

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
DEMOCRACY FUND**

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I. Executive Summary

(i) Project data

This report is the evaluation of the SURMHFWHQWLNWHL Partnership for Improved Budgetary Governance in Lebanese Municipalities: Musharaka, implemented by the Lebanese Transparency Association (LTA) in collaboration with the Beitokom Organization and the Mubadarat Organization¹ from December 1, 2011 to November 30, 2013. The project received a UNDEF grant of US\$

strategies. Evaluations are also to assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.³

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a national expert hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the

Document endorsed in April 2012. This

At the same time, the project was preparing a series of training

experiences with other projects. Furthermore, the young people did not have a regular schedule and showed up at municipal headquarters at all hours. One of the presidents of the Municipalities said that at a certain point they realized that to create an effective climate of collaboration, it was not only important that they and the members of the municipal council support the project, but that all staff know about it and lend a hand. Thus, for example, police officers were available during activities on weekends, even though they coincided with their days off; or staff would come in to open and supervise the offices.

In addition to providing these spontaneous opportunities for dialogue and cooperation, the project also held scheduled meetings (two planning sessions, advocacy for creating a budget more tailored to needs, etc.) designed to strengthen the capacity for dialogue between youth and the Municipality. This was the context for the negotiation of the five field projects proposed by the YSCs.⁹

While these projects were under consideration, there was a conflict in one location between the YSC and the Municipality. The president of the Municipality was claiming it as his own for the upcoming elections. The YSC wanted to restore an old train station and turn it into a large library. This sparked much debate, because the young people refused to accept the coopting of their proposal, and the president would not approve it as a project for them to implement. The parties finally agreed to abandon their

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contribution was the fact that the YSCs to a certain extent became a meeting point for everyone. What most facilitated integration among YSC members was that we are all young, we all have the same objectives; there were some confrontations but good leadership helped to defuse tensions.
Sherihane Tarchichi
President of the YSCs,
Municipality of Taalbaya



included in the Community Guidebook and Good Governance Matrix, produced in collaboration with the young people.

LTA was extremely satisfied with the results of the UNDEF project, which it considered an easy, successful project that, moreover, greatly motivated the beneficiary groups. While most

Our organization has many projects in the region. However, this was the one that sparked the most interest among youth. It was as if something new had entered the Lebanese mindset.

***Nidal Khaled,
Facilitator Mubadarat
Organization***

Given the characteristics of this context, the fact that the initiatives that were implemented built trust among the different stakeholders involved in the project ± youth beneficiaries, municipal council members, and citizens ± was a major achievement.

The small projects are still ongoing in the five municipalities, having found the necessary support to ensure their continuity. Thus, for example, the computer center in Taalabaya was set up in a school, and the school itself, together with the Municipality assumed responsibility for its maintenance. This was also the case in the municipality of Al-Sawiri, where the cultural center is operating in a locale provided by the Municipality; this locale is also being used right now for some refugee assistance activities.

The most significant project outcome has been the young people who have been trained, who have become more capable social actors and today are taking



IV. Conclusions

engagement leading to youth participation in decision-making and political dialogue with local authorities. This conclusion follows from the findings on impact and sustainability.

(v) Need to clearly and explicitly integrate the rights approach into democratic participation practices developed with and by youth. The conceptual approach and selection of small projects seem to have prioritized a needs-based approach over strengthening democratic practices. When talking about issues such as accountability, transparency in public administration, and even youth participation in the Municipality, the beneficiaries interviewed made no reference to them as civil rights. Many related them more to the need to educate youth to fight corruption. Similarly, while the projects that were implemented in the communities addressed the specific needs of the local population (e.g., support for community and cultural centers), they did not necessarily include components to strengthen democratic values or guarantee the exercise of civil rights. Moreover, many young people have decided to create their own organizations to carry out initiatives in their communities. However, there is no thought about their role as vectors of social change. There is a risk of indirectly encouraging the scattering and multiplication of initiatives without considering the value added that they bring to a context in which organizations receive very meager government support. This conclusion follows from the findings on relevance and impact.

(vi) Need to strengthen connections and synergies with other stakeholders and civil society initiatives working to promote youth participation in local public administration. No interaction or knowledge of each other has been observed between initiatives and projects with common objectives. This is true for the two UNDEF-funded initiatives, which, despite common objectives, are unfamiliar with each other and do not share the results of their respective good practices. In terms of impact, this is a weakness that should be addressed in the short term. This conclusion follows from the findings on relevance and impact.

V. Recommendations

The evaluation team proposes some guidelines that could strengthen the participatory processes begun and heighten the SURMHFW's impact. The mission therefore recommends the following:

i. Plan initiatives to consolidate the participatory processes begun, especially the YSCs. To this end, the mission recommends more explicit efforts to foster an understanding that youth participation in local public administration is a process to foster the exercise of their

VI. 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	

Annex 3: Persons Interviewed

September 14, 2014	
Arrival international consultant	
September 15, 2014	
<i>Evaluation Team meeting</i>	
Luisa María Aguilar	International Consultant
Sandra Kosremelli	National Consultant
Nadine Merhi	Senior Manager
Pamela Zouein	Financial Manager
Ayman Dandach	Project Coordinator and Administrative Assistant
September 16 , 2014	
Said Issa	Grassroots Manager

Annex 4: Acronyms

CSO	Civil Society Organization
DPNA	Development for People and Nature Association
ESCWA	Economic and Social Commission for Western Asia
EU	European Union
IMF	International Monetary Fund
LTA	Lebanese Transparency Association
NGO	Nongovernmental Organization
MEPI	Middle East Partnership Initiative
MLS	Mouvement Social
TOT	Training of trainers
UNDEF	The United Nations Democracy Fund
YSCs	Youth Shadow Councils