneurship led growth with the anticipated outcomes of enhanced economic growth, food security and sustainable agriculture<sup>12</sup>.

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<sup>11</sup> UNIDO Mid Term Review of PAFAID August 2022, pp.25

<sup>12</sup> Republic of Pakistan-UNIDO Country Programme for inclusive and sustainable industrial development 2018-2022

JICAs 2018 Country Development Cooperation Policy for the Islamic Republic of Pakistan outlines the view that most farmers are poor small-scale farmers with low productivity and that Japan will focus on improvement of productivity in livestock and agro-commodities, product diversification and value addition<sup>13</sup>.

### 3.3 Coherence

Internal coherence addresses the synergies between an intervention and other interventions also implemented by UNIDO, as well as the consistency of the intervention with the relevant international norms and standards. External coherence considers the consistency of UNIDO's intervention with other actors' interventions in the same context.

The project is assessed as ***strongly internally coherent*** though there remain continuing opportunities to ***better harmonize interventions with regard to external coherence*** to potentially reduce duplication of effort.

There is no doubt that PAFAID is entirely internally consistent with UNIDO's broader mandate and vision. This is reflected by the institutional set up of PAFAID. PAFAID falls under the Division of Agribusiness and Infrastructure/Food Systems and Food Security Unit which promotes the development of food industries and food value chains while generating income and employment adhering to principles of sustainable industrial development. Further the project ultimately falls under the UNIDO Directorate of SDG innovation and economic transformation (IET) which provides a range of technical assistance services that allow food enterprises to extend their production, improve their products, comply with quality and other standards, become more competitive and deliver adequate and nutritious food to local populations and for export.

With respect to external coherence, UNIDO reports its progress to the United Nations Sustainable Development Framework for Pakistan (UNSDF), also known as the Pakistan One United Nations Programme III (OP III) 2018-2022. PAFAID is in line with the United Nations Sustainable Development Framework for Pakistan 2018-2022 (UNSDF) aligning with output 3.1: "Productive sectors of the economy strengthened promoting inclusive growth and local development especially in most disadvantage areas".

The project is coherent with the GOPs approach to improved product quality, safety (especially public health) and enhanced productivity and its overall desire to modernize agriculture and add economic value addition. With the best international practice training being applied in GAP and GAHP this provides the opportunity (on a micro scale) to Support the GOP meet relevant international norms and standards.

PAFAID also builds on UNIDO's comparative advantage in implementing multiple value chain projects in Pakistan and internationally. One example was the UNIDO-EU Trade Related Technical Assistance (TRTA) Programme, for example, implemented jointly by UNIDO, ITC and WIPO.

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<sup>13</sup> Country Development Cooperation Policy for the Islamic Republic of Pakistan, February 2018

## 3.4 Effectiveness

Effectiveness assesses the extent to which the development intervention's objectives are achieved or are expected to be achieved by project completion and impact refers to the long-term effects produced by that intervention.

A summary of substantive project outcomes and outputs implemented by the end of PAFAID is outlined below. It is assessed that the project made substantial progress compared to the situation at the time of the MTR. In many cases the project reports that it exceeded its original targets, and it is assessed that all main activities and outputs are complete.

### Progress against outcome

At the outcome level, PAFAID aims to improve pilot applications in the compliance capacities and value addition practices of the two value chains. Analysis against progress reports indicate overachievement in nearly all cases when measured against original targets. 2,524 actors gained new skills in UNIDO areas of technical knowledge compared to an original target of 1,449.

There were a wide range of new skills reported by the project and independently verified by the TE through both qualitative and quantitative results analysis. These are summarized below. In all cases Government officials, practitioners and master trainers (of both genders) from the KPFSHFA and the L&DD were collaboratively involved in training.

A total of 2524 actors reportedly gained new skills and knowledge including 937 females of which 463 were under 29 and 1587 males, of which 397 were under 29. New knowledge included the awareness and implementation of GHP, GAHP, GAP, COVID 19 protocols for slaughterhouses, ante-mortem inspections, post-mortem Inspections and design and deployment of food regulatory programs related to the meat value chain. Additional training courses took place related to static flaying frame and meat processing. A high-level workshop on food regulatory functions was undertaken with all related food authorities in mid-2024.

Training included Master trainers who were trained via PAFAID's e-learning platform, trained in person by UVAS with reinforcement training given by international experts on risk-based inspections, GHP and GAHP. In turn, these master trainers then trained both male and female beneficiaries in Balochistan and Khyber Pakhtunkhwa. Additionally, women and male meat processors were trained on marketing, value addition and food safety.

Training and a competition were held for students of four agricultural colleges on packaging. Additional sessions were conducted on gender awareness and training was provided for the women division for the fruit processing unit in L&DD in Balochistan. Training was provided to the Balochistan Food Authority (BFA) on food safety inspection practices and food safety management systems.

Another important indicator of the effectiveness of PAFAID is how many firms were trained to improve their production and management practices. The final PAFAID project progress report indicates that 305 apple firms were trained out of which 70 were supported with both training and equipment. Ninety-one butcher shops were supported through training with 35 being competitively awarded equipment. In addition to the butcher shops, out of 69 meat processors the 38 best performing businesses (including 26 females) been awarded equipment to adopt best practices in value addition and food safety compliance. The recipients were also trained in value addition, food

safety, new product development and better marketability of their products, which included better product packaging.

In total 570 agribusinesses were supported out of which 143 businesses were awarded with equipment for successful demonstration of improved practices.

### **New technologies and support for compliance**

An important aspect of PAFAID has been the introduction of new technologies. These were introduced to enable implementation of international food safety standards introduced by the project.

Apple and fruit processing technologies have been introduced to the women's division in Balochistan agricultural extension department, as well as three apple graders in three districts. In addition, with the establishment of AHITI new equipment included a Halal Killing box, Carcass splitter and de-hiders have been introduced into what was observed by the TE as a best practice for industrial animal processing in slaughterhouses.

New equipment and technologies have also been supplied to meat and apple processor beneficiaries including mincing and mixing machines, dehydrators, cutters and a food chopper, and sealing machines. This equipment has facilitated high standard product packaging suitable for high end markets like METRO.

The upgrading of laboratory capacities has been essential to the QC and compliance capacities for the Provincial Authorities to enact food safety, and ensure compliance with, for example, SOPs and byelaws. Laboratory staff have been trained in a wide range of technical needs such as PCR based testing and isolation, identification and molecular detection of food borne pathogens.

Laboratory equipment provided to the provincial laboratories in Balochistan and Khyber Pakhtunkhwa has included, for example<sup>14</sup>, a reverse osmosis plant, a chromatography (U/HPLC) coupled with UV and fluorescence detectors, rotary evaporator for pesticide quality control lab (PQCTL), a PCR detection system (CFX 96 RT), a UV Cleaner box (UVC/T-AR DNA/RNA), a compound microscope, distillation apparatus a hot plate magnetic stirrer a centrifuge machine and a vertical automatic autoclave.

### **Meat value chain**

With multiple outputs and activities undertaken by the project the TE can only briefly summarize the main achievements below. It is found by the TE that in all cases the project also focused on women led enterprises as much as practicable, especially for processing and packaging.

Regarding the detailed value chain analyses (both meat and apples) for Output 1.1 all activities related to value chain studies, feasibility studies, institutional capacity assessments and environmental and social management plans have been completed. Multiple value chain assessments were undertaken for the Value Chains. For apples these included apple packing and grading units; an apple juice producing and bottling unit; and apple jam production. For the meat value chain these included slaughterhouses; meat processing centers, meat value-added products; butcher shops, and meat by-products.

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<sup>14</sup> This list is not exhaustive

Activities related to upgrading the enabling environment and institutional capacities in Khyber Pakhtunkhwa focused on capacity building activities related to the legislative framework, inspection capacities, and gender. Main completed activities include supporting legislative and policy requirements such as development of byelaws related to slaughterhouse operations, technical inputs to 2021 compound and technical feed acts, animal health acts and Zoonotic disease control acts. A range of guidelines were prepared including gender sensitization, GAP, GAHP, ante mortem, postmortem and risk-based compliance. PAFAID also provided teleconference system and other IT-mediated tools for KPFSHFA offices under this output.

The project prepared a risk-based inspection SOP for farmers, slaughterhouses, and butcher shops, as well as the development of an associated e-learning platform which was used for training during the application of COVID-19 requirements. With respect to the development of public and private partnerships, the project held three-three value chain-specific meetings in both provinces but shifted its approach to more targeted bilateral interventions between interested parties (like METRO) as recommended by the MTR. These public-private platforms served the purpose of coordinating value chain-specific activities among governmental entities, development partners, and the project.

Under Output 2.2 to pilot improved cattle meat compliance and productive capacity of cattle meat, a wide range of activities were implemented. The project conducted an assessment of eight slaughterhouses in selected provinces to investigate food safety standards, ISO 14000 – environmental management practices and halal compliance with the intention to upgrade the physical infrastructure supported by the government. It was here that the project decided to transfer funds to the establishment of a meat processing facility at AHITI as no government funds were available for upgrading of public facilities and those facilities that existed were generally assessed as very poor quality.

Activities under this output also focused on best practice and the training framework that was established with agricultural extension services (including master trainers) and academic institutes to enhance knowledge and capacity at the on-farm processing level. Major activities included the creation of guidelines and the provision of equipment to provincial laboratories as discussed above. Additionally, relationships were further developed with academic institutes such as UVAS to develop textbooks on industrial meat processing, retail processing and meat value addition. The Pakistan National Vocational & Technical Training Commission (NAVTEC) officially adopted the meat processing curriculums and uploaded it to their official website. The project has supported LDD to proceed with accreditation request of the Meat Processing and Training Facility at AHITI.

Regarding the introduction of new practices in value addition, under Output 2.3, activities included study tours for representatives of the KPFSHFA to Dubai International Food Safety and participants from the L&DD participating in the ProPak Asia Exhibition to learn about processing and packaging within the meat and dairy sectors. These study tours allowed exposure to lessons learned on the best international practices for the deployment of international standards and new technologies.

Activities also included equipping selected livelihood beneficiaries with new technology on meat processing techniques (such as mincing and mixing machines for patty or sausage making) training for staff on new value-added products as well as improved branding and packaging among private sector representatives.



## Apple value chain

Output 3.1 considered the piloted application of new technologies at farm pre-processing and processing to add value, compliance and productive capacity for apples. The approach to developing the apple value chain is assessed as holistic, working across the entire value chain, and closely mirrors the support provided to meat and meat products. There were specific activities under this component to develop gender responsive and gender equitable, youth engaging business models. PAFAID plans to develop a large grading facility in collaboration with the Balochistan Horticulture Cooperative Society (BHCS) were changed to establish small-scale grading facilities cum collection centers in two to three apple-producing districts in collaboration with farmers cooperatives.

Regarding Output 3.1 and 3.2 and the intention to improve the enabling environment and institutional capacity related to the apple value chain, PAFAID focused on best practice guidelines like GAP, codes of practice and SOPs following the initial assessments that revealed potential for upgrading the value chain. Various training included Risk Based Food Inspection and Food Safety Management Systems for the Balochistan Food Authority (BFA), facilitating discussion with the World Packaging Organization (WPO) and private businesses, and training and equipment provision for laboratories to meet ISO 17025:2017 for testing standards.

Other major activities under this output included developing a value chain strategy and an operationalization strategy for the Balochistan Food Authority including support from an UNIDO Senior Food Regulatory Expert on how to enhance Food Regulatory Oversight. Four Trainings and awareness raising to the private sector on new techniques and technologies on pre-processing and processing were undertaken to support this.

An assessment of the educational program in food science and technology of the Balochistan Agriculture College (BAC) was also completed. Developing the code of practices (COP) for the apple value chain in the form of GAP incorporated best practices for post-harvest of apple products and value addition. Implementation of practical training and codes of practice were enabled by provision of personal protective equipment (PPE) for pesticide application and toolkits awarded to about 70 winners of the farmers competition.

Activities also included identification of relevant packaging materials for apple as fresh produce as well as manufactured products where proper labelling for traceability will be identified. Gender sensitivity training was conducted for the Agriculture Department & Balochistan Food Safety Authority. Finally, as with the meat value chain training coupled with substantial technical equipment was provided to the Regional Pesticide Quality control and Research lab. As with the meat value chain, TOT was provided to the government-employed master trainers. The project reports it trained 767 farmers trained on GAP.

Under output 3.3 and responding to the requirement to improve market links for the apple value chain there was a strong focus on packaging to help reduce post-harvest loss and the involvement of students from four universities in a packaging competition. 403 students (including 241 females) participated in five orientation sessions covering consumer preferences, global packaging trends, packaging technologies for apples and value-added products, legal requirements, environmental concerns, branding, labeling, traceability, and transportation. Private sector representatives were also made aware of the need for improved packaging and branding.

Finally, regarding the creation of specific B2B linkage between sellers of new apple products and high-end markets, the project continued to link higher end growers in Balochistan with METRO as well as the World Food Programme for its local school feed programme.

### Mainstreaming, Replication and Scaling-up

Regarding opportunities to mainstream and replicate activities, it is evaluated that PAFAID has developed support to the value chains in a holistic manner, responding to identified need and priorities.

With project inputs into laws, policies and regulations to enhance value, production, and food safety, for both value chains opportunities to replicate and further mainstream lessons from PAFAID exist. Both the MTR and the current TE received positive reports from recipients of training that lessons learned in respect to GAP, GAHP and GHP have been and will continue to be adopted and where possible replicated.

The reported high relevance and quality of training will likely ensure improved practices will be sustained and likely replicated especially by stakeholders and beneficiaries including government employed master trainers.

It is evaluated that an important aspect to implementation has been the incorporation of beneficiaries who were also members and in some cases leaders of meat and agricultural cooperatives. Observation of butcher shops and KII with meat association leaders in Peshawar indicated that replication beyond UNIDO is already under way as these newly capacitated beneficiaries report they are imparting best practice knowledge.

## 3.5 Efficiency

As per criteria outlined by the OECD efficiency examines the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way<sup>15</sup>. The economic aspect of efficiency considers the conversion of project inputs into outputs, outcomes and impacts, in the most cost-effective way possible, compared to feasible alternatives.

Despite timeliness related challenges considering actual completion versus original planned completion, **efficiency is rated as satisfactory**. This is because according to the OECD, a “timeframe [may be] reasonably adjusted to the demands of the evolving context<sup>16</sup>”. The TE considers that a global pandemic, coupled with the negative impact on supply chains resulting from the Gaza war, could not have been anticipated.

### Timeliness

With respect to timeliness, PAFAID commenced implementation of activities shortly after receipt of funding in September 2019 with an originally planned completion date around 48 months later in August 2023. Undertaken mid 2022 the MTR for PAFAID concluded “*no confidence the project will finish according to its original timeframe*” and recommended a one-year no-cost extension. While

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<sup>15</sup> Pp 8, Development Co-Operation Directorate Development Assistance Committee. Evaluation Criteria: Adapted Definitions and Principles for Use (OECD 11 December 2019).

<sup>16</sup> Pp 25 Better Criteria for Better Evaluation OECD/DAC Network on Development Evaluation.

the first NCE was granted until mid-2024 a further four-month NCE was also agreed by JICA to extend until 31 December 2024.

With the project completed in December 2024, 18 months after planned completion, timeliness initially looks problematic. However, the first NCE was granted because of COVID 19 and its associated travel restrictions and lockdowns. In the beginning of the project implementation phase in June 2020, the project responded to this by moving to hybrid training and providing computers and internet connections to facilitate this. The second extension was an external consequence of delays in shipments along the Suez Canal, resulting from the Israeli conflict in the middle east. The second extension was granted to allow a butcher training facility at AHITI and the need to import meat processing equipment and adjust training schedules.

### **Coordination and Project Management**

It is determined that the implementation structure of PAFAID was common to UNIDO livelihood development interventions and the TE does not determine that an alternative structure would have been more cost effective. Vienna provided significant technical backstopping. International experts were brought in only when it was evident that national capacity could not meet the same standard. The project mobilized national human resources and capacities at all levels of the project including both the federal and provincial government.

PAFAID did not have a Chief Technical Advisor (CTA), but with a technically knowledgeable PM spending a lot of time in Pakistan supported by two national Project Coordinators and a team of International and national consultants it is determined this was adequate to achieve the technical and operational management requirements of the project. Additionally, the potential high cost of employing a CTA was something the project was specifically cognizant of.

Likewise, it is determined that the correct government counterparts and stakeholders were involved through the PSC and many more coordination activities. The allocation of government experts, focal points and the training of trainers (ToT) mechanism also proved efficient with international trainers imparting knowledge to national master trainers who remain in government positions.

Procurement amounted to about 30 percent of the total PAFAID budget. In all cases it is assessed the procurement was for equipment necessary for training and future sustainability and it was reported that money allocated to the private sector was on a competitive basis.

The project provided teleconferencing equipment for government offices to communicate remotely due to Covid-19. Additional procurement related to upgrading the Animal Husbandry Inservice Training Institute (AHITI) and equipment required to establish labs for KPFSHFA and L&DD and some sub-contracts to create the E-learning tool and curricula and online content. The project adopts a Training of trainers (ToT) approach whereby Master trainers from agricultural extension services are provided with the tools and training by international experts capacitating national expert trainers to in turn transfer new knowledge to farmers and producers.

Although PAFAID operates two distinct value chains with apple growing and processing in Balochistan, and with butchering, meat processing and slaughterhouses in Khyber Pakhtunkhwa they are not operationally managed in isolation. The M&E function, regular weekly online meetings, monthly workplans, social and traditional media and numerous ad-hoc meetings on a sometimes-daily basis have helped bring distinct project activities under a clear common framework.

The evaluation determines PAFAID effectively implemented a communication plan whereby information is available publicly through both the PAFAID website (<https://pafaid.org/>) and its e-learning platform. Communication included newsletters, newspaper articles, multiple forms of social media and PAFAID reports communication with food safety and sanitary and phytosanitary platforms like the Standards and Trade Development Facility (STDF) under the WTO, as well as the WPO regarding packaging standards. The project was also showcased in global events, like the World Without Hunger Conference on the UNIDO General Conference 2023.

While the project has faced some challenges with a turnover of some key staff in key positions, coordination with government stakeholders was widely reported by all stakeholders as comprehensive and adjustments to timeframes and workplans were collaborative.

### 3.6 Sustainability

While there is no doubt that multiple constraints regarding institutional governance remain and questions remain as to how far a pilot project can institute transformation in food safety, evaluation analysis focusses on the major outcomes of PAFAID that are likely to sustain post assistance.

It is determined the holistic approach operated by PAFAID has enhanced the likelihood of sustainability as the project has filled identified gaps in training, compliance, monitoring and supported this with the technical equipment required by, for example laboratories and processing cooperatives. Again, this finding must be placed in the context that developments in food quality and security can take decades, even in European economies<sup>17</sup>.

Provincial authorities stressed their view that one of the successes of the project was improving coordination by bringing relevant authorities together through the PSC and expert working groups. The University of Veterinary and Animal Science (UVAS) in Punjab also reported the project has brought people together for the first time and the academic curriculum development being undertaken in partnership with PAFAID was cited as an important indicator towards sustainability.

Based solely on PAFAID's scope of work, specific project anticipated results, and the extent to which technical solutions have been implemented and responded to positively by stakeholders the evaluation determines that sustainability is **highly likely**. Again, it is stressed this determination is made solely against PAFAID's scope of work and cannot include longer term transformational aspects.

The anticipated results of outputs and activities of PAFAID have been institutionalized from the commencement of project activity. The project focused on technically capacitating existing provincial institutions that already had the mandate, structure, and personnel to carry out any necessary activities post UNIDO.

As outlined by the project document the planned development of capacities in agricultural extension departments in Khyber Pakhtunkhwa and Balochistan and their work to disseminate new best practice guidelines and codes of practice were intended to help national capacity of existing organizations. After being trained by international experts in best practice methodologies in areas like GAP and GAHP departments used existing human resource capacity to impart this enhanced knowledge to farmers, communities, cooperatives and associations.

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<sup>17</sup> Although the ideas incorporated into Hazard Analysis Critical Control Point HACCP principles were developed decades earlier, the 1990s saw a focus on implementation of the system.

Entirely positive feedback from national stakeholders regarding the relevance and applicability of technical solutions coupled with consistent reports of beneficiaries improved livelihoods and KASA are indicators that lessons learned from PAFAID will sustain. While the project has faced a high turnover of senior government staff, the technical functions encompassing, for example, laboratories and agricultural extension services will very likely sustain as core government functions. It is also relevant to note here the work done by the project to anchor lessons within established agricultural colleges and universities.

It is not found at this time that there are social or political risks that will jeopardize the sustainability of results. This is also true for environmental risks as the PAFAID has undertaken ESMPs and did not introduce new crops or extend croplands. There are potential risks that climate change could affect crop-growing patterns, but academic work to examine more sustainable and climate resilient breeds has already commenced among academic institutes the project was liaising with.

While the evaluation finds the PAFAID built sustainability into its implementation methodology at the outset, especially through enhancing the capacity of existing implementation partners (in an area for which they requested and needed assistance), the full exit strategy document was not prepared until very late in the project. It is the opinion of this evaluation that clearly articulated exit strategies, as with theories of change and the logical frameworks, should be the highest priority during project planning. The fact that exit-strategies are often not documented or clearly articulated until near project end is an issue that is much broader than just PAFAID.

### 3.7 Progress to Impact

Impact may be positive or negative, intended, or unintended. The TE determines that impact is already evident and that continued progress to impact is highly likely. Impact is evaluated only within the scope of work of PAFAID, its theory of change, the project logical framework and the MTR/TE-ToC. Within that scope, and based on qualitative discussions and quantitative findings, the evaluation determines **impact is highly likely** and from responses to the evaluation, already evident. This determination can only assess with confidence the impact of progress by the end of the project, and it is true that neither the project nor the evaluation has investigated comparator groups.

In terms of economic competitiveness, examining the UNIDO transformation pathway,<sup>18</sup> the project has added to both value and productivity for provincial producers in Pakistan. The project scope of work did not include exports. In terms of shared prosperity, the project has resulted in employment generation as well as wholly involving SMEs in the VCs. While the project has also improved access to products; product safety and quality (related to health) was an additional intrinsic goal of PAFAID.

Likely behavioural transformation is best reflected through PAFAID's work to strengthen knowledge and practice of all related government institutions, improved business practices, reports of modest business scale up and the introduction of new technology, policies and standards. The project has also introduced institutional governance capacity where it was either largely non-existent or underperforming especially with respect to encouraging compliance through the development of laboratory testing functions.

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<sup>18</sup> Pp 46 UNIDO Evaluation Manual (2024)

It is determined that impact has been socially inclusive, a particularly important dimension in the Pakistan context related to gender and economic inequality. The project has built capacity and cooperation between the relevant authorities and stakeholders incorporating all vested stakeholders during implementation with a significant focus on women, and an involvement of youth.

Regarding project indicators measuring the overall impact to enhance livelihood from the cattle meat and apple value chains, PAFAID has in some cases underachieved but, in most cases, overachieved its targets.

According to the project's final progress report 2,606 out of a target 5,000<sup>19</sup> jobs were created or retained on apple farms and butcher shops. Additionally, the project reports 123,094 individuals gained access to high-quality food, significantly exceeding the target of 25,000. This total comprises 90,000 individuals who gained access to quality food through apple farms and 11,740 individuals who gained access to quality meat due to the enhancement of butcher shops.

An additional substantial activity that was not originally planned was the creation of an international meat-processing facility (AHITI) established in Peshawar to provide international standard training center for the meat value chain in Khyber Pakhtunkhwa. AHITI is a butchers training facility and meat shop technically supporting infrastructure upgrades for a butchers training facility, and a model meat shop at AHITI. The project reports this was done to introduce a broader public and private partnership (PPP) through an MoU between AHITI, the University of Agriculture Peshawar and the Federal Meat Academy in Japan.

It was reported to the TE that AHITI can now provide regular training for the L&DD staff in animal husbandry techniques, has facilitated and strengthened a team of male and female extension workers and can provide consultancy services and tailor-made courses. The intention of AHITI is to support dissemination of knowledge on requirements related to food safety compliance and environmental management.

In addition, three apple grading units were established in Balochistan, two meat testing labs were upgraded in Khyber Pakhtunkhwa, and a pesticide testing laboratory in Balochistan. The project has also supported a digital inspection management system (MIS) to strengthen compliance monitoring and surveillance in Khyber Pakhtunkhwa, integrating international best practices. Specifically for women a fruit processing unit was established in the Women's Division in Balochistan as well as a meat processor cooperative in Khyber Pakhtunkhwa.

With respect to the target for a ten percent increase in product sales prices for food safety and quality compliant products, the project reports<sup>20</sup> that the average sales price of the product for meat processors supported under the project increased by 12 percent, and the average sales price of apples increased by 18 percent. While the TE survey was small scale, evaluation findings appear to indicate a similar trend with the majority of agro-beneficiary's responses to the Evaluation survey indicating an increase of somewhere between an 11-25 percent increase in their income specifically because of project assistance.

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<sup>19</sup> All data results are disaggregated by gender and youth in progress reports. They are not however largely duplicated here for readability purposes.

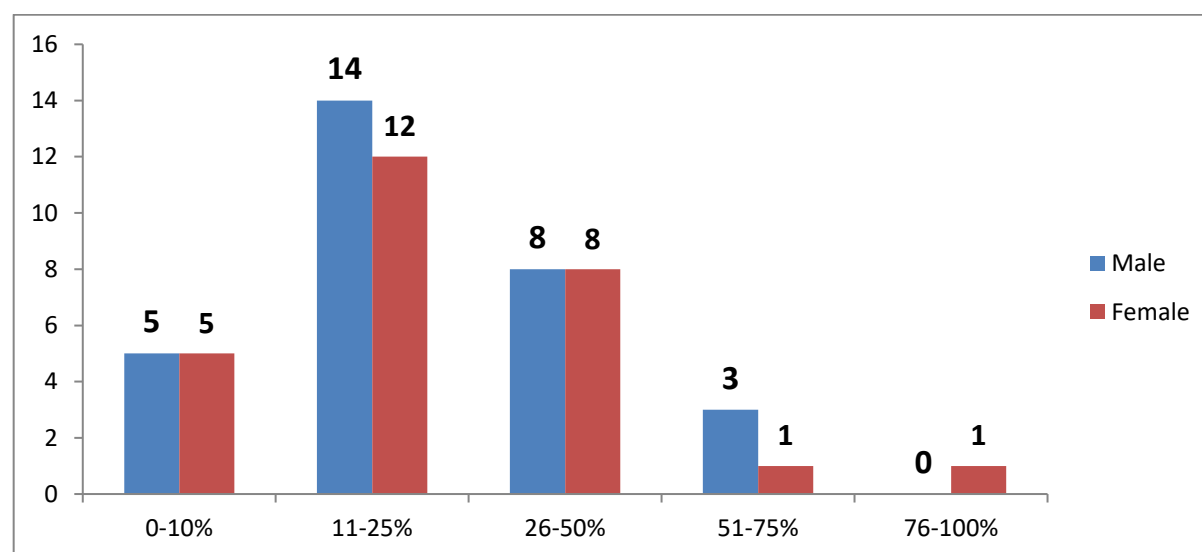
<sup>20</sup> Pp 29 PAFAID FINAL REPORT (prepared for JICA, Vienna 2025)

## Survey Results

Of the sixty-one questionnaires returned by beneficiaries of both the meat and apple value chains (excluding master trainers) an important finding was that **all believed** that project support had improved their ability to earn a better income.<sup>21</sup>

When disaggregated by an approximate percentage of increased earnings specifically as a result of the project (see Table 4 below) the largest number of responses indicated an increase of between 11% to 25%. What is most evident is the strong equivalence of responses across gender, indicating a very similar pattern of income improvement for both men and women<sup>22</sup>.

**Table 4: Agro-Beneficiaries reports of increased income (value chains aggregated)**



With respect to the quality of training received, value chain beneficiaries all felt that the training was of very good or good quality, with no one indicating it was just average, low or very low quality. Forty-seven responses from the meat and apple value chains indicated the training was very good (m.27/f.20), with 12 responding that the training was of good quality, (m.5/f.7). This finding was mirrored by responses from the Master Trainers responding to the training they had received from the project. 26 felt the training to very high quality (m.13/f.13) and 16 reported the training as good (m.13/f.3). Only one male master trainer felt the training had been of just average quality.

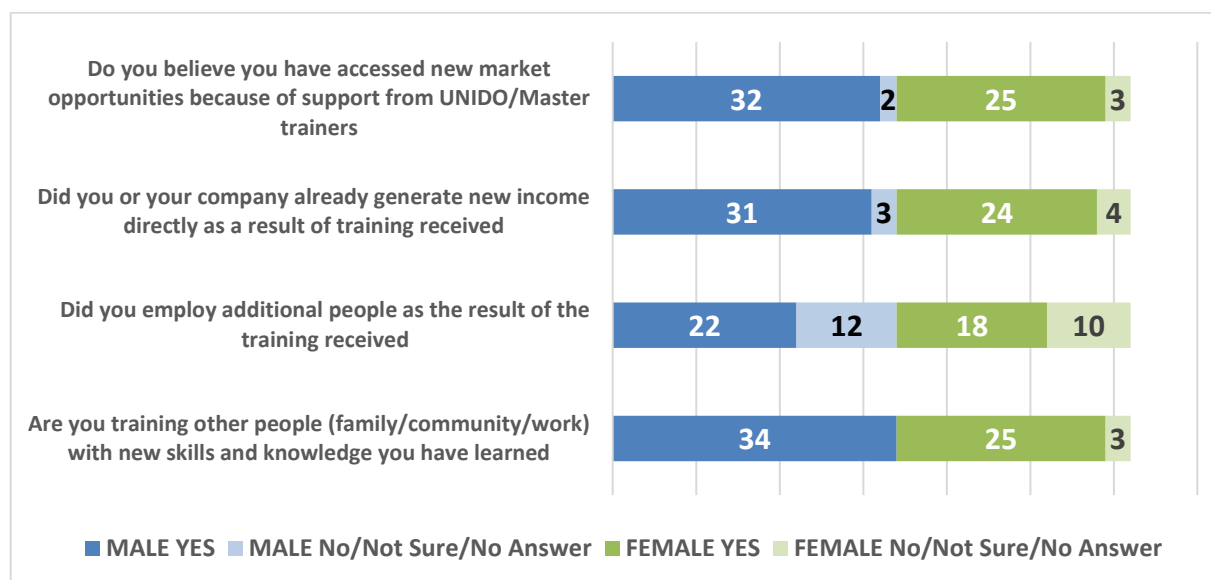
When asked about the results of the training, responses appeared positive in the great majority of cases. Table 5 below indicates the majority of both men and women felt they were accessing new market opportunities, generating more income, employing additional people and training others in their community/workplaces with their newfound knowledge.

<sup>21</sup> Asked whether PAFaid had improved their ability to earn a better income 42 strongly agreed with the statement and 19 agreed. None disagreed with the statement. 3 did not answer.

<sup>22</sup> It is important to note this data was collected by different project staff in different geographical locations for different value chains.



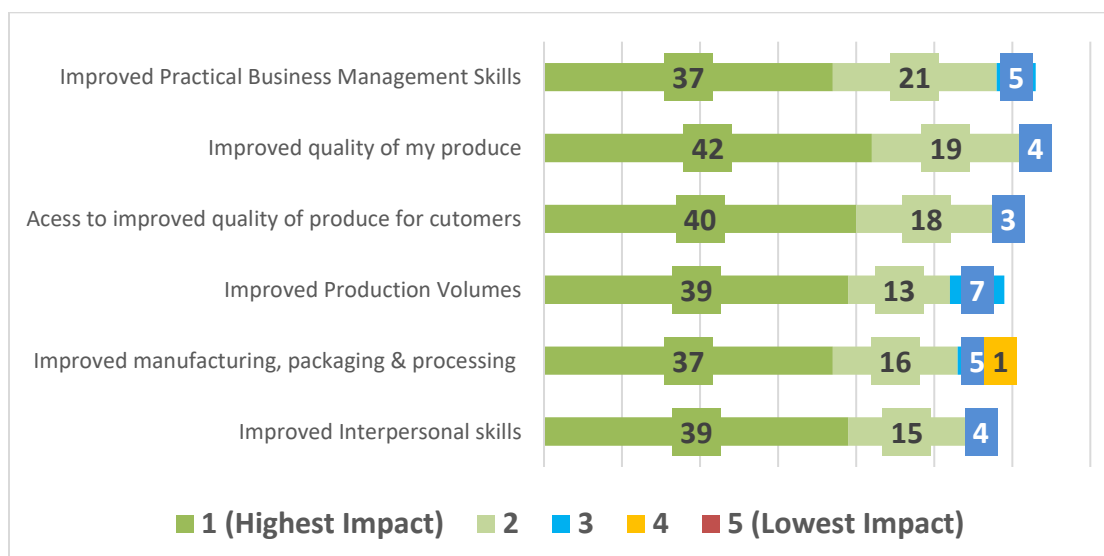
**Table 5: Agro-Beneficiaries responses to training results (by number of responses)**



The fact that 95% of beneficiaries were disseminating knowledge to others appears to be another good indicator of training quality and has repercussions for sustainability discussed in a later section to this report. With respect to generating new employment, it is an important finding that 65% (both men and women) indicated they had employed new people. Considering the evaluation survey represents only a very small proportion of all beneficiaries, this has significant implications towards the overall potential employment impact of projects like PAFAID.

When specifically asked about the perceived impact of the training they had received, beneficiaries in both apple and meat value chains responded very positively. (See Table 6 below), Asked to rate the impact of the project from 1 highest to 6 lowest across a range of questions, 64% rated the project as having the highest potential impact with a further 28% indicating the project had the second highest potential impact.

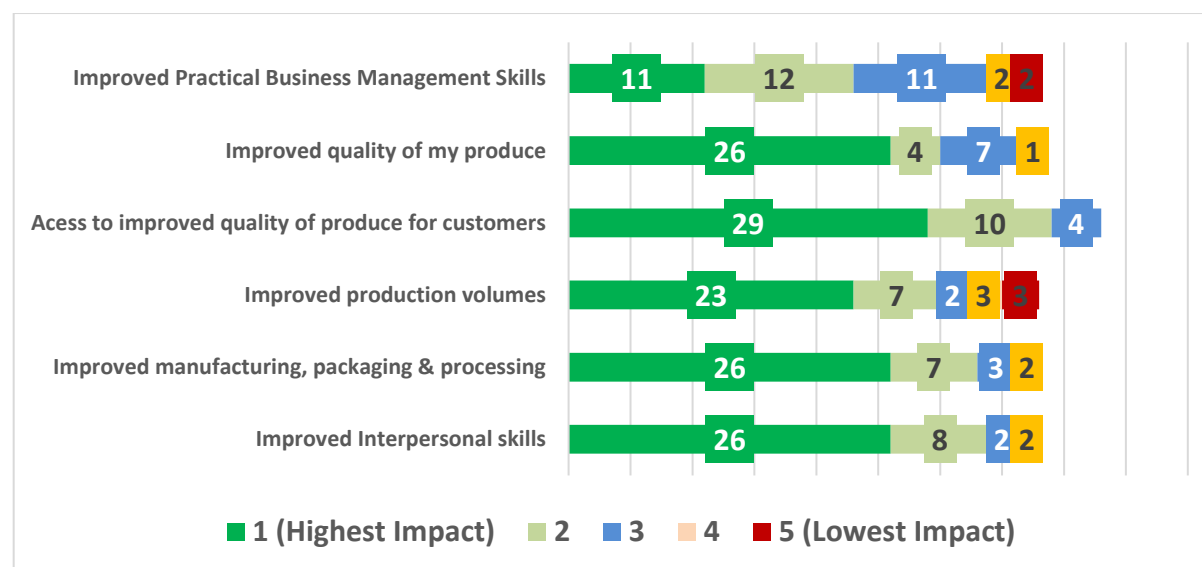
**Table 6: Agro-Beneficiaries rating of training impact**



Responses were positive with regards to improved quality of produce for direct beneficiaries as well as their customers, improved production values, and improved manufacturing, packaging and processing. This would indicate the realization of impacts anticipated by the PAFAID. Of importance to behavior change indicators are the positive responses to the impact on people's business management and interpersonal skills. These are important with regards to improved indicators of knowledge, attitudes, skills and aspirations (KASA).

To further validate findings Master trainers were also asked to rank the impact of training for a range of project results. Despite most Master trainers (81%) ranking impacts at either the highest or second highest level, it is clear a small minority of Master trainers have less confidence than agro-beneficiaries regarding improved business management skills and improved production volumes. A total of 6% of master trainers ranked training at either the lowest or second lowest level, with 12% ranking training impact as 3 or 'moderate'<sup>23</sup>.

**Table 7: Master Trainers Rating of Training Impact**



### 3.8 Gender Mainstreaming

Gender mainstreaming has been embraced internationally as a strategy towards realizing gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programs, with a view to promoting equality between women and men and combating discrimination.<sup>24</sup> PAFAID has a gender marker of 2a indicating significant attention will be given to gender.

Undertaken at a time when project activity had not yet fully scaled, with an inability to travel due to Covid 19, and the very poor rankings for gender equity in Pakistan<sup>25</sup>, the MTR found work on gender

<sup>23</sup> That data does not add to 100% is due to rounding issues.

<sup>24</sup> What is gender mainstreaming. European institute for gender equity. [https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming?language\\_content\\_entity=en](https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming?language_content_entity=en)

<sup>25</sup> Pakistan ranked 151 out of 153 countries on the Global Gender Gap Index Report 2020 index, published by the World Economic Forum (WEF)

was only moderately satisfactory. It was determined that PAFAID should strengthen gender related targeted interventions in VCD towards gender mainstreaming and that Gender mainstreaming approaches should be incorporated in the exit strategy. It was, however, also determined by the MTR that PAFAID is fully gender inclusive in its approach and all activities, technical assessments and reports include a gender lens.

While findings related to gender inclusiveness and mainstreaming were a concern for the MTR, two years later, with business training implemented and opportunities to meet female beneficiaries and women cooperatives, the TE determines the project has had a strong gender related implementation focus. Consequently, the TE finds that the focus of the PAFAID on **gender mainstreaming is satisfactory** at the closure of the project. It was also somewhat overlooked by the MTR that gender appropriate approaches had been incorporated into the project activities at the outset, especially with a focus on “cottage industries’ such as processing, packaging and local marketing. Activities that are commonly undertaken by women.

Conversations with UN Women during the TE confirmed that gender inequality is a pressing issue, but that there is significantly wider resource-allocation inequality in Pakistan related to overall poverty, access to education, and health and land rights for the rural poor, irrespective of gender.

Some findings of the TE, tentatively supported by quantitative evidence, suggest that ***specific results*** of the project with respect to KASA, behavior change and changes in production and income ***do not appear to differ significantly for men or women***. Importantly with respect to interpersonal skills such as confidence, communication, decision making and negotiation there appear to be positive findings for women though the small sample size of 60 responses precludes high confidence. Sixty-six per cent of female respondents compared to 71% of males reported the highest belief that training had improved their interpersonal skills. Similarly, 22% of females compared to 28% of males reported the second highest belief that their interpersonal skills had improved because of training support. Three women remained relatively neutral about the impact of training compared to no men.

Women’s cooperatives are now involved in the project, for both apple processing and meat processing and packaging and the project has involved women at all stages and at all levels of project preparation and implementation. Large numbers of companies and associations supported by the project are women led. Similarly, there are high numbers of women involved from relevant government authorities and consultation from the UNIDO side with all stakeholders is good. The project undertook a gender analysis, and all M&E data is disaggregated by gender and youth. The project also undertook three gender sensitization sessions in October 2021 for participants from KPFSHFA, LCB and LDD. A gender responsive and gender equitable business model for the Women Division wing of the Agriculture Extension Directorate of Balochistan was also developed in consultation with the DG of agriculture extension, agricultural officers and food processors.

The TE finds that multiple guidelines have been created by the project which are eminently suitable for women led processing which could potentially improve the value of primary products and help mitigate post-harvest loss. These include products like apple jam, apple juice and meat processing for sausages, kofta’s, seekh kebab, chapli kebab, and burger patties. It is a positive finding the project is already designing questionnaires specifically for women in the value chains<sup>26</sup>.

As recommended by the MTR, gender was incorporated into the project’s exit strategy as one of seven overarching criteria against sustainability as the project outlines how reducing the Gender-

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<sup>26</sup> Assessment Form for Women Entrepreneurs in Meat Value Chain

gap is one of the key objectives of Good-Local-Governance. The project reports that as a response to the mid-term review, the project strengthened its gender and specific interventions, including the formation of a women meat processors cooperative.

In conclusion, it is evident that gender inequality in agriculture remains a significant barrier to poverty reduction with women facing legal and societal hurdles in owning or inheriting land, and more limited access to credit and agricultural inputs. However, PAFAID has been implemented paying significant attention to gender and its scope of work cannot be expected to overcome wider societal inequalities. While PAFAID is determined as having paid significant attention to gender as planned, future initiatives or projects must likewise remain aware of the deeply ingrained patriarchal nature and unequal resource-allocation in Pakistan, especially in rural areas.

### 3.9 Youth

With respect to youth<sup>27</sup>, the project has incorporated youth in all aspects of implementation and disaggregates activity reporting based on age. As with gender PAFAID undertook a review of Youth Issues in Balochistan and Khyber Pakhtunkhwa from a value chain perspective<sup>28</sup>.

The specific youth focus of the project has been on universities and agricultural colleges, especially with respect to the UVAS and the BAC. Activities included capacity assessments for food science and technology and especially involving youth from four universities and colleges in Balochistan to improve branding and packaging for apples. What was evident to the TE was the reported enthusiasm from some youth that had been involved in the packaging competition, the way in which they were disseminating this enthusiasm to other students and their reported interest in continuing to expand their efforts beyond and independently of UNIDO/WPO. This would reportedly include other products, potentially including mango and dates. The fact that according to one student, others would like to emulate his success indicates a strong aspirational aspect of the project and suggests a specific focus on youth can be of significant benefit to a project like PAFAID.

According to reports from students themselves farmers were happy with what they saw as a reduction in post-harvest loss (bruising) and the fact that farmers found new packaging solutions more cost effective, as they could be reused.

### 3.10 Environmental Impacts

Regarding the environment, it is an important finding that the project has specifically only tried to achieve improved production methods and processing on existing farm/herding lands. This mitigates what could be potentially damaging environmental impacts of geographical expansion on, for example, the water table. All individual value chain feasibility studies include reference to safeguarding the environment and Environmental Management Safety Plans (ESMP) were drawn up.

With most farmers and meat processors being relatively small scale, the extent to which the PAFAID contributes to changes in the status of the wider environment is not anticipated to have significant positive or negative results. With the new properly focused use of chemicals and fertilizers instead of generic widescale application a positive environmental impact is highly likely, not just for the

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<sup>27</sup> The Government of Pakistan, Ministry of youth affairs generally defines youth as between 15-29 years of age.

<sup>28</sup> A Systematic Review of Gender and Youth Issues in Balochistan Khyber Pakhtunkhwa from [a] Value Chain Perspective (PAFAID/UNIDO 2020) and the WPO

selected beneficiaries, but potentially for the wider environment in terms of soil and groundwater quality.

One negative comment from a government stakeholder organization was the fact that apples are damaging to the groundwater and that for climate change other products such as dates would have been better. It is determined by the evaluation, however, that PAFAID has been implemented in an environmentally sensitive manner as outlined previously. The stakeholder organization in question was also reportedly collaboratively involved in the product selection for apples. Specific evaluation conversations to follow up these concerns were held with an academic expert institute who fully verified the selection of apples due principally to their overwhelming importance in Balochistan as Pakistan's primary area producing the fruit, the collaborative selection process and ongoing work to examine more climate resilient crop varieties.

### 3.11 Social Impact

It is understood that sustainable social transformation takes a long time to occur and rarely does it occur within the life cycle of a project. The broader transformational impact on local livelihoods ultimately intended by the project requires changes in both practice and behavior.

Despite this long-term challenge, findings of the evaluation appear positive with respect to the behavior change results of PAFAID and it is found improved knowledge and practice is **highly likely** to result in intended transformation at least within the project supported areas. It is found there is an adoption and implementation of the knowledge imparted by the PAFAID project, and importantly, beneficiaries are in turn reportedly disseminating this new knowledge.

Examining the project's own theory of change in conjunction with the evaluation's theory of change (Annex F) would indicate transformational impacts would be most likely seen in improved livelihood practices related to food safety and quality control. In turn this should lead to higher quality and income for products and their producers. Results of KII, FGD and quantitative analysis all suggest positive changes in this respect. The reported positive returns with respect to production volumes, employment generation and enhanced income generation do seem to be providing a positive incentive to change traditional practices.

Quantitative results of the evaluation survey outlined in this report indicate positive results for both men and women. The widely reported relevance of the training from both beneficiaries and provincial government institutions has resulted in improved confidence and enhanced aspirations. With new knowledge being imparted to senior practitioners in the fields of food safety and value addition, improved practices and behavior should become more evident over time.

It is also found that the project has focused on behavioral barriers to women's equality by focusing on value chains, especially apple growing and processing that traditionally involve large numbers of women. It was beyond the scope of PAFAID to more widely change Pakistan's gender normative behavior, however beneficiaries of both genders including the Master trainers suggested improvements in peoples' interpersonal skills including communication abilities, negotiation skills and decision making were very largely positive. This was coupled with the fact that beneficiaries widely reported they were communicating new skills to, for example, their family, community and work colleagues.

The MTR also gave specific examples from interviews that UNIDO GAP/GAHP/GHP trainees from the KPFSHFA, L&DD and LCB were disseminating new knowledge on enforcement, risk rating of

premises, risk-based inspection frequency and ante mortem and traceability to other practitioners independently of any UNIDO assistance.

## 3.12 Performance of Partners

With respect to the performance of key partners in the PAFAID project, all have faced the same constraints during implementation, especially for the first two years of implementation. Constraints related to Covid-19 and the conflict in the Middle East that delayed shipment of equipment through the Red Sea. Although there have been reported improvements over the life of the project, a lack of full coordination between government departments, offices and Ministries is still a reported constraint.

The TE determines that the performance of partners is **highly satisfactory** regarding the donor and UNIDO. Performance of implementing partners and stakeholders is also rated highly as **satisfactory**.

### UNIDO

With respect to UNIDO, it is determined by the TE that the project has overall performed very well with responses from both the donor and a senior government implementing partner broadly indicating “job complete and well done”.

From KII with national stakeholders it was evident that all particularly appreciated the specific technical aspects of PAFAID, and new knowledge imparted regarding food safety systems. The TE consequently finds that adequate technical expertise was mobilized for project design and that this process was inclusive in incorporating the major project stakeholders.

UNIDO also responded positively to the external mid-term evaluation further focusing on gender related aspects of the project which was used to partially redesign some activities such as the creation of a new women’s cooperative and further collaboration with academic institutes. Following recommendations of the MTR the project was also extended initially for one year at no cost, predominately due to delays caused by Covid 19. Following the MTR recommendations, an exit strategy has now been prioritized which includes an analysis of the sustainability strategy and recommendations to principal government counterparts L&DD Department: the KP Food Safety & Halal Food Authority, the local council board, meat and apple value chain actors and the donor.

Budgets for M&E have been sufficient for process monitoring and the M&E system is found to be robust, especially at activity and output level. The UNIDO country office has been involved in supporting the project through integrating PAFAID activities and results into wider donor frameworks and supporting engagement in policy dialogue especially on broader aspects of food safety systems.

Generally, it is found that responsibilities and reporting lines are clear and transparent and that the project operates an inclusive governance structure through the PSC. There were no indications to the TE that government officials felt that UNIDO had not been fully consultative. Similarly, there were no indications that projects partners were not fulfilling their role.

UNIDO HQ has focused heavily on supporting all technical and managerial aspects of the project and their inputs were regarded as timely and efficient, with multiple visits a year (excepting periods of COVID). It is assessed the Project is operationally well managed and has shown adaptive management in dealing with the challenge of COVID19, shifting to hybrid training and providing the

materials to enable this effectively such as computers and internet connections. Reporting lines and the operational governance system with clear roles and responsibilities were articulated by the project from the outset. It is an observation of the TE that PAFAID international and national staff and consultants, whether located in Vienna, Islamabad, Khyber Pakhtunkhwa or Balochistan were operating a heavily consultative and team-based approach to their operations.

### **National Counterparts and implementing partners**

It was the GOP itself that requested UNIDO to develop a capacity building and institutional strengthening project for provincial agricultural extension services and to enhance better practices in agricultural value chains. This would suggest a strong aspect of national ownership and interest from the outset. It is also noted, however, that governance structures are complex in Pakistan with potentially overlapping responsibilities and that the development of food safety compliance mechanisms was new to both Khyber Pakhtunkhwa and Balochistan.

The roles and responsibilities of national government counterparts are determined as clearly defined and as with the MTR the TE determines the correct counterparts have been selected for supporting implementation. It is a positive finding that the government has engaged in policy dialogue with UNIDO, and multiple byelaws, SOPs and codes of practice have been supported by the relevant government institutions.

Importantly civil society has been incorporated, including especially agricultural cooperatives and associations. There were no indications of non-responsiveness from UNIDO's national partners though the high turnover of key staff in senior positions has been a reported constraint, potentially resulting in a loss of consistent knowledge about the goals and objectives of PAFAID.

Regarding financial input, government financing and co-financing were identified as significant risks during the MTR. At the time of the TE, however, and with the closure of PAFAID, there were reportedly positive signs that provincial and federal government would look to continue funding the laboratories and the training center at AHITI. Funds have reportedly been approved by the federal government having been submitted from planned budgets within the Provincial Government.

The cadre of master trainers, practitioners and key staff within, for example, the L&DD, the KPFSHA and the Pesticides Quality Control and Testing Laboratory (PQCTL) are already government employees and highly likely to remain as newly capacitated human resources funded entirely by the Government.

### **The Donor**

There were no indications that project funds were not disbursed in a timely and efficient manner and JICA has shown considerable support to UNIDO agreeing to two no cost extensions, responding to problems of timeliness related to COVID-19 and international supply chain constraints. The donor reported they did not view the NCEs as a sign of inefficiency and felt UNIDO had coordinated well with government agencies in their attempts toward sustainability and that there was good technical support from Vienna.

The donor was actively involved in project design and the development of indicators, especially at the impact level. At the time of the TE, the donor was also likely to require information related to the specific income generational aspect of the project.



JICA has demonstrated long term commitment to the development of agro-value chains not just with funding support for PAFAID but also with support provided to other development agencies like the FAO Project for Restoration of Livelihoods in the Merged Areas of Khyber Pakhtunkhwa (Phases I and II). JICA has a strong focus on the restoration of livelihoods and providing markets for developed Agro-value chains. JICA also has a focus on public health with financial support for polio eradication and a focus on the public health aspects of meat. With funding provided for multiple agencies and development partners JICA is interested in synergy between agencies and a demonstration of their comparative advantages

### 3.13 Results Based Management & Monitoring and Evaluation

The project has been extended twice at no cost, due to external factors beyond the control of the project. It is assessed, however, that the NCEs have allowed the project to meet anticipated targets.

The project document, logical framework, M&E outputs and annual workplans are largely results based and clearly presented collaboratively to national stakeholders. The project results framework has been used as a management tool and changes related to timeliness and the changes in implementation regarding for example, apple grader's locations and the decision to construct AHITI were amendments to original plans, but these changes have been extensively discussed.

The project is using multiple monitoring tools. Data is collected provincially, fed into the M&E system in Islamabad and this in turn informs progress for Vienna. Data is collected from key stakeholders and decisions and corrective actions are informed to the MNSFR chaired PSC. The Bi-annual PSC incorporates detailed updates from the PM including completed activities, delayed activities and activities for the next six months, risks and challenges the project is facing, their associated mitigation strategies; and lessons learned and recommendations.

It is determined by the TE that M&E has been a core activity of PAFAID enabling adaptive management responses to implementation challenges. All results and issues are reported openly to the PSC, while ongoing working relationships and ad hoc meetings are undertaken with stakeholders to overcome issues as they arise.

As found out by the MTR the TE would still determine that there will be challenges to analyze some ambitious ultimate results with high numbers of anticipated beneficiaries with for example "50,000 rural beneficiaries improving their livelihoods" and a 10 percent increase in value of products. It will be hard to specifically attribute results directly to the project as broader socioeconomic and demand side factors will play a role.

The M&E system has been closely aligned to UNIDO's global IRPF helping measure specific inputs to Inclusive and Sustainable Industrial Development (ISID). PAFAID M&E also demonstrates good practice by specifically outlining how activities are contributing to the SDGs.

Behavior change has been an important aspect of PAFAID, and one publicly available indicator of results has been the creation of a particularly high standard publication related specifically to impact. The **People of PAFAID** publication, for example, illustrates multiple success stories from actual beneficiaries, what their situation was, how they overcame challenges and the resulting impact on their lives.

## 3.14 Project Ratings

#	Evaluation criteria	Score
<b>A</b>	<b>Progress to Impact</b>	<b>6 (HS)</b>
<b>B</b>	<b>Project design</b>	<b>5 (S)</b>
1	• Overall design	5 (S)
2	• Log frame	5 (S)
<b>C</b>	<b>Project performance</b>	<b>6 (HS)</b>
1	• Relevance	6 (HS)
2	• Coherence	5 (S)
3	• Effectiveness	6 (HS)
4	• Efficiency	5 (S)
5	• Sustainability of benefits	6 (HS)
<b>D</b>	<b>Cross-cutting performance criteria</b>	<b>5 (S)</b>
1	• Gender mainstreaming	5 (S)
2	• M&E: M&E design M&E implementation	5 (S)
3	• Results-based Management	6 (S)
<b>E</b>	<b>Performance of partners</b>	<b>6 (HS)</b>
1	• UNIDO	6 (HS)
2	• National counterparts	5 (S)
3	• Partners (Donor and subcontract performance)	6 (S)
<b>F</b>	<b>Overall assessment</b>	<b>6 (HS)</b>

## 4 Conclusions, Recommendations and Lessons Learned

### 4.1 Conclusions

Collaboratively identifying the gaps and needs for VCD during the Inception phase, a project document that has proven continuously valid and strong results-based management have been critical to PAFAIDs success. The strong relevance of the intervention from the outset has established the foundation for impact that is already evident and greatly increased the chances of sustainability.

The extent to which PAFAID (or its approach) will be replicated and upscaled in any significant manner likely continues to depend largely on external development partners. However, with comprehensive support across two value chains PAFAID has enabled basic transformation toward more productive, food safe, environmentally friendly and inclusive production and processing. In that respect PAFAID achieved its objective and has provided both groundwork and opportunity for further development. It is now incumbent on the funding partner(s) and UNIDO as to whether they wish to build on evaluated success, or whether they wish to potentially lose momentum.

To a minor extent the project is strong on the supply side, but slightly weaker on the demand side and consumer awareness and guaranteed market demand remain principal drivers for larger scale transformation.

## 4.2 Recommendations

With the end of PAFAID, recommendations are forward looking and have been built on the lessons learned and successful implementation experience of PAFAID. It should not be implied that recommendations for UNIDO suggest PAFAID did not attempt or undertake these activities, but they are a reflection on lessons learned following implementation of a mid-term and terminal evaluation. Due to their strong applicability, the recommendations below incorporate the major recommendations included in the project's own exit strategy and only include those for which the evaluation also made an independent determination.

### Recommendations for UNIDO

- 1) ***Related departments and directorates in UNIDO should actively support the further development of the PAFAID “whole of VC” approach with additional donors.*** Ideally this should be established as PAFAID Phase II, possibly for additional value chains such as dairy or further strengthening functions and capacities of QC laboratories that are the bedrock of compliance.

Justifications are outlined below.

- a) It is independently assessed the technical and human resources currently in PAFAID, coupled with the desire for stakeholders to see replication is high. Methodologies, capacities and results seem proven and should not lose momentum.
- b) PAFAID has proven a successful pilot, specifically in areas of systemic value chain development, localized economic transformation, food safety, nascent quality compliance systems, product development, income and employment generation, and potentially even food security.
- c) PAFAID is entirely consistent with UNIDO's broader mandate and vision and is independently evaluated as a successful example of UNIDO's comparative advantages, specifically the development of agricultural value chains to support livelihood development and poverty reduction.
- d) The need to build on success and heightened aspirations when there are enhanced opportunities for replication and upscaling.

- 2) ***Specific exit strategies should be clearly outlined at the earliest commencement of project planning.*** This recommendation is specifically related to potential future phases or follow-up to PAFAID but is also considered more widely relevant to UNIDO.

- a) Clearly articulated exit strategies, as with theories of change and the logical frameworks, should be the highest priority during project planning. It was, for example, an identified desire of the funding partner for PAFAID.
- b) Exit strategies should be linked to behavior change indicators and intentions of a project's theory of change. What needs to change, for who and by when.

- c) Exit strategies can always change and develop through the life of a project based on implementation experience.

**3) Theories of change should be comprehensive and include detailed analysis of prerequisites and assumptions**

- a) A ToC is used as a complementary tool to the logical framework and should go further than repeating anticipated impacts, outcomes and outputs of a project's logical framework.
- b) It would be possible to broadly report progress against a ToC, for example whether and how particular constraints are being overcome, rather than, for example, the number of meetings undertaken.
- c) A ToC is a good link to the risks and assumptions undertaken in project related risk assessments already undertaken during the planning stage.

**4) Ensure adequate resources and timeframes are included in food safety-value chain development projects like PAFAID for advocacy on consumer awareness.**

- a) Consumer awareness and demand is perhaps the most significant driver for changing traditional agricultural, processing and marketing practices. It is understood that transformational changes in behavior take significant time, and projects cannot be anticipated to change behavior beyond their scope of work.

#	Recommendation	Management Actions	Responsible Person	Target Date
1.	<b>Related departments and directorates in UNIDO should actively support the further development of the PAFAID “whole of VC” approach with additional donors.</b> Ideally this should be established as PAFAID Phase II, possibly for additional value chains such as dairy or further strengthening functions and capacities of QC laboratories that are the bedrock of compliance.	Efforts ongoing and engagement is supported with JICA and Italy. UNIDO has also allocated funds for the development of phase II.	IET/AGR/FSS	31 December 2025
2.	<b>Specific exit strategies should be clearly outlined at the earliest commencement of project planning.</b> This recommendation is specifically related to potential future phases or follow-up to	Well noted and considered where this could already be included at the inception phase or project planning.	IET/AGR/FSS	30 June 2026

	PAFAID but is also considered more widely relevant to UNIDO.			
3.	<b><i>Theories of change should be comprehensive and include detailed analysis of prerequisites and assumptions</i></b>	Well noted and accepted.	IET/AGR/FSS	30 June 2025
4.	<b><i>Ensure adequate resources and timeframes are included in food safety-value chain development projects like PAFAID for advocacy on consumer awareness.</i></b>	Well noted and accepted.	IET/AGR/FSS	30 June 2026

### 4.3 Lessons learned

***A practical and holistic approach*** of training toward solutions for stakeholder-identified livelihood challenges in select value chains can have a positive impact not just on product quality and production volumes, potential income and employment generation, but can also contribute to broader positive behavior change. It can also enhance the likelihood for technical upscaling and replication independently of development assistance.

# ANNEXES

## Annex A: Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### TERMS OF REFERENCE

**Independent terminal evaluation of the project:**

**The Project for Agri-Food and Agro-Industry Development Assistance  
(PAFAID)**

**UNIDO ID: 180109**

**September 2024**

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## Project context

Agriculture constitutes the largest sector of the Pakistani economy and the majority of the local population, directly or indirectly depend on it. The sector also contributes about 20 percent of the country's gross domestic product (GDP) and accounts for half of employed labor force. However, the country's agricultural productivity is one of the lowest in the world, ranging between 29 and 52 percent. In addition, high sectorial post-harvest losses cause large economic and environmental damage to local women and men farmers, not forgetting to mention the lack of understanding in the need of proper food safety and hygiene standards application. On the other hand, fertile soil, excellent geographical location, availability of rural labor force and adequate climate for agricultural production create a large potential of Pakistan.

The Government of Pakistan has requested UNIDO to develop a conceptual intervention approach, which aims to develop agricultural extension services of provincial agriculture department and simultaneously enhance obsolete practices of agri-food value chains. Subsequently, UNIDO has developed The Project for Agri-food and Agro-industry Development Assistance in Pakistan which supports the upgrade of the agriculture and livestock sector at a sustainable manner and in turn improves the livelihood of the stakeholders, particularly farmers and herders. The first such project was launched in Gilgit-Baltistan and upon successful commence, in other provinces of the country. In 2018, UNIDO was approached by the Government of Japan and the Japan International Cooperation Agency (JICA) to develop a project based

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<sup>1</sup> Data to be validated by the Consultant

on the aforementioned concept. The Government of Japan in partnership with the Japan International Cooperation Agency (JICA) have indicated its interest to work together with UNIDO on an agri-business capacity building initiative to be implemented in two provinces of Pakistan, namely Khyber Pakhtunkhwa (KP) and Balochistan. As a result of preliminary assessments and stakeholder consultations with the involvement of the Government of Pakistan and its relevant provincial bodies, the Project for Agri-food and Agro-industry Development Assistance in Pakistan (SAP ID: 180109) was finalized, aiming to pilot the enhancement of productive and compliance capacities of relevant actors in the cattle meat value chain in selected districts of KP (Peshawar, Abbottabad, Kohistan and D.I. Khan) and apple value chain in Balochistan (Killa Saifullah, Killa Abdullah, Pishin and Quetta). The project will collaborate and support the relevant governmental bodies to offer adequate services to the industry at a sustainably manner and ensure the possibility to upscale best practices. The project is implemented in close cooperation with the Food Safety Authorities, Local Governments, and Livestock and Agriculture Departments in Khyber Pakhtunkhwa and Balochistan and under the overall supervision of the Ministry of National Food Security and Research.

UNIDO will provide technical support to female and male value chain actors in order to improve the competitiveness by improving the quality and safety and value addition of their products. This in turn can contribute to better marketability, higher profit, productivity and access to high-end markets.

The PAFAID initiative was launched in October 2019, prior to the COVID-19 pandemic.

The project implementation in total is planned to be 48 months, including a nine-month inception phase, which has the following components:

**Output 1.1:** Detailed value chain analyses on the meat and apple value chains and assessments on institutional capacities conducted

**Output 2.1:** Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa

**Output 2.2:** Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices

**Output 2.3:** New practices in value addition are introduced

**Output 2.4:** Market linkage of actors from the meat value chain improved

**Output 3.1:** Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan

**Output 3.2:** Value addition and safety and quality compliance practice are piloted

**Output 3.3:** Market linkage of actors from the apple value chain improved

## Project objective and expected outcomes

The long-term goal of the project is to revitalize the livelihood of value chain actors in Khyber- Pakhtunkhwa and Balochistan, covering their daily income from the apple and cattle value chains and improve practices of food manufacturers and processors along with the related enabling environment.

To achieve this, the short-term goal of the project is to introduce improved practices and techniques in product quality, safety and productivity, the female and male farmers / herders as well as enterprises will be able to generate additional incomes by selling their food safety compliant and value added products in high-end markets. The project will follow a piloting approach for the apple and cattle meat

value chains to showcase best practices in selected districts within the provinces. Furthermore, it will also pay attention to disseminate the developed know-how on best practices in product compliance, traceability value addition and productivity to actors, with consideration of economically more vulnerable groups, such as youth and women, as well as support the upgrading of their obsolete practices on-farm and processing level. Through the development of institutional capacities of the agricultural departments in KPK and Balochistan, they will be able to disseminate the developed code of practice (COP) after receiving training of trainer (ToT) trainings from senior experts. This in turn will also assist in the sustainability of the departments as an income generation opportunity and upscale of best practices in long-term.

During the introduction of the new practices, the project will follow a piloting approach for the selected value chains, however, by closely involving the relevant departments at provincial level as well as their institutional capacity building which in turn allows the establishment of a framework for up-scaling potentials in the future. This approach also allows the identification of lessons learned and additional challenges related to the upgrade of these practices. As part of the value chain performance development, UNIDO will look into numerous thematic areas to improve current practices and income opportunities, such as compliant and productive capacities, value addition, and establishment of market linkages.

The main objective of the proposed project is revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices.

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

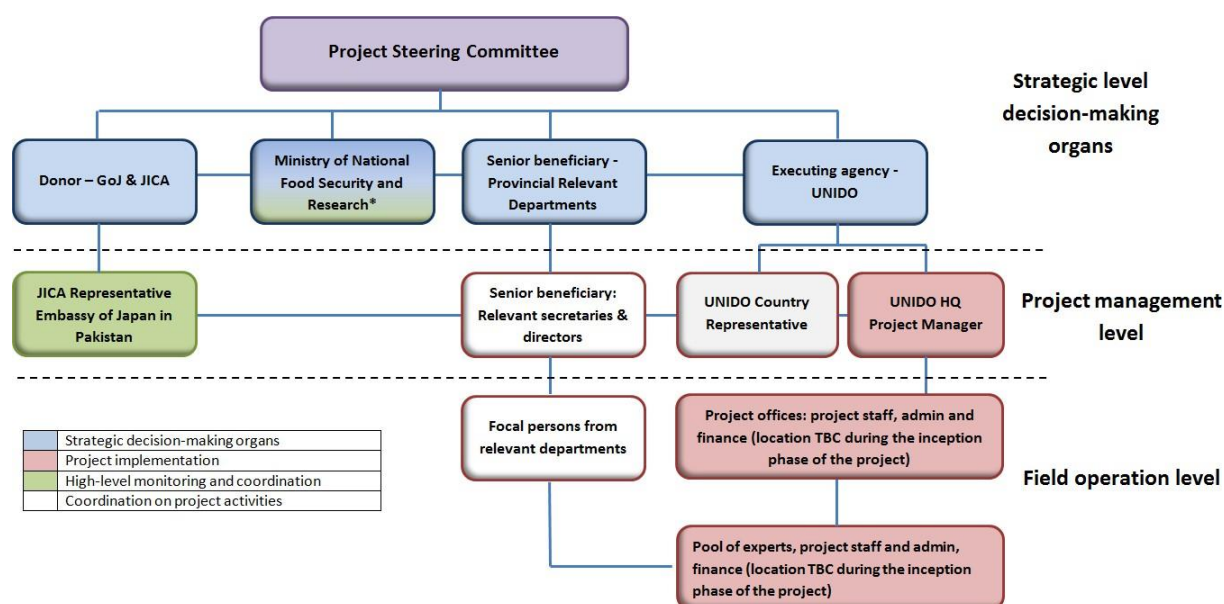
**Component 1:** Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa;

**Component 2:** Value addition and improved compliance practices piloted for the apple value chain in Balochistan.

The following are, in brief, some of the expected results (outcome(s) and output(s)) of the project/programme:

- Two sectorial policies / strategies revised/developed
- 240 governmental staff trained on best practices along the value chain (production, processing and inspection).
- 10,000 women and men farmers trained on code of practices
- 2 value chain's compliance capacity developed
- 5 code of practices developed in the field of food safety and productivity
- 35 enterprises adopted best-practices (in compliance and productivity), including apple farmers and meat processors (butchers and slaughter houses)

## Project implementation arrangements



**Strategic Level:** A Project Steering Committee was created to provide overall guidance and monitor the implementation of the programme. The Steering Committee was composed of representatives from the Ministry of National Food Security & Research of Pakistan, the Japan International Cooperation Agency (JICA), the Government of Balochistan, the Government of Khyber-Pakhtunkhwa, and UNIDO. The PSC aimed to maintain an equal number of men and women whenever possible.

The Steering Committee sustained, both technically and politically, a smooth project implementation through a strategic decision-making mechanism and consultative process among the relevant stakeholders. The Ministry of National Food Security and Research prepared the constitution along with the nominated members of the Steering Committee, which was then agreed upon by JICA, the provincial governmental organs, and UNIDO. The Steering Committee first met at the end of the inception phase and then at least once a year to monitor the project's operations, review its work programme and achievements, and re-orient activities as necessary.

**Project Management Level (UNIDO Headquarters):** The project is managed by the Food Systems and Food Security unit (IET/AGR/FSS) of UNIDO, in accordance with the Guidelines for the Technical Cooperation Programme and Project Cycle (UNIDO/DGAI.17.Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle—partially superseded by UNIDO/DGB/(P).130 and UNIDO/DGAI.21). The overall management responsibility of the project remains with UNIDO through the assigned project manager, who works closely with the members of the Steering Committee to ensure the best planning and implementation of the project. The UNIDO project manager is assisted by a project technical assistant (L level) appointed for the project. During the project team formulation, UNIDO strives to maintain a gender-balanced team.

**Operational/Field Level (Islamabad / Khyber-Pakhtunkhwa / Balochistan):** The project team members responsible for the day-to-day implementation and coordination of the project are structured based on the outcomes of the inception phase, and their roles are defined according to the intervention needs. The project implementation at the provincial level is organized and monitored through local technical working groups, with participation from representatives of the relevant local departments and UNIDO senior

project staff. Additionally, beneficiaries, such as cooperatives and associations, may be invited to local technical working group meetings when required.

## **Main findings of the Mid-term review (MTR)**

The PAFAIDS project's approach, which addresses the entire value chain in Balochistan and KP, is deemed correct and leverages UNIDO's strengths in enhancing food safety and regulatory practices. The project's design has largely remained relevant despite facing unforeseen constraints, and its monitoring and evaluation systems are robust, particularly in quantitative reporting. The project is well-documented internally and externally. However, the extensive and diverse range of activities poses ongoing challenges, particularly in shifting behaviors across the value chain and increasing consumer awareness. While the project is strong in supply-side interventions, it needs to bolster demand-side efforts to improve effectiveness and sustainability. Gender inclusiveness is a notable strength, though full mainstreaming remains a challenge.

The project has performed well overall, with enthusiastic field-based practitioners playing a crucial role in its sustainability. Despite some difficulties with executive access and high turnover of government officials, the project's inclusive approach is building a foundation for enhanced collaboration among stakeholders. Efficiency issues related to timelines are being addressed, and the project's cooperative agencies are well-chosen. The MTR suggests that the PAFAID project should continue with no-cost extensions and further phases to ensure sustainability and explore opportunities for replication and scaling based on lessons learned.

## Budget information

Table 1: UNIDO budget allocation at approval

Result no./ Budget line	Result/ Items by budget line	Allocation (at approval) in USD							
		Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Total (USD)	%	Total expenditure at completion	
Impact: Revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices								USD	%
Outcome 1: Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa									
Output 1.1: Detailed value chain analysis on the meat and apple value chains and assessments on institutional capacities were conducted									
11	International experts	171,837.00				171,837.00			
15	Project travel	19,362.91				19,362.91			
17	National experts & admin staff	96,000.00				96,000.00			
21	Subcontracts	58,000.00				58,000.00			
30	In-service training, conferences, workshops	4,145.91				4,145.91			
51	Miscellaneous	5,854.09				5,854.09			
Sub-Total Output 1.1		355,199.91	-	-	-	355,199.91			
Output 2.1: Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa									
11	International experts	60,000.00	100,000.00	15,024.87		175,024.87			
15	Project travel	5,000.00	30,000.00	8,000.00	7,000.00	50,000.00			



17	National experts & admin staff	20,000.00	36,000.00	23,882.13		79,882.13			
21	Subcontracts		75,000.00			75,000.00			
30	In-service training, conferences, workshops	4,920.38	5,000.00	2,000.00	1,000.00	12,920.38			
45	Equipment	30,000.00	20,000.00			50,000.00			
51	Miscellaneous	2,000.00	3,000.00	1,000.00		6,000.00			
<b>Sub-Total Output 2.1</b>		<b>121,920.38</b>	<b>269,000.00</b>	<b>49,907.00</b>	<b>8,000.00</b>	<b>448,827.38</b>			
<b>Output 2.2: Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices</b>									
11	International experts	41,000.00	90,000.00	55,000.00	25,000.00	211,000.00			
15	Project travel		5,000.00			5,000.00			
17	National experts & admin staff	9,000.00	30,000.00	24,000.00	10,000.00	73,000.00			
21	Subcontracts	50,000.00	77,000.00	5,000.00	5,000.00	137,000.00			
30	In-service training, conferences, workshops		10,500.00			10,500.00			
45	Equipment		601,485.00	20,000.00		621,485.00			
51	Miscellaneous	9,032.00	15,000.00	5,000.00		15,000.00			
<b>Sub-Total Output 2.2</b>		<b>109,032.00</b>	<b>828,985.00</b>	<b>109,000.00</b>	<b>40,000.00</b>	<b>1,072,985.00</b>			
<b>Output 2.3: New practices in value addition are introduced</b>									
15	Project travel		7,000.00			7,000.00			

17	National experts & admin staff		23,000.00			23,000.00			
30	In-service training, conferences, workshops		1,000.00			1,000.00			
45	Equipment		50,000.00			50,000.00			
51	Miscellaneous		10,000.00			10,000.00			
<b>Sub-Total Output 2.3</b>		-	<b>91,000.00</b>	-	-	<b>91,000.00</b>			
<b>Output 2.4: Market linkage of actors from meat value chain improved</b>									
11	International experts			12,000.00		12,000.00			
15	Project travel			14,000.00	10,000.00	24,000.00			
21	Subcontracts			1,000.00	10,000.00	11,000.00			
35	International Meetings				20,000.00	20,000.00			
51	Miscellaneous			5,000.00		5,000.00			
<b>Sub-Total Output 2.4</b>		-	-	<b>32,000.00</b>	<b>40,000.00</b>	<b>72,000.00</b>			
<b>Outcome 3: Value addition and improved compliance practices piloted for the apple value chain in Balochistan</b>									
<b>Output 3.1: Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan</b>									
11	International experts	63,000.00	75,000.00	27,000.00	10,000.00	175,000.00			
15	Project travel		4,744.00	1,000.00		5,744.00			
17	National experts & admin staff	17,000.00	7,000.00	15,000.00	10,000.00	49,000.00			
30	In-service training, conferences, workshops		5,000.00	5,000.00		10,000.00			

45	Equipment	25,000.00	15,000.00			40,000.00			
51	Miscellaneous	10,000.00	10,000.00	5,000.00		25,000.00			
<b>Sub-Total Output 3.1</b>		<b>115,000.00</b>	<b>116,744.00</b>	<b>53,000.00</b>	<b>20,000.00</b>	<b>304,744.00</b>			
<b>Output 3.2: Value addition and compliance capacities of selected apple value chain sector are piloted</b>									
11	International experts	20,000.00	30,000.00	5,000.00		55,000.00			
15	Project travel		2,000.00	2,000.00	13,945.14	17,945.14			
17	National experts & admin staff		40,000.00	25,000.00	17,217.99	82,217.99			
21	Subcontracts		35,000.00	5,000.00	5,000.00	45,000.00			
30	In-service training, conferences, workshops		11,000.00	1,000.00		12,000.00			
45	Equipment		15,000.00	671,384.00		686,384.00			
51	Miscellaneous		1,000.00	1,000.00		2,000.00			
<b>Sub-Total Output 3.2</b>		<b>20,000.00</b>	<b>134,000.00</b>	<b>710,384.00</b>	<b>36,163.13</b>	<b>900,547.13</b>			
<b>Output 3.3: Market linkage of actors from apple value chain improved</b>									
11	International experts			12,000.00		12,000.00			
15	Project travel			14,000.00	10,000.00	24,000.00			
21	Subcontracts				10,000.00	10,000.00			
35	International Meetings				20,000.00	20,000.00			
51	Miscellaneous			6,000.00		6,000.00			

<b>Sub-Total Output 3.3</b>		-	-	32,000.00	40,000.00	72,000.00			
<b>Output 4. Project management</b>									
11	International experts	36,000.00	27,000.00	27,000.00	18,000.00	108,000.00			
15	Project staff travel	13,500.00	24,000.00	15,585.22	32,000.00	85,085.22			
16	Staff travel	7,000.00	7,000.00	7,000.00	14,000.00	35,000.00			
17	National experts & admin staff	39,888.00	123,000.00	127,000.00	125,291.00	415,179.00			
21	Subcontracts	10,000.00	30,000.00	30,000.00	30,000.00	100,000.00			
30	In-service training, conferences, workshops	5,000.00				5,000.00			
43	Premises	47,000.00	58,000.00	58,000.00	58,000.00	221,000.00			
45	Equipment	18,500.00				18,500.00			
51	Miscellaneous	74,000.00	74,000.00	65,000.00	66,000.00	279,000.00			
<b>Sub-Total Project Management</b>		<b>250,888.00</b>	<b>343,000.00</b>	<b>329,585.22</b>	<b>343,291.00</b>	1,266,764.22			
<b>Evaluation &amp; monitoring</b>			<b>30,000.00</b>		<b>30,000.00</b>	<b>60,000.00</b>			
<b>TOTAL (excl. programme support costs)</b>		<b>972,040.29</b>	<b>1,812,729.00</b>	<b>1,315,876.22</b>	<b>557,454.13</b>	<b>4,658,099.64</b>			
<b>Support costs (13%)</b>		<b>126,365.24</b>	<b>235,654.77</b>	<b>171,063.91</b>	<b>72,469.04</b>	<b>605,552.95</b>			
<b>TOTAL (incl. Support costs)</b>		<b>1,098,405.53</b>	<b>2,048,383.77</b>	<b>1,486,940.13</b>	<b>629,923.17</b>	<b>5,263,652.60</b>			

Source: Project document and UNIDO Project Management ERP database as of [dd/mm/yyyy]

## SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in January 2019 to the estimated completion date in December 2024.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

## EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>2</sup>, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>3</sup>, and UNIDO [Evaluation Manual](#). In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach<sup>4</sup> and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

## Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
  - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
  - Notes from the meetings of committees involved in the project.

<sup>2</sup> UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

<sup>3</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006).

<sup>4</sup> For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the project; and
  - Representatives of funding partners, counterparts, and other stakeholders.
- (c) **Field visit** to project sites in [XXX].
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
  - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

## Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance:** Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence:** How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness:** Is the project/programme achieving its objectives?
- 4) **Efficiency:** How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact:** What difference does intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects? To what extent did the project contribute to SDG(s), intended or unintended?
- 6) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are they likely to continue?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO [Evaluation Manual](#).

**Table 5. Project evaluation criteria**

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes

4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
<b>D</b>	<b>Gender mainstreaming</b>	Yes
<b>E</b>	<b>Project implementation management</b>	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
<b>F</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Funding partner	Yes
<b>G</b>	<b>Environmental and Social Safeguards (ESS)<sup>5</sup>, Disability and Human Rights</b>	Yes
<b>1</b>	• Environmental Safeguards	Yes
<b>2</b>	• Social Safeguards, Disability and Human Rights	Yes
<b>H</b>	<b>Overall Assessment</b>	Yes

### **Performance of partners**

The assessment of the performance of partners will *include* the quality of implementation and execution of the GEF Agencies and project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with a focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

The terminal evaluation will assess the following topics, for which *ratings are not required*:

- Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization, whether and how shortfall or excess in co-financing affected project results
- Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented.
- Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

<sup>5</sup> Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to the environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf); [https://www.thegef.org/sites/default/files/documents/gef\\_environmental\\_social\\_safeguards\\_policy.pdf](https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf).



## Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses an ordinal six-point rating system, where highly satisfactory is the highest score (6) and highly unsatisfactory is the lowest (1) as per the table below.

**Table 6. Project rating criteria**

Score	Definition
Highly satisfactory (6)	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
Satisfactory (5)	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
Moderately satisfactory (4)	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
Moderately unsatisfactory (3)	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
Unsatisfactory (2)	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
Highly unsatisfactory (1)	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

## EVALUATION PROCESS

The evaluation will be conducted from October 2024 to December 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

## TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from October 2024 to December 2024. The evaluation field mission is tentatively planned for mid-November 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

**Table 7. Tentative timelines**

<b>Timelines</b>	<b>Tasks</b>
October 2024	Desk review and writing of inception report
End of October 2024	Online briefing with UNIDO project manager and the project team based in Vienna.
Beginning of November	Field visit to [XXX].
End of November	Debriefing in Vienna – or online tbc Preparation of first draft evaluation report
December 2024	Internal peer review of the report by UNIDO’s Independent Evaluation Unit and other stakeholder comments to draft evaluation report
End of December 2024	Final evaluation report

## EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. The consultant will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in [country name] will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

## REPORTING

### Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews

with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable<sup>6</sup>.

### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO's Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

## **QUALITY ASSURANCE**

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is

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<sup>6</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

## Annex 1: Project Logical Framework

BL	Description	Year 1	Year 2	Year 3	Year 4	Total
<b>Impact: Revitalizing the livelihood of farmers from selected value chains in KPK and Baluchistan through improved production, quality compliances and introduction to new value addition practices</b>						
<b>Outcome 1: Improved pilot applications in compliance and productive capacities of the cattle meat value chain in pre-selected districts of Khyber Pakhtunkhwa</b>						
<b>Output 1.1: Detailed value chain analysis on the meat and apple value chains and assessments on institutional capacities were conducted</b>						
11	International experts	171,837.00				171,837.00
15	Project travel	19,362.91				19,362.91
17	National experts & admin staff	96,000.00				96,000.00
21	Subcontracts	58,000.00				58,000.00
30	In-service training, conferences, workshops	4,145.91				4,145.91
51	Miscellaneous	5,854.09				5,854.09
<b>Sub-Total Output 1.1</b>		<b>355,199.91</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>355,199.91</b>
<b>Output 2.1: Enabling environment from food safety compliance aspect improved for the cattle meat value chain in Khyber Pakhtunkhwa</b>						
11	International experts	60,000.00	100,000.00	15,024.87		175,024.87
15	Project travel	5,000.00	30,000.00	8,000.00	7,000.00	50,000.00
17	National experts & admin staff	20,000.00	36,000.00	23,882.13		79,882.13
21	Subcontracts		75,000.00			75,000.00
30	In-service training, conferences, workshops	4,920.38	5,000.00	2,000.00	1,000.00	12,920.38
45	Equipment	30,000.00	20,000.00			50,000.00
51	Miscellaneous	2,000.00	3,000.00	1,000.00		6,000.00
<b>Sub-Total Output 2.1</b>		<b>121,920.38</b>	<b>269,000.00</b>	<b>49,907.00</b>	<b>8,000.00</b>	<b>448,827.38</b>
<b>Output 2.2: Cattle meat compliance and productive capacities are piloted by following safety, quality and environmental best practices</b>						
11	International experts	41,000.00	90,000.00	55,000.00	25,000.00	211,000.00
15	Project travel		5,000.00			5,000.00
17	National experts & admin staff	9,000.00	30,000.00	24,000.00	10,000.00	73,000.00
21	Subcontracts	50,000.00	77,000.00	5,000.00	5,000.00	137,000.00
30	In-service training, conferences, workshops		10,500.00			10,500.00
45	Equipment		601,485.00	20,000.00		621,485.00
51	Miscellaneous	9,032.00	15,000.00	5,000.00		15,000.00
<b>Sub-Total Output 2.2</b>		<b>109,032.00</b>	<b>828,985.00</b>	<b>109,000.00</b>	<b>40,000.00</b>	<b>1,072,985.00</b>
<b>Output 2.3: New practices in value addition are introduced</b>						
15	Project travel		7,000.00			7,000.00

17	National experts & admin staff		23,000.00			23,000.00
30	service training (conferences-workshops)		1,000.00			1,000.00
45	Equipment		50,000.00			50,000.00
51	Miscellaneous		10,000.00			10,000.00
S111b-Total Output 2.3		.	91 000.00	.	.	91000.00
<b>0111tput2.4: Market linkage of actors from meat value Improved</b>						
11	International experts			12,000.00		12,000.00
15	Project travel			14,000.00	10,000.00	24,000.00
21	Subcontracts			1,000.00	10,000.00	11,000.00
35	International meetings				20,000.00	20,000.00
51	Miscellaneous			5,000.00		5,000.00
Sub- Total Output .2.4		.	.	3-2,000.00	401000.00	1:2,000.00
<b>Outcome 3</b>						
<b>0111tput3.1: Enabling environment from value addition and food safety compliance aspect improved for the apple value chain in Balochistan</b>						
11	International experts	63,000.00	75,000.00	27,000.00	10,000.00	175,000.00
15	Project travel		4,744.00	1,000.00		5,744.00
17	National Staff and Admin Staff	17,000.00	7,000.00	15,000.00	10,000.00	49,000.00
30	service training (conferences-workshops)		5,000.00	5,000.00		10,000.00
45	Equipment	25,000.00	15,000.00			40,000.00
51	Miscellaneous	10,000.00	10,000.00	5,000.00		25,000.00
Sub- Total Output 3.1		115,000.00	116,744.00	50,000.00	201000.00	304,744.00
<b>Output 3.2: Value addition</b>						
11	International experts	20,000.00	30,000.00	5,000.00		55,000.00
15	Project Travel		2,000.00	2,000.00	13,945.14	17,945.14
17	National Staff and Admin Staff		40,000.00	25,000.00	17,217.99	82,217.99
21	Subcontracts		35,000.00	5,000.00	5,000.00	45,000.00
30	service training (conferences-workshops)		11,000.00	1,000.00		12,000.00
45	Equipment		15,000.00	671,384.00		686,384.00
51	Miscellaneous		1,000.00	1,000.00		2,000.00
Sub-total Output 3.2		211000.00	134,000.00	710,384.00	86,168.13	900,547.13
<b>Output 3.3: Market linkage of actors from apple value Improved</b>						
11	International experts			12,000.00		12,000.00
15	Project Travel			14,000.00	10,000.00	24,000.00

21	Subcontracts				10,000.00	10,000.00
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35	International Meetings				20,000.00	20,000.00
51	Miscellaneous			6,000.00		6,000.00
<b>Sub-Total Output 3.3</b>		-	-	<b>32,000.00</b>	<b>40,000.00</b>	<b>72,000.00</b>
<b>Output 4. Project management</b>						
11	International experts	36,000.00	27,000.00	27,000.00	18,000.00	108,000.00
15	Project staff travel	13,500.00	24,000.00	15,585.22	32,000.00	85,085.22
16	Staff travel	7,000.00	7,000.00	7,000.00	14,000.00	35,000.00
17	National experts & admin staff	39,888.00	123,000.00	127,000.00	125,291.00	415,179.00
21	Subcontracts	10,000.00	30,000.00	30,000.00	30,000.00	100,000.00
30	In-service training, conferences, workshops	5,000.00				5,000.00
43	Premises	47,000.00	58,000.00	58,000.00	58,000.00	221,000.00
45	Equipment	18,500.00				18,500.00
51	Miscellaneous	74,000.00	74,000.00	65,000.00	66,000.00	279,000.00
<b>Sub-Total Project Management</b>		<b>250,888.00</b>	<b>343,000.00</b>	<b>329,585.22</b>	<b>343,291.00</b>	<b>1,266,764.22</b>
<b>Evaluation &amp; monitoring</b>			<b>30,000.00</b>		<b>30,000.00</b>	<b>60,000.00</b>
<b>TOTAL (excl. programme support costs)</b>		<b>972,040.29</b>	<b>1,812,729.00</b>	<b>1,315,876.22</b>	<b>557,454.13</b>	<b>4,658,099.64</b>
<b>Support costs (13%)</b>		<b>126,365.24</b>	<b>235,654.77</b>	<b>171,063.91</b>	<b>72,469.04</b>	<b>605,552.95</b>
<b>TOTAL (Incl. Support costs)</b>		<b>1,098,405.53</b>	<b>2,048,383.77</b>	<b>1,486,940.13</b>	<b>629,923.17</b>	<b>5,263,652.60</b>



## Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	<b>Senior evaluation consultant, team leader</b>
Main Duty Station and Location:	Home-based
Missions:	Missions to Pakistan
Start of Contract (EOD):	1 <sup>st</sup> October 2024
End of Contract (COB):	31 <sup>st</sup> December 2024
Contract Type	WAE
Number of Working Days:	40 working days spread over the above-mentioned period

### 2. ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

### 3. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The senior evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
<p><b>Desk review &amp; data analysis:</b></p> <p>Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> <li>• Key evaluation questions and an evaluation matrix</li> <li>• Data collection plan incl. draft list of stakeholders to be interviewed and sites to be visited</li> <li>• Workplan and responsibilities for each team member</li> </ul>	5 days	Home-based
<p><b>Inception phase:</b></p> <p>Based on consultations with the project management team and funding partner representatives, identify the key evaluation questions and prioritize evaluation criteria to be assessed in depth.</p> <p>Prepare an inception report summarizing these expectations and identify the methods to be used and data to be collected, confirm the evaluation methodology, draft a theory of change, and provide a tentative workplan.</p>	<ul style="list-style-type: none"> <li>• Draft inception report, incl. theory of change and evaluation framework for clearance by IEU</li> </ul>	5 days	Home based

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
Provide guidance to the national technical evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.			
<b>Interviews, surveys and literature review, incl. field mission to country:</b> Attend the SSAFE in-person training in Pakistan (2/3 days) Conduct interviews online and in person, where feasible. Conduct survey, if deemed useful. Conduct additional literature review, if necessary.	<ul style="list-style-type: none"> <li>Report outline</li> </ul>	15 days	Home based, online, country visit to Pakistan
<b>Data analysis &amp; report writing:</b> Draft the terminal evaluation report. Share the evaluation report with UNIDO project management team, funding partner representatives and national stakeholders for feedback and comments. Present overall findings, conclusions and recommendations to the stakeholders in a debriefing meeting.	<ul style="list-style-type: none"> <li>Draft evaluation report</li> <li>Debriefing meeting</li> </ul>	12 days	Home-based, online
<b>Report finalization and submission:</b> Revise the draft project evaluation report based on verifiable verbal and written comments from key evaluation stakeholders. Conduct final edit of language and formatting according to UNIDO standards and templates, and submit report to the IEU evaluation manager.	<ul style="list-style-type: none"> <li>Final evaluation report</li> </ul>	3 days	Home-based
<b>Team leading</b> Coordinate and supervise the work of the evaluation team	<ul style="list-style-type: none"> <li>Team performance</li> </ul>	Throughout	n/a

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

Advanced university degree (master's or equivalent) in economics, environment, energy, engineering, sciences, agro-industries, development studies or other relevant discipline with specialization in Agro- business development is **required**.

### **Technical and functional experience:**

- Minimum of ten (10) years' experience in evaluation of development projects and programmes at international level, including 5 (five) years at senior level is required.
- Experience in leading and conducting high-level, strategic or complex evaluations for UN organizations and international development banks/organizations.
- Good working knowledge in Pakistan.
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- Familiarity with gender analysis tools and methodologies an asset.
- Familiarity with social and environmental analysis, tools and methodologies is an asset.
- Experience in the needs, conditions and problems in developing countries is desirable.

### **Languages:**

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

### **Absence of conflict of interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

## **REQUIRED COMPETENCIES**

### **Core values:**

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

### **Core competencies:**

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust

where we can all excel in our work.

**WE THINK OUTSIDE THE BOX AND INNOVATE:** To stay relevant, we continuously improve, support innovation,

share our knowledge and skills, and learn from one another.

## Annex 3: Outline of an in-depth project evaluation report

### Content

Acknowledgements

Abbreviations and acronyms

Executive summary

1. Introduction
  - 1.1 Evaluation Purpose
  - 1.2 Evaluation Objectives and Scope
  - 1.3 Theory of Change
  - 1.4 Methodology
  - 1.5 Limitations
2. Project Background and Context
3. Findings
  - 3.1 Relevance
  - 3.2 Coherence
  - 3.3 Effectiveness
  - 3.4 Efficiency
  - 3.5 Sustainability
  - 3.6 Progress to Impact
  - 3.7 Gender Mainstreaming
  - 3.8 Environmental Impacts
  - 3.9 Social Impact
  - 3.10 Performance of Partners
  - 3.11 Results-based Management
  - 3.12 Monitoring & Reporting
4. Conclusions and Recommendations
  - 4.1 Conclusions
  - 4.2 Recommendations and Management Response
5. Lessons Learned
6. Annexes
  - Annex 1: Evaluation Terms of Reference
  - Annex 2: Evaluation Framework / Matrix
  - Annex 3: List of Documentation
  - Reviewed Annex 4: List of Stakeholders
  - Consulted Annex 5: Project Theory of Change / Logframe
  - Annex 6: Details on Primary Data Collection Instruments
  - Annex 7: Details on Survey / Questionnaire
  - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

#### Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		



#### Rating system for quality of evaluation reports

An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.

## Annex B: Overall and Concise Questions List

**Guideline questions** have been adapted from the TOR, preliminary analysis of the project documents, and the UNIDO Review Manuals key review questions/areas. Apart from key UNIDO project personnel, it is not intended that every question will be asked of every participant.

Structured KII (or FGD) based on the key questions below moved toward more semi structured interviews as the review team learned more allowing specific focus on areas of particular relevance to the MTE.

Guideline questions have been adapted from the TOR, preliminary analysis of the project documents, and the UNIDO Evaluation Manuals key evaluation questions/areas. Apart from key UNIDO project personnel and principal stakeholders, it is not intended that every question will be asked of every participant.

As per the UNIDO Evaluation Manual<sup>29</sup>, the MTR will report against **ALL** the areas below. All these areas will be considered during the evaluation process and will result from an analysis of triangulated data (primary, secondary data and quantitative and qualitative analysis) including UNIDO's own reporting and M&E). In addition, all data is supported by documentation. (See Section 8).

The complete review criteria below will be used as a broad guideline for the evaluator to cover a significant number of evaluation criteria.

#	Complete Review criteria from the UNIDO Evaluation Manual
<b>A</b>	<b>Progress to impact</b> <ul style="list-style-type: none"> <li>✓ Likelihood to contribute to the expected impact</li> <li>✓ Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including re-directing trajectories of transformational process and the extent to which conditions for trajectory change are being put into place.</li> <li>✓ Mainstreaming: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations, and project?</li> <li>✓ Replication: To what extent the project's specific results (e.g., methodology, technology, lessons and etc) are reproduced or adopted</li> <li>✓ Scaling-up: To what extent the project's initiatives and results are implemented at larger geographical scale?</li> <li>✓ What difference has the project made to the beneficiaries?</li> <li>✓ What is the change attributable to the project? To what extent?</li> <li>✓ What are the social, economic, environmental, and other effects, either short-, medium- or long-term, on a micro- or macro-level?</li> <li>✓ What effects are intended or unintended, positive or negative?</li> </ul>

<sup>29</sup> This is also in line with the UNIDO quality assurance framework to ensure Relevance, Technical design, Effectiveness, Sustainability, Scale-up, Impact, Efficiency, Implementation arrangements, Gender mainstreaming, Environmental and social safeguards & Progress/performance measurement and monitoring, reporting & evaluation systems. Pp 3 UNIDO QAF.

	<p>The three UNIDO impact dimensions are:</p> <ul style="list-style-type: none"> <li>✓ Safeguarding environment: To what extent the project contributes to changes in the status of environment?</li> <li>✓ Economic performance: To what extent the project contributes to changes in the economic performance (finances, income, costs saving, expenditure and etc) of individuals, groups and entities?</li> <li>✓ Social inclusiveness: To what extent the project contributes to changes in capacity and capability of individuals, groups and entities in society, including vulnerable groups, and hence generating employment and access to education and training?</li> </ul>
<b>B</b>	<b>Project design</b>
1	<ul style="list-style-type: none"> <li>• <u>Overall design</u></li> <li>✓ The problem, need or gap to be addressed by the project is clearly identified, with clear target beneficiaries?</li> <li>✓ The project design was adequate to address the problems at hand?</li> <li>✓ Is the project consistent with the Country's priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies?</li> <li>✓ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention?</li> <li>✓ To what extent the project design (in terms of funding, institutional arrangement, implementation arrangement) as foreseen in the project document still valid and relevant?</li> <li>✓ Does it include M&amp;E plan and adequate budget for M&amp;E activities?</li> <li>✓ Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&amp;E plan?</li> </ul>
2	<ul style="list-style-type: none"> <li>• <u>Logframe</u></li> <li>✓ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term change or benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional performance, do outputs describe deliverables that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence?</li> <li>✓ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are the indicators sex-disaggregated, if applicable? Are the indicator SMART?</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion?</li> <li>✓ Are key assumptions properly summarized and reflecting the proper level in the results chain in the logframe?</li> </ul>
<b>C</b>	<b>Project performance</b>
1	<ul style="list-style-type: none"> <li>• <u>Relevance</u></li> <li>✓ How does the project fulfil the urgent target group needs?</li> <li>✓ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)?</li> <li>✓ How does project reflect donor policies and priorities?</li> <li>✓ Is the project a technically adequate solution to the development problem? Does it eliminate the cause of the problem?</li> <li>✓ To what extent does the project correspond to UNIDO's comparative advantages?</li> <li>✓ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context?</li> </ul>
2	<ul style="list-style-type: none"> <li>• <u>Effectiveness</u></li> <li>✓ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project?</li> <li>✓ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)?</li> <li>✓ What are the reasons for the achievement/non-achievement of the project objectives?</li> <li>✓ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness?</li> <li>✓ To what extent is the identified progress result of the project attributable to the intervention rather than to external factors?</li> <li>✓ What can be done to make the project more effective?</li> <li>✓ Were the right target groups reached?</li> </ul>
3	<ul style="list-style-type: none"> <li>• <u>Efficiency</u></li> <li>✓ How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results?</li> <li>✓ To what extent were expected results achieved within the original budget and timeframe? If no, please explain why.</li> <li>✓ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost?</li> <li>✓ What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets?</li> <li>✓ Could more have been achieved with the same input?</li> <li>✓ Could the same have been achieved with less input?</li> <li>✓ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period.</li> <li>✓ To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans?</li> <li>✓ Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?</li> </ul>

4	<ul style="list-style-type: none"> <li>• <u>Coherence</u></li> <li>✓ The extent to which the project is a follow on and expansion to other interventions, including UNIDO, Government and Development Partners.</li> <li>✓ The extent to which project outcomes are fully integrated into systems of governance.</li> </ul>
5	<ul style="list-style-type: none"> <li>• <u>Sustainability of benefits</u></li> <li>✓ Will the project results and benefits be sustained after the end of donor funding?</li> <li>✓ Does the project have an exit strategy?</li> <li>✓ To what extent the outputs and results have been institutionalized?</li> </ul> <p><i>Financial risks:</i></p> <ul style="list-style-type: none"> <li>✓ What is the likelihood of financial and economic resources not being available once the project ends?</li> </ul> <p><i>Socio-political risks:</i></p> <ul style="list-style-type: none"> <li>✓ Are there any social or political risks that may jeopardize the sustainability of project outcomes?</li> <li>✓ What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?</li> <li>✓ Do the various key stakeholders see that it is in their interest that project benefits continue to flow?</li> <li>✓ Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?</li> </ul> <p><i>Institutional framework and governance risks:</i></p> <ul style="list-style-type: none"> <li>✓ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits?</li> <li>✓ Are requisite systems for accountability and transparency and required technical know-how in place?</li> </ul> <p><i>Environmental risks:</i></p> <ul style="list-style-type: none"> <li>✓ Are there any environmental risks that may jeopardize the sustainability of project outcomes?</li> <li>✓ Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?</li> </ul>
<b>D</b>	<b>Cross-cutting performance criteria</b>
1	<ul style="list-style-type: none"> <li>• <u>Gender mainstreaming</u></li> <li>✓ Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry?</li> <li>✓ Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators?</li> <li>✓ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project?</li> <li>✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)?</li> <li>✓ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?</li> </ul>
2	<ul style="list-style-type: none"> <li>○ <u>M&amp;E:</u></li> <li>○ <b>M&amp;E design</b></li> <li>○ Was the M&amp;E plan included in the project document? Was it practical and sufficient at the point of project approval?</li> <li>○ Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio-economic results?</li> <li>○ Did it include a proper M&amp;E methodological approach; specify practical organization and logistics of the M&amp;E activities including schedule and responsibilities for data collection.</li> <li>○ Does the M&amp;E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Is the M&amp;E plan consistent with the logframe (especially indicators and sources of verification)?</li> <li>○ Does it allocate adequate budget for M&amp;E activities?</li> <li>○ <b>M&amp;E implementation</b></li> <li>○ How was the information from M&amp;E system used during the project implementation? Was an M&amp;E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&amp;E system and based on results achieved?</li> <li>○ Are annual/progress project reports complete, accurate and timely?</li> <li>○ Was the information provided by the M&amp;E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions?</li> <li>○ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly?</li> <li>○ Were resources for M&amp;E sufficient?</li> <li>○ How has the logframe been used for Monitoring and Evaluation purposes (developing M&amp;E plan, setting M&amp;E system, determining baseline and targets, annual implementation review by the Project Steering Committee...) to monitor progress towards expected outputs and outcomes?</li> <li>○ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?</li> </ul>
3	<ul style="list-style-type: none"> <li>○ <u>Results-based management (RBM)</u></li> <li><i>Results-Based work planning</i></li> <li>○ Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.</li> <li>○ Are there any annual work plans? Are work-planning processes results-based? Has the logframe been used to determine the annual work plan (including key activities and milestone)?</li> </ul>

	<ul style="list-style-type: none"> <li>○ Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.</li> </ul> <p><i>Results-based monitoring and evaluation</i></p> <ul style="list-style-type: none"> <li>○ Verify whether an M&amp;E system is in place and facilitated timely tracking of progress toward project objectives by collecting information on selected indicators continually throughout the project implementation period.</li> <li>○ Review the monitoring tool currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?</li> <li>○ Do project team and manager make decisions and corrective actions based on analysis from M&amp;E system and based on results achieved? Is information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information?</li> </ul> <p><i>Results-based reporting</i></p> <ul style="list-style-type: none"> <li>○ Assess how adaptive management changes have been reported by the project management and shared with the PSC.</li> <li>○ Assess how well the Project Team and partners undertake and fulfil donor and UNIDO reporting requirements (i.e., how have they addressed delays or poor performance, if applicable?)</li> <li>○ Assess how results and lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.</li> </ul>
<b>E</b>	<b>Performance of partners</b>
1	<ul style="list-style-type: none"> <li>○ <u>UNIDO</u></li> <li>○ Mobilization of adequate technical expertise for project design</li> <li>○ Inclusiveness of project design (with national counterparts)</li> <li>○ Previous evaluative evidence shaping project design</li> <li>○ Planning for M&amp;E and ensuring sufficient M&amp;E budget</li> <li>○ Timely recruitment of project staff</li> <li>○ Project modifications following changes in context or after the Mid-Term Review</li> <li>○ Follow-up to address implementation bottlenecks</li> <li>○ Role of UNIDO country presence (if applicable) supporting the project</li> <li>○ Engagement in policy dialogue to ensure up-scaling of innovations</li> <li>○ Coordination function</li> <li>○ Exit strategy, planned together with the government</li> <li>○ Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.</li> <li>○ To what extent the project has a proper and operational governance system with clear roles and responsibilities?</li> <li>○ Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g.</li> </ul>

	<p>providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)?</p> <ul style="list-style-type: none"> <li>○ The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?</li> </ul>
2	<ul style="list-style-type: none"> <li>• <u>National counterparts</u></li> <li>✓ <b>Design</b> <ul style="list-style-type: none"> <li>○ Responsiveness to UNIDO's invitation for engagement in designing the project</li> </ul> </li> <li>✓ <b>Implementation</b> <ul style="list-style-type: none"> <li>○ Ownership of the project</li> <li>○ Provide financial contribution as planned (cash or in-kind)</li> <li>○ Support to the project, based on actions and policies</li> <li>○ Counterpart funding</li> <li>○ Internal government coordination</li> <li>○ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities</li> <li>○ Facilitation of the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate</li> <li>○ Suitable procurement procedures for timely project implementation</li> <li>○ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations</li> </ul> </li> </ul>
3	<ul style="list-style-type: none"> <li>• <u>Donor</u></li> <li>✓ Timely disbursement of project funds</li> <li>✓ Feedback to progress reports, including Mid-Term Evaluation, if applicable</li> <li>✓ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue</li> </ul>
<b>F</b>	<p><b>Overall assessment</b></p> <ul style="list-style-type: none"> <li>✓ Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.</li> </ul>

The MTR matrix below incorporates some key project specific questions that will be asked of stakeholders. Questions will be asked that focus on the knowledge level of participants. The matrix does not include other forms of triangulation which will be undertaken by the MTR. Triangulation will include project documents, reports assessments, other related UNIDO or UN evaluations and published documents.

Structured KII (or FGD) based on the key questions below will certainly move toward more detailed specific questions as the MTR team learns more allowing specific focus on areas of relevance to the MTR. Some indicative key areas have been highlighted for shorter meetings (simply as a reference point).



**Table 8: Summarized Crosscutting Stakeholder TE Questions Matrix**

Questions	MoV (KII and FGD)			
<p><i>Note: Questions will be adapted as necessary during TE implementation. Additionally, this list is not exhaustive.</i></p> <p><b>KEY FOCUS FOR LIMITED TIME MEETINGS</b></p>	Gop <sup>30</sup>	Donor	UNIDO <sup>31</sup>	Direct Beneficiaries <sup>32</sup>
<b>Project Design, intervention logic and coherence</b>				
To what extent were previous projects/evaluations used in the project design	x	x	x	
To what extent is the project a follow on and expansion to other interventions from UNIDO, the Government and other Development Partners, nationally, regionally, or globally.	x	x	x	
<b>How does the project align with and integrate into national development priorities and policies?</b>	x	x	x	
Why were the particular project counterparts selected to partner with UNIDO? Should other partners have been involved	x	x	x	x
To what extent were government counterparts, key stakeholders and beneficiaries involved in the project design	x	x	x	x
Is there a platform where all stakeholders can regularly come together to discuss bottlenecks related to the value chains	x	x	x	x
<b>What are the overall major strengths and weaknesses of the project</b>	x	x	x	x

<sup>30</sup> Direct Beneficiaries including the MNFSR FSHFA, KPFSHA, L&DD and other ministries/organisations in the PSC Local Council Board of the Government of Khyber Pakhtunkhwa, Agriculture Extension Department of Balochistan, the Balochistan Food Authority, Government coordinating agency or the Ministry of National Food Security and Research

<sup>31</sup> Global (Vienna), Country (Country Office), National Project (all project staff and consultants)

<sup>32</sup> Direct ultimate beneficiaries including farmers, agro-processors, associations and enterprises. To be supported with Quantitative survey instrument

Were risk and mitigation strategies specifically factored into project design	x	x	x	
How was sustainability factored into Project Design	x	x	x	
Were outputs, outcomes, impacts and indicators SMART and did they generally prove correct during implementation	x	x	x	
Would you design, support and implement the project exactly the same. With hindsight what could have been done differently to maximize outcome/impact	x	x	x	X
<b>Relevance and Ownership</b>				
In what ways is the project relevant to intended target groups/beneficiaries	x	x	x	X
Are the main stakeholders/beneficiaries taking overall leadership of the project implementation	x	x	x	
What has been the level of overall involvement of the donor/ government counterparts / private sector during implementation	x	x	x	X
To what extent outputs are/were sufficient to achieve the Project outcomes and objective	x	x	x	
Government ownership is important to ensure project sustainability what efforts are made to incorporate and promote the government's role within the project activities.	x		x	
<b>Efficiency</b>				
How were international agency coordination/synergies among UNIDO activities at the national level? Was there for example coordination with other UN/NGO projects/agencies UNDAF etc? (Value Added)	x	x	x	
Is the PPP approach proving relevant efficient and effective? Will it support impact and sustainability?	x		x	X
Is the financial absorption below plan and how can it be improved? Have resources/inputs converted into outputs in a timely and cost-effective way? Any problems faced?	x	x	x	
To what extend overall were UNIDO services adequate (expertise, training, equipment, methodologies)	x	x	x	X
Were UNIDO procurement services provided as planned and were they adequate in terms of timing and value		x	x	

<b>Project Coordination and Management</b>				
In what ways do the Ministry of National Food Sector and Research and the Livestock and Agriculture Departments and Food Safety and Halaal Food Authorities (both Khyber Pakhtunkhwa and Balochistan) contribute specifically to the project and how	x	x	x	
Does the MNSFR have independent financial resources to contribute to continuation of results beyond the project (sustainability)	x		x	
To what extent has the management structure contributed to generate the planned outputs and achievement of outcome	x	x	x	
Has the national management (UNIDO and GoP) and overall field coordination mechanisms of the project been efficient and effective	x	x	x	
Discuss the efficacy of the PSC. EG Has monitoring and self-evaluation (based on indicators for outputs, outcomes and objectives) been used in PSC etc. Has this resulted in changes (adaptive management)?	x	x	x	
How have any changes in implementation been approved and documented? By whom?	x	x	x	
How was the project monitoring conducted and were resources sufficient	x	x	x	
What were the main barriers, if any, encountered during project implementation	x	x	x	
How has the project management addressed main barriers and obstacles	x	x	x	
To what extent is UNIDO Vienna involved in supervising and monitoring projects		x	x	
To what extent were project progress reports updated/recorded systematically	x	x	x	
<b>Effectiveness</b>				
How does the project specifically contribute to ISID, LED and SDGs	x	x	x	
What are the main outputs of the project so far? (To what extent and how has the capacity for VCD increased)	x	x	x	x
What specific recommendations have been provided by UNIDO experts to Govt Departments.	x		x	
What specific public awareness activities are undertaken to raise public awareness on food safety, risk-based inspections, GAP, GAHP, and GHP among relevant stakeholders	x		x	x

Were there any unanticipated positive or negative consequences of the Project	x	x	x	X
To what extent are outcomes established in the project document being achieved. Are outputs leading to outcomes and will outcomes lead to objectives	x	x	x	
Do Project partner institutions have the expertise to carry out further feasibility studies on the economic potential of value chains	x		x	
Is there a TOT component of the project? Who and what type of ToT (E.G. Master Trainers)?	x		x	X
How have target Beneficiaries benefitted from the project in terms of <ul style="list-style-type: none"> <li>• Training received, what type?</li> <li>• New skills</li> <li>• Improved knowledge, attitudes</li> <li>• Improved income and livelihood security</li> <li>• Potential for improved productive capacity</li> <li>• A potential for reduction in post-harvest losses</li> <li>• Reduced concerns about health and food quality/safety</li> </ul>	x	x	x	X
What could be improved (if anything) on UNIDO's model of intervention	x	x	x	X
<b>Impact and Sustainability</b>				
Specifically, how has the project impacted intended beneficiaries? Were any impacts youth or gender specific	x	x	x	X
How is the project contributing to national/international development priorities	x	x	x	
If current policies, laws and weak enforcement in Pakistan are a barrier for ensuring food safety, what is the project doing to mitigate this?	x		x	
Are results sustainable and what further Govt. or donor assistance is required	x	x	x	X
What are the key risks to sustainability and what are the plans to ensure activities continue after project end	x	x	x	X
What is the level of local/national funding/financing likely available to support sustainability	x	x	x	

Is there time to complete outputs including legislative/guidance changes (E.g. Draft Compliance and Enforcement Policy)	x		x	
What are the intended or unintended, positive or negative effects/impacts of the project	x	x	x	X
<b>Crosscutting Issues</b>				
Was gender mainstreamed, monitored and reported during implementation	x	x	x	
Was a Gender Marker as established at entry into portfolio		x		
To what extent has the project contributed to empowerment of women and gender equality	x	x	x	x
What innovative approaches are being used to ensure gender mainstreaming within the value chains and the selected districts				
To what extent has the project contributed (positively or negatively) to environmental sustainability	x		x	
Are there opportunities for replication and upscaling	x	x	x	x
To what extent have external factors positively or negatively helped or hindered implementation/outcome. (EG Covid19, changes in Govt.)	x	x	x	
<b>Do you have specific recommendations for the project</b>	x	x	x	x

**Table 9: Specific Gender related guideline questions**

Questions	MoV (KII and FGD)			
	GoP	Donor	UNIDO	Direct Benefi- ciaries
<b>Project Design, intervention logic</b>				
Is the project/programme in line with international, UNIDO and national frameworks and policies on gender equality and the empowerment of women?			X	
Were gender issues identified at the design or inception stage through a dedicated socioeconomic context and gender analysis? Did the project analyze gender-related risks and include a dedicated mitigation strategy?			X	
Did the project/programme design adequately consider the gender dimensions in its interventions, indicators and expected results? If so, to what extent were the needs and priorities of women, girls, boys and men reflected in the design?			X	
Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns? Was a gender expert hired by the project?			X	
Were target beneficiaries clearly identified and data disaggregated by sex, age, race, ethnicity and socio-economic group? If applicable, were data on businesses targeted or involved in the project also sex-disaggregated (i.e. women-led)?			X	
Was gender equality reflected in the programme's/project's objective/s, outcomes, outputs and/or activities? To what extent are output/outcome indicators sex-disaggregated?			X	
<b>Implementation</b>				
Did project monitoring and self-evaluation collect and analyze sex-disaggregated data? Were decisions and recommendations based on the analyses? If so, how?			x	
Were gender concerns reflected in the criteria to select beneficiaries? If so, how?			X	

How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?			X	
Did the project/programme monitor, assess, and report on its gender-related objective/s in any other form than sex-disaggregated data?			x	
<b>Results</b>				
Have or will women and men participate and benefit from the project's interventions equally? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations and social norms (e.g., division of labour, decision making authority)?			X	
Should the project's Gender Marker as established at entry be updated? Has the identified further opportunities of advancing gender equality, or has it not implemented commitments or recommendations from the Gender Marker assessment?			X	
Does the project originate any lessons learnt or best practices in the field of gender equality and the empowerment of women?			X	
Did or will the project support institutional learning and foster exchange of good practices to enhance gender equality?			X	
To what extent has the project achieved the gender-related objective/s, if any? To what extent has the project reduced gender disparities and enhanced women's empowerment?			X	
Has the project envisioned any knowledge generation/research in the field of gender equality?			X	

## Annex C: Questionnaires Beneficiaries and Master Trainers

### **BENEFICIARIES (Farmers/producers/processors)**

Information about You	
1. How old are you?	
2. Are you male or female?	Male <input type="checkbox"/> Female <input type="checkbox"/>
3. Level of education	<input type="checkbox"/> No formal education <input type="checkbox"/> Formal Primary School Education <input type="checkbox"/> Formal Secondary Education <input type="checkbox"/> Formal Tertiary Education (University) <input type="checkbox"/> Other Vocational/Technical Education
4. What is the name of your company (if relevant)	
5. What kind of business do you or your company do	
About Your Situation before the UNIDO Training	
6. Did you receive any other vocational training for your occupation before the UNIDO Training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
7. Who did you receive this training from?	
8. What is your current occupation? (you can tick more than one box) <div style="display: flex; justify-content: flex-end; margin-top: 5px;">             Apple Farmer <input type="checkbox"/>              Animal Herder <input type="checkbox"/>              Butcher/Slaughterhouse <input type="checkbox"/>              Agricultural Goods Processor <input type="checkbox"/>              Trader/Merchant <input type="checkbox"/>              Member of farming association <input type="checkbox"/>              Other <input type="checkbox"/> Please Specify           </div>	
About Your Experience with the Training	
9. Did you receive training on any Code of Practice?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Please confirm what type below	
Good Agricultural Practices (GAP)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Good Animal Husbandry Practices (GAHP)	Yes <input type="checkbox"/> No <input type="checkbox"/>



Good Hygiene Practice (GHP)	Yes <input type="checkbox"/> No <input type="checkbox"/>
e-marketing skills	Yes <input type="checkbox"/> No <input type="checkbox"/>
Improved Packaging	Yes <input type="checkbox"/> No <input type="checkbox"/>
10. Training I received was very relevant to the needs of my occupation	Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> I am not sure <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree <input type="checkbox"/>
11. How would you personally rate the overall quality of the training you received? Tick only 1 box.	Very good quality training <input type="checkbox"/> Good quality training <input type="checkbox"/> Average quality training <input type="checkbox"/> Low quality training <input type="checkbox"/> Very low-quality training <input type="checkbox"/>
About Your Situation after the Training	
12. Do you believe you have accessed new market opportunities because of the support from UNIDO/Master Trainers	Yes <input type="checkbox"/> I am not sure <input type="checkbox"/> No <input type="checkbox"/>
13. I believe support I received from UNIDO/PAFAID has improved my ability to earn a better income	Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> I am not sure <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree <input type="checkbox"/>
14. To what extent do you believe the training you received has improved the following. If not relevant leave blank. a). Practical business management skills b). Improved quality of my produce c). Access to improved quality of products for customers d). Improved production volumes	Rate 1 is highest, 5 is lowest. Please circle one number 1   2   3   4   5 1   2   3   4   5 1   2   3   4   5 1   2   3   4   5

e). Improved manufacturing, packaging and processing for my produce	1   2   3   4   5
f). Interpersonal skills (e.g. confidence, communication, decision making, negotiation)	1   2   3   4   5
15. Did you employ additional people as the result of the support from PAFAID training received?	Yes <input type="checkbox"/> No <input type="checkbox"/>
16. If you believe you have learned new skills, are you training other people (e.g. family & community members or work colleagues) with your new knowledge	Yes <input type="checkbox"/> No <input type="checkbox"/>
17. Did you receive tools and or equipment from UNIDO	Yes <input type="checkbox"/> No <input type="checkbox"/>
18. If you received tools or equipment from PAFAID how would you rate the quality of those tools or equipment.	High quality <input type="checkbox"/> Basic/Average <input type="checkbox"/> Poor quality <input type="checkbox"/>
19. Have you or your company already generated more income directly because of the training received	Yes <input type="checkbox"/> No <input type="checkbox"/>
20. If yes, by very approximately how much more? There is no need to give exact figures.	<input type="checkbox"/> 0-10% more than before <input type="checkbox"/> 11-25% more than before <input type="checkbox"/> 26-50% more than before <input type="checkbox"/> 51-75% more than before <input type="checkbox"/> 76-100% more than before

### MASTER TRAINERS

Information about You	
21. How old are you?	
22. Are you male or female?	Male <input type="checkbox"/> Female <input type="checkbox"/>
23. Level of education	<input type="checkbox"/> No formal education <input type="checkbox"/> Formal Primary School Education <input type="checkbox"/> Formal Secondary Education <input type="checkbox"/> Formal Tertiary Education (University) <input type="checkbox"/> Other Vocational/Technical Education
24. What is the name of your organization	
25. What kind of business do you or your organization undertake	

About Your Situation before the UNIDO Training	
26. Did you receive any other vocational training for your occupation before the UNIDO Training?	Yes <input type="checkbox"/> No <input type="checkbox"/>
27. Who did you receive this training from?	
About Your Experience with the Training	
28. Did you provide training on any Code of Practice?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Please confirm what type below	
Good Agricultural Practices (GAP)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Good Animal Husbandry Practices (GAHP)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Good Hygiene Practice (GHP)	Yes <input type="checkbox"/> No <input type="checkbox"/>
e-marketing skills	Yes <input type="checkbox"/> No <input type="checkbox"/>
Improved Packaging	Yes <input type="checkbox"/> No <input type="checkbox"/>
29. Training I received was very relevant to the needs of my occupation	Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> I am not sure <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree <input type="checkbox"/>
30. How would you personally rate the overall quality of the training you received? Tick only 1 box.	Very good quality training <input type="checkbox"/> Good quality training <input type="checkbox"/> Average quality training <input type="checkbox"/> Low quality training <input type="checkbox"/> Very low-quality training <input type="checkbox"/>
About Your Situation after the Training	
31. Do you agree you have <b>new</b> knowledge and skills as a result of support received from the UNIDO PAFAID project	Yes <input type="checkbox"/> Partially <input type="checkbox"/> No <input type="checkbox"/>
32. To what extent do you believe training you provided has improved the following for people you trained.	<b>Rate 1 is highest, 5 is lowest.</b> <b>Please circle one number</b> 1   2   3   4   5
a). Practical business management skills	
b). Improved quality of produce	

c). Access to improved quality of products for customers	1	2	3	4	5
d). Improved production volumes	1	2	3	4	5
e). Improved manufacturing, packaging and processing for products	1	2	3	4	5
f). Interpersonal skills (e.g. confidence, communication, decision making, negotiation)	1	2	3	4	5

## Annex D: List of Documents reviewed

### **UNIDO Results Based Approach Documents**

UNIDO Evaluation Manual, (Office of Evaluation and Internal Oversight Independent Evaluation Division Vienna 2018)

Up the Hierarchy, Bennet Claude, Journal of Extension: March/April 1975

UNIDO Secretariat Administrative Instruction Managing for Results: A Guide to UNIDO's Integrated Results and Performance Framework Approaches and Tools (AI/2020/02, 6 May 2020)

UNIDO Secretariat Director General's Bulletin UNIDO Quality Assurance Framework (DGB/2019/11, 30 May 2019)

UNIDO Secretariat Director General's Bulletin UNIDO Evaluation Policy (DGB/2021/11, 21 September 2021)

UNIDO Secretariat UNIDO Monitoring and Reporting Policy (DGB/2021/14, 6 October 2021)

Director General's Bulletin Policy on Gender Equality and the Empowerment of Women (UNIDO Secretariat DGB/2019/16, 18 September 2019)

UNIDO Result Monitoring and Reporting in AGR Annual Report and Beyond (Michele Clara DTA/AGR 17-Sep-2020)

Guidance For the Preparation of Terms of Reference for Mid-Term Reviews Of UNIDO Programmes And Projects (UNIDO Version 2020-09-30)

Programming Results-Based Management for International Assistance Programming at Global Affairs Canada: A How-to Guide (Global Affairs Canada Second Edition, 2016)

### **Primary Sources**

Pakistan Vision 2025 One Nation- One Vision (Planning Commission: Ministry of Planning, Development and Reform)

UNIDO Project Document ERP ID: 180109: The Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID)

**External Mid Term Review. (UNIDO 2022)** The Project for Agri-food and Agro-industry Development Assistance in Pakistan (PAFAID) UNIDO Project ID: ERP ID: 180109

UNIDO Inception Phase Documents : Project Inception Document

Project Steering Committee Minutes

UNIDO biannual project progress reports 1-9

UNIDO Master Workplan (includes master workplan M&E framework and UNIDO budget)

UNIDO Technical Reports including apple and cattle value chain feasibility studies (feasibility for apple jam unit, apple juice and bottling unit, apple packaging and grading, meat processing meat shop, and slaughterhouse)

GAP and hygiene guides for apple handling (UNIDO)

GAP and hygiene guides cattle farmers, transporters, market operators, abattoirs and butchers (UNIDO)

Facts sheets (x10) on commonly asked questions related to good cattle hygiene practices. Expert Working Group Policy / Standards and Regulations – Meat Value Chain Khyber Pakhtunkhwa Review and Recommendations: Enhancing the Food Legislative and Regulatory Framework applicable to Cattle Meat in Khyber Pakhtunkhwa Province (KP) – Pakistan (UNIDO December 2020)

Proposed Compliance and Enforcement Policy to Support the Management of Meat Processing and Retail Operations Khyber Pakhtunkhwa (UNIDO October 2021)

Mapping Slaughterhouse Byelaws in Khyber Pakhtunkhwa (UNIDO September 2021)

UNIDO PAFAID stakeholders' GAP guidelines and fact sheets for apple value chains and cattle value chains

Minutes of the UNIDO public and private partnership platforms for Balochistan and Khyber Pakhtunkhwa

PAFAID Website <https://pafaid.org>

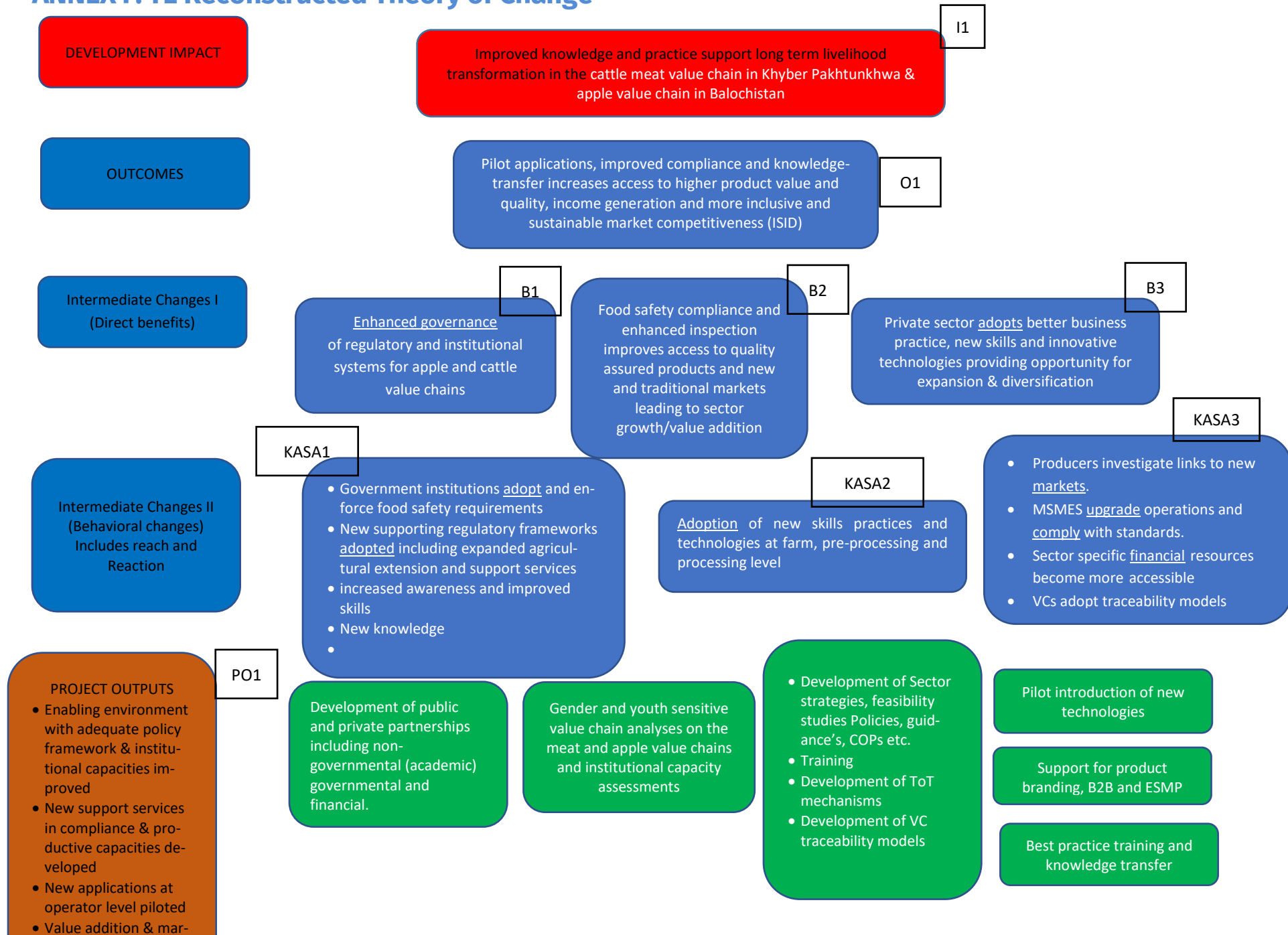
## Annex E: List of Stakeholders Consulted

No.	NAME	GENDER	DESIGNATION	ORGANISATION
<b>UNIDO</b>				
1.	Gabor Molnar	M	Associate Industrial Development Expert, Department of Agri-business	UNIDO, Vienna
2.	Nadia Aftab	F	Pakistan Country Representative	UNIDO, Pakistan
3.	Omar Khan	M	Monitoring and Reporting Expert	UNIDO - Islamabad
4.	Ilias Aguenauou	M	Project Administrator	UNIDO, Vienna
5.	Osman Osama	M	National Food Safety Expert	UNIDO KP
6.	Ahmed Ullah	M	National Project Coordinator	UNIDO - Balochistan
7.	Rizla Pervaiz	F	Project Assistant	UNIDO-Vienna
1	Rehan Ali	M	National Project Coordinator	UNIDO-KP
<b>Donor</b>				
8.	Amir Bukhari	M	Chief Program Manager	Japan International Cooperation Agency
<b>Federal Government and Strategic Partners</b>				
9.	Hayat Jaspal	M	Chairman Department of Meat Science and Technology	University of Veterinary & Animal Sciences - UVAS Lahore
10.	Muhammed Saleem	M	Assistant professor Food technology	Balochistan Agriculture College
11.	Rehan Ali	M	Fresh food and Agriculture	METRO Pakistan (Pvt) limited
12.	Shahiel Shah	F	Project Officer Women Economic Empowerment	UN-Women
<b>Provincial Government of Balochistan (Apple Value Chain)</b>				
13.	Syed Habib Ullah Shah	M	Director General, Agriculture Extension	Department of Agriculture and Cooperatives
14.	Masoud Ahmed	M	Director General Agricultural Extension Department Agricultural Officer	Department of Agriculture
15.	Irfan Ali	M	Former Director General	Department of Agriculture Extension
16.	Naeema Anwar	F	Agricultural Officer	Department of Agriculture Extension
17.	Nida Nazar	F	Agricultural Officer	Department of Agriculture Extension
18.	Durre Seemi	F	Director, Woman Division, Agriculture Extension	Department of Agriculture and Cooperatives
19.	Manzoor Ahmed	M	Master Trainer in GAP for Pishin District	Deputy Director, Agricultural Extension Pishin District
20.	Killa Abdullah Kalal	M	Master Trainer	Pishin District
<b>Provincial Government of Khyber Pakhtunkhwa</b>				
21.	Abdul Sattar Shah	M	Director Technical and Special Affairs	Food Safety and Halal Food Authority

22.	Sayed Asad Al Shah	M	Principal Animal Husbandry Inservice AHITI Training Institute	Livestock & Dairy Development
23.	M. Nisar	M	Instructor AHITI	Livestock & Dairy Development
24.	Mohammed Zubair	M	Instructor (AHITI)	Livestock & Dairy Development
25.	Dr. Nasair	M	Khyber Pakhtunkhwa Food Safety and Halal Food Authority	Livestock & Dairy Development
26.	Syel Waheb	M	Focal Point Local Government Department	Local Council Service
27.	Rahmud Aziz Khan	M	Laboratory Manager	KP Meat testing and QC.
28.				
29.	Sodaf Afsar	F	Chemist	Regional Pesticide QC and Research Lab.
30.	Mena Aksem	F	Quality Control Manager	Regional Pesticide QC and Research Lab.
31.	Sayad Azizullah	M	Quality Control Manager	Regional Pesticide QC and Research Lab.
32.	Asif Khan	M	Director Administration (former director technical)	Balochistan Food Authority
33.	Muhammed Ishaq	M	Director Registration and Licensing	Balochistan Food Authority
<b>Apple and Meat and Packaging Direct Beneficiaries</b>				
34.	Amir Hamza		Student winner of apple packaging competition	Balochistan Agricultural University
35.	Bibi Abida	F	Apple and Vegetable Farmer	Pishin District
36.	Abdul Kabar	M	Al Akhuwath Enterprise	Balochistan Horticultural Cooperative
37.	Anwar Jamal	M	Jamal Meat shop	Deputy General Secretary, Al Khidmat Association
38.	Rasool Khan	M	Meat Shop	General Secretary, Al Quraish meat Association
39.	Mr Haj Nujaz	M	Meat zone Shop	General Secretary, Beef and Mutton Association of Peshawar
40.	Rahim Jan	M	Meat processor	Pehawar
41.	Alamgir Khan	M	Meat processor	Pehawar
42.	Ahmad Khan	M	Meat processor	Pehawar
43.	Raz Mohhmed	M	Butcher Shop	Peshawar
44.	Humaira Sohail	F	President	KP Women Meat Processor Coop Society
45.	Beena Sadozi	F	General Secretary	KP Women Meat Processor Coop Society
46.	Reema Siddiqui	F	Finance Secretary	KP Women Meat Processor Coop Society



## ANNEX F: TE Reconstructed Theory of Change



## TOC assumptions, prerequisites, and potential risks

A theory of change (TOC) is an exploratory model that helps clarify the links between project activities and long-term objectives. It is a useful management tool which encompasses a higher level of results-based management that focuses on the effects and impacts of activities rather than simple reporting against the activities themselves. (An example would be traditionally reporting the number of attendees at meetings and how many meetings were held during the life of a project.

Central to the development of a TOC is the identification of the conditions likely to bring about the behavioral changes required to achieve the long-term goal of the project and typically imply system transformations (Chen 1990; Mayne 2008). Consequently, the TOC attempts to examine how this project attempts transformation of the sector. TOCs also identify the critical assumptions made during project design and the extent to which project designers made provisions to change and adapt to unexpected circumstances during implementation (Folke et al. 2002; Levin 2003).

It is understood that sustainable transformation takes a long time to occur. The use of a theory of change in evaluation does not mean that the project is held accountable for transforming the system. System transformations take time and rarely do they take place within the life cycle of a project.

The following is a list of assumptions, prerequisites, and potential risks at each level of the project hierarchy that are relevant to enable a contribution to transformation. To some extent they are also considered as evaluation/**review indicators**.

The TOC for the PAFAID Project makes the following broad assumptions:

- The PAFAID approach is desired by government and stakeholders
- The Government wishes to promote inclusive, equitable and sustainable development
- Guidelines/updates for outdated policies regulations (e.g. Gender & youth exclusion) are agreed in principle [drafting] go through departmental approval processes and have necessary resources allocated (if necessary).
- The apple and cattle value chains are domestic-market competitive
- Key stakeholders perceive benefits from the expected transformation (informal sector?)
- Human financial and technical capacities exist across the system to access information and technology to innovate and adapt to emerging trends
- Impacts of COVID on the project can be managed/mitigated by the Government and UNIDO through agreed adjusted timelines/workplans.
- Obsolete and missing public services (training, inspection, and testing) improve
- Unsafe food products without added value reduce
- Low productivity and high post-harvest losses are positively impacted

More specific assumptions and prerequisites are outlined below

**I1:**

- (i) Relevant legislative and policy frameworks exist (or are improved/developed) and are enforced. This requires governments to “adopt” potentially new frameworks in a limited project specific timeline.
- (ii) Imports do not significantly undercut local markets (pricing and quality)
- (iii) Additional domestic market opportunities exist/are identified
- (iv) Domestic production increases and diversifies and value is added
- (v) Value chains include women and youth as drivers of change
- (vi) New/additional value chain benefits are passed back down the value chain to primary suppliers/processors
- (vii) The extent to which ‘undocumented’ producers in the informal sector deal with formal buyers/companies
- (viii) Growth is environmentally sustainable
- (ix) Sustainability and exit strategies are built into project components from the outset (national ownership). Especially important regarding competent authorities.

**O1:**

- (i) Sufficient synergies exist between the public, private and academic sectors (and all stakeholders)
- (ii) Continued/increasing focus on food safety and best practice (producers to consumers)
- (iii) Multi stakeholder meetings are inclusive and results oriented (sufficient stakeholder engagement)

**B1:**

- (i) Human and financial resources and technical capacity are available to the Government, and support institutes.

**B2:**

- (i) Food safety and compliance is a hindering factor to sectoral growth

**B3:**

- (i) Actors along the whole value chain are willing to innovate and adopt new practice (producers, traders, buyers, processors). This includes the ‘informal sector’
- (ii) MSMEs/Private sector have the human and financial resources to adopt better business practices

**Knowledge Attitudes Skills and Aspirations**

**KASA1:**

- (i) Regulatory frameworks developed/improved and implemented during life of project

- (ii) Competent authority's willingness and capacity to enforce compliance mechanisms (Federal and Provincial level)
- (iii) Extension and support services can be made effective
- (iv) New relevant knowledge and skills are acquired

**KASA2:**

- (i) The returns from adopting good practices are positive encouraging replication and upscaling (within but possibly beyond the sectors identified).
- (ii) MSMEs see incentive and opportunity to change traditional practice
- (iii) New practices and technologies at farm, pre-processing and processing level are adopted

**KASA3:**

- (i) MSMEs can access financial resources if needed
- (ii) Lenders exist and are willing to lend
- (iii) New/expanded market opportunities exist

**PO1:**

- (i) The project is relevant, coherent, effective, and efficient.
- (ii) The project demonstrates and proves potential for impact
- (iii) Mechanisms for sustainability exist or are created
- (iv) The project communicates priorities and objectives to stakeholders.
- (v) The project is inclusive
- (vi) Project financial and human resources exist