

Supporting the Role of Women Leaders in Sudan and South Sudan in the Post- separation Period

End of Term Evaluation

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Acronyms

CBOs	Community Based Organizations
CSOs	Civil Society Organizations
CPA	Common Peace Agreement
CV	Curriculum Vitae
DAC	Development Assistance Committee
EA	Executing Agency
EC	Election Commission
GBV	Gender Based Violence
HAC	Humanitarian Assistance Commission
NCP	National Congress Party
NGO	Non-Governmental Organizations
MDGs	Millennium Development Goals
M and E	Monitoring and Evaluation
MPs	Members of Parliament
OECD	Organisation for Economic Co-operation and Development
RBA	Results Based Approach
RBM	Results Based Management
ToC	Theory of Change
TOR	Terms of Reference
SFCG	Search for Common Ground
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
UN	United Nations
UNEG	United Nations Evaluation Group
UN DEF	United Nations Development Fund
UNJPGE	UN Joint Programme on Gender Equality
UNSCR	United Nations Security Council Resolution
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
US	United States

- 1.1 UN Women has been working in Sudan with the mission to address obstacles to political participation of women, with programmes guided by international commitments to women's representation¹. The project "Supporting the Role of Women Leaders in Sudan and South Sudan in the Post-separation Period" was designed to address the needs of border communities in Sudan and South Sudan.
- 1.2 The project had a total budget of \$325,000 funded by United Nations Development Fund (UNDEF) and European Commission (EC). UN Women as the Executing Agency (EA) provided technical support to the implementing organizations Search for Common Ground (SFCG) and Badya Centre.
- 1.3 The end of term evaluation responds to the OECD criteria of relevance, effectiveness, efficiency, impact, sustainability. Other criteria of partnership principles and underlying causes were also addressed. The evaluation was guided by the UNEG and UN Women evaluation norms, and OECD DAC Peace building evaluation guidelines.
- 1.4 The evaluation assessed the transformation processes facilitated by the project at micro level through the use of Lederach's conflict transformation model that identifies four dimensions of change '**personal, relational, structural and cultural**' taken into consideration to transform systems. At macro level, the evaluation mapped the pathway of change using Theory of Change (ToC).
- 1.5 The methodology was informed by UNEG principles, ensuring inclusion of the project stakeholders; members of parliament (MPs), government officials, community level women leaders, women CSOs, CBOs, networks and groups, political party members and implementing agencies.
- 1.6 Data collection methods used were semi-structured interviews, focus group discussion, and storytelling. The later was used to illustrate the data and offer insights into experiences.

¹ The Convention on the Elimination of All Forms of Discrimination against Women upholds women's right to participate in public life, while the Beijing Platform for Action calls for removing barriers to equal participation. The Millennium Development Goals measure progress towards gender equality in part by the proportion of women in parliamentary seats - unwomen.org

Summary of findings:

Project Design and Relevance

- 1.7 The evaluation noted the project theory of change (TOC) was empirical, based on a baseline survey that documented the perceptions, knowledge, challenge and opportunities of women in political and peace building decision making. The TOC was implicit uncovered from documents and interviews with key stakeholders.
- 1.8 Analysis of the ToC revealed commitment to 'substantive' rather than 'descriptive' representation of women, going beyond 'targets and quotas' to build capacity of women leaders. The strategy based on the SFCG "key people, more people" approach focused on a critical mass of women facilitating change.
- 1.9 Good project management was noted with use of gender disaggregated data, gender analysis and activity based reporting on actual vs. intended, with sufficient tracking of progress indicators.
- 1.10 The project was flexible and responsive to emerging conflict, resulting in discontinuation of the South Sudan project.

Results

- 1.11 The evaluation adapted Lederach's Conflict Transformation Model ('**personal, relational, structural and cultural**') to analyze the change process facilitated by the project activities; training, dialogue sessions, study tour and women's convention. The evaluation found the project effective in the design and implementation of 10 **training** workshops that benefitted 366 women. High levels of satisfaction (80%) were reported with the content, trainers and time of the training sessions. A small percentage (25%) reported the theoretical content could have been more effective with practical skills on micro credit and how to influence policy change for women. Post training surveys noted increased skills in communication and public speaking that were transferred to day to day operations of the women leaders. *Training resulted in change at **personal** level in the perceptual understanding of women's potential in peace building.*
- 1.12 The **pledge** to action was a positive way of instilling individual and group activism, supported with the creation of networks/groups that could foster organic changes in peace building and women representation at community level. *This resulted in changes at **relational** level by defining*

new interactions for women in small groups and creating interdependencies between them.

- I.13 The 'activism' of women in Sudan was fostered through i) the **study tour to Rwanda** a country with the highest women parliamentary representation in the world (63.8%), and a functional democracy, ii) the **women's convention** which had three outputs; a common agenda, a ratified Sudan women's charter and a manifesto for Sudan women caucuses. The two activities, the study tour and the women's convention facilitated change at the structural and cultural levels through creation of structures and common values to guide the "women's movement".
- I.14 Constraints affecting effectiveness included lack of risk assessment, and strategy development at the design stage to address the patriarchal, polarized and restrictive security environment. The focus on an "all women" strategy excluded other community interlocutors, men and community leaders whose alternative voices could speak for women's political rights in Sudan.
- I.15 The management arrangement was sufficient for effective planning, monitoring and evaluation of the project. Good value for money practices were noted with adequate financial management systems within UN Women and SFCG.
- I.16 Efficiency was constrained by one endogenous factor, changes in budget templates without adequate support to partners. Exogenous factors posed greater challenges with lack of HAC approval for the planned women's conference in Khartoum, and end-project survey, resulting in delays, and two administrative no-cost extensions. A remaining balance of 21% of the total budget was reported in the final project report, largely a result of external factors that impacted project implementation.

Impact /Sustainability

- I.17 The training brought together women who had been divided along political party lines, reduced political sensitivities and facilitated dialogue on common issues. The lessons from Rwanda provided good examples on UNSCR 1325 mechanisms for follow up and reporting, and government accountabilities for the genocide and human rights violation.

- I.18 Although the project fostered a high degree of ownership among rights holders, the lack of inclusion of duty bearers, limited ability to foster change in institutions that hold decision making powers.
- I.19 Sustainability indicators included successful integration with local institutions through project beneficiaries transferring knowledge back to their institutions, (80%) response. At network level, response showed legal registration of some of the networks established by the project trainees. Respondents (70%) reported capacity to expand the scope of their work to address rights violations in their communities while other provided evidence of replication of models from Rwanda to address youth violence and reconciliation.
- I.20 The major shortcoming for the project was the lack of an overall project exit strategy and lack of sustainability strategies for the different stakeholder groups of the project. It was noted that individuals/networks with the capacity to attract external resources were able to scale up whereas those with limited capacity run the risk of failing to sustain the outcome and in some cases even reversing the gains from the project.

Partnership Principles

- I.1 The evaluation found the selection of implementing partners strategic, both SCFG and Badya Centre had extensive experience in post/conflict programming. There was cohesion among the partners on the common goals of the project. The implementing partners successfully established strategic partners with local NGOs and institutions that supported realization of project outputs. The partners however did not apply their technical expertise in the design of a systems approach to address transformative change of women in a conflict environment despite the availability of multiple approaches/methodologies they could adapt.
- I.2 The project operated in an environment with numerous risks; i) programmatically it was compromised by lack of risk assessment or risk assessment systems ii) contextual risk arose from the patriarchal, polarized and security environment, with lack of strategies to address them ; and iii) institutional risks with no

strategies for continuity of networks created by the project.

Recommendations

UNDEF

1. Consider extension of the two-year project into second phase to strengthen the capacity of institutions/structures for sustainable transformation of women's engagement in peace building and reconciliation.

UN Women

1. Develop exit strategies for SCFG and Badya Centre for future resourcing of the structures and institutions created by the project.
2. Support the continued work of women in implementation of UNSCR 1325 and linkages to other UN Women initiatives for synergies.
3. Provide training and support to partners when new budgeting systems and tools are introduced.
4. Support roll out of the successful transformation methodology implemented by SCFG and Badya Centre

Implementing Partners (SCFG and Badya)

1. Ensure that future projects provide clear linkages between conflict assessment and project design. The project would have benefitted from linkages to the local level conflict resolution institutions and not only national level.
2. Develop mitigation strategies for networks at risk of closure in partnership with local institutions and NGOs that can provide support.
3. Develop plans for sustainability of the transformation process initiated by the project, through creating linkages with other women's movement structures in Sudan.
4. Enable men and traditional leaders to support the work of gender equality and democratic process in line with holistic approaches to gender equality and social justice.
5. Work with both rights holders and duty bearers to create champions of change that go beyond the target group in this case women. Rights-based approaches aim at strengthening the

capacity of duty bearers and empower the rights holders.

6. Provide linkages to microcredit and micro-finance to address the need for livelihood strategies identified by the women. There is room to link livelihood projects with sustainability of the networks.
7. Document the successful transformation methodology and roll out to other regions.

Lessons

Democratic politics and institutions for achieving sustainable peace and development can effectively be transformed with a gender lens. The project was successful in providing empirical evidence and programming for women in peace building.

Transformation of gender relations in peacebuilding was successfully anchored with structures and systems to facilitate sustainable change process.

For future projects, it is good practice to map the theory of change at the design stage with active participation of the project stakeholders and ownership of the pathway of change. The project needed to address resourcing of these institutions for sustainability of transformative change.

Transformative change in conflict situations informed by a plausible conflict transformation approach provides consistent standards for design, monitoring, evaluation for project participants.

Risk assessment i.e. analysis of potential problems that could derail the project if done at project design stage enables proactive strategy formulation to minimize the risks. UN-Women and partners needs to make use of risk assessment tools that allow identification and analysis of operational, financial, development and reputational risk in the design of programs in order to develop effective strategies and not be reactive.

Formulation of exit strategies with clear human, financial, physical resources after the end of the project need to be addressed in the project design stage to provide adequate time for planning, execution and integration. The project failed to provide exit strategies for the partners or the project beneficiaries.

The needs based training provided women with the essential skills, communication and public speaking they needed for active and visible leadership roles in public and political life.

The media can be a catalyst for change, educating the public on conflict resolution resources, and facilitating discussion on issues affecting the communities. The project was successful in airing women focused, lessons sharing radio programs that featured the trained women leaders.

The reliance on women leaders was a good strategy that sought to empower existing leaders as a resource for other women. To counteract the constraints that institutions impose upon women's exercise of power, the women leaders were supported with the networks and relationships built with the women's convention "Women are likely to use their power in transformative ways within social movements that enables the forging of collective identities, consciousness raising and combativeness

towards authorities that may continue to influence women's identities and interests within institutions", Basu 2005.

The project would have benefitted from a sympathetic environment for equity, social justice and democratic demands for the women by working with formal government institutions such as security, justice and rule of law as partners in the project.

Addressing women's equality in complex fragile environment requires participation of all stakeholders. Engagement of traditional leaders, male politicians, heads of political and security institutions was necessary to have strategic partnerships and champions for the "all women" project. Strong leadership by traditional leaders and male politicians can have significant influence on men providing long term sustainable change in communities.

1. Purpose of the evaluation

The end-term evaluation was commissioned by UN Women Sudan in their capacity as the Executing Agency and on behalf of UNDEF and EC as the funding agencies. It assessed achievement of intended outcomes responding specifically to the OECD DAC criteria of relevance, effectiveness, efficiency, sustainability and impact. The findings provided lessons and best practice that focus on key components to guide future programming by UN Women and its donors. The recommendations will be used to inform future programming and direction for UN Women. As part of the evaluation, a Theory of Change (ToC) was developed that will help structure the debate on the pathways that have contributed to change, both short-term and long-term. The evaluation will also be used by the donors to inform future support to UN Women and its partners.

2. Evaluation objectives and scope

2.1. Evaluation objectives

The objectives of the evaluation were to;

- i. Assess the relevance of the project in regard to consistency, ownership and congruency, technical adequacy, and complementarity of programme with other initiatives;
- ii. Determine the effectiveness of the programme in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results;
- iii. Assess the sustainability of the project including the participation of partners in planning and implementation of interventions, as well as assessing the measures taken to ensure that activities initiated by the programme will be completed and continued on cessation of donor support;
- iv. Document the impact of the project highlighting what were the intended and unintended, positive and negative, long term effects of the program
- v. Provide the best practices/recommendations that may be used in the future programming.

To address the terms of reference, evaluation questions were developed that covered the scope of relevance, design, effectiveness, efficiency, sustainability, impact and lessons of the project. The end term evaluation therefore focused on achievement of outcomes and impact, anecdotal at this stage given the two year implementation. Key evaluation questions were developed in line with the terms of reference, refer to annex I.

3.1. Scope

The evaluation was conducted in the West and South Kordofan and Khartoum where the training, dialogue sessions, study tour preparation/feedback and women's convention were implemented. Out of the seven districts where the project was implemented, the four districts of Alfula, Lagawa, Al-Dilling and Kadugli were selected for the evaluation. The primary audience of this evaluation is UN Women, SFCG and Badya for drawing out lessons for future programming, UNDEF for assessing effectiveness

and efficiency of funds used to achieve stated goals, beneficiaries and women's caucuses/ organizations for good practices on post conflict programming methodologies and approaches.

3. Evaluation Methodology

4.1 Approaches

The evaluation upheld gender equality and human rights approaches in the discussion of findings; gender analysis, rights based approach and participatory methods. The evaluation was guided by UNEG and UN Women Evaluation norms and standard of:

- i. Participation and inclusiveness: fostering the participation of key stakeholder (including UN Women's key partners in government, civil society and the UN system) during the preparation, conduct, validation and utilization/follow-up stages of the evaluation process.
- ii. Utilization Focused and Intentionality: focusing on the needs of key users and clear intent to use the findings for learning and knowledge generation, decision-making and program improvement.
- iii. Transparency, Independence and Impartiality: ensure unbiased and transparency in due processes and reporting.
- iv. Quality and Credibility: with use of credible mixed methods for evaluating women's empowerment, gender equality and women's human rights issues.
- v. Ethical: professional integrity in line with the principles of UNEG Ethical Guidelines for Evaluation in the UN system and the Code of Conduct.

The evaluation was guided by the OECD DAC Peace building Evaluation Guidelines responding the principles of conflict analysis and conflict sensitivity. The evaluation used mixed methods that allow comprehensive evidence through the use of both qualitative and quantitative research methods. Theory led deductive approach i.e. Theory of Change (ToC) was used to understand the assumptions behind the outcomes of the project; and system based approaches were used to understand the design, objectives, strategies and implementation arrangements that support achievement of the project outcomes. The evaluation used the Change Goals in Conflict Transformation model by (J.D Lederach, 2003) to analyze the hierarchy of transformation induced by the project at the personal, relational, structural and cultural levels.

Reliability was ensured through use of structured data gathering tools with open ended questions designed around the evaluation criteria defined in the terms of reference. Techniques such as triangulation were utilized to ensure validity. Evaluation ethics were applied in respecting participants'

right to confidentiality, avoidance of harm especially in respect to vulnerability, gender, age and ethnicity. Translation into Arabic was provided to ensure participants are comfortable to contribute.

4.2 Data collection

The Consulting Team reviewed project documents that included; baseline study, project design document, progress and final report, budget and financial reports, refer to Annex 11.4. The team also made use secondary data for statistical information, security and partner background information. The output of the detailed document review was the Inception Report that outlined the evaluation framework including the methodology, evaluation matrix, questions, and sampling. Semi-structured interviews were held in Khartoum with government staff and members of parliament. Telephone interviews were held with SFCG staff. Field missions were conducted in AlFula (West Kordofan) and Aldilling (South Kordofan) where focus group discussions were held with project beneficiaries.

4.3 Sampling

Sampling variables included geographic, and ethnic as well as political and civil society affiliation, government executives and the legislative. Stakeholder mapping was done with participation of SFCG team that included stakeholders operating at national level in Khartoum and those in South and West Kordofan states where the project was implemented. Out of a total seven project districts, the four were selected for field missions; Alfula, Lagawa, Al-Dilling and Kadugli. However, field trips were only conducted in two districts, Alfula and Al-Dilling due to last minute complications related to security and limited accessibility due to the rainy season.

Interview and FDGs respondents were drawn from a number of project participants and project beneficiaries as follows:

- Kordofan Members of Parliament (MPs) serving at national level in Khartoum.
- Ministry of Finance and Ministry of Welfare and Social Development staff in South and West Kordofan.
- Cross section of women leaders at community level including teachers, midwives, Nuba Mountains activists. Kordofan radio personality and freelance journalist.
- Community based organizations (CBOs) including women organizations/groups and youth organizations operating at both national and local levels whose members were beneficiaries of the project.
- Political party members drawn from the ruling party National Congress Party (NCP) and the opposition political parties.
- UN Agencies, international organizations to include UN Women and European Commission (EC).

4.4 Data analysis

The evaluation used mixed methods - both qualitative and quantitative research methods to analyse the data. Qualitative data was categorised at outcome level with analysis of trends in outcomes and outputs and the realization of each outcome.

Quantitative methods were used to analyze the data with tabulations and frequencies to supplement the qualitative data. Triangulation was used to confirm validity of data; reliability was ensured through use of standard data collection tools.

Validation of evaluation findings was undertaken through circulation of report to Reference Group and integration of feedback in the final report.

4.5 Limitations

- i. Heightened security and restrictions by HAC affected wider consultation with communities. This was addressed with small group discussions in accessible localities.
- ii. Accessibility of some of the locations was limited by the rainy season. Sampling of field visits also considered accessibility in rainy season.
- iii. Limited access to internet affected Skype interviews resulting in completion of questionnaire and submission via email.
- iv. Limited availability of electricity, internet and phone lines networks (maximum availability of 4-5 hours/day) that affected the ability to document interview responses in the field.
- v. Unavailability of stakeholders who could have provided feedback on financial management and UN Women's role in the project.

4. Context of Project

Sudan's volatile political history alternating between military and political leadership in this naturally rich country dates back to its 1956 independence. Multitude of peace agreements have failed to provide peace and stability for the Sudanese people due to continued inequitable development and marginalization of the majority of people. The population of South and West Kordofan reflects the diversity of the country with numerous tribes (Nuba, Misseriya, Hawazma, Fellata, Hausa, Bideriya, Bargo, Kawahla, Kinana, Barno, Dajo and Southern Sudanese ethnic groups) that have historically inhabited the region. Political polarization drawn on ethnic lines affected the historical relations between the tribes. Additionally, acute competition around natural resources and financial compensations by government for land (where petrol and later gold resources were discovered) resulted in armed conflict even between clans of the same tribe. The greater Kordofan (both West and South) was included as one of three areas given special consideration in the Common Peace Agreement (CPA) because of their

natural resources and mixed ethnicity - a unique protocol negotiated to bring stability in after the end of the CPA mandated six transitional years.

Sudan women in parliament 2015

Rank	Country	Lower or single House				Upper House or Senate			
		Elections	Seats*	Women	% W	Elections	Seats*	Women	% W
36	Sudan	4 2015	426	130	30.5%	6 2015	54	19	35.2%

Inter- Parliamentary Union 2015

The historical 25% quota system has largely been on political affiliation lines, with women representatives following the party agenda and not promoting women’s gender equality and democratic rights. The UNSCR 1325 that mandated a review of the impact of armed conflict on women and girls, the role of women in peacebuilding, and the gender dimensions of peace processes and conflict resolution was largely ignored. There was no accountability in peace agreements negotiated for Darfur, Eastern Region conflicts or the CPA on the part of the Government of Sudan for war crimes, and specifically for GBV or sexual violence against women and girls. Traditional authority and customary law mechanisms are male dominated with women not permitted to participate in the traditional “Judiyah” (mediation) tribal councils. Human rights concerns were expressed with the regulations and conventions used to settle especially murder between tribes that allow compensation financially for certain crimes or death of woman on behalf of male criminals. There was limited knowledge of UNSCR 1325 restricted to government rule of law institutions; police, military, native courts and traditional authorities with little enforcement, yet wider knowledge within the CSO. This was the backdrop against which the project was designed after the secession of the South, with the aim of increasing the role of women in development and peace building.

6. Description of the Project

The UN Democracy Fund (UNDEF) project was implemented from 2012 to 2014. The project was designed for implementation in the border regions of South Kordofan in Sudan and Northern Bahr El Ghazal in South Sudan. Hostilities across the border in 2014 resulted in revision of plans, focusing only on Sudan. A budget of \$325,000 was funded by UN Democracy Fund (UNDEF) with co- finance of \$24,500 provided by European Commission (EuropeAid Grant). The project implemented by Search for Common Ground in partnership with the Badya Centre, applied the SFCG conflict transformation approach of “**key people, more people**” that sought to i) develop a network of elected women leaders in targeted border states, ii) strengthen capacity to resolve local conflicts and promote reconciliation in communities and iii) engage women in post referendum dialogue to resolve local conflicts and promote reconciliation in their communities.

The UNDEF program contributed to 2 outcomes;

Outcome 1: Capacities of State and County women leaders enhanced to influence development and peace-building processes

Outcome 2: Increased cohesion and collaboration among women leaders to influence development and peace-building processes.

UN Women used the results based management framework for planning, monitoring, and reporting. Monitoring of the project was guided by the Results Framework whose purpose was to enable UN Women to routinely monitor the activities, manage resources and report progress towards achievement to its donors. The Results Framework included indicators with baseline and target values against which performance was measured.

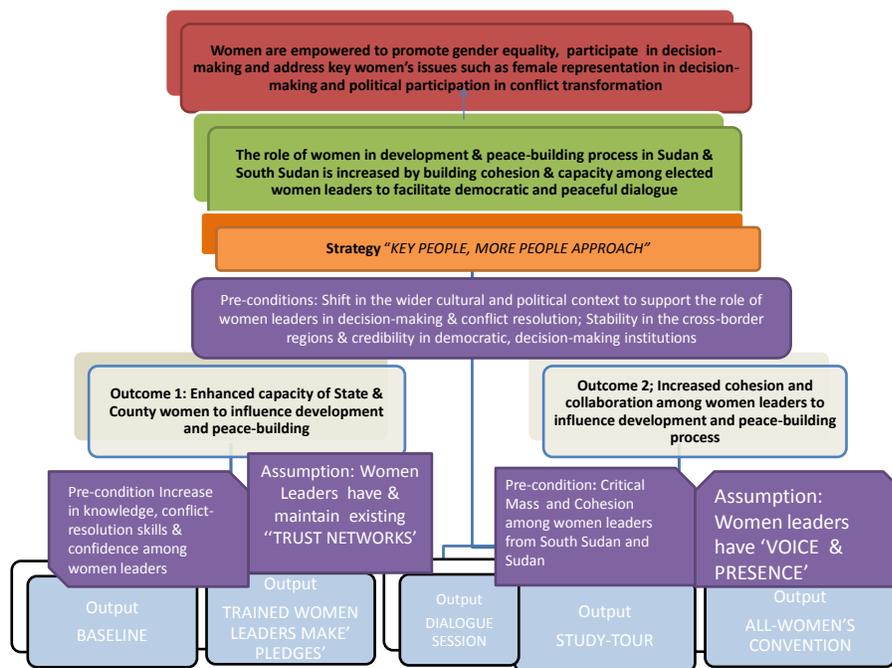
6.1. Theory of Change

The Theory of Change (ToC) model was used for this end-term evaluation to understand the causal links between the measurable outcomes and the process to achieve them. Given the complexity of the project implemented in border communities in post conflict context, and aligned to MDGs, and UNDAF the evaluation unpacked the intervention below.

The long term outcome/impact of the project was understood as “to work towards the MDGs to improve the status of women by promoting gender equality, empowering in decision making and addressing key women’s issues such as maternal health”. The immediate term project goal was “to increase the role of women in development and peace building process in Sudan and South Sudan by building cohesion and capacity among women elected leaders to facilitate democratic and peaceful change”.

Analysis of the logic model was made to understand the project's theory of change, mapped below in Figure I. The TOC maps provides a visual of what long term outcomes did the project seek to accomplish, what interim outcomes and contextual conditions were necessary to produce long term outcomes, what activities were initiated, what contextual support was necessary to achieve the outputs, what resources were required to maintain the support necessary for activities to be effective.

Figure 1 Supporting the Role of Women in Sudan Theory of Change



Analysis of the TOC was based on 4 questions:

Is it clear what the project intended to achieve?: The project conceptual framework focused on ‘substantive’ rather than ‘descriptive’ representation and participation of women leaders reflected by the project’s critical change agenda that extended beyond targets & quotas² The pathway focused also on the capacity of women leaders to actively engage in governance and post-conflict reconstruction dialogue and decision-making in border communities and at the national/state levels. The project strategy for participant selection further demonstrated commitment to substantive participation of women from diverse backgrounds in existing women’s networks, women in national and state parliament, as well as geographic, ethnicity and influence.

Do you understand how change was to happen? Change was expected based on the critical mass theory of women’s political representation, i.e. “female officeholders are often more likely than their male colleagues to act for women or women’s interests”, Reingold 2006. This was reflected by a “women focused” approach that excluded men and community leaders who held positions of influence and power. The assumption was the critical mass of women would lead to the intermediate outcomes of increased representation. This was to happen through election and increased capacity as a result of new skills acquired from the training. The project pathway ultimately contributes to “promoting gender equality and women’s empowerment “MDG 3, with clear linkages to the realization of the UNDAF

² Quotas in politics involve setting up a percentage or number for the representation of a certain group, here women, most often in the form of a minimum percentage, for instance 20, 30 or 40 percent. Quotas are used as a measure to increase the representation of historically excluded or under-represented groups in politics, (Global database of Quotas for Women).

(2013-2016) Pillar Four - “Social Cohesion, Peace Consolidation and Peace Dividends” on conflict-sensitive programming, implementation and monitoring for women.

What strategies were to be used? The project strategy is based on the SFCG conflict transformation ‘**key people, more people**’ approach. More people approaches aim to engage large numbers of people in actions to promote peace. Key people approaches focus on involving particular people, or groups of people, deemed critical to the continuation or resolution of conflict because of their leverage or roles. Who is “key” will depend on the context, but may include political leaders, civil society leaders, etc., SCFG. The underlying assumption was clarified as follows

“If women leaders both elected and non-elected, actors from civil society and government are given the opportunity to interact in a non-confrontational forum, they will better understand and appreciate their mutual values, and thus be better able to work towards their common goals and agenda, resulting in a more inclusive policy development process that takes into account the needs and interests of all Sudanese women” Dr Entiser Albelsadig SFCG .

What are the potential benchmarks?: Capacity enhancement through evidence based project design informed by a baseline and secondly four-day training workshops for 40 participants on conflict resolution, leadership development, communication and management techniques and the call to action for individual and groups through pledges. Cohesion and collaboration was to be fostered via network creation through the dialogue sessions, an eight day study tour and a Sudan women convention that would develop a manifesto for women’s caucus.

The ToC therefore clarifies the outcomes and the processes attributable to the project.

7. Analysis of Findings

7.1. Design and project relevance

The project design addressed the findings of the baseline study conducted at the onset of the project in the districts of Lagawa, Alsalaam, Al-Mairam, Al-Sunut, Al-Diling, Al –Goz and Kadugli. It mapped prevailing conflict, identified as farmers and nomads (39%), community conflict (26%) and political conflict (21%). It also identified local institutions that were involved in conflict resolution which were male dominated with little recognition of the role of women in resolution. The project correctly focused on women’s participation in decision-making in national and local government political

structures, yet did not acknowledge the community level structures identified in the baseline i.e. peace committees, community security police, Judiciary and others where women's representation or their influence could have been targeted and monitored. The baseline pointed to marginal differences in perception of women's role in peace building, with more women not fully appreciative of the role of women in peace building at national and community levels. The project therefore was designed for attitude change through structured training and informed by needs assessment. The training program offered four topics on; conflict resolution, leadership development, communication and management techniques that addressed the gaps of skills in leadership, confidence, security, credit and coordination identified in the baseline. Secondly the project was designed for behavior change with the establishment of structures that would have a collective voice to set "an agenda" for women and their role in democratic processes.

The evaluation noted satisfactory use of disaggregated data in the baseline study and reporting. Reporting was activity based, reporting on actual vs intended with sufficient tracking of indicators of progress and indicators in the result matrix.

7.2. Results

7.2.1. Effectiveness

Outcome I Capacities of State and County women leaders enhanced to influence development and peace-building processes

Training for women leaders

The main output was the training for women leaders with 10 workshops conducted in South and West Kordofan, and Khartoum benefitting 366 participants. The evaluation found the quality and quantity of outcomes to be satisfactory, with SFCG and Badya collaborating on the curriculum development and training logistics arrangements that included local leaders and national security details. Respondents found the training timely and relevant to the conflict situation in the country. The trainers were rated highly skilled and effective at communicating with all women, irrespective of their level of education. The content was closely aligned to the needs identified in the baseline, covering topics of conflict resolution, leadership development, management techniques and communication. Participants reported high level of satisfaction with the training methods that included theory and simulations.

Overall participants were satisfied with the knowledge raised on the UNSCR 1325 and knowledge of the legislature and executive, good governance, and the role of women in inducing conflict between tribes and the bigger role they can play in conflict resolution. Evaluation findings were consistent with the post-training survey that rated high level of satisfaction. A number of participants in addition reported their expectations of topics such as credit and micro credit and skills to influence policy had not been addressed. Respondents indicated increased confidence in demanding rights of women, resulting assertiveness as they engaged with their male counterparts, both at home and in public. Other respondents reported increased ability to transfer the new skills, particularly "communication and public

speaking skills” in their line of work. Overall at a personal level, the training minimized the destructive effects of political and social conflict on the targeted women and helped them realize their potential for personal growth and contribution to their communities on issues of importance to women.

Pledge and follow up action

The evaluation found the methodology of “a pledge of action and follow up” a good way of instilling accountability that was executed by individuals or groups. The pledges included commitment to action in the form of weekly meetings at the Badya Dilling Offices, actions plans, advocacy campaigns, formation of civil society networks to support women leadership and peace building initiatives in the region. The follow up action addressed the need for “face to face’ relationship in addressing conflict and transformation with the emergent of distinct patterns of communication and interaction emerging for the groups. The limitation was the social and political context that the groups operated which the project did not fully address with a risk assessment for each group or evidence of planning and tracking for individual group needs, refer to story below. Overall Outcome I addressed Lederach (2003)’s two dimension of change, the person and the relational by creating understanding on how the women perceived themselves, how they could use power to influence and the interactions they wished for themselves. Outcome I strategically positioned women to be active participants in their communities.

Outcome 2: Increased cohesion and collaboration among women leaders to influence development and peace-building processes.

The project sought to consolidate the individual and small group transformation with three inter-related activities. Eight dialogue sessions were held with women’s groups of 12 to 25

women leaders. Topics discussed were related to conflict management and peace building, with focus on the role of women e.g.; i) peace building initiatives undertaken by women in Dilling and Al-fula, ii) challenges faced in the implementation of UNRSC I 325 in Dilling and iii) experience of women parliamentarians in advancing women’s human rights in South Kordofan. 70% of the trainees reported using the knowledge gained from the training in their dialogue discussions, UNDEF Final Narrative

Story 1: Implementing the “Pledge”

In honouring her pledge to continue spreading knowledge and information on different issues and concerns of women, a trainee (member of the Sudanese Woman General Union in Kadugli) organized a gathering (for which she got a permit) to discuss and inform women in her community on issues of voting & elections, conflict and peace etc. The meeting was stopped by security and the trainee was escorted to the police station for questioning. Once in front of the investigating officer, the trainee produced the necessary documentation which was in order and was able to cite national laws and official empowerment policies supporting women rights. She insisted that she did not break any laws and that in fact he was implementing government policies.

Report, 2015. Although the discussions were useful in awareness and sharing key messages, they were not supported by clear policy advocacy strategies therefore missed an opportunity to coalesce the women and the wider public reached through radio and other mediums for specific policy changes related to the achievement of the project's overarching goals.

Respondents reported high level of satisfaction with the study tour to Rwanda, a country with 63.8 per cent of women parliamentarians, the highest in the world, UN Women, refer to story 2 . The study tour was widely seen as augmenting the theoretical learning with practical examples of responsive democratic systems with accountabilities for implementation of UNSCR 1325. The selection criteria widely respected by respondents included leadership (level of influence), elected women in national assembly and local legislative councils, government institutions, CSO, political parties, ethnic groups, geographical, academic institution and media. The evaluation noted concerns that representation favoured Khartoum based individuals who had limited opportunities to provide feedback to the wider communities of women in South and Western Kordofan. At a national level, the study tour participants were reported to have engaged more with the media giving interviews and press releases advocating for more women representation in peace building, which resulted in the authorities investigating the SFCG and Badya Centre, SFCG Final Report to UNDEF, 2015. The reaction by the authorities demonstrated how the institutions in Sudan were structured and sustained in conflict and how they responded to transformation that was not aligned with the status quo. Despite the challenges faced by the study tour participants, they succeeded in promoting the UN Resolution 1325 principles on the need for women participation in reconciliation and peace-building using nonviolent mechanisms.

Story 2 : Working with the Radio

The Radio Corporation of Alfulah aired discussions on women rights, participation and representation in peace-building processes with the project participants after the training and on their return from the Rwanda study tour. The discussions were well received with requests for repeats from the public. The request for repeats was unprecedented, according to the Director.

The three pronged approach was completed with a women's convention, that brought together 200 women from CSOs and government to "set the agenda" for Sudan women leadership. The convention continued the focus on UNSCR 1325 with discussion on women related topics including women's political participation, legislation, peace building and reconciliation and empowerment of women. The outcomes of the conference were i) Common Agenda, ii) a ratified Sudanese Women's Charter and iii) a guiding manifesto for Sudan women caucuses. With the convention, the women collectively provided prescriptive solutions for cultural transformation of women's engagement in peace building.

The evaluation mapped the hierarchy of change for the project below, in Figure 2

Project Transformation

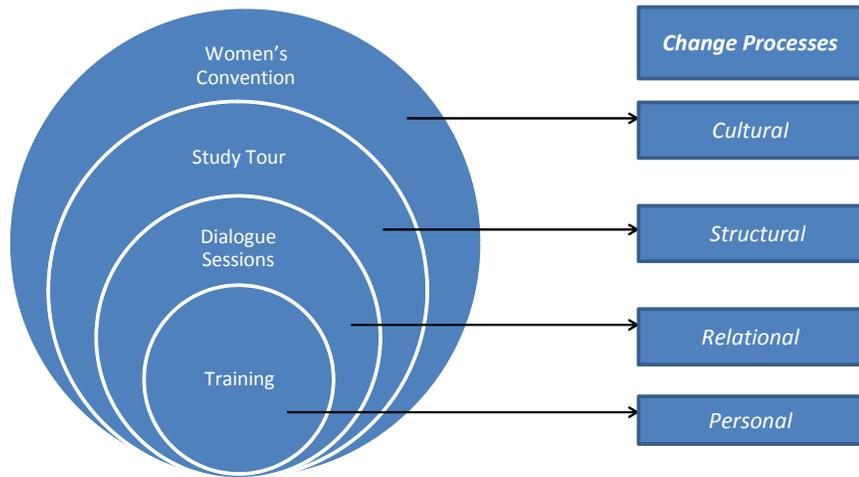


Figure 2 Hierarchy of Change

7.2.2. Efficiency

Resource allocation

Assessment of resource allocation for the implementation was as follows. The overall budget of the project was \$325,000, funded by UNDEF. The budget was allocated as shown in figure 3 below, with 43% funding meetings and training, the core activity of the project.

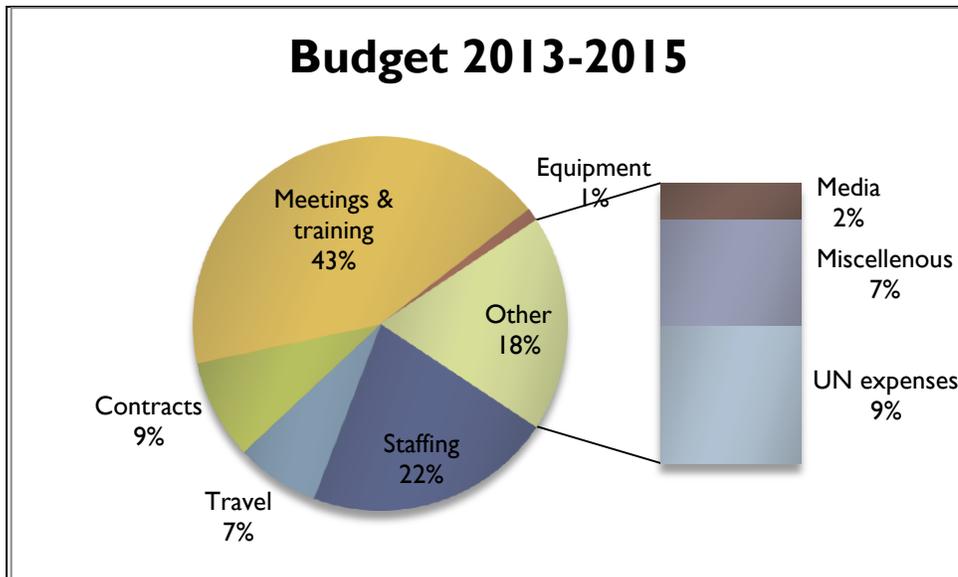


Figure 3 Budget

At the end of the project, of the \$295,454 budget allocated to SFCG, the remaining balance was \$63,170.07. The evaluation validated the reasons for the remaining balance to as follow:

- i. The change of location of the women’s conference from Khartoum to Alfula/Western Kordofan and Kadugli/South Kordofan resulted in cost reduction from the projected \$ 47,800, to \$32,000.
- ii. Flight cost savings as a result of the change of study tour destination from Sierra Leone to Rwanda.
- iii. Lack of approval of the end term survey by HAC.

It was noted the project had two administrative no-cost extensions in November 2014 and February 2015. In addition the project faced delays in implementation due to EID and Hajj holidays which affected availability of women for the planned activities. Changes in budgeting requirements by UN Women in the final implementation phase required time and support to understand the new format.

The evaluation noted good management practices with value for money principles upheld through use of SFCG procurement policy that guides management and regulatory procedures, quality and price. In addition to financial reports and submission of invoices, UN Women conducted audit before sign off for UNDEF funds release.

The evaluation noted UNDEF requirements were “ At the completion of the project, any unexpended or uncommitted part of the contribution was be returned to UNDEF, along with all interest income, jointly with the final financial report”. In the absence of exit strategies, there was no evidence of plans for utilization of remaining funds before project termination.

Management arrangements

The arrangements made it possible for effective management of the project. The partners had clearly defined roles, agreed to in the project design document “Prodoc” signed by all partners. SFCG had the responsibility of planning and overall implementation of the project with Badya Center responsible for day to day implementation. UN Women closely monitored the project and worked closely with SFCG's DM&E officers at the Washington and Regional offices. SFCG Regional Director, worked closely with UN Women Country Rep in organizing the exchange visit to Rwanda.

7.3. Sustainability and Impact

Sustainability

The evaluation noted the project had been successful in integration with other local institutions. Selection of women in leadership within the civil society and government institutions who reported transferring the skills learnt into their day to day work meant continuity of activities beyond the funding period. Other respondents were able to build upon the outcomes of the project with, i) two contracts signed with the Sudanese Training Centre (supported by EC) to train youth and children in the case of AIDiling Women’s Forum, ii) support provided to the Ministry of Social Welfare in establishing children’s court, police units and GBV programs and advocating for a role in government’s mediation committees in the region in the case of AIDiling Women’s Forum.

The degree of continuity varied for the project participants with high degree for utilization of such skills as communication and public speaking in the women’s personal interactions within the families, and public engagement forums. The degree of continuity of the small groups established varied with high activity noted with examples of i) South Kordofan trainees who legally registered AIDiling Women Forum and utilized volunteer support from women in the community, ii) West Kordofan trainees registered the HIMMA network that led conflict resolution between the Nuba farming settlers and the Hawazma nomadic communities over natural resources. Other groups such as the Nuba had plans to replicate youth gun projects from Rwanda and provide alternatives for youth supported by technical training.

The evaluation noted the level of capacity for uptake of project activities differed for the beneficiaries. Relationship building and networks were leveraged by those women that had with access to resources (human and financial), and were in positions of influence. Other respondents faced limitation with the lack of resources being the main reason for non-continuation of work. “The end of Badya project meant end of funding and activities in the network,” an AIDiling respondent. The respondent explained that after training, the participants had successfully met weekly which was revised to every two weeks and by

the end of the project, meetings were limited to those women that live in close proximity. Lack of sustainability strategies for each network/group affected continuity of activities.

Impact

While the project acted as a catalyst, setting the hierarchy of change from personal- relational- structural-cultural, evidence points to some level of contribution to overarching development goals MDG 3. The training brought together women who had been divided on political party lines to discuss issues that affected all women such as UNSCR 1325. The lessons from Rwanda provided good examples on UNSCR 1325 mechanisms for follow up and reporting, and government accountabilities for the genocide and human rights violations. Ironically for the participants, their own government did not respond positively to their invigorated activism after the Rwanda trip. The caution being the need for risks assessment and the long term cost of inaction or failure to act due to limited strategies to deal with the restrictive environment.

The degree of rights realization by the participants was high, with training facilitating the realization of their potential as trainees returned home as activists. Outputs of the training were selection of graduates into diverse positions; candidates for elections in various constituencies, a minister of culture and information in state government, a presidential commissioner and an MP in the National Council of Sudan. Training pointed to the responsibilities the women have in their communities which facilitated realization of rights in their communities with i) A number of GBV awareness raising programs introduced in schools as a result of advocacy by the trainees and ii) an unprecedented number of women applying for nomination as candidates in the different levels of the elections of April 2015 iii) the appointment of senior women members to the NEC from the greater Kordofan region after demands for greater women representation at senior level.

In terms of service delivery, the project did not target duty bearers per se. Through the activities of the project participants and their increased awareness and capacity to demand the rights, the project subsequently forced recognition of women's rights and acknowledgement of demands placed before duty bearers. These were successful in some cases evidenced by the demands for human rights strategy and constitution by the women in one region. Other demands will call for future advocacy to bring about desired results such as mechanisms for follow up and reporting on UNSCR 1325 and more democratic processes for women at the state and local government levels.

7.4 Partnership Principles

The implementing partners SFCG and Badya Centre were successful in forging strategic partnerships with local organization including; 1) Rasaeel Alsalam a Kordofan based organization dealing with peace-building between clans of the Misairiyya tribe, 2) Alfula radio corporation that covered a series discussions with project trainees on the rights and role of women in peace-building, 3) Sudanese

Woman Union supported a series of dialogues in South Kordofan, 4) Kadogli radio station covered dialogue sessions in South Kordofan, 5) AIDilling University Peace Studies Centre in South Kordofan, participated in the initial baseline study.

The evaluation noted high level of understanding of common purpose and a high degree of application of program approaches, analysis and tools. The two agencies have high capacity for uptake of activities with enhanced technical skills in women and conflict resolution, project management, financial management and monitoring and evaluation. Badya Center, was featured as “A Model of Successful Civil Society’s Peacebuilding Interventions” Sudanow Magazine 2014, with noted partnership with SFCG, UNDP and UNICEF. The partners have increased capacity to seek funding from UN agencies or other donors for future programming.

7.5 Underlying causes

The evaluation noted various underlying causes that affected project implementation. Security restriction impacted implementation of activities according to the plan leading to delays and no cost extensions. The level of effort to address these external factors was limited. Political interference was most notable after the publicity of the Rwanda trip and subsequent activism which resulted in political backlash and heavy hand methods that were meant to intimidate and slow the project momentum. The project lobbied women in parliament to call for end of targeted politically induced security action. Failure by the project to conduct risk assessment and identify adequate mitigation strategies reduced its capacity to address the fragility of cross border post/conflict reconciliation which led to discontinuation of the project in South Sudan. Other limitations were inadequate measures for support and inter-linkages with men and community leaders.

8. Conclusions

The objective was to evaluate the Supporting the Role of Women Leaders in Sudan and South Sudan in the Post-separation Period that ended in 2015. The evaluation arrived at the following conclusions vis -a - vis the core areas explored in the evaluation of design and project relevance, results (effectiveness and efficiency), impact and sustainability, partnership principles and underlying causes.

Design and Project Relevance

Design: The program took place against a backdrop of post conflict period and secession of South Sudan when the engagement of women in post conflict and reconciliation was limited. The theory of change was empirical, based on a baseline survey that documented the perceptions, knowledge, challenges and opportunities of women in seven districts in South and Western Kordofan. The theory was implicit; it was uncovered through review of documents, interviews with SFCG staff and other stakeholders. The evaluation concluded stakeholders operated on the closely related assumptions that bringing together women from diverse background would enable a structured transformation process that would lead to overarching change in the participation of women in decision making. There was causal relationship in the realization of MDG 3 promoting gender equality and women’s empowerment and UNDAF Pillar Four - “Social Cohesion, Peace Consolidation and Peace Dividends”.

Relevance: The evaluation found linkages between the baseline and intervention objectives. Although the baseline study included conflict analysis, there were no clear linkages to the local level conflict resolution structures where women’s participation had historically been excluded. Overall the respondents rated the relevance of the project high to the conflict and fragility within the Border States. It was timely, designed at the post conflict period with a strategic fit between the context and the planned activities. While the discontinuation of South Sudan as a project country showed flexibility and relevance to emerging situations, attention to detail is also imperative as this change was not reflected in the formal project documentation. The end of term project report and TOR for the evaluation continued to reflect the two country focus.

The project was designed for both attitude and behavior change; attitude through the structured training informed by a needs assessment. Behavior change was to be facilitated through the systems and mechanisms for collective action for a “women’s agenda” at both local and national levels. Both levels of change were relevant, one being short term and the other longer term. There was evidence of good gender programming with the use of gender disaggregated data in the design, monitoring and reporting of project progress. The project designed as a quick impact two-year project had a budget of \$325,000 which was relevant to support the design and outputs.

Results

Effectiveness: The overall assessment is the project met its intended objectives with respect to the role of women in peace building and post conflict resolution. Although a number of models and approaches have been developed and are used to support change processes in conflict/post conflict programming, it was noted the project was not guided by a plausible system based conflict transformation methodology that could have linked the micro level measures to the macro level pathway changes. The evaluation therefore adapted Lederach’s Conflict Transformation Model to analyze the change processes which were induced by the project activities; training, dialogue sessions, study tour and women’s convention. The training and dialogue triggered attitude change with changes in perception of individual capacities and the potential for greater contribution of women. This attitude change was immediate and supported by post training survey and evaluation interviews.

The project was effective institutionalizing activism, creating systems and structures that would foster organic changes through the networks, dialogue groups and women's convention. However change in behavior is more difficult to measure with evaluation using evidence "anecdotal", to support behavior change by participants who became activist and more vocal. The caveat was the political, security and patriarchal structures that the participants operated in, were not sufficiently supported with strategies to address the risks they posed. For women's activism to be successful the state must be broadly sympathetic to the equity, social justice and democratic demands of "women's movements", something that the project neglected to address in its strategies. The single focus on an "all women" project failed to recognize the key social partners who could act as change agents for the women in their counties and at national levels. The women in leadership position in government were already politicized and their connection to the newly established women's movement was in its infancy, which meant their connection to the women's collective ideals and accountabilities were limited and more susceptible to pressure within their own parties.

Efficiency: Management arrangements in place between the partners were sufficient for project planning, monitoring and reporting. The evaluation noted the effects of the fragile environment on the project with the lack of approval by HAC for the women's conference in Khartoum, and the end term survey. Additionally, internal challenges with changes to the budget reporting requirements midstream that delayed project implementation. Of concern was the lack of strategies to support future resourcing of outputs in particular the networks that faced collapse with the end of the project. It was noted there was need for a resourcing strategy to support continuity of project outputs beyond the funding period.

Impact and Sustainability

Impact: The desired change of the project was to build cohesion and capacity of women leaders to facilitate democratic and peaceful dialogue. The women's conference produced key deliverables, defining the pathway for future women engagement ; i) a Common Agenda, ii) a ratified Sudanese Women's Charter and iii) a guiding manifesto for Sudan women causes. The three provided a platform to facilitate further changes in the structures and culture promoting cohesion of women. Although the project fostered a high degree of ownership among the rights holders, the lack of inclusion of duty bearers limited ability to foster change in the institutions that hold the decision making powers, leaving the role to individual women employed by those institutions. It was noted the project focused on the rights holders "women" in an environment where the duty bearers "decision makers" held extensive power in decision making.

Sustainability: Given the challenges of continuity of activities in a fragile environment, the project demonstrated positive evidence on a number of fronts. The evaluation noted the project had been successful in integration with other local institutions with the project beneficiaries transferring knowledge back to their institutions. At network level, evidence of continuity was collected with response showing legal registration of some of the networks established by the project trainees. Respondents reported capacity to expand the scope of their work to address rights violations in their

communities while other provided evidence of replication of models from Rwanda to address youth violence and reconciliation. However caution must be expressed here that individuals/networks with the capacity to attract external resources were able to scale up whereas those with limited capacity run the risk of failing to sustain the outcome and in some cases even reversing the gains from the project. The major shortcoming for the project was the lack of sustainability strategies for the different stakeholder groups of the project.

Partnership Principles

The evaluation found cohesion among the partners who worked towards common objectives. The selection of partners was strategic, SFCG an international organization with extensive experience in innovative tools to end conflict and Badya Centre a local organization operating with the targeted communities regarded as a model of successful CSO peacebuilding interventions.

Underlying Causes

The project was implemented in conflict affected states which inevitably involved risks due to political fragility between the two countries and security restrictions. The evaluation noted “contextual risks” given the patriarchal, polarized communities that the project was implemented. Institutional risk was noted at the level of the institutions that were established by the project, the networks established for sustainability were not supported with resources for them to grow organically within the communities. Programmatically the project was compromised without adequate risk assessment, systems to support risk assessment and rapid decision making for flexibility. The project faced a major risk of working with individuals in institutions and not formerly engaging government institutions in the project design and implementation for government ownership and sustainability.

9. Recommendations

UNDEF

1. Consider extension of the two-year project into second phase to strengthen the capacity of institutions/structures for sustainable transformation of women’s engagement in peace building and reconciliation.

UN Women

1. Develop exit strategies for SCFG and Badya Centre for future resourcing of the structures and institutions created by the project.
2. Support the continued work of women in implementation of UNSCR 1325 and linkages to other UN Women initiatives for synergies.

3. Provide training and support to partners when new budgeting systems and tools are introduced.
4. Support roll out of the successful transformation methodology implemented by SFCG and Badya Centre

Implementing Partners (SFCG and Badya)

1. Ensure that future projects provide clear linkages between conflict assessment and project design. The project would have benefitted from linkages to the local level conflict resolution institutions and not only national level.
2. Develop mitigation strategies for networks at risk of closure in partnership with local institutions and NGOs that can provide support.
3. Develop plans for sustainability of the transformation process initiated by the project, through creating linkages with other women's movement structures in Sudan.
4. Enable men and traditional leaders to support the work of gender equality and democratic process in line with holistic approaches to gender equality and social justice.
5. Work with both rights holders and duty bearers to create champions of change that go beyond the target group in this case women. Rights-based approaches aim at strengthening the capacity of duty bearers and empower the rights holders.
6. Provide linkages to microcredit and micro-finance to address the need for livelihood strategies identified by the women. There is room to link livelihood projects with sustainability of the networks.
7. Document the successful transformation methodology and roll out to other regions.

10. Lessons learnt

Democratic politics and institutions for achieving sustainable peace and development can effectively be transformed with a gender lens. The project was successful in providing empirical evidence and programming for women in peace building.

Transformation of gender relations in peacebuilding was successfully anchored with structures and systems to facilitate sustainable change process.

For future projects, it is good practice to map the theory of change at the design stage with active participation of the project stakeholders and ownership of the pathway of change. The project needed to address resourcing of these institutions for sustainability of transformative change.

Transformative change in conflict situations informed by a plausible conflict transformation approach provides consistent standards for design, monitoring, evaluation for project participants.

Risk assessment i.e. analysis of potential problems that could derail the project if done at project design stage enables proactive strategy formulation to minimize the risks. UN-Women and partners need to make use of risk assessment tools that allow identification and analysis of operational, financial, development and reputational risk in the design of programs in order to develop effective strategies and not be reactive.

Formulation of exit strategies with clear human, financial, physical resources after the end of the project need to be addressed in the project design stage to provide adequate time for planning, execution and integration. The project failed to provide exit strategies for the partners or the project beneficiaries.

The needs based training provided women with the essential skills, communication and public speaking they needed for active and visible leadership roles in public and political life.

The media can be a catalyst for change, educating the public on conflict resolution resources, and facilitating discussion on issues affecting the communities. The project was successful in airing women focused, lessons sharing radio programs that featured the trained women leaders.

The reliance on women leaders was a good strategy that sought to empower existing leaders as a resource for other women. To counteract the constraints that institutions impose upon women's exercise of power, the women leaders were supported with the networks and relationships built with the women's convention "Women are likely to use their power in transformative ways within social movements that enables the forging of collective identities, consciousness raising and combativeness towards authorities that may continue to influence women's identities and interests within institutions", Basu 2005.

The project would have benefitted from a sympathetic environment for equity, social justice and democratic demands for the women by working with formal government institutions such as security, justice and rule of law as partners in the project.

Addressing women's equality in complex fragile environment requires participation of all stakeholders. Engagement of traditional leaders, male politicians, heads of political and security institutions was necessary to have strategic partnerships and champions for the "all women" project. Strong leadership by traditional leaders and male politicians can have significant influence on men providing long term sustainable change in communities.

11. Annexes

11.1 Terms of Reference

Key Evaluation Criteria and Questions to be addressed:

The questions will be further refined during the inception phase of this evaluation.

Assess the project design in regard to the project logic and theory of change:

- Whether the objectives, outcomes, outputs and indicators were clearly adhered to as stated in the project document;
- Whether the indicators used (if any) were specific, measurable, attainable and relevant. (this should be done against validity, reliability, sensitivity, simplicity, utility and affordability)

Assess the relevance of the project in regard to:

- Consistency of project with the Sudan country context (political, social and economic)
- Ownership and congruency of the project to the partner mandates and strategic direction
- Technical adequacy of project to address the issues identified in the problem/ situation analysis
- Complementarity of project with other initiatives supported by other donors
- Identification process of beneficiaries

Effectiveness of the project

- The extent to which (progress towards) the project achieved its stated objectives – effectiveness (the results achieved both qualitative and quantitative)
- Assess progress towards the achievement of outcomes
- The reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results
- The extent to which capacities of duty bearers and rights holders have been strengthened
- What are the contributions towards and/or changes produced by the project on legal and policy frameworks at the national and regional levels
- Identify cross cutting strategies used to enhance project effectiveness
- What is UN Women's strategic positioning and comparative advantage in implementing this project

Efficiency of the program

- The optimal transformation of inputs into outputs - efficiency; and the timeliness of the inputs and outputs;
- Value for money adopted to ensure integrity in project management and implementation
- How the project has utilized existing local capacities of rights bearers and duty holders to achieve its outcome.
- How has UN Women adhered to partnership principles identified in project document especially on reporting and utilization of funds
- The extent to which technical assistance from UN Women informed and improved project implementation

Sustainability of the project

- The extent to which the project addresses beneficiary priorities and demand
 - Support to the project by local institutions and integration with local social and cultural conditions
 - Potential for replication of strategies
 - Participation of partners in planning and implementation of interventions
 - Financial/programmatic capacity of partners to sustain the program results when donor support has been withdrawn
-

- Extent to which steps have been taken to ensure that activities initiated by the program will be completed and continued on cessation of donor support;

Impact of the project

- What the intended and intended, positive and negative, long term effects of the project are.
- The extent to which changes that have occurred as a result of the project can be identified and measured
- The extent to which the project enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.
- The extent to which efforts have been successful to prevent and respond to harmful and discriminatory practices.

Partnership Principles

- Assess the partnership performance and outreach (e.g. between UN Women and partners, amongst partners etc.)
- The extent to which partners perceive the partnership as effective for achieving the outcomes
- Assess the choice of stakeholders, manner and reasons for their involvement
- Assess to what extent the program has contributed to capacity development and the strengthening of partner institutions and program

Underlying factors

- Are there any underlying factors beyond the control of the project that have influenced the outcome?
- What were the key assumptions made?
- Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, the degree of stakeholders and partner’s involvement in the completion of outputs, and how processes were managed or carried out.



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11.2 Data Collection Tools

Questionnaire

The evaluation questions were clustered into 5 priorities in the matrix of evaluation questions to elicit response on the following:

Design including evaluation criteria project design and relevance

Results including efficiency and effectiveness of the project

Sustainability and Impact focuses on measures put in place for sustainability and impact beyond the funding

Partnership Principles includes common purpose among partners

Underlying causes includes considers external factors that influenced project results

Question	Criteria
Design and project relevance	
To what extent was there causal relationship between planned, outputs, outcomes	Design 1.1

and impact?	
Did the results causally link to the intended outputs (immediate outcomes) that link to broader impact (development goal)?	Design 1.1
Were the gender dynamic identified in the baseline adequately addressed in the design? Were the conflict analysis issues identified in the baseline addressed in the design?	Relevance 1.2
How does the project align with UNDEF, UN Women, MDGs 3 and 5 and women empowerment national priorities?	Relevance 1.2
Results	
Did the project achieve its intended outcomes? What were the contributing or hindering factors?	Effectiveness 2.1
What have been the benefits of capacity strengthening of duty bearers and rights holders?	Effectiveness 2.1
To what extent did the project contribute to changes in legal and policy frameworks at the national and regional levels	Effectiveness 2.1
What cross cutting strategies were employed for project effectiveness?	Effectiveness 2.1
How did the project address risk, was it informed by a risk analysis?	Effectiveness 2.1
What strategic positioning and comparative advantage was achieved by UN Women with this project?	Effectiveness 2.1
What inter-agency strategies were employed for the initiative?	Effectiveness 2.1, Partnership principles 4.1
Was the project implemented efficiently i.e. cost effective and on time?	Efficiency 2.2
Were there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the program?	Efficiency 2.2
What value for money strategies were adopted to ensure integrity in project management and implementation	Efficiency 2.2
Sustainability/Impact	
Did the intervention design include sustainability and exit strategy?	Sustainability 3.1
To what extent is there integration of project outcomes with local institutions?	Sustainability 3.1, Partnership principles 4.1
Assess the potential for replication?	Sustainability 3.1
How have the project results been maintained since the end of financial support?	Sustainability 3.1
Are the projects owned by national stakeholders and how will they be continued after program beyond the donor funding period?	Sustainability 3.1
To what extent were changes attributed to the project? What were the intended and unintended effects of the project both positive and negative?	Impact 3.2
Did the design, implementation and monitoring of the project support rights-holders to claim their rights, and duty bearers to perform their duties? What enforcement measures were put in place and how will they is continued after program termination?	Impact 3.2
How did the project address attribution/contribution to results on prevention and response to discriminatory practices	Impact 3.2
Partnership Principles	
To what degree did the partners work towards the same results with a common understanding of the inter-relationship between them?	Partnership Principles 4.1
How strategic was the choice of partners in terms of their mandate, influence, capacity and commitment?	Partnership Principles 4.1
To what extent has the capacity of partners and interventions been improved by the	Partnership Principles 4.1,

project?	Effectiveness 2.1
Underlying causes	
What external factors e.g. political, security, and bureaucratic affected program outcome? What assumptions and level of effort was made to address them?	Underlying Causes 5..1

Focus Group Discussion protocol

Looking back over the past 2 years what has been the changes in the quality of women's participation in this community?

What was the situation before?

What skills/services were offered by the project?

What were the outcomes both positive and negative?

Story Telling. Each story will document;

What was the rights violation?

What intervention was done as a result of the project?

What was the result?

11.3 List of People Interviewed

Name	Function/position	State	
1	Umm Salama Nawway	Founder (Umm AlHuda NGO), member of the National Umma Party (opposition)	S.Kordofan
2	Nagwa Alzubair	National Umma Party member	S. Kordofan
3	Zainab Ali Abdel-Majid	National Umma Party – Member and Rapporteur of the Umma Party Political Bureau	S. Kordofan
4	Saadiyyah Mohamed Ahmad	Ex-Director of AlFula Radio Corporation & Founder of one NGO – “Rasael Alsalam” & project network of project trainees officially registered with the M. Social Welfare post-project as “HIMMA” .	W. Kodofan
5	Safaa Aldaleel	Director of the training Dept. & head of the Public Health section at the Academy of Health Sciences.	W. Kordofan
6	Zuhal Hamza Mohammad	Deputy Secretary General – Sudanese Woman General Union West Kordofan	West Kordofan
7	Fatma Mohammad Sulieman	National youth Union & Secretary General	W. Kordofan
8	Iqbal Mohammad Ali	Member of the North/South peace committees; peace activist, government employee /Al-Mairam locality, coordinator of women in the popular forces.	W.Kordofan (Al-Mairam locality)
9	Asia Al-Dekhairi	Ex-state minister/M. of Culture & Information	W. Kordofan
10	Safaa Fadul	State legislature MP	W. kordofan
11	Sayda Al-Dukhri		W. Kordofan
12	Al-Raya Abbas	General Union of the Sudanese Woman	W. kordofan
13			
14	Asmaa Abdul-Rahim	Secretary – Women Secretariat/ NCP – W. Kordofan Branch	West Kordofan
15	Abu-Elgasim Almaalla Serair	Director/Radio Corporation	W. Kordofan

16	Gadeed Mahmoud	Head/ W.Kordofan - AIFulah office	W. Kordofan
1	Fatma Ahmad Al-Nour Eisa	Founder & Head Al-Islah NGO (human development, anti-poverty & illiteracy) with focus on women and children.	S. Kordofan
2	Amna Hamid Musa Alkhalifa	Primary school teacher/NCP member/SG General Union of the Sudanese Woman	S. Kordofan
3	Fathiyah Abu-Nawwa	Primary school teacher/member General Union of Sudanese Woman /director, women office at the Sudanese Centre for Advocacy, Training and Research	S. Kordofan
4	Amani Hamdan Sulieman		S.Kordofan
5	Sumayyah Hassan Komi		S. Kordofan
6	Magboula Eltayyib Hallouf		S. Kordofan
7	Fatma Alsubahi Osman	Secretary, Women Secretariat for Development, United Umma Party AIDiling Branch (the party is in coalition with the NCP/govt.).	S. kordofan
8	Nimaat Jumaa Hussien	Production Inspector – M. of Agriculture & Livestock Member Executive Office of AIDiling Women Forum (the network).	S. Kordofan
9	Tuna musa Alnour Adam	Primary school teacher (English language) Secretary General – Al-Minhal Women Association (NGO)	S. Kordofan
10	Amna Al-Hajj Ismail		S. Kordofan
11	Zainab Ali Abdel Magid	National Umma Party -Rapporteur of the Central Commission & member of the Political Bureau.	S. Kordofan
12	Asma Tiyya		S. Kordofan
13	Awatif Abdul Hameed	Ex-Head of the Gender Centre of University. of Al-Dallang, currently MP, National Council/NCP	S. Kordofan
14	Etimaad Eisa Al-Faki	Freelance journalist & Independent activist for the Nuba Mountains in South Kordofan. Justice Party	S. Kordofan
15	Khalda Mohammad Sarnoub	OIC Al-Dallang BADYA Branch/office head on short absence.	S. Kordofan
16	Mama Tiyyah Kuku Rahhal	MP national Council (Nuba Mountains)/activist for the Nuba Mountains/member of Nuba Mountains Women Group	S. Kordofan
	BADYA Staff		
	Dr. Entisar Abdel Sadig	Director, SFCG	Khartoum
	Abdel Galeel AlBasha	Director, Badya Centre	Khartoum
	Mohammad abdel Rahman	Finance officer, BADYA	Khartoum

11.4 Documents Reviewed

Document Type	Document Title	Status	Language
Baseline Studies	Supporting the Role of Sudanese Women Leaders in the Post Separation Period, baseline assessment March 2014	√	English
Project documents (including concept note, project plans, work plans, and folders of hand-written and signed attendance sheets for the different workshops by participants)	Supporting the role of women leaders in Sudan and South Sudan in the post separation period 2012 SFCG Prodoc	√	English
	Al-Fula/ West Kordofan state and Kadugli/ South Kordofan State. Conferences Report Feb 2015	√	English
	Rwanda exchange visit work plan	√	English
	Work- plan for upcoming workshops on women leadership March 2014	√	English
	Advanced training of trainers manual	√	English
	Roadmap 7777 for planned workshops 2010	√	Arabic
Monitoring and Evaluation reports (quarterly and annual reports, field monitoring reports and previous evaluation reports)	UNDEF Final narrative evaluation – Supporting the role of women leaders in Sudan and South Sudan in the post separation period 2015	√	English
	Mid -term Progress report 2014- Search for Common Ground	√	English
	Conference Report :Al-Fula/ West Kordofan state and Kadugli/ South Kordofan State February 2015	√	English
	Al-Fula Workshop Result of pre and post-test of the training workshop	√	
	Train of Trainers Report year (December 2013)	√	Arabic
	Training workshop on women and leadership, Al-deebab, September 13—16/2013 participant list	√	English
	Women leaders from South and Western Kordofan states, participants of the first dialogue, Khartoum, March 5th 2014	√	English
	Report of Advance Peace building and communication workshop for women leaders from South and Western Kordofan States Khartoum 2014	√	English
	Women leadership training reports in Dilling, Lagawa and Dubibal 2014	√	English
Financials (budget, financial reports)	Project Budget 2013 Budget Q1-Q3 Budget/Expenditure report 2013-2014 Budget /Expenditure report 2013-2015	√	English
Partnership Agreements			
Donor Agreements			
Studies/research	Reconciliation & Peaceful Coexistence Mechanism “Southern Kordofan Conflict and Security Situation Analysis Report, March 2011		English
Advocacy and Communications material	Advocacy training module		English
Other	– Sudan Country Gender Profile 2013 ADB – Women in Politics Mariz Tadros	√	English

	<ul style="list-style-type: none">– Women’s Charter on questions of Development, Political Empowerment and Peace-Building in Sudan 2014– Advanced Training Of Trainers Manual (UNDP/Sudan)		
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