

United Nations Development Account

Terminal Evaluation of Project ID

*“Demographic Dividend with Gender Dimension: Entry points for implementation of sustainable development goals in Africa and Asia and the Pacific”
(2018-2022)*

Report completion: March 2024

Evaluation conducted by: Carolina del Campo Vara



Development Account

Department of Economic and Social Affairs

This report was prepared by Carolina del Campo, an external consultant, who led the evaluation. Ms del Campo worked under the direct supervision of Sharon Chitambo, Programme Management Officer of the Economic Commission for Africa (ECA), who provided strategic and technical guidance, coordination, methodological and logistical support. The assessment also benefited from the assistance of Mr. Abiot Tadesse from the Economic Commission for Africa (ECA) and Clement Wu Yichuan from the Economic Commission for Asia and the Pacific (ESCAP).

The evaluator gratefully acknowledges the support, efforts and valuable contributions provided by ECA and ESCAP project coordination teams, namely Marco Roncarati, Social Affairs Officer, Sustainable Demographic Transition Section, Social Development Division and Clement Wu Yichuan, Associate Programme Management, both from ESCAP; Keiso Matashane-Marite, Chief of Section at the Gender Equality and Women's Empowerment Section; Syed T. Ahmed, Associate Economic Affairs officer and Yirga Ewnetu Tamrie, Programme Management Officer from ECA.

Lastly, the evaluator would also like to thank the key informants from UNFPA Asia and the Pacific Region, government staff from Papua New Guinea, Timor Leste, Nigeria and Ghana, who provided inputs of great importance to this evaluation work. Their frankness and unstinting contributions of time, efforts, individual experiences, knowledges, insights and thoughts are the most valuable elements of the evaluation.

The views, findings, conclusions, and recommendations of this report are those of the external evaluator and do not necessarily reflect the views of the ECA or ESCAP or the countries it represents.

Table of Contents

List of Acronyms and Abbreviations	4
Executive summary	5
1. Introduction	10
2. Description of the Project	12
2.1 Background	12
2.2 Project objectives and expected accomplishments/results	13
2.3 Project strategies and key activities	16
2.4 Project management and target countries	16
2.5 Key partners and other key stakeholders	17
2.6 Resources	18
2.7 Link to the Sustainable Development Goals (SDGs)	18
3. Evaluation objectives, scope and questions	19
3.1 Purpose and objectives	19
3.2 Evaluation scope, criteria and questions	19
4. Methodology	21
5. Limitations	23
6. Findings	23
RELEVANCE	23
COHERENCE	26
EFFECTIVENESS	30
EFFICIENCY	34
IMPACT ORIENTATION	36
SUSTAINABILITY	38
CROSS-CUTTING: GENDER, HUMAN RIGHTS & DISABILITY	39
7. Lessons Learned	40
8. Conclusions	41
9. Recommendations	43
Annexes	46
I. List of individuals interviewed.	46
II. Evaluation matrix	48
III. Data collection instruments	57
IV List of documents reviewed	70
V Evaluation TORs	74

List of Acronyms and Abbreviations

ACG	African Centre for Gender
ASEAN	Association of Southeast Asian Nations
DA	Development Account
DAC	Development Assistance Committee
DDMI	Demographic Dividend Monitoring Index
DDEI	Demographic Dividend Effort Index
DESA	Department of Economic and Social Affairs
ECA	Economic Commission for Africa
EM	Evaluation Manager
EQ	Evaluation Questions
ERG	Evaluation Reference Group
ESCAP	Economic and Social Commission for Asia and the Pacific
GESIS	Gender Equality and Social Inclusion Section
GPSP	Gender, Poverty and Social Policy Division
IEs	Implementing Entities
IL	Intervention Logic
ILO	International Labor Organization
MRES	Monitoring, Reporting, Evaluation Section
M&E	Monitoring and Evaluation
MS	Member States
NSO	National Statistics Office
NYC	Nepal National Youth Council
OSCE	Organization for the Security and Cooperation in Europe
SAARC	South Asian Association for Regional Cooperation
SDD	Social Development Division
SDG	Sustainable Development Goals
SDPD	Social Development Policy Division
SPORD	Strategic Planning, Oversight and Results Division
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Project
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Project
UNICEF	United Nations International Children's Emergency Fund
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

Executive summary

Project background

The project, *Demographic Dividend with a Gender Dimension: Entry Points for Implementation for Sustainable Development Goals in Africa and Asia and the Pacific* (the project) was implemented from January 2018 to June 2021 with a no-cost extension upto June 2022, an approved budget of US \$ 850,000 and a total expenditure of US \$ 717,594 funded by the Development Account (DA). The project aimed to strengthen the capacity of Member States (MS) and Regional Economic Communities in Africa and the Asia-Pacific region to mainstream gender into national policies and programmes, promote youth development and enhance national evidence-based policies aimed at reducing inequalities towards the achievement of sustainable development. Initially, the project intended to target six member States, including three from Africa – Nigeria (West Africa), Uganda (Eastern Africa) and South Africa (Southern Africa) – and three from Asia and the Pacific – Pakistan (South and Southwest Asia), Papua New Guinea (Pacific) and Timor-Leste (South-East Asia). In addition, it was considered that two other countries per region could participate in the project as best practice countries that could defend the commitments made by the target countries. Zambia and Ghana from the Africa region and Malaysia and Republic of Korea from the Asia and the Pacific Region were therefore considered as best practice countries. Due to some initial constraint, Pakistan did not respond as expected and was dropped as a target country. The Project was jointly implemented by the Economic Commission for Africa (ECA) and the Economic Commission for Asia and the Pacific (ESCAP) and coordinated by ECA.

Evaluation background

ECA commissioned a terminal evaluation in line with the DA project Evaluation Framework, however, the evaluation was conducted one year following the ending of the project. The evaluation aims to review the project performance and enhance learning

within the Implementing Entities (IEs), the DA, stakeholders, and other Development Partners. It was also requested that the evaluation findings and recommendations provide valuable inputs to strengthening the management capacity of implementing entities and the DA, as well as inform future project design and delivery.

The evaluation covers the duration of the Project and its full geographical coverage.

Evaluation Methodology

The evaluation applied a mixed-method approach, with the focus being on the qualitative techniques, including quantitative data obtained through the review of the project documents and reports, monitoring matrices and survey feedback results of stakeholders. The methodology also took into account the relationship between the techniques and the different actors involved in the design, implementation and monitoring of the project. The primary data as collected directly from stakeholders through interviews conducted virtually and an online survey. Project documents, reports as well as key policy papers and country documents were analyzed as secondary data sources.

Evaluation Findings

Relevance: *The project was highly relevant to the priorities and needs of the target countries. It was strongly aligned with the sustainable development goals and responded to key concerns relative to inclusive and sustainable growth, in particular, to gender, youth, human rights and in a lower degree to disability inclusion.*

The project was an important inter-regional experience, despite the challenges that both regions faced and the different realities and cultural backgrounds. The evaluation also confirmed common and cross-cutting challenges regarding the potential impact of gender gap reductions on harnessing demographic dividend.

The project was able to adapt to changing circumstances, remained flexible and responsive to emerging priorities of the target countries whether it was a lack of buy in from initially certain targeted countries or the onset of the COVID-19 pandemic. Given the later, the project maintained a realist outlook on intended project outcomes versus actual, balancing impact at the country, regional and interregional level.

Coherence: *The project showed reasonable coherence and complementarity with other initiatives, however, there was no follow-up to enhance this complementarity. The project results framework was appropriate for the achievement of the intended project outcomes. Project indicators were appropriate and useful in assessing the project progress. However, the risk assessment and risk management strategy was found to be inadequate, given the nature of the joint implementation arrangement.*

The project realized almost all its target indicators, outputs and expected achievements thereby achieving its overall objective to harness the potential of the demographic dividend and of gender equality in Africa and Asia and the Pacific to achieve sustainable development. The Project indicators were useful and appropriate in assessing the project progress.

The major risks to the success of the project were found in the impact of the Covid 19 pandemic and the biggest challenges were in the different levels of management, but thanks to committed and reactive project teams at both ECA and ESCAP, these were able to be resolved successfully in a timely manner.

Effectiveness: *The effectiveness of the project was found to be moderate. While the Project successfully enhanced technical capacities of the beneficiary countries, it achieved more heterogenous results in improving capacities of governments to integrate the demographic dividend and gender equality concepts.*

The progress achieved by both ECA and ESCAP during the four years of implementation period is

innumerable. The evaluation found that the implementation rate of the project by ECA was over 70% while for ESCAP it was nearly 100%. Albeit disparities in implementation cycles in the two regions, the project contributed to significant changes and results at different levels and to its overall objective.

The factors reported that hindered full performance achievement include: the working relations with governments (unresponsive sometimes; level of bureaucracy; management styles; internal delays etc), traditional and cultural differences, entrenched patriarchal attitudes among highest level decision-makers with a limited understanding of public planning processes, poor awareness on the importance of centralizing gender issues in the implementation of the demographic dividend agenda, logistics and processes that delays progress and also communication with other partners, Covid-19, insecurity situations, timeframes and availability of participants.

The effectiveness of the project was also hampered by the different dynamics and project management levels. For ESCAP, the constraints were not so much in terms of management, but rather, on changes in the governments of the target countries (e.g., Nepal and Pakistan), the need for political commitment and the diversity of languages spoken in the region, among others. ECA, on the other hand, saw the effectiveness of the project interventions highly compromised by numerous managerial problems.

ECA and ESCAP project team members regularly reviewed and monitored progress through mainly: post-test trainings, mission reports, expert groups meetings and annual progress reports. Annual progress reports were the main outcome of monitoring. However, the M&E strategy lacked tools to effectively monitor, and document progress related to gender, human rights, or disability inclusion.

Efficiency: *Project resources were well-used, activities were delivered according to plan and the project was completed after an extension of a year,*

however, the progress in the different expected achievements has not been homogenous.

In terms of the project budgetary efficiency, the budget allocation was found to be appropriate despite the budget cuts set by the Development Account in 2020 and the changes in the working methods occasioned by COVID-19 impacts and limitations on how certain activities could be conducted (no gatherings, move to online meetings, no travelling allowed etc.). The project also benefited from USD 7,200 in supplementary funds provided by UNFPA Ghana.

Overall, the partnership strategy was strong, with several development partners and relevant UN agencies. Strong partnership agreement with UNFPA in the Asia and the Pacific region, and sound partnership strategy in the Africa region defined coordination between key project actors. However, over time and due to various circumstances, in the African region, the partnership disintegrated, diminishing its level of impact.

The fact that this project has brought together two Regional Economic Commissions of the United Nations, has facilitated knowledge sharing. The cross-regional experience can be considered an interesting experience, which, if well-structured and well-managed can lead to a high level of impact.

Impact orientation: *The degree of impact orientation of the project was heterogenous depending on country contexts with many lessons learned in terms of engagement with countries to both leverage their style of approach, as well as strengthen project engagement and improve results through addressing shortfalls.*

Numerous factors also influenced the impact orientation of the project, including the fulfilment of the indicators set out in the project document which only partially reflected the work of ECA and ESCAP.

Despite the lack of concrete policy guidance at the disposal of target ministries and the varied policy uptake across the countries, the project served to formulate policies and plans with notable progress

in harnessing the demographic dividend and gender equality.

Sustainability: *The project fostered as far as possible, the preconditions for sustainability of the different processes and results, however, the drastic reduction of resources and high turnover of staff both at UN and government level weakened the potential to sustain results.*

The sustainability of the project was anchored on the institutionalization into government systems and processes, and on the use of the Youth Policy Toolbox. The project supported the establishment of strong networks and institutional mechanisms which were envisioned to surpass the project completion. The strong partnership with UNFPA and other development partners also provide opportunity for potential of sustaining project results, as they are able to intervene where ECA or ESCAP cannot be due to, among others, their modus operandi, field presence, etc.

Cross-Cutting issues: *The Project specifically targeted adolescent, youth and women and played a role in bringing partnership between the government and civil society to work on the demographic dividend.*

The project followed a gender mainstreaming approach in the design and implementation. ECA focused more on the gender aspect of the project and less on the demographic dimension, while ESCAP focused more on the demographic dividend and youth and less on the gender perspective, which shows where the region's priorities lie.

The evaluation did not find any information on how the project integrated people with disabilities or other marginalized groups.

Conclusions

The project was designed at a time of high demand from countries to learn more about the demographic dividend. The gender component was the added value that made the project beneficiaries increase their interest.

The implementation of the project was not linear; in the Asia-Pacific region, the project was slow at first, but after a year it picked up speed and was able to rebound. In the Africa region, on the other hand, it had a fairly good start, with a high level of participation and expectations, but due to internal management problems, the project implementation faced serious delays. There was a need for a more robust monitoring and evaluation framework to keep the project on track.

The budget constraints across the UN system owing to the onset of the Covid 19 pandemic, also impacted the project, resulting in budget reductions. However, the degree of accomplishment of project results was high and the resources were used in an efficient and reliable manner. Leveraging partnerships was effective in overcoming these impacts and created good synergies with UN sister agencies, in particular with UNFPA. At the onset of the project a working relationship was established between ECA and ESCAP, however, due to different approaches to the project and due to multiples difficulties (different time zones; different levels of management; poor internet connectivity; etc.) this internal coordination did not work as planned.

The project enhanced the technical capacities of national stakeholders of the target African and Asia-Pacific countries to sustain the results of the project. Whereas the project did not develop guidelines for the formulation of policies and plans that consider future demographic transitions, this has not prevented some beneficiary countries from integrating the demographic dividend and gender equality concepts into their daily work. Both ECA and ESCAP developed relevant knowledge products that government stakeholders consider a reference for this topic and a proof of sustainability.

The project succeeded in promoting and contributing to addressing gender equality and human rights consideration, and it is also considered to have fully responded to the needs and interests of different stakeholders, including women, men and youth. However, it did not focus on disability inclusion considerations.

Lessons Learned

Several lessons have emerged from the implementation of the project that can inform future work:

- Flexibility and capacity to respond to emerging priorities is key.
- Appropriate project management arrangement arrangements are essential for success.
- Good communication between implementing partners improves results.
- Strong partnerships provide strong ground for sustainability of project results.
- Structured and clear monitoring and evaluation mechanisms is essential for project efficiency and effectiveness.

Recommendations

Based on the evaluation findings and conclusions, a set of recommendations for improvement were formulated.

Recommendation 1: Considering limited resources and emerging country needs and priorities, ECA and ESCAP should **develop a strategy to foster ownership within beneficiary countries**, so that turnover of staff at both UN and government level does not compromise the technical work.

Priority: Medium-High

Criteria: Relevance and Coherence

Timeframe for implementation: Within next 6-12 months

Implementation responsibility:

ECA – Gender Equality and Women’s Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section

Recommendation 2: To enhance the sustainability of results in similar DA projects, **strengthen collaboration with experts from good practice countries on thematic areas of focus.**

Priority: Medium-High

Criteria: Coherence and Effectiveness

Timeframe for implementation: Within next 6-12 months

Implementation responsibility:

ECA – Gender Equality and Women’s Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section.

Recommendation 3: To achieve results effectively and efficiently, **establish clear project management arrangements** to coordinate and manage implementation of projects.

Priority: High

Criteria: Effectiveness

Timeframe for
implementation: Within
next 3 months

Implementation responsibility:

Senior Management at ECA and ESCAP

Recommendation 4: To improve project outcomes of future DA projects, **develop robust monitoring, evaluation and reporting mechanisms.**

Priority: High

Criteria: Efficiency

Timeframe for
implementation: Within
next 3 months

Implementation responsibility: Subprogrammes in
collaboration with the Strategic Planning, Oversight
and Results Division.

1. Introduction

This report presents the results of the end-of-cycle assessment of the Development Account Project “Demographic Development with Gender Dimension: Entry points for implementation of Sustainable Development Goals in Africa and Asia and the Pacific” (hereinafter referred to as “the project”).

The United Nations (UN) Development Account (DA) mechanism was established by the General Assembly in 1997 through its resolution 52/12 B, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. The DA supports the implementation of projects of five global UN Secretariat entities and the five UN Regional Commissions, with the goal of enhancing capacities of developing countries in priority areas of the 2030 Agenda for Sustainable Development. The DA provides the ten implementing entities (IEs), which are mostly non-resident in beneficiary countries, with the ability to operationalize their vast knowledge and know-how and to deliver capacity development support on the ground to selected stakeholders. In this way, the entities are able to follow-up on their normative and analytical work as well as inter-governmental processes, through concrete projects at multi-country, sub-regional, regional and global levels.

Evaluations of Development Account-funded projects are led by the implementing entities and guided by the DA project evaluation guidelines, frameworks, and other supplementary guidance notes, as well as the entities’ respective evaluation policies, procedures and practices¹.

The project being evaluated is one of the projects approved under this account for the 11th Tranche funding window (2018-2021). The project was jointly implemented by the Economic Commission for Africa (ECA) and the Economic and Social Commission for Asia and the Pacific (ESCAP) and coordinated by ECA. It was implemented from January 2018 to June 2021 and extended with no cost to June 2022, with an initial budget of US \$850 000 and a total expenditure of US \$ 717,594.

The main objective of this evaluation, as per the terms of reference (ToRs), is to review the project performance and enhance learning within the Implementing entities, the DA, stakeholders, and other Development Partners. Emphasis has been placed on assessing overall progress towards intended outcomes to harvest best practices and lessons learned that could guide future design and implementation of other projects.

The target audience and primary users of the evaluation include the project coordination team, respective Subregional Offices, other Subprogrammes, and staff of ECA and ESCAP, member States, specifically, the beneficiary countries, and other strategic development partners. The UN General Assembly will be an indirect user of this DA project evaluation².

This final assessment has been managed by an Evaluation Manager (EM) in the Monitoring, Reporting and Evaluation Section (MRES) of the Strategic Planning, Oversight and Results Division (SPORD) in ECA and was supported by a Reference Group composed of the EM and designated evaluation focal point/s in ESCAP, to provide the quality assurance on the process and deliverables of the evaluation.

¹ <https://www.un.org/development/desa/da/evaluation/>

² UN Development Account Evaluation Guidelines (2019) [https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253_1571321382_UN%20DA%20Evaluation%20Guidelines%20\(Final\).pdf](https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253_1571321382_UN%20DA%20Evaluation%20Guidelines%20(Final).pdf)

The evaluation report is divided into different sections: the background of the project, including its objective and expected accomplishments, stakeholders and beneficiary countries (Section 2); the evaluation objectives, scope, and questions (Section 3) and methodology (Section 4). Then, the evaluation findings are presented, organized per criteria and questions (Section 5) and lessons learned, conclusions and recommendations are provided in sections 6, 7 and 8.

2. Description of the Project

2.1 Background

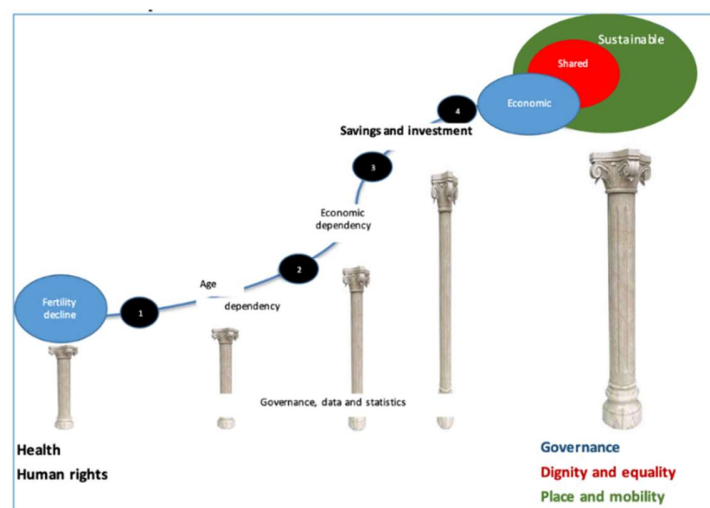
Sustainable development cannot be achieved without assuring that all women and men, and girls and boys, enjoy the dignity and human rights to expand their capabilities, secure their reproductive health and rights, find decent work, and contributing to economic growth³.

In the DA project under evaluation, the concept of the **demographic dividend** refers to a limited period of time when societies benefit from a demographic transition with the following characteristics:

- Fertility, which was previously high begins to drop quickly, generally following declines in infant and child mortality and further reinforced by trends such as increased female education and labor force participation and urbanization.
- As a result, the number of children as a share of the population declines, while the number of older persons remains stable; thus, leading to a declining dependency ratio;
- The working-age population, aged between 15 and 64 (and particularly the young working-age population, 15-24 years of age) grows faster than any other segment of the population;
- Economic growth accelerates in response to the changing age structure of the population⁴.

This demographic change affects development. Population dynamics in Africa and the Asia-Pacific region can contribute towards these goals as long as human rights are respected and policies address the needs of the people, including those of adolescent and youth and women.

Figure 1: Relationship between the demographic dividend and sustainable development



Source: ECA Resolution (2017) E/ECA/CGSD/2/5

³ UNFPA Demographic Dividend <https://seoul.unfpa.org/en/topics/demographic-dividend-9>

⁴ ECA in collaboration with ESCAP (2018) 1819Z -ECA. Project Document for the 11th Tranche of the Development Account. Demographic Dividend with a Gender Dimension: Entry points for implementation of Sustainable Development Goals in Africa and Asia and the Pacific, page 7.

Realizing a demographic dividend requires multiple investments. The most essential are building the capabilities of people and ensuring their rights and freedoms to achieve their potential. In this sense, it is key to invest in health and education, especially in youth and more specifically on girls' education, maternal, new-born and child health, and comprehensive reproductive health services including family planning. The opportunity to reap a demographic dividend occurs during a finite window that gradually closes as the working generation ages. Moreover, there is a strong synergy between population dynamics and women's empowerment.

According to the project document, Africa and the Asia-Pacific regions face challenges in resolving gender inequalities in education, health and labor markets, therefore it is crucial that policymakers are brought together to raise their awareness about growth implications of the population-youth-gender nexus, to increase their capacity to develop evidence-based policies, and to be provided with an international platform for dialogue and learning experience.

The Demographic Dividend with a Gender Dimension project responds to the demands by member States in both ECA and ESCAP regions to enrich the development policy and decision-making discourse in the coming years with a wide range of knowledge, policy options and alternatives that capitalize on the demographic dividend and gender-related SDGs.

2.2 Project objectives and expected accomplishments/results

The project's aim was to strengthen the capacity of Member States (MS) and regional economic communities in Africa and the Asia-Pacific region to mainstream gender into national policies and programmes, promote youth development and also enhance national evidence-based policies aimed at reducing inequalities towards the achievement of sustainable development⁵.

The theory of change⁶ (ToC) underpinning the Demographic Dividend with a Gender Dimension project is not developed explicitly in the project document, but is nevertheless implicit, and has been largely consistent in its strategic direction.

The re-constructed ToC is based on the intervention logic (IL) or logical framework (LF)⁷ and on the analysis of the objectives and strategies set out in the project and progress reports that have guided the project implementation during its lifecycle.

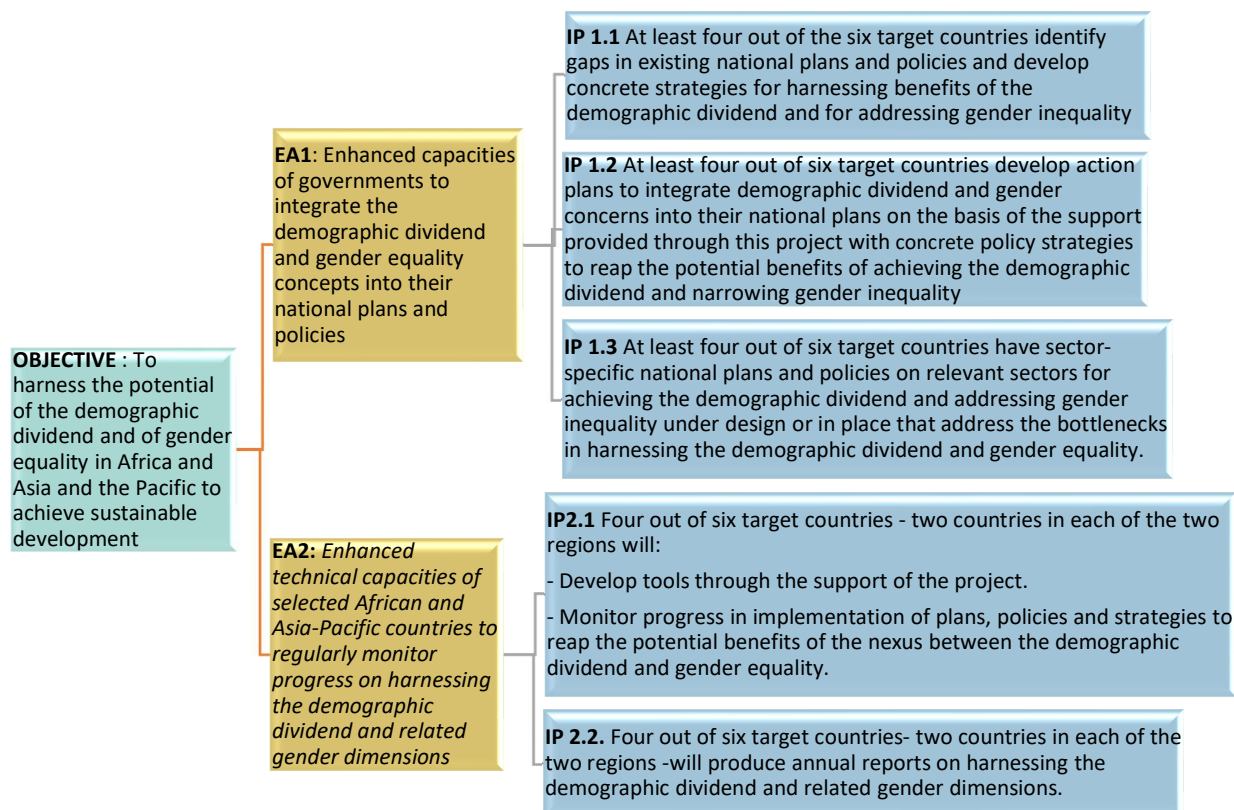
The main objective of the project was guided by two Expected Accomplishments (EA) that were monitored through a total of five Performance Indicators (IP) and were planned to be achieved after the completion of a total of 10 activities.

⁵ ECA in collaboration with ESCAP (2018) 1819Z -ECA. Project Document for the 11th Tranche of the Development Account. Demographic Dividend with a Gender Dimension: Entry points for implementation of Sustainable Development Goals in Africa and Asia and the Pacific, page 2.

⁶ ToC is understood as the strategic overview of how the chosen interventions will bring about change. Maps out the (outcome)pathways that lead to this change and how these are connected. It includes interventions and contributing factors that may not be directly related to the particular programme/intervention. Specifies underlying assumptions and supporting evidence. (Culligan, Mike and Leslie Sherriff (2019) A guide to the MEAL DPro)

⁷ The logical framework stems from the Results Framework and drills down into the hierarchy of objectives. The Logical Framework has the objectives, indicators, adds the means of verification and includes the critical assumptions. The Logical Framework is always directly related to the particular programme/intervention. (Culligan, Mike and Leslie Sherriff (2019) A guide to the MEAL DPro)

Figure 2: Intervention Logic



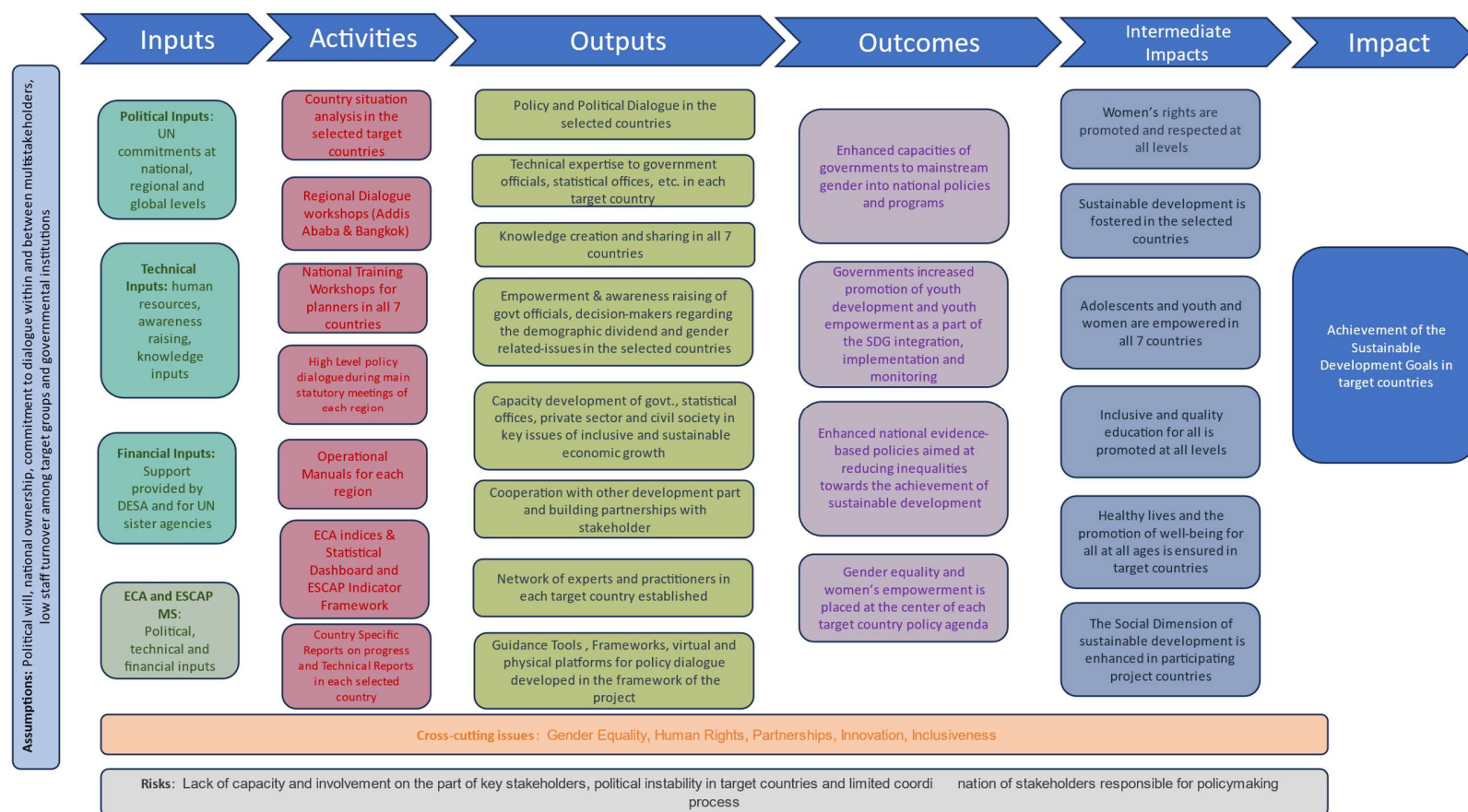
Source: Elaborated by the evaluator

As per the project document, a key precondition underlying any DA project is national ownership. For it to be a successful project, it is equally important to count with political will and commitment to dialogue within and between multi-stakeholders and policymaking institutions. It was also assumed certain stability in governmental institutions and low staff turnover to be able to increase awareness and improved capacities.

Among the risks identified in the project document were the lack of capacity and interest on the part of key stakeholders, political instability in target countries and limited coordination of stakeholders responsible for policymaking process.

A more visual and complete ToC has been developed (see Figure 3) and provides a conceptual model of the causal chain of effects from inputs to outputs towards outcomes.

figure 3: Reconstructed Theory of Change



Source: Elaborated by the evaluator

2.3 Project strategies and key activities

The project started in January 2018 and was initially scheduled for completion by June 2021. Due to Covid-19 the project was extended with no cost to June 2022. The project was based on a strong and clear project strategy which aimed to build capacity of member states to harness the potential of the demographic dividend and gender equality in Africa and the Asia Pacific region in order to contribute to the achievement of sustainable development.

A key component of the project, the development of an interactive policy e-platform, built upon experiences from the 9th tranche Development Account Project: Strengthening the capacity of Governments in the ESCAP, ECA and ESCWA regions to respond to the needs of youth in formulating inclusive and sustainable development policies led by ESCAP and involving partnership with ECA, ESCWA.

Alongside the e-platform, it was foreseen that the project utilizes and develops relevant social and other digital media resources to engage participation of a range of stakeholders in knowledge-building and sharing of process.

The key activities undertaken in the project were: comprehensive situation analysis in the target countries in the ECA and ESCAP regions as well as countries that represent good practices; the organization of regional dialogue workshops, national training workshops; the development of knowledge products and policy briefs.

2.4 Project management and target countries

Initially, the project intended to target six member States, including three from Africa – Nigeria (West Africa), Uganda (Eastern Africa) and South Africa (Southern Africa) – and three from Asia and the Pacific – Pakistan (South and Southwest Asia), Papua New Guinea (Pacific) and Timor-Leste (South-East Asia). In addition, it was considered that two other countries per region could participate in the project as best practice countries that could defend the commitments made by the target countries. However, there were some difficulties in initiating project activities in Pakistan, especially a change in government and revisions in the way civil society organizations could operate, and at the end of 2018 Pakistan was replaced by Nepal, as the South and South-West Asia target country. It was reported that formal exchanges were conducted with the Nepal National Youth Council (NYC) in the third quarter of 2019 and a kick-off meeting was planned, nevertheless, several challenges were encountered in dealing with coordination between government offices in Nepal and it was determined to reduce the number of target countries from three to two in the Asian-Pacific Region, leaving Timor-Leste and Papua New Guinea⁸.

The project was led by ECA and implemented jointly with ESCAP, in cooperation with the UN Department of Economic and Social Affairs (DESA). Within ECA, the project was a joint initiative by the two Subprogrammes (SP6 and SP9) under the leadership of Director of the Gender, Poverty and Social Policy Division. The gender issues were driven by Gender Equality and Women's Empowerment (SP6), and population issues by Social Development Policy Division (SDPD), with support from the African Center for Statistics (SP4) for the development of data collection and monitoring tools. Within ESCAP, the Social Development Division assumed primary responsibility for the project, with support from a consultant for

⁸ Final Report (2023) Demographic Dividend with a Gender Dimension: Entry points for implementation of Sustainable Development Goals in Africa and Asia and the Pacific

the development of data collection and monitoring tools, and UNFPA for project implementation in target countries.

The African Union (AU) and other United Nations System agencies were involved and collaborated in various training workshops and were also invited to collaborate in the regional and national studies. UNDP and UNFPA offices at the country level were quite active in providing support in facilitating certain project activities in the Asia-Pacific target countries. In addition, subregional offices of ECA and ESCAP supported the organization and planning of national workshops and other project activities, leveraging their expertise and ability to engage with local stakeholders. The Association of Southeast Asian Nations (ASEAN), and the South Asian Association for Regional Cooperation (SAARC) were two subregional organizations that were invited to collaborate in the regional and national studies in Papua New Guinea and Timor-Leste.

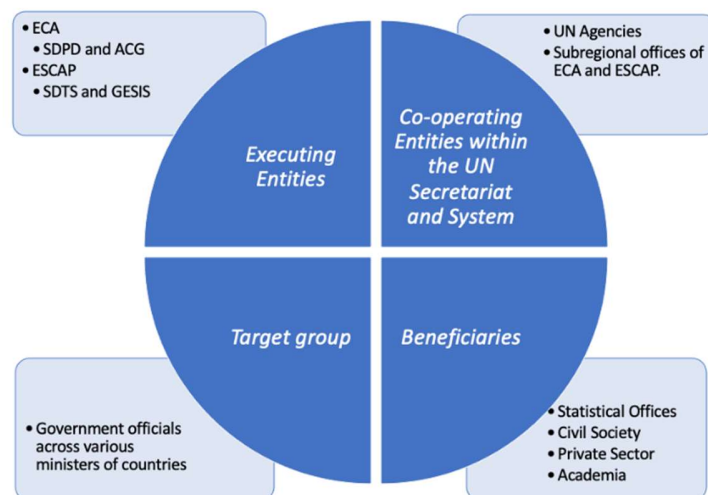
The implementation of the project was carried out in accordance with the ECA Monitoring and Evaluation Framework. A detailed monitoring and evaluation framework was developed for the project. The Gender, Poverty and Social Policy Division of ECA, was responsible for continuously monitoring progress and reviewing project strategies.

2.5 Key partners and other key stakeholders

The project involved a wide range of stakeholders ranging from divisions within ECA and ESCAP, to cooperating entities within the UN Secretariat and System engaged in working on the demographic dividend and gender areas, to non-UN stakeholders. Specifically,

1. ILO, UNDP, UNESCO, UNFPA, UNICEF, and UN Women supported the project in facilitating project activities and were considered as co-operating entities.
2. Government officials across various ministries of countries undergoing demographic transitions, namely, Ministries of Gender/Youth, Ministries of Population/National Population Councils/Commissions, Ministries of Finance, Ministries of Planning, etc. were the target group of the project.
3. National Statistical Offices were considered direct beneficiaries of the project together with civil society organizations in countries undergoing the demographic transition and private sector actors.
4. Academia and Research Institutions also participated in some of the project activities to raise awareness on concepts and overarching regional trends.

Figure 4: Stakeholder outline



Source: Elaborated by the evaluator

2.6 Resources

The project started with an approved budget of US\$ 850,000, which later was reduced in 2020 due to the COVID-19 pandemic to USD \$ 735,286. According to data in the final report, the total project expenditure amounted to USD 717,594 representing an 84,4 % of the revised budget. According to the progress report, UNFPA Ghana funded the project in 2019 with USD\$ 7,200 for the recruitment of a national consultant to work on the situation analysis of Ghana as a good practice country.

Regarding the budget allocation between ECA and ESCAP, the project document noted that most of the activities were symmetric with equal number of consultants to be hired, consultant and staff travel, contractual services, and general operating services. At the beginning of the project implementation, there were only two activities where ECA was envisaged to lead and therefore, required additional funds, including the recruitment of the evaluation consultant as well as the hosting the interregional dialogue workshop in Addis Ababa (A.1.5). The COVID-19 pandemic led to a reduction of funds, in agreement with DA. The inter-regional dialogue workshop was not held, instead, it was decided to postpone it beyond the project cycle and to be taken over by ECA's dedicated center of excellence on demographic dividends in its West African Sub-regional Office, as part of handover and sustainability of the project and as part of the center's broader portfolio of work. As a result, a total of USD \$ 114,714 (ECA: \$ 93,114 and ESCAP \$21,600) was returned to the DA.

2.7 Link to the Sustainable Development Goals (SDGs)

The importance of this project's rationale has been recognized in the 2030 Agenda for Sustainable development, where the demographic dividend is inserted under SDG 3 (*Ensure healthy lives and promote well-being for all at all ages*), SDG 4 (*Ensure inclusive and quality education for all and promote lifelong learning*), SDG 5 (*Achieve gender equality and empower all women and girls*), SDG 8 (*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*) and SDG 10 (*Reduce inequality within and among countries*) and more specifically, targets: 3.1 ; 3.7; 3.8 and 3.c / 4.1 ; 4.4; 4.5; 4.6; 4a; 4c / 5.1; 5.2; 5.6; 5a / 8.2; 8.3; 8.5; 8.6; 8.8 / 10.2 and 10.3.

3. Evaluation objectives, scope and questions

3.1 Purpose and objectives

This evaluation is a mandatory terminal evaluation of the project that serves three main purposes: accountability, learning and provision of credible evidence for strategic decision-making.

The Evaluation is in line with the established priorities of DA projects⁹ relative to the systematic and timely evaluation of its projects and activities¹⁰. Further, the evaluation complies with the regulations and rules of the United Nations Secretariat as put forth by the Secretary-General, which mandates that all programmes shall be evaluated on a regular, periodic basis¹¹.

The overall objective of the evaluation is outlined in the Evaluation Terms of References, which is to assess as objectively and systematically as possible, the performance of the project vis-à-vis its overall objective as defined in the project document. In addition, it will identify intended and unintended project results and progress made towards results in the three project outcome areas and address the specific objectives:

- To assess the performance of the project towards its intended outcomes, and where possible, seek indications of possible effects in the target countries.
- To assess the added value of ECA and ESCAP in supporting efforts of target countries to integrate policies to harness the benefits of the demographic dividend considering other stakeholders' contribution.
- To document results and achievements of the project considering its goal and objectives.
- To provide strategic recommendations as well as highlight lessons and best practices to inform the design and delivery of future IEs' and DA interventions and projects of a similar nature.
- To identify areas of opportunity for further project development.

For purposes of the evaluation, stakeholders are identified as those involved in the design and implementation of the project.

3.2 Evaluation scope, criteria and questions

Thematic Scope

The evaluation is expected to be both summative and formative in nature. In summative terms, there is a requirement to synthesize evidence of outcomes and interpret these within the context of the Development Account, in order to identify what the contribution of the project has been (and may continue to be in the future) in strengthening the capacity of member States and regional economic communities to mainstream gender into national policies and programmes, promote youth development and also enhance national evidence-based policies aimed at reducing inequalities towards the achievement of sustainable development. In formative terms, it's understood that a high level of importance is placed on learning. ECA and ESCAP are looking to learn and obtain credible evidence for strategic decision-making.

⁹ UN Development Account Evaluation Guidelines (2019)

¹⁰ UN Development Account Evaluation Guidelines (2019)

¹¹ <https://www.unescap.org/monitoring-and-evaluation/evaluation>

During the inception phase, the evaluator consulted with some of the persons listed in Annex IV concerning the precise thematic scope of the evaluation, and made the following key observations and suggestions:

- The DA Project was implemented in seven (7) countries in two regions: Africa and the Asia and Pacific. Both regions have cross-cutting challenges and opportunities regarding the potential impact of gender gap reductions on harnessing demographic dividend. It was foreseen that the final Evaluation Report provide a synthesis of differences, commonalities, and learning across countries to inform future decision-making.
- The Evaluation questions include an assessment of cross-cutting issues, specifically the extent to which gender equality and human rights and disability inclusion were mainstreamed; if relevant Sustainable Development Goals (SDGs) and their interlinkages were identified, and whether a rights-based approach methodology was followed in the identification/formulation documents, and the extent to which they were reflected in the implementation governance and monitoring of the intervention. Partnerships related issues is also an overarching consideration of the evaluation, and hence specific consideration was given to the complementarity of other support to ensuring the enabling environment.

Geographic Scope

The evaluation covers the full geographical scope that includes Ghana, Nigeria, Uganda, South Africa, Zambia, Papua New Guinea, and Timor East. Where appropriate, the evaluation has examined the extent to which complementarities exist between interventions overlapping in a particular national or regional context.

Temporal Scope

The period evaluated was defined as being from January 2018 to June 2022. It has examined both outcomes and output level results as key indicators of overall project performance. The evaluation was conducted between August and December 2023. The evaluation was structured in the following criteria and evaluation questions:

Table 1: Evaluation Criteria and questions

Criteria	Evaluation questions
Relevance	1-To what extent was the project objective relevant to the priorities and needs of the targeted countries?
	2. To what extent did the project strategy remain flexible and responsive to emerging priorities of the target countries, including the COVID-19 pandemic?
Coherence	3. To what extent was the results framework appropriate for the achievement of the intended project outcomes? Were the indicators identified appropriate and useful in assessing the Project progress?
	4.How realistic were the risks and assumptions upon which the project logic was based? Were risks managed appropriately?
Effectiveness	5. To what extent was the project successful in building national capacities of governments to formulate policies and plans that account for future demographic transitions? What were the major factors influencing the achievement or non- achievement of the project objectives?
	6. How did the project management capacities and arrangements in place in ECA and ESCAP support/hinder the achievement of the expected results?

	7. To what extent did the project systematically and effectively monitor and document information to allow for results measurement, including on cross-cutting priorities (gender, human rights, disability inclusion)? Did the monitoring findings influence adaptive management and contribute towards resolving implementation problems?
Efficiency	8. To what extent did the project act as a catalyst and support the IEs influence and/or leverage other related interventions (within IEs, wider UN and other partners) to increase efficiency, if any? Was the work of the project duplicative or supportive of the work of other entities?
	9. How well did the project activities in comparison to the plan, transform the available resources into the intended results in terms of quantity, quality and timeliness?
Impact Orientation	10. To what extent did national stakeholders acquire the technical capacities to sustain the results of the project?
	11. How have the project outputs contributed to the formulation of policies and plans that account for future demographic transitions?
Sustainability	12. Are these capacities and skills being actively used and what are the indications of sustainability?
Gender & Human Rights and Disability	13. To what extent did the project respond to and affect the rights, needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups?

4. Methodology

The evaluation was an impartial, open, inclusive, utilization-focused, participatory and gender responsive process that involved ECA and ESCAP staff of different levels, roles and divisions/sections. All efforts were made to facilitate the participation of relevant stakeholders at different levels and in the various stages of the evaluation process.

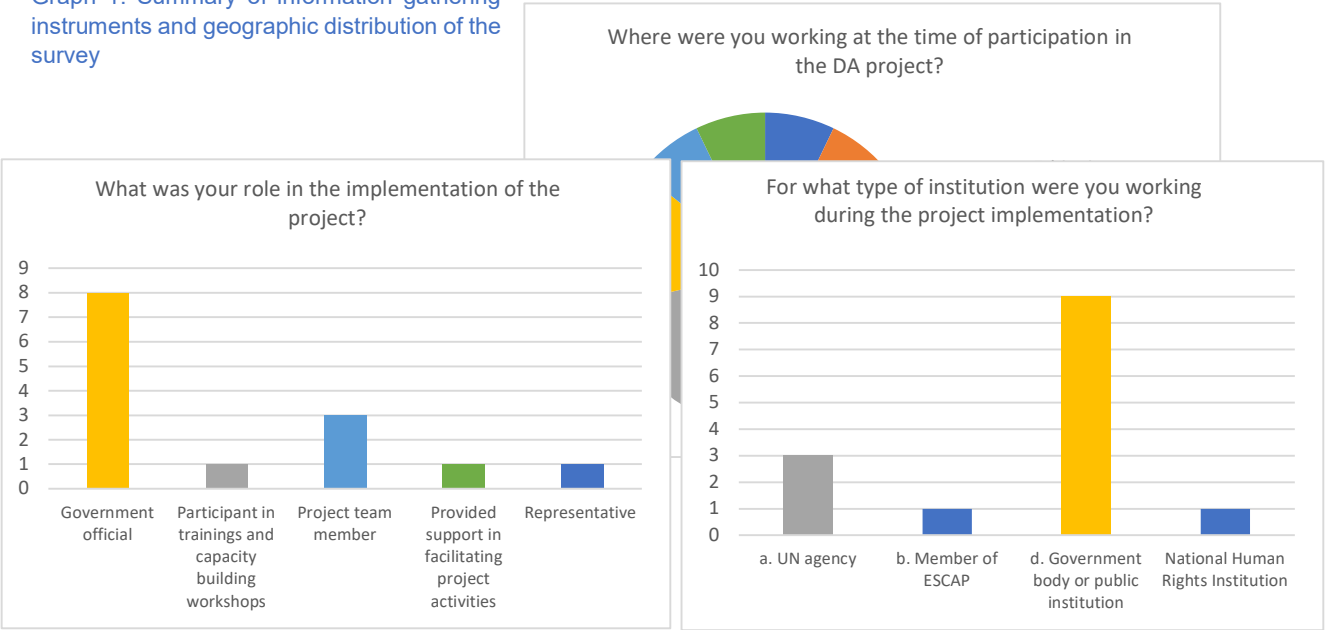
The evaluation was guided at all times by the United Nations Evaluation Group ethical guidelines for evaluation and the United Nations Evaluation Group Code of Conduct for Evaluation. Specific commitments included: (1) independence and impartiality, (2) credibility and accountability, (3) confidentiality, (4) avoidance of harm, (5) accuracy, completeness, and reliability, (6) transparency and (7) sensitivity to differences in social and cultural environments (local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity).

This evaluation was carried out in conformity with OECD-DAC Criteria and evaluation best practices, maintaining a gender perspective. The DAC model establishes six criteria to evaluate an intervention in development cooperation: relevance/appropriateness, coherence effectiveness, efficiency, impact and sustainability. Such a model focuses primarily on program inputs and results (as opposed to process), has been widely accepted for development assistance evaluation, and is established as a standard model.

To strengthen the credibility and usefulness of evaluation results, the evaluation used a mixed-methods approach to triangulate the data. The methodology also took into account the relationship between the techniques and the different actors involved in the design, implementation and monitoring of the project.

Over 60 documents (See Annex IV) were reviewed and included project document, mission reports, annual project reports, working papers, policy documents, financial data, web platforms. A total of 16 persons were interviewed (10 female and 6 male) and 14 persons (10 females and 4 males) answered the online survey from a total of 59 key informants.

Graph 1: Summary of information gathering instruments and geographic distribution of the survey



Technique	Female	Male
Semi-structured individual interviews	10	6
Online Survey	10	4
Total	20	10

Source: Elaborated by the evaluator

Staff from the public and government institutions that participated in the project were the top respondents to the online survey, followed by members of the project team and to the same extent by participants in training and capacity building workshops, by those who provided support in facilitating project activities and UN Representatives (see graph 2 and 3

Graph 2&3: Role and Type of institution in the project

In this regard, representatives of government bodies or public institutions, United Nations agencies, ESCAP staff and members of the National Human Rights Institutions were, in that order, those who answered most of the questions in the questionnaire.

Annex II, presents the evaluation matrix where the methodology is synthetized, showing the evaluation questions and issues to be addressed and the performance indicators, information sources and information collection methods to be used.

The quantitative and qualitative data collected were compiled, analyzed and triangulated at different stages of the evaluation process, using the evaluation matrix as the overarching guide to validate findings and formulate conclusions and recommendations.

5. Limitations

In the inception report several assumptions were made on potential limitation during the evaluation. The planning assumed 1) free access to documentation and informants at the foreseen times; 2) availability of relevant key informants willing to openly express their views and thoughts, and to do so more or less within the available timeslot; 3) knowledge of the context and project activities (longer presence) by key informants; and 4) sufficient trust of the involved stakeholders despite different managerial levels and organizations to answer the evaluation questions. It was foreseen to allocate additional interview time where needed and embark on follow-up interviews (if feasible) to pre-empt some of these possible limitations.

The fact that the project ended a year prior to the evaluation and that the start of project activities was in 2018 posed an additional challenge. The evaluator planned to conduct online focus groups, but due to the unavailability of key informants it was not possible to carry them out. Of the initial number of individual semi-structured interviews planned for ECA and ESCAP staff who had participated in the project, practically all of them could be done. Two persons declined to participate because they were no longer working for any of the Regional Commissions and two others did not reply to messages. On the other hand, one ESCAP staff member who was not foreseen at the outset was considered important to be interviewed at a later date and was included in the list of interviewees. As for the list of stakeholders and beneficiaries of the project identified by ESCAP and ECA respectively, it should be noted that of the 55 interviews planned, only 16 could be carried out, despite numerous attempts by both the evaluator and the project managers at ECA and ESCAP, who acted as liaisons.

To mitigate these limitations, the duration of the remote field phase was extended to accommodate stakeholders' availability. The deadline of the online survey was also extended as an alternative to obtain extra inputs from key informants. Ideally, the data collection through the survey was foreseen to complement the interviews and focus groups, but the number and percentage of respondents attained was too limited.

Despite the above-mentioned limitations, the data collection instruments used allowed for sufficient evidence to be collected and triangulated to ensure that the findings, lessons learned, and recommendations are evidence-based and reliable.

6. Findings

This Section is organized according to the evaluation criteria presented in the TORs and analyses of the factual evidence available. A brief summary on key findings for each evaluation criteria is presented at the end of each subsection.

RELEVANCE

EQ1-To what extent was the project objective relevant to the priorities and needs of the targeted countries?

One of the key strengths of the Project was that at the time of its design and implementation, harnessing the demographic dividend was a global topic of discourse. Many of the world's developing and emerging countries had undertaken or were in the process of undertaking reviews to assess the economic and

human development potential to identify the targeted and strategic actions needed to unlock the potential for realising the demographic dividends. From the onset, the Project galvanized interest from the target countries as it identified a major gap in member States' efforts to mainstream gender in harnessing the demographic dividend. The project was structured around two expected accomplishments and related activities: 1) enhanced capacities of governments to integrate the demographic dividend and gender equality concepts into their national plans and policies, and 2) enhanced technical capacities of selected African and Asia-Pacific countries to regularly monitor progress on harnessing the demographic dividend and related gender dimensions.

Interviews with stakeholders and review of secondary data sources revealed that harnessing the demographic dividend was a national priority, and that the Project responded to the needs and priorities of member States. The Project responded to the demands of the IEs member States to enrich development policy and decision-making discourse on the demographic dividend and gender-related SDGs. For example, in Papua New Guinea, stakeholders indicated the Project was well suited to the country's demographic needs and indicated the Project contributed to the formulation of the National Population Policy 2015-2024.

The survey results further corroborated that the project was considered to be relevant and very well aligned: 1) with country needs and priorities to inclusive and sustainable growth; 2) with international commitments on gender equality and human rights and 3) with international commitments with sustainable development. Specifically, 71.4% responded "very well aligned" and 28.5% responded "well aligned". There was a slight decrease in the percentage of respondents who considered that the project objectives were in line with the subregion's needs and priorities for inclusive and sustainable growth. And opinions regarding the degree of alignment of project objectives with international commitments on persons with disabilities and marginalised groups were more divergent: 35.7% responded "very well aligned and relevant"; 14.28% responded "aligned and somewhat relevant" and 7.14% did not know or considered it neither aligned nor very relevant.

Graph 3: Compilation of answers to the survey question:

To what extent do you consider that the project objective is aligned with?



EQ2. To what extent did the project strategy remain flexible and responsive to emerging priorities of the target countries, including the COVID-19 pandemic?

In the first two years of the implementation, the project was not only in line with the planned schedule of events but also both implementing partners (ECA and ESCAP) added novel activities with budgetary implications that required shifting allotments between budget categories. Benin and Niger were added to the project focus countries for Africa and new activities were planned to be undertaken to launch and expand the project to these countries which are francophone countries. However, with the disruption of the Covid-19 pandemic, constrained budget across the UN system also impacted the project. Benin and Niger had to be removed as additional project focus countries for Africa and new activities were planned in line with the requirement to move to more Covid 19 sustainable elements. The implementation in Africa was significantly delayed, with a period of impasse and uncertainty that destabilized the planning, shifting to an emergency mode and changing delivery mechanisms from face-to-face to online, coupled with the challenges that this entailed for countries with poor internet connectivity and engagement around informal face-to-face conversations.

In Asia and the Pacific, the Covid 19 pandemic led similarly to significant disruptions in holding meetings and capacity development activities, and the need to work on virtual and hybrid meetings, which, in turn, proved challenging, given logistical and connectivity issues, especially in the target countries.

The stakeholders' interviews unanimously agreed that there was a before and after in the pace of project implementation and the level of priority given to the project by participating countries and governments.

In light of the particularities of each country and regional context, project beneficiaries interviewed acknowledged that the pandemic reinforced the understanding of the need for urgent actions with regard to the demographic dividend with a gender perspective, even though governments' attention was focused on response and recovery actions in the aftermath of Covid 19.

The evaluation found that DESA requested ECA and ESCAP to revise the project (outputs and activities) and realign the budget to emerging COVID-related concerns and priorities. Both internal and external interviewees highlighted the ability to adjust to country-specific constraints and needs, while taking advantages of emerging opportunities to expand knowledge products. Survey answers showed that for 64,2% of respondents the project strategy remained flexible and responsive to emerging priorities of target countries including the COVID-19 pandemic; for a 28.5% it was flexible and responsive only in certain areas. Flexibility and timing were an important factor of relevance and for a 7,14% did not know.

Overall, the evaluation confirmed that the project was sufficiently flexible and responsive to internal organisations requirements and country-specific requests.

KEY FINDING 1: The project proved to be highly relevant to the priorities and development needs of the targeted countries and met current and emerging national strategic needs and priorities to inclusive and sustainable growth, as well as international commitments on SDGs, gender equality, human rights and on people with disabilities and marginalised groups. The project is also considered

KEY FINDING 2: The project was able to adapt to changing circumstances, remained flexible and responsive to emerging priorities of the target countries whether it was a lack of buy in from initially certain targeted countries or the onset of the COVID-19 pandemic. Given the later, the project maintained a realist outlook on intended project outcomes versus actual, balancing impact at the country, regional and interregional level.

Key findings on relevance: strategic relevance of the project has been rated as high by all key stakeholders from all countries during the interviews. The project is well-aligned with national and regional priorities, strategies and plans, and other global commitments as well as the SDGs.

COHERENCE

EQ3. To what extent was the results framework appropriate for the achievement of the intended project outcomes? Were the indicators identified appropriate and useful in assessing the Project progress?

KEY FINDING 3: The project's results framework was appropriate for the achievement of the intended project outcomes. It was of adequate quality and contributed to ECA, ESCAP and stakeholders' understanding of intervention outcomes, and identification of future support. The project realized almost all its target indicators, outputs and expected achievements thereby achieving its overall objective to harness the potential of the demographic dividend and gender equality in Africa and Asia and the Pacific to achieve sustainable development. The major challenge to the success of the project was the onset of the Covid 19 pandemic which restricted travel and in-person meetings, workshops and training resulting in adjustment to project activities and results. COVID-19 related adjustments were not an impediment to the achievement of the vast majority of the expected outcomes. Project indicators were useful and appropriate in assessing the project progress.

As illustrated in the Theory of Change (figure 3), the intervention logic shows that the activities and outputs lead logically to the objective of harnessing the potential of the demographic dividend and of gender equality in Africa and Asia and the Pacific to achieve sustainable development. The project contained a strong capacity building aspect which targeted simultaneously, government policymakers and planners, to raise their awareness on the growth implication of the population-youth-gender nexus and increase their capacity to develop evidence-based policies. In addition, the project aimed to develop an international platform to facilitate dialogue and learning.

The intervention logic of the project started with the realization of country situation analyses in the selected countries, to identify gaps and best practices on integrating the demographic dividend into national plans. Findings would be validated in two regional dialogue workshops, one in Addis Ababa and the other in Bangkok. Simultaneously, each region would develop an operational manual on integration of the Demographic Dividend framework into gender SDGs and on mainstreaming gender issues into the follow-up to the achievements of the SDG, which would be presented at the regional dialogue workshops¹².

¹² ECA Operational Manual is awaiting editing, translation, design, and publication. While the ESCAP operational manual has come to be known as the "Indicator Framework to Assess Progress on Harnessing the Demographic Dividend with a Gender Dimension in Asia and the Pacific"

Following the regional dialogue workshops, national training workshops would be conducted for National Statistical Offices (NSOs), as the main capacity building workshops of the project. It was envisaged that all knowledge products and policy tools would be at the final stage of preparation at the time national training workshops would be held. Thereafter, two summary indices, one for each region, would be developed, based on inputs from the national workshops, and on a set of indicators at the country level, to measure, monitor and report on investments in youth with a gender dimension. During the national training workshops, it was anticipated that 7 country-specific reports on progress in implementation of the agreed activities would be produced. In addition, under the leadership of the NSOs of the selected countries, a statistical dashboard to monitor progress in harnessing the demographic dividend would be developed, a critical component of the quantitative analysis. Following the development of the statistical dashboard and index in both regions, ECA and ESCAP would jointly start working on the production of a quantitative technical report on the policy and programme impacts of closing the gender gap on the demographic dividend, based on the data received during the project. This report would be the main knowledge product of the Project, with the purpose of directly linking gender equality to demographic dividend based on quantitative methods. It was further envisaged that during the process of producing the knowledge products, the Project would organize one Inter-Regional Dialogue Workshop in Addis Ababa¹³ Ethiopia or Bangkok, Thailand, to bring together experts from member States from the two regions, to facilitate knowledge sharing on challenges faced on the Demographic and Gender Dividend nexus and identify best practices. Thereafter, a high-level policy dialogue would be held during the main statutory meetings of each region under the leadership of the participating ministries as well as other relevant senior policymakers and experts on demographic dividend.

The project theory is sound, all elements were intertwined and correlated to each other, however, the ToC did not foresee any risks to implementation arising from unexpected events such as the COVID-19 pandemic. The project made a 180 degree turn due to the pandemic and the limitations that it implied to carry out all activities that were related to exchanges and physical presence, the use of online tools and virtual meetings.

The Project identified a total of 5 indicators of achievements, all of them were related to the expected accomplishment and in line also with the main activities of the project. A review of the project outputs and interviews with stakeholders revealed that the project progressively achieved most EA1 targets indicating enhanced capacities of governments to integrate the demographic dividend and gender equality concepts into their national plans and policies. However, EA2 targets were not all achieved due to the various delays to the project and the advent of COVID 19, reorienting the focus on research and development of knowledge products instead on the production of annual reports.

In terms of EA1 performance indicators, the project aimed to 1) identify gaps in existing national plans and policies and develop concrete strategies to address EA1; 2) develop an action plan to integrate demographic dividend and gender concerns into their national plans; 3) have sector-specific national plans and policies to achieve the demographic dividend and address gender inequalities. The level of achievement can be summarized as follows:

¹³ Given the limitations in budget, the request by DESA to only conduct virtual meetings, the late implementation of project deliverables, as well as the establishment by ECA of a regional center of excellence on demographic dividends in its West African Sub-regional office, the inter-regional dialogue workshop was postponed beyond the project cycle and to be taken up by ECA's dedicated center of excellence, as part of handover and sustainability of the project and as part of the center's broader portfolio of work.

<i>Indicator planned</i>	<i>Level of achievement</i>
IA1.1. – 5 target countries have identified gaps in existing national plans and policies and developed concrete strategies to address EA1	100%
IA 1.2 – 5 target countries developed an action plan to integrate demographic dividend and gender concerns into their national plans	100%
IA 1.3 – 5 target countries have designed sector-specific national plans and policies to achieve the demographic dividend and address gender inequalities	<p>ECA- A variation of one of the original project deliverables. 5 African countries played an active role in designing national plans and policies aligned with the AU roadmap as well as the SDGs.</p> <p>ESCAP- Difficult to assess the design of sector-specific national plans and policies, but by actively applying the ESCAP Indicator Framework to their national contexts, the two Asia-Pacific target countries enhanced their national planning and policymaking processes, which, in turn, bolstered their capacity to report on SDG-related indicators and harness the demographic dividend.¹⁴</p>

In terms of EA2 performance indicators, the project did not perform as much as it did for EA1. The level of achievement can be summarized as follows:

¹⁵ <i>Indicator planned</i>	<i>Level of achievement</i>
IA2.1. – 5 target countries developed policy tools to monitor progress in implementation of plans, policies and strategies on harnessing demographic dividend and gender equality.	<p>100%</p> <p>ECA - The Gender and Demographic Dividend Index (GDDI) and the Demographic Dividend Monitoring Index (DDMI), as well as statistical dashboards to support monitoring of progress through quantitative means have been developed.</p> <p>ESCAP- The ESCAP Indicator Framework to Assess Progress on Harnessing the Demographic Dividend with a Gender Dimension in Asia and the Pacific, with a set of 39 indicators and four related videos was developed for monitoring and reporting on gender and the demographic dividend.</p>
IA2.2 – 1 target countries produced annual report on harnessing the demographic dividend and related gender dimensions.	<p>ECA – 0% due to various delays to the project and the advent of Covid 19, target countries were not able to produce annual reports in addition to their initial reports, as part of the situation analyses. However, in those countries where committees and steering bodies have been established, regular reporting on the DD situation has been integrated in a quarterly manner.</p> <p>ESCAP- 50% In Papua New Guinea, a process was being set up to ensure proper and regular reporting in this regard.</p>

The evaluation found that all indicators were specific, measurable, relevant and achievable. They are considered to be appropriate and useful to track progress and both the ECA and ESCAP project team reported yearly on each of them without highlighting any significant difficulty. The implementation rate of the project by ECA was over 70% while for ESCAP it was nearly 100%. Albeit disparities in implementation cycles in target regions, the project contributed to significant changes and results at different levels and to its overall objective.

¹⁴ DA11 and DD Final Report ECA and ESCAP 2023

¹⁵ DA11 and DD Final Report ECA and ESCAP 2023por o

EQ 4. How realistic were the risks and assumptions upon which the project logic was based? Were risks managed appropriately?

KEY FINDING 4: The project design had a limited risk management strategy, lacking challenges related to the involvement of two regional economic commission in the implementation of the project. The major risk to the success of the project was the onset of the COVID 19 pandemic. The project was effective in mitigating this risk by following guidelines from senior management and switching to on-line formats for meetings and postponing some of the trainings. The committed and responsive project teams of both ECA and ESCAP were key to not only mitigating the effects of COVID-19 but also identifying new opportunities from which the project could benefit.

The project document identified three risks and three mitigation actions. The assumptions were inferred from the project strategy as no table is specified in the initial document nor is it explicitly detailed in each of the expected accomplishments or in the theory of change. The identified risks were mainly focused on the lack of capacity and greater or fewer interest on the part of the key stakeholders, political instability in target countries and on the limited coordination of stakeholders responsible for policymaking processes. Despite the fact that two regional economic commissions were involved in the implementation and the initial project timeframe was 3 years and a half, the project did not foresee any risks or challenges related to 1) the cross-cutting nature of addressing the demographic dividend and gender dimensions, 2) the weak institutional linkages, 3) the complexity of inter-regional coordination and management between ECA and ESCAP or 4) the staff turnover.

Only one respondent from the survey found that the project's risks and assumptions were very realistic, 64.2% considered to be realistic and 21.4% somewhat realistic. However, a 42.8% of respondents were of the belief that the project's risks were properly managed, 28.5% considered that was somewhat managed and for a 14.2% project's risks were not at all well managed.

Project progress reports mentioned problems and challenges encountered during the implementation period, which helped to take action to address the identified risks and thus mitigate any difficulties or impediments to achieving the project's objectives. The intervention was pivoted on responses to change (political instability, Covid-19, etc.) that required to adapt to rapid changes in country contexts.

There is no doubt that the COVID-19 outbreak had a major impact on project implementation hampering many of the planned activities. In particular, ESCAP relied on UNFPA to address and mitigate some of the risks identified (lack of presence in the field; poor and late responses from national counterparts). And in the case of ECA project team, while external factors could be more or less overcome, internal management improved only slightly. High turnover of staff, multiple project and task managers, rotational of programme planning focal persons responsible for the project; multiple senior project leaders over the project lifecycle; staff shortages at the professional categories and delays in recruitment of professional staff were some of the challenges encountered by ECA that were not taken into consideration during the risk analysis in the design of the project.

Given the limited risks identified in the project document, the length of the project's implementation and the inter-regional work to be done, the evaluation found that the risks and assumptions upon which the project logic was based were not realistic and virtually all the burden of reaction was left to the changing project teams.

EFFECTIVENESS

EQ5. To what extent was the project successful in building national capacities of governments to formulate policies and plans that account for future demographic transitions? What were the major factors influencing the achievement or non- achievement of the project objectives?

KEY FINDING 5: Important achievements in enhancing technical capacities of selected African and Asia-Pacific countries and more heterogeneous results in improving capacities of governments to integrate the demographic dividend and gender equality concepts.

As previously mentioned, the main aim of the project was to enhance the capacities of governments to integrate demographic dividend and gender equality into their national plans and policies and design, implement, monitor, and evaluate evidence-based policies that harness the synergies between demographic dividend and gender equality. Activities included production and dissemination of a variety of knowledge products, statistical tools for monitoring progress, technical support as well as capacity building workshops for a wide range of stakeholders within and across both regions.

According to progress reports reviewed, a total of 14 workshops, seminars and training events were organised at national level with a total of 435 participants. 6 were in person with 150 people directly benefiting and 8 were online. At regional level, the number of workshops, seminars and training events were 3 with a total of 279 persons participating. 2 were done in person for a total of 204 participants and 1 was virtual, with 75 participants.

Various sources recognized the effectiveness of the knowledge products developed and the national training workshops organized. According to survey results, 64,28% of respondents considered that the project contributed to 1) strengthening their knowledge and technical capacity in formulating policies and plans that account for future demographic transitions, as well as 2) in designing evidence-based policies to promote gender equality and women's empowerment towards the achievement of sustainable development and 3) in designing and implementing monitoring and evaluation frameworks. While 15,38% of respondents considered that the project somewhat contributed to increasing their knowledge and technical capacity and another 15,38% of respondents were of the opinion that the project made minimal contributions to increasing their knowledge and technical capacity.

The evaluation found that technical capacities to regularly monitor progress in harnessing the demographic dividend and related gender dimensions are considered to have been fully strengthened by the project. ECA and partners developed the Gender and Demographic Dividend Index (GDDI) and the Demographic Dividend Monitoring Index (DDMI). These were done in conjunction with existing initiatives across the African region and complement other indices which focus on perception and qualitative aspects, as well as at the local level such as the Demographic dividend effort index (DDEI). In addition, the project developed a dashboard element for both indices and these form part of the overall statistical tools on monitoring and evaluation. On the other hand, ESCAP and partners developed the Indicator Framework to Assess Progress on Harnessing the Demographic Dividend with a Gender Dimension in Asia and the Pacific, with a set of 39 indicators (covering the five domains of demography, health, education, economy, and

governance), to complement monitoring and reporting on SDG indicators related to gender and the demographic dividend.

However, the evaluation found that the project observed lower than intended levels of policy uptake and policy change at the national level. The capacities of governments were not achieved as planned, due to the different stages of implementation, as well as to the differing national contexts, priorities and to the Covid 19 pandemic.

Among the factors influencing the achievement of project objectives, the evaluation identified the relevance of the areas of intervention, the willingness of stakeholders to participate, the need to share information and updates, the level of involvement of key stakeholders (government officials, civil society partners, statistical offices...) in the implementation of the project and the understanding of the economic return on investment in the demographic space, among others¹⁶. Whereas it was found to have hindered the achievement of project objectives: 1) the working relations with governments (unresponsive sometimes; level of bureaucracy; management styles; internal delays...), 2) the traditions and cultural differences (some organizations can be reluctant to changes), 3) the entrenched patriarchal attitudes among highest level decision-makers with a limited understanding of public planning processes, 4) the awareness on the importance of centralizing gender issues in the implementation of the demographic dividend agenda, 5) the logistics and processes that delays progress and also 6) the communication with other partners, 7) Covid-19, 8) the insecurity situations, 9) the timeframes and 10) the availability of participants.

EQ6. How did the project management capacities and arrangements in place in ECA and ESCAP support/hinder the achievement of the expected results?

KEY FINDING 6: The project design had clear management arrangements that were consolidated in the first meetings, including the hiring of consultants to achieve objective and better support project management. ESCAP maintained a high degree of autonomy and, despite COVID, experienced no major difficulties in project management. However, ECA was severely affected by the consequences of the pandemic at the organizational level and the effectiveness of the project was hampered by the different dynamics and management arrangements in ECA.

As mentioned in section 2.4, the project was led by ECA and implemented jointly with ESCAP, in cooperation with the UN Department of Economic and Social Affairs (DESA). Within ECA, the project was a joint initiative by the two Subprogrammes (SP6 and SP9) under the leadership of Director of the Gender, Poverty and Social Policy Division. The gender issues were driven by Gender Equality and Women's Empowerment (SP6), and population issues by Social Development Policy Division (SDPD), with support from the African Center for Statistics (SP4) for the development of data collection and monitoring tools. Within ESCAP, the Social Development Division assumed primary responsibility for the project, with support from a consultant for the development of data collection and monitoring tools, and UNFPA for project implementation in target countries.

The document review and interviews evidenced that both ECA and ESCAP had similarities and disparities in terms of internal project management. On one hand, both Regional Economic Commissions agree on

¹⁶ Survey respondents and key informant interviews.

the lack of physical presence in target countries and dedicated project staff in the target countries, on the complexity of demographic changes in both regions and on the profound implications for transformation and development at all levels -local, national, regional, and global. On the other hand, both Regional Economic Commissions differ in the ways in which the project adapted to different internal managerial realities and working styles due to the high level of staff turnover and to the diverse regional backgrounds.

Bearing this in mind and having found that most of the planned achievements were met, the evaluation confirmed that the management arrangements were effective and corroborated that the project was well managed in ESCAP, with a significant degree of autonomy from senior management and no major difficulties experienced during implementation. The project team remained unchanged from start to finish, reinforced sporadically by the hiring of consultants as provided for in the project document itself.

However, ECA had the effectiveness of the project's results highly compromised by numerous managerial problems, even though the project was supervised by senior management and project managers had to follow a detailed monitoring and evaluation framework. After the initial phase of the project, COVID 19 outbreak impacted severely the implementation of the project in the ECA side. Most of the staff who were supporting and advising the program at the beginning of the project, either left or were replaced with other professionals. Due to the staff changes and rotation, the project was managed by multiple managers throughout its lifecycle. Similarly, the rotation of technical staff involved in the implementation of the project was very high. This negatively impacted the institutional memory of the project, the commitment made to countries, timelines agreed upon as well as personal relationships built over time.

"It was one of the best performing projects in the early years, but the large number of changes of hands, poor internal coordination, weak implementation structure and weak leadership meant that the project did not work as planned. The Covid pandemic certainly didn't help either and made things even more difficult."- Interview from a ECA project team member.

At senior level, the project also suffered from numerous rotations, reassignments, and resignations among ECA senior leadership. This resulted in less and less institutional memory at the senior management level, as well as various delays in approval processes or requests of revision where approvals were granted previously. As a result, the ECA project management coordination structures hindered the work and thus the achievement of certain results. Besides, the evaluation found that there are few knowledge products that were drafted and presented to project counterparts but are yet to be published, i.e. ECA Operational Manual is awaiting editing, translation, design, and publication.

EQ7 To what extent did the project systematically and effectively monitor and document information to allow for results measurement, including on cross-cutting priorities (gender, human rights, disability inclusion)?

KEY FINDING 7: Project team members, both at ECA and ESCAP, regularly reviewed and monitored progress and strategies and evaluated project outcomes through mainly: post-test trainings, mission reports, expert groups meetings and progress reports. Annual progress reports were the main outcome of monitoring. However, the M&E strategy lacked tools to effectively monitor, and document progress related to gender, human rights, or disability inclusion.

According to the project document, the project was carried out in accordance with the ECA Monitoring and Evaluation Framework. Having monitoring and evaluation mechanisms in place is equally important for a high effectiveness of the project results. On paper, the project's M&E mechanisms were of adequate quality and contributed towards resolving implementation problems and understanding of intervention outcome. A detailed monitoring and evaluation framework was developed which included indicators, baselines, targets etc.

All trainings and workshops carried out pre- and post-test in order to ascertain that the training workshops had met their objectives. During the first years of project's implementation, actors and institutions benefiting from advisory services were requested to provide informally their feedback on relevance and effectiveness through official channels. Evaluation forms were also used in one expert group meetings in ESCAP, and mission reports were written by ECA project team members after visiting Zambia, Ghana, Nigeria, South Africa and Uganda in 2022 and by ESCAP project team members after visiting Papua New Guinea and Timor Leste. A project team was formed in ECA and ESCAP to implement the activities as well as regularly review and monitor progress and strategies and evaluate project outcomes. In most of the meetings and workshops, the inputs of project stakeholders in addressing identified challenges, building upon achievements, and strengthening multi-sectoral engagement were obtained. The concept note of the project also foresaw that throughout the monitoring and evaluation process, both women and men would be engaged in (a) gathering and analyzing information, and (b) providing the information from which project progress and impact are assessed, however, the evaluation could not find evidence on that.

Progress reports served project teams in reporting to Member States on the progress made in the implementation of the project and provided a tool to liaise with implementing entities on the review and assessments of progress made on ongoing activities.

64.28% of survey respondents considered that the project's monitoring mechanism was of adequate quality and contributed towards resolving implementation problems and understanding of intervention outcomes, while a 14.28% were of the opposite opinion and a 21.42% was not able to provide an answer. Key project team members interviewed from both regions confirmed to the evaluation that the M&E of the project was carried out as required, meeting with counterparts like UNFPA and in country offices to monitor project implementation, as well as writing and sending the formal monitoring reports. Nevertheless, both the ECA and ESCAP project teams felt that given the high turnover of staff at all levels, the challenges faced by the outbreak of Covid 19, the weak institutional links, the connectivity issues especially among African countries, etc. the monitoring and evaluation strategy could have been much stronger and a due and closer supervision would have been necessary.

The involvement of the Social Development Policy Division of ECA and the Strategic Planning and Operational Quality Division ensured a continuous monitoring progress and a revision of the project strategies when needed. ESCAP used its own Monitoring and Evaluation Framework.

Regarding the inclusion of cross-cutting priorities in the measurement of results, the evaluation did not find in any of the documents reviewed, nor was it pointed out during the interviews, the measurement of concrete or specific results that had to be related to human rights, disability inclusion, or gender. While it is true that the project has a strong gender equality component, it is not considered that the project systematically and effectively monitors or document information in this theme.

EFFICIENCY

EQ8 – To what extent did the project act as a catalyst and support the IEs influence and/or leverage other related interventions (within IEs, wider UN and other partners) to increase efficiency, if any? Was the work of the project duplicative or supportive of the work of other entities?

KEY FINDING 8: This project brought together two Regional Economic Commissions of the United Nations facilitating knowledge sharing. Collaboration with other implementing entities has significantly increased the efficiency of the project, avoided duplication of work and supported expertise and experience on demographic dividend. Strong partnership agreement with UNFPA in the Asia and the Pacific region, and sound partnership strategy in the Africa region defined coordination between key project's actors. Actual operationalization depended on each country and region reality, with some being more effective than others in terms of progress towards the project objectives, each contributing its own lessons learned.

Country demand was a critical issue and posed at the beginning risks towards successful completion of the project. During the first year of implementation, both, ECA and ESCAP engaged with target countries to gauge their interest in the project. For most of them, it was the first time working on demographic dividend from a gender perspective therefore the project generated a high interest, as it was the case of Papua New Guinea where its government recognized the need to invest on the youth in order to reap the benefits of demographic transition. In this country, the project was followed up by a related project funded by the Australian Government¹⁷. In Nepal, initial interaction was also provided positive though challenges in dealing with coordination between government offices, determined to no longer consider a target country.

Having confirmed the willingness and interest in being part of the project, specialized agencies and partners working on gender and demographic dividend issues, such as UN Women, UNFPA, ILO, UNDP, UNICEF and UNESCO were considered key partners of the project not only to collaborate in the regional and national studies but also in influence and leverage other related interventions to increase efficiency and avoid duplication.

The document review showed that ECA would collaborate with ILO, UNICEF, UN WOMEN, UNESCO and UNFPA in the implementation of activities in the African region throughout the duration of the project. ECA's subregional offices, particularly the subregional office for Southern Africa, Eastern Africa and Western Africa would support the project implementation through the sharing of their expertise and ability to engage with local stakeholders. ESCAP would also collaborate with UN Women, ILO, UNICEF, UNESCO and UNFPA, and with subregional organizations, such as ASEAN and SAARC. Partnership with relevant academic institutions would be also considered.

While the project established partnerships and working arrangements with different implementing entities and the inter-regional approach facilitated knowledge sharing. Actual operationalization

¹⁷ As of 2016-2018, PNG had not yet entered the demographic dividend window. In the site web of the PNG National Statistical Office, the Australian Government is a recognized partner [National Statistical Office | Papua New Guinea – Become smarter and strategic with statistics \(nso.gov.pg\)](https://www.nso.gov.pg/)

depended on each country and region reality, with some being more effective than others in terms of progress towards the project objectives, each contributing its own lessons learned.

ESCAP took specifically advantages of its partnership with UNFPA. The lack of ESCAP field offices in the target countries and the extensive knowledge and expertise of UNFPA in demographic dividend as well as its excellent relationship with the governments of PNG and Timor Leste, made a sound partnership. The collaborative work done during the years of implementation of the project was beneficial to both ESCAP and UNFPA through 1) pooling of resources to achieve results, 2) direct support of ESCAP activities. meSynergies were built to facilitate the implementation of the project. The evaluation found that there was strong collaboration and mutual support between ESCAP and UNFPA and this partnership was widely acknowledged by all project beneficiaries who were consulted.

Regarding ECA, the evaluation corroborated that, at the beginning, the partnership strategy was strong with several development partners and relevant UN agencies: UNFPA, WHO ; however, over time and due to various circumstances (Covid 19 pandemic, high staff turnover, weak institutional links...), the partnership disintegrated and diminishing its level of impact. Having the support and influence of other sister agencies of the UN system not only helped to avoid duplication of activities and work, but also increased their efficiency in terms of resources used, created new synergies and improved results.

EQ9 - How well did the project activities in comparison to the plan, transform the available resources into the intended results in terms of quantity, quality and timeliness?

KEY FINDING 9: The progress achieved by both ECA and ESCAP during the four years of implementation was innumerable. Project resources were well-used, activities were delivered despite the difficulties in implementation and safeguarding the new DESA requirements arising from the Covid-19 imperative.

The first two years of implementation, the project was in line with the planned schedule of events, and the project benefited from USD 7,200 in supplementary funds provided by UNFPA Ghana. However, with the onset of the Covid-19 pandemic, the project was severely delayed. The constrained budget across the UN system also impacted the project, which led to a reduction of the allocated budget with the two Entities returning to DESA a total of USD \$114,714 in November 2021.

New activities were planned, in line with the requirement to move to more COVID-19 sustainable elements, including additional knowledge products, the use of online tools and virtual meetings. All timelines for delivery of activities were revised, this resulted in the overall implementation timeframe of the project to be adjusted. The main addition to delivery was the inclusion of a policy framework to accompany the suite of planned knowledge products, on employment and entrepreneurship policy options.

The evaluation found that project coordination teams were conscientious on the degree of accomplishment of results and observed several different approaches - taking a strong coordination and high-level political approach; a data-driven and conscious gender-responsive approach; an inclusive multi-stakeholder approach; theoretical and knowledge-based approach or a centralized and institutional approach through formal government structures- which were taken by each of the five African countries and two Asia-Pacific countries. While these approaches shown their own merits, some were more effective

than others in terms of progression towards the project objectives, each providing their own lessons learned.

Key informants from ESCAP highlighted that in Papua New Guinea, the quality of outputs was better and higher than the quantity, and the reason was because of the smaller number of government officials benefiting from the project. ESCAP focused more on the capital of target countries than on the provinces, therefore, the presence and availability of target beneficiaries was lower, and therefore, the impact of the project was also lower. In the case of ECA, the number of outputs were as planned. The only concern raised and already mentioned was the delays that the COVID 19 restriction impact on the timely delivery and on the adjustments that had to be done and the fact that some products are still waiting to be approved to be published.

IMPACT ORIENTATION

EQ 10 -To what extent did national stakeholders acquire the technical capacities to sustain the results of the project?

KEY FINDING 10: Heterogenous degree of impact depending on country contexts with many lessons learned in terms of engagement with countries to both leverage their style of approach, as well as strengthen project engagement and improve results through addressing shortfalls.

This evaluation is carried out one year after the end of the project and almost six years since it began. It could be considered that it is the perfect time to measure not only the impact of the project but also the sustainability of its results. However, due to the limitations and challenges that the implementation of this project had, the scattering of institutional memory and the practically null follow-up of the actions carried out, it is difficult to evaluate the real impact of the project.

The project strongest component and impact was the strengthening of knowledge and understanding to invest in youth and integrate gender into sectoral policies, in order to harness the demographic dividend in both Africa and Asia and the Pacific. This is evidenced by the numerous requests made by project countries to continue the duration of the project lifecycle and expand its scope of deliverables to encompass more policy guidance and practical training for policymakers, as a result of increased awareness and understanding.

Document review and key informants interviewed corroborated that this project increased opportunities for harnessing the demographic dividend with a gender perspective and enhanced pluralism and inclusiveness. It was also found that thanks to the capacity building workshops, this project increased knowledge and awareness among government officials, academics and civil society, creating also a space for dialogue and exchange that kept on increasing interest on the subject, it also led to include demographic dividend and gender in government planning mechanisms.

EQ 11 - How have the project outputs contributed to the formulation of policies and plans that account for future demographic transitions.

KEY FINDING 11: Project outputs met the expectations and contributed that target countries formulate national development plans; actions plans and population and development policies addressing demographic dividend with a gender perspective.

Advocacy and capacity building remain crucial for strengthening governments to integrate the demographic dividend and gender equality concepts into their national plans and policies. The list of project results is extensive, i.e.: the integration of statistical indices into national efforts to measure and monitor the situation, the development of national coordination structures among project countries, capacity development in using data and statistics, strengthened policy understanding on cross sectoral, and sector specific, challenges and opportunities, as well as the endorsement of comprehensive policy guidance, to name a few¹⁸. However, respondents acknowledged that some of the project results could be directly attributed to project deliverables while other less.

The evaluation agreed on the fact that both the country situation analysis reports and the regional workshops and national training sessions have contributed positively to the formulation of policies and plans during the implementation of the project that take into account future demographic transitions. I.e.: Nigeria revised its Population and Development Policy putting with significant emphasis on gender as well as the recognition and involvement of high-level political figures addressing demographic¹⁹; Zambia 8th National Development Plan (2022-2026) addresses demographic dividend and includes also gender equality²⁰; Papua New Guinea Medium-Term Development Plan IV (2023-2027) has a dedicated chapter (XI) on the demographic dividend²¹ and in Timor-Leste, the government, acknowledging the benefit of using the ESCAP Indicator Framework to expedite harnessing the demographic dividend, was working to make available and apply all data related to the five domains and 39 indicators covered by the ESCAP Indicator Framework, for enhanced decision-making.

The establishment of national and regional networks of experts and practitioners on demographic dividend and the development of various tools is also considered relevant. However, policy uptake varied across countries, given that many countries were at different stages of implementation, as well as their differing national contexts and priorities.

Challenges like the movement and reassignment of staff within counterpart ministries, the lack of engagement from government institutions (i.e: Zambia) as well as data gaps at the national level and the need for coordination and national ownership of the demographic dividend process were observed by the evaluation as the main difficulties in translating into practice what was learned in the training and workshops.

¹⁸ Final Project Report

¹⁹ [final correction NPP 2021.pdf - Google Drive](#)

²⁰ [EIGHTH-NATIONAL-DEVELOPMENT-PLAN-2022-2026-1.pdf \(acazambia.org\)](#)

²¹ [Medium Term Development Plan IV 2023-2027 \(mtdp.gov.pg\)](#)

SUSTAINABILITY

EQ 12 – To what extent did the project identify and build on existing national capacities? Are these capacities and skills being actively used and what are the indications of sustainability?

KEY FINDING 12: Heterogeneous level of national capacities and coordination mechanisms within target countries that was overcome with a strong desire to integrate the project's indices and tools and address national gaps and challenges. The project fostered, as far as possible, preconditions for sustainability of the different processes and results, however the drastic reduction of resources and the high turnover of staff, both at the UN level and at the government level, weakened it.

At the beginning of the project, one of the biggest risks towards successful completion of the project was countries' interest and existing national capacities. The degree of commitment and engagement varied from country to country, and this was partly linked to the limited knowledge of the demographic dividend on the part of the project beneficiaries and the limited technical capacity of the selected countries. These factors were offset by a willingness to learn from others.

Nigeria and South Africa had staff already working and with knowledge on demographic dividend while other countries like Zambia were the furthest behind in terms of establishing a broader national coordination mechanism or national Steering Committee.

The country situation analysis conducted for all target countries in 2018 were key to identify gaps and good practices on integrating policies to harness the benefits of the demographic dividend into national plans.

The project supported the establishment of strong networks and institutional mechanisms which were envisioned to stay in place after the project completion. These include the designation of a national coordinator for demographic dividends, a national network on gender responsive programming as well as multi-stakeholder Steering Committees.

In addition, workshops conducted in 2021 and 2022 were designed in ECA to build the capacity of government officials and experts working on addressing the gender dimension of the changing demographic dynamics in their respective countries, as well as strengthen knowledge on policy tools to address employment for women and youth; and in ESCAP to review demographic dividend concepts and good practices, and plan ahead with regard to further project implementation, in particular. The training was in ECA in line with Africa's structural transformation agenda as well as the 2030 Agenda for Sustainable Development and the Agenda 2063 and in ESCAP the workshop applied the main knowledge product of the project: "Indicator Framework to Assess Progress on Harnessing the Demographic Dividend with a Gender Dimension in Asia and the Pacific."

For the vast majority of people interviewed, the knowledge products and tools developed, and the operational manuals provided further institutional memory and increase understanding on how to address the various challenges, as well as relevant policy recommendations and guidance. Governments' commitment to implement country policies were considered key. The political will and the support in different target countries have been a driver of engagement and participation (ie.: Nigeria and South Africa for ECA and Timor Leste and PNY for ESCAP). ESCAP envisaged further work on the demographic dividend through the Youth Policy Toolbox and activities related to the Asian and Pacific Population Conference. Thus, the Youth Policy Toolbox continues to be updated, largely through contribution of young people,

and act as a valuable resource to better understand issues around youth development and the need to invest more for their future²². ESCAP also continued providing support before the Seventh Asian and Pacific Population Conference held in November 2023, through capacity development with government, consultations with civil society and an expert group meeting and at the Conference knowledge products of the project were promoted²³.

However, as several interviewees acknowledged, some of the major constraints identified was the reduction of funds, the high turnover of staff at both government and ECA level, and the inability to do a proper follow-up of project results. Persistent and structural constraints in target countries were also highlighted in interviews and are similar to those described in the project document. These constraints relate also to the continuing need to strengthen and retain technical skills development.

In terms of sustainability of capacity building provided, project beneficiaries interviewed confirmed that the knowledge, skills, and tools continue to be useful and applicable to their work in the future.

The project was aligned to the strategic framework and biennial work of programme of ECA and ESCAP. Sustainability is understood to be intrinsically embedded in the project in light of its overall objective of harnessing the potential of the demographic dividend and of gender equality to achieve sustainable development, as well as the specific outputs that constitute milestones to this end.

CROSS-CUTTING: GENDER, HUMAN RIGHTS & DISABILITY

EQ 13 - To what extent did the project respond to and affect the rights, needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups?

KEY FINDING 13: The project is framed and guided by gender and human rights. ECA focused more on the gender aspect of the project and less on the demographic dimension, while ESCAP focused more on the demographic dividend and youth and less on the gender perspective, which shows what are the regional priorities. There is no evidence of the incorporation of and disabilities and other marginalized groups in the project results.

The intervention specifically targeted adolescent, youth and women and played a role in bringing partnerships within the governments and civil society to work on the demographic dividend. The review of project documents and interviews confirmed that the project followed a gender mainstreaming approach in the design and implementation. Both ECA and ESCAP project teams ensured a certain percentage of women in the workshops, meetings and trainings. The evaluation found that the number of women participating in project's activities was higher in the Asia and Pacific Region than in Africa, though during the data collection phase, the evaluation corroborated that the degree of engagement and interest from women of ECA target countries was as high as in PNG and Timor Leste. On the other hand, gender

²² [Youth Policy Toolbox – Tools to help policymakers create successful youth policy \(unescapsdd.org\)](https://unescapsdd.org/)

²³ [Seventh Asian and Pacific Population Conference | ESCAP \(unescap.org\)](https://unescap.org/)

considerations were included in the contents of all trainings, workshops and concerns and gaps on this thematic area were made relevant in country situational analysis and actions plans.

The evaluation also found that ECA focused more on the gender aspect of the project and less on the demographic dimension, while ESCAP focused more on the demographic dividend and youth and less on the gender perspective, which shows where the region's priorities lie.

Although not stated in the project document, the project was guided by human rights. First, because the rights and dignity of all people lie at the heart of development. Second, because the principles of human rights, non-discrimination, fundamental freedoms and building human capabilities are the essence of the demographic dividend's meaning. And thirdly, because the project focuses on harnessing adequate investment in the right to health, the right to education and right to work.

Neither the design of the project nor the planning or the implementation mention the incorporation of issues related to people with disabilities or vulnerable groups. No specific evidence has been found on project results, though it could be that they may have benefited indirectly from some of the project outputs.

7. Lessons Learned

Several lessons learned have emerged from the implementation of this project that can inform future work.

Flexibility and capacity to respond to emerging priorities is key. Due to the Covid-19 pandemic, the project had to be responsive to emerging priorities of the target countries and managed new risks appropriately. A sound risk management strategy ensures that not only outputs but also outcomes are met. Today's changing realities, whether due to political, economic or social issues, whether due to unforeseen events caused by climate change or health-related actions (pandemics), mean that project implementation finds a good practice in results-based management, where the focus is on adapting to changing circumstances and thus adapting activities and outputs to achieve the proposed objective. The greater the degree of flexibility in implementing these changes, both on the part of the donor and the project management team, the greater the degree of achievement of the objectives.

Proper management structure is essential. The effectiveness of the project has been seriously compromised by a more or less solid management and commitment structure. It has been observed that even with coordination and management agreements in the design, the external and internal circumstances of the project have meant that the mutual coordinated and consensual work between the Regional Economic Commissions has been weakened. It is crucial to have an adequate internal management structure, with a clear leadership at the time of implementation, which can have resources available to deal with unforeseen events due to staff turnover, changes in priorities, emerging problems, etc.

Good communication between implementing partners improves results. The evaluation observed that inter regional experiences require commitment and continuous internal communication between the implementing partners if they are to be successful and achieve the project's objectives. A success factor is the joint work between ECA and ESCAP not only to organize and carry out joint activities but also to enhance synergies, exchange information and thus achieve a greater impact on actions and expected results. In the project, it has been observed that a lack of communication between the two Regional

Economic Commissions has meant that this collaborative and teamwork has been diminished and that coordination and management agreements were blurred.

Strong partnerships provide sustainability. In line with previous good practice, a lesson learned has been that in the region where a strong partnership had been established, with clear roles and responsibilities, the sustainability of the project has been higher than in the region where these partnerships have been weakening over time, although in both regions they have had the opportunity to scale up the project and target countries have found other donors who have supported them in continuing to carry out similar actions and making use of the products and knowledge tools obtained with this project.

Structured and clear monitoring and evaluation mechanisms. Continued and improved monitoring of project outcomes and budget contributes to efficiency and learning. The evaluation has also shown how important it is to pay attention to timeliness and risk mapping. Not only does this allow for on-time and on-budget delivery, but it also serves to vary whether changes or modifications to the theory of change are needed as the theory of change progresses.

8. Conclusions

The conclusions are based on the evaluation criteria and the findings resulting from the answers to the evaluation questions.

Conclusion 1 - Relevance

The project was designed at a time of high demand from countries to learn more about the demographic dividend. The gender component was the added value that made the project beneficiaries increase their interest. The data collected confirmed that the project objective and expected accomplishments were and remain highly relevant to the target countries throughout its implementation. The project was also relevant to the priorities and needs of the target countries and remained flexible and responsive to emerging priorities, considering context issues and Covid-19 pandemic.

Conclusion 2 – Coherence

The results framework of the project was appropriate for the achievement of the intended project outcomes; however, the implementation of the project was not linear. In the Asia-Pacific region, the project was slow at first, but after a year it picked up speed and was able to rebound. In the Africa region, on the other hand, it had a fairly good start, with a high level of participation and meeting expectations, but due to internal management problems link to the Covid-19, the project went through many ups and downs in its development. The project's long implementation timeframe was affected by the global pandemic, which impacted not only on its timeline, but also on governments' new concerns and priorities.

Conclusion 3: Effectiveness

Project implementation suffered serious delays, cause by sometimes poor commitment from initial target countries, or by numerous project's changing hands, the poor internal implementation structure and the changes in the working modalities due to the pandemic. This was translated into challenges in terms of management and financial execution, planning and risk management strategy. Adjustments had to be made to the original implementation plan, eliminating some planned activities and readjusting others, but this did not prevent a high level of achievement of project objectives. There was a need for a more robust

monitoring and evaluation framework, with more continued reporting and a series of alarms to keep the project on track. The level of implementation of the activities is also considered to be very satisfactory.

Conclusion 4: Efficiency

Constrained budget across the UN system, due to the Covid 19 pandemic, also impacted the project where funds allocated were then reduced, however, the degree of accomplishment of project's results was high and the resources were used in an efficient and reliable manner. The constraints and risks of the project were mitigated by strong agreements and partnerships with UN system agencies (UNFPA, ILO, UNICEF, ...), which allowed the project to ensure complementarity with other entities and improve relations between entities working on the same thematic area. The development of partnership was effective to overcoming the problems and also created good synergies with UN sister agencies, in particular with UNFPA. At the onset of the project a working relationship was established between ECA and ESCAP, however, due to different approaches to the project and due to multiples difficulties (different time zones; different levels of management; poor internet connectivity; etc.) this internal coordination did not work as planned.

Conclusion 5: Impact Orientation

The project enhanced the technical capacities of national stakeholders of the target African and Asia-Pacific countries to sustain the results of the project. The lack of concrete guidelines for the formulation of policies and plans that take into account future demographic transitions did not prevent most countries from developing different national development plans and policies ensuring a gender perspective and the allocation of funds for vulnerable groups.

Conclusion 6 – Sustainability

Political will, government staff's motivation, interest on learning on demographic dividend with a gender perspective were implicitly embedded in the project to achieve its goal. The enhancement of national skills and capacities allowed to the target countries to integrate the demographic dividend and gender equality concepts into their daily work. Both ECA and ESCAP developed relevant knowledge products that were considered a reference for this topic and a proof of sustainability. These knowledge products continue to be of great help to governments and project beneficiaries.

Conclusion 7 – Cross cutting issues

The project succeeded in promoting and contributing to address gender equality and human rights considerations through a mainstreaming approach. It is also considered to have fully responded to the needs and interests of different stakeholders, including women, men and youth. However, the project did not focus on diversity and inclusivity issues nor count with indicators related to

9. Recommendations

The following are the recommendations based on the findings and conclusions of the evaluation, which were presented to and approved by the evaluation management group. Since the project has ended a year ago, they have not been prioritized.

Recommendation 1: Create a strategy to build ownership within target countries.

Priority: Medium-High

Criteria: Relevance and Coherence

Timeframe for implementation: Within next 6-12 months

Main implementation responsibility:

ECA – Gender Equality and Women’s Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section

What should be strengthened?

Commitment and ownership by the target countries are the key to success. During the present evaluation it was found that countries that were interested in learning and had taken ownership of the use of the Index and Statistical Dashboards had made more progress. In light of limited resources and emerging country needs and priorities, ECA and ESCAP should consider optimizing time and resources by creating a strategy to foster ownership, so that constant changes of government and high staff turnover do not compromise the technical work of staff on harnessing the demographic dividend with a gender perspective. Example of methodologies that can help build ownership are: 1) demand-driver approach (after an interactive session that involves all team members from the target country, focus on clarifying the project’s objective, expectations and the role of each member, provide trade-off sliders to make them informed decisions independently; 2) stakeholder communication planning to keep everyone informed and aligned, and get timely feedback and adjustments; 3) risks analysis done together with target countries to identify together limitations and mitigation measures during the implementation of the project)

Recommendation 2: Strengthen collaboration with experts on demographic dividend, girl’s education, health related issues, adolescent, youth from good practices countries.

Priority: Medium-High

Criteria: Coherence and Effectiveness

Timeframe for implementation: Within next 6-12 months

Main implementation responsibility:

ECA – Gender Equality and Women’s Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section

What should be strengthened?

The idea of engaging two best practices countries per region that could champion the commitments made by target countries has been important in attaining the project’s objective. If ECA and ESCAP would like to add more value and sustainability to the next DA project, partnering and strengthening

collaboration with experts on demographic dividend with a gender perspective and institutions from good practice office is a suggestion.

Recommendation 3: Keep partnering with UNFPA and other UN sister agencies working on Demographic Dividend and on gender related issues.

Priority: High

Criteria: Effectiveness and Sustainability

Timeframe for implementation: Ongoing basis

Main implementation responsibility:

ECA – Gender Equality and Women’s Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section

What should be remembered?

In terms of geographical presence in each of the target countries, it has been observed that both ECA and ESCAP had to rely on strong partnerships with other UN agencies working on the same thematic in order to be able to implement the project on the ground and achieve both the expected results and objectives. At the same time, keeping strong partnerships with UNFPA and other UN agencies working on demographic dividend and on gender related issues serves to optimize resources, increase the sustainability of the project's actions, strengthen links, establish synergies and avoid duplication.

Recommendation 4: Establish a clear management and leadership to ease the implementation of projects.

Priority: High

Criteria: Effectiveness

Timeframe for implementation: Within next 3 months

Main implementation responsibility:

Senior Management at ECA and ESCAP

What should be strengthened?

Strong and clear leadership can not only improve collaboration, coordination and decision-making, but also inspire others and empower staff to achieve a specific objective efficiently and effectively. Ensuring that tasks are completed on time and that resources such as budget, staff and equipment are allocated appropriately is key to smooth project implementation. Having a structured implementation management with clear processes in place helps project managers to ensure that the end goal is achieved.

Recommendation 5: Develop robust monitoring and evaluation frameworks and reporting mechanisms

Priority: High

Criteria: Efficiency

Timeframe for implementation: Within next 3 months

Main implementation responsibility: Program and Evaluation Divisions in collaboration with senior management

What should be strengthened?

To inform decision making, accountability, learning and continuous improvement, it is needed to count with strong M&E frameworks. This could include periodic alerts on project's activities, increase capacity building relative to strategic analysis of data, impact assessment and development of oversight frameworks for project partners, and requiring dedicated monitoring activities in project design. Disaggregated data fields should be included in project reporting, in order to learn more on the effects and impact on specific and vulnerable groups, for example: youth, women, people with disabilities or marginalized groups.

Recommendation 6: Increase approach on digitalization and digitalize results to reach more easily the youth.

Priority: Medium-High

Criteria: Impact and Sustainability

Timeframe for implementation: Within next 6-12 months

Main implementation responsibility:

ECA – Gender Equality and Women's Empowerment Section

ESCAP – Social Development Division – Sustainable Demographic Transition Section and Gender Equality and Social Inclusion Section

What should be strengthened?

Given that the concept of the demographic dividend is closely related to youth, it is essential to consider how to involve them in different areas of the project and increase the focus on tools that are currently more attractive to them. Going hand in hand with the current digitization and use of social media and other digital tools will help to broaden the scope of the project and increase the impact of the results.

Annexes

I. List of individuals interviewed.

Project Team Members

	Name	Position	Comments
1	Marco Roncarati	Social Affairs Officer	ESCAP Project manager (for the duration of the project)
2	Sabine Henning	Chief of Section	Overseeing project (for the duration of the project)
3	Syed Ahmed	Economic Affairs Officer	ECA Joint project manager from January 2022 until June 2021, then sole project manager from June 2021 until June 2022 (Project end)
4	Mamusa Siyunyi	Social Affairs Officer	ECA Joint project manager from start of project until June 2021
5	Gideon Rutaremwa	Population Affairs Officer	ECA Joint project manager from start of project until June 2021
6	Yirga Tamrie	Programme Management Officer	ECA project programme reporting from January 2022 until June 2022 (project end)
7	Deborah Abebe	Senior Programme Management Assistant	ECA project budget reporting from start of project until June 2022 (project end)
8	Kesio Matashane-Marite	Chief of section -GEWE	ECA project oversight from June 2021 until June 2022 (project end)
9	Thoko Ruzvidzo	Division director-Former	ECA project leadership and oversight from start of project until June 2021
10	Hakim Jamal Horton	Research Assistant	ESCAP team member

Stakeholders and Beneficiaries from ESCAP

	Name	Institution	Role in the project
11	Hajily B. Kele	National Statistical Office	Supplementary government support in project implementation
12	Elizabeth Moli	Department of Education	Supplementary government support in project implementation
13	Rena Dona	United Nations Population Fund	Main UN support in project implementation and overall country level coordination
14	Mercedita Tia	United Nations Population Fund	Main UN support in project implementation and overall country level coordination

Stakeholders and Beneficiaries from ECA

	Name	Institution	Role in the project
--	------	-------------	---------------------

15	Margaret Edison	Ministry of Population - Nigeria	Project Stakeholder and national coordinator
16	Mary Gyasi	National Population Council - Ghana	Project Stakeholder in implementation

II. Evaluation matrix

Evaluation criteria	Original Evaluation Question	Comments/ Rationale	Judgement Criteria	Indicators	Collection method(s) and sources	Target Informant(s)
Relevance	1-To what extent was the project objective relevant to the priorities and needs of the targeted countries?	The key concepts and additional elements will be addressed in the JCs.	<p>1.1 The project was aligned with countries needs and priorities relative to inclusive and sustainable economic growth.</p> <p>1.2 The project was based on context-sensitive analysis of the national and sector contexts, and addressed gender, human rights and disability inclusion needs, policies, priorities and constraints in a realistic manner.</p> <p>1.3 The project responded to the demands by members states in both ECA and ESCAP regions.</p>	<p>1.1.1 Intervention design refers to countries strategies and policies to inclusive and sustainable economic growth</p> <p>1.1.2 Intervention incorporate DA Guidelines and policy into their intervention logic</p> <p>1.2.1 Intervention design included stakeholder consultation, data-collection and analysis of national contexts, policies and strategies, and gender and human rights needs and constraints.</p> <p>1.2.2 Stakeholders consider that the intervention adequately addressed gender, human rights and disability inclusion needs, policies, priorities and constraints.</p> <p>1.3.1 Evidence that the intervention responds to the demand of MS in both ECA and ESCAP regions</p> <p>1.3.2 Intervention design included stakeholder consultation, data-collection</p>	<p>Document Review such as: project documents, project progress reports, monitoring reports, documents used in workshops, trainings, feedback data from activities.</p> <p>KIs Online Survey Focus group</p>	<p>ECA & ESCAP personnel</p> <p>Representatives of UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>

				and analysis of other initiatives by IEs, Member States and UN agencies.		
Relevance	2. To what extent did the project strategy remain flexible and responsive to emerging priorities of the target countries, including the COVID-19 pandemic?	The key concept sand additional elements will be addressed in the JCs	<p>2.1 The design of the project took into account possible emerging priorities and changes while implementing the project.</p> <p>2.2The project design included a flexibility strategy in case the hypotheses set out in its logical framework were met.</p>	<p>2.1.1 Evidences that the project was responsive to emerging priorities and changes of the target countries</p> <p>2.1.2 Examples of programming adaption and initiatives aimed at addressing the effect of COVID-19 on project outcomes.</p> <p>2.2.1 Perceptions of project stakeholders that the project strategy was flexible and remain responsive.</p> <p>2.2.2 Assess project strategy to emerging priorities of the target countries.</p>	<p>Document Review such as: project documents, project progress reports, monitoring reports, documents used in workshops, trainings, feedback data from activities.</p> <p>KIIs Online Survey</p>	<p>ECA & ESCAP personnel</p> <p>Representatives of UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>
Coherence	To what extent was the results framework appropriate for the achievement of the intended project outcomes?	To be answered at the project/ regional/ overarching levels. Concepts grouped & key	3.1 The project's results framework was of adequate quality, and contributed to the ECA, ESCAP and stakeholders' understanding of intervention outcomes, and identification of future support.	<p>3.1.1 Evidence of alignment between project objective, outcomes, and outputs</p> <p>3.1.2 Assessed quality of the project's results framework to understand the intervention.</p>	Document Review such as: project documents, project progress reports, monitoring reports, documents used in workshops, trainings,	<p>ECA & ESCAP personnel</p> <p>UN partners</p> <p>Govt officials</p> <p>Academia</p> <p>Project beneficiaries</p>
	Were the indicators identified appropriate					

	and useful in assessing the Project progress?		<p>3.2 The project's results framework was appropriate for the achievement of the intended project outcomes.</p> <p>3.3 Project's indicators were useful and appropriate in assessing the project progress</p>	<p>3.2.1 Evidence that project activities and outputs have logically led to the overall goal and outcome of the project.</p> <p>3.3.1 Evidences of useful and appropriate project's indicators</p> <p>3.3.2 Reported performance against targets for relevant project indicators</p>	<p>feedback data from activities.</p> <p>KIIs</p> <p>Online Survey</p> <p>Focus Groups</p>	
Coherence	How realistic were the risks and assumptions upon which the project logic was based?	To be answered at the project/ regional/ overarching levels. Concepts grouped & key	4.1 The design of the project count with a realistic management risk strategy	4.1.1 Evidence in the project's design of a management risk strategy	<p>Document Review such as: project documents, project progress reports, monitoring reports, documents used in workshops, trainings, feedback data from activities</p> <p>KIIs</p> <p>Online Survey</p> <p>Focus group</p>	<p>ECA & ESCAP personnel</p> <p>UN partners</p> <p>Govt officials</p> <p>Project beneficiaries</p>
	Were risks managed appropriately?		<p>4.2 Risks and assumptions identified in the initial document have been materialized or mitigated.</p> <p>4.3 Project's risks were managed appropriately</p>	<p>4.1.2 Names and clear roles and responsibilities of those dealing with the risk strategy management in the intervention.</p> <p>4.2.1 Evidences of risks and/or assumptions mitigated or materialized</p> <p>4.3.1 Number, type and quality of responses given by management to the risks and</p>		

				assumptions materialized and/or mitigated		
Effectiveness	5. To what extent was the project successful in building national capacities of governments to formulate policies and plans that account for future demographic transitions?	The key concepts and additional elements will be addressed in the JCs	<p>5.1 The project contributed to build national capacities of governments to formulate policies and plans that account for future demographic transitions</p> <p>5.2 The project contributed to significant and sustainable higher-level changes to formulate policies and plans that account for future demographic transitions</p> <p>5.3 The project contributed to governments and national stakeholders' capacities to address cross cutting priorities (gender, human rights, disability inclusion)</p>	<p>5.1.1 Number of relevant policies and action plans formulated to integrate demographic dividend and gender concerns into their national plans</p> <p>5.1.2 Number of persons reached by the interventions, disaggregated by gender</p> <p>5.1.3 Number of knowledge products and trainings provided</p> <p>5.2.1 Number and type of capacity-building activities supported by the interventions.</p> <p>5.2.2 Number of annual reports on harnessing the demographic dividend</p> <p>5.2.3 Stakeholders consider that the intervention enhanced national, institutional and professional capacities to achieve the demographic dividend and address gender inequalities.</p>	<p>Document Review</p> <p>KIIs</p> <p>Online Survey</p> <p>Focus Group</p>	<p>ECA & ESCAP personnel</p> <p>UN partners</p> <p>Govt officials</p> <p>Project beneficiaries</p>

				<p>5.3.1 Evidence that the intervention has contributed to address cross cutting priorities while integrating demographic dividend.</p> <p>5.3.2 Number of reports and knowledge products done by governments and national stakeholders on the demographic dividend addressing cross cutting priorities.</p>		
Effectiveness	What were the major factors influencing the achievement or non-achievement of the project objectives?	To be answered at the project/ regional/ overarching levels. Concepts grouped & key elements addressed in JCs and indicators	6.1 The project contributed to intended and unintended positive and negative results.	6.1.1 Stakeholders consider that the interventions have contributed to the intended results, and/or to unintended results.	Document Review KIs Online Survey Focus group	<p>ECA & ESCAP personnel</p> <p>Representatives of UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>
	How did the project management capacities and arrangements in place in ECA and ESCAP support/hinder the achievement of the expected results?		<p>6.2 The achievement or non-achievement of the project's objectives were influenced by different factors.</p> <p>6.3 The project management capacities and arrangements in place in ECA and ESCAP support/hinder the achievement of the expected results.</p>	<p>6.2.1 Number and type of major factors influencing the achievement or non-achievement of the project objectives.</p> <p>6.2.2 Identification of project stakeholders and partners as to the major factors influencing the achievement or non-achievement of results.</p>		

				6.3.1 Perceptions of project staff and stakeholders on the management and achievement of the expected results		
Effectiveness	<p>To what extent did the project systematically and effectively monitor and document information to allow for results measurement, including on cross-cutting priorities (gender, human rights, disability inclusion)?</p> <p>Did monitoring findings influence adaptive management and contribute towards resolving implementation problems?</p>	To be answered at the project/ regional/ overarching levels. Concepts grouped & key elements addressed in JCs and indicators	<p>7.1 The project counted with a M&E mechanism that allow to monitor and document information for results measurement, including on cross cutting priorities.</p> <p>7.2 The project's M&E mechanisms were of adequate quality, and contributed towards resolving implementation problems and understanding of intervention outcomes.</p> <p>7.3 The project's monitoring findings have influenced adaptive management, including on cross-cutting priorities</p>	<p>7.1.1 Intervention evaluation and monitoring mechanisms were aligned with and conducted according to DA evaluation guidelines and best practices.</p> <p>7.1.2 Evidence of use of integrated planning, monitoring and evaluation tools</p> <p>7.2.1 Stakeholders consider that evaluation and monitoring mechanisms were adequate, timely and of appropriate quality, and that the reports contributed to the understanding of the intervention, and to the identification of future support.</p> <p>7.3.1 Example of monitoring findings that have contributed towards resolving implementation problems.</p>	<p>Document Review</p> <p>KIIs</p> <p>Online Survey</p>	<p>ECA & ESCAP personnel</p> <p>UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>

				7.3.2 Evidence of monitoring findings that have influenced adaptive management.		
Efficiency	To what extent did the project act as a catalyst and support the IEs influence and/or leverage other related interventions (within IEs, wider UN and other partners) to increase efficiency, if any?	To be answered at the project/ regional/ overarching levels. Concepts grouped & key elements addressed in JCs and indicators	<p>8.1 The project provided benefits in addition to those that would have been resulted from other related interventions (withing IEs, wider UN and other partners)</p> <p>8.2 The project act as a catalyst and support the IEs influence to increase efficiency.</p> <p>8.3 The project activities, in comparison to the plan, have transformed the available resources into the expected results in terms of quantity, quality and timeliness</p>	<p>8.1.1 Project's reports indicate that the intervention provided benefits in addition to those that would have resulted from other related interventions.</p> <p>8.2.1 Perceptions of project management and stakeholders on the efficiency of program management systems and tools</p> <p>8.3.1 Evidence that project resources were well used, according to plan, and delivered in a timely manner</p>	<p>Document Review</p> <p>KIIs</p> <p>Online Survey</p> <p>Focus group</p>	<p>ECA & ESCAP personnel</p> <p>UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>
	Was the work of the project duplicative or supportive of the work of other entities?					
	How well did the project activities in comparison to the plan, transform the available resources into the intended results in terms of quantity, quality and timeliness?					
Impact Orientated	To what extent did national stakeholders acquire the technical capacities to sustain	To be answered at the project/ regional/	11. 1 National stakeholder acquired the necessary	11.1.1 Degree of knowledge of national stakeholders on demographic dividend and	<p>Document Review</p> <p>KIIs</p>	ECA & ESCAP personnel

	the results of the project?	overarching levels. Concepts grouped & key elements addressed in JCs and indicators	technical capacities to sustain the project's results 11.2 The results of the project have contributed to the formulation of policies and plans that take into account future demographic transitions.	gender equality related issues 11.1.2 National stakeholders consider having acquire appropriate knowledge and count with enough technical capacities to sustain project's results 1.2.1 Project's reports indicate that intervention contributed to the formulation of policies and plans that took into account demographic transitions	Online Survey Focus group	UN partners and stakeholders Govt officials Project beneficiaries
Sustainability	To what extent did the project identify and build on existing national capacities?	To be answered at the project/ regional/ overarching levels. Concepts grouped & key elements addressed in JCs and indicators	12.1 The project identified and built on existing national capacities in order to achieve sustainability. 12.2 The skills and capacities acquired by IEs and national stakeholders are actively used and are considered to be signs of sustainability.	12.1.1 Example of existing resources to continue project sustainability. 12.2.1 Evidence of IEs and national stakeholders with skills and capacities to continue project activities and/or to attain project outcomes. 12.2.2 Evidence that capacity building of IEs and national stakeholders is sufficient to	Document Review KIs Online Survey Focus group	ECA & ESCAP personnel UN partners and stakeholders Govt officials Project beneficiaries
	Are these capacities and skills being actively used and what are the indications of sustainability?					

				continue to enable project's countries to achieve inclusive and sustainable economic growth.		
Gender & Human Rights and disability	13. To what extent did the project respond to and affect the rights, needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups?	The key concepts and additional elements will be addressed in the JCs	13.1 Gender equality and women's empowerment, women and men's rights, people with disabilities and other marginalized groups rights, needs and interest were taken into account in the design and implementation of the project.	<p>13.1.1 Examples of project respond to the rights, needs and interest of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups.</p> <p>13.1.2 Perceptions of project management and implementers of project response to cross-cutting priorities in each country of implementation</p> <p>13.1.3 Degree of importance attached to gender equality and inclusion practices in project documentation and reports.</p> <p>13.1.4 Degree to which gender and other disaggregated indicators are contained in project documents, reports, and indexes</p>	<p>Document Review</p> <p>KIIs</p> <p>Online Survey</p> <p>Focus group</p>	<p>ECA & ESCAP personnel</p> <p>UN partners and stakeholders</p> <p>Govt officials</p> <p>Project beneficiaries</p>

III. Data collection instruments

<i>Interview Protocol and Guidelines</i> <i>Final Evaluation DA Project</i> <i>Demographic Dividend with a Gender Dimension</i>
Name of Interviewee: Position: Date:
<i>Introduction</i> Thank you for participating in this interview. My name is <insert name> . I am the consultant conducting the Final Evaluation of DA project called: Demographic Dividend with a Gender Dimension The purpose of this interview is to help me better understand the project, its results and effects in <specify name of the country> . In order to do so, I would like you to respond to some questions, based on your experience and perspective as a stakeholder on the implementation process. Your answers will be treated with the strictest confidentiality . The evaluator will ask the respondent to introduce him/herself and his/her role/participation in the project. Do you have any questions before we begin?
<i>Evaluation questions</i> The selection of the EQ to be answered will follow the evaluation matrix and will respond to the role and responsibilities in the DA project and their level of participation in the implementation of the project. <i>General</i> <ul style="list-style-type: none">▪ What are the greatest strengths and weakness of the project?▪ What do you consider are the main results obtained with the implementation of this project?
<i>Achievements DA Project</i> <u>RELEVANCE</u> <ol style="list-style-type: none">1. Was the project relevant to the priorities and needs of the targeted countries?2. Was the project aligned with country needs and priorities relative to inclusive and sustainable growth?

- 3 Did the project address gender, human rights and disability inclusion need, policies, priorities and constraints in a realistic manner?
- 4 **Did the project strategy remain flexible and responsive to emerging priorities of the target countries, including the COVID-19 pandemic?**

COHERENCE

- 5 **Were project results (impacts, outcomes and outputs) achieved?**
- 6 Was the project's results framework of adequate quality, and contributed to the ECA, ESCAP and stakeholders' understanding of intervention outcomes, and identification of future support?
- 7 Were project's indicators appropriate and useful in assessing the project progress?
- 8 **How realistic were project's risks and assumptions and properly managed?**

EFFECTIVENESS

- 9 **To what extent was the project successful in building national capacities of governments to formulate policies and plans that account for future demographic transitions?**
- 10 **Did the project achieve its objectives and intended results, and any unintended positive or negative results?**
- 11 What were the major factors influencing the achievement or non- achievement of the project objectives?
- 12 How has the project responded to positive and negative factors (both foreseen and unforeseen) that arose throughout the years of implementation?
- 13 **To what extent did the project's management and coordination structure proven fit for purpose to ensure a coherent and efficient implementation of its operations?**
- 14 **How useful were monitoring and evaluation mechanisms for learning and knowledge management purposes and the identification of necessary adjustments?**
- 15 **To what extent did the Project's M&E mechanism contribute in meeting projects results, including cross-cutting priorities (gender, human rights, disability inclusion)?**

EFFICENCY & PARTERSHIP

- 16 **Was the relationship between inputs and outputs timely, cost-effective and expected standards for the project?**

- 17** How well did the project activities in comparison to the plan, transform the available resources into the intended results in terms of quantity, quality and timeliness?
- 18** Did the project provide benefits in addition to those that would have been resulted from other related interventions (within IEs, wider UN and other partners)?
- 19** **Has partnering with other organizations resulted in reduction of overlap and increased efficiency?**
- 20** **In retrospective, is there anything that could have been done differently to improve the efficiency, performance and quality of project results?**

IMPACT ORIENTATION

- 21** **To what extend the project contributed to build the capacity of national stakeholders to harness the potential of the demographic dividend and gender equality to the achievement of sustainable development?**
- 22** How have the project outputs contributed to the formulation of policies and plans that account for future demographic transitions?
- 23** Did national stakeholders acquire the technical capacities to sustain the results of the project?

SUSTAINABILITY

- 24** **What is the likelihood of sustainability of project outcomes and benefits after completion of the project?**
- 25** Did the project identify and build on existing national capacities?
- 26** Are these capacities and skills being actively used and what are the indications of sustainability?

GENDER & HUMAN RIGHTS & DISABILITY

- 27** **To what extent did the project respond to and affect the rights, needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups?**

AGENDA 2030/ SDG

- 28** **To what extend the project contributed to reaching targets of selected SDGs?**
- 29** To what extend the project has contributed to SDG5 on Gender Equality and gender objectives in other SDGs?

<p>30 Were SDGs target concerned included in the project results framework?</p>
<p><i>Lessons Learned</i></p> <p>31 What are the key lessons learnt to inform the design and delivery of future DA interventions and projects of similar nature?</p>
<p><i>Good practices</i></p> <p>32 Emerging good practices that could inform future DA projects on Demographic Dividend with a Gender Dimension</p>
<p><i>What's next / Recommendations.</i></p> <p>33 What are the remaining challenges / deficits?</p> <p>34 Can you share any recommendation that could benefit the DA Project and implementation?</p> <p>35 Are there any other issues you would like to address/discuss.</p>

FOCUS GROUPS

Focus groups session should typically have an average of 7 participants (min 5 and max 9). The focus group will last maximum 1 1/2hrs. Focus group will be conducted online.

<i>Interview Protocol and Guidelines Final Evaluation DA Project Demographic Dividend with a Gender Dimension</i>
Participants: Cluster: Date:
<i>Introduction</i> The evaluator thanks for the time and interest in participating in this focus group. She introduces herself as an independent external evaluator that has been contracted to conduct the Final Evaluation of the Development Account Project: Demographic Dividend with a Gender Dimension. The purpose of the focus group and the way how it's planned to be conducted is explained to the participants. It's recall that answers should be based on their experiences and perspectives as a stakeholder on the implementation process. The evaluator emphasizes that the answers will be treated with the strictest confidentiality . No names will be mentioned in the final report, and she will ensure that no information can be attributed to a particular person. However, names of participants will be included in a list of respondents as an annex to the evaluation report. The evaluator will ask for any questions before the focus groups begins.
<i>General Questions</i>
1. What was your role in the project and for how long have you been involved?
<i>RELEVANCE</i>
2. From your perspective to what extent was the project relevant to the priorities and needs of the target countries? 3. Do you consider that the project remained flexible and responsive to emerging priorities of the target countries, considering context issues and COVID-19 pandemic?
<i>COHERENCE</i>
4. To what extent were the project results (impacts, outcomes and outputs) achieved? 5. How do you assess project progress?

6. What do you think about the risk management strategy of project? Was it realistic? Was managed appropriately?
EFFECTIVENESS
7. Were the overall performance and the achievements in line with all stakeholders' expectations?
8. Which have been the most interesting result/activities obtained/done by the project and why?
9. What were the major factors influencing the achievement or non- achievement of the project objectives (challenges)?
10. Do you consider that the knowledge/skills/ inputs received from the project have a direct practical implication in the daily work of key stakeholders? Can you give examples?
EFFICIENCY & PARTNERSHIP
11. Based on your participation in the implementation/activities of the project, how do you assess the quantity, quality (efficient delivery, quality of methodology and approaches) and timeliness? Could anything be improved?
12. How do you assess the partnership strategy of this project?
13. What kind of collaboration/synergies have been developed (between your organization and ECA/ESCAP) for the development of activities and services?
14. Is there any missed opportunity?
15. What were the main benefits and added value of this collaboration?
IMPACT
16. What do you consider to be your level of knowledge and skills gained from this project to sustain the results in the future?
17. Could you please provide any example on how the project outputs have contributed to the formulation of policies and plans that account for future demographic transitions?
SUSTAINABILITY
18. To what extent do you consider the benefits and results that the project has produced will be sustained in the long term?
19. Was the support provided sufficient to equip participants with the knowledge and skills they need to follow-up and carry on activities in the future?
20. Where do you see major constraints for sustainability?
CROSS CUTTING ISSUES

- | |
|---|
| <p>21. To what extent did this project respond to the needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups?</p> <p>22. Do you think this project helped advance efforts to achieve the SDGs in the specific target countries?</p> |
|---|

LESSONS LEARNED & NEXT STEPS

- | |
|--|
| <p>23. What success story, good practice or particularly interesting process would you highlight?</p> <p>24. Do you have any recommendations for future DA projects in this thematic area?</p> |
|--|

Online SURVEY TOOL

Online Survey Protocol and Guidelines Final Evaluation DA Project Demographic Dividend with a Gender Dimension

The Economic Commission for Africa (ECA) is carrying out an end-of-project evaluation of the Development Account project called “Demographic Dividend with a Gender Dimension”. This project was jointly implemented by the ECA and the Economic and Social Commission for Asia and the Pacific (ESCAP) in 7 countries: Ghana, Nigeria, Uganda, South Africa, Zambia, Papua New Guinea, and Timor Leste from January 2018 to June 2023.

Participants of the project activities in all countries are invited to respond to this survey. It will take 15 minutes to complete it. Your experience, perspectives and suggestions will make an important contribution to the evaluation exercise.

This survey has been created as an evaluation tool for data gathering by an independent external evaluator to gather data related to the implementation of the project. Your answers will be handled strictly anonymous.

We will be grateful for your inputs in response to the following questions.

SECTION 1: GENERAL INFORMATION

1. For what type of institution were you working during the project implementation?

- a. Member of ECA
- b. Member of ESCAP
- c. UN agency
- d. Government body or public institution
- e. Statistical Office
- f. Academia and research
- g. Private sector
- h. Civil society
- i. Other (please specify)

2. Where were you working at the time of participation in the DA project?

- a. Ethiopia
- b. Bangkok
- c. Ghana
- d. Nigeria
- e. Uganda
- f. Zambia
- g. South Africa
- h. Papua New Guinea
- i. Timor Leste

3. What was your role in the implementation of the project?

- a. Project Team member
- b. Provide support in facilitating project activities.
- c. Government official
- d. Participant in trainings and capacity building workshops
- e. Other (specify)

4. What is your gender?

- a. Female
- b. Male
- c. Non-binary
- d. Rather not say

SECTION 2 : RELEVANCE and COHERENCE OF THE PROJECT

5. The project's objective was to build the capacity of member States to harness the potential of the demographic dividend and gender equality in Africa and the Asia-Pacific region in order to contribute to the achievement of sustainable development. **In your opinion, how relevant is this project objective for you and your daily work?** *Please provide details and/or explanations related to your response (optional)*
- a. Very relevant
 - b. Relevant
 - c. Somewhat relevant
 - d. Not very relevant at all
 - e. I don't know

6. **To what extent do you consider that the project objective is aligned with?**
- a. **Your country needs and priorities to inclusive and sustainable growth.**
 - b. **The subregion needs and priorities to inclusive and sustainable growth.**
 - c. **International commitments with sustainable developments, such as SDGs**
 - d. **International commitments on gender equality and human rights**
 - e. **International commitments on people with disabilities and marginalized groups**
- a. Very well aligned.
 - b. Well aligned.
 - c. Partially aligned.
 - d. Not at all aligned.
 - e. I don't know

Please provide details and/or explanations related to your response (optional)

7. **Did the project strategy remain flexible and responsive to emerging priorities of the target countries, including the COVID-19 pandemic?** *Please provide details and/or explanations related to your response (optional)*
- a. Yes
 - b. No
 - c. Only in certain areas
 - d. I don't know

8. **In your opinion, this DA project has been relevant in.**

a. Enhancing capacities of governments to integrate the demographic dividend and gender equality concepts into their national plans and policies.

- a. Very relevant
- b. Relevant
- c. Somewhat relevant
- d. Not very relevant at all
- e. I don't know

b. Enhancing technical capacities of selected countries to regularly monitor progress on harnessing the demographic dividend and related gender dimensions.

- a. Very relevant
- b. Relevant
- c. Somewhat relevant
- d. Not very relevant at all
- e. I don't know

9. How realistic were project's risks and assumptions?

- a. Very realistic
- b. Realistic
- c. Somewhat realistic
- d. Not at all realistic
- e. I don't know

10. Were project's risks properly managed? Please provide details and/or explanations related to your response (optional)

- a. Yes
- b. No
- c. Somewhat
- d. I don't know

SECTION 3: ABOUT THE PROJECT ACTIVITIES

11. What were the major factors influencing the achievement or non- achievement of the project objectives? (Open question)

12. Which factors have acted as major barriers in the achievement of the project objective? (Open question)

13. How did the project management capacities and arrangements in place in ECA and ESCAP support/hinder the achievement of the expected results? (Open question)

14. Overall, how satisfied are you with the quality of activities and support provided by ECA and ECLAC throughout the implementation of the project?

- a. Very satisfied
- b. Satisfied
- c. Somewhat Satisfied
- d. Dissatisfied

15. **At a personal level, to what extent do you consider that the project has contributed to strengthen your knowledge and technical capacity in the following areas:**
- a. **Build national capacities to formulate policies and plans that account for future demographic transitions.**
 - b. **Evidence-based policies to promote gender equality and women's empowerment towards the achievement of sustainable development.**
 - c. **Design and implementation of monitoring and evaluation frameworks**
 - a. Has contributed significantly
 - b. Has contributed somewhat
 - c. Has contributed minimal
 - d. Has not contributed
 - e. Don't know
16. **How well did the project activities in comparison to the plan, transform the available resources into the intended results in terms of quality, quantity and timeless?**
- a. Excellent
 - b. Good
 - c. Bad
 - d. Very Bad
17. **Was the project's monitoring mechanism of adequate quality, and contributed towards resolving implementation problems and understanding of intervention outcomes? Please provide details and/or explanations related to your response (optional)**
- a. Yes
 - b. No
 - c. I don't know
18. **Have project monitoring findings influenced adaptive management, including on cross-cutting priorities? Please provide details and/or explanations related to your response (optional)**
- a. Yes
 - b. No
 - c. I don't know

SECTION 4 . ABOUT THE BENEFITS AND IMPACT of THE PROJECT

19. **What is the most significant change you are able to observe in your institution/organisation as a result of the engagement/participation in this project? (Open question)**

20. Do you think this project has ensured complementarity and supported the work of other entities, avoiding duplication and increasing efficiency? Please provide details and/or explanations related to your response (optional)

- a. Yes
- b. No
- c. I don't know

21. To what degree the project contributed to build the capacity of national stakeholders to harness the potential of the demographic dividend and gender quality to the achievement of sustainable development? (Open question)

22. Do you think, this project contributed to improve relations among entities working on the same thematic? Please provide details and/or explanations related to your response (optional)

- a. Yes
- b. No
- c. I don't know

23. From your experience, what would you highlight as the main added value of this project?

SECTION 5 : ABOUT THE SUSTAINABILITY

24. Have you continued using the knowledge and skills provided by the project after its end?

- a. Yes
- b. To a certain extent
- c. No

25. Do you consider that the capacities built through the project have been sufficient to continue contributing to the achievement of sustainable development?

- a. Yes
- b. To a certain extent
- c. No
- d. I don't know

SECTION 6: ABOUT CROSS-CUTTING ISSUES & SDGs

26. Has the project contributed to reaching targets of selected SDGs?

- a. To a great extent
- b. To a certain extent
- c. Not at all
- d. I don't know

27. Can you provide an example of a significant contribution that the project made to respond to the rights, needs and interests of different stakeholders, including women, men, youth, people with disabilities and other marginalized groups? (Open question)

SECTION 7: ABOUT LESSONS LEARNED and CONTINUITY
<p>28. Are there any innovative elements this project fostered and that are worth replication and scaling up? Please specify.</p> <p>29. Do you have any recommendation that you would like to share to strengthen ECA and ESCAP's work or future initiative of similar nature?</p>

Thank you very much for your feedback and valuable time.

IV List of documents reviewed.

Planning documents and revisions

- ProDoc
- Project details, extension request for 11th Tranche Projects

Project Reports

- DD project ECA and ESCAP Annual Progress report of DA T11 extended projects
- Mission Report Zambia (2022). Gender Equality and women's empowerment Section
- Mission Report Ghana (2022) Gender Equality and women's empowerment Section
- Mission Report Nigeria (2022) Gender Equality and women's empowerment Section
- Mission Report South Africa (2022) Gender Equality and women's empowerment Section
- Mission Report Uganda (2022) Gender Equality and women's empowerment Section
- Agenda of the meeting. Virtual National Training Workshop on Gender Demographic Dividend Index for Ghana (4-5 May 2022)
- Concept Note. National Training Workshop on Gender Demographic Dividend Index (GDDI) for Ghana (2022)
- Meeting report – Training workshop on Gender Demographic Dividend Index (GDDI) for Ghana
- Post-workshop evolution Ghana
- Agenda of the meeting. Virtual National Training Workshop on Gender Demographic Dividend Index for South Africa (19-20 April 2022)
- Concept Note. National Training Workshop on Gender Demographic Dividend Index (GDDI) for South Africa (2022)
- Meeting report – Training workshop on Gender Demographic Dividend Index (GDDI) for South Africa
- Opening Remarks National Workshop South Africa 2022
- Workshop evaluation results. South Africa Gender Demographic Dividend Index (GDDI)
- Agenda of the meeting. Virtual National Training Workshop on Gender Demographic Dividend Index for Zambia (13-14 July 2022)
- Concept Note. National Training Workshop on Gender Demographic Dividend Index (GDDI) for Zambia (2022)
- Meeting report – Training workshop on Gender Demographic Dividend Index (GDDI) for Zambia
- Workshop evaluation results. Zambia Gender Demographic Dividend Index (GDDI)
- Concept Note. National Training Workshop on Gender Demographic Dividend Index (GDDI) for Nigeria (2022)
- Meeting report – Training workshop on Gender Demographic Dividend Index (GDDI) for Nigeria
- Post- Workshop evaluation results. Nigeria Gender Demographic Dividend Index (GDDI)
- Concept Note. National Training Workshop on Gender Demographic Dividend Index (GDDI) for Uganda (2022)
- Meeting report – Training workshop on Gender Demographic Dividend Index (GDDI) for Uganda
- Workshop evaluation results. Uganda Gender Demographic Dividend Index (GDDI)

- UNESCAP. Mission Report Dili (2018)
- UNESCAP Mission Report Port Moresby (2018)
- UNESCAP. Working paper, Rep Korea.
https://www.unescap.org/sites/default/files/SDWP_2019-08_Demographic%20Change%20ROK.pdf
- UNESCAP. Papua New Guinea national workshop:
<https://www.unescap.org/events/2021/national-workshop-statistical-framework-harness-demographic-dividend-and-achieve>
- UNESCAP Timor-Leste national workshop:
<https://www.unescap.org/events/2022/national-workshop-statistical-framework-harness-demographic-dividend-and-achieve>
- UNESCAP. EGM. Regional expert fórum
<https://www.unescap.org/events/2022/harnessing-intergenerational-benefits-demographic-change-asia-and-pacific-engaging-all>

Progress Reports

- 2021 Annual Progress Report
- DD project ECA and ESCAP Annual progress report of DA T11 extended projects
- Regional Workshop Report DA Tranche 11 Project (2019)

Information on financial and other resources

Knowledge Products

- Ghana Situation Analysis report (2019)
- Nigeria Situation Analysis report (2019)
- South Africa Situation Analysis report (2019)
- Uganda Situation Analysis report (2019)
- Zambia Situation Analysis report (2019)
- Ghana Policy Brief
- Nigeria Policy Brief
- South Africa Policy Brief
- Uganda Policy Brief
- Zambia Policy Brief
- PNG Policy Brief. <https://www.unescap.org/kp/2021/harnessing-demographic-dividend-gender-dimension-papua-new-guinea>
- Rep Korea, Policy Brief. https://www.unescap.org/sites/default/files/SDWP_2019-08_Demographic%20Change%20ROK.pdf
- Malaysia, Policy Brief. <https://www.unescap.org/kp/2022/demographic-dividend-gender-dimension-malaysia>
- UNECA. Harnessing the demographic Dividend
- UNECA. Training Manual /Resource Guide for Virtual Regional Workshop on Gender Equality in Policy and Programming Sensitisation (May/june 202)
- Impact of COVID on DD with gender focus

- UNECA Operational Manual. Integrating Gender and the Development Division into National Plans, Policies and Programmes in Africa
- UNECA (202) Employment Policy Framework for Women and Youth. Transforming Aspirations through Learning, Education, Nurturing and Training (TALENT)

Documentation related to the relevant work of IEs and partners

- UNESCAP documents and publications
 - Malaysia video: https://www.youtube.com/watch?v=aSdP_1DGBU0
 - Indicator frameworks videos (4):
 - <https://www.youtube.com/watch?v=nl9o-gyCbPM>
 - https://www.youtube.com/watch?v=WGcvNY1xv_M
 - <https://www.youtube.com/watch?v=JA0RT1dI2I&t=17s>
 - <https://www.youtube.com/watch?v=pb3CkZPDX9k&t=6s>
- UNESCAP National Development Framework
 - Papua New Guinea: https://www.treasury.gov.pg/html/publications/files/pub_files/2011/2011.png.vision.2050.pdf
 - Timor-Leste: <https://www.adb.org/sites/default/files/linked-documents/cobp-tim-2014-2016-sd-02.pdf>
- UN Development Cooperation Framework (UNCF)
 - Papua New Guinea: <https://papuanewguinea.un.org/en/17428-united-nations-development-assistance-framework-2018-2022>
 - Timor-Leste: <https://timorleste.un.org/en/105898-united-nations-sustainable-development-cooperation-framework-unsdcf-timor-leste>

Other studies and research undertaken by the project

Other documents

- ECA (2014) Evaluation Policy <https://repository.uneca.org/bitstream/handle/10855/22852/b11524674.pdf?sequence=1&isAllowed=y>
- DA website <https://www.un.org/development/desa/da/evaluation/>
- UN Development Account Evaluation Framework (2019) [https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2256_1571321768_UN%20DA%20Evaluation%20Framework%20\(Final\).pdf](https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2256_1571321768_UN%20DA%20Evaluation%20Framework%20(Final).pdf)
- UN Development Account Project Evaluation Guidelines (2019) [https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253_1571321382_UN%20DA%20Evaluation%20Guidelines%20\(Final\).pdf](https://www.un.org/development/desa/da/wp-content/uploads/sites/52/da-project-management-documents/2253_1571321382_UN%20DA%20Evaluation%20Guidelines%20(Final).pdf)
- Sixth Asian and Pacific Population Conference (2013)

- <https://www.unescap.org/sites/default/files/Report%20of%20APPC%202013.pdf>
- ICPD Beyond 2014
https://www.unfpa.org/sites/default/files/pub-pdf/ICPD_UNGASS_REPORT_for_website.pdf
 - ESCAP Committee on Social Development, Fourth Session (2026):
<https://www.unescap.org/events/committee-social-development-fourth-session>
 - Commission for Social Development (2017), Policies and programmes involving youth
<https://documents-dds-ny.un.org/doc/UNDOC/LTD/N17/034/47/PDF/N1703447.pdf?OpenElement>

V Evaluation TORs