

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
DEMOCRACY FUND
Contract NO.PD:C0110/10**

EVALUATION REPORT



**UDF-PAK-11-457 - Strengthening Youth, Minority and Women's Organizations
in Pakistan**

Date: 5 June 2016

Table of Contents

- I. EXECUTIVE SUMMARY 1
- II. INTRODUCTION AND DEVELOPMENT CONTEXT 5
 - (i) The project and evaluation objectives.....5
 - (ii) Evaluation methodology.....5
 - (iii) Development context..... 6
- III. PROJECT STRATEGY 8
 - (i) Project approach and strategy.....8
 - (ii) Logical framework.....10
- IV. EVALUATION FINDINGS 11
 - (i) Relevance.....11
 - (ii) Effectiveness.....12
 - (iii) Efficiency.....16
 - (iv) Impact.....19
 - (v) Sustainability21

(iii) Conclusions

Support for CSOs working on issues of democratic participation and

II. Introduction and development context

(i)

Extent of results beyond outputs as project reporting provided no disaggregated information on the CSOs, participants and locations reached, or what they did then with the assistance and training;

Nature of constrains encountered as the project anticipated working on a very sensitive topic in some of the districts and there was no mention in reporting of any difficulties encountered; and,

Reason for delays in final reporting as the final narrative report was six months late, and whether this was an implementation issue (such as the lack of internal collection of data on project performance) or if it was caused by another issue.

In addition, the team addressed the issues raised by UNDEF:

Reasons for the delays in communications between the grantee and UNDEF and if this reflected issue at implementation level; and,

Validation of activities listed in the Final Narrative Report (FNR) were done and if the expected outcomes were reached, along with the **impact of the seed grants** in the 25 districts.

(iii) Development context

Pakistan is an Islamic federal republic of 196 million persons, 60 percent of these are under

III. Project strategy

(i) Project approach and strategy

With this project, the Chanan Development Association intended to improve the participation of youth, women and minorities in democratic and political processes in Pakistan by strengthening the ability of 150 district-level CSOs to promote and engage their constituents in grassroots democracy building activities. CDA felt that by building CSO capacity and providing seed funding for CSOs to become engaged, it could provide opportunities to increase the participation of youth, women and minorities in the democratic processes. In particular, CDA intended for this project to address:

Policy constraints and the lack of implementation of policies aimed at increasing youth participation as well as the lack of policies towards promoting the engagement of religious and ethnic minorities and youth despite recent interest from political parties towards youth engagement;

Institutional constraints caused by the lack of institutional mechanisms to engage youth, women and minorities in political and democratic processes. Student unions had not yet been reconstituted despite the lifting of a 30 year ban, and local government elections, which were expected to generate more opportunities for youth participation, had yet to be held;

Capacity weakness of grassroots CSOs on political and democratic processes. CSO forums and interaction with the media were seen as the only platforms available for the project target groups to interact with policy makers and media. CSOs also lacked the resources to mobilize youth to participate in their communities and rarely shared information about their work;

Social and cultural norms about democracy that were negative from low levels of general awareness and socialization on democratic governance. This prevented the full participation of women and others, especially in rural and tribal areas.

CDA expected to address these problem areas by strengthening the capacity of local CSOs to understand democratic issues and increase their ability to engage with youth, women and minorities in grassroots democratic processes.

In particular, the UNDEF project intended to:

Improve CSO understanding and capacity to mobilize youth, women and minorities and their organizations and promote practices of strengthening democracy at the grassroots through training and advocacy skills building. This was to be done through a trainer-of-trainers program to train 150 CSO trainers and reach 5,000 CSO representatives. The curricula was to be developed after a comprehensive baseline assessment to measure the level of democratic understanding.

processes based on proposals submitted by the CSOs.

(ii) Logical framework

Improved understanding among civil society on democracy and advocacy skills for good governance

IV. Evaluation findings

(i) Relevance

The project objectives were relevant to the mandate of the grantee, the Chanan Development Association which was created by a group of youth activists in 2004 as a theatre troop focusing on improving the conditions of youth, and in particular young women, so they could participate ny biases of gender, religion, class etc for the creation of a healthy, just,

16

The project objectives were also relevant to the needs of civil society organizations in Pakistan working on issues related to democracy and the participation of youth, women and minority groups. This was especially pertinent to those working and living in rural areas which have more limited access to resources such as training, grant funding and accurate information on democratic issues and values. This was also evident in the number of applications CDA said it received-- which was double the number of CSOs that it intended to assist.

Addressing youth policy issues at the provincial levels was also important since youth issues had been devolved to the provinces in 8th Amendment to its constitution. At the time of the project, only the province of Punjab had adopted a policy on youth.

However, the project lost relevance in its design and implementation as noted by both the CSO participants and CDA itself. The design was ambitious in geographic scope and number of CSO participants, especially for the level of funding. This limited the number of activities that each CSO could undertake by spreading the funds and activities out over a larger area. In its final report, CDA reported on the from some of the organizations in the

the limited number of workshops and forums planned in their districts and limited funding available for each, especially for the larger organizations.¹⁷ Selection of the CSOs also did not appear to be based on need. It also appears that not all of its relevance

Several CSOs noted in interviews that the project did not factor in some of the critical concerns of youth, which included poverty and unemployment, while others felt it needed to work more at the grassroots level and in rural areas where youth, women and minorities have harder times and less opportunities and access to these types of programmes and information. The project implementation strategy did also not address relevancy based on need despite starting oang46ed0003>806

and minority issues.

The project

The project design included an element where the local forums would identify some local issues that the project could address through advocacy and awareness raising activities. Forums appear to have been done around March 2014, but these seemed to be events with guest speakers and notables. CDA did say issues were identified but when asked to provide the evaluators with a list of these issues and the follow up actions taken, CDA said they were too triv

no data provided on any of these events other than the posters and photos visible on the Facebook page. These also received good press coverage.

The seed grants component of the project appears to have been

sent the report earlier but had difficulties getting it through. UNDEF noted communication issues with the grantee, which it said the grantee acknowledged and promised to correct in January 2015, but which did not result in any noticeable improvement. The CDA website was under maintena

a month before the project started and required that all applications to be received by 15 April 2013. This was two weeks before the project start date. It was also able to hold 25 forums with candidates, presumably organized by CSOs in the different districts, within the first 10 days of

20

Project reporting shows there was no major deviation between the planned budget and actual expenditures for this project (Figure 3). There was no other information available to the evaluators on expenditures aside from the anecdotal information provided by the CSOs interviewed. CDA said the project budget was already on the low-side so no additional efforts were needed to ensure a cost effective use of the funds by its CSO partners. The evaluators received complaints from some of the CSOs that CDA had not reimbursed all expenses, and for some there were extreme delays in reimbursement of more than a year. Most of these were

for small amounts-- usually under USD 50. One group said it was promised RS 25,000 (USD 371) per training, but after the first training, they were never paid, and the rest of the activities were done by friends of CDA or the focal point. The difficulties in receiving payment for work done appeared to be one of the primary reasons why many partner CSOs said they only conducted one training.

According to the project budget, 67 percent of the funds covered district level activities and seven percent covered the national level activities. Project management costs were about 20 percent of the total project budget. The team is unable to make any comment on whether this was an efficient allocation or use of project resources because of the lack of implementation and expenditure data.

CDA appears to have had other donor funding, including UNFPA and USAID, to do similar activities during the life of the UNDEF project. CDA seemed to piggy back some UNDEF activities onto these other projects. The extent of this is unknown since no information was available on expenditures or the contributions of other donors.

(iv) Impact

CDA reporting states that it met or exceeded its performance targets. However,

possible for the evaluators to assess the impact of a project such as this without adequate implementation or performance data. CDA states it collected baseline information at the start of the project from the CSOs in its targeted districts. This data was not available to the evaluators. Even if it were, a baseline needs to be repeated at the end of the project in order to be able to determine if there were any differences in the levels of perceptions or knowledge of the participants and if any improvements were made in the broader enabling environment and related policies. However, the evaluators can make some general comments about the effectiveness of the methods used and their potential for impact from the information gathered and from the anecdotal information provided by CSO participants about their experience.

Other than some of the seed grant activities having labels relating to gender or minority groups, and a workshop held in the project time extension about girls leadership, there was no indication that any special measures were taken to ensure the inclusion of girls and women in the process of project planning and implementation which was part of the project design.

A critical factor was the intermittent nature of the activities. It is difficult for one-off or occasional activities to have major accomplishments beyond perhaps raising the awareness level of some participants. Participants who attended the youth festivals in the districts or at the national level would have been exposed to issues affecting youth and gender as well as to prominent civil society activists and policy makers. This can help develop an interest in public policies and civic activism, and recognize some persons contributions in the sector, but without follow up activities to ensure those youth were able to build on this exposure and continue the relationships established during the event, potential results would have been limited. There is some back and forth of participants on the CDA Facebook page which could help promote networking, but it did not appear to go beyond questions about upcoming events or a congratulations for organizing an event.

Another factor that affected potential impact was the lack of tailoring the different trainings to the needs of the targeted districts and beneficiaries. According to CDA, 92.6 percent of training respondents had significantly better understanding and knowledge on democracy after the training based on their responses to the pre- and post-training tests.²¹ The data from this survey was not available to the evaluators to review, but many of those interviewed remarked that there was no differentiation made in trainings between those who were already experienced trainers and those who had never done it. Their starting points and needs for training and skills transfer would have been at completely different levels.

It is likely that the efforts done in the 10 days before the national elections in 2013 did result in an increased participation by some youth in the electoral process, most notably by attending a forum that included presentations by candidates. This likely increased their interest in voting and contributed to making a more considered judgement about who to vote for. These events

²¹ UDFPAK11-457,

IV. Conclusions

Based on the evaluation findings, the team concludes:

(i) Support for CSOs working on issues of democratic participation and understanding with youth, women and minority led CSOs is important and needed

V. Recommendations

To strengthen similar projects in the future, the team recommends:

- (i) ***Continued attention to improving typeFooter.0u(i)-m 102***

easily accessible for project management, monitoring and evaluation purposes. This recommenda

VIII. ANNEXES

Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<p>Were the objectives of the project in line with the needs and priorities for democratic development, given the context? Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</p> <p>Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</p>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<p>To what extent was the project implemented as envisaged by the project document? If not, why not?</p> <p>Were the project activities adequate to make progress towards the project objectives?</p> <p>What has the project achieved? Where it failed to meet the</p>

Annex 2: Survey Findings

The on-line survey was open to the list of 132 CSO partners provided by CDA. The evaluators invited those persons with e-mail addresses to take the evaluation survey. 127 invitations were sent out, of which 34 were returned as undeliverable. The survey was open between May 15 and May 24, 2016. 52 persons took the survey.

Although this was apparently not all of the project participants, it still expanded the input into the evaluation. Some of the respondents put considerable thought into their answers which the evaluators appreciated.

B. Awareness of Project

Yes: 90.38%

No: 3.85%

Not sure: 5.77%

Affiliation with project

For those who were aware of project: (Respondents were able to check more than one box)

23.40% were Focal Points

25.53% were CDA trainers

61.70% were participating organizations

34% were project staff or paid consultant/experts

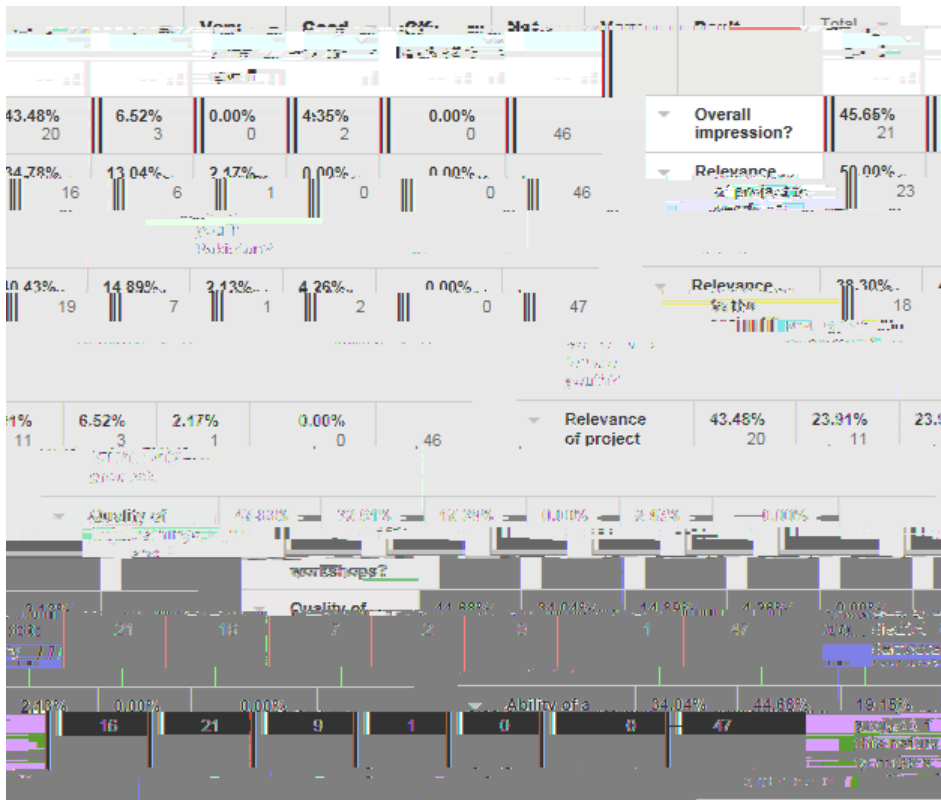
27.66% were participants

34.04% were seed grant recipients

2.13% were nonpaid project affiliates

2.13% were aware of the project but had no other relationship with it

C. Overall impression of the project



Comments:

Democracy,,,,, 75 People

1. Skill Development of youth or 2. Entrepreneurship skills. Self-business.. It should be on grass root level i.e. village level.

Youth Democracy Forum on the eve of International Youth Day, it provided good space for the young people to understand the current challenges to Pakistan's democracy and interact with political leadership and civil society

Democracy youth

I held a training and forum. The topic is advocacy and democracy. There are 25 people in each training and 50 people in forum the impact was very good

This has been a prestigious opportunity to enhance skills, knowledge, and learning about democracy, advocacy, electoral processes. I believe this has impacted positively thousands of lives across Pakistan, to aware and strengthen them.

The forums engaged the youth / women and minorities in dialogue with parliamentarians, political leaders about governance and democratic processes, the workshops were focused on democracy, human rights, election process, youth participation and advocacy skills

We reached Female, Youth and Minorities it is a good project

Democracy, governance, advocacy, local government, election

It was really a wonderful project with diverse group of organizations with key specializations like working with youth, minority groups and women and this partnership was extended towards gross route level organizations. Two day training for the staff was very useful to learn from different organizations' staff and to incorporate democratic values within participants as well as organizations. District forums were great events to gather all stakeholders along local elected representatives to share the democracy's essence to our youth, women and people from minority.

Society for Democracy and Human Development was lead organization in Bahawalpur and successfully arranged 02 training on Human Rights Education and Democracy. While single Political District Democracy forum has been arranged.

A Visionary Foundation Pakistan was selected as a partner organization with CDA in this project in Karachi District along with the 5 other

organizations in the same district. I was the focal person of this program. As the project designed is to all these organization work in collaboration with each other to organize workshops and forums on democracy. Out of these organization 3 were not even interested from the start of the program to collaborate in this project. As we don't know how these organization selected but we try to contact and engage these organization in the project activities. We only hold 2 Workshops on Democracy and engaged around 50 young people and hold 1 Forum on Democracy and engaged around 80 participants. As Karachi is a metropolitan city with around 20 Million Population and activities like 2 or 3 cannot make an impactful and sustainable change.

50 youth

It was fantastic and it was all about youth, women, and minorities. Forum organized at district level

and social activists. It was good experience but we had provided less fund and opportunities at least being a minority representative organization it could be necessary that we had to be provides more opportunities and at least our some representative of organization could get a opportunity to be participate in National youth peace festival which was held in Lahore. So the experience was good we have need

Comments

Visits and informed our volunteer groups in District , orient them about the project and training. In different meetings we briefed the other organizations about this project.

We have done 2 training and 1 forum in Quetta

Though CDA provided seed grant but I did not

I am a volunteer or have been a volunteer for CDA: Yes: 57.14%, No: 35.71%, Somewhat: 7.14%

Comments:

We were the partner with CDA in ASK Program by Rutgers Pakistan as a youth lead organization in Karachi

Our youth members conducted the training with CDA on the Y-Peer and also raise campaign on the youth on our own resources, CDA did not support any more.

We worked with CDA in Y-PEER Program which established a youth network in Pakistan.

H. Biggest constraint to youth participation in the civic and democratic processes in Pakistan

Time management for all trainees, training in village level if possible so its results will be somehow sustainable.

Lack of political will by political parties, lack of youth policy in Sindh province, lack of opportunities

Miss management of available resources, designations, services.

The biggest constraint is lack of awareness about the importance of right to vote and use it as power to brighten up their futures.

Lack of basic education and less meaningful participation toward the issues of our economy

In our region the youth is not very active in their social life, though they are very well educated. There is no youth policy that gives clear direction of their meaningful engagement, all of these issues concludes in lack of platforms for the youth to learn and meaningful

stakeholders, particularly the Parliamentarians and political leaders.

I hope someday we could share something together.... I mean i would love to hear some ideas from u and to share some ideas personally with u (who ever is reading me now) ... Sorry for tonight

The Chanan Development Association done the Agreement with 6 Organizations for 4 quarters, in One Quarter the amount was 75000. But they just give us Only One Quarter and Our 3 Quarter Stile Remaining.

CDA is one of the leading youth organizations nationwide which select gross route level organizations on merit basis to undertake the project with local context. I do appreciate this

Overall project objectives and activities is the need of the current situation

Our organization learnt many things to this project.

The idea was good but as it has included may Districts i.e. 25 District in the project which cause this project less impact in term of any sustainable change. If it was focused & targeted 3-5 districts then the youth, women and minority organization can get the more benefits by the program and also work better for the IMPACT in the respective communities.

Please give fund the CSO that work with CDA on youth with undef support

This project was very beneficial for the community. Such projects should be replicated

Annex 3: Documents Reviewed:

Asian Human Rights Commission, *Gender based disparities worst in Pakistan*, <http://www.humanrights.asia/resources/journals-magazines/eia/eiav4a1/2-gender-based-disparities-worst-in-pakistan>,

Chanan Development Association, Facebook
https://www.facebook.com/CDAPAK/info/?tab=page_info

CountryMeters, *Pakistan Population*, <http://countrymeters.info/en/Pakistan>

Ezilon maps, <http://www.ezilon.com/maps/images/asia/political-map-of-Pakistan.gif>

Government of Punjab, *Punjab Youth Policy*, 2012

Index Mundi, *Pakistan Demographics Profile*, 2014,
http://www.indexmundi.com/pakistan/demographics_profile.html

International Herald Tribune, *Helping youth better understand democracy*, 20 May 2013

Islamabad Policy Research Institute, *Pakistan's Youth Bulge: Human Resource Development Challenges*, by Abiya Mahar, 10 December 2014 <http://www.ipripak.org/pakistans-youth-bulge-human-resource-development-hrd-challenges/#sthash.ckHhdURQ.dpbs>

JWT, *Pakistani Youth Sentiment Survey: Time for Change*

Pakistan Today, *Youth Policies, Are they delivering*, 25 September 2015
<http://www.pakistantoday.com.pk/2015/09/23/comment/youth-policies/>

Peace Direct, *Insight on Conflict*, Chananan Development Association, Pakistan, Undated,
<http://www.insightonconflict.org/conflicts/pakistan/peacebuilding-organisations/chanan-cda/>

The Asia Foundation, *Voter Education Survey Report, Pakistan National and Provincial Elections, 2007/2008*

The Express Tribune, 20 May 2013

UCA News, *Pakistan's minority population is shrinking*, 25 June 2012,
<http://www.ucanews.com/news/pakistans-minority-population-is-shrinking/53801>

United Nations Development Report, *Human Development Report 2013, The Rise of the South: Human Progress in a Diverse World*, 2013, UNDP New York

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Project Document, April 2013

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Midterm Progress Report, 30 June 2014

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Milestone Verification Report, 28 October 2014

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Project Extension Request Form, 27 April 2015

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Final Financial Utilization Report, 2 February 2016

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan*, Final Narrative Report, 17 May 2016

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Project Officer's Note, 17 May 2016*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Seed Grants, Undated*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Participants List (Cascade Workshops), 2014*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Training Manual and Cascade Manual, 2014*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Workplan (list of CSOs), Undated*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, District List, undated*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, Participants lists, Forums, 2014*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, List of Master Trainers, List of All CSOs, List of Organizations Not Selected, Details of Seed Grants, Undated*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, MOU LIs, August 2013*

UDF-PAK-11-457, *Strengthening Youth, Minority and Women's Organizations in Pakistan, List of contractors under grant and List of employees hired under the Grant, List of Democracy Award Recipients*

United Nations, *Pakistan, One United Nations Programme, 2013 - 2017*

Annex 4: Persons Interviewed

11 May 2016	
Travel of national consultant to Lahore	
12 May 2016	
Syed Yousaf Tariq	Finance Director, CDA
Qasim Murtaza	

Adnan Ahmad
Samson Salamat

HINA Foundation, Mirpurkhas, by phone

Annex 4 : Acronyms

CDA	Chanan Development Association
CSO	Civil Society Organization
JWT	James Walter Thompson
NGO	Non-Governmental Organization
TOT	Training of Trainers
UNDEF	United Nations Democracy Fund
UNFPA	United Nations Population Fund
USD	United States Dollar