



NORWEGIAN CHURCH AID

Draft

Final Project Evaluation Report

**'Collaboration for Change: transforming lives and minds for equal citizenship'
Rawalpindi & Islamabad**



Acknowledgement

PEDA International team is pleased to have undertaken the final project evaluation of the NCA's project titled '*Collaboration for Change: transforming lives and minds for equal citizenship*' being implemented in two districts i.e. Rawalpindi and Islamabad, Pakistan. The appropriate designing and successful administration of this final evaluation study would have not been possible without the commitment and dedication of the NCA's programme, and project teams who were meticulously involved in the execution of this study.

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PEDA International - Team

Disclaimer

*This external final project evaluation report sets out the findings from the evaluation of project titled '**Collaboration for Change: transforming lives and minds for equal citizenship**' being implemented by Norwegian Church Aid (NCA) and its implementing partners. The report is developed in compliance with terms of reference. The contents of this report reflect the views of the project beneficiaries and concerned stakeholders who are responsible for the facts and accuracy of the information presented herein.*

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Acronyms

CBO	Community Based Organization
CNIC	Computerized National Identity Card
CRM	Complaint Response Mechanism
CSO	Civil Society Organization
DAC	Development Assessment Criteria
DNH	Do No Harm
ER	Expected Result
FB	Facebook
FGD	Focused Group Discussion
GBV	Gender Based Violence
HKSH	'Ham Kar Sakthy Hain' (we can do)
ICT	Islamabad Capital Territory
IP	Implementing Partner
ISB	Islamabad (Capital Territory)
KII	Key Informant Interview
LFA	Logical Framework Approach
MSCS	Most Significant Change Story
NCA	Norwegian Church Aid
OECD	Organization for Economic Co-operation and Development
OVI	Objectively Verifiable Indicators
PCA	Principal Component Analysis
PCSW	Punjab Commission on the Status of Women
PEDA	People Empowerment & Development Alternative
PDF	Peace and Development Foundation
PKR	Pakistani Rupee
PM	Project Manager
PSTD	Post Traumatic Stress Disorder
RBMES	Result Based Monitoring & Evaluation System
RBMF	Result Based Monitoring Framework
RWP	Rawalpindi
SMART	Measurable, Achievable, Realistic, and Timely.
SME	Small Medium Enterprise
SO	Specific Objective
SPSS	Statistical Package for the Social Sciences
TA	Transport Allowance
TV	Television
UC	Union Council
VS	Versus

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EXECUTIVE SUMMARY

This report presents the findings obtained from the final external evaluation of the project titled '*Collaboration for Change: transforming lives and minds for equal citizenship*', being implemented by NCA and its implementing partners named Shirakat-Partnership for development and Peace & Development Foundation in Islamabad Capital Territory and Rawalpindi, Pakistan. The purpose of this evaluation was to assess the performance and outcomes of the project so as to examine the effects it has had on the target beneficiaries, the challenges encountered during project implementation, the weaknesses and strengths besides documenting the lessons learnt and recommendations for future similar programming interventions. The findings of the study are summarized under DAC criteria as under:

Relevance:

The final evaluation findings illustrates that the project interventions were relevant in line with the priorities of the local community as well as provincial and national development plans contributing to the realization of equal citizenship and women active participation in public life. The project intended and actual results achieved illustrate that the project has greatly contributed towards achieving the set objectives to enhancing the potential women leaders to actively participate in public life. Women from different walks of life, of different age group and different backgrounds and social classes benefited and acquired confidence 'to be empowered' to actively participate both in public and private life.

The project outcomes being linked with the national development plans successfully contributed to create a sense of equal citizenship through diverse activities leading to its objective and long term impact. The women leadership skills training to participate in public life, engagement of men, and youth both boys and girls, mentoring sessions, community awareness sessions and engagement of religious scholars were instrumental in creating space for women participation in public life.

The project has catered to the needs of target women and enabled them to participate in public life. It also engaged men, youth (boys and girls) through masculinity lens to create an enabling environment for women to participate in public life. In order to build leadership capacity of women, the training component of the project significantly enhanced their knowledge and skills around communication, decision-making, conflict resolution and public speaking. Complemented and linked with mentoring, community, and networking opportunities, the project has helped the trained women to gained confidence to positively impact their personal and professional lives. Further, the project has also contributed towards encouraging debate and mobilization to facilitate attitudinal change about women's roles in society, as equal citizens through various activities awareness and sensitization sessions with journalists, religious leaders including minorities, community, youth, and students.

Effectiveness

The project intended and actual results achieved illustrate that the project has greatly contributed towards achieving the set objectives to enhancing the potential women leaders to actively participate in public life. The project interventions owing its effectiveness have succeeded to develop women meaningful participation to overcome barriers and promote their participation in public life by developing their capacity through leadership skills training and mentoring program. It also engaged men and youth (boys & girls) and children through various activities which were instrumental to achieve the project anticipated objectives. Women from different walks of life, of different age group and different backgrounds and social classes benefited and acquired confidence 'to be empowered' to actively participate both in public and private life. The project has also contributed towards encouraging debate and mobilization to facilitate attitudinal change about women's roles in society, as equal citizens through various activities awareness and sensitization sessions with journalists, religious leaders including minorities, community, youth, and students.

The project interventions owing its effectiveness have succeeded to develop women's meaningful participation to overcome barriers and promote their participation in public life by developing their capacity through leadership skills training. One of the trained women named Ms. Samabia is member of senate while Ms. Seemi Ezdi is member of provincial assembly Punjab. The analysis of both primary and secondary data reveals that the project has achieved its outputs as well as anticipated results as envisaged in the project log frame. All the activities, except a few proved to be very effective leading towards the

objectives associated with the project goal. The increased awareness, knowledge and skills level of the women leaders as well as positive change in youth (boys & girls) and duty bearers towards women active role in the society indicates project interventions' effectiveness in bringing about a positive change. It can be easily assumed that the project interventions proved to be very effective as intended.

The specific objective-1 of the project achievement is ranked high as it has a remarkable impact on the target women leaders with regards to their increased knowledge and skills development to participate in public life. 98% women leaders reported that the training in terms of its quality and contents was very helpful in enhancing their overall agency which includes security, communication skills, personal safety, public speaking, stress management, and legal literacy. Likewise, 83% of the respondents expressed that the training was very useful where they learned a lot regarding gender roles and the lack of power that women have in many traditional societies. 57% of the respondents shared that the knowledge and skills gained through training enabled them to better communicate and take part in decision making at the household level, 45% quoted that they were utilizing their knowledge and skills within their immediate families, 46% quoted that their skills and knowledge were contributing at the community level while 35% expressed that their knowledge and skills from training effectively contributing in public sphere.

The analysis of both primary and secondary data illustrates that major benefit reported by almost all the women leaders was their enhanced confidence and skills level which not only contributed in their work/dealing in public life but also at the household level. With increased confidence, the women leaders expressed that they could now voice their views both in private and public life very confidently. It was also shared by the women leaders that they were able to sensitize their women relatives and community regarding women's leadership and meaningful participation in public life. Further, 72% of the women leaders shared that their communication and public dealing skills has significantly improved. Some of the women leaders were also able to set up new small business enterprise and have been running them successfully. A number of examples were cited during FGDs with women leaders.

The specific objectives-2 of the project laid significance effect on duty bearers and the target citizen attitudinal behaviour towards women's active role in society. The achievement of the advocacy component is, therefore, ranked satisfactory owing to the positive attitudinal change in duty bearer and youth towards the negative portrayal of women and dominant forms of masculinity. Through a series of interventions almost every segment of the society with different age bracket, age and educational background were engaged through a variety of activities. This component has a lot of set targets which seemed to be achieved as demonstrated by the study findings; however, some of the activities/set targets had a limited time frame and budget limitations which up to some extent hindered the significant results change.

Both primary and secondary data reveal that awareness raising sessions were instrumental in increasing community awareness level regarding domestic violence, lack of CNIC and misbehavior of local transport drivers, and women pro laws. The victims of domestic violence were also connected with PCSW where they lodged their complaints. The session also sensitized community (both men and women) regard curbing gender based violence within the communities. According to survey statistics, 90% of the respondents agreed that they have observed a positive change in the community in reflection of community sessions. These sessions not only sensitized the women in the community but it also helped them to take actions to combat gender based violence. Furthermore, other advocacy activities such as summer camp activities with youth, engaging of religious leaders and utilization of social media in particular Facebook and Web TV channel (i.e. *Shirakat TV*) was also very instrumental bringing about a positive change in the society at large.

Sustainability

In terms of project interventions' technical sustainability, there are two dimensions. The first dimension is increased capacity of women leaders and adaptability of learning in both their private and public lives. The second dimension is the improvement in the realization of women's active role and equal citizenship by different duty bearers as well as men and youth (boys & girls) as a result of the project interventions as majority of the interventions were focused equal citizenship. Thought the project lacks proper phase out/exit strategy; however, considering the study analysis, the improvement in women leaders overall agency, entrepreneurship and income growth, women counselors' active role in supporting other women,

and increased awareness level of youth, active role of change maker; we can safely conclude that there is a trend towards the sustainability of interventions. Additionally, the MenEngage Alliance members conducted sessions in 11 districts with faith based leaders and they are delivering messages regarding women participation in public life in their public sermons which is another aspect of sustainability. The evaluation team has given concise judgments according to the study findings under major questions being developed under DAC criteria. Almost 8 CSOs have replicated the project model approach in their programming interventions Likewise, during consultative discussions with the project team, it was reported that the activities shall be continued as ‘Shirakat-Partnership for development’ has an ongoing programme for engaging women leaders and willing to expand other activities with appropriate resource mobilization.

Efficiency:

The evaluation team observed that the NCA’s programme and partner teams possess the necessary operational and management capacities (*i.e. Learning, leadership, programme and process management, networking and linkages*), which are efficiently utilized during the implementation phase of the project. The local partners possess the necessary operational and management capacities besides working similar experience within the target communities and stakeholders. The partners also have similar programmatic expertise which was efficiently utilized in the course of the implementation of this project. The project partner utilized various networks to support and achieve the project objectives as intended.

The management of funding organization (*i.e. NCA*) and local partners did influence the efficiency of the project up to some extent. The delay in the initial fund release by the funding organization resulted in delay of some project’s planned activities and therefore led to a sluggish start in the initial phase of the project. Delay in the release of the first installment resulted in late hiring of project essential staff and delayed start of the project initial phase activities. As per feedback of the NCA’s implementing partners, the project human resources were not sufficiently budgeted as per project requirement and recruited in time with required skills.. In terms of human resource management, the recruited human resources for the implementation of the project were satisfactory in quality and but ranked differ in quantity.

Project efficiency is also evaluated by the appraisal of the achievements of its objectives hierarchy, and verification of its vertical logic. The findings illustrate that the project has been implemented effectively leading to attainment its long term results. The assessment of the project’s objectives has shown the probability of achievement of the project’s goal and the upward progress in women’s active role in public sphere. Despite of the fact that the project implementing partners lacked a proper M&E system within the organization or inbuilt human resource for this project; yet the project progress and achievements have been measured through casual monitoring of all project activities by the project team. NCA staff participated in all project activities to ensure direct monitoring of the project activities. Monitoring visits were paid at regular intervals and activities were reported through monthly reports carried out against set indicators by each partner.

Likelihood of Impact:

With the intention of changing negative attitudes and behavioral change towards women’s active role in public life, the NCA’s project has succeeded in bringing about a positive change by strengthening women leaders’ capacity to be agents of change vis-à-vis enabled them to participate in both private and public lives. The project has led to a considerable impact on the target communities through its various activities. The training of women leadership skills training has significant impact on their lives which was very instrumental in developing their overall agency. The increased knowledge and confidence level of women leaders enabled them in meaningful participation in public sphere. The training of male relatives/supporters and counseling sessions and community awareness raising session were also very instrumental in bringing about a positive attitudinal change towards women leaderships in public sphere. The overall study findings illustrate that the project has contributed in the realization of equal citizenship through women’s empowerment and active participation in public life.

Owing to networking with other organization and individuals, the potential women leaders were able to participate in the residential entrepreneurship training held by ‘Mera Maan’ due to project linkages and coordination. This training helped a number of women in setting up their own business, which are run

effectively. The project provided networking support to help participants connect with different organizations through networking meetings held with the women chamber of commerce etc. Another aspect of Networking/linkages was that women leaders to network with other women leaders from different walk of life and got to know different perspectives.

The two pillars (Specific Objectives) of the project contributed towards the project goal 'overall objectives'. The hits and likes on social media indicate that the project is having a wider positive impact which is increasing with the passage of time. Secondly, some of the women have got entrepreneurial training owing to project networking and linkages and eventually running their small business. The long-term prospects for maintaining the project's achievements are ranked satisfactory. It is too early to know the exact impact of the project; however the overall finding shows significant improvement with regards to anticipated project specific results.

In conclusion the analysis of study findings illustrates that 59% of the women leaders actively support supported other women to take part in public life which confirm the SO 1.1. Likewise, 19 out of 22 trained lady counselors who are part of local Government have taken actions to benefit their female constituent which satisfactory and confirm SO 1.2. Further the web TV channel has been viewed by 3824 people while likes are 47 whereas the FB page named Ham Kar Sakthy Hain in support of women is liked by 26,759 people eventually confirms SO 2.1. Further SO 2.2 can be measured satisfactory as 8 CSOs integrating women's participation in public life in their programming.

SECTION-I INTRODUCTION

1.1 Project Background

Norwegian Church Aid (NCA) in collaboration with its implementing partners named Shirakat-Partnership for development and Peace & Development Foundation (PDF) implemented a two-and-a-half-year project (from 1st March 2016 to 31st August 2018) titled '*Collaboration for Change: transforming lives and minds for equal citizenship*' in Islamabad and Rawalpindi. The project has contributed to training 197 potential women leaders in leadership skills including security, communication skills, personal safety, public speaking, stress management, voice training, legal literacy etc through a women's leadership initiative. The project also involved men by working closely with the relatives of women leaders and other male supporters to encourage women to be active in public life. The project has engaged young people to stimulate debate to challenge restrictions on women lives, like use of public transport, political and economic participation and other stereotypes. The research and advocacy component has strengthened the practical application of affirmative action measures for marginalized women, i.e., a job quota policy for women especially belonging to minority.

The overall objective of the project is to contribute to the realization of equal citizenship through active participation of women in public and private life, and promote their leadership potential in line with the constitutional provision that mandates non-discrimination based on sex.

Specific Objective 1: To ensure development of women leaders essential for sustainable development of the country and to develop a model of women's meaningful participation in the public sphere particularly in politics, in public service and the media by strengthening their leadership role in urban areas of Rawalpindi and Islamabad (twin cities).

Specific Objective 2: To change the duty bearers' and citizens' attitudes towards women's roles in society, by challenging the negative portrayal of women and dominant forms of masculinity through print and electronic media and to proactively engage duty bearers and young men and boys to demonstrate and promote sustainable change.

An illustrative diagram is given for readers understanding ([Project Illustrative Diagram](#)):

1.2 Evaluation Purpose

This final evaluation intended to provide a comprehensive assessment of the project against its stated outcomes and set indicators mentioned in the project document/log-frame. Specifically, the evaluation assessed the overall performance of the project to determine if it has achieved its intended outputs and outcomes and clearly explaining why or why not through an integrated analysis of the entire result chain (i.e. *inputs, activities, outputs, outcomes and Impact*) and contextual factors. It also provides an opportunity to assess the administrative and technical strategy, design and constraint associated with the project goals. The evaluation process focused on generating lessons learnt (*what works, what does not, and why*) to capture opportunities and innovation that may be sustainable in terms of planning and implementation of similar project in future. The evaluation used DAC criteria (i.e. *relevance, effectiveness, efficiency, sustainability and impact*).

Furthermore, the evaluation assessed whether the project has had any positive or negative impact on the women lives and the intended changes in the realm of on women lives, like use of public transport, political and economic participation and other stereotypes. It also assessed whether the project was optimally implemented with regards to effective use of available resources besides assessing the level of coordination amongst funding and local partners, relevant stakeholders involved and the target beneficiaries. Based on the study findings, challenges encountered during the course of project implementation and lesson learnt, the proposed team documented a comprehensive analytical report and realistic recommendations for future similar interventions. Following key points were duly considered for this evaluation study.

To assess project's design and implementation of innovative methods, and overall progress with emphasis on results, and achievements focusing to:

- Provide all parties involved in project an understanding of achievements, challenges and successes;
- The extent possible, assess whether the project has had any positive or negative impact for the targeted communities, intended or unintended changes on policy level in public and private sectors and in communities;
- Assess learning from this project to capture opportunities and innovations that may be sustainable in terms of planning and implementing similar projects in the future;
- Assess whether the project was optimally implemented with regards to effective use of available resources;
- Assess level of coordination between funding partners, local partners and target groups and other stakeholders involved.

1.3 Evaluation Scope:

The evaluation should focus on relevance, effectiveness, efficiency, sustainability and impact. Addressing the evaluation purpose will require that the consultant provide answers to following specific questions – which were refined in the inception phase of the evaluation. The detailed scope of work is given in detailed methodology at Annex-II.

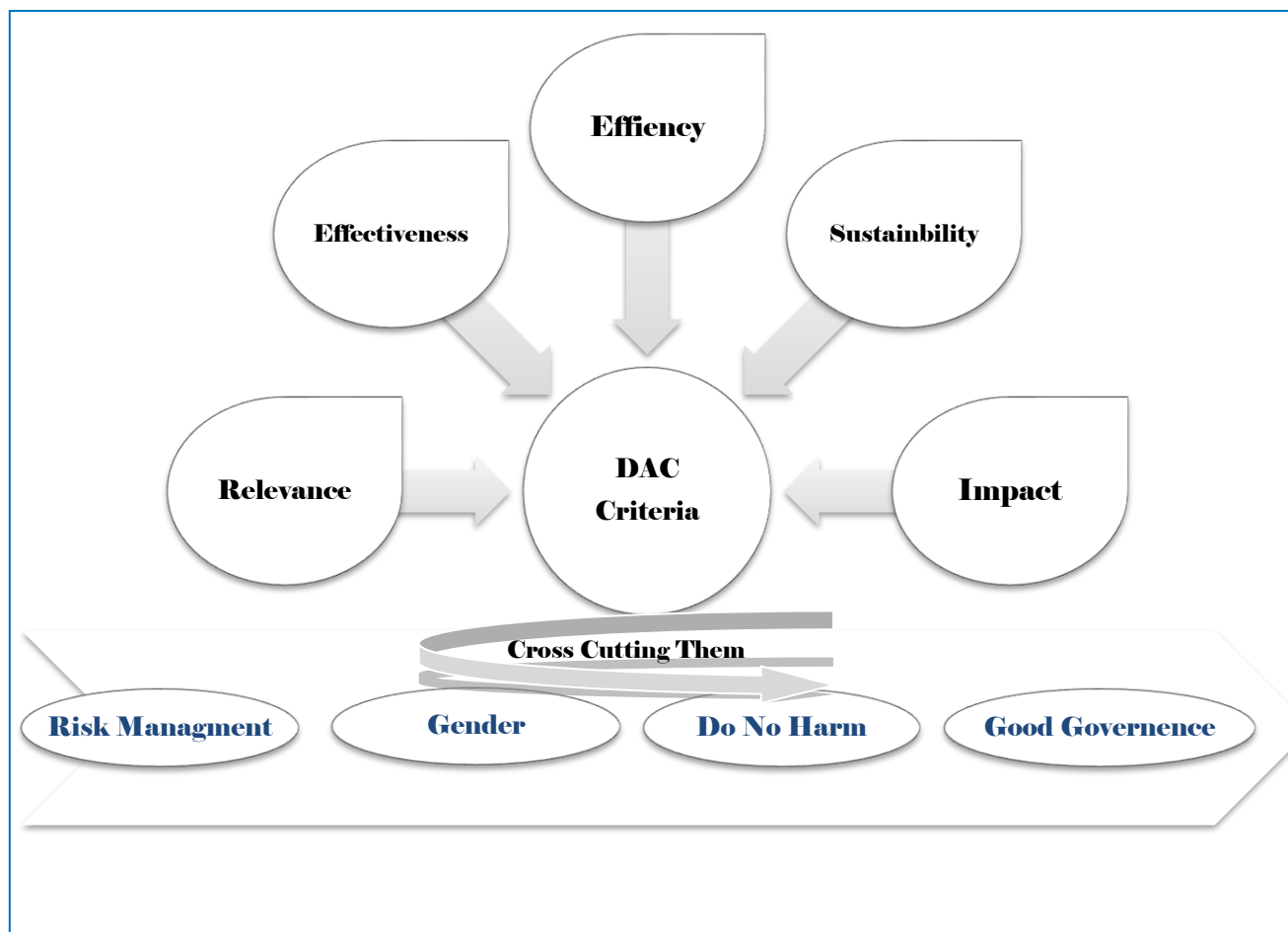
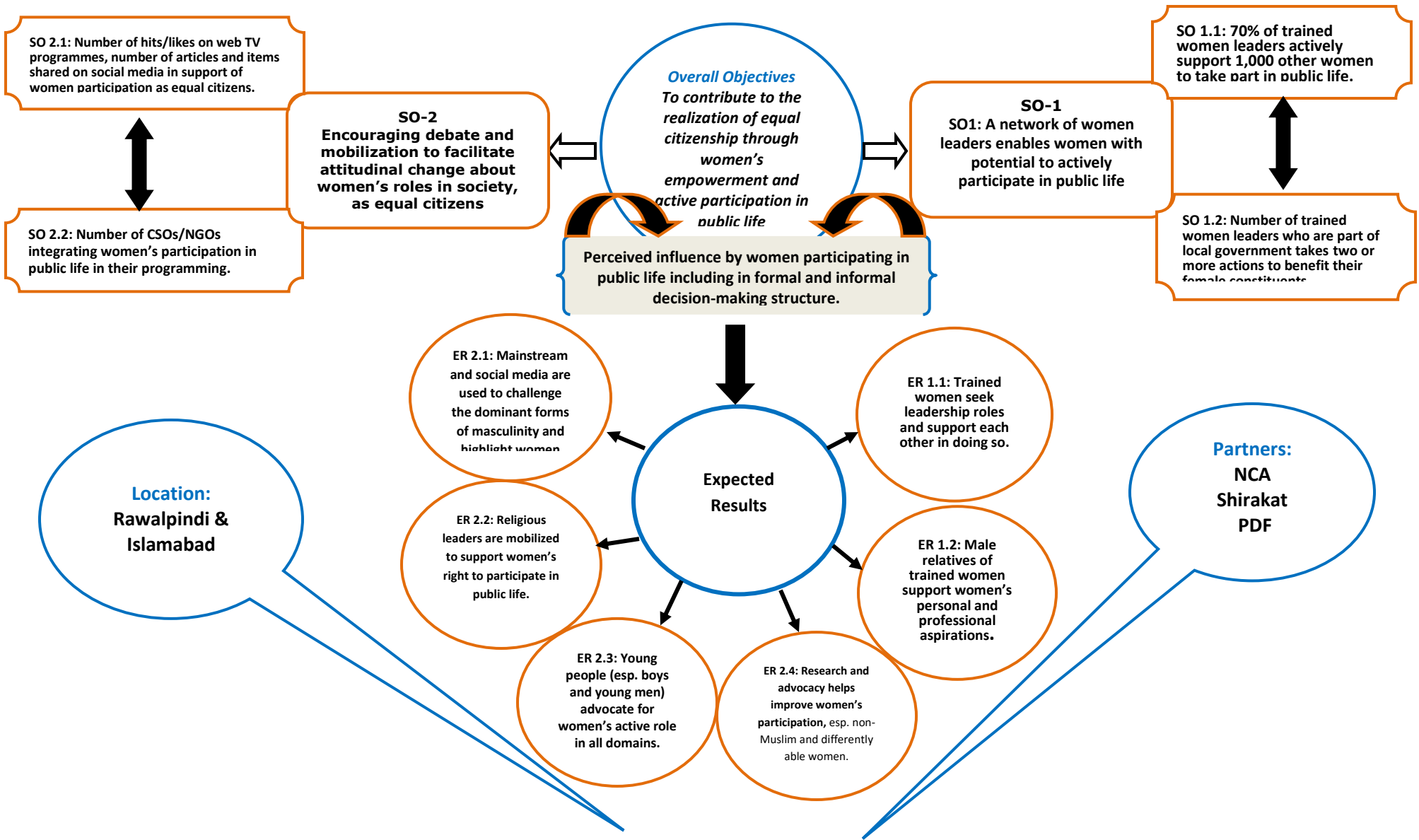


Table 1: Evaluation Scope (Diagram)

1.4 Project Illustrative Diagram:



SECTION-II : EVALUATION DESIGN

The study design includes final evaluation criteria & key questions, sampling framework, detailed sample segregation, methodology and study execution plan. The detailed description of each segment is narrated in the following sub headings:

PEDA International’s consulting team carried out this final evaluation in line with the Organization for Economic Cooperation and Development – Development Assistance Committee (OECD – DAC) criteria (Relevance, Effectiveness, Efficiency, Sustainability and Impact including cross cutting themes such as Risk Management, Gender, Governance, DNH and Finance. The study was executed in the project interventions areas (i.e. cities Islamabad and Rawalpindi) by collecting and analyzing both qualitative and quantitative data to provide evidence of the project achievements against set indicators mentioned in the project Log frame. In addition, the study findings/results are duly compared with the baseline benchmarks and indicators factsheet has also been developed.

2.1 Study Approach & Methodology

In compliance with the assignment’s ToRs and study objectives, the PEDA International’s team employed a mixed-methods approach, both quantitative and qualitative data collection. This method helped in gathering data that is rich, accurate and representative which eventually improved the validity of results through triangulation. The methodology used to conduct this evaluation was combination of desk review of the project documents, consultative assessment with programme, and partners’ staff, structured interviews with beneficiaries and semi-structured interviews with key informants (i.e. relevant stakeholders) and focus group discussions with beneficiaries and their male relatives/supporters.

The beneficiaries’ survey was conducted through a structured tool while qualitative data was collected through KIs with concerned stakeholders, programme staff, community members and their leaders and focused group discussions with beneficiaries, male supporters and school children. The survey helped in establishing statistical information/benchmarks against the set indicators while Focus Group Discussions (FGDs) and KIs were conducted for maximum triangulation and validation of the survey data. The proposed methods also considered the accountability purpose of the evaluation, the potential for learning from innovation and characteristics. The methodology sought to involve key stakeholders from the target communities, Government Departments at different levels, social activist and national/international actors involved in the project interventions. Moreover, right from the inception to the completion of the evaluation study, regular consultation regarding tools finalizations, study execution plan, stakeholder identification and consultation meeting were held at regular intervals. Further, the project teams both Shirakat-Partnership for Development and Peace & Development Foundation were fully involved during study execution to ensure security protocol and smooth execution of the study.

2.1.1 Data Collection & Analysis

The evaluation team carried out an extensive fieldwork to collect both qualitative and quantitative data for the analysis and interpretation. During fieldwork, standard structured tool was used to collect data through beneficiaries’ survey. The team also conducted consultative assessment meeting with the project and program teams in order to obtain the key insights regarding project achievements and lessons learned. Furthermore, key Informant interviews conducted with the relevant stakeholders and FGDs were conducted with beneficiaries (women leaders), male relatives/supports of women leaders and youth affected by the project interventions. Further, the team also collected 4 most significant change stories (MSCS) in order to reflect the project achievements and positive change occurred in beneficiaries’ lives as a result of the project interventions. Overall, 184 out of 197 women leaders were interviewed through survey while 17 KIs and 8 FGDs with women leaders, male supporters, religious leaders, change makers, school children.

Table 2: Study Planned Targets Vs Achievements

Tool	Target	Completion
Survey Women Leaders	197	184
	Rawalpindi-115 Islamabad-83	Rawalpinid-107 Islamabad-77
Focused Group Discussion	8	8
Key Informant Interview	17	17
MSCS Stories	4	4

After the data collection and cleaning, it was entered into excel database designed for the survey. There were 2 different levels of data analyses;

Quantitative survey data: This was analyzed by the technical lead and gender expert along with the evaluation expert. The analysis of the survey data was carried out through excel and SPSS version 20.0. The analysis included cross tabulations/comparative analysis and correlations between different variables.

Qualitative data: For qualitative analysis, the evaluation team conducted a context analysis of all the responders gathered during FGDs and Key informant interviews' responses are categorized into emerging themes and patterns and emerging trends coded for ease of analysis. The team used Microsoft excel and QDMax to color code all similar responses and arrange themes into context before analysis.

2.1.2 Report Drafting

Setting report outlines at the beginning and assigning individual targets within team was a key factor to achieve the plan targets efficiently. Draft report is prepared from both primary as well as secondary information with necessary triangulation. The reports covered all the key findings; particularly related to project achievements, key challenges, and lessons learned as a result of the project interventions. The findings are briefly explained that how the interventions contribute to the intended results. Further, based on the study analysis, project contribution, the consulting team incorporated realistic recommendations for future programming of similar nature.

2.1.3 Study Limitations

During the evaluation study's execution, the evaluation team encountered some limitation/challenges which affect the study execution plan. Some of the major limitations are as under:

- During the data collection, the first and topmost limitation was the announcement of Tehrek-e-Labaik protest followed by the Supreme Court verdict regarding Asia Bibi's case verdict. The team has to temporary postponed the data collection process for one week owing to the prevailing security situation.
- The 2nd major limitation was the women leaders' engagement in their personal and professional works. Some of the women leaders were reluctant to spare time for the interview; however after continuous follow up contact by the project and evaluation teams, they were agreed for the interviews.
- 3rd major limitation was that some of the women leaders' cell numbers remained switched off and the evaluation team has to trace them by their given home addresses; however they were not found at their given addresses. Upon investigation from the neighbors; the evaluation team came to know that they were shifted to some other areas such as Lahore, Karachi or out of country duly got married. Eventually, the team was not able to interview 13 women leaders out of 197.
- 4th limitation as encountered was FDGs with male relative/supporters. The project staff has to arrange 8 FDGs including 2 FDGs with male relatives/supporters of the women leaders. The coordination among NCA and its implementing partners was remarkable during the evaluation inception phase, which was up to the mark; however before the data collection phase completion, the designated project staff of Shirkat has to quit owing to their contract expiry. Eventually, the remaining FDGs were hardly arranged over a span of 17 days, which adversely affect the execution plan limited timeframe allocated so far.
- The FGD with religious scholars was planned to be arranged on 30th October, 2018; nonetheless owing to participants' un-availability on short notice it was planned on 4th November, 2018 which was postponed owing to protest by Tehrek-e-Labbaik followed by the Asia Bibi verdict. The religious leaders were reluctant to attend the meeting due to prevailing circumstances as a result of Asia Bibi's case verdict. Later on, the FGD was arranged on 18th November, 2018 which was successfully conducted.

SECTION-III EVALUATION KEY FINDINGS (ANALYSIS)

3.1 Respondents Demographics

3.1.1 District/city wise Respondents:

Overall, 197 females (women leaders) were duly selected and trained on women leadership skills training titled “Ham Kar Sakthy Hn” means ‘we can do’. 80 females (i.e. 41%) are from Islamabad-ICT while 117 (i.e. 59%) from Rawalpindi district. These women were interviewed through structured survey.

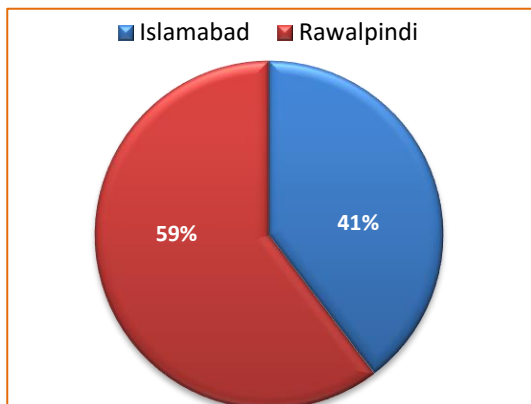


Figure 1: District Wise Respondents

3.1.2 Respondents Education:

The prevalence of the literacy rate is high in both cities. Majority of the respondents possess highest education level. The prevalence of illiteracy was found highest at both cities. Out of total respondents, the highest education level is M.Phil which is found 3% and about 28% MA/MSc while majority of them are Graduated which is 43% whereas FA/FSc is 12%, High School/matriculation is found 11% while only 3% have middle school literacy level. Figure#2 shows district wise education level of both cities.

majority of them are Graduated which is 43%

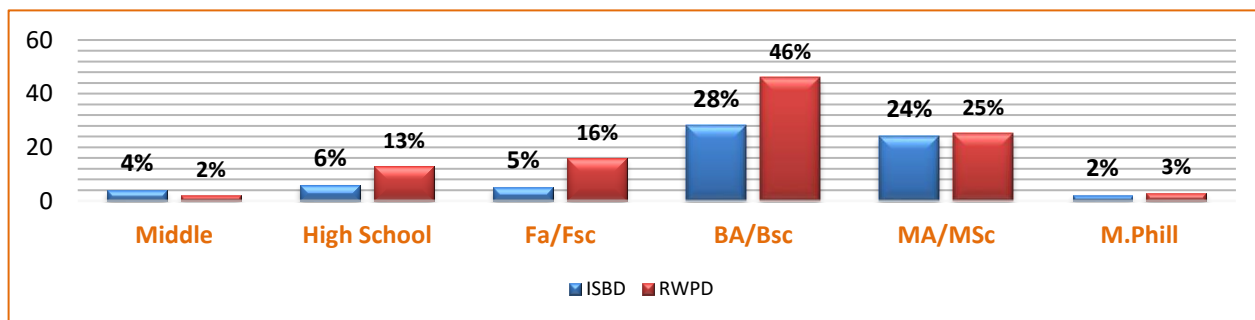


Figure 2: District wise education level of respondents

3.1.3 Age Group of the Respondents

As shown in figure#3, out of total respondents (i.e. 197), 31% found in age bracket 41-50 years, 28% in age bracket 19-30 years while the remaining 13% were greater then 50 years. The average age group of the total respondents is greater than 35 years that is 46% while the average age group which is less than 35 years is found 28%.

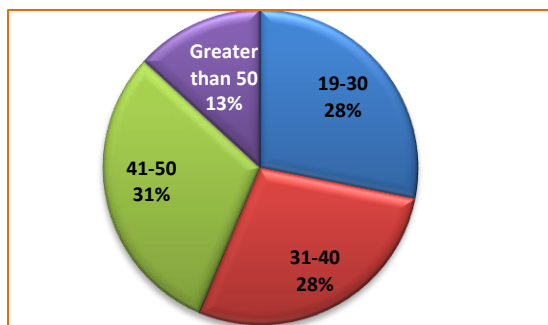


Figure 3: Age Groups of Respondents

3.1.4 Household Head & Dependents

As shown in figure#4, the dependency ratio of the respondents is very high as compared to household head position. The data indicates that 69% of the respondents including 38% from ISB & 62% from RWP were dependend at household level. The prevalence of dependency is much higher in Rawalpindi with comparison to Islamabad. Out of 197 femles, 80 femles were selected from Islamabad while remaining 117 were selected and trained from Rawalpindi so the percentage ratio seems much higher then ISB.

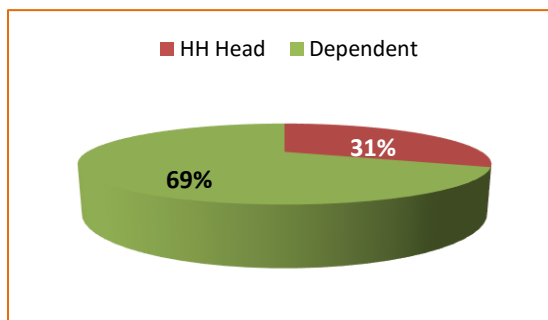


Figure 4: Dependent and household head respondents

3.2 Project Assessment under DAC Criteria

3.3 Relevance

The project interventions were relevant in line with the priorities of the local community as well as provincial and national development plans contributing to the realization of equal citizenship through women's leadership training and awareness raising of various segments of the society. The 'relevance' part of the report is developed under specific questions under DAC criteria duly stipulated in the assignment ToRs.

- Have local partners taken advantage of available knowledge and experience within targeted community groups (men, women, boys and girls); among stakeholders/structures such as the Union Councils, representatives of Local Government, religious leaders, school children and youth that can be replicated in other projects?

The local partners had already been working among various stakeholders and therefore took advantages of the previous experience to carry out the project activities efficiently. The local partners existing knowledge and working experience within the target communities were instrumental in engaging the target community groups i.e. local Govt Department, Religious Leaders, Minorities, local community, and Youth. Furthermore, the partner's through this project have also achieved immense experience and knowledge which can also be replicated in other similar projects in future. It is observed that the local partners are also replicating the learning in their similar programming interventions which are commendable.

- Consider the project's intended and actual expected results and assess whether these have practical relevance, and to what extent are activities and outputs aligned with national and provincial level GBV-related?

The analysis of both primary and secondary data and interviews with key stakeholders reveals that women face several constraints to take part in public life. The dominant social norms are major factors which severely affect women's participation in public life. It is also evident that 73% of Pakistani men do not find it perfectly acceptable for women in their family to work outside their homes.¹ About 27% women in Pakistan have faced violence from their intimate partners, while only 51% of women feel safe working alone at night in the city or the area that they live in². Although women comprise 50% of the total population, yet they remain underrepresented in the process of national policy-making. Likewise, the power gradient, with men holding a superior position in relation to women, distinctive features in the culture and the role of the extended family are considered to interact to suppress women. It is further emphasized that the younger generation is more positive to modernization of gender roles than the elder generation.

The project 'Collaboration for Chang: Transforming lives and minds for equal citizenship' has catered to the needs of target group by not only delivering training for women but also tried to engage male relatives/supporters of the trained women leaders and youth (boys & girls). In order to build leadership capacity of women, the training component enhanced their knowledge and skills around communication, decision-making, conflict resolution and public speaking. Complemented and linked with mentoring, community, and networking opportunities; the project has helped women to discover and embrace themselves and acquired confidence to positively impact their personal and professional lives.

With regard to the project activities and outputs being linked with the overall national and provincial GBV efforts; the project within its limited sphere of influence has worked and incorporated GBV in the efforts being done. The leadership training included a component on GBV and pro women laws and harassment of women at work place. All the awareness rising sessions carried out under the project highlighted the rights of women given by the constitution and religion including the right to protection, and property rights. Not only was sensitization and awareness on the issues of GBV carried out through various

¹ Integrated Research Study – Gender & Social Inclusion, Social Accountability and Resilience in Pakistan- PEDAI Int & VSO, May, 2018

² Integrated Research Study – Gender & Social Inclusion, Social Accountability and Resilience in Pakistan- PEDAI Int & VSO, May, 2018

meetings and sessions but also thorough print and electronic media. Although the project did cover GBV up to some extent through capacity building and awareness raising sessions, it did not cover to various needs of GBV survivors by public institutions such as referral mechanism, linkages, helpline and psychosocial support to GBV survivors. In nutshell, the project is ranked satisfactory and has practical relevance with regard to its activities and outputs aligned with national and provincial priorities.

The project intended and actual results achieved illustrate that the project has greatly contributed towards achieving the set objectives to enhancing the potential women leaders to actively participate in public life. Women from different walks of life, of different age group and different backgrounds and social classes benefited and acquired confidence ‘to be empowered’ to actively participate both in public and private life. Since such opportunities for women are less, therefore, most of the women took advantage of the training provided and utilized them to their fullest. The scenario was a little different for men and the intended results were not as much achieved with regard to the activities carried out with male relative/supporters of the women leaders. Getting men of the same families for the training was a challenge, therefore the intended support and impact on both member of the family was not achieved as intended. However, positive attitudinal changes have been observed in male relatives/supporters towards women participation in public life. The project has also contributed towards encouraging debate and mobilization to facilitate attitudinal change about women’s roles in society, as equal citizens through various activities awareness and sensitization sessions with journalists, religious leaders including minorities, community, youth, and students.

- How does strategy used in the project fit into provincial and national development plans, if such exist, to combat GBV?

With the implementation of the eighteenth amendment dedicated Provincial Women Development Departments have been set up with each province working and contributing towards reduction of GBV. For example in case of Punjab “The Punjab Protection of Women against Harassment at the Workplace Act 2012” and Punjab Women Development Policy 2018 and the Punjab Commission on the Status of Women was also established in 2014. The project strategy of incorporating GBV in the various activities (i.e. trainings and awareness raising sessions) are in line with the policy commitments of provincial Governments to enhance and deepen awareness and sensitization among all member of the society to fight gender disparity and gender based violence.

- To what extent does the project approach is aligned with or complements GBV work being done by other CSOs operating in the target areas?

All thought the project did not carry out any mapping of GBV related work carried out by other CSOs; however the sensitization/awareness raising work on GBV is the key to any GBV work related work being done. Therefore, it can be assumed that the project approach is aligned and complement GBV related work being done by other CSOs.

3.4 Effectiveness

The desk review of several researches reveals that women participation in public life is extremely very low. It is known fact that enhanced women participation in domestic and public life is mandatory in order to ensure prosperous economy. Likewise, addressing gender-based violence in a highly complex socioeconomic and cultural context being riddled with difficulties; however NCA's project in this context is no doubt proved to be very effective in addressing the actual needs of the women with the intention of empowering them. The project has been managed in partnership with two implementing partners who have relevant expertise and commendably proved to be very effective.

As per NCA's gender policy, the organization is committed to promoting gender justice and gender equality in all its work. By placing gender justice at the centre of all NCA's work, the organization aims at safeguarding equal rights of women, men, girls and boys. The project titled, 'Collaboration for Change: Transforming Lives for Equal Citizenship' project is one of the organization's endeavors which aimed to create supportive environment of equal citizenship through women's empowerment and active participation in public life. The project interventions owing its effectiveness have succeeded to develop women meaningful participation to overcome barriers and promote their participation in public life by developing their capacity through leadership skills training.

Besides detailed analysis of each component of the project, summarized findings have been incorporated under each major question duly stipulated in the evaluation ToRs.

- *To what extent have the project objectives been achieved?*
- *What were the possible major factors or constraints influencing achievements or non- achievements of the overall goal and the objectives of project?*

Specific Objective 1: To ensure development of women leaders essential for sustainable development of the country and to develop a model of women's meaningful participation in the public sphere particularly in politics, in public service and the media by strengthening their leadership role in urban areas of Rawalpindi and Islamabad (twin cities).

Specific Objective 2: To change the duty bearers' and citizens' attitudes towards women's roles in society, by challenging the negative portrayal of women and dominant forms of masculinity through print and electronic media and to proactively engage duty bearers and young men and boys to demonstrate and promote sustainable change.

The specific objective-I of the project achievement is ranked high as it has a remarkable impact on the target women leaders regarding their skills development to participate in public life. Majority of the women leaders reported increased knowledge and confidence level. However, there were some constraints which up to some extent hampered the 'overall' achievement of objective-I leading to the attainment project goal.

The findings demonstrate that the action plans developed by the women leaders as a result of the leadership skills training were not implemented by all women. Both quantitative and qualitative data illustrate a different picture/mix response. The survey finding reveals that **61%** of the interviewed women leaders had implemented actions plans whereas qualitative data depicts that majority of them had not executed their actions plans. The major constraints as reported were lack of financial support and community interest. The consultative assessment meeting with the project team reveals that follow up of the action plans were not carried out on regular intervals. Secondly, the mentoring sessions did not lay significant impact on the women leaders as some of the women leaders did not attend the sessions. Secondly, in first year of project, the mentoring session were conducted after 3 months of leadership skills training completion of 4 batches out of 8. The discussion with the project teams also reveals that unpredictable security situation at the time of activity and budget constraints hindered the committed participation. Resultantly, this activity did not produce the desirable impact as intended.

The specific objectives-2 of the project laid significance on duty bearers and target citizen attitudes towards women's active role in society. The achievement of the advocacy component is, therefore, ranked satisfactory owing to the positive attitudinal change in duty barrier and youth towards the negative portrayal of women and dominant forms of masculinity. Through a series of interventions almost every segment of the society with different age bracket, age and educational background were engaged through a variety of activities. This component has a lot of set targets which seemed to be achieved as demonstrated by the study findings; however, some of the activities/set targets had limited timeframe and budget limitation which hindered the significant results change. The training and connection with change maker and their efforts were found less effective owing to lack of voluntarism interest of the change makers. The initial efforts were noteworthy; however without appropriate support and follow-up by the project team; their interest level could not remain that much higher. Similarly, the engagement of religious leaders was also a limited activity; they could be engaged in long term activity besides providing platform to maximize the impact of set objectives. For future interventions; the lessons learned should be considered while designing project of similar interventions.

- Were the monitoring processes, methods and routines efficient? What alternative designs would have been preferable to the one chosen, then those should be presented and promoted

Usually, a Logical Framework Matrix constitutes a central element of the project management system which defines project's objectives and describes the approach taken to implement it. NCA's project 'collaboration for change' lacks proper monitoring process; however the NCA's project team was given an additional responsibility to monitor the project's activity at regular intervals. Likewise, the project design lacks M&E component. There is no M&E plan, report or other indicator tracking system. Further, the accountability aspect of the project is another weak point. There was not any complaint response or appraisal system which could be very beneficial to keep informed the management. A proper M&E system within the organization and full set of M&E instruments is needed to be developed by NCA. Besides traditional monitoring system, the result based monitoring and evaluation system (RBMES) is recommended. Results-based M&E differs from the traditional M&E system as it moves beyond an emphasis on inputs and outputs to a greater focus on outcomes and impacts.

3.5 Detail Findings and Analysis

The analysis of both quantitative and qualitative data reveals that project has achieved its outputs as well as anticipated results as envisaged in the project log frame. All the activities, except few one, proved to be very effective leading towards the objectives associated with the project goal. The increased awareness, knowledge and skills level of the women leaders as well as positive change in youth (boys & girls) and duty bearers towards women's active role in the society indicates project interventions' effectiveness in bringing about a positive change. It can be easily assumed that the project interventions proved to be very effective as intended.

To better inform NCA's management regarding project effectiveness, each project indicators was considered while developing tools and checklist. All the questions of the survey and qualitative tools were duly aligned with the project indicators as envisaged in the project log frame. The analysis of each component is given below which demonstrates the effectiveness of the project.

3.5.1 Women Leadership Skills Training

NCA in partnership with Shirakat-Partnership for Development and Peace & Development Foundation organized 5 days women leadership skills training titled "Hum Kar Saktay Hain" (HKSH) in order to develop the agency of the potential women leaders in leadership skills by training them in communication skills, increase confidence and awareness level about legal rights in bringing about a positive change towards women leadership in their respective communities. The overall feedback of the respondents/women leaders regarding the training's quality indicates that the training was very helpful in enhancing their overall agency which includes security, communication skills, personal safety, public speaking, stress management, and legal literacy. All the women leaders were satisfied with the training contents, training methodology, venue and training delivery's approach; however during discussions with

the trained women leaders, it was observed that prior to training, a training need assessment was not conducted in order to ascertain most needed contents. Further, the stipend/TA (PKR 5000) was also not enough for their transportation as shared by the women during FGDs discussion. Similar feedback was also shared by the males’ supporters who received a stipend/TA (PKR 2,500).

3.5.2 Women Leadership Skills Training Analysis

The women leadership skills’ training was a five days training carried out through interactive sessions by competent trainers. Overall, 197 women received the training through 8 batches at different suitable venues duly arranged by project team. The training according to the FGDs participants was a” *Practical hands on training which resulted in making them more confident and self-aware*”.

a. Quality of The Training:

As shown in [figure#5](#), 65% of the trained HKSH training beneficiaries /women leaders quoted that the leadership skills training was very good in terms of its quality while 34% expressed that the training was good, whereas only 1% negated it. The qualitative data also confirms the survey findings as majority of FGDs participants shared that the training in terms of its quality was very good. It was shared that the training venue, trainers approach and peer learning was effective in terms of its quality. According to survey statistics, 98% of the respondents quoted that the training was useful in terms of increasing their skills and knowledge level. The key informant interviews with women leaders also validate the same findings. They were of the view that the women leadership skills training in terms of its quality was very good. The training contents, venue and training delivery approach was highly appreciated by the women leaders.

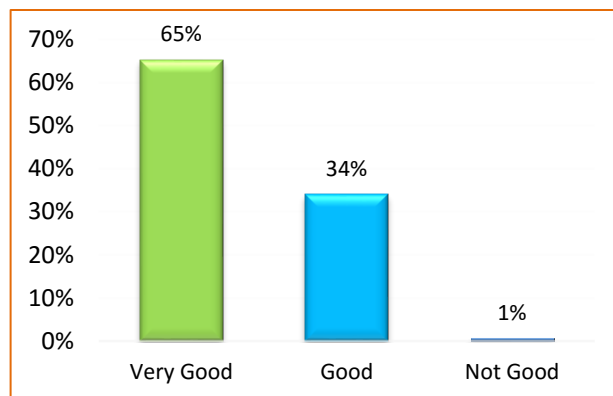


Figure 5: Quality of Training

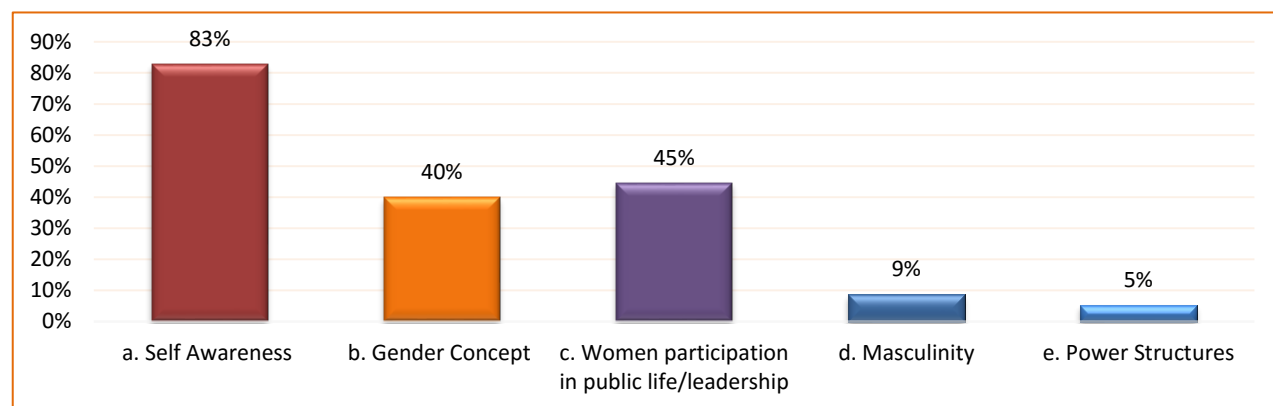


Figure 6: Useful content which is more applicable in domestic and private life

b. Useful and Applicable Contents

The analysis of both quantitative and qualitative data reveals that the training of potential women leaders in leadership skills training was very effective in terms of its contents which significantly improved the skills of the women headed to their meaningful participation in both public and private lives. As shown in [figure#6](#), the respondents were asked to mark most useful and applicable contents of the leadership skills training. Out of total respondents, 83% of the respondents expressed that the training enhanced their awareness level, 40% indicated that they obtained knowledge regarding gender concept, 45% were of the view that the most useful content was women’s participation in public life, 9% quoted masculinity which improved their knowledge regarding possession, attributes, behaviors, and role associated with both boys

and men while only 5% expressed that the content regarding power structure was very useful where they learned gender roles and the lack of power that women have in traditional societies.

c. Knowledge & Skills Effectiveness & Contribution

As per project objective, the overall purpose of leadership skills' training was to improve knowledge and skills of the target women to develop their agency in order to participate both in private and public life. The contents of the training were designed according to the objective of the training. The analysis of study findings indicate that overall contents of the training were very useful which effectively enhanced the knowledge and skills of the women leaders. As shown in [figure#7](#), 57% of the respondents shared that the knowledge and skills gained through training were useful which enabled them to better communicate and take part in decision making at household level, 45% quoted that they were utilizing their knowledge and skills within their immediate families, 46% quoted that their skills and knowledge were contributing at the community level while 35% expressed that knowledge and skills from training effectively contributing in public sphere.

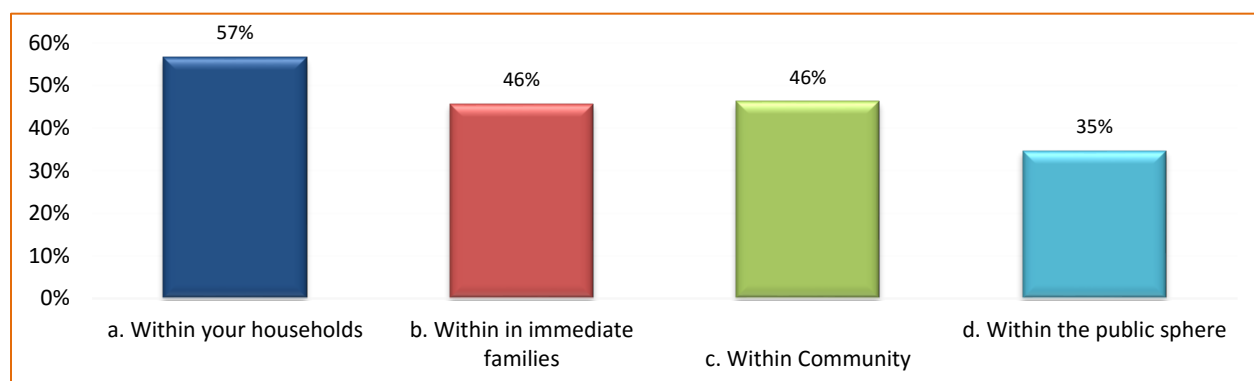


Figure 7: Respondents Knowledge & Skills & Contribution in life

The analysis of qualitative data illustrates that the major benefit of the training quoted by nearly all the women participants was their enhanced confidence level which not only contributed in their work/dealing in public life but also at the household level. With the increased confidence, the women leaders expressed that they could now voice their views in their household more clearly and confidently. This has helped them to deal with household situations and family members in a better way. It was also shared by the women leaders that they were able to sensitize their women relatives and community regarding women's leadership and meaningful participation in public life.

In terms of voice and negotiation women leaders expressed that the confidence gained has helped them in voicing their views and negotiating in a better way with household members especially with husbands. According to a participant *"I can now better voice and negotiate with my husband and family members"*. In terms of decision making at the household level, it was shared that there was a slight change; however women who were heads of household expressed that they were 'now' more confidence in their decision making both in private and public life. The survey findings reveal that, out of total (*i.e. 197 women*), 31% were reported household heads; so it can be easily assessed that they are decision makers at the household level and more confident to participate in public life.

According to one of the women leaders/participants, *"Leadership training was very fruitful which developed my confidence level"* She exclaimed, *"I got the chance to travel alone for the first time from Rawalpindi to Islamabad"*. She further expressed that she can confidently travel on her own unlike before. She said she also felt more confident in voicing her views to her husband.

d. Effective Contribution in Acquiring public or Local Government & Public Position

In order to assess whether the leadership training contributed in acquiring or effectively taking part in local Government or any public position, the women leaders were asked to share any kind of public or position or Government position. As indicated in [figure#8](#), 55% of the respondents shared that the training helped them very much while 34% quoted that the training helped them quite a lot. The qualitative data also validates the same findings. A number of examples of women effectively contributing in their public life were sited during focus group discussions with women leaders.

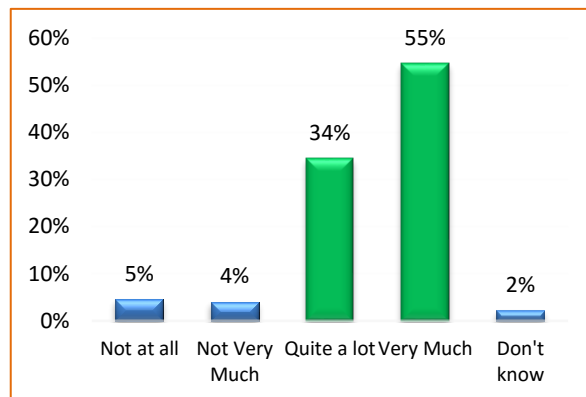


Figure 8: Training Contribution in Acquiring public or Government Position

One of the women leaders during focus group discussion shared that, *“The training helped me in enhancing my confidence level to participate in CCB election. I carried out a door-to-door campaign with the local community including local men. Although, I lost the election, yet I gained a lot of confidence and was later selected to a local ‘Zakat’ committee.”* Another participant shared that she became more aware of her rights and public dealing. She cited the example of her refusing to sign a blank document in her public dealings after attending the training.

e. Action taken as result of training’s knowledge and skills

As shown in [figure#9](#), 49% of the respondents quoted that the training helped very much in taking action while 45% quoted that the training helped them quite a lot in taking action both in private and personnel life. The qualitative data also validate the same findings. The discussion in focus group discussion with women leaders illustrates that the training helped them in building their knowledge and confidence level which helped them quite a lot to take action both in private and public life.

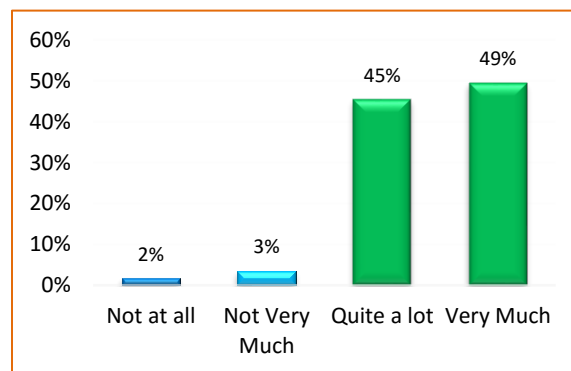


Figure 9: Action taken as result of the training

Further, women councilors who were part of the women leadership training cited that the training has helped them in their work, which they can now carry out more effectively with the knowledge gained as a result of training. One of the women councilors expressed that *“I was able to revive my own organization, which had been dormant as a result of the training linkages established”*.

The overall feedback of women leaders and concerned stakeholders indicates that the enhanced knowledge and confidence level has helped women to positively contribute in their public life. 72% of the women leaders shared that their communication and public dealing skills has improved. Some of the women were able to set up new small business enterprise and have been running them successfully. Another example cited in this regard was business of lunch boxes and frozen food started by women leaders. A young lady from the FGD’s participants shared that she was able to set up ‘Hajj’ and ‘Umra’ services firm, after receiving an entrepreneur training from another organization on the recommendation of women leadership program.

f. Positive & Negative Impact on People

As shown in [figure#10](#), 93% of the respondents quoted that the leadership training received helped them to impact people in a positive way. The data analysis reveals that the trained women helped several other women in sensitizing them regarding their rights and helped them to participate in public life. The women leaders helped the community through actions plans which impacted the community very positively. The

data analysis elucidates that the community awareness sessions were instrumental in raising awareness regarding women rights and women active role in the society.

g. Major factors/constraints faced by women leaders:

The findings depicts that out of total respondents, 52% faced some constraints influencing them from deriving more benefits from the women leadership skills training. As shown in *figure#11*, the major factors/constraints as shared by the respondents were security (i.e. 29%), dominant social norms (i.e. quoted by 22%), male resistant was quoted by 10% while 12% quoted that lack of support from family members were major factors/constraints which influenced them from deriving maximum benefits from the knowledge and skills gained from the training.

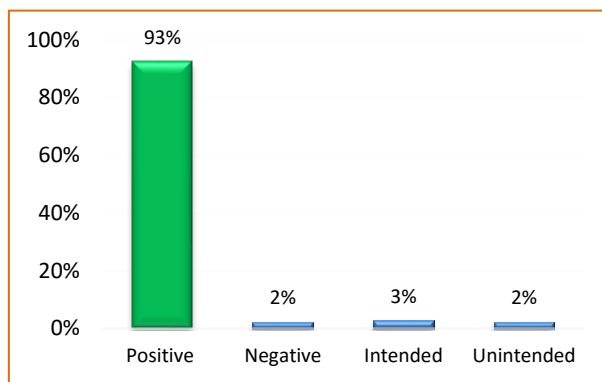


Figure 10: Training Negative and Positive Impact

During FGDs with women leaders, it was shared that security and dominant social norms were the major factors which influenced them from deriving maximum benefits from the training. Majority of the respondents shared that women’s mobility outside the home is restricted both by social norms and security concerns. In particular, social norms against women coming into close contact with unrelated men and the discomfort, social stigma and threat of harassment when they do so, restricts woman’s use of public transport in independent activities. Regarding male resistance, the FGDs participants shared that male relatives/supporters training was instrumental which significantly changed their attitude towards their participation in public life. Some of the participants also shared that lack of support from family was another constraint which up to some extent affected their maximum benefits from training.

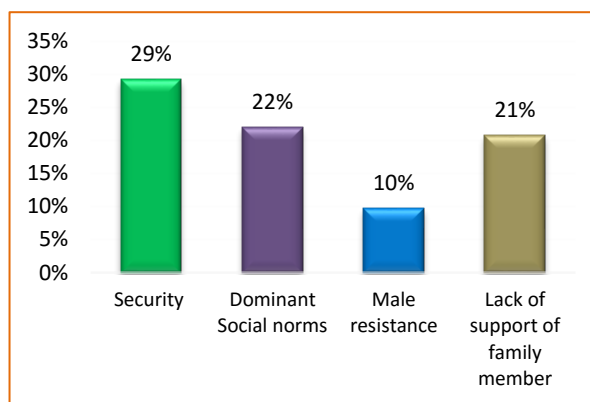


Figure 11: major factors or constraints influencing women

3.5.3 Women Leaders Action Plans

The HKSH leadership skill training was effective in terms of increased knowledge and confidence level of the women leaders. After completion of the leadership training program, the project team assisted the trained women in developing action plans as per project target. As shown in *figure#12*, out of total, 74% of respondents shared they developed and executed action plans and 22% couldn’t execute their action plans whereas 3% don’t know regarding action plan. The qualitative data does not support these findings, as majority of the participants during FGDs reported that they developed action plans but did not execute while some them reported that they executed action plans. The major reasons of failures as quoted by the respondents were financial constraints, and lack of community interest.

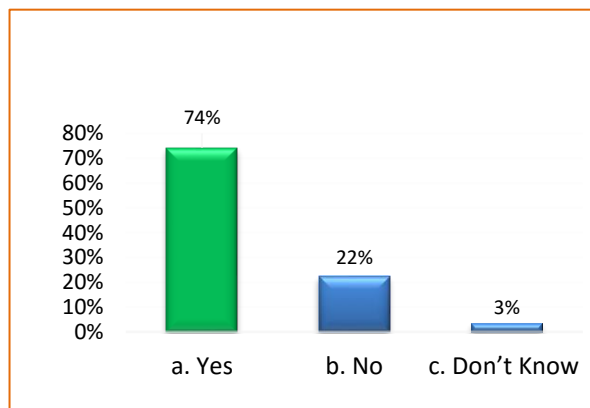


Figure 12: Women Leaders Action Plans

3.5.4 Community Awareness Sessions

After completion of the women leadership training program, they were provided a platform to encourage women in their respective communities by educating them through awareness rising sessions. These

sessions were carried out in collaboration with the Punjab Commission on the Status of Women (PCSW) on pro women laws that promote gender equality for women and provide access to opportunities in public life. As stipulated in final project report, during the second year of the project, twenty-three (23) awareness sessions were held in which a total of 767 individuals (i.e. 732 females, 35 males: 601 Muslims & 166 Christians) participated through 39 trained women leaders who were involved in these sessions.

a) Awareness Raising Platform Provided Under the Project

The community awareness raising sessions held in different areas of Rawalpindi and Islamabad helped trained women leaders to work on their action plans as they were able to reach out to more number of women in their respective areas. As shown in [figure#13](#), 84% of the respondents agreed that they were provided platform to for awareness raising session and 13% negated whereas only 2% didn't know regarding any platforms. Both qualitative and quantitative data reveals that awareness raising sessions were instrumental in increasing community awareness level regarding domestic violence, lack of CNIC and misbehavior of local transport drivers, and women pro laws. Likewise, the victims of domestic violence were also connected with PCSW where they lodged their complaints. The analysis of overall findings reveal that majority of the women leaders did not execute their developed actions plan. The major reasons as shared by the FGDs respondents were lack of financial support and community interest. Secondly, the project team did not consider follow up for the execution of action plans.

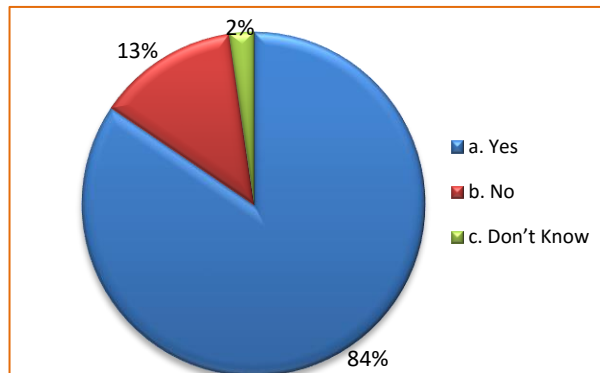


Figure 13: Awareness raising platform provision by the project team

b) Project Team Support

As shown in [figure#14](#), 28% of the respondents quoted that the project team supported them in community awareness session, 26% quoted 'a lot', 29% expressed that they didn't receive support at all whereas 15% of the respondents shared that the project team didn't help them very much in carrying out community awareness raising sessions. The discussion with the project team reveals that they supported the women leaders in community awareness sessions. On the contrary, majority of the women during FGDs shared that the project team didn't support them as needed.

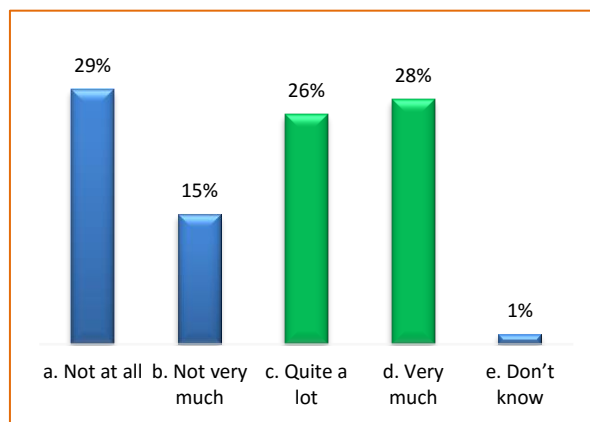


Figure 14: Support received from Project Team

Further, the data analysis reveals that 84% of the respondents quoted that they utilize their learning from the training (women's leadership skills) while delivering the sessions in the community. The qualitative data also validate these findings as majority of the women during discussion in FGDs reported that they utilized their learning while delivering sessions in the community. Both qualitative and quantitative data illustrate that the women leaders were able to transfer their learning to their local communities through community awareness raising sessions. Women who were already running their own local organizations shared that, "Through awareness session and guidance/advice the women were able to contribute not only increasing the knowledge of the local women but were also able to give advice regarding various problems being faced by them".

c) Awareness Raising Session Impact on Community

As shown in [figure#15](#), 48% of the respondents quoted that the awareness raising sessions impacted the community (both men and women) very much while 38% respondents quoted ‘quite a lot’ which indicates that the community awareness sessions were instrumental in bringing about a positive change towards women leadership. The qualitative data also validates the same findings as majority of the FGDs respondents shared that community awareness sessions impacted the community in terms of their increased awareness level besides their sensitization towards women participation in public life.

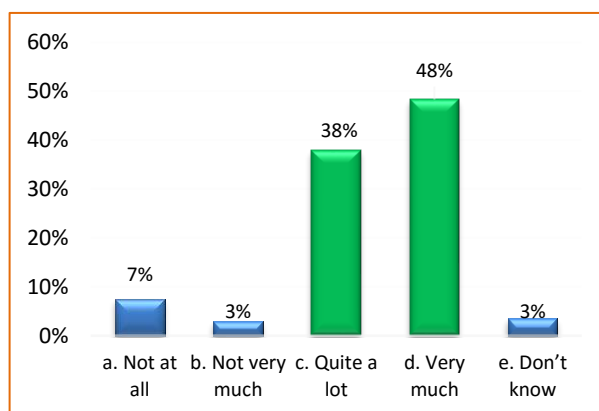


Figure 15: Awareness sessions impact on the community

The analysis of primary and secondary data illustrates that the community awareness raising sessions conducted by the women leaders impacted the community both men and women in many ways. The sessions helped in informing community besides sensitizing them regarding several issues such as protection and gender based violence. The awareness raising sessions not only sensitized the women in the community but it also helped them to take actions to combat gender based violence. For example, one of the FGDs participants shared that, “I observed a local shopkeeper who was teasing a girl coming to his shop, I not only sensitized the girl but also warned the shopkeeper. As result of my action, the shopkeeper stops dealing her in an appropriate manner”. Some of the actions taken by the women leaders are listed in box given below:

- For the provision of CNICs, Samina Shoaib (trained women leader) arranged mobile vans of NADRA through door to door service, helped women to get their identity cards.
- Dr. Maleeha Hussain (trained woman leader) registered the complaint against the practices of public transport drivers and conductors for not giving designated seats to women, charging unfair ticket price, misbehavior with ladies and rash driving. As a result, many of them were fined by the traffic police and some vehicles were also detained.
- A trained woman, Rukhsana Yasmeen offered free courses to marginalized women at her vocational centre for stitching and she also hired 3 women for stitching job.

Beneficiaries Feedback:

d) Challenges during Community Awareness Sessions

During community awareness raising sessions in the community, 55% quoted that they faced several challenges. As shown in [figure#16](#), these challenges included security/personal safety which is quoted by 32% of the women leaders, 22% quoted resistance from male relatives, and 23% quoted lack of community interest whereas 29% quoted time constraints. On the contrary, majority of the FGDs respondents shared that the main challenges faced by women leaders were lack of logistic (transportation) support followed by lack of community interest. On the contrary, the project team shared that they were provided complete logistic support (facilitation, and transportation during community sessions). Community Awareness Sessions were said to be carried out by some of the participants while some of the participants reported to not have carried them out. Those who did carry out the awareness session within community shared that they were able to transfer the knowledge gained through the training to the local community.

Likewise, issues coming forth as a result of the community awareness session could not be solved due to lack of both linkages and financial support.

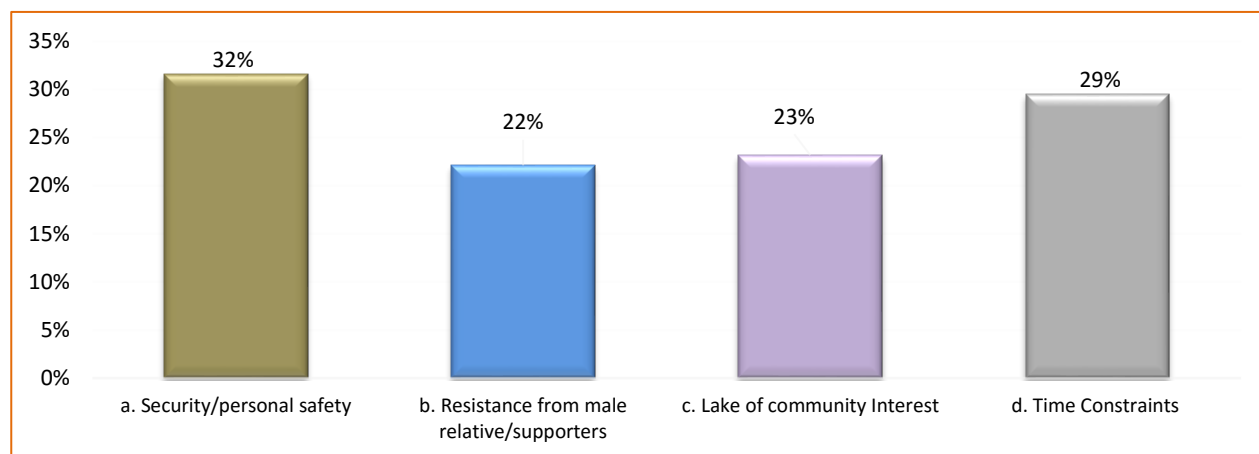


Figure 16: Challenges faced during awareness raising session

e) Positive Change through Community Awareness Raising Session

In order to be effective in changing beliefs and practices such as gender equality, behavioral change towards women’s active role in public life and violence against women, the NCA project has succeeded in bringing about a positive change by strengthening women leaders’ capacity to be agents of change. The findings reveal that the community awareness raising sessions were instrumental in bringing about a positive change in terms of increased awareness towards women meaningful participation in public life. The survey findings depicts that the awareness raising session resulted in increased confidence, and knowledge level besides peer learning regarding women leadership importance. The session also sensitized community (both men and women) regarding curbing gender based violence within the communities. According to survey statistics, 90% of the respondents agreed that they have observed a positive change in the community in reflection of community sessions. As show in figure#17, 76% of the respondents shared that the sessions increased the confidence level of the community, 65% quoted increased knowledge level, 39% agreed that the session increased peer leaning regarding women’s leadership skills, 8% agreed that the session helped women in curbing GBV issue within the community whereas only 1% negated any impact as a result of community sessions.

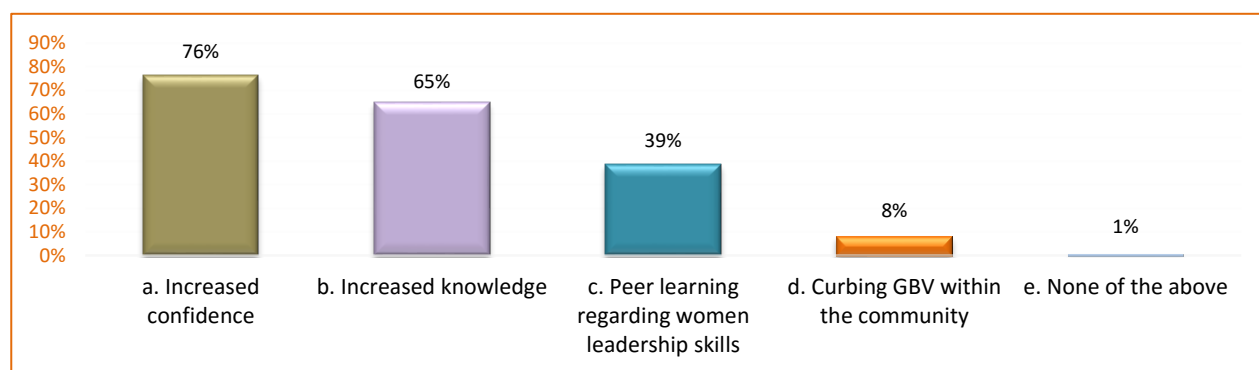


Figure 17: Community Awareness raising sessions & Positive Change in the community

f) Religious Scholars Engagement for Women Leadership Advocacy

The benefits of gender equality are also placed within all religion, scriptural and cultural contexts that demonstrate that gender equality does not conflict with traditional or religious belief systems. In this context, the engagement of religious leaders’ proved to be very beneficial for bringing about a positive

behavioural change through their own attitudes: and promoting community level sanctions and disapproval for harmful practices such as stigmatizing men who practice domestic violence and encouraging women to stand for leadership positions in public sphere.

NCA's implementing partner PDF, engaged and sensitized 667 senior and influential faith based leaders from different religions and sects (i.e. 324 Christians, 331 Muslims [Sunni/Shia], 5 Hindus and 7 Baha'i) in forty-four special group meetings both in Rawalpindi and Islamabad. Their video messages in support of the action were also recorded and shared through different social media platforms. These meetings proved to be very beneficial for religious leaders to sensitize people regarding women's rights in the public places. The project team also developed and finalized brochure on 'equal rights of women in Islam' in consultation with the eminent Muslim religious leadership. Majority of the Muslim religious leaders had started disseminating messages through sermons, public speeches and in writings regarding women's leadership to encourage them to participate in public life. As stipulated in the final progress report, 15 sermons have been reported by the religious scholars in their respective Mosques regarding women rights in the light of Holy Quran and Sunnah.

"Islam, the mercy of Allah, is for all of mankind and makes no preference to sex. Both are subject to Divine Retribution which is equal for the capacity of each. The Quran expounds upon this in multiple verses and exists as an illuminating miracle for those who reflect".

Mufti Muhammad Saif Ullah Khalid
Religious Leader –Lahore

The administration of Badshahi Mosque-Lahore extended their full support by motivating religious scholars from six districts to deliver sermons on women rights and women's leadership role. These sermons were instrumental in highlighting the issues encountered by women in our society. Pastor Robin Manzoor expressed that, "The engagement of religious leaders was a good initiative of the organization; we learnt a lot of new things related to women: however more efforts are needed for an effective advocacy regarding women's empowerment". During focus group discussion with the religious leaders, majority of the religious leaders appreciated NCA and PDF initiatives towards women leadership's role both in private and public lives. The participants reported that PDF provided them a good platform where they had fruitful discussions regarding women's rights in all religion. Conversely, some of the participants shared that though the meeting was very interactive, yet only meeting is not sufficient for proper advocacy. For this purpose, the organization should organize district and provincial level forums where all religious leaders can have fruitful dialogues. In addition, 49 female religious leaders from twin cities (Rawalpindi /Islamabad) were taken on board to take forward the message of women leadership in religion.

"With the advent of Islam, circumstances improved for the woman. The woman's dignity and humanity were restored. Islam confirmed her capacity to carry out Allah's commands, her responsibilities and observation of the commands that lead to heaven. Islam considered the woman as a worthy human being, with a share in humanity equal to that of the man. Both are two branches of a single tree and two children from the same father, Adam, and mother. Their single origin, their general human traits, their responsibility for the observation of religious duties with the consequent reward or punishment, and the unity of their destiny all bear witness to their equality from the Islamic point of view".

Mufti Abdur Rahman | Religious Leaders, FGD Participant

3.5.5 Networking of Trained Women Leaders with Relevant Organization & Individuals

a) Networking through Whatsapp Groups

NCA in partnership with its implementing partner (PDF) developed a network of 97 trained women from HKSH training. The purpose of the networking was to help the trained women by connecting them with new organizations and individuals to advance their career objectives in public life. As stipulated in the project final progress report, a total of eight clusters were formed and connected through a Whatsapp group. The networking was very instrumental in connecting all female leaders. Overall, 8 Whatsapp groups were formed and majority of the women leaders have also connected each other through Facebook. Out of total respondents, 81% agreed that the Whatsapp group was very beneficial for them. The group was also used for informing women leaders regarding awareness session duly planned in their respective communities. As shown in figure#18, 48% of the respondents quoted ‘very much’ that the networking with relevant organizations and individuals was very helpful, 32% quoted that it helped them quite a lot. Further, the Whatsapp groups were also instrumental in mentoring program. The women leaders established 8 groups where all trained women were added. These group kept posted all the women leaders regarding mentoring program sessions schedule.

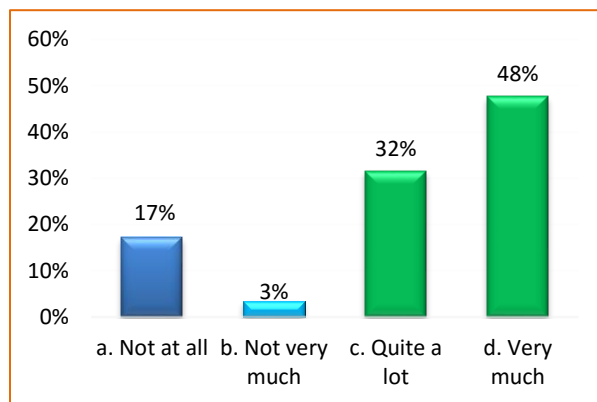


Figure 18: Networking of women leaders with organization and Individuals

b) Clusters Benefits

The analysis of both quantitative and qualitative data indicates that networking of women leaders with relevant organizations and individuals was very effective. A number of examples are there where the women leaders benefited from the networking; conversely, some of the women leaders during FGD shared that they didn't get any benefit from the networking. Conversely, all the women leaders were not included in these groups despite of the fact that the need was felt by many other women leaders. As shown in figure#19, out of the total respondents, 72% quoted that networking with relevant organizations and individuals helped them in enhancing their career and other works. The qualitative data reveals that women leaders who were counselors helped many others women through networking while some of the women leaders shared that the networking with individuals helped them in their public life.

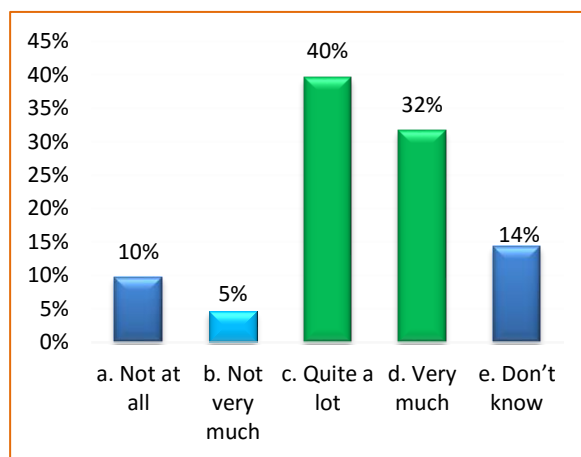


Figure 19: Cluster help in career or any other work

3.5.6 Utilization of Social Media under the Project

Social media is an effective tool for communication infinitely used for sharing information and awareness among masses. It has spun the social life at 360 degrees so delicately that it has integrated to people's living rooms, bedrooms and even bathrooms. Presence of social media is not as vibrant in Pakistan as it is in those countries where Internet is a common utility but its merger with cellular services made it possible to the people living even in the remote areas to access social networking sites. The project properly utilized different social media platforms ‘especially’ Facebook pages and YouTube channel which proved to very effective in creating awareness besides capturing attention of policy makers and public at large to

create debate on women’s participation in public life. Since the inception of the project, social media platforms were regularly used for sharing eye-opening contents in order to generate discussions.

NCA with its IPs maintained their Facebook pages by the name of ‘Hum Kar Saktay Hain’ (We can do it) link> <https://www.facebook.com/HumKarSaktayHain/> and ‘Dunya Hum Se’ (World is from us) Link> <https://www.facebook.com/dunyahumse/> by its IPs i.e. Shirakat-Partnership for Development and Peace & Development Foundation. The HKSH is liked by 26,759 and followed 26,775 people while the later one is liked and by 513 people which is commendable.

a) Facebook Pages Establishment Under the Project

As shown in figure#20, out of total respondents, 37% of the respondents quoted that the Facebook page was beneficial quite a lot, 23% agreed it was very much beneficial, 18% negated the benefits, 8% quoted don’t know whereas 5% quoted that FB pages were not very much beneficial. The qualitative findings reveal that all the respondents and stakeholders were aware of the FB pages named ‘Ham Kar Sakthy Hain’ (HKSH) while few were aware of the FB page named ‘Dunya Ham se’. Likewise, the Whatsapp group setup for the training participants was found to be very useful in terms of establishing linkages with other members and also as a good source of information sharing.

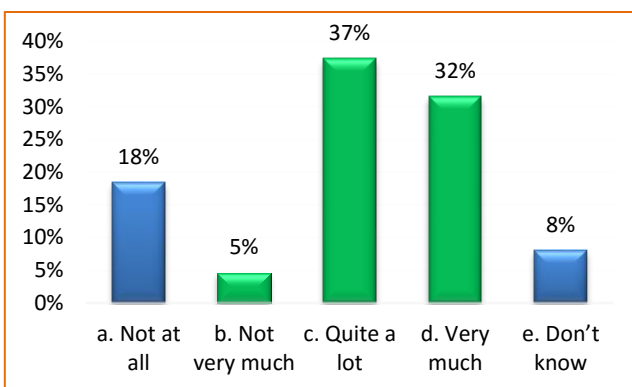


Figure 20: Respondents feedback on Facebook pages

Further, the discussion with the project team reveals that most of the relevant contents were developed and shared on the FB pages to get attention of social media. News feed on GBVs stories were also disseminated to create awareness and keep informed the relevant stakeholders/policy makers; however, owing to close monitoring of the INGOs/NGOs activities by the Government and signing of MoU the NCA and its IPs limited their contents sharing.

“I listened to FM program which was very much informative. The women issues were discussed in details. There was good information related gender based violence and women leadership importance. I also liked the FB page ‘Ham Kar Sakthy Hain’ which have a good platform for women leadership advocacy”

Nadia Batool – NCA Rawalpindi

b) Establishment of Web based TV –YouTube Channel

Shirakat-Partnership for Development established a YouTube named ‘Shirakat TV Channel’ to better aware the masses regarding women’s leadership and active role in public life. The TV channel is the first kind of YouTube channel in Pakistan and an effective step towards women’s right promotion and awareness. The channel has 59 videos which include book launching ceremonies, news bulletin by Shirakat-Partnership for Development, school Trip of Khadija GHS, male relative/supporters’ training Process, women leaders’ feedback, Summer camps activity, mentoring session, male supporters feedback, religious leaders interviews etc. It also has some videos regarding masculinities and women empowerment and some short documentaries on child labor.

Shirakat TV Link: https://www.youtube.com/channel/UCy39r7OGVepLa-Ug35wkqNQ	Total Subscribers	29
	Total Videos	59
	Total Likes	47
	Total Dislikes	4

	Views	3824
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Table 3: Shirkat TV: Synopsis of Channel

The overall review of the channel videos and its viewership’s calculations illustrates that the channel was not promoted appropriately as it should be. Secondly, majority of the FGDs respondents both males and females were also not aware of the YouTube channel and its contents. The overall feedback of the study respondents and discussions with project teams and women leaders illustrate that the YouTube Channel was not that much instrumental in creating awareness regarding women leadership in public life. The table given below indicates fewer views and likes by viewers which could be easily assessed.

“Every religion gives equal rights to women, yet they are deprived women from their basic rights. A female is discriminated on the bases of her sex both in private as well public sphere. There is gender segregation in terms of getting key positions in any institute. Although they are most intelligent and have capability to do their duties more efficiently, yet they are victim of gender discrimination. We should strive for effective women’s leadership role in our society. Print and electronic media can plan a vital role for equal citizenship rights and women leadership both in private and public life. The role of media in promoting women leadership and women rights can be more effective”.

Shakeela Jalil: Key Informant
Senior Journalist

3.5.7 Mentoring Session with Trained Women Leaders

a) Needs Assessment of Mentees

Prior to mentoring sessions, needs assessment session were conducted in order to ensure participatory and well-structured mentoring program. The needs assessment was instrumental in prioritizing the mentees needs for the execution of their action plans. As shown in *figure#21*, out of total respondents, 90% agreed that needs assessment was conducted prior to mentoring program. The qualitative data also validates the same findings as some of the FGDs participants shared that mentoring sessions were attended by the participants and were found to be very effective. The mentoring sessions were held on various topics, which were identified through NA. The discussion with the participants reveals that the topics being covered in mentoring session were found to be useful which further helped them in the execution of their action plans. One of the women leaders expressed that, “I shared whatever, I needed to learn for action plan execution and the topics were very useful for me”. Another participant shared that “I shared some topics which I needed to learn”. The analysis of both quantitative and qualitative data reveals that the needs assessment was very helpful in prioritizing mentees needs.

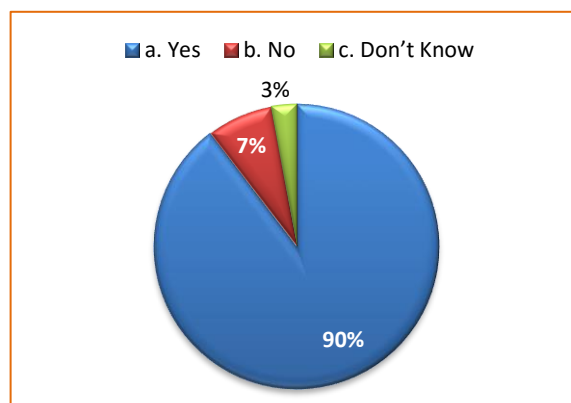


Figure 21: Needs Assessment of Mentees

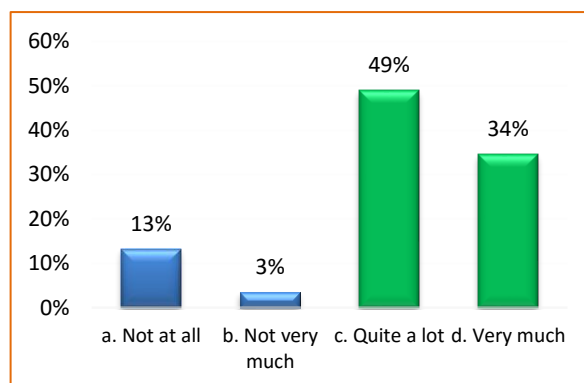


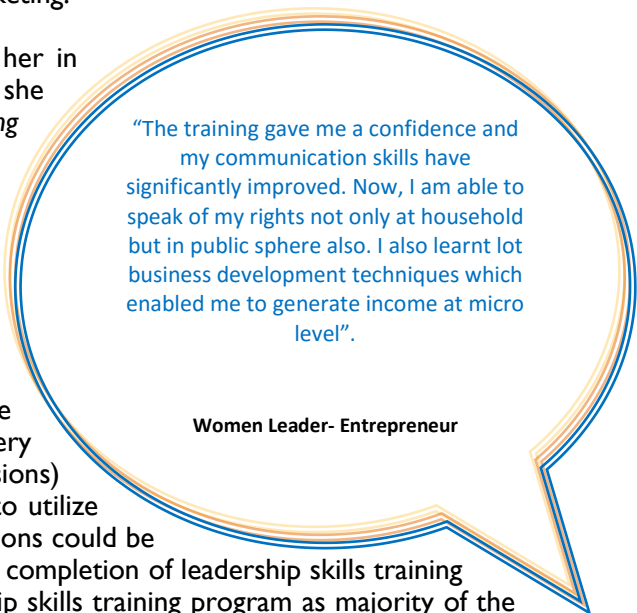
Figure 22: Mentoring Program Usefulness/effectiveness

b) Mentoring Program Usefulness

The study findings illustrate that the mentoring

program was not very instrumental both qualitative and quantitative data depicts a different picture. As shown in [figure#22](#), out of the total respondents, 49% agreed that the mentoring program helped them quite a lot, 34% agreed that the training helped them very much, and 3% of them were of the view that the training helped them not very much whereas 13% negated the usefulness of the mentoring program. The qualitative data shows that majority of the trained women leaders shared that after getting trained they felt more confident and enthusiastic to further pass on their learning in their respective communities and families. However, majority of the women leaders did not attend the mentoring sessions who participated in batch 1-4. The remaining participants who were from batch 5-8 reported that the mentoring sessions was also instrumental in enhancing personal skills of the women leaders including communication, public dealing, English language, utilization of social media and media security, domestic violence, pregnancy care, psychological women/men issues, SME setup, small grant fund raising techniques, company/institute registration and bank loan process, cyber crimes, and marketing.

One of the participants shared that the training helped her in enhancing her communication and public dealing skills; she expressed that, *“I went to a school for the interview of teaching post. During the interview, I felt that the principal’s was staring at me in an inappropriate manner; however, during the interview the principal got confused when he observed that my confidence level and the eye contact. Resultantly, he stopped looking at me in inappropriate manner and kept focus questions related to the job qualifications required for the post”*.



Women Leader- Entrepreneur

The overall analysis of both quantitative and qualitative data reveals that mentoring program proved to be very effective (for those women leaders who attended the sessions) which further enhanced their skills and confidence level to utilize their learning in their respective lives. The mentoring sessions could be more effective if it could be started soon after the training completion of leadership skills training at maximum 40 days after the completion of the leadership skills training program as majority of the respondents were of the view that an early follow up and refresher training could be very useful for them while the mentoring session started after 3 months of their training completion of batch 1-4.

3.5.8 Training of Male Relatives/Supporters

NCA and its IP Shirakat-Partnership for Development organized 5 days training for male relatives/supporters of women leaders being trained on women leadership skills under the project. The training primarily focused on developing understanding of male relatives on masculinity as a social construct and its impact on men's lives. It also laid significance on women’s leadership and participation in public life and most importantly their role in bringing positive attitudinal change. The training contents and its methodology were highly appreciated by male supporters as per their feedback during focus group discussions. However, some respondents reported that the training stipend/TA was not enough. Secondly, the training material on gender, men and masculinities, communication, conflict transformation, negotiation skills, leadership and strategies were very useful; however the these material were not shared with the participants/male supporters.

a) Male Relatives/Supporters Training Usefulness/effectiveness

The study findings reveal that the training was instrumental in sensitizing male relatives towards the

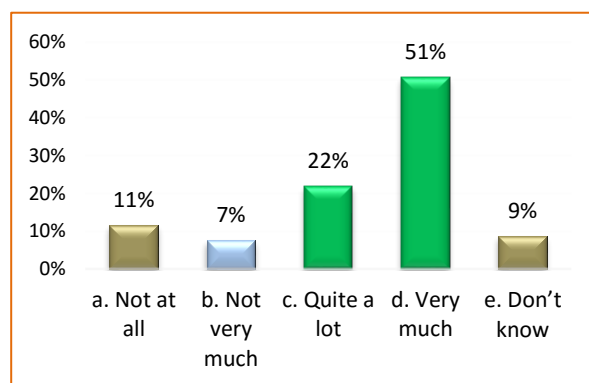


Figure 23: Training of males relatives/supporters

importance meaningful participation of women in public life. Moreover, the training resulted in sensitizing males regarding gender issues and therefore led to encouraging women’s participation in public life. The increased knowledge gained by the male supporters led in their supporting women within their own families. As shown in [figure#23](#), out of total respondents 51% women leaders shared that the training of male supporters benefited them directly (both in your public and private life) while 22% quoted that the training was helpful quite a lot.

b) Sensitization of Male Relatives/Supporters Towards Women Empowerment

As shown in [figure#24](#), out of total respondents 57% quoted that of the trainings of male relatives/supporters resulted in sensitization of men towards supporting women empowerment and participation in public life was useful ‘quite a lot’. On the contrary, the qualitative data portrays a different picture of male supporter training’s effectiveness. Some of the FGDs participants reported that their males didn’t get training; however, those males’ relatives/supporters who got trained under the project left a positive attitudinal behavioral change. They were found more supportive and sensitized towards women’s leadership as compared to those males who were not trained under the project. Likewise, majority of the trained relatives/supporters have taken the initiative for ensuring an enabling environment for women’s participation in public life. Furthermore, the responses from male supporters FGD were also mixed as majority of the participants reported that the training did not help them very much; however those participants who had higher qualification or those who were students reported that they supported their females in their positive endeavors as and when needed. Similarly, men participants working in the development sector were more capable to practically use the learning in their private and public lives and were able to support women in terms of harassment and protection issues.

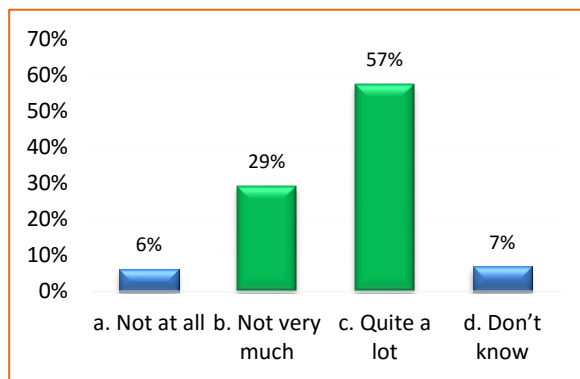


Figure 24: Male relatives/supporters Sensitization

c) Counseling Session of Male Relatives/Supporters

Women participation in public life is almost impossible without male relatives or family support where social and cultural norms are very restricted and women role is confined to household chores. It is evident that when men begun supporting women rights; his family members around him and the community begin to criticizing to discourage or perpetrate him to do so. For an effective facilitation of women leaders in their participation in public life, 16 counseling sessions were conducted with male relatives/supporters in order to refrain them from physiological issues such as depression, anxiety, post-tarmac stress disorder (PSTD) and many other complexities. The effectiveness of the counseling sessions can be scrutinized from the feedback and stories of sessions’ participants.

“Being a boy, I had always enjoyed the privilege of being strong influential male”

“My father had always uplifted in every aspect of my life. Money had never been a problem. Being a young boy, I had seen my father holding back with emotions. I never cried nor did he laugh. It was a rare glimpse to see my father laughing. After being sensitized through training recalling memories of my father; I felt that the society has linked decision making to men. My father had never consulted his female faction of family for any help or suggestion. He realized that women should be given an opportunity to express their views openly”.

Haris Ali Mir- Personal Story

3.5.9 Women Enterprenurship Through Action Plan

The trained women leaders developed action plans to further support other women in their areas to be active in public life, and avail leadership roles. Based on their action plans, these women were mentored in different fields including setting up a business. 22 women leaders got registered themselves for attending the training. Those who opted for this path were then further oriented to the possibility of attending training in ‘how to set up and run a business’. NCA commissioned Mera Maan, who is well known for the Business Creation Exercise (BCE), to design and execute 3 days residential training ‘Boot Camp’ on entrepreneurship skills. The Boot Camp provided these trained women with an opportunity to evolve a business model, by not only empowering themselves but with enough knowledge to empower other women living around them. The Boot Camp had been excellent with regard to conceptual clarity. As a result of the entrepreneurship skills training several women, trained leaders started small scale businesses including ‘Khan Wana’ lunch box service, Home shop, Frozen foods, Handmade Jewelry, Boutique, Foodish (Spaghetti), ‘Chatpatta’ (food snakes) etc.

“I am a widow and have 2 children to support them. Since long, I was thinking to set up a small scale business but due to the lack of entrepreneurship skills and financial support, I was not able to initiate a business. I was thinking to set up a small scale business but I didn’t know how to start. The training was very fruitful which enhanced my entrepreneurship skills. The training gave me a conceptual clarity and an idea of setting up a small scale business. Now, I run a business with the name of ‘Khan Wana’ where I deliver chicken Biryani boxes to several offices very successfully” – Ms Saeeda Begum – Window

3.5.10 Advocating Young People for Women’s Active Role

For advocacy of youth (boys & Girls), the project conducted several introductory meetings with various stakeholders which included Chief Executive Officer-Directorate of Secondary Education, Assistant Director Planning-Directorate of Secondary Education, Deputy Commissioner, Additional Deputy Commissioner Rawalpindi, Heads of Government schools, as well as private schools heads. Summer camp campaign/activity was carried out in Rawalpindi and Islamabad schools which were duly nominated after selection process according to set criteria. For the year one, Government schools in Islamabad were nominated while in year two Rawalpindi schools were nominated for summer camps. Shirakat-Partnership for Development developed the modules for the summer camps in the first year of the project implementation that was used for each summer camp throughout the project. These modules include useful contents including leadership communication skills and gender equality. The summer camp model activity laid a positive behavioural and attitudinal change in students towards women empowerment which will play a pivotal constructive role in shaping a healthy society, in long term.

“I observed a significant change in both improved communication skills and confidence level of the students. This is indeed a valuable effort of NCA and Shirakat team towards youth awareness and sensitization. These students are our future and their leadership skills will pay in the long term towards women leadership in public sphere. I would highly appreciate the project team if they could continue these initiative to trained more students”.

*Ms. Iffat: Key Informant
Principal: GHGS Rawalpindi*

The qualitative data validates the effectiveness of the summer camp activities. Majority of the students during focus group discussions shared that their communication and leadership skills have significantly improved. One of the students expressed that, *“I belong to a poor community where women safety ‘Izzat’ honor is our sole property and our parents don’t compromise on it at any cost; therefore, they are not in favor of higher education. Our parents stop our schooling due to fear of harassment and sexual abuse. Before the summer camp activity, I was also very shy and even I couldn’t convey my opinion both at school and at my home. Now, I have learned lot things which give me confidence and improved my communication skills. I have talked to my parents and they also got confidence to allow me higher studies after being convinced”*. Another participant reported that, *“Through summer camp activity, I had a chance of exposure and got a lot of confidence. I used to go outside with my little brother outside the home owing to fear of harassment; however the after getting trained; I know how to assess a person attitude and how keep myself protected”*. The key informant interview with the principal of Govt Girls High School Khadija also confirmed the effectiveness of summer camp activities. Furthermore, the students also shared that they got to know the good and bad touch and necessary safety measures during local/public transport.

As a result of summer camp activities, student developed pledges and action plans which could be implemented by them. However, the action plans could not be followed by the project team to further maximize the long term impact of the summer camp. Conversely, Shirkat formed an ecology club for the students, which is indeed a value addition by the organization; nonetheless, the follow up assistance of summer camp students could be more effective if they could be assisted by the project team at regular intervals.

“I learned a lot of things such as good and bad touch and how to deal with a person who is outside of my family. The summer camp activities were new venture for me; I had a chance of exposure and learnt new things. My confidence level has also improved and I can confidently pursue my higher education to fulfil my parents dream”.

Sana Javeed – Student of 9th Class

“I gained a lot of confidence which help me both at household and public sphere. Before the summer camp activities; I was very reserved and shy girl but now I’m very confident and have a lot of knowledge. Thanks you Shirkat and NCA for this summer camp activity”.

Aisha Iqbal – Student of 9th Class

3.6 Efficiency

This segment explains the organization’s efficiency in accomplishing the set outcomes, outputs and planned targets/activities. Due to time limitation, it was deemed impossible to undertake a cost-benefit analysis. Despite this, the project is ranked efficient for the following two major reasons:-

- The mobilization of the available resources (financial, human and material) was in conformity with the project’s operational planning. The resources were used properly through a suitable budgeting system to transfer funds to local partners with the exemption of first installment which was transferred very late. The discussion with key programme staff revealed that project Human Resources were sufficiently budgeted as per project requirement and recruited with required skills; however, the local partners were of the view that the staff packages were not sufficient as per existing trends.
- Project efficiency is also evaluated by the appraisal of the achievements of its objectives hierarchy, verification of its vertical logic and main hypothesis. The findings depict that the project has been implemented effectively and leading to attain its long term results. The assessment of the project’s

objectives has shown the probability of the achievement of project's goal and the upward progress in women active role in public sphere.

Some of the key evaluations under DAC criteria are covered with regards to study findings are as under:

- Assess cost- efficiency of project by comparing allocated resources with results achieved. The evaluation should present a measured opinion on whether results obtained justified costs incurred.

Overall findings and evaluation team keen observations reveal that the project is efficiently managed from the inception to the implementation phase as per given resources. The project has achieved its major targets, which is remarkable. In-terms of cost efficiency of the project with a comparison to its allocated resources; the project carried out numerous diverse activities within a limited budget available, therefore, it can be assumed to be a cost-efficient project. The budget constraints did not influence the project results; however, the project teams hardly managed all activities within limited budget for each activity. It is also observed if the budget constraint would have not been there; it would have been very easier to carry out project activities more proficiently.

- To what extent management of funding organization and local partners influenced efficiency, any possible strengths and weaknesses in funding organization's management routines and administrative procedures implemented effectively by the local partners?

The evaluation team observed that the NCA's programme and project team possess the necessary operational and management capacities (*i.e. Learning, leadership, programme and process management, networking and linkages*), which are efficiently utilized during the implementation phase of the project. Nonetheless, as per feedback of the NCA's implementing partners, the project human resources were not sufficiently budgeted as per project requirement and recruited in time with required skills. The project started in March, 2016 while essential human resources (project key staff) were hired in Oct, 2016 as shared by the partner (Shirakat-Partnership for Development) team. In terms of human resource management, the recruited human resources for the implementation of the project were satisfactory quality and but ranked differ in quantity.

The management of funding organization and local partners did influence the efficiency of the project up to some extent. The initial delay in fund release by the funding organization resulted in delay of some project's planned activities and therefore led to a sluggish start in the initial phase of the project. Delay in the release of first installment resulted in late hiring of project essential staff and delayed start of the project initial phase activities.

- Give a measured opinion on impact of the project on target communities. Has the project measured, either directly or indirectly, its achievements during the project's planed duration?

Despite the fact that the project implementing partners lacked proper M&E system within organization or inbuilt human resource for this project; yet the project progress and achievements have been measured through casual monitoring of all project activities by project team. NCA staff participated in all project activities to ensure direct monitoring of the project activities. Monitoring visits was paid on regular intervals and activities were reported through monthly reports carried out against set indicators by each partners. Regular reporting to measure and report project activities was done through quarterly reports and annual reports by both the partner. The annual reports could be more structured by prioritizing specific formats and contents as it seems that each partner followed its own reporting format.

- To what extent were the local partners able to undertake the project efficiency?

The local partners possess the necessary operational and management capacities besides working similar experience within the target communities and stakeholders. The partners also have similar programmatic experience which was efficiently utilized in the course of the implementation of this project. Various segments of the society from different classes and religion were engaged. Religious segment of the society including minorities' religious scholars were engaged through awareness session and sensitization to

support women participation in public life and women rights given by religion. Brochure on rights of women given by religion were printed and distributed to raise awareness. Religious leaders also delivered sermons on the topic of role of women participation in public sphere and the rights granted by the religion to women.

The key informant interviews with the relevant stakeholders revealed that there was a regular coordination among the project team, and relevant on regular intervals. The findings and discussion with local partners (i.e. Shirakat-Partnership for Development & PDF) project teams reveals that both local partners were involved at all stages of the project right from the commencement to the final stage of the project. Likewise, the women leaders selection and engagement of different groups within relevant activities were done through set criteria and proper process with due consultation with the funding organizations. The successful completion of all project activities within given project time confirms both partners efficiency.

- Examine delivery of project's expected results in terms of quality and quantity. Were they delivered in a timely manner? To what extent did factors outside the control of the project design and management affected project implementation and attainment of objectives?

The project's delivery in terms of quality is ranked efficient with various project activities carried out in an efficient and timely manner. The main component of women leadership training in terms of contents, delivery, and methodology is highly remarkable with regard to its outputs and outcomes results which were intended with women increased influence of women in public life and to some degree varying within the informal decision making structures. In terms of quantity, the project has carried out a number of diverse activities including women, leadership training, mentoring sessions, male supporters training, community awareness sessions, male relatives/supporters counseling sessions and summer camp activities. Likewise, the advocacy component of the project is also ranked satisfactory in terms of quality; however it has a lot of activities which were not interlinked to maximize the impact to the activity besides having budget constraints.

Further, the engagement with youth of different age group ranging from school children to college and university students both boys and girls were carried out. Liaison with universities; sharing of project activities and publication of Masters' thesis to generate dialogue amongst students on women's leadership and participation in public life was also undertaken. Moreover, Journalists (senior, junior & interns) were sensitized about gender sensitive media reporting and the advantages of active participation in public life. Media engagement of all kind ranging from print to electronic and social media with different media tools (i.e. TV & radio talk shows, video clips, articles, documentary) was efficiently utilized. Social media (i.e. twitter, Facebook, project website) was actively engaged to maximize the impact of the work carried out under the project. There were two major factors which proved to be outside of the control of the management including budget constraints and a lot of targets associated with the advocacy component; however, the delivery of the project was proficient instead of diverse activities.

- Has funding partner of the project utilized other available resources and available networks to continue the implementation of the project?

The project partner utilized various networks to support and achieve the project objectives as intended. The project networked with other organization working on women entrepreneurship training which was very instrumental. However, there was no evidence that the project implementation could be continued by utilizing other available resources and/or networks. The in-depth observations of the evaluation team reveal that the selection of local partners was suitable according to their capacity and relevant programming experience besides grass roots linkages. Moreover, the project can be easily replicated in other NCA projects having similar interventions.

3.7 Likelihood of Impact

- What is the impact of the project on the participants? Is there evidence that the project is having a wider impact (Positive/negative, intended or unintended)?

The project has led to a considerable impact on the target communities through its various activities. The training of women leadership skills training has significant impact on their lives which was very instrumental in developing their overall agency. The increased knowledge and confidence level of women leaders enabled them in meaningful participation in public sphere. The training of male relatives/supporters and counseling sessions were also instrumental in bringing about a positive attitudinal change towards women leaderships in public sphere. The overall study findings illustrate that the project has contributed in the realization of equal citizenship through women's empowerment and active participation in public life. The capacity enhancement of women councilors was instrumental in supporting other women in public sphere. The women councilors have effectively and efficiently solved problems ranging from water, sanitation, drugs to education and skill development of the community members. In addition to the women councilor's women who are working with the community were able to efficiently transfer the training learning to the local women in their respective areas. At the household level, women through increased confidence level and being more self aware of their rights were better able to negotiate/voice within their family members.

The project demonstrates substantial impact against the anticipated key results. The community awareness sessions also contributed in increasing awareness level of the community towards women rights, pro laws and gender based violence. Correspondingly, the project interventions have a positive change in the community in terms of behavioral change towards women leadership in public life. The increased knowledge and confidence level of the women leaders and their participation in public life and positive attitudinal change of the male relatives/supporters and other duty barriers; it can be safely concluded that the project has succeeded in the achievement of its expected objectives.

The two pillars (Specific Objectives) of the project contributed towards the project goal 'overall objectives'. The hits and likes on social media indicate that project is having a wider positive impact which is increasing with the passage of time. Secondly, the some women leaders got entrepreneurial training owing to project networking and linkages and eventually running their small business. The long-term prospects for maintaining the project's achievements are ranked satisfactory. It is too early to know the exact impact of the project; however the overall finding shows significant improvement with regards to anticipated project specific results.

Finally, both qualitative and quantitative findings illustrate that 59% of the women leaders actively support supported other women to take part in public life which confirm the SO 1.1. Likewise, 19 out of 22 trained lady counselors who are part of local Government have taken actions to benefit their female constituent which satisfactory and confirm SO 1.2. Further the web TV channel has been viewed by 3824 people while likes are 47 whereas the FB page named Ham Kar Sakthy Hain in support of women is liked by 26,759 people eventually confirms SO 2.1. Further SO 2.2 can be measured satisfactory as 8 CSOs integrating women's participation in public life in their programming.

- Have the women groups engaged in entrepreneurial skills development trainings taken practical steps towards networking and linkages.

Owing to networking with other organization and individuals, the potential women leaders were able to participate in the residential entrepreneurship training held by 'Meraman' due to project linkages and coordination. This training helped a number of women in setting up their own business, which they were supposed to run affectively. The project provided networking support to help participants connect with different organizations through networking meetings held with chamber of commerce and women chamber of commerce etc. Another aspect of Networking/linkages was that women leaders to network with other women leaders from different walk of life and got to know different perspectives.

3.8 Sustainability

- Is the project phase out strategy adequate to ensure institutions sustainability for example, community structures, and how they could expand the activities beyond the support from the funding partners? Are there any major factors influencing achievements or non-achievements of project sustainability? To what extent can the benefits of the project continue after the funding ends?

With the intention of changing beliefs and practices such as realization of gender equality and behavioural change towards women's active role in public life, the NCA's project has succeeded in bringing about a positive change by strengthening women leaders' capacity to be agents of change. However, it has not ensured that activism will be sustained long after the project ends as the project lacks exit strategy. Conversely, during consultative discussions with the project team, it was reported that the activities shall be continued as 'Shirakat-Partnership for Development' has an ongoing programme for engaging women leaders and willing to expand other activities after resource mobilization.

In terms of project interventions' technical sustainability, there are two dimensions. The first dimension is increased capacity of women leaders and adaptability learned skills in both their private and public life. The second dimension is the improvement in the realization of women active role by different duty barriers as well as women relatives/supporters as result of the project interventions as majority of the interventions are meeting the emerging needs women and community at large. While considering the study analysis, the improvement in women agency, entrepreneurship and income growth, women counselors' active role in supporting other women, and increased awareness level of youth; we can safely conclude that there is a trend towards the sustainability of interventions. The evaluation team has given concise judgments according to the study findings under major questions being developed under DAC criteria.

The sustainability of the project has also been assessed by the increased knowledge and skills of the women leaders towards meaningful participation in their public sphere. The project intended result was to contribute to the realization of equal citizenship through women's empowerment and active participation in public life which has been successfully achieved up to possible extent. The trained women leaders who are part of local Government bodies are continuously supporting other women by taking consequential actions. Secondly, the women leaders who got training in entrepreneurship skills through project linkages are running their small business conveniently. Another sustainability indication is NCA's local partners' ongoing programme where they are trying to scale up the interventions by optimum resource mobilization. In addition, the behavioral change of community towards women participation in public sphere and improvement in their awareness level, leads to the project's sustainability.

- Suggest measures to improve work of funding and implementing partners in future projects considering lessons learnt from the past experience.

For project sustainability, the first and foremost step to achieving of long terms results is having a proper phase out strategy. The funding organization should integrate sustainability aspects in the project right from the beginning which the project design lacks. There should be proper sustainability plan in which the organization's concerned team carefully prepare after thought process; not merely writing it for the requirement of proposal or justification of the project sustainability. There are some key points which should be considered in future projects in order to ensure project sustainability.

Key Stakeholders Involvement: This would help to develop partnerships and relations with relevant stakeholders at an early stage of project development. The involvement of key stakeholders in the development of programme shall be ensured in order to initiate multi-stakeholders dialogue workshops to involve relevant people in the project. It would also ensure that once the primary funding terminates, the organization have a strong support to continue the project interventions.

Communication & Outreach Strategy: A strong communication strategy development is another aspect of the project which up to some extent has been used under this project. The social media component

included in the project is not doubt was a good step to share the results with larger audience. However, the social media component could be more effective if promoted properly. Another aspect which can be considered in future project is to ensure wider acceptability and adaptability of the interventions.

Alternative Diversified Funding Sources: The highly important aspect of sustainability is formulating long term partnership with various donors to support the endeavor. Only dependency on the existing donor funds could hinder the project sustainability but new opportunities for replication of the existing interventions could be very effective. Further, a proper research should be undertaken to understand about the various potential donors and their priority area.

Community Involvement & Institutionalization: Community involvement is a major factor for long term results achievements. The NCA's project involved community at different stages especially in awareness raising sessions yet owing to lack of follow up the impact of the activities was not maximized as it should be. On the contrary, the knowledge and skills gained by women leaders are replicable and this will have a long term impact on the target community. Moreover, the future project should have community based approach, institutionalization at community level and the community to CBO learning strategy shall be incorporated to strengthen the leadership capacities of community based organization on women empowerment and gender equality. This would be a grassroots level approach which will have a longer term impact eventually leading to project interventions sustainability. Local groups CBOs/CSOs/human rights networks can play a very important role in maintaining the program objectives. There would be high chances that they may continue some project initiative even after the project implementation. In addition, sensitizing community regarding the project objectives and its benefits besides initiating a policy advocacy can also ensure sustainability in the long run.

- **What has been funding organization's added value in sustainability of the project?**

The value addition in terms of project sustainability is the local partner (i.e. Shirkat) initiative of converting summer camps into ecology club and mobilization of other funding sources for continuation of some project activities which is remarkable.

3.9 Risk Management

- **To what extent did the project has dealt effectively with all matters related to risk management and consider what risks were involved in producing the expected results?**

Understanding an organization's mission and objectives is critical to have an effective risk management program. NCA, in this regard has a proper risk analysis plan which have all the identified risks and mitigation measures related to its projects. The plan not only informs the organization to manage risks, but it also provides context analysis to the organization. The project dealt effectively with all matters related to risk management during the course of the project. The discussions with the project team illustrates that the plan has not been updated periodically which is definitely a time consuming process and also requires more of human efforts. Major risks which included were dominant social norms, security situation, male resistance and predictable negative criticism by the local religious scholars; however, the NCA's DNH and security plan proved to be very effective in smooth execution of the project interventions. Resultantly, the project results had not been influenced by the un-predicated security situation.

- **Were there any major factors (security, dominant social norms, resistance, etc.) influencing the achievement or non-achievement of the objectives?**

The detailed discussions with the project and programme teams reveals that the project dealt effectively with all matters related to risk management and considered all risk involved in producing results. Major risks which were dealt proficiently as under:

a. Dominant Social Norms:

Owing to male dominated society, the majority women in the target areas have no right to make decisions being suppressed by the patriarchal system. Their participation and continuation in the project was a big risk. There were number of factors such as family environment and back ground, approaches towards cultural norms, enlightening attitude, and dissatisfaction with women participation in public sphere were significant reasons causing male dominancy and discrimination towards women public life. The biased attitude and stereotype of female subordination could be the main hindrances towards women participation in the leadership training program and other activities; however the project dealt effectively by ensuring cultural sensitivities in line with the social norms being adaptable to predictable risks.

b. Security

The security situation in Pakistan is complex and influenced by various factors such as political, ethnic conflicts and sectarian violence. The overall security situation improved in 2017 As compared to previous years. Nonetheless, the security situation in the twins' cities (i.e. Islamabad & Rawalpindi) remained unpredictable during the project implementation's period. Increased tensions and a deteriorating security situation could affect NCA and its implementing partner's ability to move staff in and out of project areas and assist local communities; however for the smooth execution, "Do No Harm" approach was employed and the project staff was trained in DNH. The NCA security plan also served as guiding document to undertake security measures of its staff as well as implementing partner's staff. NCA's security advisor kept posted and advised project teams to take necessary precautionary security measures.

c. Resistance

NCA and its partner's staff expected negative criticism from religious political parties and threat of physical violence from extremist for lobbying and advocacy initiatives which were most predictable risks that could influence the project results. 2nd predictable resistance included political unrest and religious sensitivity which could hinder the project implementation. 3rd most predictable resistance which could affect the project results was the male relatives/supporters who could forbid the women from engagement in the project. However, all these risks were managed very competently which didn't influence the project results/achievements. NCA and its partner team regularly involved and oriented relevant stakeholders including religious leaders, minority religious leaders, university representatives, students (both boys & girls), and parliamentarian to create enabled environment for the project implementation.

3.10 Cross-cutting themes:

- Review project from a gender perspective and consider whether all aspects of funding partners' policy relating to gender equality/mainstreaming in development programs adequately used in project.
- To what extent was the do no harm approach integrated into programming?

3.10.1 Gender:

Women leadership must employ an empowerment/gender lens for it to be effective. Women individual and collective leadership is important to counter adverse gender and social norms. In this context, the project employed gender mainstreaming and gender lens throughout various activities carried out. The funding partners' policy relating to gender equality/mainstreaming was adequately used in the project. In addition to the local partners' gender policy, NCA gender policy was adapted and implemented throughout the project's planned duration. They were sensitized about the policy and its utilization in carrying out project planned activities. The women leadership training has not only worked with women only but has engaged their relatives/males and families to sensitize them in order to contribute towards changing gender norms. The project has also employed the gender mainstreaming approach of engaging men. Men/boys are critical partners in changing gender norms/relations and their support is critical in women active participation in public sphere. The project has tried its best to utilize this support and faced numerous challenges in this regard.

- Consider whether project contributed to implementation of women friendly policies, e.g., job quota for women especially minority women in Punjab.

The project has not directly contributed towards the implementation of women friendly policies but has created sensitization and awareness about women friendly policies like pro women laws and job quota for minority women in almost all of its interventions. The project under its component of minority awareness achieved a unique kind of sustainability when the male religious leaders that were engaged under the project assumed the role of educating communities through the platform of Churches and Temples to make them aware of 5% job quota for the minorities. They provided guidelines to respective communities on how to avail these opportunities and therefore, motivated them to avail the economic opportunities that are being offered to them.

- Consider if project contributes to good governance in the country, either at federal or provincial levels.

3.10.2 Good Governance:

The project has contributed to strengthening good governance in the country to some extent within its geographical coverage areas. The local government is the level of government closest to the citizens and therefore in the best position to involve women as decision-makers, planners and managers. The project through its women leadership training component has led to strengthening women's leadership capacity at the local level. The training has led to increasing the knowledge and capacity of women councilors working in Islamabad and Rawalpindi. The training has helped to equip the women with the knowledge and confidence to not only effectively contribute to good governance at the local level by effectively works but also solve local level issues of the people.

All aspects of good governance are facilitated by a strong and independent media scale within a society. Only when journalists are free to monitor, investigate and criticize the public administration's policies and actions can good governance take hold. Independent media are like a beacon, the media allow for ongoing checks and assessments by the population of the activities of government and assist in bringing public concerns and voices into the open by providing a platform for discussion. The media (electronic & print – local radio stations, television, newspapers and social media) – can be both a significant barrier to women's leadership, but they can also play a positive role if they avoid stereotypical and degrading images of women; and report on women leadership and participation in the public life. In this context, the project was able to develop linkages with different tier of the media ranging from senior cadre of journalist (men & women) from national print and electronic media, interns, and journalism students in disseminating the key messages on women's participation in public life.

SECTION-IV: KEY CHALLENGES & LESSONS LEARNED & BEST PRACTICES

This section contains the key challenges coupled with lessons learned which were duly obtained during discussions with the project's team, especially during consultative assessment meetings with the NCA and its respective project teams. It has been observed that the project has a lot of activities under the intended results which have many constraints in terms of cost, scope and time. The proposed budget as compared to diversity of activities was not enough to manage the project easily. As observed there were budget constraints associated with project human resources and activities. Secondly, the release of initial funds from the funding organization has also adversely affected the project initial phase. The project started in March, 2016 while the initial fund/mobilization cost was released after four months. Likewise, some of the activities were found to be less effective owing to its budget constraints and weak project mobilization strategy. The project team was unable to bring back and engage the trained women leaders in mentoring sessions which resultantly have not achieved the objective of the activity leading to implementing of action plans. The project team couldn't manage to keep them mobilized owing to lack of proper mobilization strategy and budget constraints.

The project team faced a number of challenges during the course of the project implementation. Summarized findings are given below:

- The project designed in terms of its planned activities is diverse and scattered up to some extent and some activities were less affective owing budget and design constraints; though it has impact on the target audience; however it has not succeeded in broader level anticipated results as intended. The major lesson learned is that the project results should be based on SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) set goal based on available resources and existing constraints along with proper budget.
- One of the major lesson learned is that a gender and contextual analysis should be undertaken at proposal stage or prior to project implementation. The analysis is very necessary to identify women key barriers to women's economic participation and strategies to address them and mitigate potential risks.
- In terms of human resource management, the recruited human resources for the implementation of the project were found satisfactory in terms of quality; however as per feedback of the project teams, it was not sufficient in terms of quantity. Further, the observation of the market trends reveals that the budget for human resources was found lesser than the current market trends. In addition, the human resource management strategy of the funding organization (NCA) doesn't encourage 'as observed' training induction and capacity development of the project staff. It is learned that the continue training and development of local partner staff could be more effective for more efficient delivery of project activities.

Retention of project staff was another challenge faced by local partners. The project officer (IP Shirakat) monthly package was not up to the market trends that is why it was very difficult to hire person with required skills and talent. The hired personnel's retention was another issue; however the IPs management somehow kept them motivated until the project completion. On the contrary, the discussion with NCA's project team reveal that the human resources were sufficiently budgeted, however after consultation with the NCA team, the salary of one human resource was divided into two persons by partner organization. It is learned that while budgeting, the human resource budget shall be kept as per project allocated budget to avoid such circumstances.

- Security issues in twin cities Islamabad & Rawalpindi have led to many delays in conducting mentoring sessions as female leaders were not able to reach the venue. The risk management and security protocol of NCA was very instrumental which ensured staff safety; however such risk analysis and mitigation plan should be developed by the project team at community level in order to have alternative solution for the planned activities. It is learned that such sessions could be conducted at any communal suitable place which could be easily accessible for women leaders.
- The engagement of religious leaders for women leadership support was very sensitive and key challenge for the project team; however they were properly oriented before their engagement. The previous working relationship of the IP's team was instrumental in engagement religious scholars. The time duration and budget constraints were major challenges. It is learned that suitable budget and maximize time scale could be more beneficial for long term impact.

Best Practices:

- The training of women leaders on entrepreneurship (Boot Camp) is considered a best practice as several women have set up small scale businesses and run them successfully.
- The utilization of social media platform such as Facebook and YouTube channel were very effective. The videos and articles will have long lasting impact on wider community.
- The formation and training of change maker is indeed a good practice. They are working in different sectors and different part of the country actively contributing to create awareness regarding women's participation in public life.

SECTION-V CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The overall assessment of the project intended and actual results ‘accomplished’ illustrate that the project has contributed to the realization of equal citizenship through meaningful participation of women both in private and public. The increased awareness, knowledge and skills level of women leaders as well as positive change in youth (boys & girls) and duty bearers towards women leadership indicates project’s interventions relevance and effectiveness. It can be easily assumed that the project interventions were proved to be very successful towards attaining its objectives. The overall feedback of the concerned stakeholders (key informants) reveals that the project has addressed the most urgent priorities of women leaders by enhancing their leadership skills towards meaningful participation in public life.

The interventions covered all segments of the society, women and men, school children to university students, journalist to media (*all kinds, social, electronic to print*) and religious leaders which are commendable. The early signs/immediate impact is documented, however the long term impact will be more significant if the interventions remain sustainable. As per project design, focus was kept on women empowerment with creating awareness and sensitization regarding GBV. As per the project design the women leadership intervention/activity was done with a GBV prospective. GBV was covered in all the training and awareness raising work carried out under the project, nonetheless the linkages with organizations working on GBV was a weak point which needs to be improved in such future interventions. Support by health providers to GBV survivors’ referral mechanism, helpline and psychosocial support were also weak points, which may be focused more on the future programming of similar interventions.

Beside many challenges encountered and unpredictable security situations during the course of the project implementation yet NCA and its partner organizations better managed the existing available resources to accomplish the planned targets. The NCA’s security strategy and risk management plan was very instrumental to maintain work momentum which is highly remarkable. The findings reveal that the project is successful in achieving its objectives towards its anticipated goal. For ease of readers’ understanding an illustrative results change diagram has given as [figures#25](#).

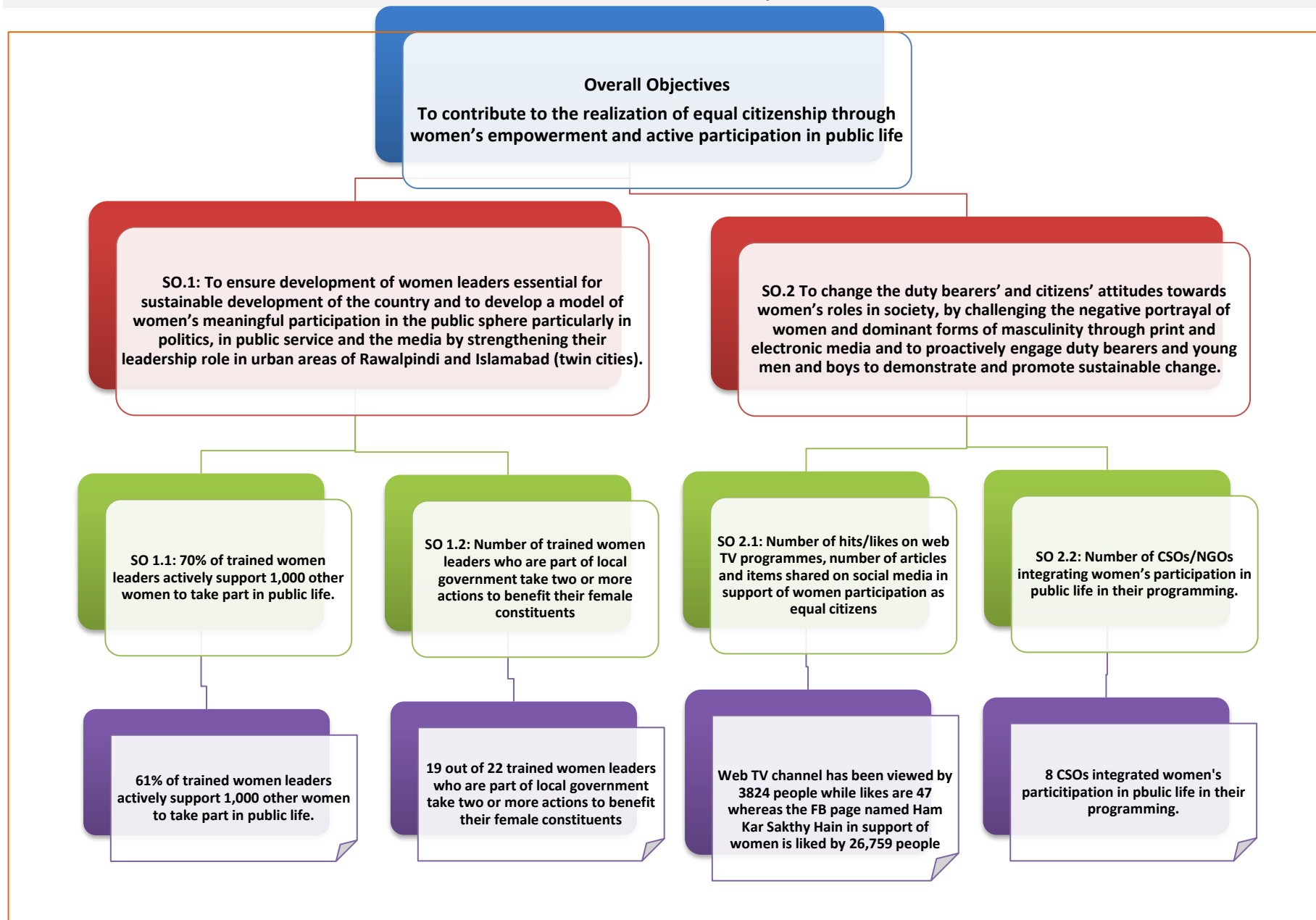


Figure 25: Project Results Change Diagram

5.2 Privatized Recommendations:

The project was innovative in the context of Pakistan and received positive response to continue in future with some changes recommended for next phase design, and future project with similar interventions. Some prioritized and realistic recommendations are as under:

- The project design was less consultative; some stakeholders (i.e. *KI informant from Quaid-e-Azam University, National College of Arts and Education Directorate and religious leaders*) were of the opinion that the project could be better designed if they were consulted in the design phase. It is recommended to adopt a consultative and participatory approach in future project design and must link to proper assessment. Further, in the design phase of the project, a stakeholder mapping exercise should be carried out and their inputs should be incorporated after consultative meetings with them.
- The project design in terms of its coverage of various segments/domains (ranging from women/men to children of all ages from media of all kinds to journalist and religious scholars) was too wide and diverse; more focused approach with targeted segment may be more beneficial in similar future programs/projects.
- Project outcomes and its indicators were not clearly articulated and less SMART. It was difficult to measure outcomes during evaluation. The project lack smart approach with regards to its set goal, objectives, scope, risk issues, budget, human resources, time-scale and diverse activities. Likewise, diverse activities with limited budget were also observed which turned to be a big challenge for the partners' teams to manage activities. A project with clear and SMART indicators can always and easily link to outcome impact assessment. In future, key performance indicators should be realistic and the inputs (financial & human) should be maximized keeping in mind the key anticipated results. The result change of the project should have realistic outcome indicators based on SMART approach.
- Technical capacity of programme staff was up to the mark against project technical requirements and however, comprehensive induction and training for partners' staff at project inception phase always help in developing good understanding and conceptual clarity. For future projects, continuation of capacity building should be taken into account.
- The discussions with NCA's partners' staff reveal that the allocated human resources/personals were not enough to manage all activities easily. It is recommended that while budgeting for a specific project, competitive salary packages should be included according to the requirement in order to avoid such circumstances. Further, it has also recommended that the project design should have mobilization staff coupled with proper mobilization strategy.
- The project activities such as women leadership skills training, mentoring program, community awareness sessions and training of male supporters could better impacted the target groups with refresher trainings and follow-up on regular intervals. It is recommended that regular follow-up and refresher training should be considered in future similar project to better achieve the project desired results.
- The findings reveal that 39% of the trained women leaders did not implement their developed action plans owing to lack of financial support. For future similar programs, a suitable budget should be allocated in order to facilitate the actions plans.
- Participation of women leaders at mentoring sessions was limited due to mobility and cost of travel involved. Likewise, male supporters also shared that their TA was not sufficient to manage their local travels. It is recommended that while budgeting, realistic cost should be budgeted for each activity keeping in view the local transportation cost analysis.

- Trained women leaders time commitment was always been an issue. Availability of the trained women leaders was a challenge as most of them were working privately and/or Government employees. Further, it was difficult for men (nominated male relative/supporters) to attend the training during working days due to their jobs. To avoid such issues, MoU should be signed with the relevant Govt Departments and private companies before the engagement of the Govt or other company/organization's employees in order to ensure their engagement according to the planned activity.
- The role of government stakeholders is most important for project impact and sustainability. The Govt project partners were not strategically engaged and could not complement project activities as the Punjab Govt has initiated different interventions similar to project activities. This could have larger impact if project intervention were strategically linked and complement to Govt Initiatives. It is recommended to strategically engage the relevant stakeholders' in future similar projects for project sustainability and better impact.
- Regarding programme quality, the project lacks monitoring and evaluation component (*i.e. human resource, M&E plan/framework and/or indicator tracking sheet*) that is why it was not able to measure its results on specific intervals to better inform the management. Though, the project activities were monitored by NCA's project team, however M&E personnel were not included in the project design that is why there no monitoring report or any other document as evidence of M&E. It is recommended to consider M&E component in future similar projects as systematic monitoring is very essential to keep progress tracking and inform programme team besides incorporating learning from the project.
- The project design lacks complaint response mechanism. Community, target beneficiaries and concerned stakeholders' feedback is very essential which could better inform the project management regarding the project interventions. It is recommended to include formal CRM mechanism in future projects in order to receive positive or negative views from the target community and stakeholders on the approach, activities and the behaviour of the designated staff. Through CRM, the project team would be responsible to provide responses to serious concerns and complaints regarding activities. It will also serve the accountability purpose as well as generate learning.
- The leadership training and project interventions have addressed GBV through awareness raising and sensitization; however in terms of future programming of similar interventions, strong linkages with organizations working on GBV, health care providers, referral mechanism, helpline and psychosocial support may be incorporated so that women leaders can be able to respond/support GBV issue in a comprehensive and effective manner.
- Engagement of men in women leadership enhancement is a key element which has been taken in to consideration by the project, however the challenges of engaging men from the same household as that of the women participants was a key challenge faced, lesson learnt in this regard may be incorporated in future programming to be carried out in future. It was difficult for nominated male relatives/supporters to attend the training and counseling session during working days due to their jobs, it is recommended that the male activities may be planned for shorter durations and spaced over a period of months rather than having them in one go in order to facilitate them.
- Working with the religious scholar on the rights granted to women by religion was done up to some extent in the project; this element needs to be added into future programming; especially in project interventions areas so as to maximize the impact of the project interventions. Lessons learnt/ challenges with regard to the engagement of religious scholars should also be incorporated in similar future programs.

- Local Government provides the easiest entry point for women because it is closest to where they live and it is at the local level that stereotypes about women’s roles can be changed. Leadership training to women counselors under the project has led women councilors to be more effective at the local level and contribute to reversal of role stereotyping, however lack of authority and finance for local government official is a challenge faced which needs to be addressed in future projects on women local leadership enhancement.
 - For women counselors or women elected at the local level in future, the training should be tailored according to their need so that the women participants may be able to learn a practical skill, which may help them to more effectively carry out work at the local level.
 - Networking and mentoring by women leaders for other women, in particular, those aspiring to leadership positions are effective to support mechanisms. Although this was done in the project; however mentoring by women entrepreneurs may be added in similar future programs.
-