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# CITIZENS' VOICE PROJECT (CVP)

## FINAL PERFORMANCE EVALUATION

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# CITIZENS' VOICE PROJECT (CVP)

## FINAL PERFORMANCE EVALUATION

Contracted under Order No. AID-391-C-15-00004

Performance Management Support Contract

### **DISCLAIMER**

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## ACRONYMS

AASR-GT	Anjum Asim Shahid Rahman – Grant Thornton
ABKT	Association for Behavior and Knowledge Transformation
AJK	Azad Jammu and Kashmir
AWP	Assignment Work Plan
CARD	Coastal Association Research and Development
COR	Contracting Officer’s Representative
CPDI	Center for Peace and Development Initiatives
CSO	Civil Society Organization
CVP	Citizens’ Voice Project
DELTA	Development, Environmental, Legal Aid, Technical Support and Advocacy Associates
DRS	Development Resource Solutions
DPG	District Pressure Group
DVC	District Vigilance Committee
FAA	Fixed Amount Award
FATA	Federally Administered Tribal Areas
FCR	Frontier Crimes Regulation
FGD	Focus Group Discussion
GEESE	Global Educational, Economic, and Social Empowerment (Grant)
GINI	Governance Institutes Network International
GMIS	Grant Management Information System
GUC	Grants Under Contract
GUC-FAA	Grant Under Contract - Fixed Amount Award
HRDN	Human Resource Development Network
HDO	Hamdam Development Organization
IEC	Information, Education, and Communication
KII	Key Informant Interview
KP	Khyber Pakhtunkhwa
M&E	Monitoring and Evaluation
MIS	Management Information Systems
MNA	Member of the National Assembly
MOU	Memorandum of Understanding
MPA	Member of the Provincial Assembly
MSI	Management Systems International
OSG	Office of Stabilization and Governance
OTI	Office of Transition Initiatives, USAID
PERFORM	Performance Management Support Contract
PMP	Performance Management Plan
PRDP	Pak Rural Development Program
RFA	Request for Applications
RTI	Right to Information
SHER	Society for Human Empowerment and Rural Development
SOW	Statement of Work
SPO	Strengthening Participatory Organization
TAF	The Asia Foundation
TDEA	Trust for Democratic Education and Accountability
TMA	Tehsil Municipal Administration
TPW	Team Planning Workshop

UNDP	United Nations Development Program
USAID	United States Agency for International Development
WESS	Water, Environment and Sanitation Society
YMSESDO	Yar Muhammad Samejo Educational Society

## PROJECT SUMMARY

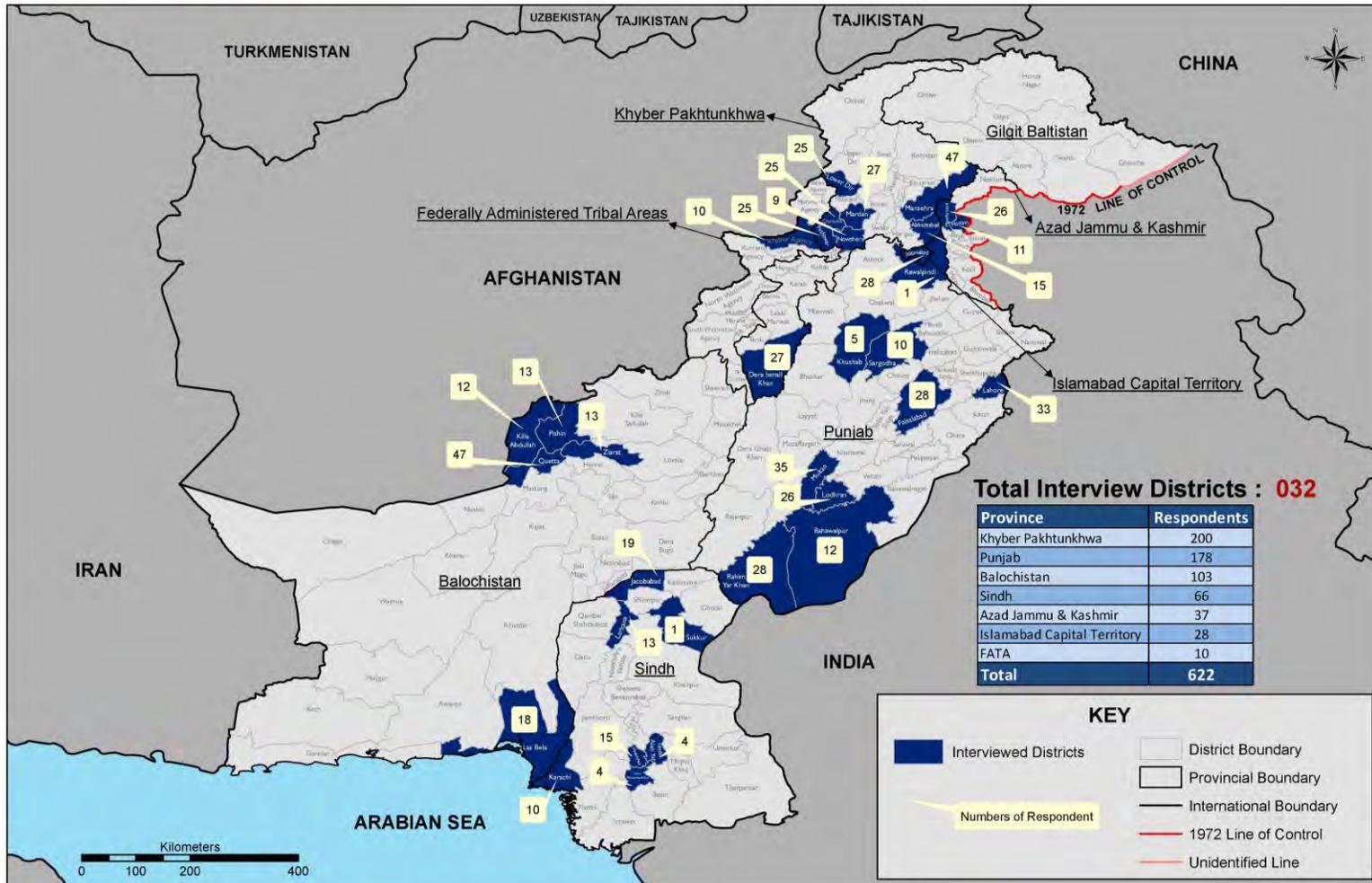
Table I summarizes basic information about the Citizens' Voice Project (CVP).

**TABLE I: PROJECT SUMMARY**

Title / Field	Project information
Contract number	AID-391-C-11-00001
Contracting Officer's Representative (COR)	
Start date	May 27, 2011
Completion date	May 2016 (with possible two-year extension)
Location	Pakistan
Implementing partner(s)	Trust for Democratic Education and Accountability (TDEA), prime contractor
	The Asia Foundation (TAF), subcontractor through December 2015
	Anjum Asim Shahid Rahman – Grant Thornton (AASR-GT), subcontractor through April 2014
USAID/Pakistan Mission Strategic Framework objectives addressed	Strengthened voice (policy advocacy and government oversight)
	Improved accountability (public-private connections)
	Improved capacity (organizational development and targeted trainings)
Budget	\$45,000,000

The CVP evaluation team interviewed 622 individual respondents from 32 districts in 7 provinces/territories (Figure 1).

**FIGURE 1: CVP EVALUATION RESPONDENTS**



Map Development Date : 5th May 2016

Disclaimer : The Boundaries and names used on this map do not imply official endorsement or acceptance by the U.S. Government

Version # 5

# EXECUTIVE SUMMARY

Management Systems International (MSI), through its Performance Management Support Contract (PERFORM), conducted the final performance evaluation of the \$45 million USAID-funded Citizens' Voice Project (CVP). The evaluation developed findings, conclusions, and recommendations from a desk review of 40 purposively selected grants and other grantee documents and group and individual interviews with 622 CVP beneficiaries, grantees, government officials, and civil society and media stakeholders. The evaluation focused on 1) the relevance of grant-funded activities to stakeholders and the target population, 2) the effectiveness of grant-funded activities in achieving project objectives, 3) the extent to which grant results are sustainable, and 4) the utility of the Grants Under Contract (GUC) model.

## Findings and Conclusions

CVP is an effective program across most dimensions measured in this evaluation.

1. **Relevance:** Grant activities were highly relevant to stakeholder and beneficiary interests, mostly due to grantees' consulting with local communities and relying on their local knowledge when selecting grant activities. However, 60 percent of respondents would have preferred grants with a longer duration to improve prospects for sustainable results. Activities were designed to be highly participatory, targeting disenfranchised groups and empowering citizens through awareness activities such as information campaigns and community-level meetings.
2. **Effectiveness:** Grants effectively facilitated engagement between citizens and the government. Ninety-four percent of respondents reported medium or high levels of citizen engagement in grant-funded activities, and 86 percent reported medium or high levels of government engagement, especially in information campaigns and community-level meetings. The government engaged across the spectrum of grant themes but was most engaged in three areas, local governance systems, implementation of the Frontier Crimes Regulation (FCR), and legislative governance. Four key USAID priority areas—education reforms, improving water rights, tax collection, and energy sector reforms—showed low to medium levels of government engagement. Grantees and beneficiaries valued linkages with the government above all other relationships, and for good reason: grantees with policy objectives frequently engaged with the government in order to achieve policy change. Seventy-four percent of respondents across respondent types believed grant-funded activities had improved governments' openness to citizens, including improving governments' responsiveness to citizens' needs at the district level (67 percent of respondents). Seventeen grantees with policy change objectives contributed to policy discussions through various initiatives, and four achieved specific policy changes.
3. **Sustainability:** CVP encouraged sustainability from the start of the grant process by requiring grantees to submit sustainability plans. Capacity-building activities improved internal grantee operations and helped some grantees win follow-on funding from other organizations. Ninety-two percent of respondents believed that grant results were sustainable due to grantee efforts to maintain linkages and awareness created because of grant activities.
4. **Grants Under Contract:** The two delivery mechanisms that supported CVP's successful programming were 1) the GUC contractual grant framework between USAID and implementing partner Trust for Democratic Education and Accountability (TDEA) and 2) the Fixed Amount Award (FAA) grant funds disbursement system to grantees. GUC-FAA was an efficient contract mechanism for CVP and a model for similar future programming. The grant-making process was

transparent and positive for most grantees; however, poor communication and an unreliable payment process frustrated some. Major communication problems led to several payment and approval delays and caused significant negative ripple effects across the grant lifecycle.

## Key Recommendations

Based on the findings and conclusions, the evaluation team developed the following recommendations for future projects similar to CVP:

1. The implementing partner should initiate formal linkages with the government at the beginning of the implementation process.
2. The implementing partner of future similar projects should emphasize including high-impact activities, such as information campaigns and community-level meetings, in the request for applications (RFA) process and throughout the activity planning stage.
3. The implementing partner should increase the number of grantee capacity-building trainings relative to CVP and conduct the trainings early in the grant startup phase to build the capabilities of grantee organizations before grants begin.
4. The implementing partner should create an effective payment system to improve the grantee experience relative to that under CVP by increasing payments for initial milestone deliverables, reducing the total number of milestone deliverables, and creating an escrow account so the project can access additional program funds when necessary to continue project activities.
5. The implementing partner should develop a communications manual alongside a Grant Management Information System (GMIS) training presentation to improve communication between the project and grantees and deploy both during an off-site retreat with grantees.

The evaluation team's recommendations for USAID/Pakistan include:

1. If it chooses to extend CVP, USAID/Pakistan should continue to actively manage TDEA but should reduce the Mission's role in approving grant awards.
2. If it chooses to extend CVP, USAID/Pakistan should both use the GUC mechanism with TDEA and specify that TDEA use the FAA process to award grants under the GUC mechanism for the two-year CVP extension. There are no practical alternatives.
3. In future similar projects, USAID/Pakistan could speed up the grantee review and approval process by developing a "core COR" team within USAID/Pakistan regional offices to work in tandem with designated implementing partner staff.

## Lessons Learned

The evaluation team drew the following lessons from the evaluation exercise:

1. CVP laid the foundation for positive beneficiary and grantee experiences by selecting efficient grantees and engaging the local community early in the grant activity design phase.
2. Citizens who understand their rights, are informed about issues, and know how to petition the government to redress grievances are sustainable change agents in their communities.

3. The government and the local community are the life support system of grant effectiveness and sustainability. Creating and reinforcing these linkages will improve prospects for grant success and future sustainability.

## EVALUATION PURPOSE AND QUESTIONS

The final evaluation of CVP determines the extent to which grantees achieved the project's goal of improving engagement between citizens and the government on priority program-supported initiatives designed to advance good governance objectives. Objectives included 1) strengthening citizen engagement in policy advocacy and state oversight; 2) enhancing grantee organizational capacity, transparency, and accountability; and 3) creating productive linkages between state and non-state actors for increased accountability.

The evaluation assesses whether activities implemented by CVP were relevant, effective, and sustainable. It provides recommendations and lessons learned to help USAID/Pakistan design a future project with a similar objective to enhance civil society capacity to hold the Government of Pakistan accountable at the local, provincial, and national levels.

The Evaluation Statement of Work (SOW) (Annex 1) specifies the following evaluation questions:

1. **To what extent have the outputs and outcomes of the grants' interventions contributed to improved engagement between citizens and government on priority program-supported initiatives to advance good governance objectives?**

**Explanation:** This question examines whether the grant activities supported under CVP were relevant to CVP's objectives and took government priorities into consideration. It also examines the extent to which the activities were effective at improving engagement between the citizens and the government. It links with Outcomes 1 and 3: strengthening citizen engagement in policy advocacy and state oversight and creating productive linkages between state and non-state actors for increased accountability.

2. **To what extent are the outputs and outcomes of the grants' interventions able to be maintained (both financial and human capacity) beyond the life of the grant?**

**Explanation:** This question examines whether grants improved the organizational capacity and systems of the grantees to be more transparent and accountable during project management and the extent to which grant results were sustainable after grant closure. This question links with project Outcome 2: enhancing grantee organizational capacity, transparency, and accountability.

3. **In what ways (both positive and negative) has the Grants Under Contract (GUC) model affected the implementation of interventions and their alignment with the stated objectives of the project?**

**Explanation:** This question examines the extent to which the GUC model was an effective mechanism for implementing CVP. It assesses whether the model is the best mechanism for a similar future project, and if yes, how it can be strengthened. The answer focuses largely on the

GUC model and not specifically on the mechanisms the implementing partner, TDEA, used to award grants under the GUC model.<sup>1</sup>

## PROJECT BACKGROUND

The USAID/Pakistan Citizens' Voice Project (CVP) started in May 2011 and is implemented by TDEA. The three-year contract was extended for an additional two years and is scheduled to end in May 2016. At the time of the evaluation, USAID was considering extending the project for an additional two years.

CVP's main objective is "to improve engagement between citizens and government on priority program-supported initiatives in order to advance good governance objectives."<sup>2</sup> Grants support innovative ideas and high-quality, competitive applications from eligible organizations. As of October 31, 2015, 222 grants were completed and closed (activities completed and final milestone payment disbursed), and 48 remained open.

### Project Context

ThCVP responds to Pakistan's historical and current need for improved accountability across all levels of government. While an impoverished civil society was the result of early political stagnation and the failure of the government to deliver adequate public services, the passage of the 18<sup>th</sup> Amendment and the first democratic transition in the nation's history have reinvigorated public awareness and desire for government accountability.

#### Historical Political Stagnation and Poor Public Service Delivery

The current political stagnation in Pakistan has its roots in pre-partition British rule. Under the British Raj, civil society was not sufficiently empowered to demand government accountability. After independence, the antiparliamentarian "viceregal" system replaced the colonial system of governance but did little to encourage additional civil society development. A succession of democracies between 1947 and 2013 attempted to introduce measures to improve accountability and strengthen civil society, but these attempts were stifled by three coups d'état and long periods of military dictatorship. As a result, Pakistan continued to suffer under corrupt governments and sub-standard delivery of public services across many sectors, including education, energy, tax collection, agriculture, and legislative reform.

#### The 18<sup>th</sup> Amendment and Peaceful Democratic Transition

Two watershed events drove Pakistan to address its longstanding governance problems. First, in April 2010, the National Assembly passed the 18<sup>th</sup> Amendment to Pakistan's constitution. It curtailed the president's authority to dissolve Parliament or to declare a state of emergency, thereby curbing executive abuses of power. The 18<sup>th</sup> Amendment also devolved 17 federal ministries to the provinces with corresponding financial, administrative, and political authority. Second, Pakistan achieved its first peaceful democratic transition in 2013 with the election of Prime Minister Nawaz Sharif, raising hopes for a sustainable parliamentary democracy.

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<sup>1</sup> The final sentence does not appear in the SOW or Assignment Work Plan (AWP) (Annex 2). The authors added it to reflect a discussion with USAID to clarify the question while writing the report.

<sup>2</sup> CVP Performance Management Plan, p. 8.

## USAID/Pakistan’s Support for Civil Society

USAID awarded CVP in order to improve the government’s responsiveness to citizens’ concerns. To encourage accountability through increased civil society participation, CVP initially worked with civil society to improve water rights and access to education. Over the life of the project, USAID/Pakistan and TDEA identified additional thematic areas, expanding the project’s focus into areas such as increasing citizens’ awareness of their rights and their participation in democratic processes (e.g., encouraging voter participation in the 2013 elections), promoting energy reforms, and supporting the evolution of civil society organizations (CSOs).

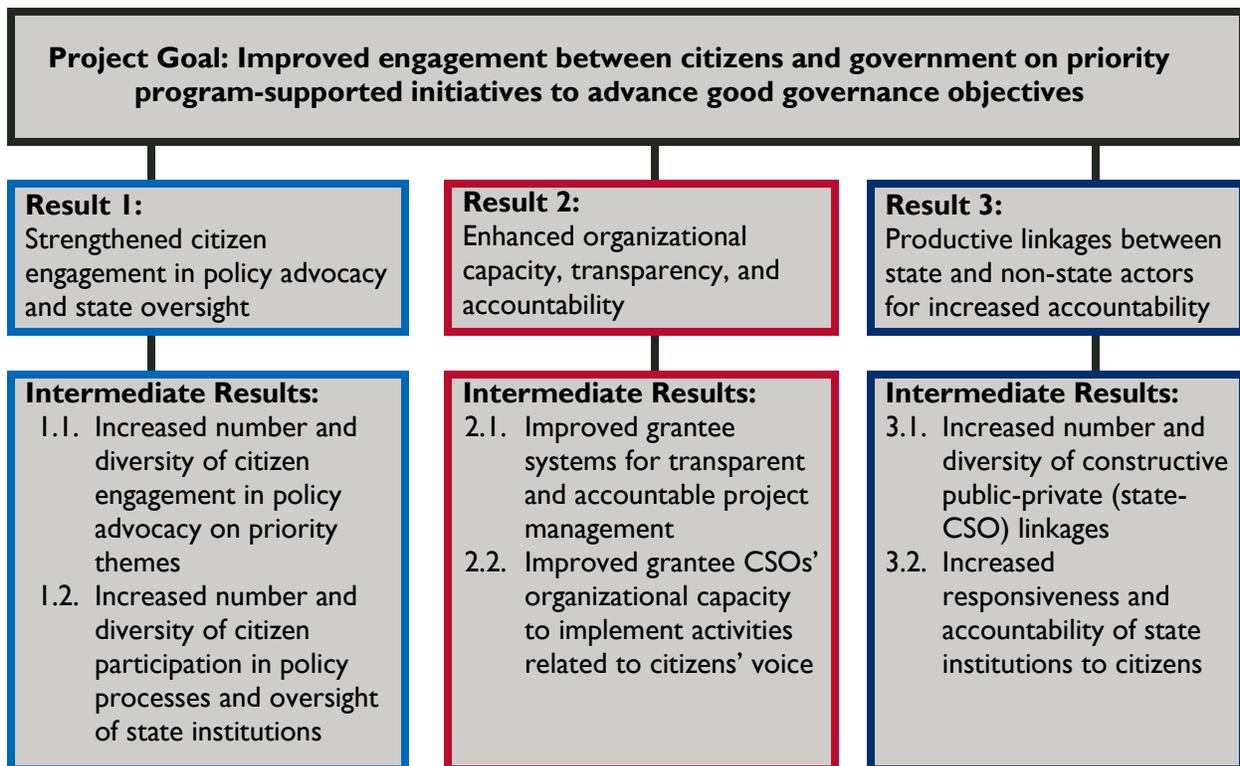
## CVP Theory of Change

CVP documents did not articulate a clear theory of change. The project is based on the premises that 1) the links between the government and the governed in Pakistan are weak; and 2) the absence of public debate and discussion about key social, economic, and political issues often exacerbates the lack of public trust and confidence in government institutions.<sup>3</sup>

## Intended Results

Figure 2 illustrates the CVP Results Framework.

**FIGURE 2: CVP RESULTS FRAMEWORK**



<sup>3</sup> The evaluation team used the CVP Results Framework to develop the following theory of change: If engagement between citizens and the government is increased and the capacity of civil society organizations (CSOs) is strengthened, then good governance objectives will be advanced.

## EVALUATION METHODS AND LIMITATIONS

The evaluation relies entirely on qualitative evidence. The evaluation team examined 40 closed CVP grants whose activities spanned 32 districts in 7 provinces/territories.<sup>4</sup> The team randomly selected 2 grants from each of the 16 thematic areas and selected additional grants from USAID’s 5 priority thematic areas. When the randomized process selected grants to grantees located in inaccessible or highly insecure areas, the evaluation team replaced them with randomly selected grants awarded in safer, more accessible locations. The evaluation team also reviewed CVP’s contract, grant files, annual reports, performance management plan (PMP), and other pertinent documents.<sup>5</sup> After collecting all respondent data and reviewing grantee documents, the team used MAXQDA qualitative analysis software to code themes in interview responses and identify patterns in the coded data.

Table 2 shows the number of grants examined and interviews conducted for each of 16 thematic areas with the 5 priority themes USAID identified for the evaluation in bold.

**TABLE 2: GRANT SELECTION BY CVP THEMATIC AREA**

Grant thematic areas (priority themes in bold)	Number of grants selected/number of grants in thematic area	Number of interviews
Advocacy for effective implementation of the Frontier Crimes Regulation (FCR)	2 / 3	10
<b>Citizens’ voice for effective legislative governance (priority theme)</b>	<b>4 / 7</b>	<b>18</b>
Citizens’ advocacy for implementation of 18th Amendment	2 / 7	12
Citizens’ awareness for higher female voter turnout	2 / 25	12
Citizens’ engagement and accountability for an effective local government system	2 / 6	11
Citizens’ oversight of municipal services	2 / 7	11
Citizens’ voice and accountability for youth development	2 / 8	9
<b>Citizens’ voice and public accountability in tax collection sector (priority theme)</b>	<b>2 / 2</b>	<b>7</b>
Citizens’ voice for effective grievance redress through the offices of ombudsmen	2 / 5	3
Citizens’ voice for free, fair, and peaceful elections	2 / 42	10
Citizens’ voice for independent, free, and responsible media	2 / 5	9
Citizens’ voice for strengthening transparency and accountability mechanisms	3 / 7	15

<sup>4</sup> Gilgit-Baltistan was the only territory the evaluation team did not visit. Closed grants are grants for which grantees have completed all grant activities and TDEA has disbursed final milestone payments. As of October 31, 2015, 222 CVP grants were closed. The evaluation team’s selection of 40 grants represents 18 percent of all closed grants.

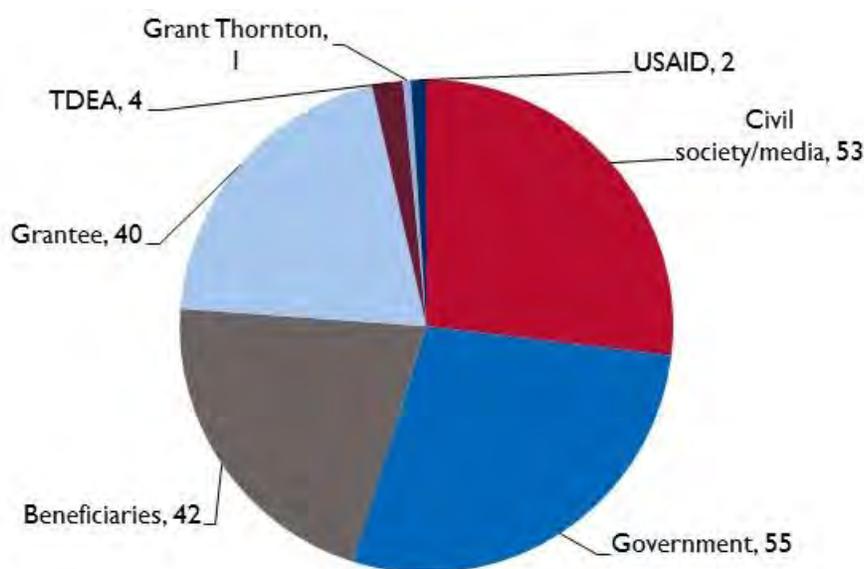
<sup>5</sup> For a complete list of the documents the evaluation team reviewed, see

Annex 5: List of Documents Reviewed.

Grant thematic areas (priority themes in bold)	Number of grants selected/number of grants in thematic area	Number of interviews
<b>Education sector reforms (priority theme)</b>	<b>3 / 10</b>	<b>17</b>
<b>Energy sector reforms (priority theme)</b>	<b>5 / 12</b>	<b>21</b>
Importance of local government systems	2 / 72	7
<b>Improving water rights (priority theme)</b>	<b>3 / 4</b>	<b>18</b>
Total	40 / 222	190

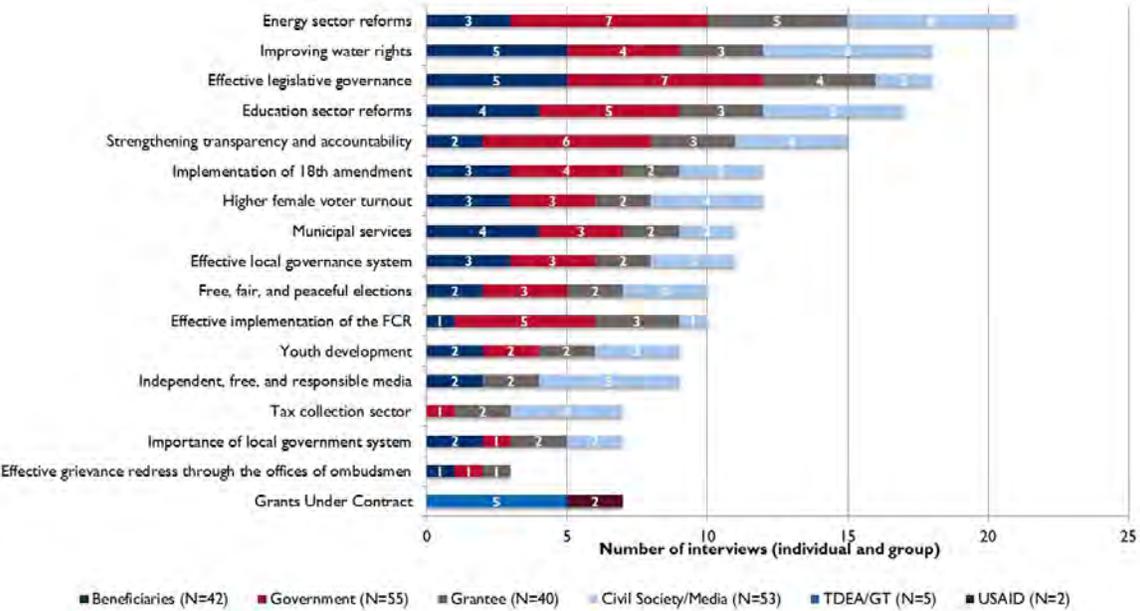
To evaluate CVP's performance, the evaluation team conducted 42 focus group discussions (FGDs) with beneficiaries of grant-funded activities and 155 key informant interviews (KIIs) with grantees, government officials, civil society and media, USAID, TDEA, and AASR-GT.<sup>6</sup> Figure 3 and 4 illustrate the distribution of interviews by respondent type and theme.

**FIGURE 3: NUMBER OF INTERVIEWS (INDIVIDUALS AND GROUPS) BY RESPONDENT TYPE**



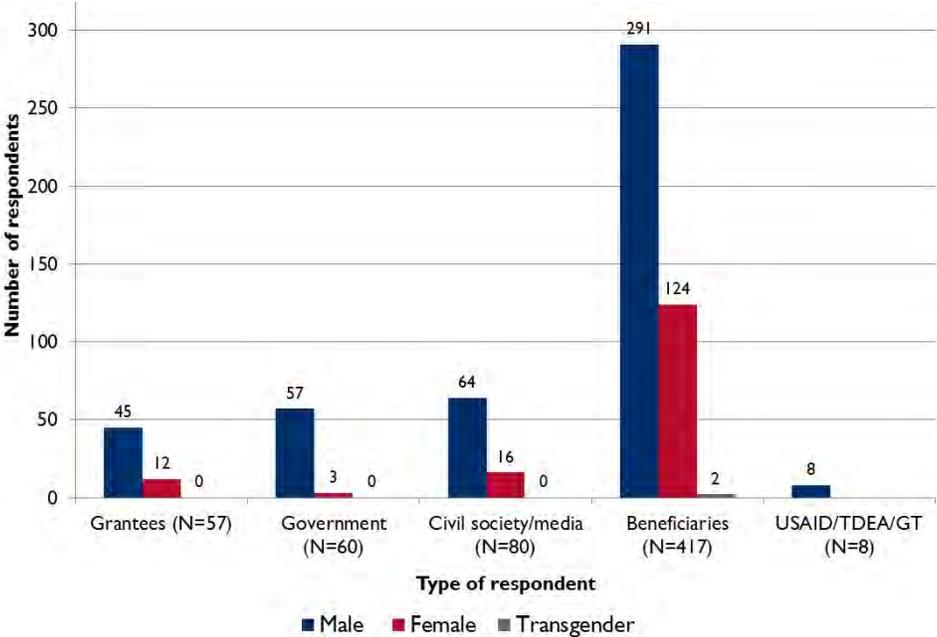
<sup>6</sup> Annex 3 contains the interview instruments. Additional information on the field team responsible for gathering interviewee data and the fieldwork schedule can be found in Annex 4: Data Collection Team and Fieldwork Coordination. Annex 5 lists the documents the evaluation team reviewed for the evaluation.

**FIGURE 4: NUMBER OF INTERVIEWS (INDIVIDUALS AND GROUPS) BY RESPONDENT TYPE AND THEME (N=197)**



The evaluation team interviewed 622 individual respondents: 417 beneficiaries of grant-funded activities and 205 key informants. Key informants included 60 government stakeholders; 57 members of grantee organizations; 80 grant stakeholders from civil society and media; and 8 representatives from USAID and the sub-contractors, TDEA and Grant Thornton (Figure 5). Of the beneficiaries interviewed, 30 percent were women (124) or transgender (2). CVP encouraged the participation of disadvantaged groups from the beginning of Cycle. All successful applications included a plan for addressing the needs of underprivileged groups.

**FIGURE 5: DISTRIBUTION OF RESPONDENTS BY TYPE AND SEX (N=622)**



## Evaluation Limitations

Several limitations associated with the evaluation methods had the potential to introduce bias in the results. The limitations and the actions the evaluation team took to mitigate the limitations and reduce the potential for bias include:

1. Because of the relatively small number of grants selected overall and from each theme, the evaluation team cannot confidently generalize findings to all 222 closed grants or to all of the individual thematic areas. Results at the thematic area level are generalizable only in cases where the sample contained all or most grants in a given theme. These themes include tax collection, legislative governance, Frontier Crimes Regulation, and water rights. The team discussed this limitation with USAID at the outset and determined that the design was adequate to address the evaluation questions.
2. During the analysis, the evaluation team disaggregated data from the selected grants by theme, grant size, and duration. The report presents findings across these dimensions only if the analysis identified discernable differences for each dimension. If any section of the report does not present findings by theme, it means that there were no identifiable differences in findings across the themes. In general, time and resource constraints prevented the team from disaggregating all results by grant cycle, although it did so for selected findings when the differences seemed most relevant. As with results by theme, grant size, and duration, the report presents results by cycle only when the differences were meaningful.
3. The instrument questions did not focus clearly on the historical timeline of the challenges faced by the respondents, so it was not possible to explore details such as the stage of grant activity at which problem(s) occurred and when they were resolved (if at all).
4. Based on the evaluation team's understanding of the evaluation questions, clarified by USAID, the evaluation focused on the suitability of the GUC model to achieving CVP objectives, which necessarily included examining TDEA's ability to manage the GUC approach and the FAA mechanism through which TDEA awarded grants.
5. Several selected grants closed years prior to the evaluation. The evaluation team worked closely with TDEA and grantees, but it was not always possible to locate documents and beneficiaries. As a result, the team was able to conduct 42 of a planned 66 FGDs with grant beneficiaries.
6. While the study randomized initial grant selection, purposively selected grants sometimes replaced randomly selected grants to achieve broader geographic coverage or to accommodate evaluator accessibility and safety. Results therefore overly represent grant activities and interviewees located near more accessible and safer urban areas. The evaluation team does not believe this limitation significantly biased results.
7. Grantee organizations usually selected beneficiary interviewees, so the evaluation team could not ensure random selection. Whenever possible, however, the team randomly selected participants from lists of beneficiaries supplied by grantee organizations.
8. Female and transgender interviewees made up 30 percent of the respondent sample. There were only marginal differences between male and female responses across all questions disaggregated by sex.
9. Group dynamics, including "alter leaders" who influence what individuals say (or do not say) and extroverts who overpower introverts, may influence responses during FGDs. To mitigate this effect, moderators did their best to engage all participants in the discussions.

## Interpretation of Findings

The evaluation team conducted both individual interviews and FGDs and coded FGD data in a manner that identifies individual respondents. The analysis is thus able to determine both the number of individual respondents who expressed a particular opinion and the number of interviews (group or individual) in which at least one respondent articulated a particular opinion—although interview-level analyses can be problematic. Analysis based on individual responses may be more appropriate to understanding opinions specific to an individual (e.g., beneficiaries’ opinions of the relevance of a grant activity), while an interview-level analysis may be more appropriate to understanding experiences specific to an organization (e.g., grantees’ experiences with the grant process). The report presents interview- and response-level analyses as appropriate. Table 3 summarizes the distribution of interviews and respondents by data source.

**TABLE 3: DISTRIBUTION OF INTERVIEWS AND RESPONDENTS BY DATA SOURCE**

Data source	Number of organizations	Number of interviews (interview level)	Number of respondents (response level)
Grantees	40	40	57
Government	N/A	55	60
Civil society/media	N/A	53	80
Beneficiaries	40	42	417
USAID/TDEA/AASR-GT	3	7	8

The evaluation team corroborated evaluation findings with evidence from interviews and project documents. The report disaggregates analyses of interview data by respondent type, which may include grantees, civil society/media, beneficiaries, government, and USAID/TDEA/AASR-GT. For findings that describe binary responses (e.g., *yes/no* or *sufficient/not sufficient*), the analyses represent individual respondents. For findings that describe open-ended responses (e.g., *what are the most effective awareness activities?*), the analyses allowed for multiple responses per respondent.

## FINDINGS

### Findings for Evaluation Question I: Relevance

***Evaluation Question #1: To what extent have the outputs and outcomes of the grants’ interventions contributed to improved engagement between citizens and government on priority program-supported initiatives to advance good governance objectives?***

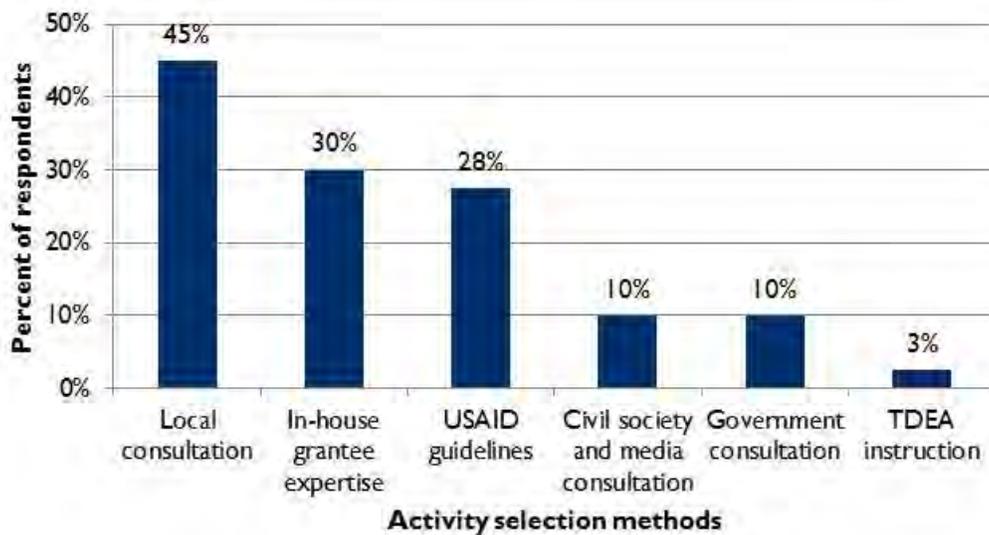
#### Relevance to the Needs of the Target Population

Ninety-seven percent of the 245 respondents representing grantees, civil society/media, and beneficiaries who answered the question agreed that grant-funded activities responded to the needs of the target population. Beneficiaries stated that grant activities improved their understanding of their rights as citizens and addressed issues relevant to their daily lives. For example, an FGD participant who was a beneficiary of the Strengthening Participatory Organization (SPO) energy reform grant said that

the grantee and beneficiaries worked together to identify the community’s shared energy problems and jointly advocated for improved government regulation of electricity consumption through better metering.

In response to a multiple response question about how they selected grant activities, representatives from 75 percent of the 40 grantees interviewed reported consulting with local communities and/or using in-house expertise to select grant activities (Figure 6).<sup>7</sup> Forty-five percent said they consulted with the local population to select relevant activities for the grants; 30 percent said they relied mainly on their own knowledge; and 28 percent said they followed USAID guidelines. In contrast, only 10 percent of grantees reported relying on government and CSOs, and 3 percent sought TDEA guidance to identify priority grant activities.

**FIGURE 6: METHODS OF SELECTING GRANT ACTIVITIES**



Fifty-eight percent of the 12 grantee respondents who said that they used their own knowledge of the sector to design grant activities reported that they incorporated lessons learned from previous projects. For example, an energy sector reform grantee shared that prior experience working with USAID taught him the importance of educating citizens on the complexities of the electricity market so they understand how to reduce electricity consumption and petition the government to address load-shedding and metering problems. As a result of these experiences, the grantee incorporated these lessons into grant activities.<sup>8</sup>

### Relevance to Government Priorities

Eighty-nine percent of the 134 combined (i.e., grantee, government, and civil society/media) respondents who answered the question believed that grant objectives aligned with government priorities at the time of implementation. A number of grantees (the evaluation team was not able to quantify the precise

<sup>7</sup> Local consultations refer to informal meetings/group discussions held with beneficiaries on the nature of the grant and the types of challenges faced by the community.

<sup>8</sup> Grantee: Semiotics Consultants. Theme: Energy sector reforms.

number) said that grant activities stemmed directly from new government priorities after the successful 2013 democratic transition and that grant themes also reflected these new priorities.<sup>9</sup> For example, one grantee explained that the recently created Punjab government Commission for Compulsory and Free Education complemented CVP grant activities in Lahore, which included improving beneficiary, CSO, and government knowledge of the decentralized education system and how it benefits Punjabi students.<sup>10</sup> Two grantee respondents who thought grant activities were not relevant to government priorities believed that the government was not yet ready to be fully accountable to citizens and remained relatively opaque.

### Perceived Adequacy of Grant Amount and Duration

As Figure 7 illustrates, 78 percent of grantees believed that the grant amount was sufficient to implement grant activities. However, only 40 percent thought that the duration of the grant was sufficient. Of the 23 respondents who thought the grant duration was insufficient, 9 (39 percent) cited the need for more time to accomplish their grant’s governance, policy reform, and advocacy objectives. By their very nature, grant activities such as advocacy and relationship building with stakeholders—especially the government—require considerable time to successfully influence policy. A quote from the grantee Human Resource Development Network (HRDN) illustrates this point: “The time was also insufficient as there were limitations of working with the government. An ideal time for such a grant is at least two years.”<sup>11</sup>

Despite their dissatisfaction with the grant duration, the 23 grantees who thought the grant duration was insufficient expressed no consensus about what constituted a suitable timeframe.

**FIGURE 7: SUFFICIENCY OF GRANT AMOUNT AND DURATION (PERCENT OF GRANTEES)**

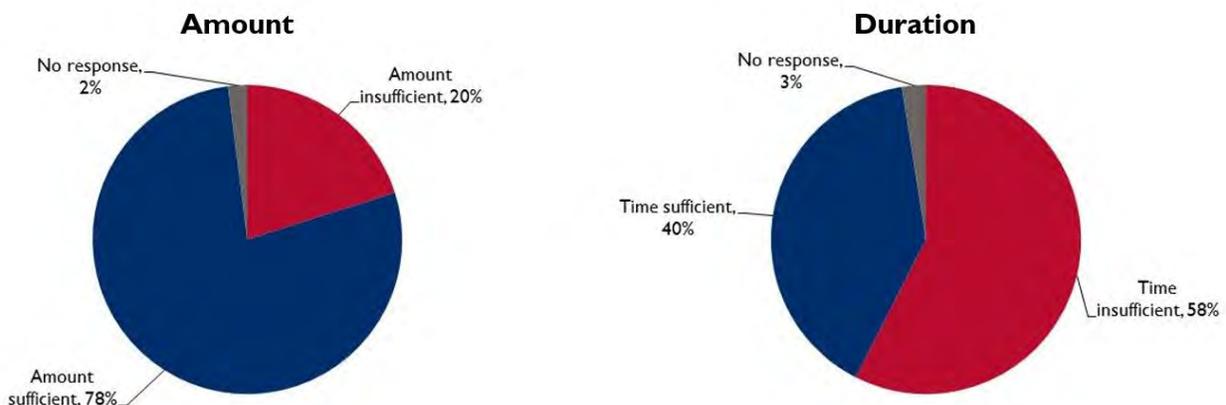


Table 4 summarizes data on grantee dissatisfaction with grant size and duration disaggregated by theme. Because the themes in the first three rows have little in common, there does not appear to be any discernable pattern in these data.

<sup>9</sup> Grant themes such as free and fair elections, implementation of the 18<sup>th</sup> Amendment, and the importance of local government echo various laws passed around the time of the 2013 democratic transition.

<sup>10</sup> Grantee: LEAD. Theme: Education sector reforms.

<sup>11</sup> Grantee: HRDN. Theme: Effective grievance redress through offices of ombudsmen.

**TABLE 4: THEMES WITH INSUFFICIENT GRANT DURATION AND AMOUNT**

<b>Grant theme</b>	<b>Grant duration insufficient (&gt;50% grantee responses)</b>	<b>Grant amount insufficient (≥50% grantee responses)<sup>12</sup></b>
Citizens' oversight of municipal services	X	X
Citizens' advocacy for implementation of 18th Amendment	X	X
Citizens' voice and accountability for youth development	X	X
Citizens' voice for free, fair and peaceful elections	X	-
Education sector reforms	X	-
Energy sector reforms	X	-
Importance of local government system	X	-
Advocacy for effective implementation of the Frontier Crimes Regulation	-	X
Citizens' voice for effective grievance redress through offices of ombudsmen	-	X
Citizens' voice for effective legislative governance	-	X
Citizens' awareness for higher female voter turnout	-	X
Citizens' engagement and accountability for an effective local governance system	-	X

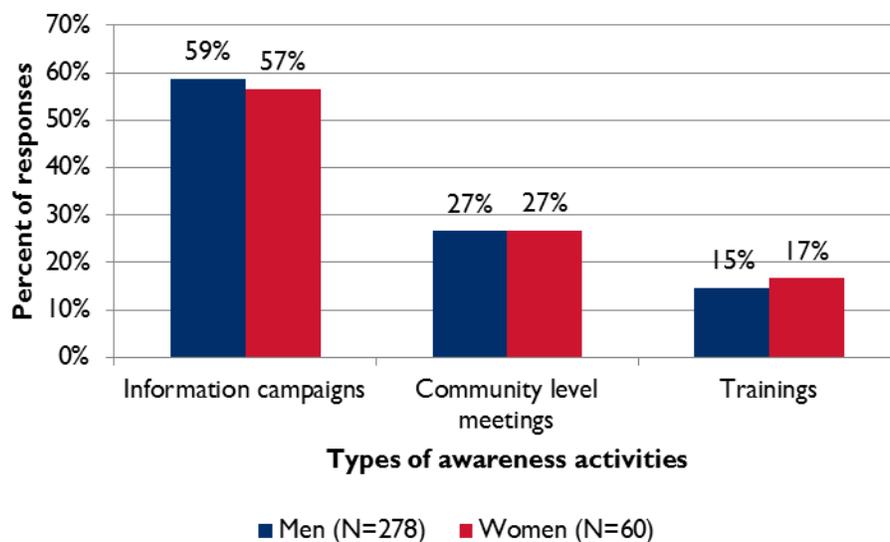
<sup>12</sup> No themes had a majority of grantees (more than 50 percent) who said that the grant amount was insufficient. Rather, one of two grants in a theme, for example, reported that the grant amount was insufficient.

## Findings for Evaluation Question I: Effectiveness

### Effectiveness of Awareness Activities

Interviews with representatives of government, beneficiaries, and civil society/media asked respondents to identify the most effective awareness activities. The greatest percentage of responses<sup>13</sup> (59 percent of those from men and 57 percent from women) mentioned information campaigns, especially door-to-door advocacy and distribution of information, education, and communication (IEC) materials. The second largest percentage of responses (27 percent of those from men and women) mentioned community-level meetings, which include small group consultations and informal committee discussions. Figure 8 illustrates how responses ranked awareness activities by effectiveness. There is no meaningful difference between the responses from men and women.

**FIGURE 8: MOST EFFECTIVE AWARENESS ACTIVITIES BY RESPONDENT SEX**



Respondents explained that information campaigns and community-level meetings were particularly effective awareness-raising activities because they informed and mobilized the public to advocate for a common cause. For example, one respondent said that the Global Educational, Economic, and Social Empowerment (GEESE) grant accomplished its goal of improving the electability of female candidates through door-to-door campaigning and distributing pamphlets and banners for upcoming elections.<sup>14</sup>

Notably, however, 5 percent of responses (17 responses) ranked information campaigns as the least effective awareness activity. This is because some information campaign activities were poorly executed. For example, Governance Institutes Network International (GINI) used a local television channel to spread information on improving water rights for disadvantaged farmers. However, most of the farmers lived in rural areas and had no access to cable television. In another case, Coastal Association Research and Development (CARD) organizers in Balochistan printed IEC pamphlets to distribute among fisherman, even though the fishermen were illiterate. In a third case, a respondent from grantee Center for Peace and Development Initiatives (CPDI) in Abbottabad said that informative materials were initially

<sup>13</sup> The data represent responses and not respondents. Because some of the data come from FGDs and some from individual interviews, it was not feasible for the evaluation team to report on the basis of respondents.

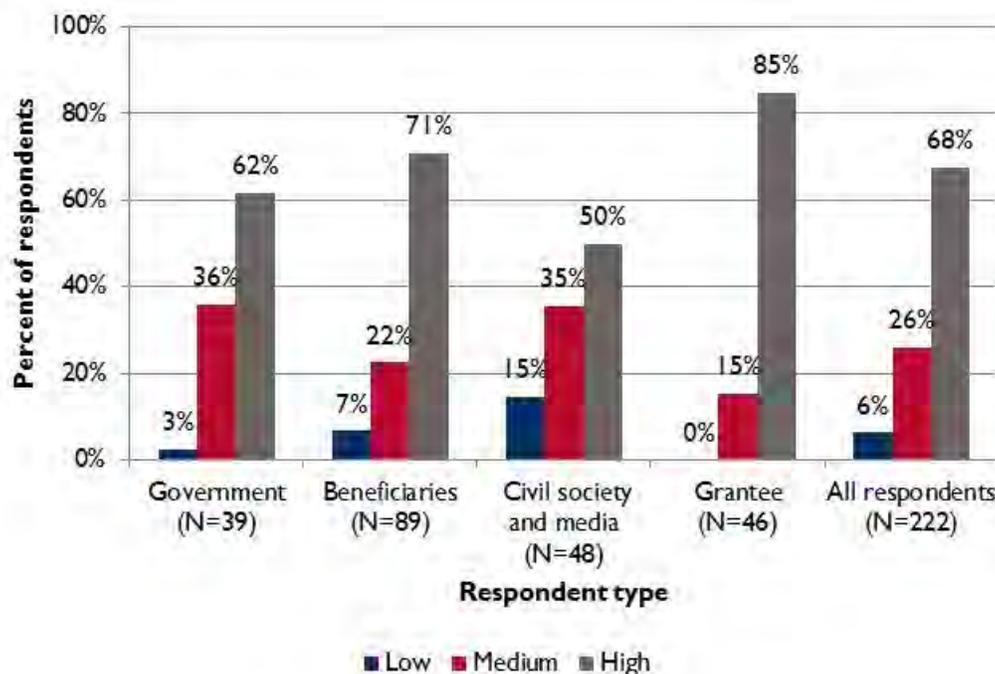
<sup>14</sup> Grantee: GEESE. Theme: Higher female voter turnout.

printed in English, which was difficult for some beneficiaries to understand. The grantee later printed the materials in literary Urdu, which was also very difficult for beneficiaries to understand.

### Citizen Participation in Grant Activities

The data collection instruments asked for respondents' perceptions of how involved citizens had been in grant-funded activities. Responses from the 222 (of 622) respondents who answered the question suggest that citizens were very involved in all types of grant activities, with the strongest involvement in public meetings with government departments, seminars, and public dialogues with civil society and media. Of 222 respondents, 68 percent described the level of citizen participation in grant activities as “high,” while only 6 percent described participation as “low” (Figure 9).<sup>15</sup>

**FIGURE 9: PERCEIVED LEVEL OF CITIZEN PARTICIPATION BY RESPONDENT TYPE**



Government and civil society/media respondents reported proportionally more “medium” and “low” citizen participation levels (39 percent and 50 percent, respectively) than beneficiaries or grantees (29 percent and 15 percent, respectively).<sup>16</sup> Respondents reported that citizens learned about their own rights and the role of the government as a result of participating in these activities. One beneficiary at a polling station in Baffa Khurd, Khyber Pakhtunkhwa (KP), emphasized his enthusiasm for participating in a female voter turnout activity in the following words: “No woman ever cast her vote in my family, but this time I will personally take my daughter and wife to the polling station to cast their votes.”<sup>17</sup>

<sup>15</sup> The levels of citizen participation reflect the evaluation team’s subjective interpretation of answers to the question about level of participation. The team defined the categories as follows:

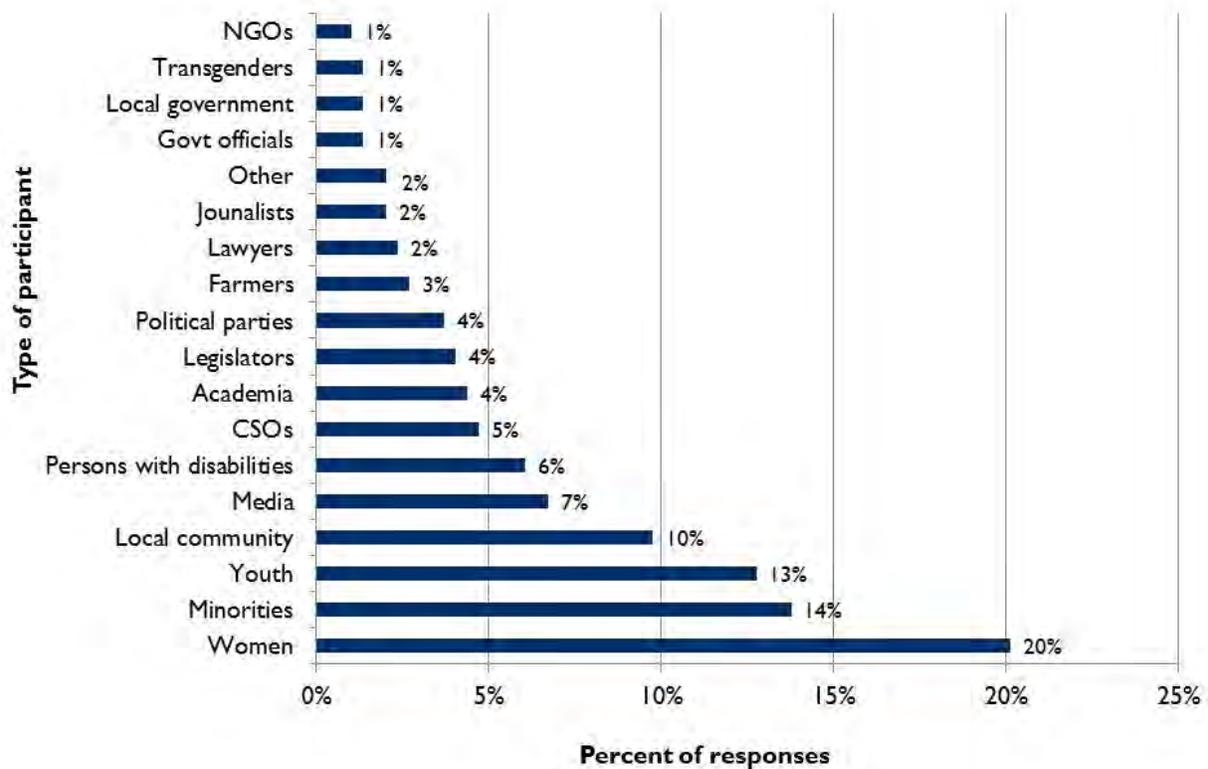
- High: All or most targeted citizens attend and actively participate in activities.
- Medium: Some targeted citizens attend and actively participate in activities.
- Low: Few targeted citizens attend and actively participate in activities.

<sup>16</sup> While the reasons for these proportionally high “medium” and “low” response rates are unclear, government and civil society/media respondents are not as actively engaged in the grant implementation process as beneficiaries and grantees. On the other hand, government and civil society/media may be more objective observers of citizen participation because of their indirect participation.

<sup>17</sup> Grantee: GESE. Theme: Higher female voter turnout.

The data collection instruments for all types of respondents asked which types of groups participated in grant-funded activities. The data depicted in Figure 10 reflect the percentage of the 298 responses that mentioned each type of participant. Responses highlighted several disadvantaged groups among the most common types of participants in grant activities, including women (20 percent of responses), minorities (14 percent), and youth (13 percent).

**FIGURE 10: PARTICIPATION IN GRANT ACTIVITIES BY TYPE OF PARTICIPANT (N=298)**



Note: The figure represents the percentage of responses, not the percentage of respondents, since the underlying question allowed multiple responses, and some of the data came from FGDs.

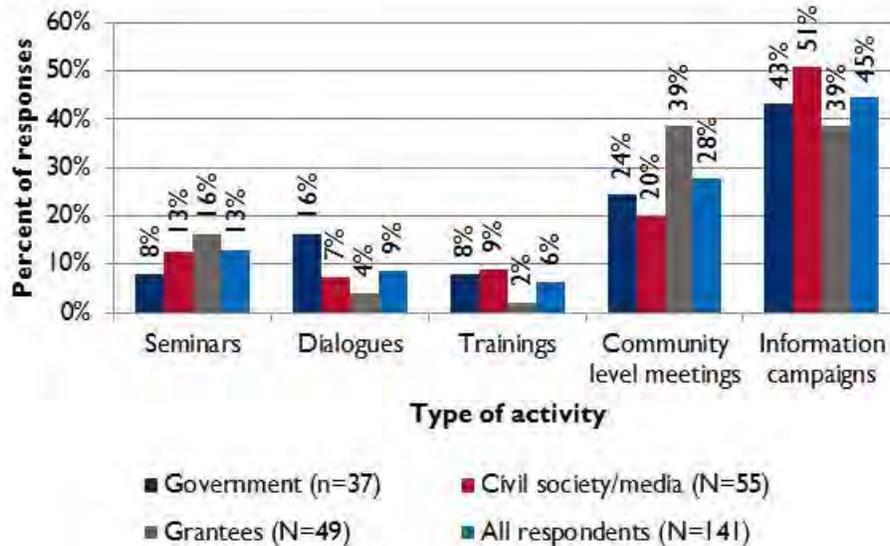
While a greater percentage of grantees than other respondent types engaged citizens through community-level meetings, the difference is not statistically significant. Similarly, differences in participation between men and women are not statistically significant.

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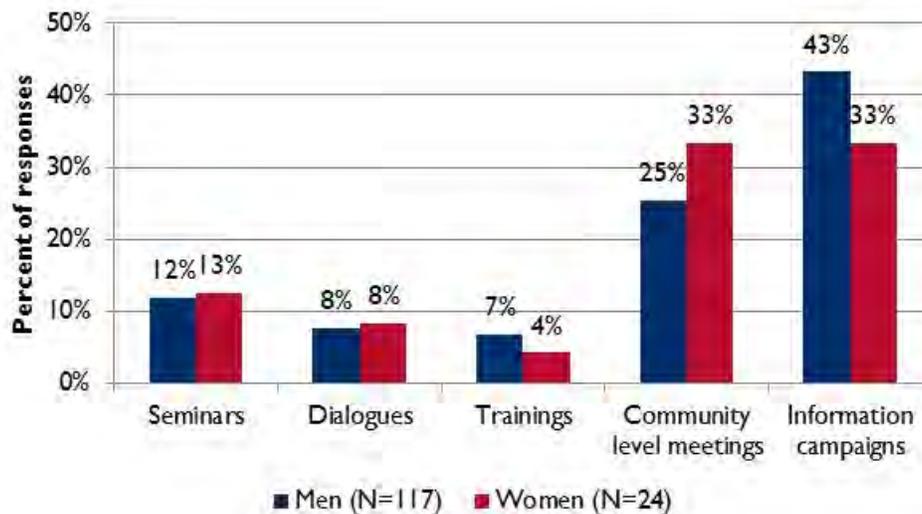
Figure 11 and 12 illustrate citizen participation in various types of grant-funded activities. The non-beneficiary instruments asked respondents for the types of activities in which citizens participated. Seventy-three percent of the 141 respondents who answered the question reported that information campaigns and community-level meetings were the most effective activities for engaging citizens. These results corroborate earlier findings that information campaigns and community meetings were the most effective activities for raising awareness, demonstrating a strong overall preference (regardless of respondent sex) for activities that both inform and mobilize the citizenry. While a greater percentage of

grantees than other respondent types engaged citizens through community-level meetings, the difference is not statistically significant. Similarly, differences in participation between men and women are not statistically significant.

**FIGURE 11: CITIZEN PARTICIPATION BY RESPONDENT TYPE**



**FIGURE 12: CITIZEN PARTICIPATION BY SEX OF RESPONDENT**

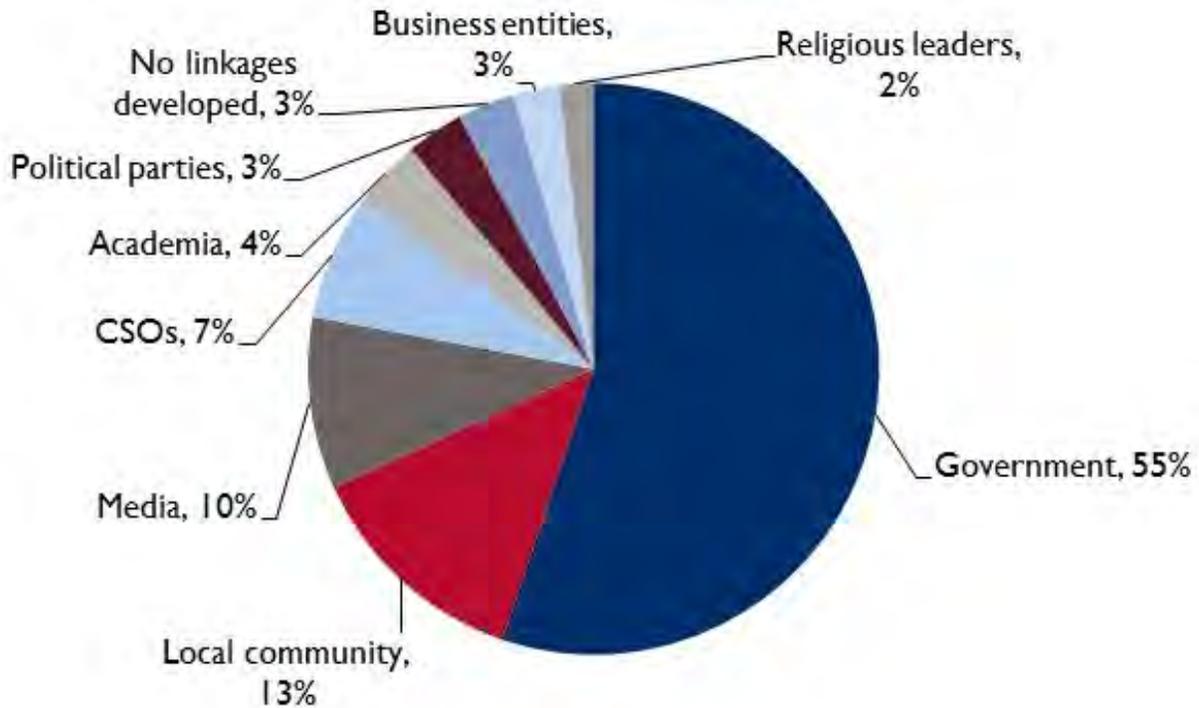


### Linkages to Other Stakeholders

The grantee and beneficiary instruments asked respondents which linkages to other stakeholders they found most effective in contributing to achieving grant objectives. The highest proportion (55 percent) of the 154 responses cited linkages formed with the government as the most effective, followed by

linkages with local communities (13 percent) and linkages with media organizations (10 percent) (Figure 13).

**FIGURE 13: MOST EFFECTIVE LINKAGES (GRANTEES AND BENEFICIARIES) (N=154)**



*Note: The figure represents the percentage of responses, not the percentage of respondents, since the underlying question allowed multiple responses, and some of the data came from FGDs.*

Disaggregated by respondent type, both beneficiaries and grantees identified linkages with the government as the single most effective linkage. Sixty-five percent of the 101 responses from beneficiaries and 36 percent of the 53 responses from grantees<sup>18</sup> cited government linkages as the most effective. While grantees and beneficiaries agreed on the primacy of government linkages, grantees placed significantly more emphasis than beneficiaries on the role of the media (21 percent of grantee responses relative to 4 percent of beneficiary responses).<sup>19</sup> For example, the grantee Water, Environment, and Sanitation Society (WESS) appreciated media linkages because the press “promoted our activities and provided media coverage of our activities and articles on legislative governance in the newspapers,” which helped WESS to improve local government transparency and accountability in KP.<sup>20</sup>

It is difficult to overstate the positive contribution of government linkages to accomplishing grant objectives. For example, an Aghaz grantee respondent said that because the government provided a list of villages surrounding election polling stations, the organization was able to analyze the reasons for low female voter turnout in Tando Muhammad Khan district in Sindh province.<sup>21</sup>

<sup>18</sup> Results reflect multiple response data, and a larger percentage of grantee respondents (36 percent) identified linkages with government as more effective than any other single linkage.

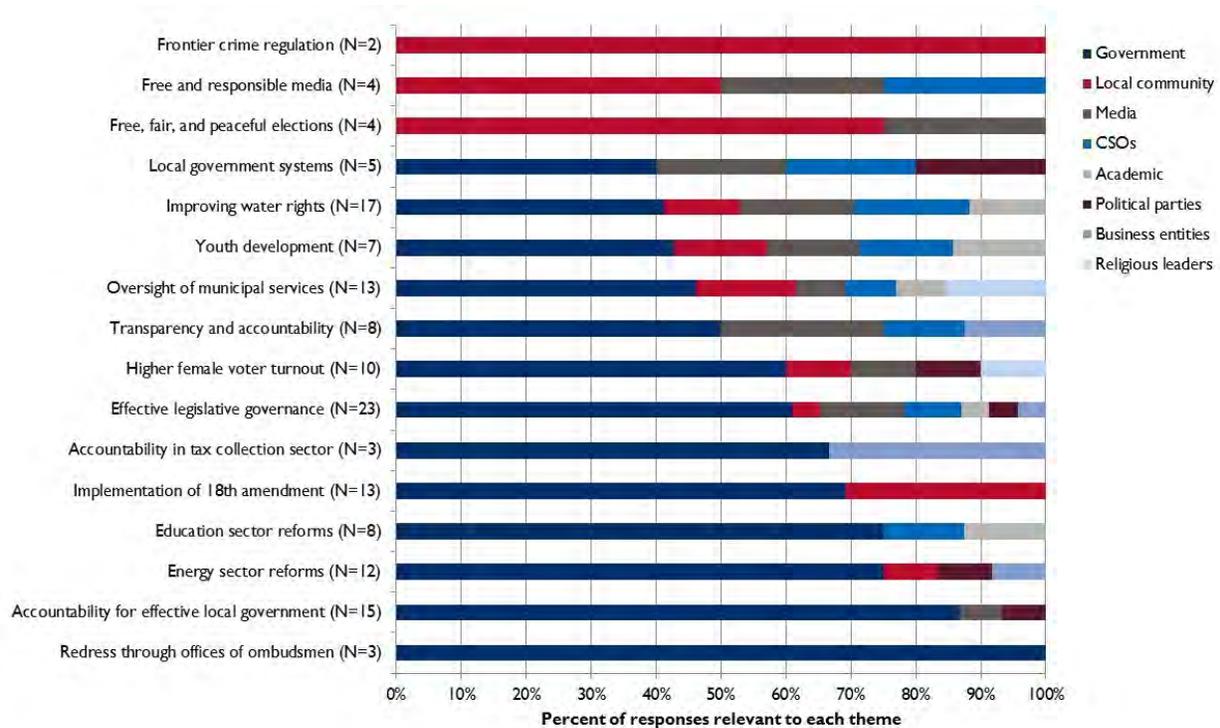
<sup>19</sup> The difference is statistically significant at the 0.01 level.

<sup>20</sup> Grantee: WESS. Theme: Effective legislation and accountability.

<sup>21</sup> Grantee: Aghaz. Theme: Higher female voter turnout.

The perceived effectiveness of government, local community, media, and other linkages varied across grant themes. Beneficiaries, grantees, and civil society/media respondents associated with grants under the redress through offices of ombudsmen, accountability for effective local government, energy sector reforms, and education sector reforms themes found linkages with government more effective than respondents from other themes. Although the number of observations is small, linkages with local communities featured prominently for the Frontier Crimes Regulation; free and responsible media; and free, fair, and peaceful elections themes. Figure 14 illustrates the percentage of responses associated with the grants under each theme that identified the various types of linkages as being most effective.<sup>22</sup>

**FIGURE 14: MOST EFFECTIVE LINKAGES BY THEME**



Note: The figure represents the percentage of responses, not the percentage of respondents, since the underlying question allowed multiple responses, and some of the data came from FGDs.

## Government Engagement in Grant-Funded Activities

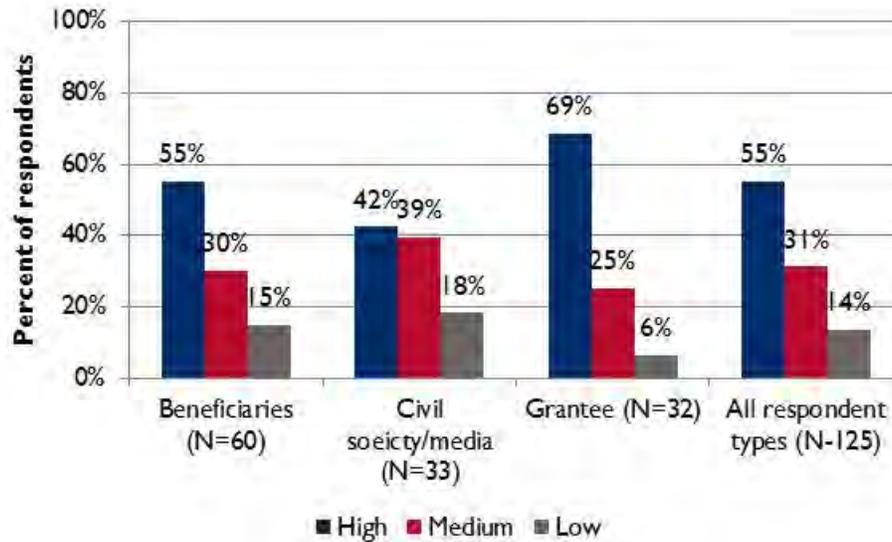
Ninety-two percent of the 125 grantee, civil society/media, and beneficiary respondents<sup>23</sup> who answered the question reported some level of government engagement in the grant activities with which they were associated. According to respondents, government engaged with citizens in many activities, including public forums with citizen activists and election awareness campaigns. When asked about the level of engagement, however, only 55 percent of respondents reported that the government had a “high” level of engagement, 31 percent reported a “medium” level of engagement, and 13 percent

<sup>22</sup> The number of observations on each theme were too small to identify statistically significant differences across themes.

<sup>23</sup> Beneficiary data reflects responses of individual beneficiaries. Data from grantees and civil society/media may reflect the response of an individual or of a small group. “Respondents” in the context of this analysis may therefore mean individuals or groups.

reported “low” engagement. Civil society and media respondents in particular perceived lower levels of government engagement than beneficiaries and grantees (Figure 15).<sup>24</sup>

**FIGURE 15: PERCEPTIONS OF THE LEVEL OF GOVERNMENT ENGAGEMENT BY RESPONDENT TYPE**



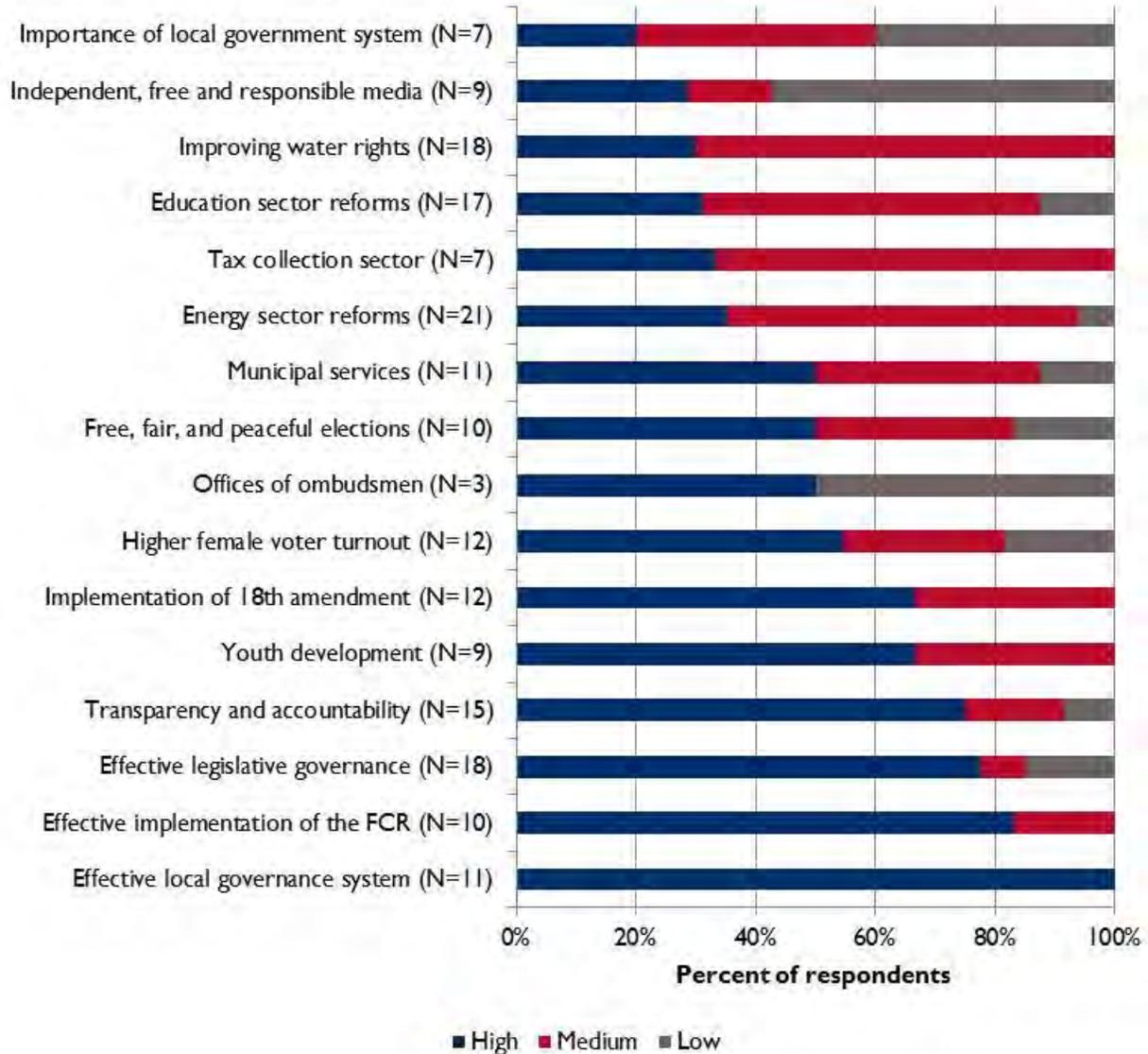
While the government nearly always supported grant activities to some degree, it did not engage evenly across thematic areas (Figure 16). The government engaged most extensively with the following six themes, only one of which (i.e., effective legislative governance) is a USAID priority theme:

- Effective local governance systems,
- Effective implementation of FCR,
- Effective legislative governance,
- Transparency and accountability, and
- Youth development.

<sup>24</sup> The evaluation team subjectively assessed levels of government engagement as follows:

- High: Government mostly responds to grantee requests, is accessible to citizens, and furthers grantee objectives.
- Medium: Government listens to grantee concerns and sometimes furthers grantee objectives.
- Low: Government sometimes listens to grantee concerns but rarely furthers grantee objectives.

**FIGURE 16: PERCEIVED LEVEL OF GOVERNMENT ENGAGEMENT BY THEME**



A representative from Strengthening Participatory Organization (SPO), a grantee organization in Azad Jammu and Kashmir (AJK), noted positive engagement from the highest levels of the provincial government: “We have been successful in getting our voice heard by the Prime Minister of AJK. Our concerns and issues are being heard.”<sup>25</sup> Despite strong government engagement in many thematic areas, respondents perceived low to medium government engagement in the other four USAID priority themes, improving water rights, tax collection, energy sector reforms, and education sector reforms.

### Grant Contributions to Policy Change

Most grants (30 of 40) did not have policy change among their objectives. Of the 10 grants that specified a policy change or development objective, 4 (40 percent) achieved their objectives, according to grantee

<sup>25</sup> Grantee: SPO. Theme: Energy reforms.

respondents. The policy-focused grants describe a broad range of policy objectives, and while some grant activities achieved specific reforms, others only moved the needle on policy discussions. Policy changes were generally limited in scope, with most contributions taking the form of drafting policies and recommendations, charters of demand, or action plans delivered to government officials. For example, a Right to Information (RTI) commission representative with the Hamdam Development Organization (HDO) brought attention to local and national governance problems in KP:

*“[A] public hearing with [Members of the Provincial Assembly] MPA and [Members of the National Assembly] MNA led to a Charter of Demand which documented issues and demands of citizens and a copy was handed over to MPA....The minorities’ issues were raised by their Minister in the Assembly and they have gone to court.”<sup>26</sup>*

Strong advocacy helped other grantees achieve more concrete policy objectives. For example, CARD’s amendment was proposed in the Balochistan 2012 Industrial Relations Ordinance to define fishermen as workmen.<sup>27</sup> In another case, GINI grantees said they successfully lobbied to change the tax law (Section 40-B of the Sales Tax Act of 1990) to reduce government monitoring of businesses suspected of reducing production to avoid tax payments.<sup>28</sup>

## Beneficiary Level Results

Two-thirds of beneficiaries (67 percent) reported that government had improved its responsiveness to citizens’ needs (Figure 17). Responses ranged from increased citizen awareness to changes in how the government operates. For example, an Aghaz grantee beneficiary and member of the District Vigilance Committee (DVC) in Tando Muhammad Khan district noted an “increase in female voter turnout in 46 polling stations in the election of 2013 as compared to the election of 2008 and an increase of 30 to 40 percent in female voter turnout in targeted polling stations.”<sup>29</sup>

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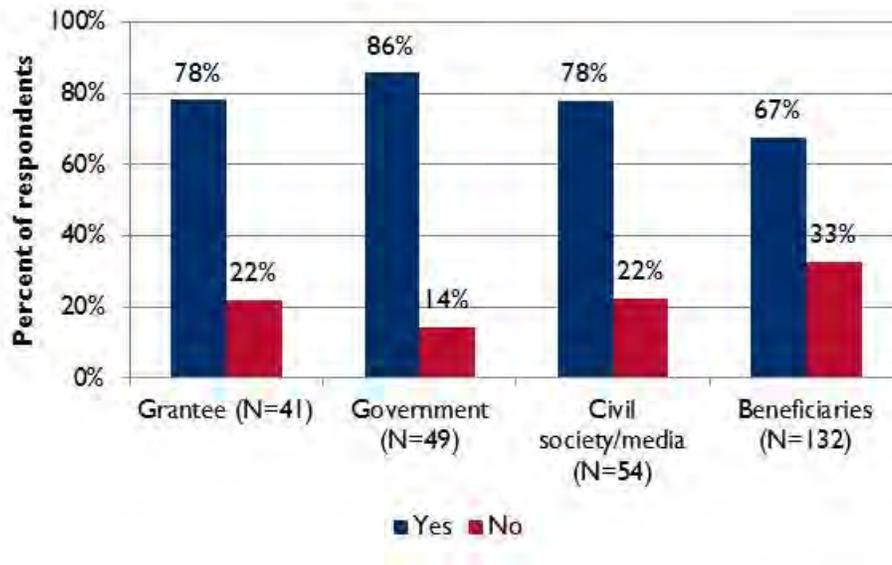
<sup>26</sup> Grantee: HDO. Theme: Effective legislative governance.

<sup>27</sup> The ordinance was passed on February 22, 2011. Fishermen likely fit the following definition of workmen: a “person not falling within the definition of employer who is employed (including employment as a supervisor or as an apprentice) in an establishment or industry for hire or reward either directly or through a contractor whether the terms of employment express or implied, and, for the purpose of any proceedings under this Act in relation to an industrial dispute includes a person who has been dismissed, discharged, retrenched, laid-off or otherwise removed from employment in connection with or as a consequence of that dispute or whose dismissal, discharge, retrenchment, lay-off, or removal has led to that dispute but does not include any person who is employed mainly in managerial or administrative capacity.” Balochistan Industrial Relations Act, 2010, p. 6.

<sup>28</sup> The evaluation team cannot confirm that the GINI advocacy effort directly influenced reforms to the Sales Tax Act of 1990.

<sup>29</sup> Grantee: Aghaz. Theme: Higher female voter turnout.

**FIGURE 17: CHANGE IN GOVERNMENT'S RESPONSE TO CITIZENS' NEEDS**



In addition, 74 percent of respondents believed the government had improved its openness to citizens as a result of grant activities, including an improvement in government responsiveness to citizen needs at the district level. Government seemed most responsive when grantees advocated for specific reforms, such as the 18<sup>th</sup> Amendment, Article 25, and the Citizens' Charter of Demands.

In some instances, citizens' knowledge of their own rights and the role of the government contributed to improved government responsiveness. For example, one female beneficiary with grantee Association for Behavior and Knowledge Transformation (ABKT) in Peshawar (KP) said that her organization formed committees to improve government services:

*"[W]e have experienced changes in their [the Tehsil Municipal Administration's (TMA)] performance to some extent... they were not regular in collecting waste from the bazaars before the project. But after formation of our committees, they perform their duties well and collect garbage on regular basis."<sup>30</sup>*

<sup>30</sup> Grantee: ABKT. Theme: Oversight of municipal services.

## Findings for Evaluation Question 2: Sustainability<sup>31</sup>

**Evaluation Question #2: To what extent will the outputs and outcomes of the grants' interventions sustain (both financially and in terms of human capacity) beyond the life of the grant?**

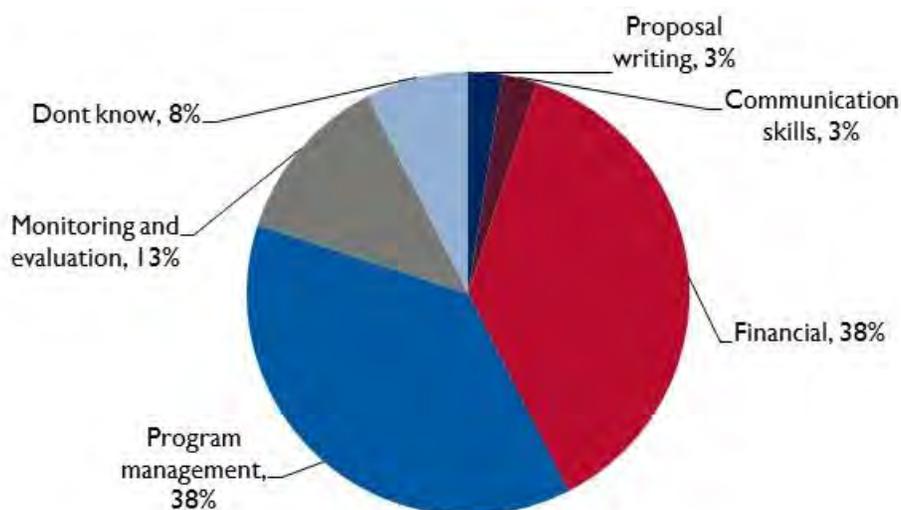
### Grantee Capacity Building

Eighty-seven percent of the 40 grantees interviewed felt that project-supported capacity-building trainings were relevant to their organization's needs and had improved their organization's capacity and strengthened their administrative and functional systems. Specifically, grantees said CVP built their capacity in the following ways:

1. Improved understanding of grant activity proposal writing, documentation, and reporting;
2. Strengthened financial, human resources, procurement, and general administrative skills; and
3. Improved program management, communications, monitoring and evaluation (M&E), and management information systems (MIS) skills.

Respondents found training in the areas of finance, program management, and M&E particularly beneficial (Figure 18). Thirty-eight percent of respondents said that program management training was the most useful, 37 percent identified financial training, and 13 percent M&E.<sup>32</sup>

**FIGURE 18: MOST USEFUL TRAININGS (PERCENT OF RESPONDENTS)**



The following quote from a representative of grantee Development, Environmental, Legal Aid, Technical Support and Advocacy Associates (DELTA) demonstrates that CVP's technical and management

<sup>31</sup> USAID defines sustainability as "the capacity of a host country entity to achieve long-term success and stability and to serve its clients and consumers without interruption and without reducing the quality of services after external assistance ends" (USAID Website February 2016). In the context of this report, the evaluation team uses the same definition but replaces "host country entity" with "grantee organization." In addition, the evaluation team directly answers the second evaluation question, which ties grant sustainability to future outputs and outcomes (results).

<sup>32</sup> Grantee responses mostly referred to the mandatory operational and technical trainings, with some mention of other unspecified trainings. Therefore, the findings are limited to the mandatory trainings and cannot be generalized to include the needs-based trainings unless specifically stated.

capacity-building activities helped some grantees win other grant funds and apply acquired skills to new grant activities.

*“As an organization, DELTA was greatly helped by the CVP grant and it helped us win another UNDP grant as well as one from the Australian Commission. We are now a registered taxpayer. We learned from CVP on documentation requirements. There were many things we were weak at, such as proper procurement systems, and the CVP team taught us about a lot of these things.”<sup>33</sup>*

Anecdotal evidence also suggests that the timing of training and poor communication between TDEA staff and grantees caused some dissatisfaction. Respondents from one grantee, AWAZ, shared that they received PMP training only a month before the project was closing, and they were required to complete the project PMP during the training. Grantees such as WESS, Yar Muhammad Samejo Educational Society (YMSESDO), and Change Thru Empowerment noted that trainings should have been provided at the start of the project, but did not mention which trainings. Another grantee, DELTA, complained that TDEA had not shared the training schedule, and the sudden onset of training increased the management burden for the grantee, as it had to send nominations very quickly.

Six of 40 grantees (15 percent) recommended that TDEA could improve trainings in the future by increasing the frequency of the trainings, with some grantees specifying that financial management, human resources, procurement, information technology, MIS, and M&E trainings, in particular, should be given more frequently.

### **Grant Contribution to Grantee Mission**

Fifteen of the 40 grantee organizations interviewed (37 percent) said that the CVP grant helped them achieve their organizational mission. For example, grantee Society for Human Empowerment and Rural Development (SHER) achieved its mission to “improve the quality of life and governance” in the education sector by improving the quality of education in its target schools in Khushab district.<sup>34</sup> Similarly, grantee Pak Women achieved its mission to improve “good governance and human rights” through the grant’s focus on increasing the political participation of marginalized women and by “providing access to information, which improved their engagement with the MPAs [Members of the Provincial Assembly], strengthening their political development and rights.”<sup>35</sup>

### **Sustainability of Grant Results**

TDEA required each grantee to write a sustainability plan to submit with its grant application. Examples of grantees’ strategies to improve the chances of sustainability include building strong linkages with grant stakeholders, conducting awareness campaigns, and nurturing supportive community networks. Only 3 of the 40 grantees the team interviewed said that they never intended the results of their grant activities to be sustainable. For example, representatives of the grantee GESE said that grant activities had exclusively focused on an upcoming election and results were not expected to sustain beyond that date.<sup>36</sup>

The 37 grantees that expected their grant activities to be sustainable cited active community networks, an aware and empowered citizenry, continued engagement with grant stakeholders (such as media, civil

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<sup>33</sup> Grantee: DELTA. Theme: Transparency and accountability.

<sup>34</sup> Grantee: SHER. Theme: Education sector reforms.

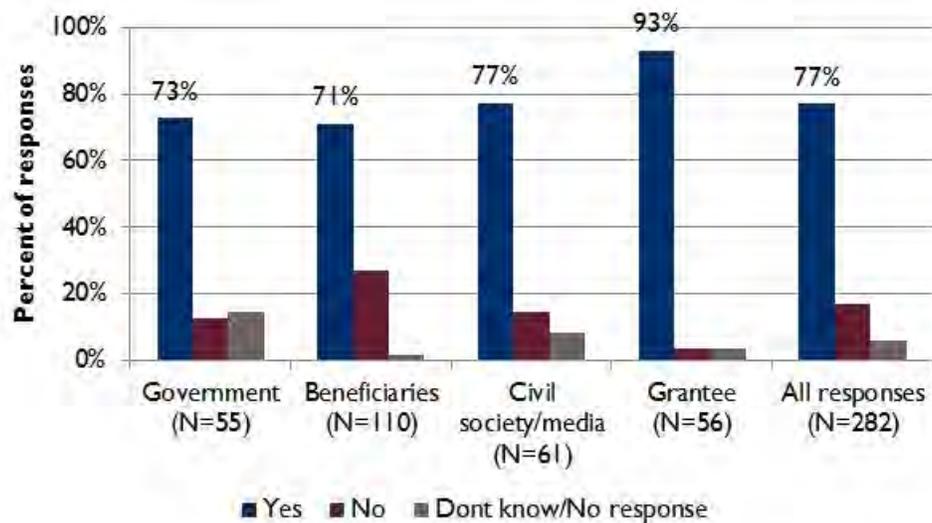
<sup>35</sup> Grantee: Pak Women. Theme: Effective legislative governance.

<sup>36</sup> Grantee: GESE. Theme: Higher female voter turnout.

society, or government agencies), and individual beneficiary efforts as reasons for sustainability after grant closure.

Of 282 responses from representatives of government, beneficiaries, civil society/media, and grantees, 217 (77 percent) reported that results from grant activities continued even after the grant ended (Figure 19).

**FIGURE 19: REPORTED SUSTAINABILITY OF GRANT RESULTS**



Respondents provided a number of examples of why results are sustainable. For example, one believed that awareness of citizen rights would help to sustain grant results because knowledge can empower individuals to be agents of change in their communities. A beneficiary of grantee HDO said that because the community understands its rights, people now request birth certificates and petition the government to address agricultural issues.<sup>37</sup> The grantee Network for Consumer Protection sustained its activities with additional funding from Oxfam International:

*“As a result of their citizen level approach to taxes, Oxfam took over the activities once the grant ended. They also got one year of additional funding from Oxfam to continue working the taxpayer/citizen level. Oxfam built upon their work through the linkages with the people trained in the Network and the knowledge of the Network.”<sup>38</sup>*

Strong linkages to stakeholders also contributed to sustainability. For example, after the grant to Pak Women ended, the Khyber Pakhtunkhwa Finance Department Civil Secretariat conducted “pre-budget consultations with its own resources” and found ways “to reduce the blocked funds in the KP development budget.”<sup>39</sup>

The 17 percent of responses suggesting that results were unsustainable included reasons such as lack of funding to continue activities, weak informal community networks, frequent government transfers that disrupted interpersonal relationships, and a lack of government investment in project success. For

<sup>37</sup> Grantee: HDO. Theme: Effective legislative governance.

<sup>38</sup> Grantee: Network for Consumer Protection. Theme: Tax collection.

<sup>39</sup> Government interview: Finance Department, KP.

example, a beneficiary of Development Resource Solutions (DRS) grant activities in Balochistan Province said that the lack of funds and a weak community network made results unsustainable:

*“Networks formed during the project duration were not functional anymore. Networks were independent and formed by volunteers. We never had funds so this has big constraints...it’s [the network] not as active as it should be.”<sup>40</sup>*

A majority of civil society and media organizations (64 percent) reported continuing their engagement with grantees through other projects that continued CVP’s work of building linkages between communities and the government. Civil society and media organizations that discontinued their engagement with grantees cited as a rationale the fact that individual grant activities had ended.

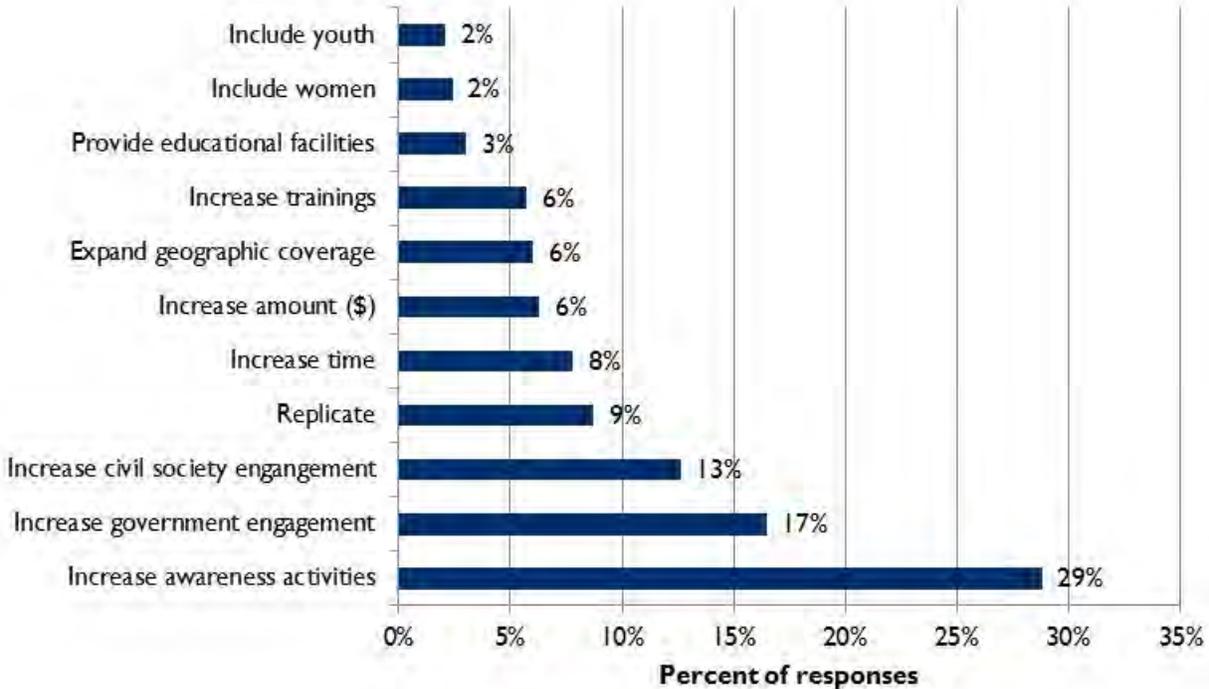
## **Enhancing Results**

As depicted in Figure 20, grantees, beneficiaries, and civil society/media respondents believed that awareness activities and government and civil society engagement were the most important considerations for improving the performance of future grant activities. Suggested awareness activity improvements included refresher trainings, expanding media coverage of awareness issues, and the use of innovative communication methods such as theatrical productions. To increase government engagement in the future, respondents wanted to see improvements in government communication, including improved district office responsiveness, more frequent community visits, and increased access to higher levels of government. Suggestions for improving civil society participation included holding more regular community meetings, inviting district pressure groups (DPGs) to observe parliamentary proceedings, and involving village counselors in awareness campaigns.

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<sup>40</sup> Grantee: DRS. Theme: Transparency and accountability.

**FIGURE 20: WHAT RESPONDENTS WOULD DO DIFFERENTLY**



### Findings for Evaluation Question 3: Grants Under Contract

**Evaluation Question #3: In what ways (both positive and negative) has the Grants Under Contract (GUC) model affected the implementation of interventions and their alignment with the stated objectives of the project?**

Implementation of CVP relied on two grant mechanisms: the GUC contractual grant framework between USAID and TDEA and the Fixed Amount Award (FAA) grant funds disbursement system between TDEA and grantees. The answer to this question addresses and examines the relationship between USAID and TDEA and also TDEA’s management of the grant process for grantees.

#### The GUC-FAA Mechanism

TDEA’s contract with USAID authorized it to award GUCs to local organizations, and it used the FAA mechanism to make these awards. USAID’s “Fixed Amount Awards to Non-Governmental Organizations: An Additional Help Document for ADS Chapter 303” outlines why FAAs are a useful grant mechanism for inexperienced organizations (such as TDEA at the outset of CVP):

*“[W]hen awarding to a non-U.S. NGO with little or no experience in receiving and implementing [U.S. Government] USG grants, a fixed amount award can provide a manageable vehicle for both USAID and the recipient and assist in building institutional capacity as the recipient completes the grant activities. During the period of a fixed amount award, these NGOs, including local and community organizations, have the opportunity to strengthen and improve their internal procedures, systems, and policies. By doing so, they can then*

*improve their ability to access and manage resources from USAID or other donors.”<sup>41</sup>*

The GUC-FAA mechanism is generally a better implementation choice than in-kind grants (i.e., goods and services procured directly by the grantor rather than the grantee) for grantors with limited administrative capacity. “In-kind grants involve a much larger administrative burden [for TDEA],” according to MSI’s Contracts Manager, Pushmeet Bhatia.<sup>42</sup> With in-kind grant models, grantors must have large procurement, oversight, and logistics teams to ensure that supplies are competitively purchased and efficiently distributed. TDEA did not have the budget or the manpower to successfully execute an in-kind grant model.

By tying payments to completion of predetermined milestones, the GUC-FAA model also gave TDEA the ability to “push the implementing partners” to achieve objectives.<sup>43</sup> Without the burden of procuring supplies and managing a large number of administrative staff, TDEA could instead focus on technical grant management, capacity building, and potentially improving the quality of milestone deliverables. The overall positive programmatic data gathered over the course of this evaluation suggests that the GUC-FAA model was effective in the context of achieving program objectives but does not support conclusions about effectiveness relative to alternative models.

The GUC-FAA mechanisms were beneficial to USAID because they provided the flexibility to support diverse grant awards to small organizations while also giving USAID strong approval and oversight powers<sup>44</sup> to manage a “high-risk” organization such as TDEA.<sup>45</sup> Under this arrangement, the Mission worked alongside TDEA to jointly develop thematic areas, participate in the grant approval process, and build the grant management capacity of the TDEA team.

### **USAID and TDEA Perceptions of GUC-FAA**

TDEA and USAID had quite different perceptions of the advantages and disadvantages of the GUC model. In general, TDEA managers believed the model allowed USAID an excessive oversight role that sometimes caused delays in approvals with subsequent delays in project activities. USAID staff, on the other hand, appreciated the flexibility of the GUC model and the hands-on management role it gave the Agency. Table 5 summarizes the opinions of TDEA and USAID staff on the grant mechanism.

**TABLE 5: PERCEPTIONS OF THE GUC GRANT MECHANISM<sup>46</sup>**

<b>Perception</b>	<b>USAID</b>	<b>TDEA</b>
Slow grant approval processes	Yes	Yes
Funding delays (to TDEA and to grants)	Yes (outside their control)	Yes
TDEA deserves greater decision-making authority	No	Yes
Too much control from USAID	No	Yes

<sup>41</sup> USAID. (December 24, 2014). *Fixed Amount Awards to Non-Governmental Organizations: An Additional Help Document for ADS Chapter 303*, pp. 2-3.

<sup>42</sup> P. Bhatia, MSI Contracts Manager, personal communication, April 27, 2016.

<sup>43</sup> TDEA staff member, personal communication.

<sup>44</sup> Interviews with USAID/Pakistan personnel.

<sup>45</sup> At the project’s inception, TDEA had numerous “moderate to high risk” categories of operation as determined by USAID/Pakistan’s Office of Financial Management.

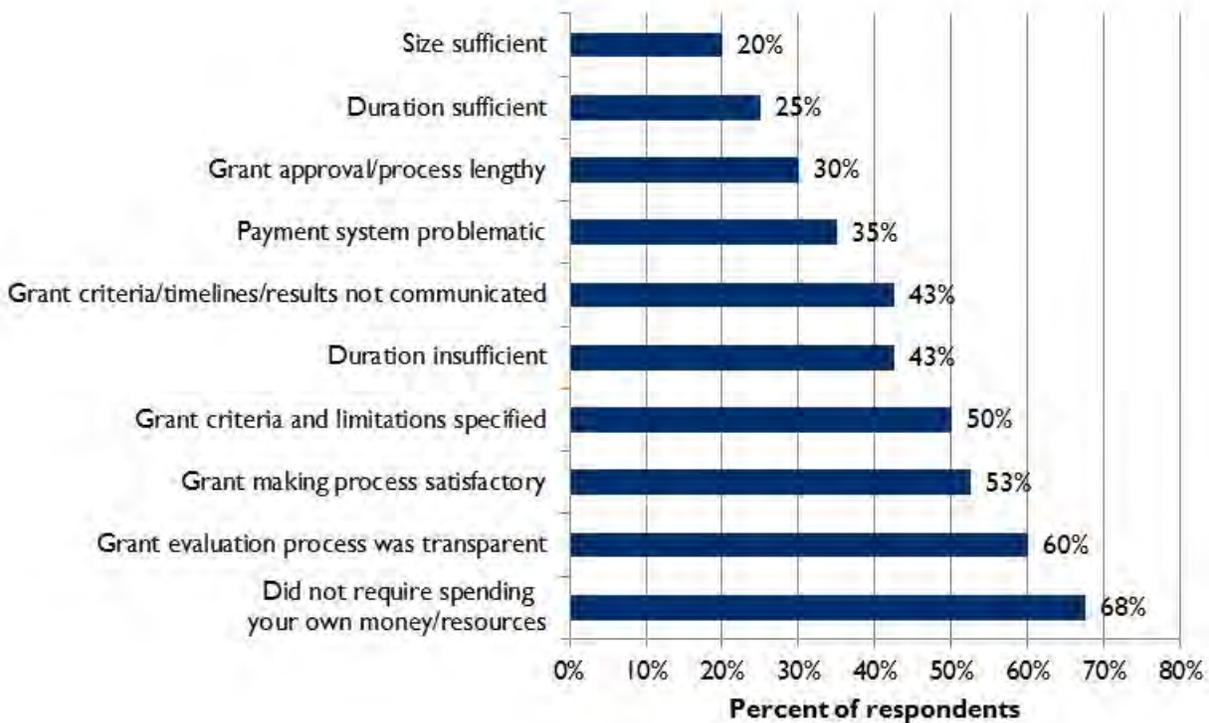
<sup>46</sup> The table summarizes data from interviews with TDEA and USAID staff.

USAID and TDEA personnel the evaluation team interviewed both recognized that funding and grant approval delays have a negative ripple effect throughout the project lifecycle—the longer and more frequent the delays, the more likely that grantee deliverables and milestones are delayed as well. It is clear, however, that TDEA prefers less USAID oversight (especially relating to approvals) to reduce these delays, while USAID believes that more hands-on, full-time management can help address the delays.

### Grant-Making Process

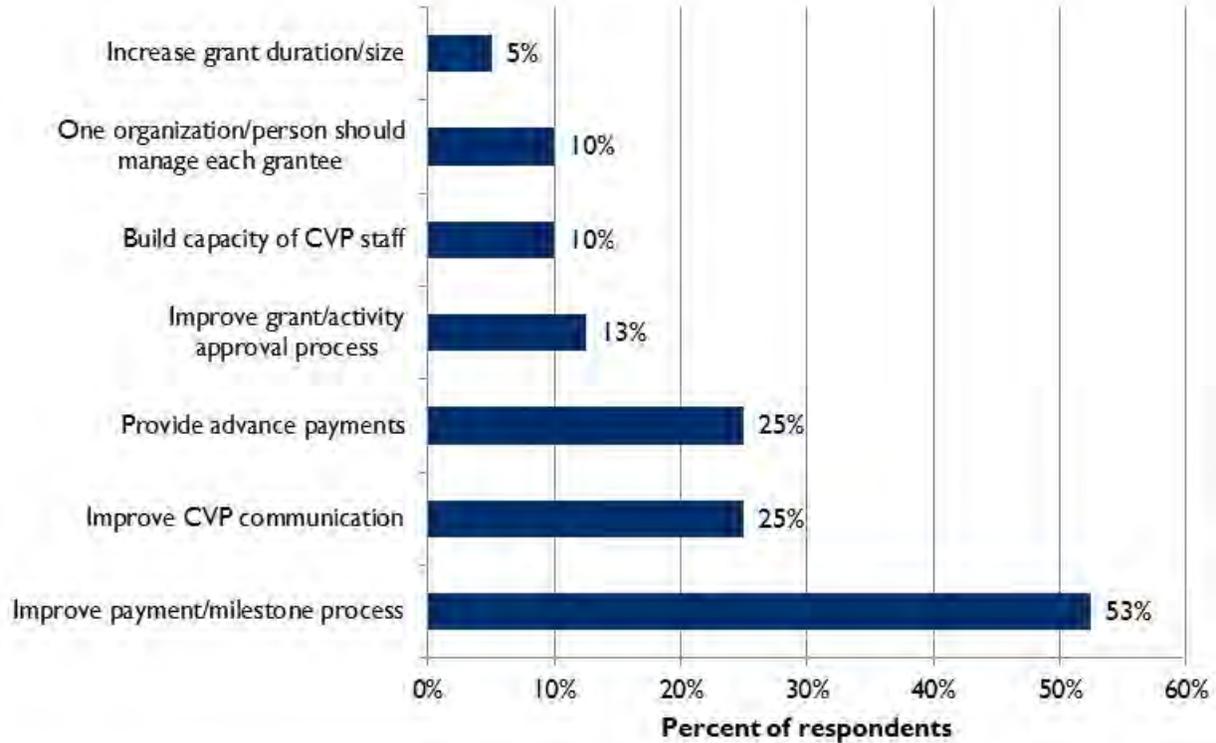
When asked about their experience with the grant process, more grantees mentioned positive than negative experiences, but the evidence is quite mixed. Sixty percent of the 40 grantees interviewed said the grant evaluation process was transparent, 53 percent said the grant making process was satisfactory, and 50 percent appreciated the specificity of grant criteria and limitations (Figure 21). Sizable minorities, however, cited problems with various aspects of the grant-making process. Sixty-eight percent appreciated that they could pursue grant activities without spending their own money.

**FIGURE 21: GRANTEES’ EXPERIENCE WITH THE GRANT-MAKING PROCESS**



When asked specifically about the areas of the grant process that could be improved, respondents mainly expressed concerns about the payment/milestone process and poor communication with TDEA. Figure 22 illustrates the most common complaints and recommendations respondents mentioned regarding GUC-FAA processes.

**FIGURE 22: MAIN GUC IMPROVEMENT AREAS**



Thirty-seven percent (21 of 56) of the grantee respondents expressed frustrations over TDEA’s lack of communication and seemingly arbitrary acceptance or rejection of grant applications. Communication failures were systemic throughout the grant process, from the application’s inception to the final milestone payment. Limited internal TDEA staff capabilities contributed directly to delays in reviews and approvals.

Grantees working in 10 of the 16 thematic areas reported communication problems, but no single theme emerged as particularly problematic. Half of the 10 grantees that experienced communication issues were in the Khyber Pakhtunkhwa (KP) province, with the rest divided across Punjab, Balochistan, and the Federally Administered Tribal Areas (FATA). A statistical test of differences between proportions found that grantees in KP were significantly more likely to report communication problems than grantees in the other districts combined.<sup>47</sup> There was no strong link between CVP communication problems and the grant cycle. Cycle 3 stood out with the largest number of problems: 4 of the 10 grantees reporting problems were from Cycle 3, while 2 belonged to Cycle 4, and 4 were divided among Cycles 1, 2, 5, and 6. The differences among cycles were not statistically significant. Refer to Annex 9 for more detail.

Examples of communication problems grantees mentioned included little timely feedback on submitted reports and the long time it took TDEA to respond to email queries. Other examples included a lack of

<sup>47</sup> The Z score for the difference between proportions was 2.16, which indicates a significant result at the 0.05 confidence level.

clarity on non-allowable expenses outside the project scopes of work and how to handle situations where actual participants in the activities were fewer than planned.<sup>48</sup>

Thirty-five percent of grantees interviewed complained about a problematic payment process, including a lack of timely milestone payments.<sup>49</sup> While CVP used the Grant Management Information System (GMIS) to review activity documentation, track milestone completion, and approve milestone payments, a lack of GMIS capacity among grantees contributed to payment delays. For example, one grantee from KP expressed frustration about milestone payment delays:

*“We had to do extensions at their [CVP] request. We didn’t want extensions and they forced us to take several extensions even though we were done and not yet paid. We had to apply for the extension after the fact, at the request of CVP, just to get paid for work that was already over. Our experience was so cumbersome that we would not apply for another grant.”*<sup>50</sup>

The most common reasons grantees provided for milestone payment delays included:

- Lack of grantee capacity to use GMIS,
- Miscommunication between CVP and the grantee,
- Grantee performance delays,
- Grantee staff changes,
- Inadequate documentation of completed activities,
- Excessive number of milestones requiring onerous documentation, and
- Payments incorrectly tied to completion of activities other than specified milestones.

Twenty of the 40 grantees cited payment problems as a main area for GUC improvement. Grantees cited payment problems in 13 of the 16 thematic areas, with the most cases occurring in the effective legislative governance theme (4 of the 20 grants). These 20 grants were implemented in KP, Punjab, Sindh, Balochistan, and AJK provinces, with the highest number of grants falling in KP (6 of 20). Most of the 20 grants were disbursed in the earlier grant cycles (1- 4), with the largest number belonging to Cycle 2 (6 of 20), followed by Cycle 3 (5 of 20). One grant was disbursed in Cycle 5, and one in Cycle 6. There were no statistically significant differences across themes, provinces, or grant cycles. Refer to Annex 10 for more detail.

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<sup>48</sup> These two examples were shared by grantees DELTA and NEEDS.

<sup>49</sup> A milestone-based payment system relies on completion of activity milestones (such as activity completed or documentation submitted). If milestones are not completed, grantees cannot receive payment. This payment mechanism can function smoothly when grantee milestone information submission, review, and approval are efficient and timely. Unfortunately, reviews and approvals were frequently delayed, resulting in delayed payments for milestone completion.

<sup>50</sup> Grantee: Individual Land Trust. Theme: Independent, free, and responsible media.

## CONCLUSIONS

CVP's activities were highly relevant for all stakeholders, including the government. Male and female beneficiaries had similarly positive views on every aspect of the program. The government is clearly the most useful linkage to achieve project objectives and especially important for those grants seeking policy change. CVP effectively supported grant activities targeting disadvantaged groups and conducted trainings that improved grantees' chances of sustaining results after activities ceased. CVP communication lapses undergird nearly all of the problems with grant selection delays, complaints concerning arbitrary deadlines in the grantee selection, and milestone payment processes delays.

***CVP programming was highly relevant to grantees, beneficiaries, and the government.*** Grantees enhanced relevance by combining their own local knowledge with input from the local population when selecting activities. Most grants considered both CVP objectives and government priorities in the activity design phase.

***The government is a useful partner for achieving grantee objectives.*** Grantees leveraged positive relationships with government to reduce red tape, enforce existing regulations, or even introduce new reforms into the legislative body.<sup>51</sup> While informal linkages were useful, formalized (with MOUs or other written agreements) connections were the most effective for accomplishing grant objectives.

In addition, beneficiaries believed that the government responded positively to their needs as a result of grant activities. Government involvement in grant activities was high, even though it could have been higher in some USAID priority areas (e.g., improving water rights and tax collection). While the reasons for government's perceived lack of involvement in these areas are unclear, beneficiaries profited when the government participated in grant activities.

***CVP was prudent to select grantees that focused on bringing together disadvantaged populations through information campaigns, community-level meetings, and other awareness activities.*** CVP awarded many grants to organizations that included provisions for addressing the problems of disadvantaged groups such as women, youth, and minorities. CVP encouraged the participation of disadvantaged groups from the beginning of Cycle I in the grant application process. All successful applications included a plan for addressing the needs of underprivileged groups. In addition, these grantees used information campaigns and community-level meetings to effectively advocate for various causes. CVP commendably emphasized these causes throughout the grant application process and empowered grantees through awareness activities.

***CVP encouraged sustainability throughout the grant process, from grant selection through closedown.*** CVP required grantees to design a plan for project sustainability as a part of the RFA submission. Selected grantees received capacity-building trainings that improved internal operations and project management skills, although some trainings could have taken place even earlier in the grant startup phase. By encouraging sustainability from the grant's inception, CVP taught grantees to create durable linkages and look for additional grant opportunities after CVP ended.

***The GUC-FAA model is a useful mechanism for implementing CVP grant activities despite operational challenges.*** While other grant mechanisms (such as in-kind grants) are available to USAID, the GUC-FAA model is the most practical for a small-grants program such as CVP. Given TDEA's

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<sup>51</sup> Each grantee addresses 1 of 16 thematic areas, all of which entail advocating for change or reforming some aspect of the established laws. By their very nature, the established laws are enforced (or not, in some cases) by the government. Improved linkages with the government, therefore, help grantees build the political capital necessary to change established laws.

relatively small size, the organization does not have the staff or in-house expertise necessary to implement activities across the country, nor does it have the administrative capacity to provide in-kind grants to awardees. GUC-FAA is also a strong mechanism for supporting “high-risk” organizations such as TDEA. FAAs are practical for CVP because they provide financial resources to organizations best suited to accomplish CVP objectives with minimal cost and administrative burden. The implementing partner and USAID can address emerging operational challenges with minimal disruption to the grant process.

**USAID grant approvals require a substantial amount of time, resulting in delays to grant awards. However, USAID can both actively manage TDEA and reduce approval delays.** USAID grant management and TDEA grant award delivery are not zero-sum in the sense that additional USAID management and oversight must lead to further delays in grantee awards. Both USAID’s need for additional management and TDEA’s desire to reduce delays can be accommodated by allowing USAID to manage aspects of the TDEA grant selection process while reducing and possibly eliminating USAID approvals for grant awards.

**The CVP grantee payments system is not working for grantees and reduces grantee trust in CVP staff and processes.** The grantee payments system was problematic because 1) TDEA lacked the liquidity necessary to select grantee awards in a timely manner, 2) TDEA could not process milestone payments quickly enough, and 3) grantees lacked experience with GMIS processes. These significant challenges reduce the effectiveness of grantee organizations and discourage successful grantee organizations from applying for additional CVP funding.

**Communication problems cause significant negative ripple effects across the grant lifecycle.** Communication problems are a result of a lack of GMIS training and a lack of internal TDEA staff capacity to monitor payments and approvals. When TDEA fails to communicate with grantees in a timely fashion on a host of issues—including acceptance or rejection of grant applications, reduction in grant amount and duration, and late milestone payments—grantees may be unprepared or unmotivated to conduct grant activities. Better communication between TDEA and grantees could improve the timing of grant activities, reduce confusion about grant milestone deadlines, and enhance grantees’ confidence in TDEA to provide on-time payments.

## RECOMMENDATIONS

- 1. Grantees in future similar projects should follow the same inclusive process to select grant activities that many CVP grantees used, with small tweaks.** Grantees should continue to involve local communities and other stakeholders in developing activities, and continue to follow CVP guidelines to design grants that are relevant to USAID and government objectives. However, future similar projects should consider grantee concerns about grant duration on a case-by-case basis, especially for policy-oriented grants that may require more time to effect positive change.
- 2. Initiate formal linkages with the government early in the implementation process.** Where appropriate, future similar projects should facilitate formalized linkages between grantees and relevant government bodies; for example, the project could provide template MOUs to grantee organizations and plan an initial organizational meet-and-greet between government officials and local grantee organizers in the early stages of activity planning and implementation. The implementing partner should request that grantee planners nominate a government liaison both to inform the government of grantee activities and to encourage additional government participation.
- 3. Emphasize information campaigns and community-level meetings in the RFA process and throughout the activity planning stages.** Grantees of future similar projects should emphasize information campaigns and community-level meetings. While no organization can fully mitigate against activity failure, the implementing partner can limit the number and extent of failed awareness activities (such as the distribution of IEC pamphlets to illiterate farmers) by reviewing the scope of specific grant activities and questioning activities that seem unlikely to succeed.
- 4. Increase the number of capacity-building trainings and conduct trainings early in the grant startup phase.** While grantees were generally happy with the quality of capacity-building trainings, a future implementing partner should increase the frequency of these trainings and ensure that the trainings are customized to grantee requirements. Initial trainings should take place as soon as possible after the grant awards so grantees can use their new skills over the lifetime of grant implementation. The implementing partner should also announce training dates well in advance of the event so grantees can ensure that the right people participate. After trainings, the implementer should solicit constructive feedback and prepare for additional trainings if grantees request follow-on assistance.
- 5. Fixed Amount Awards under the GUC mechanism are the best implementation option for USAID to use for future similar projects. There are no practical alternatives.** CVP demonstrated that the mechanism is effective, and USAID should specify it for future programs of similar design, size, and scope. Other types of awards, such as in-kind grants, are not practical for small organizations because of high administrative costs. In addition, both USAID and TDEA support the grant model and could not come up with better alternatives.
- 6. In future similar projects, USAID should reduce its role in approving grant awards.** USAID prefers additional management and oversight, and implementing partners (TDEA, at least) prefer less USAID control. Both of these can be accommodated. USAID can actively manage the implementing partner without requiring approvals that the partner considers to be onerous and time-consuming. If USAID extends the project, it should phase out its approvals for individual grant awards over time as a trial during the first period of the project extension, and reduce them further pending positive performance from TDEA over the intervening months. See Recommendation 9 to further reduce USAID approval delays.

7. **Future similar projects should implement an improved payment system to enhance the grantee experience.** Table 6 outlines the payment problems CVP grantees encountered and offers recommendations for improving the process.

**TABLE 6: CVP PAYMENT PROBLEMS AND RECOMMENDATIONS**

Payment problem	Recommendation
TDEA lacked liquidity, which delayed grantee award selection.	USAID/Pakistan should make payments to the contractor within 30 days of receiving an invoice.
	USAID/Pakistan should make 10 percent of the monthly pending invoice amount available to the contractor to draw on as needed, as a form of escrow account, for up to 30 days until the next invoice is received.
Milestone payments were not delivered on time and delayed activity implementation.	Initial deliverable payments should be sizeable enough to cover both completed activities and all planned activities until the next milestone payment.
	The Contracting Officer should allow up to a 10 percent “mobilization” payment for nascent grantees with low cash reserves. The grantee continues to shoulder the risk of overspending.
	USAID/Pakistan should negotiate a reduction in the number of milestone payments to a level that both grantees and CVP consider reasonable but still provides necessary USAID control. Milestones should represent significant events within the grant’s work plan.
Grantees and staff did not understand GMIS well, causing milestone payment approval delays.	The implementing partner should organize an internal “train the trainers” GMIS session for all applicable staff. These new trainers would then be responsible for teaching GMIS to all grantees and for resolving technical problems. Grantees would be responsible for all GMIS inputs, while the implementer would review documentation and promptly approve milestone payments. <sup>52</sup>

8. **Develop a communications manual alongside the GMIS training presentation to improve communication between the implementing partner and grantees. Deploy these tools at an off-site retreat with grantees.** At the beginning of each grant cycle, the partner should gather all newly selected grantees at one or several off-site retreats for a two- to three-day training seminar. The seminar should cover implementing partner-grantee communication and GMIS. The communications manual should 1) identify staff roles and responsibilities, 2) list alternate points of contact, 3) describe communications procedures from the RFA stage through to final payment, 4) clearly outline capacity-building training schedules, and 5) describe measures to hold responsible parties accountable for poor communication. The GMIS course should outline the technical knowledge necessary to update milestone deliverables, request payment, and send messages to implementing partner staff. At the end of the seminar, grantees and the implementing partner should understand how to submit documentation, process milestone payments, and communicate efficiently about technical issues.
9. **Improve the grantee review and approval process by developing a “core COR” team within USAID/Pakistan to work in tandem with designated implementing partner staff.** The workload

<sup>52</sup> USAID’s Office of Transition Initiatives (OTI) uses a similar grant management system, in which the contractor enters information into the database and OTI administrators are responsible for reviewing submissions and approving payments.

associated with reviews and approvals of such a broad scope of grants is more than a single COR can reasonably handle. The evaluation team recommends a “core COR” team approach in the future, in which implementing partner staff work with a dedicated team of CORs within USAID/Pakistan from each of the regional offices—Islamabad, Karachi, Lahore, and Peshawar. The team should jointly decide which grants to award and submit grant award information as a complete package to the implementing partner. Applying additional USAID personnel and pooling resources from different USAID hubs can mitigate review and approval delays.

In addition, if grantee applications are so numerous that grant approvals are unreasonably delayed, USAID/Pakistan should consider restricting grantee eligibility for select RFAs.<sup>53</sup> Allowing restricted eligibility to proven and experienced implementers may be prudent if USAID decides to extend CVP.

**10. If USAID/Pakistan extends CVP, it should pay critical attention to internal TDEA staff hiring and training, especially for dedicated communications, administrative, and finance specialists.** Maintaining internal TDEA capabilities is critical now that TDEA subcontractors TAF and AASR-GT are no longer working with the project. TDEA should dedicate full-time resources to financial, communication, and administrative oversight to ensure timely milestone payments and professional and responsive communication. USAID/Pakistan and TDEA should review core skill competencies and plan for critical hires going forward to fill identified gaps. To the extent possible, USAID/Pakistan should provide TDEA the flexibility to make staffing decisions, and TDEA should quickly fill openings according to USAID requirements.

**11. If USAID/Pakistan extends CVP, future grant cycles should connect and build upon themes and results obtained in preceding cycles.** Grant activities developed in the extension period should link to previous grant and grantee successes. For example, future grant activities could emphasize activities already proven effective, such as citizen awareness and community networking activities. In addition, CVP should consider expanding the scope or geographic area of activities that were successful in previous grant cycles.

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<sup>53</sup> Authority for restricting eligibility can be found in ADS 303.3.6.5. Restricted eligibility is justified in a number of cases, including follow-on awards and extensions, local or regional entities, and exclusive or predominant capability, among others.

## LESSONS LEARNED

***CVP laid the foundation for positive beneficiary and grantee experiences by selecting efficient grantees and engaging the local community in the grant activity design phase.*** While the grantee selection process faced delays, CVP eventually chose highly qualified grantee organizations with proven experience implementing activities. With strong grantees and through consultations with local communities, CVP developed activities that were relevant and responded to citizen needs. These early good decisions paid dividends throughout the grant cycle.

***Citizens who understand their rights, are informed about issues, and know how to petition the government to redress grievances are powerful and sustainable change agents in their communities.*** Grant results can become sustainable when citizens are aware of their rights and when they are able to think broadly about the ways their rights are being violated. CVP showed that some beneficiaries continued to work with the government after grants had closed to continue to solve problems. Sustainability becomes possible when grantees and citizens institutionalize habits formed during grant activities and when citizen action requires no outside assistance.

***The government and the local community are the life support system of grant effectiveness and sustainability.*** Connection to political power structures and to target communities is a prerequisite to both grant effectiveness and sustainability. Grants cannot be implemented in a vacuum or from a distance. CVP demonstrated that an understanding of the target population through frequent consultations and building relationships with powerful individuals and political organizations enhances effectiveness. Because the government proved to be so effective at powering and sustaining grant activities, local communities, grantees, and the government should meet as early and as often as possible in the grant process to create goodwill and buy-in.

# ANNEXES

## Annex I: Evaluation Statement of Work

### PERFORM Contract

### Assignment #XX: Evaluation

### DO3: Stabilization, Citizen's Voice Project (CVP)

#### Scope of Work

**Period of Performance: Late October 2015 – Early February 2016**

#### **Relevant/Target Decision Timelines:**

8/2015 – SOW finalized

8/2015 – Initial AWP finalized

11/2015 – Data Collection begins

1/2016—Presentation of preliminary findings, conclusions and recommendations

1/2016 – Draft evaluation report submitted

2/2016 – Final report submitted

#### **Purpose**

The purpose of this assignment is to inform the design of a future project to enhance the capacity of civil society to advocate for a more democratic, transparent and accountable GOP at all levels of government--national, provincial and local.

**Relevant/Target Decision Timelines:** This will be the first evaluation of the CVP. The evaluation report will be submitted in January 2016 and exclusively focus on a sample of the 144 closed grants. The evaluation will be used to help inform the design of the successor project.

#### **Background**

Activity/Project description: USAID's Citizens' Voice Project seeks to support the evolution of democratic governance by strengthening citizens' voice and public accountability in government planning and decision-making. Under the project, approximately 500 grants are to be awarded to Pakistani entities across the country. On a quarterly basis, applications for grants will be solicited through print and other media for selected priority themes. Grants will support innovative ideas and high-quality competitive applications from eligible organizations. The second objective of the Project is to build capacity of private and civil society sector organizations in program implementation and organizational development. The capacity building responsibilities are performed with a focus on grantees, though the project has also been proposing to expand the scope of trainings to include potential grantees as well.

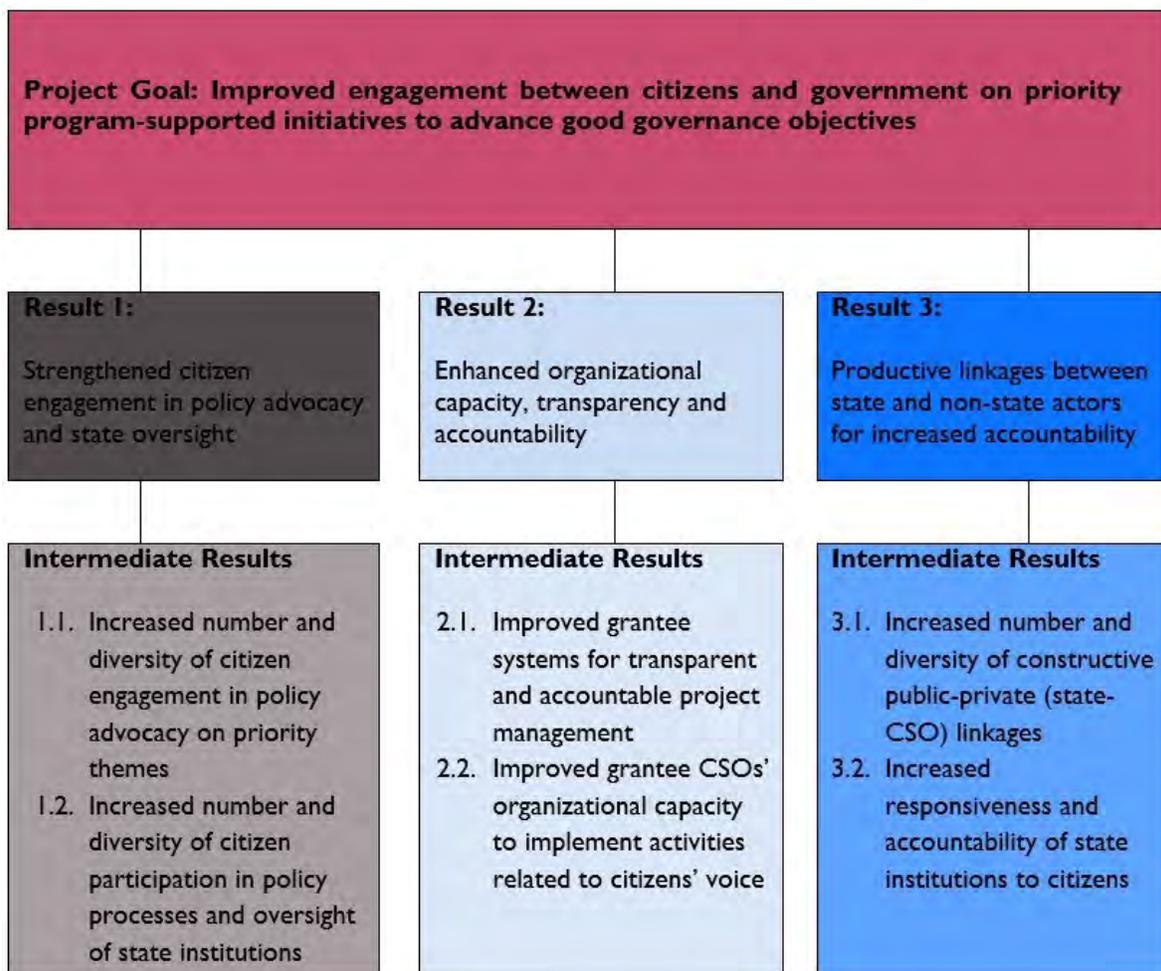
As of August 2015, there are 100 active grants and 144 grants have since closed. The final tranche of approximately 50 grant awards is expected to be made in October 2015.

The contract for the Strengthening Citizens Voice and Public Accountability Project (hereinafter “Citizens’ Voice Project”) was signed between the United States Agency for International Development (USAID) and the Trust for Democratic Education and Accountability (TDEA) on May 27, 2011. The Asia Foundation (TAF) and Anjum Asim Shahid Rahman-Grant Thornton (AASR-GT) are sub-contractors involved in project implementation. Initially awarded for three years, the Project received an extension for two more years in March 2013 and will now be completed in May 2016.

Development Hypothesis and Theory of Change: The project is based on the understanding that the links between the government and the governed in Pakistan are weak; and that the absence of substantive public debate and discussion about key social, economic and political issues often exacerbates the lack of public trust and confidence in government institutions. The goal of the project is to “improve engagement between citizens and government on priority program-supported initiatives to advance good governance objectives”.

The Results Framework of the Citizens’ Voice Project is shown in Figure 1. The Citizens’ Voice Project will pursue its overall goal by focusing on three results sub-divided into intermediate results.

**Figure 1: Results Framework of the Citizens’ Voice Project**



Anticipated Results and Associated Performance indicators: Please refer to attached project M&E plan for the full performance indicator matrix.

List of Existing Project Documents: The below project documents are available on PakInfo and further documents can be provided to the assignment team per request.

- Citizens Voice Project Success Story
- Annual Report 2011-12
- Full Annual Report 2012-2013
- Full Annual Report 2013-2014
- Quarterly Progress Report (May 27-June 30, 2011)
- Quarterly Progress Report (July-Sept 2011)
- Quarterly Progress Report (October 1 - December 31, 2011)
- FINAL 2014 12 CVP Full Quarterly Report
- Quarterly report Jan-Mar 2012
- Quarterly Report July-Sept 2012
- Quarterly Report Oct-Dec 2012
- Quarterly Report Jan-Mar 2013
- Quarterly Report July-Sep 2013
- Quarterly Report Oct-Dec 2013
- Quarterly Report January -March 2014
- 2014 CVP Jul - Sept Quarterly Report
- Citizens' Voice Project Activity M&E Plan
- M&E Manual
- Citizens' Voice Project Annual Work Plan 2012-2013
- Citizens' Voice Project Annual Work Plan 2013-2014
- Grants Manual

## Purpose, Audience and Learning Objective

The final evaluation of the CVP project will help determine the degree to which the project's grantees achieved the results of the project, as stated in the above results framework. This information will be used to inform the design of the follow-on project.

<b>Assignment Purpose</b>	<b>Intended Audience</b>	<b>Learning Objective</b>	<b>Information Sources</b>	<b>Timeline</b>
To inform the design of future projects that seek to improve CSO capacity to advocate for a more transparent and accountable government.	USAID/Pakistan	Analyze the extent to which the grants under the contract mechanism enabled civil society to increase their ability to effectively advocate and engage in policy making.	USAID/OSG, Trust for Democratic Education and Accountability, Grantees representing the 144 closed grants, their beneficiaries, and other stakeholders including representatives of GOP at local, provincial and national levels.	Non-specific. While there is not a current plan for designing a new project in this area, it is likely to happen following approval of the DO3 PAD.

List of Sites and Frequency for Monitoring (required for monitoring and if applicable, GIS tasks): A random sample of the 144 closed grants will be evaluated. The evaluation team will determine the size of the sample during the TPW. PERFORM will ensure that the sample will represent the priority thematic areas of the grants as determined by USAID. The data collection plan and interview protocols will be developed by the evaluation team during the Team Planning Workshop, and incorporated into a revised AWP.

### Key Evaluation Questions:

Data collected from both current and closed grantees will be used to answer the following key analysis questions:

- 1) To what extent have the outputs and outcomes of the grants' interventions aligned with and contributed to improved engagement between citizens and government on priority program-supported initiatives to advance good governance objectives?
- 2) To what extent are the outputs and outcomes of the grants' interventions able to be maintained (both financial and human capacity) beyond the life of the grant?
- 3) In what ways (both positive and negative) have the grants under this contract model affected the implementation of interventions and their alignment to the stated objectives of the project?

**Methodology:** Below is an illustrative methodology for data collection and analysis. The methodology will be further refined during the Team Planning Workshop and incorporated into a revised Assignment Work Plan (AWP).

<b>Data Collection methods</b>	
a)	Review project performance monitoring data
b)	Structured observation—using site visit report form to be developed by PERFORM as part of the AWP.
c)	Unstructured observations—assignment team should include general notes and observations from their visits beyond the specifically requested questions/data points.
d)	Key Informant interviews—with relevant staff of grantees, TDEA, USAID/OSG, local, provincial and national governments, community leaders, beneficiaries and other stakeholders.
<b>Data Analysis methods</b>	
a)	Descriptive statistics: in each quarterly report as well as in the final synthesis report
i.	Frequency
ii.	Percentages
iii.	Ratios
b)	Content or pattern analysis to describe patterns in <i>qualitative</i> responses for the evaluation report.

### Team Composition:

- Team Leader, Expat or local STTA Evaluation expert
- 4 local STTA evaluation specialists
- Evaluation Specialist, PERFORM LTTA
- Data Analyst, PERFORM LTTA

### Deliverables:

1. Assignment Work Plan (AWP): Proposed approach, methodology, timeline, staff composition, and estimated budget for completion of the work requested in the SOW. The AWP draft will be reviewed and approved by USAID before any work begins on the assignment. The AWP draft will be revised and finalized during the team planning workshop (TPW) once an assignment team is in country. The finalized AWP can be modified with PERFORM COR approval throughout implementation of the assignment if conditions or needs change. The finalized AWP with attached COR-approved amendments will be used as the basis for assessing completion and quality of the assignment.
2. Data Rehearsal: A presentation on the proposed methodology, data limitations, and potential challenges of data analysis will be provided to staff of the PMU and OSG near the conclusion of the TPW.
3. Preliminary Presentation of findings and conclusion: A presentation will be provided to relevant USAID/Pakistan staff at the conclusion of the data collection and analysis to solicit feedback and assist in the development of recommendations.
4. Draft Evaluation Report: To be submitted to the PMU following the preliminary presentation of evaluation findings and conclusions.
5. Final Evaluation Report: To be submitted following review of the draft by USAID/Pakistan.
6. Submission of data to USAID: Per ADS 579 - USAID Development Data –all primary data (both quantitative and qualitative) collected for this assignment will be submitted to USAID in electronic format within 30 days of completion of the evaluation.

## Estimated Level of Effort and Timeline

Below is the estimated level of effort for all deliverables required under this assignment. The estimated LOE and Timeline may be adjusted during the TPW and will be reflected in the final AWP.

Frequency	TASK	Team member(s) responsible	LOE (days) of Team members	Total LOE per team member
One time	AWP draft	Performance Monitoring Advisor	5	5
One Time	Finalize methodology, data collection instruments, and data collection and analysis plans	Evaluation Team	42	6
One Time over 3 weeks	Data collection	Evaluation Team	126	18
One time	Data Analysis and drafting of initial findings and conclusions	Evaluation Team	112	16
One time	Submit Draft Report	Evaluation Team Lead	6	6
One time	Revise draft and submit Final Report		6	6
One time	Formatting and submission of raw data files	Data analyst	3	3

## Estimated Timeline

Task/Deliverable	2015						2016	
	Aug	Sep	Oct	Oct	Nov	Dec	Jan	Feb
Draft SOW Approved	■							
AWP approved	■							
Team Recruitment	■	■	■					
Document Review				■				
Team Planning Workshop				■				
Revision to AWP				■				
Field Work					■	■		
Data Analysis and presentation of initial findings and conclusions							■	
Draft Report							■	
Final Report								■

## Annex 2: Assignment Work Plan



# Citizens' Voice Project Evaluation

Assignment Work Plan (EVL.004)

August 27, 2015

1<sup>st</sup> Revision: September 8, 2015

2<sup>nd</sup> Revision: December 16, 2015

3<sup>rd</sup> Revision: February 11, 2016

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## 1. ASSIGNMENT WORK PLAN

Assignment Work Plan (AWP) Number	EVL004
AWP Title	Citizens' Voice Project Evaluation
USAID/Pakistan Unit/Tech Team POC	
USAID/Pakistan Unit	Office of Stabilization and Governance (OSG)
USAID/PMU Backstop	
PERFORM Learning Facilitator	Asad Zia Iqbal
PERFORM Assignment Team Manager	Zahra Moulvi
Start Date	<i>o/a</i> December 28, 2015
End Date	<i>o/a</i> April 30, 2016
Total AWP Cost Estimate:	

This February 11<sup>th</sup> revision incorporates details on evaluation approach and changes in team composition based on discussions with OSG, TDEA, and a detailed review of new information received from TDEA on closed grants.

## 2. ASSIGNMENT PURPOSE

The purpose of the evaluation of USAID/Pakistan's Strengthening Citizens Voice and Public Accountability Project (hereinafter "Citizens' Voice Project" or "CVP") is to inform the design of a future project to enhance the capacity of civil society to advocate for a more democratic, transparent, and accountable Government of Pakistan (GoP) at all levels of government – national, provincial, and local.

The Citizens' Voice Project started in May 2011 and is implemented by the Trust for Democratic Education and Accountability (TDEA). The Asia Foundation (TAF) and Anjum Asim Shahid Rahman-Grant Thornton (AASR-GT) are subcontractors involved in project implementation. The three-year contract was extended for an additional two years in March 2013 and is scheduled to end in May 2016.

CVP seeks to support the evolution of democratic governance by strengthening citizens' voice and public accountability in government planning and decision-making. Under the project, approximately 500 grants are to be awarded to Pakistani entities across the country. On a quarterly basis, the project solicits applications for grants through print and other media for work on selected priority themes. Grants support innovative ideas and high-quality, competitive applications from eligible organizations. The second objective of the project is to build the implementation and organizational capacity of private and civil society organizations (CSOs). The capacity building responsibilities are performed with a focus on grantees, though the project also has proposed to expand the scope of trainings to include potential grantees as well. As of October 2015, 222 grants have been closed and 100 remain active.

## 3. METHODOLOGY

The final evaluation of CVP will assess the degree to which grantees achieved the project's goal of improving engagement between citizens and the government on priority program-supported initiatives to advance good

governance objectives by 1) strengthening citizen engagement in policy advocacy and state oversight, 2) enhancing grantee organizational capacity, transparency, and accountability, and 3) creating productive linkages between state and non-state actors for increased accountability.

## Evaluation Questions

The evaluation statement of work (SOW) specifies three questions.

- 1) To what extent have the outputs and outcomes of the grants' interventions contributed to improved engagement between citizens and government on priority program-supported initiatives to advance good governance objectives? (Relevance/effectiveness)

*Explanation:* This question pertains mainly to those grant interventions that are intended to spread awareness of basic citizen rights, procedures and processes for demanding these rights and engaging with government institutions. Different themes will have their own topics for such capacity building sessions, such as for example the Water Rights theme held workshops on irrigation laws and policies regarding water rights and entitlements and complaint mechanisms. This question will address whether grant activities involving citizens contributed to improved engagement between citizens and government. Indicators that measure improvement (directly or indirectly) will need to be developed. This question is linked to the outputs of Outcome 1 and 3 of the project.

- 2) To what extent will the outputs and outcomes of the grants' interventions sustain (both financially and in terms of human capacity) beyond the life of the grant? (Sustainability)

*Explanation:* Examples of the issues this question may address include whether the grants improved the organizational capacity and systems of the grantees to be more transparent and accountable during project management, and whether grantees managed the grants well. Grantee organizations have attended various organizational capacity building workshops geared at different personnel departments. This question will investigate the extent to which those trainings had a sustainable impact on the grantees after the grant was closed. This question is linked to Outcome 2 of the project.

- 3) In what ways (both positive and negative) has the Grants Under Contract (GUC) model affected the implementation of interventions and their alignment with the stated objectives of the project?

*Explanation:* This question will address whether the grant mechanism of the GUC model can link grantee performance at the results level (overall objective level). What were the advantages and the disadvantages of using such a model? If work on citizen's voice needs to be continued again in the future, would a GUC be the best grants mechanism and if so, how can the mechanism be designed to strengthen the assessment at the overall project goal level.

## Methods of Data Collection and Analysis

The evaluation questions address outputs, outcomes, and prospects for sustainable results – issues best addressed after a grantee has implemented the activity funded by the grant. Consequently, the evaluation team will collect data on a sample of closed grants. The evaluation will employ a mixed method approach that will rely on:

- a) Qualitative methods, including:
  - In-depth interviews (both individual and group interviews) with representatives of the grantee organizations and other key stakeholders such as the government, partners, and certain beneficiary groups; and
  - Focus Group Discussions (FGDs) with communities and citizens, with whom the grantees directly interacted.
- b) Analysis of secondary data found in grantees' performance reports or other records.

- c) Direct observation during the qualitative data collection process. Citizens and local communities are the ultimate beneficiaries of the grants, and they have been organized in different groups according to the nature of the grants. Observations will focus on any visible or observable changes in the behavior of citizens towards the government and vice versa.
- d) Document review covering various grant documents and reports.

The data will be primarily qualitative. Following the fieldwork, the evaluation team will analyze interview and FGD transcripts to identify themes relevant to answering the evaluation questions. Themes may represent what happened (outputs and outcomes), how it happened (the mechanisms by which the grants produced outcomes, elements of the design or implementation that contributed to success), what didn't work as anticipated and why, and unanticipated outcomes. The frequencies with which themes emerge from different sources and cross-tabulations of the themes with factors such as characteristics of the grantee will reveal patterns in the data that will help form conclusions. For example, cross-tabulating themes related to how a grant affected dialogue between citizens and government by type of respondent may reveal conclusions about how best to engage with different types of stakeholders.

To the extent possible, the evaluation team will triangulate the qualitative data with relevant quantitative data it is able to gather from grantees or other sources. For example, if a grantee reports providing particular types of training, the team will look for evidence of putting the training into practice in the qualitative data and identify themes related to the quality of the training or training outcomes. Excerpts from interview transcripts will illustrate themes.

### Sampling Design

The SOW and subsequent communication with USAID/Pakistan initially suggested that the sample include 40 grants, including at least two from each of 16 thematic areas with some emphasis (oversampling) of the five priority thematic areas and also ensure adequate geographic coverage. Based on a detailed review of the information provided by TDEA, the PERFORM team originally proposed a sample of 36 grants, after accounting for grants that had been terminated due to nonperformance or had unresponsive grantees. OSG requested that 4 more grants be added to enable the overall sample to remain at 40. After making the requisite replacements according to the OSG criteria, the sample now stands at 40.

The small number of grants in each theme and other criteria required for sampling leave little to no flexibility to design a sample that is proportional to the number of grants in each thematic area or location. The OSG team was more interested in obtaining adequate coverage across thematic areas than across locations and the proposed sampling approach reflects these priorities. Samples for qualitative work should be sufficient to approach a saturation point where additional interviews yield little or no new information. The distribution of grants by thematic area and size is far from uniform (Table 1). For instance, almost one-fifth of all closed grants addressed one thematic area, Citizens' Voice for Free, Fair and Peaceful Elections but represented only seven percent of the total value of all closed grants. The OSG team has indicated that investigating the influence of grant size is important and we will ensure that the sample adequately covers the spectrum of grant size. The evaluation team will develop a detailed data collection plan and interview protocols during the team planning workshop (TPW) and incorporate it into a revised AWP.

The 222 closed grants on which PERFORM has data cover 16 thematic areas (Table 2). A random sample of 40 grantees that does not account for location would likely necessitate a very time consuming and expensive data collection process. PERFORM recommends a clustered sampling approach in this instance where the evaluation team could manage the time and expense of the field work by examining several grants in each location. Stage I sampling consisted of drawing a random sample of two grants from each thematic area and three from the five priority thematic areas. Since the distribution of grants in each theme is far from equal, there was one instance of less than three grants falling in a priority theme. Hence, the Stage I sample consisted of around 40 grants. PERFORM team then obtained grant level information for these grants along with additional information for about 20 replacement grants from TDEA to develop a better understanding of the project activities, stakeholders and geographic spread for the beneficiaries of each grant.

TABLE I: CHARACTERISTICS OF CLOSED GRANTS

Thematic Areas	Closed Grants		Grant Value			
	Number	% of total	Total value (Rs.)	% of total value	Average value (Rs.)	% of overall average
Advocacy for Effective Implementation of the FCR	3	1%	<b>40,306,091</b>	4%	13,435,364	209%
Citizens' Voice for Effective Legislative Governance	7	3%	<b>81,934,932</b>	8%	11,704,990	169%
Citizens' Advocacy for Implementation of 18th Amendment	7	3%	<b>69,684,110</b>	7%	9,954,873	129%
Citizens' Awareness for Higher Female Voter Turnout	25	11%	<b>58,686,585</b>	6%	2,347,463	-46%
Citizens' Engagement and Accountability for an Effective Local Government System	6	3%	<b>77,236,048</b>	8%	12,872,675	196%
Citizens' Oversight of Municipal Services	7	3%	<b>49,597,675</b>	5%	7,085,382	63%
Citizens' Voice and Accountability for Youth Development	8	4%	<b>49,841,526</b>	5%	6,230,191	43%
Citizens' Voice and Public Accountability in Tax Collection Sector	2	1%	<b>23,416,301</b>	2%	11,708,151	169%
Citizens' Voice for Effective Grievance Redress through the Offices of Ombudsmen	5	2%	<b>37,647,861</b>	4%	7,529,572	73%
Citizens' Voice for Free, Fair and Peaceful Elections	42	19%	<b>68,024,934</b>	7%	1,619,641	-63%
Citizens' Voice for Independent, Free and Responsible Media	5	2%	<b>33,655,298</b>	3%	6,731,060	55%
Citizens' Voice for Strengthening Transparency and Accountability Mechanisms	7	3%	<b>62,722,291</b>	6%	8,960,327	106%
Education Sector Reforms	10	5%	<b>72,660,920</b>	8%	7,266,092	67%
Energy Sector Reforms	12	5%	<b>86,760,862</b>	9%	7,230,072	66%
Importance of local government system	72	32%	<b>111,531,914</b>	12%	1,549,054	-64%
Improving Water Rights	4	2%	<b>42,048,360</b>	4%	10,512,090	142%

Thematic Areas	Closed Grants		Grant Value			
	Number	% of total	Total value (Rs.)	% of total value	Average value (Rs.)	% of overall average
<b>Total</b>	222	100%	<b>965,755,708</b>		4,350,251	

TABLE 2: DISTRIBUTION OF CLOSED GRANTS BY PROVINCE AND THEMATIC AREA

Grant Thematic Area	Province									
	AJK	Balochistan	FATA	Gilgit-Baltistan	Khyber Pakhtunkhwa	Nation Wide	Punjab	Sindh	Total	% of total
Advocacy for Effective Implementation of the FCR			3						3	1%
Citizens' Voice for Effective Legislative Governance	1	2		1	3				7	3%
Citizens' Advocacy for Implementation of 18th Amendment		2			1		3	1	7	3%
Citizens' Awareness for Higher Female Voter Turnout		8			11		2	4	25	11%
Citizens' Engagement and Accountability for an Effective Local Government System		1			1	1	1	2	6	3%
Citizens' Oversight of Municipal Services					3		1	3	7	3%
Citizens' Voice and Accountability for Youth Development	1	1	1		1		2	2	8	4%
Citizens' Voice and Public Accountability in Tax Collection Sector						1	1		2	1%
Citizens' Voice for Effective Grievance Redress through the Offices of Ombudsmen		1				2	1	1	5	2%

Grant Thematic Area	Province									
	AJK	Balochistan	FATA	Gilgit-Baltistan	Khyber Pakhtunkhwa	Nation Wide	Punjab	Sindh	Total	% of total
Citizens' Voice for Free, Fair and Peaceful Elections		6			13		13	10	42	19%
Citizens' Voice for Independent, Free and Responsible Media					1	4			5	2%
Citizens' Voice for Strengthening Transparency and Accountability Mechanisms		1			2			4	7	3%
Education Sector Reforms	1				4	1	3	1	10	5%
Energy Sector Reforms	3			1	1	3	3	1	12	5%
Importance of local government system					18		30	24	72	32%
Improving Water Rights							3	1	4	2%
<b>Total</b>	6	22	4	2	59	12	63	54	222	100%
<b>% of total</b>	3%	10%	2%	1%	27%	5%	28%	24%	100%	

Based on a review of the grant documents, Stage 2 of the sampling design focused on identifying the districts where the sample of grants are being implemented and purposively selecting those districts that are clustered around a central district or cluster point. Around 17 locations/districts have been identified that can serve as a central point (or 'hub') for 2 or 3 neighboring districts, where project beneficiaries are located. In total, we expect to cover about 34 districts across Pakistan through these 17 hubs. These locations were also chosen purposively to include a balanced mix of rural and urban areas, with adequate provincial representation. Grants that have been terminated by TDEA and on which no information is available, were dropped from the sample. Grants whose activities and beneficiaries were carried out in inaccessible districts (not located anywhere near the 17 hubs) were also dropped from the sample.

The **final sample** comprises 40 randomly selected grants covering all 16 thematic areas that are distributed across the country. Out of all the districts that these grants cover, the evaluation team will be visiting 34 purposively selected districts through 17 hubs. In terms of data collection, the evaluation will be based on a total of about 174 in-depth interviews (with grantee organizations, key stakeholders and some beneficiary groups) and about 66 Focus Group Discussions (with citizens/beneficiaries of the 40 sampled grants). Table 3 summarizes the sampling distribution across thematic areas.

### **Strengths and Limitations**

Conclusions from qualitative data gathered in interviews and FGDs are not generalizable in the same way as quantitative data. Therefore, the evaluation will not be able to determine the quantitative extent to which outputs and outcomes 1) contributed to improved engagement between citizens and government or 2) are able to be maintained beyond the life of the grant. Instead, it will provide perception-based evidence on if and how engagement improved and a rationale for sustainable results. Nevertheless, qualitative data can provide compelling and plausible evidence with sufficient sample sizes, well designed and administered data collection methods, and a good sampling plan. The evaluation will mitigate the methodological risks with appropriately sized samples; sampling methods that reduce the potential for selection bias; and rigorous instrument design, pretesting, and data collection procedures to ensure data quality.

Translation of qualitative data leads to a loss of fidelity. The evaluation team will contain members who speak local languages and these team members will play critical roles in data collection and analysis.

A poorly designed cluster sample may introduce bias related to geographic factors. The PERFORM team will work with OSG and others prior to the TPW to identify geographic factors that may influence results and design an appropriate sampling plan to reduce the potential for bias.

Table 4 summarizes data sources, methods, sampling, limitations, and analysis plan by evaluation question.

TABLE 3: DISTRIBUTION OF SAMPLED GRANTS

S#	Grant Thematic Area (Priority themes are listed in <i>italics</i> )	Total Closed Grants	Sampled Grants
1	Advocacy for Effective Implementation of the FCR	3	2
2	<b><i>Citizens' Voice for Effective Legislative Governance</i></b>	7	4
3	Citizens' Advocacy for Implementation of 18th Amendment	7	2
4	Citizens' Awareness for Higher Female Voter Turnout	25	2
5	Citizens' Engagement and Accountability for an Effective Local Government System	6	2
6	Citizens' Oversight of Municipal Services	7	2
7	Citizens' Voice and Accountability for Youth Development	8	2
8	<b><i>Citizens' Voice and Public Accountability in Tax Collection Sector<sup>1</sup></i></b>	2	2
9	Citizens' Voice for Effective Grievance Redress through the Offices of Ombudsmen	5	2
10	Citizens' Voice for Free, Fair and Peaceful Elections	42	2
11	Citizens' Voice for Independent, Free and Responsible Media	5	2
12	Citizens' Voice for Strengthening Transparency and Accountability Mechanisms	7	3
13	<b><i>Education Sector Reforms</i></b>	10	3
14	<b><i>Energy Sector Reforms</i></b>	12	5
15	Importance of local government system	72	2
16	<b><i>Improving Water Rights</i></b>	4	3
<b>Total</b>		<b>222</b>	<b>40</b>

<sup>1</sup> This theme is one of the five priority themes. However, since the total number of closed grants in this theme is 2, we have selected both of these grants.

TABLE 4: METHOD MATRIX TABLE

Evaluation Question	Data Sources	Data Collection Method	Sampling	Data Limitations	Method of Data Analysis
To what extent have the outputs and outcomes of the grants' interventions contributed to improved engagement between citizens and government on priority program-supported initiatives to advance good governance objectives?	Representatives of grantee organizations, citizens/beneficiaries, communities, key stakeholders and partners; project and grantee documents and records; and activities	Semi-structured interviews with grantee representatives and certain beneficiary groups; FGDs or group interviews with citizens/beneficiaries; document and record review; direct observation	Randomized cluster sample of 40 of the 222 closed grants covering 16 thematic areas; Purposive selection of 34 districts grouped into 17 clusters; About 174 in-depth interviews including group interviews with grantee representatives; About 66 FGDs or group interviews	Qualitative data are not as generalizable as quantitative data and prone to errors due to poorly designed instruments, inconsistent interview techniques, and translation.	Thematic analysis of interview and FGD transcripts to identify themes relevant to determining if and how grants have improved engagement between citizens and government. Descriptive statistics (frequencies and cross-tabulations) to identify patterns in the thematic data (e.g., the effectiveness of implementation approaches). Cross-referencing quantifiable findings with illustrative text segments that represent themes. Triangulate with quantitative performance data (if relevant), document review, and observation.
To what extent will the outputs and outcomes of the grants' interventions sustain (both financially and in terms of human capacity) beyond the life of the grant?				The team will mitigate these risks by using local language data collectors/team members, using rigorous methods to develop instruments, thoroughly training enumerators, and thoroughly pre-testing the instruments.	Thematic analysis of interview and FGD transcripts to identify themes relevant to the potential for sustainable results. Descriptive statistics to identify patterns in the qualitative responses (e.g., characteristics of CSOs that might affect the potential for sustainable results). Triangulate qualitative findings with observation and review of grantee records and operations.
In what ways (both positive and negative) has the grants under contract model affected the implementation of interventions and their alignment with the stated objectives of the project?	Representatives of grantee organizations; project and grantee documents and records; and activities	Semi-structured interviews with grantee representatives; document and record review; Direct observation			Document review and interviews to identify the stated objectives of each grant. Thematic analysis of interview and FGD transcripts to identify themes relevant to the potential for sustainable results. Descriptive statistics (frequencies, cross-tabulations) to identify patterns (e.g., pros and cons of the grants under contract model by implementation modality, grantee type, thematic area to determine positive and negative aspects of the model in different contexts.

## 4. DELIVERABLES

Deliverables under this evaluation:

- **Detailed Methodology and Data Collection Plan:** During the Team Planning Workshop (TPW), the evaluation team will prepare the detailed methodology and data collection plan/tools for the assignment. The methodology in the AWP will be updated and revised as necessary after the TPW.
- **Data Rehearsal:** At the conclusion of the TPW, the evaluation team will present to USAID/Pakistan's Performance Management Unit (PMU) and the OSG the data collection plan, data collection instruments and potential data limitations and data analysis challenges.
- **Data Collection Completion Report:** At the conclusion of data collection, PERFORM will submit to the PMU and DO 3 Team a final data collection schedule (of data collection completed indicating dates, location of data collection, and persons, groups interviewed).
- **Debriefing Presentation to USAID/Pakistan:** At least 24 hours in advance of the briefing, the evaluation team will prepare and submit to the PMU and DO 3 Team a PowerPoint presentation that summarizes the team's preliminary findings, conclusions, and recommendations.
- **Debriefing with the PMU and OSG on Findings, Conclusions, and Recommendations:** The team will present the major findings, conclusions, and recommendations of the CVP evaluation. Comments received will be addressed in the draft report.
- **Draft Report:** The report will answer the evaluation questions and will include findings, conclusions, and recommendations across the components/sub-components. The draft report (not to exceed 30 pages) will be submitted to the PMU and OSG for review and comment. USAID/Pakistan will use the Evaluation Standards of Quality Checklist to review the draft report and share the feedback with the PERFORM team during a facilitated session.
- **Final Report:** The final report will incorporate final comments provided by the PMU and the OSG.
- **One-page Briefer:** A briefer of the key findings, conclusions and recommendations relative to the evaluation questions will be developed for use by USAID/Pakistan decision-makers and other interested stakeholders. This document will be written in English and may be translated and disseminated if desired by USAID/Pakistan's PMU and OSG.
- **A Presentation to USAID/Pakistan:** If requested, PERFORM will make a presentation of key evaluation findings, conclusions and recommendations to the PMU, OSG, and implementing partners.
- **Development Experience Clearinghouse (DEC) Review:** After the report is finalized, USAID/Pakistan will conduct a DEC review. Following the review, PERFORM will finalize the DEC version of the report and upload it to the DEC.
- **Submission of data to USAID/Pakistan:** Per ADS 579 - USAID Development Data – all quantitative data collected for this assessment will be submitted to USAID in electronic format within 30 days of completion.

## 5. ANTICIPATED SCHEDULE OF ACTIVITIES AND LEVEL OF EFFORT (LOE)

### Team Composition

The evaluation team will consist of evaluation and governance specialists supported by an Assignment Manager from the PERFORM staff. The team includes:

- Team Leader: An experienced expat with a background in governance, institutional development, or capacity building projects.
- Five local specialists with knowledge of governance issues in Pakistan, institutional development of civil society organizations and their citizen advocacy activities, and evaluation.
- Three field researchers and seven moderators organized into teams of two persons (1 male and 1 female). The field researchers/moderators will conduct the FGDs, document notes, and prepare session transcripts. Both team members of each of the respective teams will be well versed in the local languages.
- Technical Oversight: This role will be filled by the PERFORM Evaluation & Assessments Advisor and/or Team Lead
- Assignment Manager: PERFORM M&E Specialist
- Research/Data Analyst, PERFORM staff
- Technical Writer/Editor, MSI home office staff

TABLE 5: TEAMS AND DISTRIBUTION OF WORK

	Team 1	Team 2A and Team 2B	Team 3A and Team 3B
<b>Scope of field work</b>	48 Interviews with grantee, govt., and other stakeholders 14 FGDs with beneficiaries	58 Interviews with grantee, govt., and other stakeholders  26 FGDs with beneficiaries	61 Interviews with grantee, govt., and other stakeholders  26 FGDs with beneficiaries
<b>Hub locations</b>	Islamabad, Muzaffarabad, Gilgit, Sargodha	Peshawar, Lower Dir, Abbottabad, Quetta, Dera Ismail Khan	Lahore, Bahawalpur, Rahim Yar Khan, Multan, Faisalabad, Karachi, Hyderabad, Sukkur
<b>Districts covered from the Hub location<sup>2</sup></b> <b>Hubs underlined</b>	<ul style="list-style-type: none"> <li>• <u>Islamabad</u>, Rawalpindi, Attock</li> <li>• <u>Muzaffarabad</u>, Hattian</li> <li>• <u>Gilgit</u></li> <li>• <u>Sargodha</u>: Khushab</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Peshawar</u>: Mardan, Newshehra, Charsadda</li> <li>• <u>Abbottabad</u>: Battagram, Mansehra</li> <li>• <u>Lower Dir</u>: Lower Dir</li> <li>• <u>Quetta</u>, Killa Abdullah, Pishin, Ziarat</li> <li>• <u>Dera Ismail Khan</u></li> </ul>	<ul style="list-style-type: none"> <li>• <u>Lahore</u></li> <li>• <u>Faisalabad</u></li> <li>• <u>Multan</u>, Lodhran</li> <li>• <u>Rahim Yar Khan</u></li> <li>• <u>Bahawalpur</u></li> <li>• <u>Karachi</u>, Lasbela</li> <li>• <u>Hyderabad</u>, Mirpur Khas, Tando Allah Yar, Tando Muhammad Khan</li> <li>• <u>Sukkur</u>, Larkana, Jacobabad</li> </ul>

<sup>2</sup> The districts for field work have been selected based on factors such as access, distance from the hub location, presence of beneficiaries, project activities, appropriate mix of urban and rural areas etc. This list is tentative and is subject to slight changes that may be identified during the TPVW.

	Team 1	Team 2A and Team 2B	Team 3A and Team 3B
<b>Team composition</b>	1 Team Lead 1 Specialist 1 Assignment Manager 2 Urdu Field Researchers/Moderators	2 Specialists 2 Pashto/Urdu Field Researchers/Moderators	2 Specialists 2 Punjabi/Urdu Field Researchers/Moderators 2 Sindhi/Urdu Field Researchers/Moderators

The following table provides a summary of the roles and responsibilities of the assignment team:

**TABLE 6: ROLES AND RESPONSIBILITIES OF TEAM MEMBERS**

Position	Status	Roles and Responsibilities
Team Lead	Expat STTA	An experienced evaluator who will be responsible for leading the team, managing the distribution of assignments among team members to complete the field work, reporting on time and ensuring the required quality standards.  The Team leader will participate in the design of the data collection instruments and will lead the Data Rehearsal, the Analysis Plan and the writing of the report. S/He will also participate in data collection in Islamabad.
Governance / Institutional Development Specialists	5 Local STTAs	Experts in governance and institutional development projects and M&E. Responsible for providing sector expertise to the team and participating in all assignment activities under the direction of the team leader. They will be involved in designing evaluation instruments, responsible for communicating with and collecting data from the identified stakeholders on all the sampled grants and participate in data preparation and analysis.
Field Researchers	3 Local STTAs	The field researchers will lead the FGDs in the field as well as the development of final sets of FGD transcripts for each session. They will also assist the evaluation team with analysis of the discussions.
Moderators	7 Local STTAs	The moderators will support the field researchers with all FGD work and will take detailed notes of all sessions. They will assist the evaluation team with the development of final sets of transcripts for each FGD and with interpreting the discussions if needed.
Assignment Manager	PERFORM LTTA	The Assignment Manager will coordinate the evaluation activities and logistics; facilitate meetings with USAID/Pakistan; participate in the TPVV, data rehearsal, data analysis, and initial debrief; review draft reports; and ensure that the team adheres to the deadlines for deliverables contained in the AWP.
Data Analyst	PERFORM LTTA	The Data Analyst will participate in all important meetings of the project, and will assist in instrument design, questionnaire coding, data entry

Position	Status	Roles and Responsibilities
		program development, data processing and analysis.
Technical Writer/Editor	MSI Home Office Staff	A technical writer/editor will have a final look over the report for editing grammar; possibly improve graphics, and making the report overall easier to read.
Technical Oversight	PERFORM LTTA	The Evaluation and Assessments Advisor / Team Lead will be responsible for reviewing and approving all aspects of the assignment. Ultimately responsible for ensuring that the team completes the assignment on time and with required quality standards.

TABLE 7: EXPECTED LEVEL OF EFFORT

Activity	Deliverables	Anticipated Schedule	Assignment Manager (LTTA)	Technical Oversight (Durrani / Krieger)	Team Lead (Expat STTA)	Specialist Team 1 Aliaz (STTA)	Specialist Team 2A Afif (Local STTA)	Specialist Team 2B Tehmina (Local STTA)	Specialist Team 3A Shahid (Local STTA)	Specialist Team 3B Urs (Local STTA)	Data Analyst (LTTA)	Technical Editor (Home Office)
Document review		Jan 4 – Jan 9			5	5	5	5	5	5		
International/domestic travel to assignment					8	2	2	2	2	2		
Team Planning Workshop	Draft data collection instruments and plans	Jan 11-18	7	3	7	7	7	7	7	7	3	
Data rehearsal	Data rehearsal presentation	Jan 19	1	1	1	1	1	1	1	1	1	
Pre-testing, instrument revisions, training	Final data collection instruments and plans	Jan 20-26	5	1	6	6	6	6	6	6	3	
Interview scheduling	Scheduled interviews	Jan 27-Feb 5		3	5	5	5	5	5	5		
Data collection	Interviews and FGD summaries, audio recordings, photos/videos	Feb 8 – Mar 15	15	3	12	23	32	33	32	33		
Data analysis	Processed / clean data and analysis files	Mar 15 – March 30	5	3	10	5	5	5	5	5	10	
Initial findings debriefing	Findings, Conclusions and Recommendations presentation outline	April 2	1		2	1	1	1	1	1	2	
Report writing	Draft report	April 2 – April 15	5	3	10	3	3	3	3	3		3
Report review and revisions	Final report, one-page briefer, final presentation (if requested), final data sets	Apr 16 – Apr 30	1	2	5							2
		<b>Total</b>	<b>40</b>	<b>19</b>	<b>71</b>	<b>58</b>	<b>67</b>	<b>68</b>	<b>67</b>	<b>68</b>	<b>19</b>	<b>5</b>

TABLE 8: EXPECTED LEVEL OF EFFORT OF FIELD RESEARCHERS

Activity	Anticipated Schedule	Field Researcher Team 2 Sadiq (Local STTA)	Field Researcher Team 3 Punjabi Uzma (Local STTA)	Field Researcher Team 3 Sindhi Parveen (Local STTA)
Domestic travel		2	2	2
Document Review		4	4	4
Pre-testing, instrument revisions, training of field researchers and moderators, interview scheduling	Jan 21 – 26	5	5	5
Data collection	Feb 8 – Mar 15	18	18	18
Data analysis	Mar 15 – Mar 30	2	2	2
	<b>Total</b>	<b>33</b>	<b>33</b>	<b>33</b>



b. Were you involved in identifying the issues?

**R:**

**2. How were the grant activities relevant to key government priorities at the time?**

**R:**

**3. What was the level of government engagement in grant activities?**

**PROMPTS:**

a. Which departments were involved during the engagement?

b. What was the duration of the engagement?

c. Was the duration enough to achieve the grant objectives?

d. Were any changes made in the partnership during the duration of the engagement?

**R:**

**EFFECTIVENESS:**

**4. Did the grant activities include citizens' awareness about the rights of citizens and their understanding of the role of government?**

**If yes, what was the nature of the awareness activities and their results?**

**If no, please proceed to Q.5**

**PROMPTS:**

a. Which awareness activities did you find most and least effective, and why?

b. What are some of the success stories that can be shared on awareness activities?

c. If yes, did awareness lead to policy formulation and legislation? If yes, please give examples (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.)?

**R:**

**5. What was the nature and level of citizen participation during the engagement?**

**PROMPTS:**

a. Did participation lead to policy formulation and legislation? If yes, give examples (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.)

b. Which activity did you find most effective in increasing citizen participation? Why?

**R:**

**6. What types of civic-public linkages were developed during the engagement and with whom?**

**PROMPTS:**

- a. Public Private Partnership (PPP), media, corporate sector, business associations, bars, other CBOs etc.?
- b. Has the engagement continued?

**R:**

**7. What were the results of engaging with the grantee?**

**PROMPTS:**

- a. Was there for example, an increase in the number and diversity of citizen's engagement, increased policy advocacy, network established etc.
- b. If there were no significant results, what were the reasons?
- c. Were there any lessons learnt as a result of this engagement?

**R:**

**8. Did the grant engagement lead to any policy change during or after the grant?**

**If yes, what kind?**

**If no, why do you think it didn't?**

**PROMPTS:**

- a. What initiatives were undertaken to influence policy change?
- b. Please state examples of policy change (e.g. draft law, Charter of Demands, public petition).
- c. Could the grant engagement have been more effective at policy change? If yes, how?

**R:**

**9. Did the grant engagement lead to any change in government practices during or after the grant?**

**If yes, what kind?**

**If no, why do you think it didn't?**

**PROMPTS:**

- a. If government practices changed, please give examples (government accessibility, improved service delivery, functioning complaint systems, etc.)?
- b. To what extent did the linkages influence the government to be more responsive?
- c. Could the grant engagement have been more effective at changing government practices? If yes, how?

**R:**

**SUSTAINABILITY:**

**10. Has your engagement continued with the grantee or any other non-state actor that was involved during the implementation of the grant, after the grant closed?**

**R:**

**I 1. Which of the results continued beyond completion of the grant?**

**PROMPTS:**

- a. To what extent have targeted government institutions sustained results of grant interventions?
- b. What were the key factors that contributed to sustainable results? (Please specify in terms of outputs and outcomes)

**R:**

**I 2. Did you receive any assistance under the project?**

**If yes, what was the nature of the assistance?**

**If no [end of the interview].**

**PROMPTS:**

- a. Did the assistance involve trainings, orientations, study visits etc.?

**R:**

**I 3. Did you see any results from the assistance given under the project?**

**If yes, what kind?**

**If no, why do you think that was so?**

**PROMPTS:**

- a. Did you make any assistance requests that were not fulfilled by the project?
- b. Do you have any specific suggestions for such assistance component for the future?

**R:**

**Pakistan Citizens' Voice Project (CVP)**  
**Evaluation**  
**Instrument for Non-State Actors Interviews**

**Interviewee Name :**

**Designation:**

**Grantee Name :**

**Grant Name:**

**Other Stake holder Name:**

**Gender (Please check)**

**Male**

**Female**

**Date :**

**Time Start:**

**Time End:**

**Venue :**

**City:**

**Interviewer Name:**

**Introduction**

Thank you very much for meeting us today. My name is \_\_\_\_\_. We are conducting a series of interviews with organizations that have been associated with the Citizens' Voice Project (CVP) to better understand how to further encourage citizens' participation and government accountability.

We thank you for your time and recognize that your prior involvement is an important contribution to helping understand and shape future civic engagement activities that promote a stronger citizen voice and public sector accountability.

The collected information will remain strictly confidential.

As you will hear from our questions, the focus of our conversation will be on your knowledge of the prior CVP grant, grant-funded activities, and future directions.

**Do we have your permission to audio record the proceedings? Y/N**

**If you are ready, may we start?**

**RELEVANCE:**

**1. How did you get engaged with the CVP Project?**

**PROMPTS:**

- a. What was the level of the engagement?
- b. Did this engagement change over time?

**R:**

**2. What were the activities undertaken during the engagement?**

**PROMPTS:**

- a. Were the activities relevant to the local needs?
- b. Did the engagement facilitate in project implementation? If yes how? If no, why not?

**R:**

**3. What was your role in carrying out the activities?**

**PROMPT:**

- a. Were there any other partners involved in carrying out the activities? If yes, who all?

**R:**

**4. Was the government involved during the engagement activities?**

**If yes, what was the level of government engagement?**

**If no, please go to Q.5**

**PROMPT:**

- a. How were the grant activities relevant to key government priorities at the time?
- b. Which departments were involved during the engagement?
- c. What was the duration of the engagement?
- d. Was the duration enough to achieve the grant objectives?
- e. Were any changes made in the partnership during the duration of the engagement?

**R:**

**EFFECTIVENESS:**

**5. Did grant activities include citizens' awareness about the rights of citizens and their understanding of the role of government?**

**If yes, which awareness activities did you find most and least effective?**

**If no, please proceed to Q.6**

**PROMPTS:**

- a. What are some of the success stories that can be shared on awareness activities?
- b. If yes, give examples of how awareness led to policy formulation and legislation (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.)?

**R:**

**6. What was the nature and level of citizen participation during the engagement?**

**PROMPTS:**

- a. Did participation lead to policy formulation and legislation? If yes give examples (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.)
- b. Which activity did you find most effective in increasing citizen participation? Why?

**R:**

**7. What types of civic-public linkages were developed during the engagement and with whom?**

**PROMPTS:**

- a. Public Private Partnership (PPP), media, corporate sector, business associations, bars, other CBOs etc.?
- b. Has the engagement continued?

**R:**

**8. What were the results of engaging with the grantee?**

**PROMPTS:**

- a. Was there, for example an increase in number and diversity of citizen's engagement, increased policy advocacy, network established IEC materials etc.
- b. If there were no significant results, what were the reasons?
- c. Were there any lessons learnt as a result of this engagement?

**R:**

**9. Did the grant engagement lead to any policy change during or after the grant?**

**If yes, what kind?**

**If no, why do you think it didn't?**

**PROMPTS:**

- a. What initiatives were undertaken to influence policy change? Please state examples of policy change (e.g. draft law, Charter of Demands, public petition)

**R:**

**10. Did the grant engagement lead to any change in government practices during or after the grant?**

**If yes, what kind?**

**If no, why do you think it didn't?**

**PROMPTS:**

- a. If government practices changed, please give examples (government accessibility, improved service delivery, functioning complaint systems, etc.)?
- b. To what extent did the linkages influence the government to be more responsive?

**R:**

**SUSTAINABILITY:**

**I 1. Has your engagement with the grantee or any other non-state actor that was involved during the implementation of the grant, continued after grant closure?**

**R:**

**I2. Which of the results continued beyond completion of the grant?**

**PROMPTS:**

- a. To what extent have targeted government institutions sustained results of grant interventions?
- b. What were the key factors that contributed to sustainable results? (Please specify in terms of outputs and outcomes)

**R:**

**I3. Did you receive any type of assistance under the project?**

**If yes, what was the nature of the assistance?**

**If no, please proceed to Q.15**

**PROMPTS:**

- a. Did the assistance involve trainings, orientations, study visits etc.?
- b. How many of your colleagues benefitted from the assistance?
- c. Did you make any assistance requests that were not fulfilled by the project?
- d. Do you have any specific suggestions for such assistance component for the future?

**R:**

**I4. Did you see any results from the assistance given under the project?**

**If yes, what kind?**

**If no, why do you think that was so?**

**PROMPTS:**

- a. Did you make any assistance requests that were not fulfilled by the project?
- b. Do you have any specific suggestions for such assistance component for the future?

**R:**

**I5. If you were involved in a similar project again, what would you do differently?**

**PROMPT:**

- a. Based on your experiences, what activities would you replicate, add or drop in the similar project and why?

**R:**

**16. What are the lessons learned from the project? If there are any success stories, please share.**

**R:**

**Pakistan Citizens' Voice Project (CVP)**  
**Evaluation**  
**Instrument for Grantee Interviews**

**Interviewee Name :**

**Designation:**

**Grantee Name:**

**Grant Name:**

**Gender (Please check)**

**Male**

**Female**

**Date :**

**Time Start:**

**Time End:**

**Venue :**

**City:**

**Interviewer Name:**

**Introduction**

Thank you very much for meeting us today. My name is \_\_\_\_\_. We are conducting a series of interviews with organizations that have been associated with the Citizens' Voice Project (CVP) to better understand how to further encourage citizens' participation and government accountability.

We thank you for your time and recognize that your prior involvement is an important contribution to helping understand and shape future civic engagement activities that promote stronger citizens' voice and public sector accountability.

The collected information will remain confidential.

As you will hear from our questions, the focus of our conversation will be on your knowledge of the prior CVP grant, grant-funded activities, and future directions. This is a semi-structured interview and will be the same for all other Grantees.

**Do we have your permission to audio record the proceedings? Y/N**

**If you are ready, may we start?**

**RELEVANCE:**

**I. How were the grant activities selected? Were they relevant to the needs of the target population?**

**If yes, how do you think they were relevant?**

**If no, why do you think they weren't?**

**PROMPTS:**

- a. Were the activities based on the civic engagement needs of community, beneficiaries, or specialized expertise of the grantee?
- b. Was there any change from the original set of activities implemented? If yes, why?
- c. What changes are needed to improve the selection and implementation of activities relevant to the actual needs of the community?

**R:**

**2. What is your feedback on the amount and duration of the grant?**

**PROMPTS:**

- a. Did you have enough time to conduct the activities as planned? If not, why?
- b. What in your opinion is the ideal time frame for such grants?
- c. If the funds were not sufficient, how did you manage the planned activities?

**R:**

**3. Were the grant objectives aligned with the objectives of CVP? [Note: Give them examples of CVP objectives to stimulate the conversation].**

**If yes, how were they aligned?**

**If no, why do you think that is so?**

**PROMPT:**

- a. How does the goal of the grant relate to CVP objectives?

**R:**

**4. Were grant activities relevant to the requirements of the government?**

**If yes, how do you think they were?**

**If no, why do you think they were not?**

**PROMPTS:**

- a. What were the issues being addressed under the grant?
- b. How were the issues identified?
- c. How were the grant activities relevant to key government priorities at the time?
- d. Were you involved in identifying the issues?

**R:**

**EFFECTIVENESS:**

**5. Did grant activities include citizens' awareness about the rights of citizens and their understanding of the role of government?**

**If yes, what was the nature of the awareness activities?**

**If no, can you explain why they weren't included? [Go to Question 7].**

**PROMPTS:**

- a. Which awareness activities were undertaken in the project?

**R:**

**6. Which awareness activities did you find most and least effective?**

**PROMPTS:**

- a. What are some of the success stories that can be shared on awareness activities?
- b. What were some of the most successful citizens' awareness activities: IEC materials, media outreach, better turnout of elections, organization of citizen's groups, advocacy etc.
- c. What difference have the awareness activities made in terms of reaching the grant objective?
- d. Did awareness activities lead to policy formulation and legislation? If yes, give examples (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.)? If no, why not?

**R:**

**7. What was the nature and level of citizen participation in the project?**

**How effective was the citizen participation? Which activities were the most successful in increasing citizen participation?**

**PROMPTS:**

- a. Did participation involve disadvantaged groups (women, minorities, disabled, other socially excluded groups, etc.)
- b. Did participation lead to policy formulation and legislation? If yes, give examples (legislation, change in laws, rules of business, oversight policies, membership of commissions etc.). If no, why not?
- c. Which activity did you find most effective in increasing citizen participation? Why?

**R:**

**8. What types of linkages were developed under the project and with whom?**

**PROMPT:**

- a. Public Private Partnership (PPP), media, corporate sector, business associations, bars, other CBOs etc.?

**R:**

**9. Which linkage(s) proved most effective in terms of project objectives?**

**R:**

**10. Was the government involved during the engagement activities of the grant?**

**If yes, what was the level of government engagement and the results?**

**If no, please go to Q.11**

**PROMPTS:**

- a. What was the result of engaging with the government? (E.g. increase in number and diversity of citizen's engagement, increased policy advocacy, network established etc.)
- b. What were the reasons for the ineffectiveness, if any?
- c. Were there any lessons learnt for the government as a result of this engagement?

**R:**

**11. Did the grant lead to any policy change during or after the grant?**

**If yes, what kind?**

**If no, why do you think it didn't?**

**PROMPTS:**

- a. What initiatives were undertaken to influence policy change?
- b. Was any policy change initiated due to grant interventions? If yes, please state examples (e.g. draft law, Charter of Demands)
- c. Were any initiatives converted into law or policy change? If yes, please give examples. If not, please state reasons.

**R:**

**12. Did government practices change during or after the grant duration?**

**If yes, how?**

**If no, why do you think they didn't?**

**PROMPTS:**

- a. If government practices changed, please give examples (government accessibility, improved service delivery, functioning complaint systems, etc.)?
- b. To what extent did the linkages influence the government to be more responsive?

**R:**

**SUSTAINABILITY:**

**13. How did you intend on sustaining the grant's results?**

**PROMPTS:**

- a. How was the grant intended as a sustainable operation? (e.g. advocacy, awareness, trainings, partnerships, networks, collaborations)?

**R:**

**14. What were the results that continued beyond completion?**

**PROMPTS:**

- a. To what extent have targeted government institutions sustained results of grant interventions?
- b. What were the key factors that contributed to sustainable results? Prompt: please specify in terms of outputs and outcomes.

**R:**

**15. Were the capacity building/institutional trainings relevant to the organization needs?**

**If yes, how?**

**If no, why not?**

**R:**

**16. How many participants were trained in the trainings?**

**PROMPT:**

- a. Did the grant facilitate grantee staff participation in different training events for enhancing their skills in communication, leadership, team building, media relations, oversight of public bodies, project themes, proposal writing, IEC, etc.?

**R:**

**17. Which training and capacity building activity was most beneficial for grantee civil society officials?**

**PROMPT:**

- a. What specific suggestions can you provide for improving the capacity building component for the future?

**R:**

**18. How effective has CVP been in improving CSOs' ability in strengthening their organizational, administrative and functional capacities?**

**R:**

**19. To what extent has the CVP program increased the capability of the grantee to achieve its organizational mission?**

**R:**

**20. Describe your experience with the grant making process.**

**PROMPTS:**

- a. How did you find the grant process? (question for both contractor/IP and grantee)
- b. What was the grant evaluation process? Was it a transparent process? (question for both contractor/IP and grantee)

- c. Did the grant process require spending your own money and time in preparing an application? (grantee only)
- d. Did you require outside resources (consultants, for example) to prepare the proposal? (grantee only)
- e. Were grant criteria and limitations specified? (both)
- f. What is your feedback on grant size and duration?
- g. How was the size of the grant determined? In your opinion, should there be a minimum size and duration of the grant? Why and what size?
- h. Was the duration of the grant adequate to accomplish the proposed activities?

**R:**

**21. What were the most effective and least effective aspects of the grant management model?**

**PROMPT:**

- a. Discuss respect to implementation such as timeliness of decision making, disbursements of funds, reporting (#s of reports and complexity), target beneficiaries, etc.

**R:**

**22. What improvements would you like to make to the grant management model?**

**PROMPT:**

- a. Discuss respect to with respect to implementation such as timeliness of decision making, disbursements of funds, reporting (#s of reports and complexity), target beneficiaries, etc. (question for both contractor/IP and grantee)

**R:**

**23. If you apply for a grant again, what would you do differently?**

**PROMPTS:**

***Broad Areas***

- a. Are there better ways of focusing grant funds for improving citizen engagement with government, and improving advocacy and citizen participation?
- b. Should grants be government-centered or people-centered? Why?

***Narrow Areas***

- c. Having discussed the grant making process what are the two key/critical areas of concern to you in doing things differently in the future? Why?
- d. How would you change these two or three areas to do them better in the future?
- e. Are there areas of doing grants and grant processes that we have not discussed that you see as important?

**R:**

**CLOSING QUESTIONS:**

**24. If you were involved in a similar project again, what would you do differently?**

**PROMPT:**

- a. Based on your experiences, what activities would you replicate, add or drop in the similar project and why?

**R:**

**25. What are the success stories or lessons learned from the project?**

**R:**

## Pakistan Citizens' Voice Project (CVP)

### Evaluation

#### Instrument for Focus Groups and Beneficiaries

#### Introduction

Thank you very much for meeting us today. Our names are \_\_\_\_\_ and we are working with a team of evaluators searching for ways in which to enhance civic participation in public decision making. We are conducting a series of interviews with those who have been associated with the Citizens' Voice Project (CVP) to better understand how to further encourage citizens' participation and government accountability.

We thank you for your time and recognize that your prior involvement is an important contribution to helping understand and shape future civic participation activities that promote stronger citizens' voice and public sector accountability.

The collected information will remain confidential. It is for the purpose of this focus group discussion only. As you will see from our questions, the focus of our conversation will be on your knowledge of the prior CVP grant, grant-funded activities and results, and future directions.

**Do I have permission to record? Y/N \_\_\_\_\_**

#### INTRODUCTORY QUESTIONS:

These will be broad contextual questions relating to the theme of each grant. For instance, if it is a water project, the question(s) could be water related issues.

1. **What are the major \_\_\_\_\_ related issues in your area?**
2. **Who are the key stakeholders in this regard?**

#### FOCUS GROUP DISCUSSION:

##### Section 1: RELEVANCE

3. **What was this project about?**
4. **What were the problems/issues that this project addressed?**
5. **Were the project activities relevant to your needs? If yes, please explain how? If not, why do you think they weren't?**

##### Section 2: EFFECTIVENESS

6. **Did you see any results from the activities you were involved in?**  
**If yes, what were the results?**  
**If there were no results, why do you think that was so?**

**PROMPTS:**

- a. How did you participate in this project - as an individual or a group?
- b. Please provide examples of the most successful activities to accomplish the results/benefits?
- c. Have you experienced any changes as a result of your participation?
- d. Which awareness related activities were undertaken in the project?
- e. Which awareness activities did you find most and least effective?
- f. Did citizen awareness change as a result of this project? If Yes/not, how?
- g. What was the nature and level of citizen participation with government in the project?
- h. Did participatory activities involve disadvantaged groups (women, minorities, disabled, other socially excluded groups, etc.) If yes, how? If no, why do you think the project did not involve disadvantaged groups?
- i. What types of linkages were developed under the project and with whom?
- j. Which linkage(s) proved most effective in terms of project objectives?

**7. Did you and/or your organization receive any training under the grant?**

**If yes, how effective were these trainings?**

**If no please proceed to Q.8**

**PROMPTS:**

- a. Which were the most beneficial trainings and why?
- b. How were these trainings relevant to the grant objectives?
- c. Did you make any training requests that were not fulfilled by the project?
- d. How effective was the training in improving beneficiaries' capacity? (organizational, administrative, financial management etc.)

**8. Did the grant include engagement with the government and citizens (local, provincial and federal)?**

**If yes, what was the nature and level of engagement? What was your role in these activities?**

**If no, please proceed to Q.9**

**PROMPTS:**

- a. How did your engagement with the government change after being involved in this project?
- b. Did the engagement facilitate project implementation? If yes, how? If no, why not?
- c. Have any participatory mechanisms been developed? If yes, how? If no, why not?
- d. Has provision of services improved as a result of this project? If yes, how? If no, why not?

**9. Has the government changed the way it responds to your needs since your involvement in the project?**

**If yes, how?**

**If no, why do you think that is?**

**PROMPTS:**

- a. How do you think the government could show improved responsiveness to the citizens? Please explain your answer by giving examples.
- b. What changes have you experienced with the government in terms of transparency and accountability?
- c. What changes in government practices have been experienced?

**Section 3: SUSTAINABILITY**

**10. If the activity you were involved in generated any results/benefits, did they continue after the grant activity ended?**

**If yes, please explain which of these /benefits have continued and how?**

**If no, why not?**

**PROMPTS:**

- a. Which factors contributed to the continuity/discontinuity of the /benefits? How will the discontinuity affect the grant benefits?

**11. Have the targeted local level institutions sustained results/benefits of grant activities?**

**If yes, how do you think they have?**

**If no, why do you think they haven't?**

**PROMPTS:**

- a. Have both government and non-government institutions sustained results/benefits?
- b. How have the results/benefits of the grant been sustained by state/non-state institutions?
- c. Were the linkages developed sustainable? If yes, are these continuing? If not, what are the reasons for discontinuity?

**12. Were you able to expand upon the project results/benefits through your own efforts?**

**PROMPTS:**

- a. Did you attempt to mobilize additional resources (financial, human, networks, etc.)? If yes, what kind?
- b. If you couldn't, why not?

**13. If you were involved in a similar project again, what would you do differently?**

**14. Based on your experiences, what activities would you replicate, add or drop in the similar project and why?**

**15. What are the success stories or lessons learned from the project?**

**MODERATOR OBSERVATIONS:**

## **Annex 4: Data Collection Team and Fieldwork Coordination**

A team of five sector specialists covered five regions/provinces: Islamabad, Khyber Pakhtunkhwa (KP), Balochistan, Sindh, and Punjab. Each specialist team included two moderators responsible for conducting focus group discussions (FGDs). TDEA arranged the evaluation team's visits with the selected grantee organizations. The grantees identified the relevant government and civil society/media stakeholders engaged with their grants and organized the team's interviews with the stakeholders.

The evaluation team gave grantees general criteria for selecting beneficiaries, which included:

- Equal representation of men and women, with special attention to minorities and other marginalized groups;
- Beneficiaries should have participated in grant activities; and
- Beneficiaries should be accessible and willing to participate in the FGDs.

The team capped participation in the FGD at 12 individuals. In some cases, grantees selected the 12 people themselves according to the criteria. In other cases, grantees provided a list of 20 or more potential FGD participants who met the criteria, and the evaluation team selected 12 participants randomly from the list.

## **Annex 5: List of Documents Reviewed**

During the course of the evaluation, the team reviewed the following documents.

1. 40 CVP grant proposals and project completion reports
2. CVP project documents:
  - a. Annual Report 2011-12
  - b. Full Annual Report 2012-2013
  - c. Full Annual Report 2013-2014
  - d. Quarterly Progress Report (May 27-June 30, 2011)
  - e. Quarterly Progress Report (July-Sept 2011)
  - f. Quarterly Progress Report (October 1 - December 31, 2011)
  - g. FINAL 2014 12 CVP Full Quarterly Report
  - h. Quarterly Report Oct-Dec 2012
  - i. Quarterly Report Oct-Dec 2013
  - j. Quarterly Report January -March 2014
  - k. 2014 CVP Jul - Sept Quarterly Report
  - l. Citizens' Voice Project Performance Management Plan
  - m. M&E Manual
  - n. Citizens' Voice Project Annual Work Plan 2012-2013
  - o. Citizens' Voice Project Annual Work Plan 2013-2014
  - p. CVP Grants Manual

## **Annex 6: Conflict of Interest Statements**

Material intentionally removed to protect the confidentiality of team members.

## Annex 7: Grants with Grant Value and Duration by Province and District

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
FATA	Islamabad	Nowshera	Advocacy for effective implementation of the Frontier Crimes Regulation (FCR)	Center for Research and Security Studies (CRSS)	Moong Qabail (We the Tribals)	82,501	13
FATA	Mardan	Khyber Agency	Advocacy for effective implementation of the Frontier Crimes Regulation (FCR)	Step Towards Empowerment of Pupil	Nawae Sahar (New Dawn)	144,452	15
AJK	Muzaffarabad	Muzaffarabad	Energy sector reforms	Global Prosperity Network (GPN)	Citizens' Voice on Energy Crises	64,165	12
AJK	Islamabad	Hattian	Energy sector reforms	Strengthening Participatory Organization (SPO)	Enhancing Access to and Control Over Energy Resources	76,184	18
Punjab	Islamabad	Rahim Yar Khan	Education sector reforms	Human Development Foundation (HDF)	Advocacy Campaign for Education Sector Reforms in Pakistan	82,173	12
Punjab	Islamabad	Lahore	Education sector reforms	Leadership for Environment and Development–Pakistan	Strengthening Civil Society Oversight of Education Decentralization in Punjab	82,444	12
Punjab	Multan	Multan	Improving water rights	AWAZ Foundation Pakistan: Centre for Development Services	Improving Water Rights of Rural Communities in District Multan and Bahawalpur	97,115	12
Punjab	Lodhran	Lodhran	Improving water rights	Development Through Awareness and Motivation (DAMAN)	Transforming the Thinking-A Project for Materializing the Water Rights and Entitlements	98,076	12

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
Punjab	Islamabad	Bahawalpur	Citizens' voice for effective grievance redress through the offices of ombudsmen	Development Through Awareness and Motivation (DAMAN)	Empowering Citizens to Make Public Service Department Accountable Through Office of Ombudspersons in Multan Region	68,460	13
Punjab	Islamabad	Sargodha	Citizens' voice and public accountability in tax collection sector	Governance Institutes Network International	Citizens' Voice and Public Accountability in Tax Collection Sector	107,607	12
Punjab	Islamabad	Rawalpindi	Citizens' voice and public accountability in tax collection sector	The Network for Consumer Protection in Pakistan	Pay Income Tax	119,736	12
Punjab	Islamabad	Faisalabad	Improving water rights	Governance Institutes Network International	Improving Water Rights in Central Punjab	0	12
Punjab	Lahore	Lahore	Energy sector reforms	Research Institute of Natural Resources of Pakistan	Creating Social Impacts of Electricity Reforms in Pakistan	66,232	12
Punjab	Khushab	Khushab	Education sector reforms	Society for Human Empowerment and Rural Development (SHER)	Making Schools Accountable to Performance	70,261	12
Punjab	Islamabad	N/A	Importance of local government systems	Inventure Private Limited	Awareness and Education of Communities on Local Government System	14,416	4
Punjab	Islamabad	Lahore	Energy sector reforms	Semiotics Consultants (Private) Limited	Energy Sector Reforms	75,087	12
Sindh	Larkana	Larkana	Citizens' voice for free, fair, and peaceful elections	Community Development Network Forum	Towards Ensuring Free, Fair and Peaceful General Elections 2013	17,456	4

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
Sindh	Tando Muhammad Khan	Tando Muhammad Khan	Citizens' awareness for higher female voter turnout	Aghaz Social Welfare Association	Increased Female Turnout in Election 2013	25,551	4
Sindh	Hyderabad	Tando Allahyar	Citizens' voice and accountability for youth development	Civil Society Support Program (CSSP)	Empowering the Voice of a New Generation	62,688	13
Sindh	Sukkur	Jacobabad	Citizens' oversight of municipal services	Goth Seengar Foundation	Work Together for Improvement of Solid Waste Management System	71,417	15
Sindh	Karachi	Karachi	Citizens' voice for independent, free, and responsible media	Institute of Business Management	Media Responsibility and Independence Index (MRII) Survey	64,709	13
Balochistan	Quetta	Ziarat	Citizens' voice for effective legislative governance	Water, Environment and Sanitation Society	Citizens' Voice for Enhanced and Effective Legislation and Accountability	134,135	12
Balochistan	Quetta	Killa Abdullah	Citizens' voice for free, fair, and peaceful elections	Youth in Action Balochistan	Improving Female Turnout Rate in General Election 2013	16,448	5
Balochistan	Quetta	Quetta	Citizens' voice for strengthening transparency and accountability mechanisms	Development Resource Solutions (DERS)	Giving Voice to the People Against Corruption in Balochistan	64,926	12
Balochistan	Quetta	Killa Abdullah	Citizens' engagement and accountability for an effective local government system	Awareness on Human Rights Social Development and Action Society (AHSAS)	Promoting Local Government Systems Through Citizens' Engagement	130,087	12

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
Balochistan	Quetta	Pishin	Citizens' voice and accountability for youth development	Change Thru Empowerment	Initiative for Mainstreaming Youth in Development and Accountability (IMYDA) Balochistan	67,134	13
Balochistan	Quetta	Quetta	Citizens' advocacy for implementation of 18th Amendment	Yar Muhammad Samejo Educational Society (YMSESDO)	Improving Social Service Delivery in Education Sector in Relation to 18th Constitutional Amendment	69,053	14
Balochistan	Lasbela	Lasbela	Citizens' advocacy for implementation of 18th Amendment	Coastal Association Research and Development (CARD)	Citizens' Advocacy for Implementation of 18th Amendment	124,026	14
KP	Charsadda	Charsadda	Importance of local government systems	Network of Education and Economic Development Services (NEEDS)	Importance of Local Government Systems	16,938	4
KP	Mansehra	Mansehra	Citizens' awareness for higher female voter turnout	Global Educational, Economic and Social Empowerment	Citizens' Awareness for Higher Female Voter Turnout	21,291	4
KP	Islamabad	Dir-Lower	Citizens' oversight of municipal services	Association for Behavior and Knowledge Transformation (ABKT)	Improvement and Strengthening of TMA's Municipal Service through Advocacy, Citizens' Involvement and Oversight	68,596	9
KP	Islamabad	Nowshera	Citizens' voice for strengthening transparency and accountability mechanisms	DELTA Association	Strengthening Citizens' Voice through Advocacy	77,966	12

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
KP	Islamabad	Abbottabad	Citizens' voice for strengthening transparency and accountability mechanisms	Centre for Peace and Development Initiatives (CPDI)	Strengthening Transparency and Accountability Mechanisms in KP	127,952	12
KP	Peshawar	Peshawar	Citizens' voice for effective legislative governance	Institute of Management Sciences/Center for Public Policy Research	Strengthening Legislative Governance in Khyber Pakhtunkhwa	67,829	13
KP	Islamabad	Nowshera	Citizens' voice for independent, free, and responsible media	Individualland Trust	Engagement of Media on Responsibility towards Citizens in Khyber Pakhtunkhwa	74,963	13
KP	Mansehra	Manshera	Citizens' engagement and accountability for an effective local government system	Pak Rural Development Program (PRDP)	Active Citizen Engagement for Effective and Transparent Local Government System	53,530	14
KP	Dera Ismail Khan	Dera Ismail Khan	Citizens' voice for effective legislative governance	Hamdam Development Organization (HDO)	Awareness and Advocacy Campaign Aimed at Helping Society Better Interact with the Legislature at Members of Parliament of Provincial (KP) and National Assembly	134,320	18
KP	Mardan	Mardan	Citizens' voice for effective legislative governance	Pak Women	Citizens' Voice for Effective Legislative Governance Project KP	152,394	18
Islamabad Capital Territory	Islamabad	N/A	Energy sector reforms	Sustainable Solutions Private Limited	Raising Peoples' Voice for Power Sector Reforms	77,340	12

Province	Interview location for grantees	Interview location for beneficiaries	Theme	Grantee organization	Grant title	Grant value (USD)	Grant duration (months)
Islamabad Capital Territory	Islamabad	Islamabad	Citizens' voice for effective grievance redress through the offices of ombudsmen	Human Resource Development Network	Mera Haqq (My Right)	74,569	13

## Annex 8: Grants and Themes by Province

Province	Districts covered	Themes covered	No. of grants
FATA	<ul style="list-style-type: none"> <li>• Khyber Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy for effective implementation of the Frontier Crimes Regulation (FCR)</li> </ul>	2
AJK	<ul style="list-style-type: none"> <li>• Muzaffarabad</li> <li>• Hattian</li> </ul>	<ul style="list-style-type: none"> <li>• Energy sector reforms</li> </ul>	2
Punjab	<ul style="list-style-type: none"> <li>• Rahim Yar Khan</li> <li>• Lahore</li> <li>• Multan</li> <li>• Lodhran</li> <li>• Bahawalpur</li> <li>• Sargodha</li> <li>• Rawalpindi</li> <li>• Faisalabad</li> <li>• Khushab</li> </ul>	<ul style="list-style-type: none"> <li>• Education sector reforms</li> <li>• Improving water rights</li> <li>• Citizens' voice for effective grievance redress through the offices of ombudsmen</li> <li>• Citizens' voice and public accountability in tax collection sector</li> </ul>	12
Sindh	<ul style="list-style-type: none"> <li>• Larkana</li> <li>• Tando Muhammad Khan</li> <li>• Hyderabad</li> <li>• Tando Allahyar</li> <li>• Sukkur</li> <li>• Jacobabad</li> <li>• Karachi</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens' voice for free, fair, and peaceful elections</li> <li>• Citizens' awareness for higher female voter turnout</li> <li>• Citizens' voice and accountability for youth development</li> <li>• Citizens' oversight of municipal services</li> <li>• Citizens' voice for independent, free, and responsible media</li> </ul>	5

Province	Districts covered	Themes covered	No. of grants
Balochistan	<ul style="list-style-type: none"> <li>• Quetta</li> <li>• Killa Abdullah</li> <li>• Pishin</li> <li>• Lasbela</li> <li>• Ziarat</li> </ul>	<ul style="list-style-type: none"> <li>• Citizens' voice for effective legislative governance</li> <li>• Citizens' voice for free, fair, and peaceful elections</li> <li>• Citizens' voice for strengthening transparency and accountability mechanisms</li> <li>• Citizens' voice and accountability for youth development</li> <li>• Citizens' advocacy for implementation of 18th Amendment</li> </ul>	7
Khyber Pakhtunkhwa	<ul style="list-style-type: none"> <li>• Charsadda</li> <li>• Mansehra</li> <li>• Lower Dir</li> <li>• Nowshera</li> <li>• Abbotabad</li> <li>• Peshawar</li> <li>• Dera Ismail Khan</li> <li>• Mardan</li> </ul>	<ul style="list-style-type: none"> <li>• Importance of local government systems</li> <li>• Citizens' awareness for higher female voter turnout</li> <li>• Citizens' oversight of municipal services</li> <li>• Citizens' voice for strengthening transparency and accountability mechanisms</li> <li>• Citizens' voice for effective legislative governance</li> <li>• Citizens' voice for independent, free, and responsible media</li> <li>• Citizens' engagement and accountability for an effective local government system</li> </ul>	10
Islamabad Capital Territory	<ul style="list-style-type: none"> <li>• Islamabad</li> </ul>	<ul style="list-style-type: none"> <li>• Energy sector reforms</li> <li>• Citizens' voice for effective grievance redress through the offices of ombudsmen</li> <li>• Importance of local government system</li> </ul>	2

## Annex 9: Grants That Reported Communication Problems with CVP

Grantee organization	Theme	Region	Cycle number	Grant title
Network of Education and Economic Development Services (NEEDS)	Importance of local government system	KP	6	Importance of Local Government System
Global Educational, Economic and Social Empowerment	Citizens' awareness for higher female voter turnout	KP	4	Citizens' Awareness for Higher Female Voter Turnout
Youth in Action Balochistan	Citizens' voice for free, fair, and peaceful elections	Balochistan	5	Improving Female Turnout Rate in General Election 2013
Research Institute of Natural Resources of Pakistan	Energy sector reforms	Punjab	3	Creating Social Impacts of Electricity Reforms in Pakistan
DELTA Association	Citizens' voice for strengthening transparency and accountability mechanisms	KP	3	Strengthening Citizens' Voice through Advocacy
Leadership for Environment and Development–Pakistan	Education sector reforms	Punjab	2	Strengthening Civil Society Oversight of Education Decentralization in Punjab
Development Through Awareness and Motivation (DAMAN)	Improving water rights	Punjab	1	Transforming Thinking - A Project for Materializing Water Rights and Entitlements
Individualland Trust	Citizens' voice for independent, free, and responsible media	KP	4	Engagement of Media on Responsibility Towards Citizens in Khyber Pakhtunkhwa
Center for Research and Security Studies (CRSS)	Advocacy for effective implementation of the Frontier Crimes Regulation (FCR)	FATA	3	Moong Qabail (We the Tribals)
Pak Rural Development Program (PRDP)	Citizens' engagement and accountability for an effective local government system	KP	3	Active Citizen Engagement for Effective and Transparent Local Government System

## Annex 10: Grants That Reported Payment Problems with CVP

Grantee organization	Theme	Region	Cycle number	Grant title
Aghaz Social Welfare Association	Citizens' awareness for higher female voter turnout	Sindh	4	Increased Female Turnout in Election 2013
Civil Society Support Program (CSSP)	Citizens' voice and accountability for youth development	Sindh	4	Empowering the Voice of a New Generation
Coastal Association Research and Development (CARD)	Citizens' advocacy for implementation of 18th Amendment	Balochistan	3	Citizens' Advocacy for Implementation of 18th Amendment
Development Through Awareness and Motivation (DAMAN)	Improving water rights	Punjab	1	Transforming Thinking - A Project for Materializing Water Rights and Entitlements
Global Prosperity Network (GPN)	Energy sector reforms	AJK	3	Citizens' Voice on Energy Crises
Goth Seengar Foundation	Citizens' oversight of municipal services	Sindh	1	Work Together for Improvement of Solid Waste Management System
Governance Institutes Network International	Improving water rights	Punjab	1	Improving Water Rights in Central Punjab
Governance Institutes Network International	Citizens' voice and public accountability in tax collection sector	Punjab	2	Citizens' Voice and Public Accountability in Tax Collection Sector
Hamdam Development Organization	Citizens' voice for effective legislative governance	KP	2	Awareness and Advocacy Campaign Aimed at Helping Society Better Interact with the Legislature and Members of Provincial (KP) and National Assemblies
Individualland Trust	Citizens' voice for independent, free, and responsible media	KP	4	Engagement of Media on Responsibility Towards Citizens in Khyber Pakhtunkhwa
Institute of Business Management	Citizens' voice for independent, free, and responsible media	Sindh	4	Media Responsibility and Independence Index (MRII) Survey
Institute of Management Sciences/Center for Public Policy Research	Citizens' voice for effective legislative governance	KP	2	Strengthening Legislative Governance in Khyber Pakhtunkhwa
Network of Education and Economic Development Services (NEEDS)	Importance of local government system	KP	6	Importance of Local Government System

<b>Grantee organization</b>	<b>Theme</b>	<b>Region</b>	<b>Cycle number</b>	<b>Grant title</b>
Pak Rural Development Program (PRDP)	Citizens' engagement and accountability for an effective local government system	KP	3	Active Citizen Engagement for Effective and Transparent Local Government System
Pak Women	Citizens' voice for effective legislative governance	KP	2	Citizens' Voice for Effective Legislative Governance Project KP
Research Institute of Natural Resources of Pakistan	Energy sector reforms	Punjab	3	Creating Social Impacts of Electricity Reforms in Pakistan
Society for Human Empowerment and Rural Development (SHER)	Education sector reforms	Punjab	2	Making Schools Accountable to Performance
Water, Environment and Sanitation Society	Citizens' voice for effective legislative governance	Balochistan	2	Citizens' Voice for Enhanced and Effective Legislation and Accountability
Yar Muhammad Samejo Educational Society (YMSESDO)	Citizens' advocacy for implementation of 18th Amendment	Balochistan	3	Improving Social Service Delivery in Education Sector in Relation 18th Constitutional Amendment
Youth in Action Balochistan	Citizens' voice for free, fair, and peaceful elections	Balochistan	5	Improving Female Turnout Rate in General Election 2013

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