PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND

Acknowledgements
The evaluators would like to thank everyone who took the time to provide their expertise and insight on the issues of youth and democratic development in Pakistan, and on the implementation of the project *Empowering the Voice of a New Generation in Pakistan.* In particular, the Civil Society Support Programme, its participating youth and partners for their support to the evaluation team during the field work. The team would like to thank all of those who took the evaluation survey for their time and insightful comments.

All errors and omissions remain the responsibility of the authors.

Disclaimer
The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report.

Authors
This report was written by Sue Nelson and Muhammed Saghir
Landis McKellar, the Evaluation Team Leader, provided editorial and methodological advice and quality assurance. Ms. Aurélie Ferreira was Evaluation Manager and Mr. Eric Tourres Project Director at Transtec.

Table of Contents

(i). The project and evaluation objectives 4

(i) Project approach and strategy 7
(ii) Logical framework 9

(i) Relevance 10
(ii) Effectiveness 10
(iii) Efficiency 15
(iv) Impact 16
(v) Sustainability 17

I. Executive Summary

(i) Project Data

The *Empowering the Voice of a New Generation (EVNG) in Pakistan* project sought to increase the role of youth in public affairs and policy development in 20 locations in Pakistan. Its intended outcomes

ilojus aitistt91(so)1 t91(-3(E)4(V)4(N)3(()3( )] TJETBT130.859 70 006 692.[c)-243-3(E3(V)15(oi)89(so)1)-4n)3(t9(a)-24w

in Balochistan visited the KPK. There was not enough information to be able to assess the effectiveness of these different core youth events and the information on who participated in the study tours varied between documents.

There was almost no information about the activities at the district level. From the CBO expenditure information available, implementation seemed uneven. For instance, CBOs in Sindh province spent about 42 percent of the district level activity funds, while those in Balochistan only spent 16 percent.[1] However, there was also a wide variation between CBOs with activity expenditures ranging from USD 1,216 to about USD 152 each, which would not be expected since they were all supposed to be doing the same activities.

A VNG website was created and included a blog section for the youth. The site is easy to use and attractive, with e-mail addresses provided for each VNG youth and places where they could post their photos and news. It also provided a spot to publish the VNG newsletters which were posted through April 2013. They are there for every quarter until April 2013. Little analytical data is available on the use of the website but CSSP reported it was underutilized, saying not all of the youth had access to the internet and that they had created a Twitter account that the youth could use instead with their phones. There was no data available on that.

The project approach of using CBO partners and core youth to train their own groups should have been an **efficient** way to implement the project. Using existing VNG materials for training and having t

is likely that some core youth are still linked to the national VNG group because of their trainings and study tour and might continue to participate in VNG events, such as the annual conferences when held. The national VNG structure still exists and was registered as an organization at the start of the UNDEF project, probably a result of the years of NED assistance. That body has elected membership from different districts, and it can be expected to continue in the near term as it still benefits from NED funding through CSSP. This effort is a flagship effort for CSSP and it can be expected to continue with the VNG efforts into the future.

(iii) Conclusions

Support for youth participation and voice efforts is important and needed within the context. Youth are the majority of the population and their actions will determine the future of Pakistan. The ***EVNG design was well thought out*** and elaborated in the Project Document but the design ***was only partially implemented.*** The focus of the efforts was on implementing some of its activities and the project lost the synergistic and holistic elements of the design. This limited its effectiveness and potential impact on the youth. ***Project implementation was centralized*** even though the design allowed for a decentralized approach ***and activities lacked the follow up needed*** to make a more effective programme. The criteria for selecting CBO partner were also too loose to be effective.

The project ***attracted educated male youth*** who were able to take advantage of programmes such as this, ***but it lacked the special measures needed to increase the number of female participants and bring in the less educated*** and less fortunate youth to have a more balanced representation within the groups.

The ***project reporting and monitoring systems were inadequate*** and some basic project data was missing, inconsistent or not easily available. As a result, this evaluation is ***unable to confirm whether all reported activities occurred*** or in the quantities reported. ***Linking with other youth and democratic governance efforts, including the other UNDEF grantee working on youth***

ntiti g NEDEMC //F6 11.04 Tf1or493.64(D)nbu(bu)3(t)-4( )-428(t)-4(he)3( )-428(de)3367.49t

II. Introduction and development context

(i) The project and evaluation objectives

Empowering the Voice of a New Generation (EVNG) in Pakistan (UDF-PAK-10-388) was a two-year USD 225,000 project implemented by the Civil Society Support Programme (CSSP). USD 22,500 of this was retained by UNDEF for monitoring and evaluation purposes. The project ran from 1 February 2012 to 1 January 2014. Its main objective was to harness the potential of youth to enable them to contribute to the socio-economic and democratic development of Pakistan. It intended to do this through: 1) expanding the EVNG program to another 20 districts; and 2) empowering participating youth through training on social, political and developmental issues and engaging them in research and advocacy on youth issues.

The evaluation of this project is part of the larger evaluation of the Rounds 2, 3, 4 and 5 UNDEF-funded projects. Its purpose is to [3]contribute towards a better understanding of what constitutes a successful project which will in turn help UNDEF to develop future project 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´.[2]

(ii) Evaluation methodology

The evaluation took place in June and July 2014 with field work done in Pakistan from 23 - 27 June 2014. The evaluation was conducted by Sue Nelson and Muhammed Saghir experts in democratic governance. The UNDEF evaluations are more qualitative in nature and follow DVWDQGDUGVHWRIHYDOXDWLRQTXHVWLRQVWKDWIRFXVRQWKHSURMHFWTUHOHYDQFHHIIH efficiency, impact, sustainability and any value added from UNDEF-funding (Annex 1). This report follows that structure. The evaluators reviewed available documentation on the project and on the gender situation in Pakistan (Annex 3). In addition, the evaluators conducted an on-line survey open to all EVNG participants and stakeholders. The results of that survey are provided in Annex 2.

The field work in Pakistan was done by the national expert, with the international expert participating virtually. The national expert met with the CSSP in Hyderabad, and with CBOs, youth participants and others in the districts of

.5m[(di)6(st)-4BT1 0 0 1 447.94 400.25 7m[(di)6(st)-4An s ted3(t)-4(he)3(JETBT1 0 0 1 306.53 ET48 Tm8[(di)6(st)-4-4(s,)-

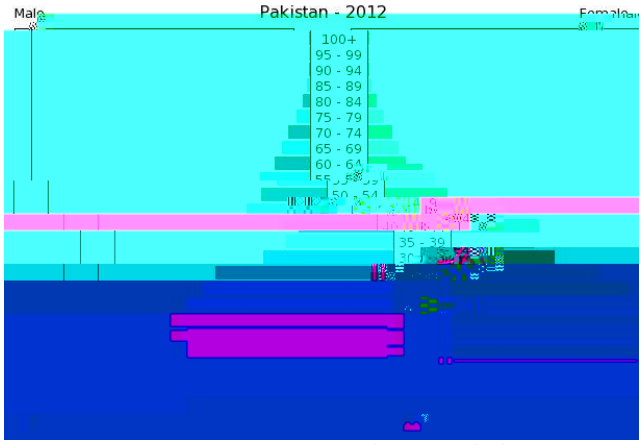
Lack of hard data in project reporting which is in contrast with the specific indicators and data collection methods anticipated in the project document;
Problems encountered as the report notes very few implementation problems despite some of the high risks for the project discussed in the design, such as insecurity and political instability;
Status of EVNG which was expected to register as a civil society organization at the end of the project; and,
Extent of project impact as project reporting was done on outputs.

(iii) Development context

Pakistan is an Islamic federal republic of 196 million persons, 60 percent of these are under 30 years of age (Figure 1). This large demographic group will generate social change as they age and make their voices heard. At the same time they face many challenges.

Pakistan is in the low human development category, ranking 146 out of 186 countries on the *Human Development Index.*[3] Twenty-two percent of its population is below the national poverty line[4] and only 43 percent of the 18 - 24 year olds are literate[5]. Within this context, the situation for women is even more difficult. According to the Asian Human Rights Commission, Pakistan has one of the worst records for gender-based disparities,[6] coming in at 132 out of 134 countries on the 2012 Gender Equity Index.[7]

Figure 1: Population Pyramid Pakistan



Source: U.S. Census Bureau

Pakistan underwent democratic reforms after its 2008 elections. After the elections in 2013 it had its first transfer of power from one democratically elected civilian government. But it still faces many issues including political and personal insecurity, weak rule of law, corruption, social cohesion and rapid urbanization. Population growth continues to be a serious concern, and one of the biggest challenges facing Pakistan is how to turn its large µyouth bulge¶ into a µdemographic dividend¶ where youth are constructively engaged and contributing to its economic and democratic development. Research indicates that large scale youth bulges are potentially destabilizing, especially in countries prone to civil conflicts. The theory is that unemployed and disaffected youth are more vulnerable to crime, extremism and violence[8]. In Pakistan, more than 47,000 lives have been lost in terrorist-related violence in the past decade, and different religious, political and militant organizations operate within its borders, some of which radicalize youth and marginalize women[9].

Pakistani youth are anxious about their future and the situation in their country. In a poll done at the end of 2012, nine out of ten youth said they were anxious or very anxious about the future. On a macro level, the survey showed they are most anxious about the cost of living,

[3] UNDP, *Human Development Report, The Rise of the South: Human Progress in a Diverse World,* p 146
[4] Ibid,
[5] TAF *Voter Education Survey Report, Pakistan National and Provincial Elections, 2007/2008,* p vi
[6] Asian Human Rights Commission, *Gender based disparities worst in Pakistan*
[7] UNDP, Op Cit, p123
[8] UN, *Pakistan One United Nation Programme, 2013 - 2017, p 36*
[9] USIP, *Radicalization of Youth in Pakistan*

political leadership and the

III. Project strategy

(i) Project approach and strategy

With this project, CSSP sought to increase the role of youth in public affairs and policy development in 20 districts in Pakistan. The overall project objective was to increase the role and capacity of youth in public affairs and policy development. The intended project outcomes were:

Strengthened networking and institutional capacities of the EVNG programme;

Enhanced understanding of VNG youth on social, political and development issues; and,

Increased participation of VNG groups in research and advocacy for policy making on

VNG groups were expected to undertake a continuous district-level advocacy campaign to pressure authorities to improve issues faced by local youth. They would also contribute to a quarterly VNG newsletter that would

(ii) Logical framework

Strengthened networking and institutional capacities of the EVNG programme			
Baseline survey of CBOs and creation database **Identify and contract 20 CBOs to create VNGs (1 per district)** **Create VNGs in 20 districts (1 per district)** **Quarterly partnership review meetings at provincial level** **Publish quarterly EVNG newsletter** **Create EVNG website and blog**	Increased CSSP outreach at district level to youth Increased communication between VNG groups Expanded platform for youth voice	Increased capacity of youth to participate in public affairs and policy development	More active and engaged youth in public affairs and policy development More productive role for youth within Pakistan
Enhanced VNG understanding on social, political and developmental issues and increased participation in research and advocacy for policy making on youth issues			
4 3-day workshops for 100 core VNG members (5 per district) **4 1-day trainings for 20 VNG members per district by core members** **4 discussion forums for 45 youth per district** **4 seminars for 100 youth/CSOs per district** **Establish IRCs, 1 per district in implementing CBO offices** **Inter-provincial study tours for 60 VNG leaders (15 per province)** **Organize/attend annual national conference (800 youth[11], 20 government/ policy makers, 50 media, 130 CSOs and human rights activists)** **Continuous district/provincial advocacy campaign (1 per VNG group with 700 youth)**	Increased youth awareness and understanding on democratic concepts and policy issues Increased participation of youth and CSOs in VNG forums and seminars Increased resources for youth Increased participation in CSSP¶		

IV. Evaluation findings

(i) Relevance

The project was directly relevant to the needs of youth in Pakistan which make up

LPSRUWDQWWRWKHSURMHFWYLDELOLWDQGVXSSRV selected CBOs based on institutional indicators; willingness to participate for the amounts budgeted under the project, and previous experience. It contracted a **baseline survey of CBOs, youth groups** and on related information to inform this selection but the usefulness of the survey done is doubtful. It counted things such as number of NGOs registered or with an office. There is a list of organizations at the end with a checklist for if they are registered, have an office, experience and staff. But there is no qualitative information that would give an indication of their level of experience, quality of staff and premises, their vision and mission, if they are independent or a partisan institution, or if they had the financial and administrative systems in place needed to b

was delayed by floods, received 16 percent, averaging USD 320 per CBO/district. Punjab received 23 percent averaging USD 466 per CBO/district. KPK received 19 percent averaging USD 396 per CBO/district.

There was also a wide variation of expenditures between districts within a province. For example, three districts in Sindh (Badin, Thatta and Tando Muhammad Khan) received USD1,216 each while Karachi received USD 152. All CBOs received the same amount for rent (roughly USD 100 for 18 months) except for Jhal Magsi which received USD 233 total.

From the data collected from the CBO in Badin (Figure 6), only a portion of the anticipated activities were done. Six meetings/workshops took place within a six month period while the target was 12 activities in a year and advocacy efforts for most of Year 2. There are a couple of lines on advocacy efforts in the VNG newsletter of February - April 2013. This states that a one week campaign was done with VNG members organizing rallies, corner meetings and sessions that civil society and government officials participated. That is the extent of the information available on those efforts.

Eight quarterly **partnership review meetings** were expected with CBOs **and** core VNG members. This was also a substantial element in the illustrated project budget (Figure 10). The FNR states that four of these were done with CBOs at provincial level. There is no information on what was discussed or done during these meetings to be able to evaluate them or to understand why only half were done. If the VNG youth

confusing. A

website seems to have been the orientation brochure for the conference. It provides messages from the organizers, youth and experts and sets the rules for the conference that include letting others speak, avoiding quoting political or religious personalities and tolerance. Evaluation survey data showed that 78 percent of those self identifying as VNG members thought the conferences were worthwhile, while 11 percent thought they were not and another 11 percent thought they were somewhat worthwhile.

The project took advantage of the general elections to engage the youth. This was a timely opportunity to raise their awareness on the importance of the electoral process, on registering to vote, and on casting an informed vote. Project reporting says the youth observed the process, but there is not data as to how many participated or what they found. If this had been linked to the more structured efforts done by domestic observation groups, the VNG youth could have benefited from their training, forms, integrated reporting systems and accreditation. This would have made for a more effective effort.

(iii) Efficiency

The project design provided the framework for an efficient project. It had a decentralized approach and built on the activities developed through funding. That experience is reflected in the EVNG project design and in the training methodologies, materials and curriculum used. This experience should have allowed for a smooth and efficient implementation of and reporting on the project.

district, but there were three youth present from Peshawar which was not a UNDEF targeted district. There are only four districts listed on the VNG website for CBO partners, with Mardan district missing for KPK province. The criteria for selecting the districts was also unclear. For instance, Karachi was selected but is considered to have economic and learning opportunities that many other areas of Pakistan do not have.

The project expenditures reported are in line with the illustrated budget in the Project Document. About a third of the budget went for project management. Within that, half went for salaries, a quarter for staff transportation, and the remainder

target was a given as it only required expansion of the VNG effort to five districts, assuming PHPEHUVKLSPHDQWRXVKVLJQLQJDt least initially, to participate in their districts. Another was increased communications between the VNG groups on an inter-district and inter-provincial level where the project was active. Outside of the actual study tours and national conference events that brought these youth together, the extent of this communication between youth is unknown. The space for youth to do this on the website is inactive and only a very few appeared to try and start chats.

The project also expected to achieve a 60 percent increased in the VNG members¶sense of connection in project districts. This indicator is not defined to know exactly what is meant by it, but it would have also needed data to have been collected to know if that occurred.

Project impact is most likely to be with the core youth as they received the most attention. Impact below this level with the district-level youth i

continue the efforts. As most of the main VNG events happened at the center or out of their districts, there was not enough engagement by the non-core VNG youth to reach this stage. The youth however remain interested in types of activities done by project and any awareness raised through the workshops or meetings is likely to remain with them.

The VNG structure itself continues to exist. 59 percent of those identifying themselves as VNG members (which included project/CSSP staff) in the evaluation survey said they were still meeting as EVNG (24 percent said no, and 12 percent said ¡somewhat¶). VNG was registered as a social organization at the start of the UNDEF project, probably a result of the years of NED assistance. It has an elected membership from different districts for 2013 and, according to CSSP, intends to do new elections shortly. The VNG website is still up and running but does not appear to be regularly updated. The last blog was posted six months ago. The newsletters that were published on line are still there along with the names of the youth from the

2013 National Youth Conference - CSSP Photo

IV.

(vii) Links with other democratic governance and youth efforts were limited and developing synergies with these efforts; including coordination with the other UNDEF funded youth project could have strengthened the projects. This conclusion follows the findings on effectiveness, efficiency and impact.

(viii) The project might have had more significant results than were visible to the evaluators**,** but this is not possible to know without the performance data. This conclusion follows findings on effectiveness, efficiency and impact.

V. Recommendations

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

(i) Ensure implementation follows the project agreement as that is what was agreed to between the grantee and the donor. This is especially important if the support is for activities that are part of a larger whole. A short implementation guide on the SURMHFW FRXOG EH GHYHORSHG DQG XVHG WR WUDLQ VWDII RQ WKH SURMHFWV VSHFLILF R intended activities, timeline, reporting requirements and quality control mechanisms. This could help ensure consistency with the agreement and improve project implementation and compliance. This recommendation follows the conclusions (ii), (iii) and (v).

(ii) Expand the CBO partnerships to give a more substantive role to CBO partners in order to decentralize project implementation and improve the continuity of project efforts. Provide mentoring and enough resources to each so they can fill this role.

required financial and administrative systems. In this case, selecting CBOs that already had computers and internet access could facilitate VNG access to the website, and in the future to any on line courses developed. This recommendation follows conclusions (iii) and (v).

(vi) Improve project reporting and collection of M&E data to ensure data is systematically collected from every activity, aggregated, assessed and used for project management and reporting purposes. Ensure baseline and impact surveys are done as planned so that results can be tracked. Maintain an archive of project records and project products. This recommendation follows conclusions (v), (vi) and (viii).

(vii) Link with other democratic governance and youth efforts, including other UNDEF-funded efforts, to develop synergies, give youth more opportunities for participation and increase the effectiveness of the project. This recommendation follows conclusion (vii).

VI.

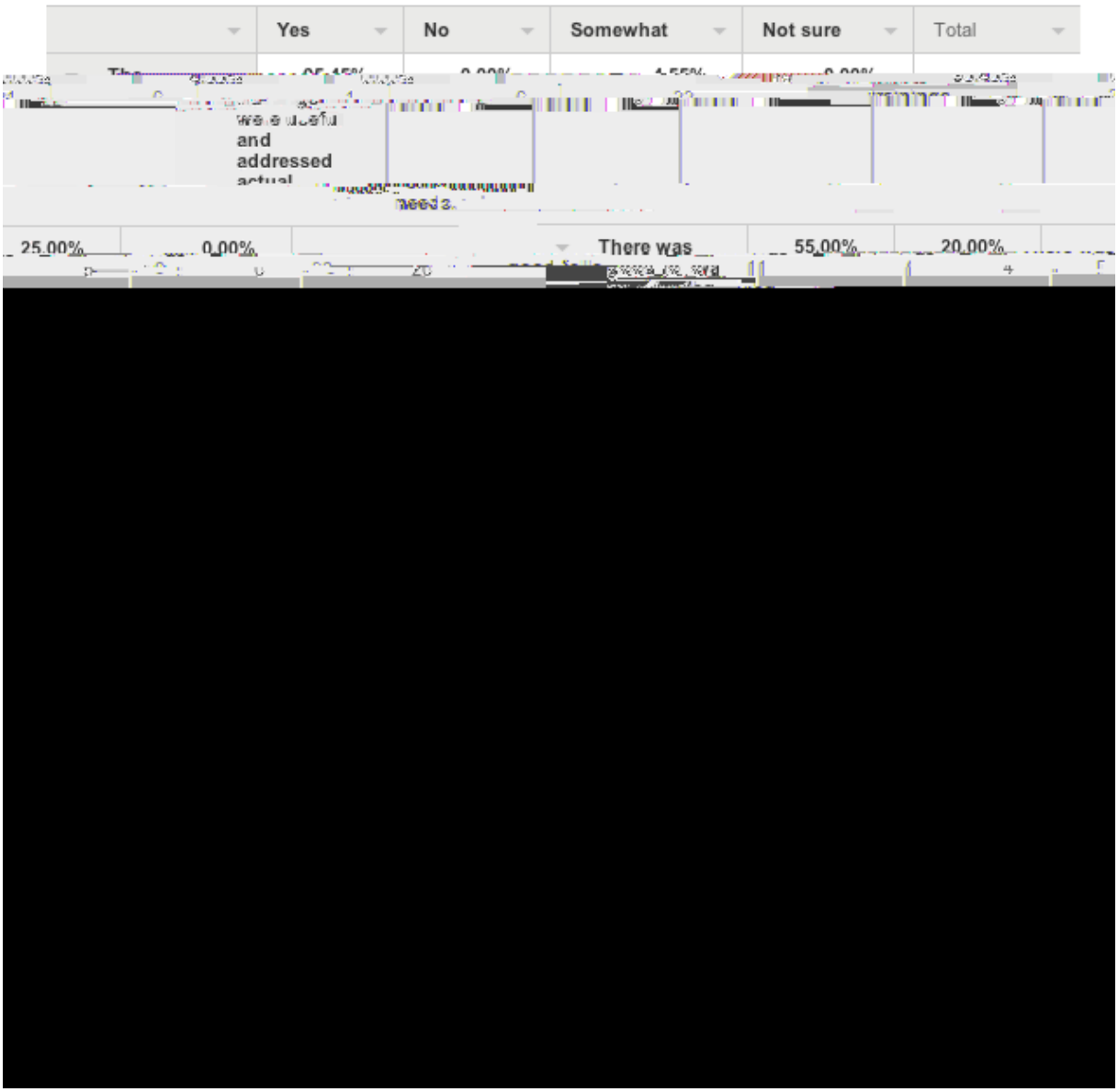
Annex 2: Survey Findings

The on-line

EVNG is the project of different nature engaging youth in healthy activities of learning the social, political, economical aspects of society. Project is resulted in developing of analytical approach towards the social issues and their causes and creating strong network of learning from high profile personnels and other youth.

D. Quality of activities:

In your opinion:



Comments:

EVNG Youth

Training staff and trainers were of excellent quality. During the training and after the training process the effective impacts were being observed in all districts and VNGs. but due to natural behavior phenomenon strengthen weakens as the meetings with inspiring persons decrease.

There is no such collaboration with exist.

Follow up events were not fruitful after the training because no funds provided to VNG members as committed during training. In some districts VNG members conduct followup

events but the committed amount not given to them after that. Food quality during conference was not up to standard and security of the participants was not proper. There was no proper arrangements( )] TJET7148(on)4(e 714t /P ttk179(8(up)3(s)190.5G(ot)4(p79]ET accident of our one VNG member. There is no mechanism or record maintainers and communication with VNG members that is being cause on no networking between Voice

W

Comment:

EVNG Youth

dependence to independence. In some countries that period began very early, whereas in others it began very late, depending on conditions such as education, economic growth and national labour

Lack of Awareness and opportunities for youth

Project staff/consultant

Project staff/consultant

comprehensive plan for the development of the youth. If nobody will concentrate on youth issues, youth will automatically trapped by the extremist groups and create many problems for the country as well for the region. There is need to do best for youth development, we need to organize more and more training sessions, Seminar and workshops for the awareness purpose to the youth on following topics. Human Rights, Democracy, Peace,

fouth, ipr hcsceti n ngonis, W-432ompe r cg sf

Mr. Muhammad Ali	Advocacy and Networking Coordinator, CSSP Hyderabad
Ms. Naila Jafar	Manager Human Resources, CSSP Hyderabad
Mr. Noor Muhammad	Executive Director, CSSP Hyderabad
Mr. Shoukat Ali	Manage Monitoring and Evaluation CSSP Hyderabad
Return to Karachi	
29 June to 18 July 2014	
Wilson Lee	Senior Program Officer, National Endowment for Democracy, by phone
Mr. Ejaz Ali Shah	VNG member Thatta, by phone
Mr. Muhammad Rahim	VNG member Karachi, by phone
Mr. Sheraz Samoo	VNG member Hyderabad, by phone
Mr. Teerat Das	VNG member Hyderabad, by phone

Annex 5