

Evaluation Report

for Heinrich Böll Foundation, Berlin

Pakistan Program within the Asian Programs (2012-2017)

Dr. Jochen Hippler

Duisburg

April 2017

Executive Summary Pakistan

The office of Heinrich Böll Stiftung (hbs) in Pakistan can look back at being present in the country for some 24 years. But because of internal and external reasons it had to effectually re-build itself over the last two years. This process now seems to be successfully concluded, and the office is well organized, fully functional (with few reservations) and active. Its strengths are in the fields of environmental work (including climate change and other topics) and on women and gender related topics. The price for this streamlining of activities has been that other topics which officially are on hbs's agenda had to be scaled down or neglected. Paradoxically, this constitutes a strength, not a weakness, since it has led to a clearer focus.

hbs Pakistan's work during the period under review (2012 to 2017) started with three major components: a) Climate Change, Governance and Energy; b) Democratization: Women, Youth and Media; and c) Dialogue on Gender, Peace and Security. While the basic structure of these components has remained intact, after 2014 some streamlining occurred. For instance in component (a) the term "governance" has been dropped, and in component (b) the term "media". "Youth" and "cultural understanding" have been discontinued after 2014 as well. The actual work of hbs in Pakistan has been even more focused over the last two years than its official components. Currently it basically has two clear working themes: Environment/climate/resources; and women/gender. While this two-pillar structure deviates from the GOPP-planning, it provides a much better and more focused approach.

Taken together, the evaluator strongly supports the current emphasis on environment (incl. climate change, resources, renewable energy.) and gender (effective political representation of women in politics, women and peace processes). While theoretically other fields of work might be more relevant, for hbs this is not the case in practical terms: The limited size and the competence of hbs in Pakistan justifies the current selection of these topics. Therefore, the relevance of hbs's work in Pakistan should be considered as high.

The planning process has resulted in a program structure that is much less coherent than the actual work. Since GOPP planning should guide hbs work, instead of being applied or ignored selectively, the planning process should be improved. General goals, project goals and the instruments applied to achieve them should be more logically connected; and the "indicators" for measuring success should be improved, since currently they are of limited use.

Among the relevant outputs of hbs Pakistan are its publications. These are generally of good or very good quality. But regrettably these publications are not always getting the circulation they deserve. The distribution of material, as far as the evaluator could determine, is not done in a very aggressive or systematic, but more in an "opportunistic" way – if an opportunity for distribution arises, it will be

used. But it would be advisable to develop an active and systematic approach to distributing written material, both in print form and electronically.

The selection of partner organizations and cooperation with them is both quite positive. Partners are competent and committed, and generally hbs cooperation with them works well and successful.

Gender democracy in hbs's program is a strong point. It is promoted both in specific projects, and is mainstreamed across all the components. It is suggested to group the gender related projects into a common component, while keeping intact the gender mainstreaming in all other projects and components.

The political and legal conditions for NGOs, and especially foreign civil society organizations (including political foundations) working in Pakistan has been deteriorating for some time. Getting long-terms visas or visas at all gets more and more difficult. A new process of registration is limiting the ability of hbs (and other foreign organizations) to operate freely and effectively. hbs (both the Berlin headquarters and the Islamabad office) should define clear criteria to determine at which point a further continuation of work in Pakistan would become untenable.

To summarize the key points:

The evaluator considers the work of hbs in Pakistan as relevant, well implemented, and generally effective, when taking the limited size (in budget and personnel) into account. The partner organizations are well selected. Weaknesses are to some degree existing in the planning process, which should be improved. Some parts of the planning lack clarity and precision, and while some components are quite coherent, others are not. In this regard, progress can be observed, but there is still room for improvement.