



END OF PROJECT EVALUATION  
**TOWARDS A NEW BALANCE IN GUINEA BISSAU:  
CREATING THE SPACE FOR A REAL PARTICIPATION OF WOMEN  
IN PEACEFUL CONFLICT MANAGEMENT AND IN GOVERNANCE  
“NO STA DJUNTOS!”**

FINAL EVALUATION REPORT

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## ACRONYMS

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ERD	Espacio Regional de Dialogo-Regional Spaces for Dialogue
CSO	Civil Society Organization
DSF	Defense and Security Forces
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
KII	Key Informant Interview
PBSO	Peacebuilding Support Office of the United Nations
ToC	Theory of Change
UN PBF	United Nations Peacebuilding Fund
VdP	Voz di Paz

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# EXECUTIVE SUMMARY

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The project “Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance- No Sta Djuntos!” has been implemented by Interpeace with its local partner, Voz di Paz, and funded by the United Nations Peacebuilding Fund. The project consists of two phases. The second phase, object of the present evaluation began in October 2018 and ended in September 2020, with final activities implemented in October 2020, due to delays caused by the COVID-19 pandemic.

This second phase, is considered as an extension of a first-phase project, that started in 2017 and were implemented within the next 18 months and concluded with a final evaluation in 2018.

The project is nation-wide, implemented in the eight regions and the capital city of Bissau. Its main goal is to tackle women exclusion from the decision-making process by strengthening national women's participation in governance and conflict management. It aims to do so by raising national awareness and by enhancing the capacities of female leaders in political advocacy, conflict mediation and facilitation of inclusive dialogues.

The project's Theory of Change envisions women leadership promotion in key state institutions like Political Parties, Defense and Security Forces (DSF) and Civil Society Organizations (CSO), as an intermediate result, with the vision of defusing tensions and resistance related to women promotion and strengthening social cohesion.

**Table 1: Theory of Change**

*“IF men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau engage in a deep reflection and gain full awareness of the risks and opportunities of women's integration for social cohesion, THEN they will promote women's inclusion in the decision-making to strengthen synergies instead of being divided.  
BECAUSE they will have understood that women's promotion may generate divisions, but it may also strengthen peacebuilding in Guinea-Bissau in a win-win situation for all.  
AS A RESULT, men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau will Defuse the tensions generated by the female leadership promotion, while fostering a real transformation of women's role in politics, civil society and Defense and Security forces (DSF).”*

Three project outcomes have been identified as part of the above-mentioned desired change, which are the following:

- Outcome 1. Strengthen the capacity and self-confidence of key men and women who are members of political parties, civil society and DSF, to improve the mitigation of division risks and promote social cohesion through women's promotion.
- Outcome 2. Strengthen the institutional capacities of political parties, civil society and DSF in Bissau to mitigate the risks of division and resistance and to maximize their contribution to social cohesion through women's promotion.
- Outcome 3. Increase the public awareness of the importance of women leadership in peacebuilding and the good practices in the mitigation of division risks and the public

knowledge of the previously shared success stories of men and women.

Interpeace commissioned the end-term Evaluation of the 24-month project "*No Sta Djuntos! /We are together*", to inform Interpeace, VdP, PBF Secretariat and PBSO, together with other key stakeholders about the impacts and key outcomes achieved to date. Another essential aim of the Evaluation is to understand the process of change occurring between the individual, institutional and community level, namely how people's knowledge, skills and attitudes about the importance of promoting women in public institutions, in key decision-making positions, transform itself in practical actions and concrete steps at the institutional level, by fostering social cohesion. The Evaluation was designed to provide evidence of change that would help understand the results of the program and enable it to communicate this internally and externally.

The main objectives of the Evaluation are:

1. To assess the achievements of the project, including its relevance, coherence, effectiveness, efficiency, sustainability and impact, based on the six OECD DAC criteria.
2. To build evidence of peacebuilding results and to highlight the strategies that have contributed to or hindered their achievement.
3. To identify lessons learned from the project and to provide recommendations for future programming in the sector of women's participation in conflict management and governance in Guinea-Bissau.
4. To assess the degree to which lessons learned from previous phases have been integrated into the current project.

The primary audience of the Evaluation is Interpeace, Voz di Paz, the United Nations Peacebuilding Support Office (PBSO), the UN Resident Coordinator Office, and national institutions.

The Evaluation was guided by the six OECD DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact. Given that the project has been approved under the PBF's Gender and Youth Promotion Initiative (GYPI), the evaluation will add an additional criterion of Gender Equality and Women Empowerment.

The COVID-19 situation seriously impacted the project activities in each outcome stream, especially outcome 1 and 2. The mentorship activities and public advocacy with political parties and DSF suffered delays, and many project activities were re-commencing in August - slightly before the evaluation started – and have been finalized in October, when the evaluation was already ongoing.

The evaluation team applied the principles, methods and procedures of a summative evaluation, by assessing the project's results, the extent to which it has achieved its outcomes and had an impact on the target group. The change process envisioned by the project designers was well-reflected in the Theory of Change of the project, orienting the evaluators toward *a theory-based evaluation approach*.

The second approach applied by the evaluation team was the *contribution analysis approach*, because the "impacts" of women empowerment, public perception, and advocacy work can be challenging to measure. In situations where there are multiple actors and competing forces for change, where change processes are not linear, and where successful outcomes can rarely be attributable to a single cause or intervention, it is preferred to adopt an approach to Evaluation that looks for quality as well as impact, contribution rather than attribution, and takes account of Interpeace/Voz di Paz relationships within a wider network of actors.

The evaluation team paid particular attention to measure *women's agency*, and the possibility and ability of women to set goals and to act upon those goals. Another essential aspect mainstreamed during the whole evaluation process was applying a *gender-lens* into data collection and analysis instruments.

The evaluation process was divided into three distinctive phases: inception phase, data collection in Guinea-Bissau and data analysis and reporting phase.

The Inception Phase encompassed a relevant literature review, provided mainly by Interpeace and Voz di Paz. Among the documents studied, there were the original and revised project documents, including the second-phase project logical framework, project reports and updates, researched outputs, financial statements, strategy plans, the evaluation report of the first phase of the project and other internal and external written resources.

The selection of locations for the data collection in Guinea-Bissau have been determined mainly by taking into consideration regions that were not included in the evaluation of the first phase of the project.

As such, the capital city of Bissau and other five regions of the project - Biombo, Bijagos, Oio, Quinara, Tombali - have been selected for data collection. The towns visited by the evaluation team were Mansoa, Catio, Buba, Bubaque and Quinhamel. All five regions have a Regional Space for Dialogue (ERD)<sup>1</sup> made up of 5-15 personalities, able to mobilize community members to resolve and mediate conflicts in a peaceful way.

The Evaluation had a strong qualitative focus, relying mainly on information collected in face-to-face discussions. Key Informants Interviews (KII) and Focus Group Discussions (FGD) have been organised with all relevant stakeholders (members of Interpeace/Voz di Paz, representatives of the PBF Secretariat in Bissau, political parties, CSOs, DSF members, community members, local authorities, etc.). For data triangulation purposes and for obtaining more relevant quantitative data, the evaluation team administered a general survey with 23 questions and a Self-Efficacy Scale Survey, measuring individual's agency, self-esteem, and self-confidence.

An Inception workshop gathered representatives of project staff and was conducted with Interpeace/Voz di Paz team at the beginning of the data collection process, in Bissau. Its goal was to unveil the key narrative of the intervention, the boundaries of the project and the context of implementation.

At the end of the data collection process, a data validation workshop was organised in Bissau, where the evaluation team presented the preliminary findings of the Evaluation to Interpeace and Voz di Paz.

## **Main Evaluation Findings**

- The outcome-level changes envisioned by the project have been almost entirely met, with two outputs under outcome 2 suffering delays, due to COVID -19. Project strategies and the used

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<sup>1</sup> The Regional Spaces for Dialogue (Espaco Regional de Dialogo-ERD) it's a unique peace architecture across Guinea-Bissau, a network of 10 "locally-owned processes", created in 2007 by Voz di Paz, in which community facilitators peacefully manage local conflicts.

[https://www.interpeace.org/wp-content/uploads/2015/11/2015\\_11\\_25\\_Resumo\\_Infra-estrutura\\_Local\\_para\\_Paz\\_na\\_Guin%C3%A9-Bissau.pdf](https://www.interpeace.org/wp-content/uploads/2015/11/2015_11_25_Resumo_Infra-estrutura_Local_para_Paz_na_Guin%C3%A9-Bissau.pdf)

methodology were very successful in promoting individual and community-level changes and breaking down stereotypes and polarization.

- In line with the above, the majority of changes reported within political parties, DSF, local administration and local leadership are referring mainly at applying gender-equality principles in recruitment and selection, meaning that women are allowed to enter into the public institution structures. However, their space is still reserved in low-level administrative functions. Rarely women are appointed or, based on merit, selected to fill in decision-making positions. Despite this tendency, applying gender-equality principles and policies at the institutional level can be considered the first step towards a later success, and among the factors leading up to this change the "No Sta Djuntos" project has contributed as an added value.
- The relevance of the project is very high in meeting individual and community-level needs of promoting women leadership. Resistance at the institutional level to advance women in higher echelons of political parties and DSF is still very high, leaving a massive space for Interpeace and VdP to explore possible entry points in the future.
- The project is coherent with existing international and national legislation in promoting gender equality and strengthening social cohesion in society. However, the institutional instability, weak government capacity to implement rules and regulations in the regions, coupled with partisan and clientelist-systems to maintain the existing power structures result in non-application of the current parity law and other gender-sensitive legislation in political parties, DSF and local administration.
- In terms of efficiency and managing the available resources, the evaluation team found an equitable distribution of funds and other resources, among project beneficiaries and different geographic regions.
- The project is less effective in achieving institutional changes, under outcome 2. Involving both high-level leadership and middle-level personnel from political parties and DSF and allowing sufficient time-frame for the targeted key institutions to respond and to institutionalize the desired changes, could contribute to achieve impact.
- The project was very effective in improving women's perception of their ability to lead positive change, and the majority of the interviewees has confirmed this evidence. The implementation for the first time in Guinea Bissau of a women's mentoring program has a considerable success and appreciation.
- The project impacted in a positive way people's values, attitudes and behavior. Participants acknowledged the added value of being connected with Interpeace/VdP and participating in the activities and events the project offers to them. The personal level impact, however, does not translate automatically into institutional level impact, as already outlined above. The evaluation team also found that because of limited or low visibility of the project, community members as a whole do not necessarily know the work of Interpeace/VdP, only people who are connected with the organization. VdP website and Facebook page could not initiate a breakthrough in this regard as well, mainly in the regions.

- The intermediate impact, understood as promoting women's inclusion in the decision-making structures, have only recently begun to be demonstrated, as per the four cases documented by the evaluation. However, the successful demonstration of short-term impact, that have seen strengthened capacities of key men and women, members of political parties, CSOs and DSF and the increase of public awareness about the importance of women leadership in peacebuilding, has created a foundation for the achievement of longer-term impacts.
- Women leadership promotion in decision-making structures advanced and strengthened the idea that women together with men can and should take decisions in a collective way, for the advancement and benefit of the society as a whole. This understanding already has a very broad network of followers, mainly in the civil society and among citizen's groups, including many men, who can be seen actual and future allies of women promotion initiatives.
- Interpeace/VdP participatory methodology, including non-violent conflict resolution, non-violent communication gained a lot of traction in this second-phase of the project, and is acknowledged by project participants as one of the legacy of Interpeace/VdP. People appreciate the inclusive approach of the organization, the fact that along project activities, hierarchies and power-games cease to exist, and individuals can freely express themselves and their views are taken into consideration.
- Women's agency. The evaluation team found a low level of self-confidence among women, related to their willingness and ability to participate in the public sphere. This evidence has been gathered by the evaluation team from all types of respondents, from all the regions and from both men and women interviewees. Although this evidence is not attributable to Interpeace/VdP's project interventions, it is a fact that directly or indirectly could contribute to a project's better success, and could be factored into future project design and development.
- The project has a high degree of gender-sensitive elements, including involving women in the work of ERDs, featuring women leaders at the local level and expanding the pool of women role-models, as sources of knowledge, trust and symbols of personal and professional success.

## **Main Recommendations**

- Carefully formulate the assumptions that lie behind future project interventions, mainly that involve systemic change by trying to change power-structures and behaviors and attitudes of those who hold key positions in public spaces. Assess whether the methods and tools intended for opening-up closed and privileged spaces for women will have the necessary buy-in, and support from institutions and individuals.
- VdP and Interpeace should seek to better engage the state, at both national and local level. This could include engaging state actors at an operational level, gathering their feedback when developing the new project proposal, in order for them to have greater ownership, and explicit strategies for action and involvement.
- Interpeace/VdP could provide its expertise in non-violent communication approach and methods, with an explicit capacity-development focus, to political parties, DSF and local



government structures, outside of an existing project framework. The Regional Spaces for Dialogue have the capacity to train local government officials, that would build a relationship with Interpeace/VdP and the future projects.

- The technical expertise developed by Interpeace/VdP in capacity building and development, by using participatory approaches should be embraced as acknowledgment of the importance of such work. To maximize the impact of the existing facilitators nationwide – within the ERDs - together with the non-violent communication and conflict-mediation training methodology, training facilitators could be supported to continue working and potentially to train others, institutionalizing a Training of Trainers package/course.
- Signing of a Memorandum of Understanding (MOU) with DSF and political parties would provide a legally-morally binding base that could enhance accountability from the above institutions, in initiating and implementing systemic changes within their structures.
- The institutional focus could expand to the regions and in the remote locations, including not only political parties, DSF, local government and traditional authorities but educational institutions, like schools and Universities.
- Explore the possibilities of expanding the new and innovative teaching and training methods, like participatory theater and drama, very successful and impactful in mediating conflicts in communities with low-level of literacy, to other communities, especially at tabancas level.
- Encourage more peer-to-peer learning at the local level, and support decentralized initiatives that can be funded accordingly. For example, a peacebuilding media campaign using local artists, women leaders and role models or other locally popular figures could drive people to action.
- Look for alternative, sustainable solutions for financing creative initiatives. Public-private partnerships could open up doors for integrating women in public spaces, strengthen their agency, self-esteem and the ability to assume different roles and responsibilities in society. *“Every political leader needs to sustain themselves, so as women politicians”*-mentioned one political party leader, therefore VdP could develop programs which help women in their economic advancement, finances, inclusion in the labor market.
- The ERDs in the region could expand their structure with a Regional Space for Dialogue-Youth Section. These structures should be youth-led and governed, and should include both girls and boys in their management structures.
- Involving adolescents and youngsters in future project activities would bring in considerable human resources for leadership development into future projects, with an expected higher impact, as young individuals are more active and receptive to new and inclusive ideas and are better connected to online information gathering and sharing and social media communication.
- Explore the possibilities of how to expand outreach activities with the radio and beyond. Optimizing radio broadcast, with timing, frequency, content etc. would increase the public knowledge about women leadership promotion, shaping public norms and attitudes.
- Interpeace/VdP could develop flyers and short brochures, information leaflets about the organization and their work, distributed in key public institutions, to increase visibility. Use

already existing evaluation reports and results to inform key stakeholders, like the Institute of Women and Children, in order to facilitate learning and continuous buy-in from decision-makers at all levels of society.

## INTRODUCTION AND BACKGROUND

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The United Nations Peacebuilding Fund (UN PBF), a multi-year trust fund was designed to address immediate needs in post-conflict countries. Its intended strength is to catalyze donor support to create a pool of complementary and independent initiatives to expand nationally owned peacebuilding efforts. It is meant to serve as a flexible tool to support the UN's broader peacebuilding objectives in countries at risk of relapsing into conflict.

The Gender and Youth Promotion Initiative (GYPI) is an expression of the PBF's commitment to inclusive peacebuilding. It supports the empowerment of women and the advancement of gender equality. It recognizes the role of young people as central to the relevance and effectiveness of PBF's overall peacebuilding portfolio.

Through the initiative, the PBF seeks to increase its impact and advance the implementation of the Secretary General's Seven-Point Action Plan on Gender-Responsive Peacebuilding and Security Council resolutions on Women, Peace and Security, as well as Security Council resolution 2250 on Youth, Peace and Security.

Interpeace is an international peacebuilding organization, originally established by the United Nations. It strengthens national and local peacebuilding efforts in collaboration with local partners, like Voz di Paz in Guinea-Bissau. A unique feature of Interpeace is the integration and mainstreaming of the so-called "Track 6 approach" into projects and programs, by connecting grassroots, civil society and high-level decision makers, through local ownership, trust-building initiatives, inclusiveness, long-term commitment and process-orientation principles.

Voz di Paz was established in 2007 in Guinea Bissau. Its objective is to stimulate citizen engagement to consolidate peace, contributing to good governance, with a specific focus on the most vulnerable groups (women and young people). Voz di Paz has its headquarters in Bissau and has established a unique peace architecture across the country – a network of 10 Regional Spaces for Dialogue (*Espaços Regionais de Diálogo*) that can be called upon to prevent and resolve local conflicts fostering dialogue.

Interpeace and Voz di Paz's methodology is rooted in Participatory Action Research and has as a principle the inclusion of all actors in the peacebuilding process, according to international practices approved. Interpeace and Voz di Paz work aims to lead processes of conflict management and change that are integrated at all levels of society, including local communities, civil society, government, and the international community.

### PROJECT DESCRIPTION

The project "Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance" has been launched as part of the GYPI in 2017. The project had two phases: 1) "*Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance*", that started in 2017 and implemented within 18 months; 2) The second phase of the project, called "*No sta djuntos! / We are together*", started in October 2018 and ended in September 2020.

The external evaluation carried out after the first phase of the project assessed that despite some progress, a degree of resistance, from men and from society as a whole, deemed harmful to

peacebuilding in the country and to the advent of locally rooted female leadership. At the same time, the same evaluation concluded that Interpeace and Voz di Paz created an enabling environment in Guinea-Bissau to continue with their projects in promoting women leadership. As a result, the second phase of the project was considered an extension of the first phase of the project, with new Theory of Change (ToC), new logframe, activities and an extended budget.

As such, the second phase of the project envisaged to achieve a sociocultural change, scaling up the inclusion of women in key political party, Defense and Security Forces (DSF) and Civil Society structures through creating win-win solutions for all, and aiming to raise women's and organizations' awareness of the non-intentional negative impacts of their action.

## PROJECT CONTEXT

The Constitution of Guinea-Bissau provides in its article 25 the following: "Men and women are equal in all areas of political, economic, social and cultural life". In compliance with this Law and the constitutional political principles that govern the country, the principle of equal rights and duties between men and women was enshrined in all areas of family life, in political and economic life, in civil matters, in legal capacity and personality, in freedom of movement and choice of residence.

One first step towards implementing these principles was the creation, in 2008, of the Women's Political Platform (PPM), that involve civil society organizations and political parties. Currently, it constitutes, in the country, the most remarkable instrument of awareness and advocacy of Guinean women in favour of their political participation.

About participation in decision-making bodies, specifically in political power, there has been a relative improvement in the presence of women in the organs of power and decision-making, that is, both at the level of the government and the National People's Assembly (ANP). This improvement is mainly because different national policies and strategies mostly incorporate aspects of gender equality and equity.<sup>2</sup>

In terms of women's fundamental rights, reforms were made in the judicial sector<sup>3</sup>, with the adoption of legislative measures, both at the national level and concerning international legal instruments, with the signing and ratification of regional and international conventions and protocols, in the area of promotion and protection of women's human rights.

The approval of the National Policy for Gender Equality and Equity, the National Strategy for the Abandonment of FGM, the Documents of the National Strategy for Poverty Reduction, and the Elaboration of a series of gender strategies in Health, Education, Environment and Climate Change, Public Service, Employment and Professional Training show a considerable step in applying gender-equality principles in the country.

The National Action Plans are valuable additions to Guinea-Bissau's commitments of leaving no one behind, in line with the SDGs. The National Action Plan for the Abandonment of FGM (2010-2015), the National Action Plan for Combating Gender-based Violence (2014-2018), the National Plan for the implementation of UN Resolution 1325, the National Strategic Plan to Fight HIV-AIDS, Education Sector Policy Charter (2009-2020), are the most relevant documents in this regard.

Despite the existent steps and efforts, the patriarchal model in force in the country and harmful sociocultural practices limit the effective application of various conventions ratified by the State of

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<sup>2</sup> Relatório Nacional Sobre a Aplicação/Implementação da Declaração e do Plano de Acção de Beijing (1995). Por Fatumata Diau Balde e Paulina Mendes.

<sup>3</sup> National Program for the Reform of Justice (2015-2019), focusing on a strategy to transform the justice-system, aiming to strengthen citizen's access to justice, namely women and girls. In this regards, the Ministry of Justice and Human Rights has created the Legal Aid Centers (CAJ).

Guinea-Bissau and also the national legal instruments that aim to promote the rights of women and gender equality. Thus, customary law remains in force at the expense of treaty law. Illiteracy, economic dependence, the non-formalization of marriages, the lack of information regarding women's rights, the almost inexistence of information about human rights and legal protection structures and the maintenance of stereotypes, aggravate the condition of women and girls in the country.

## PROJECT THEORY OF CHANGE

The Theory of Change of the second phase of the project, together with its intended outcomes, reads as follows:

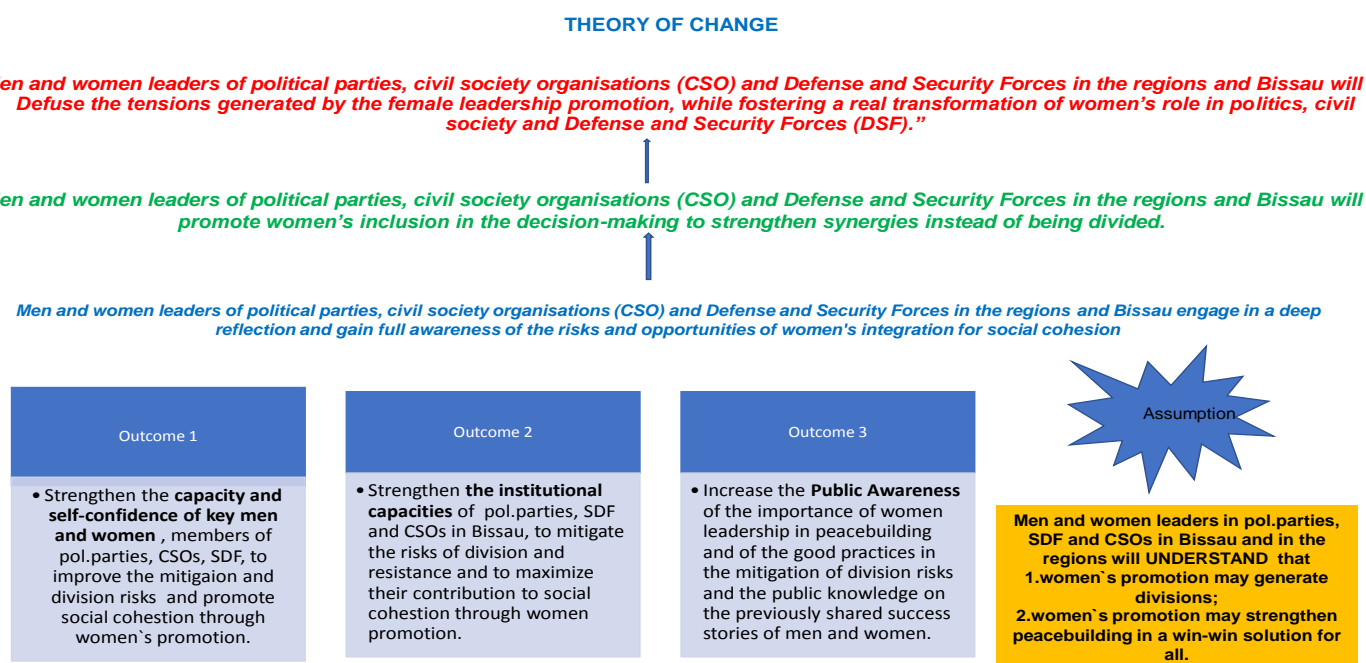
*“IF men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau engage in a deep reflection and gain full awareness of the risks and opportunities of women's integration for social cohesion, THEN they will promote women's inclusion in the decision-making to strengthen synergies instead of being divided.*

*BECAUSE they will have understood that women's promotion may generate divisions, but it may also strengthen peacebuilding in Guinea-Bissau in a win-win situation for all.*

*AS A RESULT, men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau will Defuse the tensions generated by the female leadership promotion, while fostering a real transformation of women's role in politics, civil society and Defense and security forces (DSF).”*

- Outcome 1. Strengthen the capacity and self-confidence of key men and women who are members of political parties, civil society and DSF, to improve the mitigation of division risks and promote social cohesion through women's promotion.
- Outcome 2. Strengthen the institutional capacities of political parties, civil society and DSF in Bissau to mitigate the risks of division and resistance and to maximize their contribution to social cohesion through women's promotion.
- Outcome 3. Increase the public awareness of the importance of women leadership in peacebuilding and the good practices in the mitigation of division risks and the public knowledge of the previously shared success stories of men and women.

Figure 1: Results Chain (Outcomes, Assumption, Goal and Aim)



## EVALUATION SCOPE AND OBJECTIVES

Interpeace commissioned the end-term Evaluation of the 24-month project "*No Sta Djuntos! /We are together*", to inform Interpeace, VdP, PBF Secretariat and PBSO, together with other key stakeholders about the impacts and key outcomes achieved to date.

Another essential aim of the Evaluation was to understand the process of change occurring between the individual, institutional and community level, namely how people's knowledge, skills and attitudes about the importance of promoting women in public institutions, in key decision-making positions, transform itself in practical actions and concrete steps at the institutional level. The Evaluation was designed to provide evidence of change that would help understand the results of the program and enable it to communicate this internally and externally.

The main objectives of the Evaluation are:

1. To assess the achievements of the project, including its relevance, coherence, effectiveness, efficiency, sustainability and impact, based on the six OECD DAC criteria.
2. To build evidence of peacebuilding results and to highlight the strategies that have contributed to or hindered their achievement.
3. To identify lessons learned from the project and to provide recommendations for future programming in the sector of women participation in conflict management and governance in Guinea-Bissau.
4. To assess the degree to which lessons learned from previous phases have been integrated into the current project.

The primary audience of the Evaluation is Interpeace, Voz di Paz, the Peacebuilding Fund Secretariat in

Bissau, the Peacebuilding Support Office of the United Nations (PBSO), the UN resident Coordinator's Office, and national institutions.

The Evaluation was guided by the six OECD DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact. Given that the project has been approved under the PBF's Gender and Youth Promotion Initiative (GYPI), the evaluation will add an additional criterion of Gender Equality and Women Empowerment. As requested by Interpeace, a continuous learning component has been had to better feed further development of Interpeace programme in the country.

## EVALUATION QUESTIONS

The evaluation team reassessed the evaluation questions and the capacities of whether or not the evaluation team has the necessary resources and information available to answer all the predesigned questions.

Based on the UN Evaluation Group Standards in Evaluation (UNEG), the UN Women Evaluation Handbook (2015), the Evaluation of Humanitarian Action Guide (ALNAP) and other evaluation guiding sources, the Evaluation team reduced the evaluation questions to 13, from originally 29 planned. These questions served as a guiding framework for the evaluators, changing and combining them according to the target groups and relevance of the issue to the group or individual interviewed. The list of the final evaluation questions is in Annex 4.

Interpeace/Voz di Paz has not only an extensive geographical coverage but over the years expanded its outreach and activities to different target groups. As a result, the evaluation team identified nine target groups, based on their involvement in the project and activities they participated in. These target groups were: Regional Spaces for Dialogue (ERD) representatives; political party representatives; DSF representatives; civil society representatives; local leaders and community-level role models; mentors; mentees; radio personnel. In some instances, local administration representatives participated in the FGDs.

The evaluation team designed an evaluation matrix that includes the primary guiding questions, sub-questions, data analysis instruments and target groups. The evaluation matrix is available in Annex 5.

## EVALUATION METHODOLOGY

The evaluation team applied the principles, methods and procedures of a summative evaluation, by assessing the project's results, the extent to which it has achieved its outcomes and how it exercised a short-term impact on the target groups. The change process envisioned by the project designers is well-reflected in the Theory of Change of the project. Therefore, the evaluation team prioritized the *theory-based evaluation approach*. This approach is especially appropriate when the Evaluation questions focus on understanding what worked, why and how, as the processes that led to changes are examined.

As such, the evaluation team:

- Tested the TOC, by collecting and analyzing information at different levels of the Theory of change from activities, outputs and outcomes.
- Identified outcomes of the project at the community, regional and national level.

- Explored the links between changes at personal, institutional and community levels and how activities contributed to the desired change.
- Considered information about unexpected or unintended changes.
- Analyzed the information based on the OECD DAC criteria and provided recommendations for each stakeholder.

The second approach applied by the evaluation team was the *contribution analysis approach*. The "impacts" of women empowerment, public perception, and advocacy work can be challenging to measure. In situations where there are multiple actors and competing forces for change, where change processes are not linear, and where successful outcomes can rarely be attributable to a single cause or intervention, it is preferred to adopt an approach to Evaluation that looks for quality as well as impact, contribution rather than attribution, and takes account of Interpeace/Voz di Paz relationships within a wider network of actors.

The "*holding the line approach*" is the third overarching concept used by the evaluation team. Tracking negative changes, resistance, and reversals, are essential in women's rights and empowerment work, since the overwhelming evidence from around the world suggests that most interventions that advance women's rights create reactions from the status quo that range from mild (cooption or neutralization) to aggressive (violence against women or staff working with them).

The evaluation team applied principles and methods, paying particular attention to *gender*, making sure the evaluation methodology and data collection and analysis methods are gender-responsive, and they reflect the gender analysis in evaluation findings, conclusions and recommendations.

## EVALUATION PROCESS

The Inception Phase encompassed a relevant literature review, provided mainly by Interpeace and Voz di Paz. These documents included the original and revised project documents, including the project logical framework, project reports and updates, researched outputs, financial statements, strategy plans, the evaluation report of the first phase and other internal and external written resources.

The review of relevant documentation accompanied the whole evaluation exercise, including accessing and analyzing the audio-visual material produced for the project, public reports and publications available on Interpeace and Voz di Paz website and other national and international open sources.

The evaluation team compiled a list of already available documents, complemented with national and international normative frameworks relevant to the Women, Peace and Security agenda, gender and peacebuilding, national laws, rules and regulations and gender mainstreaming action plans, like the implementation of the "Gender Parity Quota Law for Representation of Women and Men", and other reforms initiated in recent times. The list of relevant literature is available in Annex 2.

The data collection tools - both quantitative and qualitative - have been developed based on the following principles:

- i. How the project enhanced *women's involvement* in the roll-out of decentralized peacebuilding efforts at local and national levels, including the five selected regions and the capital city of Bissau, as well as how the project's results contributed to building trust and social cohesion between communities, political parties, civil society and DSF.



- ii. Understanding *women's agency* in the context of Guinea-Bissau.<sup>4</sup>
- iii. Goal-setting, perceived sense of agency and acting on goals are three different concepts, which the Consultant team looked at through the data collection process, related to women's leadership promotion and women's public participation.
- iv. The Evaluation team collected information about the *assumptions* of the Theory of Change, namely "*men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau understand that women's promotion may generate divisions, but it may also strengthen peacebuilding in Guinea-Bissau in a win-win situation for all.*" Measuring the validity or non-validity of the assumption was crucial in analyzing how the project objective has been met.
- v. The Desk Review exercise was an excellent opportunity to identify the main category of stakeholders and beneficiaries of the project, participants in the data collection process. The list of people and groups with whom the evaluation team has spoken to is available in Annex 3, disaggregated on geographical distribution, status in the project and gender.
- vi. Data triangulation was used to strengthen the reliability and validity of data collected, using both quantitative and qualitative information. Project staff, community members, local officials, and NGO representatives served as key informants in the triangulation process, providing relevant, hand-on details on their involvement and experience in the project.
- vii. During the evaluation process, the evaluation team administered similar tools containing multiple questions tailored to each target group.

## GEOGRAPHIC FOCUS

The final locations of the data collection in Guinea-Bissau have been determined mainly by taking into consideration regions that were not included in the previous Evaluation, and logistical aspects.

As such, the capital city of Bissau and other five regions of the project - Biombo, Bijagos, Oio, Quinara, Tombali - have been selected for data collection. The towns visited by the evaluation team were Mansoa, Catio, Buba, Bubaque and Quinhamel, representing regional capitals. The evaluation team could not reach out to tabancas level, instead, many interviewees were mobilized and could travel to the regional capitals to meet and talk to the evaluation team.

All five regions have a Regional Space for Dialogue (ERD) with dedicated individuals – community leaders, teachers, journalists, CSO representatives, students etc. – representing different socio-political sensitivities and groups, and working together to mediate conflicts peacefully.

The field-based data collection process has been carried out between 10-30 October, in Guinea-Bissau, by a team of two consultants. The International Consultant travelled to Guinea-Bissau without any impediments and successfully returned home at the end of the data collection process.

Voz di Paz team provided the logistical support for conducting the field visits, and one VdP staff appointed as evaluation Focal Point was responsible with coordination and setting up local meetings and assuring a smooth data collection process.

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<sup>4</sup> <http://documents1.worldbank.org/curated/en/333481500385677886/pdf/WPS8148.pdf>

## QUALITATIVE INTERVIEWS

The Evaluation had a strong qualitative focus, relying mainly on information collected in face-to-face discussions. KIIs and FGDs have been organised with all relevant stakeholders (members of Interpeace/Voz di Paz, political parties, CSOs, DSF members, community members, local authorities, etc.). The questions have been tailored and prepared before the field visit, for each stakeholder separately. Evaluators used semi-structured interviews to have - and give the participants - the freedom to clarify and focus more intensely on relevant issues, or to discuss new problems arising along the course of the Evaluation.

In the qualitative data analysis process, the evaluators used three steps: (1) data tabulation, during which information obtained from surveys and the FGDs and KIIs have been introduced into structured tables; (2) content analysis, refining the information and cross-checking translation and etymological issues; (3) thematic analysis and categorization of information, that allowed a certain level of quantification of the qualitative data.

This methodology helped the evaluation team to highlight the essential findings under each evaluation criteria and provide a strong evidence base for the evaluation results.

The evaluation team considered that disaggregation of the findings based on geographical distribution is essential in the context of Guinea-Bissau, therefore under each evaluation criteria separate results are available for the capital city of Bissau and the other regions.

## QUANTITATIVE INTERVIEWS

The evaluators increased data validity and reliability by developing a general quantitative survey containing 23 questions, and administered it in both Bissau and, in limited numbers, in the regions. The questionnaire has been pretested in Bissau to ensure the quality of the tool.

These surveys measured how the results-chain, from activities to outputs and outcomes, have been met. Due to long distances and travel issues, the paper-based surveys have been distributed on the spot, after FGDs were conducted, making sure the evaluation team receives them back from participants themselves.

Filling out the survey was voluntary and with the respect of the identity and free consent of participants.

The General Efficacy Scale Survey, highly used in measuring self-confidence and self-esteem, has been administered only in Bissau. The limited administration of the survey was due mainly because of language constraints. Many participants in the regions did not possess sufficient Portuguese language skills to understand the survey questions.

Overall, the evaluation team used the following tools:

- Thirty-two (32) general survey questionnaires have been collected from participants, sufficiently enough to collect quantitative data, that allowed the evaluation team to detect and put into light main successes and challenges.<sup>5</sup>
- Twelve (15) General Efficacy Scale Surveys distributed in Bissau

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<sup>5</sup> The majority of the 32 general questionnaires have been filled out and returned in Bissau. Other regions from where the consultant team could collect quantitative data were Buba, Mansoa and Bubaque.

- FGDs and KIIs with 107 individuals - 55 women and 52 men - from Bissau and five other towns. The list of people and groups interviewed can be found in Annex 3.

## LIMITATIONS

1. The evaluation team would have liked and proposed to carry out a purposive sampling, and to select some of the Key Informants and Focus Group Discussion participants personally, both in Bissau and in the regions. Due to logistical considerations - distance, inability to contact personally the beneficiaries, time - the team talked and met with individuals who have been requested to participate in the evaluation by the designated evaluation Focal Point of VdP.
2. Logistical and communication issues affected sometimes the quality of the FGDs. Participants scheduled for different FGDs sometimes arrived at the same time, making it impossible for the evaluators to have a more focused approach with each target group separately.
3. In some instances, participants in the FGDs have not been participants in the project, this situation occurred with some DSF and local government representatives, therefore, they could not provide relevant information to the evaluation team.
4. Many participants could not speak properly Portuguese, only Creole, making it sometimes difficult for the International Consultant to understand their inputs.
5. Language issues affected the filling of the paper-based questionnaires. Many participants couldn't fill in the surveys because they couldn't read and understand Portuguese.
6. Applying a non-representative sampling, coupled with the language constraints resulted that the majority of paper-based surveys have been distributed in Bissau and only a few in the regions. As a result, evaluators triangulated the survey results with the qualitative information obtained in Bissau and in the regions, to formulate more nuanced conclusions based on evidence.

## EVALUATION FINDINGS

The findings of this Evaluation emerged mainly from qualitative data analysis, triangulated with the information obtained from the quantitative surveys and the studied literature.

### ANALYSIS OF THE THEORY OF CHANGE

After analyzing the Theory of Change and the logic model of the project, the evaluation team identified the following type of changes the project envisioned to achieve. These are:

- Individual change – change happens when individuals` consciousness, attitudes, behaviors and skills are changing.
- Healthy relationships improvements - change happens when individuals are breaking down prejudices, stereotypes, polarization, division.
- Change of political elites - change happens when political leaders become responsible and take necessary steps and actions.
- Grassroots` mobilization-induced change - change happens when enough people are mobilized to advocate for a cause.
- Public attitudes change - change happens when a critical mass of people change their attitudes, perceptions.

These changes are overlapping and might have different results and effects on various stakeholders in the project. The evaluation team designed the data collection instruments in capturing the changes mentioned above, looking at how these types of changes occurred as short-term and mid-term results.

Particular attention was given to measure the assumption of the ToC, namely *"men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and Bissau will have understood that women's promotion may generate divisions, but it may also strengthen peacebuilding in Guinea-Bissau in a win-win situation for all."*

The COVID-19 situation seriously impacted the project activities in each outcome stream, especially outcome 1 and 2. The mentorship activities and public advocacy with political parties and DSF suffered delays, and many project activities were re-commencing in August - slightly before the evaluation started – and have been finalized in October, when the evaluation was already ongoing.

Consequently, the evaluation team was comparing already available data with the information received from the qualitative and quantitative interviews, triangulating the information to evaluate the desired change at the outcome level.

The Evaluation assessed that the majority of the project activities had been carried out according to the plan, with some activities delayed due to the COVID-19 situation.

Under Outcome 1, the activities-outputs-outcomes chain is measurable, with many of the results already reached. Other activities were still under implementation at the point of writing this evaluation report – such as the mentorship component under output 1.3 - and the results will be reflected in the final report of the project.

Outcome 2 implies an institutional change at the political party, SDF and CSOs level, with high impact policy-level changes to maximize social cohesion through women's promotion initiatives, by mitigating tensions and resistance related to these measures. A series of delays linked to presidential election (November 2019), post-electoral tensions and COVID-19 resulted in obtaining partial results under output 2. Under outcome indicator 2.2. the result is set for five (5) concrete actions implemented by the targeted stakeholders, and the evaluation team gathered four measures introduced by the political parties, SDF and the local decision-making structures, that can be considered an outstanding result in advancing women in key leadership position.

Results under output indicators 2.2.1 and 2.2.2 have been partially obtained, namely that technical support plans within political parties, SDF and CSOs have been designed and disseminated. These technical plans and good practices could not be converted into practical strategies and plans of action, due to the delays outlined above.

Outcome 3 envisages a public attitude change and a grassroots mobilization change, through campaigns, radio broadcasts and social media. The evaluation team found that the idea of promoting women leadership is very well known among project participants and local representatives. However, many project participants did not know about the project before or haven't heard about Interpeace/VdP itself. Many participants shared that Interpeace/VdP should advertise more their presence and their good results because people don't know about their activities. In line with Interpeace/VdP strategy and with the opinions expressed, the Evaluation assessed that people don't use and are not aware of VdP website and its Facebook page in the regions, only in Bissau. Triangulated with the positive results in the logframe, the changes under Outcome 3 related to Facebook contribution to the increase of public awareness about women

leadership promotion reflects these findings, namely that the access and use of social media, including VdP website and Facebook page is limited to a well-informed and well-connected audience in Bissau.

The audience of the radio broadcasts is broad, with reportedly high audience rate at the community level.

In summary, the project outcomes show different strengths in the direction of the desired change. Changes at the personal and interpersonal level are the strongest, followed by public attitude change and institutional-level change.

## RELEVANCE

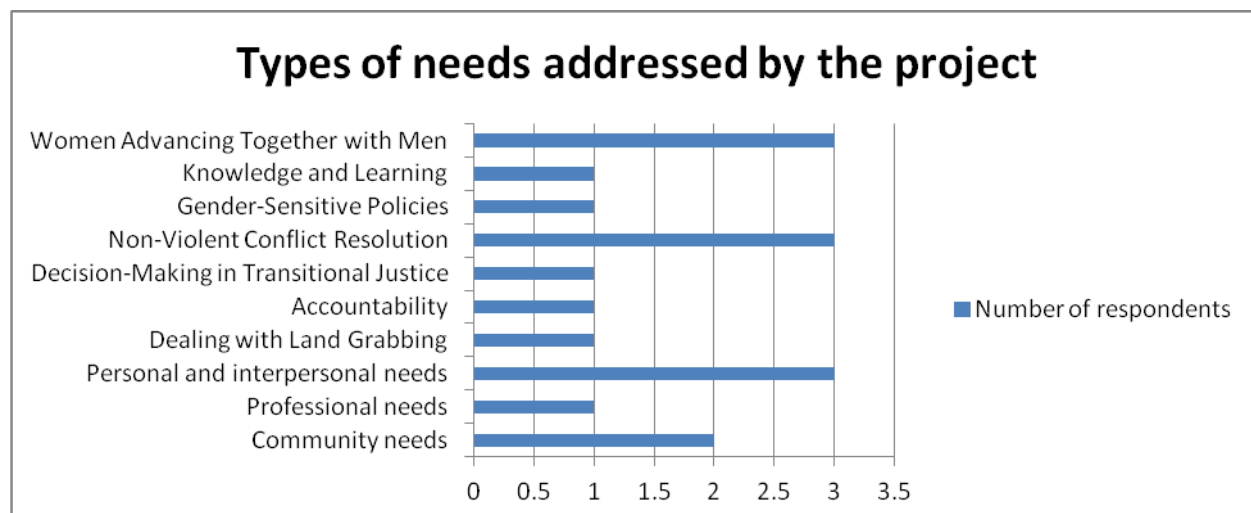
The project is very relevant in addressing needs at the personal and interpersonal level, and indirectly, influencing in a positive way community dynamics and relationships between individuals and institutions.

*"I like this second phase of the project because it has to do with us, with Guineans"*- expressed one community leader, also a member of a Regional Space for Dialogue. The same or similar views have been communicated to the evaluation team, from the majority of stakeholders and project participants, making the project very relevant in terms of addressing *needs at the individual and community level*, namely in Outcome 1 and 3.

*"This project has a lot to do with me. I prefer to leave behind other tasks and participate in project activities."  
"I got involved with the project in 2019 after I saw how VdPaz solved a land-grabbing conflict. I was pleased with the way Voz di Paz works."*

The relevance of the project can be seen from the responses received, where the majority of people interviewed identified ten different types of needs addressed by the project.

Figure 2: Needs addressed by the project

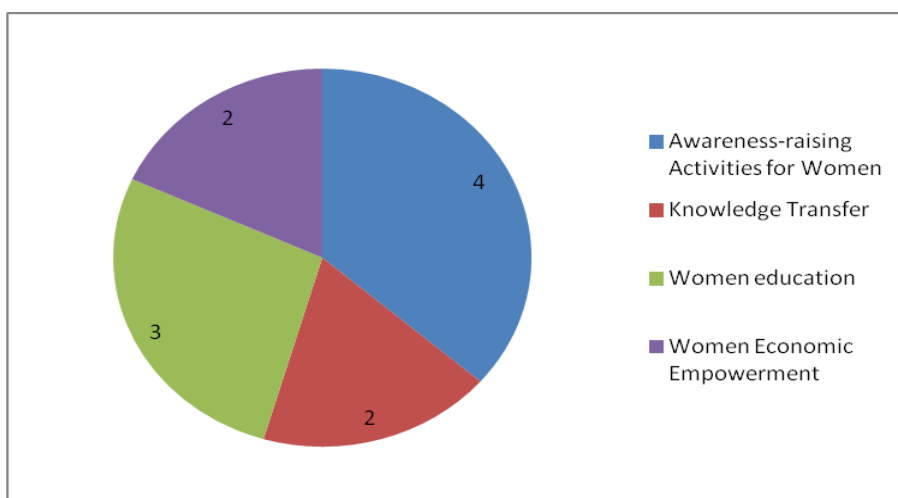


The introduction of gender-sensitive policies and the acquisition of knowledge and learning have been identified as essential needs by a few representatives of the political parties and SDF, with the

necessity of continuing the already started activities and engagement with their institutions. The overall satisfaction with the project can be seen in the quantitative survey results as well, 57 % of respondents assessing the project very relevant, compared to 43 % of respondents who mentioned the project was partially relevant.

Although gathering information about the overall needs of women within the Bissau-Guinean society was not the focus of the evaluation, some interlocutors in the FGDs and KIIs have pointed out there are a few essential needs of women leadership promotion and their inclusion in decision-making structures, that could be considered as necessary in women`s integration into the decision-making structures and fostering social cohesion in the society. These needs and their illustration can be seen in the following figure:

**Figure 3: Types of needs considered essential for women leadership promotion, according to the number of respondents**



The lack of women's education and awareness-raising activities for women about their rights in Guinea-Bissau have been identified among the biggest impediments in women's access to decision-making structures and communicates an important perception about women's agency and the possibility of women to act according to individually set goals.

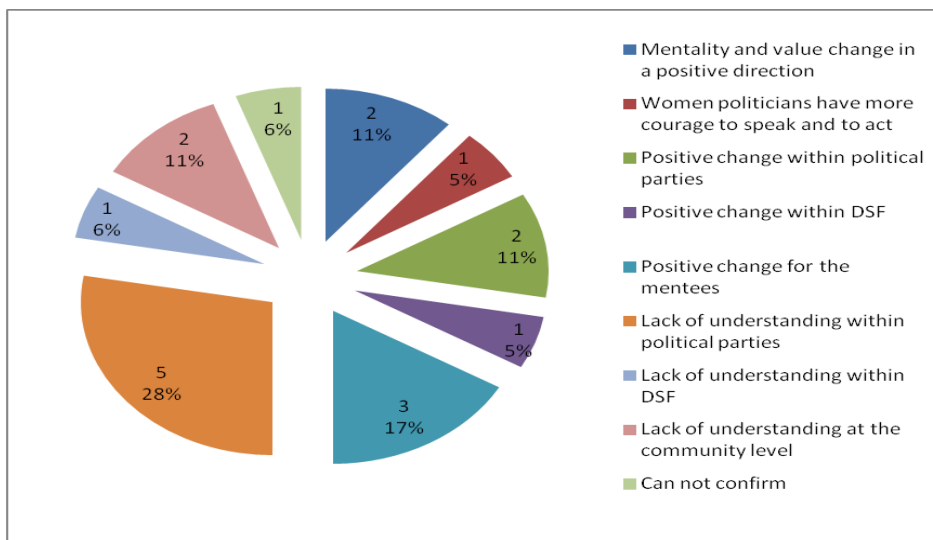
The mentorship and traineeship component of the project is highly appreciated by both mentors and mentees, and by project staff and the community in general. The feedback received by the evaluation team shows a high relevance of the need to support young and active women in their personal and professional development, with beneficial and impactful results on women mentors as well.

**"I show her my story and my life, by supporting her to reach where she dreams about."  
 "At the Conference in Bissau, I was listening to how other mentors are doing and what they are doing. I was telling myself that I could also be a mentor."  
 "We feel it helps improve our behaviour. Our self gets better, and we become stronger."**

One crucial aspect of the Evaluation was the testing of the underlying assumption of the Theory of Change because this is one of the bases on which the overall project objective is supposed to be met. Therefore, the evaluation team inquired participants through FGDs and KIIs "Does the project provided you a better understanding of the importance of women promotion in political parties, CSOs and DSF?" The answers represent a mixture about how participants think about their own understanding about

the topic and, at the same time, what they think about political parties, CSOs and DSF understanding about the importance of women promotion initiatives. Out of 18 respondents, seven acknowledged there are considerable improvements in the three institutions about the importance of women leadership promotion, while eight respondents think there is still a huge resistance and poor understanding towards advancing women leaders. One respondent could not confirm whether there is an improved understanding or not at the institutional level about the topic.

Figure 4. Does the programme provided you with a better understanding of the importance of women promotion in political parties, CSOs and DSF?



On the other hand, the responses gathered through the General Survey question highlighted a more positive result about the same topic: 83 % answered yes, while 17 % answered no.

Many participants acknowledged there is a positive change at the institutional level about the capacities and abilities of women to perform the same tasks as men, and the necessity of introducing gender equality principles and practices in political parties and the DSF.

**“At the beginning, we knew about the project and the needs of promoting women leaders in our institution, but now we understand better.”-DSF officer**

Women mentors underlined the same idea, the need to strengthen the abilities and capacities of women to succeed, coupled with a strong will and backed up by external support.

**“For the mentees, it is beneficial to hear and see that success doesn't happen by itself. You need to work hard for that.”**

Already existing positive practices have a considerable impact on how women leadership is approached at the local level:

**“Here we had two women governors, and this changed a lot the way women equality is seen”.**

However, women still face considerable resistance in entering the public sphere and advancing in the upper echelons of the political parties and DSF. Overall, many respondents think that political parties perceive the advancement of women political leaders as a threat and depends very much on each party leader's values and practice how women leadership promotion happens in practice.

Within the DSF, participants expressed their frustration that without the involvement of decision-makers in project activities, women leadership promotion has little or no results, due to the hierarchical decision-making structures existent in the institution.

Disaggregating the responses between Bissau and the regions, the Evaluation found *there is less understanding* and increased resistance to advance women leadership promotion in the regions, compared to Bissau. The overwhelming majority of the respondents from Catio, Buba, Bubaque, Quinhamel and Mansoa think that in their regions, it is very challenging to advance women leadership promotion at the political party and DSF level. Positive changes are more visible at the civil society and community organizations structure. This difference between the perceptions and values in the capital city and the regions is understandable, taking into consideration the social, economic, political and cultural differences existent between the centre and the periphery, and the project outreach, as well. The evaluation team found that respondents from Bissau had a more positive perception about some political leaders and some initiatives that have been introduced in both political parties and DSF. A few political leaders are taking initiatives in including female politicians on the party lists, and are following up on these measures on a regular basis. In DSF, the seeds of advocacy and capacity building initiatives of female leadership promotion has already started to show its effect, as a result of the “No Sta Djuntos” project. Interviewed DSF officials in Bissau acknowledged they learned a lot about the importance of social inclusion and gender-sensitive policies within their structures, and about what actually social inclusion means in practice, at the workplace. For example, creating separate uniforms for pregnant women, adjusting workspaces, toilets, internal regulations to comply with maternity and paternity leave, were among some beneficial changes they experienced during the project cycle.

A very important aspect of institutionalizing change in advancing women in key decision-making roles within the DSF, is the Gender Focal Point System introduced in certain departments of the organization, and in different regions. These Focal Points are responsible for conducting training, awareness-raising activities, monitoring gender and social inclusion policies in the organization, and reporting about their findings on a weekly basis. In Bissau, the DSF officers told to the evaluation team that this Focal Point System works very well, with creating a new and innovative group called “Bem Servir”, who are very active in women promotion initiatives. In Catio and Quinhamel, similar Gender Focal Points have been created, sometimes their title is “Sensitization Task Force”, with the same responsibilities as outlined above.

The added value of the project in developing knowledge, skills and competencies, together with its methodology, is considered to be very high, relevant and impactful. Project participants listed a total of 15 areas in which VdP project helped and supported individuals and communities in women leadership promotion. However, the evaluation team considers that it is not possible to differentiate between the contribution or the attribution of the "No Sta Djuntos" project to the advancement of these skills, because many participants are mixing the first and second phase of the project with the ongoing activities of VdP and the Regional Spaces for Dialogue.

The 15 identified skill areas are the following:

Table 2: Improved technical areas and skills reported by participants

<b>VdP approach in promoting social cohesion</b>
<b>Conflict-mediation skills</b>



<b>Non-violent communication skills</b>
<b>Access to justice and reconciliation</b>
<b>Radio broadcasts</b>
<b>Interpellations/Advocacy</b>
<b>Solidarity with people</b>
<b>More developed concepts</b>
<b>Community learning</b>
<b>Inclusive approach</b>
<b>Personal and professional skills</b>

Many representatives of the Regional Spaces for Dialogue told the evaluation team that "without this project, we would be in a different situation. The problems we have now in promoting and advancing women at the community level would be much worse."

Conflict-mediation skills are highly valued at the community level, non-violent communication skills are highly valued in DSF, and the mentors and mentees highly value personal skills development.

**"We are at the tabancas to talk to people. To tell them that we are here and they understand we stand by them."**-ERD representative

**"With this project, the communities learnt how to manage and resolve conflicts."**-ERD representative

Women participants gain a lot of understanding about their rights and their role and capacities in becoming role models and women leaders, as pointed out by VdP staff:

**"One woman told that because of VdP, she developed a lot her self-esteem, self-capacities."**

**"One woman at the beginning never talked, she was shy. Now she is very vocal and able to express herself."**

**"One medical doctor, she is involved in livelihood activities; she also wants to participate in the project."**

## COHERENCE

The project is coherent with existing international documents ratified by Guinea-Bissau and with the national legislation, however, the implementation of national laws and existing international instruments is lagging behind in the country.

Project participants and beneficiaries have very different views about how the project vision, mission and objective is aligned with international and national gender equality normative and legislative frameworks and with the synergies and alignment between how different rights and responsibilities are applied in practice, in the public institution and the decision-making structures. A very clear division can be seen between views expressed in Bissau, compared to the regions. Respondents in Bissau told the evaluation team that the project's vision is *"aligned with the international instruments of promoting gender equality, but even if the national laws contain these provisions, they are not applied in practice."*

Representatives of DSF shared that there is an increased awareness in Bissau about gender-equality principles, and many officers have received training in this regard. They also mentioned some positive initiatives that have already taken place within their structures, focusing mainly on gender-sensitive recruitment.

Among the respondents in the regions, there is an understanding and acknowledgment that neither

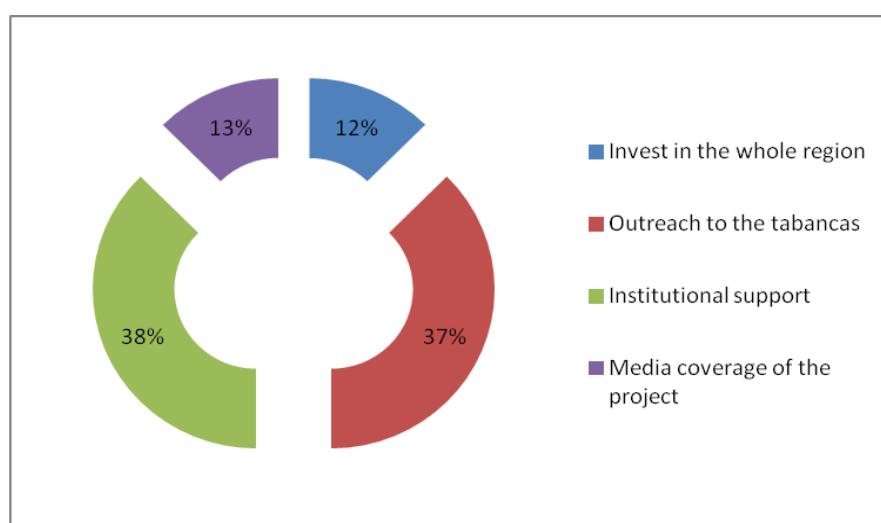
the international laws and regulations nor the national laws and regulations are implemented. Instead, in the regions “we have our own rules and regulations, which don’t comply much with the national and international laws.” Many participants in different regions told that the existing parity law, which grants 36 % representation of women in political parties, is not followed. “Political parties know about the parity law, but still, they include women representatives at the end of the party list, so that they don’t have the chance of being elected.”

## EFFICIENCY

The evaluation team assessed that despite a modest budget, the results and achievements of the project in terms of reaching *outputs* is high. This result needs to be considered with keeping in mind that over the years, VdP created strong capacities at the local level, through the Regional Spaces for Dialogue, having a strong leadership and support network that use local resources, complementing project’s funds, mainly in the human resource component.

Even though Interpeace and VdP activities are planned mainly in the regions, and are centered around the Regional Spaces for Dialogue, the majority of interlocutors from the regions think that more resources should be allocated in order to reach out to communities at the *tabancas*. “Women promotion is a sensitive topic that needs money and people.”-expressed one representative from the ERD.

Figure 5: Priority areas for resource allocation, per category, highlighted by respondents



Participants mentioned that more resources directed to local level capacity development, training, decentralization, outreach and media coverage of programmes would make project results more visible and effective. Mentors signaled the necessity of financing home-stay for mentees, as keeping somebody in the house for weeks means an investment of money, time and other additional costs. The lack of institutional support has been highlighted by the majority of participants, working in government, political party or DSF, as a general situation, making sometimes difficult for project participants to participate in project activities and to fulfill their commitments within the project.

In terms of project design and the monitoring and evaluation system existent within Interpeace and VdP, the evaluation team assessed that VdP as an organization has a centralized structure, where decisions and strategy development are happening in Bissau, at the leadership level. Staff and the Regional Spaces for Dialogue are not involved directly in project development, but instead being consulted and informed. Project monitoring is done through semi-annual and annual reports, as this is the requirement of the PBF as well. The evaluation team ascertained there is a loose monitoring and evaluation system within the organization, where monitoring data is captured regularly, through informal means, like field visits and phone calls. This includes regular monitoring and reporting about project activities and coordination activities. The recent usage of the KOBO system shows an increased formalization of the monitoring and reporting activities.

The funds disbursed for project implementation are well accounted, and the COVID-19 situation, with the lockdown imposed in March, was efficiently used to redirect available funds for COVID-19 impact analysis, namely how the lockdown affects the situation of women in Guinea-Bissau.<sup>6</sup>

## EFFECTIVENESS

The results chain from the activities level to outputs and outcomes can be verified and tracked under Outcome 1,2 and 3, based on the Indicator-Based Performance Matrix of the project.

*Outcome 1: Strengthen the capacity and self-esteem of key men and women, members of political parties, CSOs and DSF to improve the division risks mitigation.*

The evaluation assessed that outcome 1 has been achieved under both indicators, with 63 % of project beneficiaries feeling more confident in promoting dialogue and social cohesion through women's promotion. 232 individuals – 130 men and 102 women – participated in 10 training across the country, promoting good practices and non-violent communication (NVC) techniques.

Under the same outcome, the project intended to achieve four advocacy activities with authorities, but recorded 54 sensitization activities that have been carried out by training participants. Successful examples have been reported to the evaluation team from Buba, where ERDs organized advocacy activities with traditional authorities and justice representatives.

The COVID-19 outbreak in March 2020 halted the implementation of advocacy and training events, instead Interpeace and Voz di Paz directed the funds towards conducting a study about how the pandemic impacted the situation of social cohesion in the regions of the country with a focus on women.

Despite the unintended delay and redirection of the funds, the majority of project participants and especially women, acknowledged the importance and usefulness of the training received in their assessment work related to the pandemic situation.

The mentorship component under outcome 1 proved to be a success, despite the fact that the number of mentors-mentees had to be reduced due to the pandemic situation, having 25 pairs in total. The majority of mentors and mentees are very satisfied with their participation in the program, backed up by evidence from the FGDs and KIIs and by the communities themselves.

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<sup>6</sup> Impacto do Covid-19 na Guine-Bissau. Internal Report, Interpeace, May 2020.

As a result of these interactions, the rhetoric of women leadership promotion and the language style changed a lot. Slogans like *“We are advancing together”*, *“Women can participate”*, *“We are all in”* are commonly used expressions in communities, and most importantly, these ideas are slowly conquering and changing mindsets. Many respondents pointed out how non-violent communication helped DSF and political parties in talking and dealing with people in a more decent, respectful and human way. The added value of this skill within DSF is so high that they requested VdP to collaborate more in the future in this regard.

*Outcome 2: Strengthen the institutional capacities of political parties, CSOs and DSF in Bissau to mitigate the risks of division and of resistance and to maximize their contribution through social cohesion through women’s promotion.*

The desired changes at Outcome 2 level are less visible, due to the structural, systemic changes the outcome proposed to achieve, coupled with the delays occurred in the implementation of activities due to the COVID-19 pandemic.

The targets under the majority of outputs have been met, even exceeded. As such, four representatives from the political parties, DSF declared the importance of women promotion for social cohesion. The same applies for the number of technical support plans initially targeted at 5 but achieved 9.

VdP and Interpeace successfully carried out a mapping file about organizations who are active in women leadership promotion and trained 30 representatives from the political parties, DSF and CSOs in conflict-sensitive programming with a focus on gender.

The pandemic delayed the implementation of some activities under outcome 2, like the initiation of good practices by the trained participants within their institutions and the follow-up process with the implementation of the developed technical plans. However, the evaluation team gathered four cases of successful women leadership promotion in key decision-making structures, more detailed in the impact section of this report. The four cases fall under indicator 2.2, that sets the target at 5 successful women promotion initiatives in key decision-making structures. This result, triangulated with the general survey results and the inputs received from the FGDs and KIIS, leads to a more nuanced consideration about whether women leadership promotion at the political party, and DSF level is generally accepted, or it stays in an inception phase. As mentioned earlier in this report, 57 % of respondents to the general survey questionnaire think the project helped in promoting women leadership in key positions, while 43 % of the respondents answered that the project only partially achieved this goal. Out of 107 respondents in FGDs and KIIS, the evaluation team could identify only four such cases, from all five regions and Bissau.

As outlined under Outcome 1, there is a positive receptivity of the methods and approaches of VdP within DSF and political parties, but despite these facts the overwhelming majority of respondents shared with the evaluation team that the two institutions adopt random and ad-hoc changes in women promotion, visible mainly in a few administrative, internal promotions, or more gender-sensitive recruitment processes. These steps are still far from being considered as formalized women promotion policies and practices.

In this situation, one-woman politician stated: *“Men political leaders know about the importance of women promotion, and gender equality. Until this idea is not applied as a general rule, I will do what I can in terms of teaching and educating others about the importance of this concept. Voz di Paz should do the same.”*

*Outcome 3: The public is becoming more conscious about the importance of female leadership in peacebuilding and of good practices for division risks mitigation and is aware of the success stories of men and women.*

The targeted results have been achieved under each output, obtaining a high-level success rate in radio broadcasts, video projections of a short movie about promoting social cohesion by removing barriers between men and women, and video-clips that have been posted on social media.

The social media campaign attracted more than 25 thousand young people, mainly from the urban areas, while the radio broadcasts and video projections had a very positive reception at the community level. The evaluation team assessed that radio broadcasts and the 10 video broadcast about Interpeace/VdP women promotion initiatives conducted in the regions were also regarded as being very popular, representing the sole means of information for many people about the topic.

Broadcasting audio-visual materials turned to be very effective at the community level. After video sessions, there are conversations and debates that open up minds and change mindsets. As one young women participant expressed:

***“We don't want men to give us rights, our rights are ours, and they are not coming from men. We claim our rights and will fight for them, and not requesting them from anybody.”***

Radio personnel in Bubaque shared that compared with 2015, the gender-parity among their staff increased, as a result of their gender-sensitive recruitment policies. In 2015, there was one female staff in the radio, now there are 4, out of 9 staff members.

Depending on the group affiliation, project participants ranked project activities according to the impact the respective action had in their own life and community. Despite the fact that some activities have been conducted only once in 2020, the ones were considered very successful and very effective by everybody were: non-violent conflict mediation, followed by non-violent communication and the mentorship program.

The 11 success stories about how to strengthen social cohesion between men and women are just a few of the numerous positive examples of strengthening social ties and building trust between men and women at community level. *“We manage to show that a third person can mediate conflict and that conflict sometimes is not only between two people.”*-told the evaluation team a community leader.

Women leaders started to appear in communities; some serve as Focal Points for the ERDs. In one community, community leaders mentioned there is a woman leader who turned to be a reference for other women when they want to participate in Interpeace/VdP activities. They need a "good word" to provide their husbands, from a trusted and respected person.

Special consideration should be given to private initiatives of training participants, who designed and developed their own advocacy activities in the town where they live. Some examples of these types of initiatives are: a baseline study carried out with a group of young people in Bubaque, community meetings, public talks in schools and in the communities, as well as establishing the Focal Points system in the DSF, by some dedicated DSF participants.

***“Conflict-resolution has a strong impact in our communities, at tabancas. We invite people to sit together, and they come. We facilitate these interactions because otherwise, they would not meet and discuss. Afterwards, we publicise the results, we share it with the community.”***

Both community leaders and radio personnel stressed the importance of advertising the positive

results of the project, and feature women and men involved in achieving those results. For example, one civil society representative shared the result of his work with more than 50 families in Oio region, where due to cultural and religious reasons, many young girls are forced to drop out from school and to get married. His work with these families resulted in convincing 17 families of the importance of girls' education and keeping the adolescents in school.

## IMPACT

The evaluation team assessed the impact of the project as the cumulative results achieved within the three outcome streams, having in mind the project's Theory of Change that envisions women leadership promotion in key state institutions like Political Parties, Defense and Security Forces (DSF) and Civil Society Organizations (CSO), as an *intermediate result*, with the vision of defusing tensions and resistance related to women promotion and strengthening social cohesion.

As already pointed out in previous sections of the report, the project had a considerable impact on individual's values, perception and skills about women leadership promotion, and in influencing public knowledge and attitudes through success stories, social media and radio broadcasts, under outcome 1 and 3.

Impact under outcome 2 can be considered more modest, due to the desired system change it proposed to achieve and to the delays occurred because of the COVID-19 pandemic. The results achieved so far under outcome 2 can be considered a first step towards success, having already four significant women leadership promotion cases, advocacy plans and gender inclusion policies, and practical technical plans in place to kick start a change process within political parties and DSF.

Achieving system-change in politics and DSF forces, in the field of gender-equality, social inclusion and women leadership promotion is challenging for a small peacebuilding project, in the actual political, social and cultural context of Guinea-Bissau. Asking interviewees about positive examples in this regard, more than 90% of respondents could not give examples of women promotion initiatives in decision-making structures, as a result of the project, in public institutions. The quantitative survey results point in the same direction, showing that more than 50% of the respondents think the project could not eliminate the tensions related to women leadership promotion in the political parties, DSF and public institutions in general.

However, the already existing formal and informal systems, networks and human potential in which Interpeace and VdP invested, backed up by the favorable international and national changes and pressures in promoting gender equality, started to show its positive effects. Even though the majority of respondents think that women still face considerable barriers in entering public institutions and in advancing to key leadership roles, Interpeace/VdP created a foundation and opened doors for the achievement of this objective.

The intention of many women to participate in politics increased in the last few years, and the same tendency can be seen in DSF. These results are not necessarily attributable to the "No Sta Djuntos" project, because they involve mainly internal administrative procedures applied by institutions. Still, a few participants could point out to the evaluation team four cases of women advancement in higher echelons of key institutions, as a direct result of the project. These results are:

- One woman, member of the Regional Space for Dialogue in Mansoa, entered the traditional "Committee", in Amedalai, Oio region.
- One woman politician appointed as a General Secretary, in her political party, in Biombo

region.

- One SDF officer promoted as the Head of the Logistical Department in her Unit.
- A woman on the Canhabaque island entered into the Committee of Tabanca.

Other examples show gender-equality promotion initiatives or women taking up roles in the public administration sector:

- A woman on the Canogo island is now a water pump administrator.
- A woman in Mansoa created a "bancada" (sharing forum) and involved men in reflecting on the importance of women's participation in the decision making sphere and peaceful conflict resolution.
- More women were integrated into DSF in Safim, and their presence in the traffic police turned Police communication-style with the community more informative and less aggressive.

Other examples related to institutional, policy, rules and regulation changes are:

- Gender-parity in recruitment and selection in civil society groups. *"If in the past there were two men selected, now there is one man and one woman."*-communicated one civil society leader.
- Interpellations with local authorities, like in illegal land grabbing cases, where the representatives of ERDs brought together community members with judges to discuss legal aspects of land ownership.
- Advocacy with SDF and political parties, however, with limited success.

According to the information gathered by the evaluation team through FGDs and KIIs, the project changed mindsets, values and attitudes at the individual level in 100%, positively contributing to the achievement of Outcome 1 and 3. All respondents think that as a result of their involvement and participation in the project, they changed perspectives, values, attitudes about themselves and the others, about the way how they think and what they do related to women leadership promotion, citing personal examples from their own life and work.

**"I changed the way I interact with my wife and other family members."  
"Men learned about collaboration and participation."  
"Men change because there is a big social pressure on them to change their behaviour."**

This finding is also triangulated by the general survey question, where 43 % think the project influenced a lot the way they think, and 57 % estimated a slight change in their perspectives about women promotion initiatives.

Communities reported in unanimity a high increase in value change as well:

**"Voz di Paz helps us looking and dealing with conflict in a different way."  
"We now have women role models, women leaders in each community."  
"Malpractices and bad practices from the past have been replaced in the transitional justice system."**

The DSF acknowledged that as a result of the project activities, the cooperation and collaboration between different Police and Defense Units are strengthened.

The different types of changes individuals claimed as being the result of the project are:

Table 3. Type of changes attributed to the project

Collaboration and participation for men
Couples become role models in the community
Methods applied in the political parties
Women's role and rights
Social pressure on men to change their behavior
Different ways of dealing with conflicts
Values and behavior
Women as role models in society
Non-violent communication and language
Cooperation and collaboration between the Army and Police
Personal conflict-resolution skills
Traditional justice system change
Public attitude change due to radio broadcasts

Women's participation in public life and assuming roles and responsibilities in the society can be desirable for many women, despite the sometimes-negative attitudes and risks occurring in their private life or their surroundings. Some respondents shared with the evaluation team that according to their perceptions, there is missing solidarity among women, exacerbated by the patriarchal structure of the society, cultural and sometimes religious norms that favor men. Entering into men-dominated spaces is, in itself, a brave act, not exactly knowing the results and the outcome of their actions. Many survey respondents indicated they suffered repercussions as a result of taking action towards gender equality promotion, 17% indicating they suffered backlash themselves, and 59% mentioning they know others suffering repercussions.

Despite this unfavorable situation, the skills and capacities individuals acquire are successfully contributing to mitigating risks of women involvement in project activities, and in the public sphere, even in the regions and in remote locations, where cultural and social pressures are stronger. One VdP staff shared:

*“One woman divorced because her husband could not accept her involvement in VdP activities. Another woman faced the same issue, but the representatives of ERD mediated the conflict with her husband, and the couple stayed together. One woman kept her marriage because she used the non-violent means of communication acquired in our training.”*

The good practices of women and men role models have a big impact, and many women took the initiative and already told Interpeace/VdP they want to participate in project activities, including one medical doctor who is involved in livelihood support activities.

Women mentors are pointing out the same idea:

**"I would like to see my mentee in a place where she could do something good for herself and the community."**

The project is very effective in reaching out to people and communities, and broadcasting recorded content about women empowerment, through radios. The contracted local radio stations broadcast once/twice a week a 30-40 minute recorded material about women leadership and the importance and the role of women in the society and the decision-making spaces, mostly at the level of traditional authorities, in tabancas.

Although these radio shows have a few shortcomings - like time, frequency, language, signal of



reception, lack of interaction with the audience— those who can listen to it are delighted with the quality of the broadcast. Radio personnel reported that *"quite often people call us asking why their opinion has not been included in the show."* A relevant aspect about the radio broadcast is they are very popular among the young generation, who call in after the broadcast, asking questions and generating debates.

A few radio station personnel signaled towards the evaluation team one aspect they would like to improve in the future, in terms of the content of the radio shows. According to them, some shows are not very relevant for the district, and tabancas level audience, because they have been produced in Bissau and are dealing with topics and issues with which people in the regions cannot associate. Mapping out of local conflicts, issues, and discussing them, together with the public, could increase the popularity of these radio broadcast, and as a result, their impact.

Private initiatives of training participants have been recorded as highly impactful. For example, the ERD in Bubaque organized youth groups and they performed a context analysis, with the objective of informing future programming of Interpeace/VdP. One head teacher in Catio talked about how his school became one of the most attractive school for parents, because he is promoting gender-equality principles in the school and in the classrooms. Female and male students are sitting together in the same benches, learning how to socialize together. He organized contests applying a quota system for girls, in order to facilitate the access of female students to learning, scholarships and future opportunities. A few DSF participants, like in Bissau, Catio, Quinhamel shared how their role as gender Focal Points within their department provides them fulfillment in their work, accompanied by interesting activities to promote their work, contributing to their institutions social cohesion.

The "Women and Peacebuilding" Conference organized by the project on 21 September 2020 in Bissau can be considered a highly impactful activity by itself, as assessed by the evaluation. Many individuals, including future mentors, came to know for the first time the work of Interpeace/VdP. The event definitely contributed to Interpeace/VdP becoming better-known and reaching out to people who in the future will support and possibly, will be involved in sustaining the mission and the cause of the organization.

Participatory drama and theater in Bubaque island are among the most successful methods used by ERDs representatives on the island, in mediating local-level conflicts. According to the testimonies received by the evaluation, communities appreciate the fact that even children are included in setting up the context setting and in finding solutions to the issues that affect community life.

## **SUSTAINABILITY**

The Regional Spaces for Dialogue created and developed by VdP contributed to the existence of a sustainable and long-lasting structure and network, with sufficient human resource capacity to continue the work started by Interpeace/VdP, even after the end of the project. There are a few, committed individuals in each ERD, who internalized the concept of women empowerment, social cohesion, non-violent means of communication and conflict mediation and are morally and by way of life linked to the overall goal of supporting their community in social transformation.

**“I will continue to promote women leadership and gender equality. This is part of my life, and I will continue this work, even after the project will end.”**

52 % of survey respondents will support the cause of women participation in decision making after the end of the project only if they will receive support, while 41 % respondents will provide in-kind support, without financial backup, as deemed necessary.

Many respondents think that promoting women leadership, with the *approaches and methods* of Interpeace/VdP, is a success at the community level, in tabancas. *“Women want to be part of this project. Community leaders want to continue the project, and they want to strengthen their relationship with women”*-stated one staff member of VdP.

Respondents invoked *drama and theatre*, as one of the most successful methods of mediating and resolving conflict, coupled with the inclusivity principle when everybody from the community can participate in conflict-resolution, even children. Other methods successfully applied, although in limited cases, are *interpellations and advocacy*.

The involvement of ERDs in conflict mediation at the local level started to create a sustainable way of support for a few communities. For example, one representative of ERD shared the following:

**“Instead of going to traditional leaders and leadership for conflict resolution, community members are contacting us to mediate the conflict. We are competing with the traditional justice system because sometimes the decisions taken by traditional leaders are still punishing women.”**

Mentors and mentees think that the personal relationships developed through this project component are a long-lasting connection, resulting in family-type connections and interactions.

**“Our relationship with the mentors doesn't end with the project. We will be in touch with them in the future.”**

The sustainability of the project can also be assessed by looking at the individual responses received from interviewees about the structures, platforms and spaces they consider having long-lasting effects:

**Table 4: Sustainable structures, processes, methods and principles created by the project**

<b>At the community level, the project idea is a success</b>
<b>Voz di Paz method of inclusive leadership</b>
<b>Non-violent conflict transformation</b>
<b>ERD is bridging the gap between the communities and Police</b>
<b>ERD's methods support transitional justice</b>
<b>Mentorship sustainability</b>

One weak aspect of project implementation, leading to unsustainable results is the short-term involvement of different categories of stakeholders, in some cases. Some project participants shared that because of a reduced level of activities and interactions, some people's skills and engagement doesn't last, meaning the drop-out rate from project activities can be high, or the desired change at the personal level doesn't occur.

The evaluation team found that the existing online platforms created by VdP, such as the website and Facebook page, is not accessed and not used by project participants in the regions.

## CONTINUOUS LEARNING

The evaluation team collected a huge amount of information from 107 respondents, and nine target groups, encompassing a vast amount of collective memory from individuals involved with the work of Interpeace/VdP since the beginning, and taking part in the creation of the Regional Spaces for Dialogue, or involved in the implementation of phase I and phase II of the project.

Besides the considerable amount of ideas, tips, good practices that project participants and stakeholders shared with the evaluation team, the project successfully addressed and incorporated the recommendation of focusing on peer-to-peer learning from the Phase I Evaluation, the mentorship and traineeship program turning out to be a success.

The most relevant learning points for future consideration for Interpeace and VdP, are summarised in the following table:

Table 5: Lessons learnt per stakeholder group

STAKEHOLDERS	LEARNING POINTS
<b>VdP Director and staff</b>	<ul style="list-style-type: none"> <li>• Phase 2 of the project complemented and filled in the gaps of phase 1, especially when it comes to addressing the resistance to women promotion at different levels.</li> <li>• VdP has a lot of knowledge, technical capacities and human resources, including access to institutions as well. The inclusive approach of sharing spaces and inviting everybody to participate in discussions and debates is a model that other institutions find attractive and want to apply.</li> </ul>
<b>Regional Spaces for Dialogue</b>	<ul style="list-style-type: none"> <li>• Mentorship is seen as very beneficial and successful, and young girls are benefiting a lot from this experience. Therefore, the program could be extended to other women and girls.</li> <li>• There are considerable differences between the regions, in terms of the socio-economic and cultural context and the current needs, according to the existing situation:               <ol style="list-style-type: none"> <li>a. Bissau, the capital city, is the most developed, where project participants have a different level of education, understanding, skills and engagement in project activities.</li> <li>b. Oio region has some specific features, due to some locations with a specific religious aspect. Respondents have signaled Bissora and Nhacra as challenging in women promotion, where there is a need for focusing more on keeping girls in school and working with families.</li> <li>c. Bubaque island is a distinct geographical region, with particular cultural features, and few resources. The remoteness of the island affects the existence of the available resources, as such public institutions might rely more on NGO support and collaboration.</li> </ol> </li> </ul>
<b>Political parties</b>	<ul style="list-style-type: none"> <li>• Respondents acknowledged that women promotion in political parties in leadership positions depends mainly on the political party leadership. Involving political party leaders in future projects would assure a higher rate of success for women promotion. Party leaders need incentives to participate in projects, and <i>“VdP has the resources, credibility and the courage to continue this useful work”</i>-shared one-woman politician.</li> </ul>

<b>Security and Defence Forces</b>	<ul style="list-style-type: none"> <li>• The security and defense sector has a hierarchical structure, where only top leadership has the right and the possibility to initiate changes, laws or regulations. As one woman SDF representative stated, "<i>We work based on orders, if there is no order, we cannot do anything.</i>"</li> <li>• Awareness-raising and training activities, combined with public lectures, are seen as very useful in educating DSF personnel about women promotion and existing laws and regulations in this regard.</li> </ul>
<b>Local Government</b>	<ul style="list-style-type: none"> <li>• Awareness-raising activities, for both women and men, can help to disseminate the information about the importance of women promotion and women leadership.</li> <li>• Women education could go further than awareness-raising, and women should be trained in leadership skills, in community and state affairs. As one women administrator pointed out: "<i>If women want to participate in the public sphere, administration and politics, they need to be politically aware.</i>" Some local administrators pointed out the improper timing of the activities, mainly happening in the weekend. Many people don't want to participate in the weekend, or they come only for a short time, having a negative impact on project results.</li> </ul>
<b>Civil Society Organization</b>	<ul style="list-style-type: none"> <li>• The project needs to address power relations at the community level if Interpeace/VdP want a long-term change. For this to happen, community leaders, both men and women, should be included in project activities.</li> <li>• Tinguena, NGO working in gender equity, has benefited from the non-violent communication training provided by Voz di Paz as a tool to promote women participation in decision making.</li> </ul>
<b>Mentors and mentees</b>	<ul style="list-style-type: none"> <li>• The communication and advertisement of the project and the work of Interpeace/VdP should be strengthened. Interpeace/VdP has great results, but many mentors and mentees did not know about Interpeace/VdP or never heard about their projects.</li> <li>• As mentorship in the regions is in its inception phase, many mentors and mentees had questions about the content, the process and the length of the program.</li> <li>• One respondent mentioned that mentors should receive financial support for keeping their mentee at home.</li> <li>• Another respondent mentioned the necessity of better matching the mentors with their mentees, based on needs, interest and future career options.</li> </ul>
<b>Radio personnel</b>	<ul style="list-style-type: none"> <li>• Radio personnel expressed their views about the content of the broadcast, which could involve: <ul style="list-style-type: none"> <li>– Sensitization</li> <li>– Role-model promotion</li> <li>– Non-violent means of communication</li> </ul> </li> <li>• Content of broadcasts should be diversified and adapted more to local issues so that the population can identify with the issue/problem much more straightforward.</li> <li>• Competitions could be organized on the radio, related to women promotion topics, with some prizes involved, that would increase interest and</li> </ul>

participation.

- The frequency of radio broadcasts should be at least three times/week.
- Using Creole-the local language- would be another asset for having more impactful radio programmes because 80-90 % of the local population doesn't understand Portuguese. Another option would be using Portuguese and have interpretation in Creole.

## GENDER

The project received a Gender Marker Score 3 from the PBF, meaning all project objectives and strategies, activities are designed in a gender-sensitive way, promoting the equal participation and inclusions of men and women in all project phases and activities.

PBF, through several projects, implemented by a wide range of institutions, has driven the gender issue in the peacebuilding perspective, which happens to be the core skill of Voz di Paz and Interpeace.

The evaluation team concluded that project implementing partners, including the ERDs, and beneficiaries in Bissau and the regions know about the importance of promoting gender equality in the society and strengthening social cohesion with inclusive principles. Besides men and women, many participants shared their views that families, including parents and grandparents, should be included in non-violent training activities. Youngsters and adolescents are seen as crucial for the future of the country, mainly because of the quality of education and the unequal access to schooling that negatively affects young people.

## CONCLUSIONS

- The outcome-level changes envisioned by the project have been met almost entirely, with two results under outcome 2 suffering delays, due to COVID -19. Project strategies and the used methodology were very successful in promoting individual and community-level changes and breaking down stereotypes and polarization. The documented institutional-level changes in promoting women in decision-making structures, in political parties, DSF and the traditional institutions/instances show the willingness of decision-makers to open up restricted spaces for women, with future improvements expected in the future. As one women political leader stated in Bissau "Political party leaders start feeling ashamed to show up with delegation composed exclusively of men and are integrating women even if it's for the sake of self-image alone."
- In line with the above, the majority of changes reported within political parties, DSF, local administration and local leadership are referring mainly at applying gender-equality principles in recruitment and selection, meaning that women are allowed to enter into the public institution structures. However, their space is still reserved in low-level administrative functions. Rarely women are appointed or, based on merit, selected to fill in decision-making positions. Despite this tendency, applying gender-equality principles and policies at the institutional level can be considered the first step towards a later success, and among the factors leading up to this change the "No Sta Djuntos" project has contributed as an added value.
- The relevance of the project is very high in meeting individual and community-level needs of promoting women leadership. Resistance at the institutional level to advance women in higher echelons of political parties and DSF is still very high, leaving a massive space for

Interpeace/VdP to explore possible entry points in the future. The existent institutional resistance shows there is a need for involving high-level decision-makers in future project activities, coupled with the intensification of advocacy work and the exploration of different incentives at the institutional level.

- The project is coherent with existing international and national legislation in promoting gender equality and strengthening social cohesion in society. However, the institutional instability, weak government capacity to implement rules and regulations in the regions, coupled with partisan and clientelist-systems to maintain the existing power structures result in non-application of the current parity law and other gender-sensitive legislation in political parties, DSF and local administration.
- In terms of efficiency and managing the available resources, the evaluation team found an equitable distribution of funds and other resources, among project beneficiaries and different geographic regions. However, the centralized management system doesn't allow too much flexibility in incorporating local views and in tailoring more efficiently the available resources to the current needs, assessing *who needs what, where and why*.
- Institutional-level changes could be more effective if participation would favor both high-level leadership and middle-level personnel, coupled with the voluntary involvement of participants in the project.
- The project was very effective in improving women's perception of their ability to lead positive change, and the majority of the interviewees has confirmed this evidence. The implementation for the first time in Guinea Bissau of a women's mentoring program has a considerable success and appreciation.
- The project impacted in a positive way people's values, attitudes and behavior. Participants acknowledged the added value of being connected with VdP and participating in the activities and events the project offers to them. The personal level impact, however, does not translate automatically into institutional level impact, as already outlined above. The evaluation team also found that because of limited or low visibility of the project, community members as a whole do not necessarily know the work of Interpeace/VdP, only people who are connected with the organization. VdP website and Facebook page could not initiate a breakthrough in this regard as well, mainly in the regions.
- The intermediate impact, understood as promoting women's inclusion in the decision-making structures, have only recently begun to be demonstrated, as per the four cases documented by the evaluation. However, the successful demonstration of short-term impact, that have seen strengthened capacities of key men and women, members of political parties, CSOs and DSF and the increase of public awareness about the importance of women leadership in peacebuilding, has created a foundation for the achievement of longer-term results in this regard.
- Interpeace/VdP's internal processes show a high level of centralization between Bissau, the capital, and the regions. VdP staff and the representatives of ERDs are consulted, informed and requested for feedback. The overall process of consultations and feedback mechanisms might have discrepancies and might result in situations that beneficiaries' voices in remote locations are unheard, or particular needs at the local level are overlooked.
- Women leadership promotion in decision-making structures advanced and strengthened the idea that women together with men can and should take decisions in a collective way, for the advancement and benefit of the society as a whole. This understanding already has a very broad network of followers, mainly in the civil society and among citizen's groups, including many men, who can be seen actual and future allies of women promotion initiatives.

- Interpeace/VdP participatory methodology, including the non-violent conflict resolution, non-violent communication, gained a lot of traction in the second phase of the project. People appreciate the inclusive approach of the organizations, the fact that during activities, hierarchies and power-games cease to exist, and individuals can freely express themselves and their views are taken into consideration.
- Women's agency. The evaluation team found a low level of self-confidence among women, related to their willingness and ability to participate in the public sphere. This evidence has been gathered by the evaluation team from all types of respondents, from all the regions and from both men and women. Perceptions like "women need education", "women need to be sensitized about their role in the society", "women need to go to school", "women don't want to participate", "women don't talk", "women are not able to write properly, therefore they don't have any chance to enter into public institutions", "there was one woman who had all the means to submit her candidature, but in the last moment she stepped back", among others, show possible entry points and re-consideration of the focus of future project interventions.
- The project has a high degree of gender-sensitive aspects, including involving women in decision-making processes. One aspect that could be further developed is the involvement of youths in the ERDs, and in future activities of Interpeace/VdP project.

## RECOMMENDATIONS

1. Carefully formulate the assumptions that lie behind future project interventions, mainly that involve systemic change by trying to change power-structures and behaviors and attitudes of those who hold key positions in public spaces. Assess whether the methods and tools intended for opening-up closed and privileged spaces for women will have the necessary buy-in, and support from institutions and individuals.
2. VdP and Interpeace should seek to better engage the state, at both national and local level. This could include engaging state actors at an operational level, gathering their feedback when developing the new project proposal, in order for them to have greater ownership, and explicit strategies for action and involvement.
3. Interpeace and VdP could provide its expertise in non-violent communication approach and methods, with an explicit capacity-development focus, to political parties, DSF and local government structures, outside of an existing project framework. The Regional Spaces for Dialogue have the capacity to train local government officials, that would build a relationship with Interpeace/VdP and the future projects.
4. As part of a sustainability strategy, the next project could include a modest funding beyond its planned end date. As experience shows with the recent project, delays in implementation of activities, mainly under outcome 2, can have unintended negative consequences in reaching a breakthrough in achieving systemic change. A flexible funding mechanism could positively support this initiative.
5. The technical expertise developed by Interpeace/VdP in capacity building and development, by using participatory approaches should be embraced as acknowledgment of the importance of such work. To maximize the impact of the existing facilitators nationwide – within the ERDs - together with the non-violent communication and conflict-mediation training methodology, training facilitators could be

supported to continue working and potentially to train others, institutionalizing a Training of Trainers package/course.

6. Target DSF and Political Parties' senior and middle leaders for sensitization and participation at training workshops. The already existing Focal Points system within DSF should be maintained and supported in the future, to keep the engagement, interest and motivation alive within the institutions.

7. Signing of a Memorandum of Understanding (MOU) with DSF and political parties would provide a legally-morally binding base that would enhance accountability from the above institutions, in initiating and implementing systemic changes within their structures.

8. The institutional focus could expand to the regions and in the remote locations, including not only political parties, DSF, local government and traditional authorities but educational institutions, like schools and Universities.

9. Next projects could go beyond the regional capitals and make the tabancas benefit from the project to leverage a bottom-up change.

10. Use the existing needs analysis and context analysis-like the "Fala Di Mindjer" report - to deepen the contextual knowledge and analysis to tailor specific interventions in the regions. For example, in Oio region a future project could target working with families, in order to increase girls' attendance in schools. Radio programmes could also explore and present situations, conflicts that are specific for the respective town, and involving local individuals in conflict-mediation.

11. Explore the possibilities of expanding the new and innovative teaching and training methods, like participatory theater and drama, very successful and impactful in mediating conflicts in communities with low-level of literacy, to other communities, especially at tabancas level.

12. All ERDs expressed their views on investing more on women's education, either by developing projects or activities that work directly with families or conducting more awareness-raising activities for women. The objective of working with families is to avoid school drop-out of adolescent girls, that will reduce the number of child-marriages, child pregnancies, and the change in mentalities. Awareness-raising activities for women would help them increase their self-esteem and their ability to develop courage and strength to assume roles and responsibilities in society.

13. Encourage more peer-to-peer learning at the local level, and support decentralized initiatives that can be funded accordingly. For example, a peacebuilding media campaign using local artists, women leaders and role models or other locally popular figures can drive people to action.

14. Look for alternative, sustainable solutions for financing creative initiatives. Public-private partnerships could open up doors for integrating women in public spaces, strengthen their agency, self-esteem and the ability to assume different roles and responsibilities in society. *"Every political leader needs to sustain themselves, so as women politicians"*-mentioned one political party leader, therefore VdP could develop programs which help women in their economic advancement, finances, inclusion in the labor market.

15. Engage people more intensively in the project, in order to avoid losses in human resources and technical capacities. The Focal-Point system in DSF is seen as very effective in conveying and



disseminating information within the organization, from the bottom to the top and vice-versa. Following up regularly - every two months - with the designated Focal Points is very important in facilitating information and making the process of project implementation moving forward.

16. The ERDs in the region could expand their structure with a Regional Space for Dialogue-Youth Section. These structures should be youth-led and governed, and should include both girls and boys in their management structures.

17. Invest more in uplifting women's self-esteem regarding their abilities to perform specific tasks in the community. Beneficial activities in this regard would be:

- Human rights education and focusing on the rights and responsibilities of right-holders (citizens) and duty bearers (state), could be included in the awareness-raising, sensitization and capacity building training activities.
- Life-skills development
- Income-generating activities
- Skills needed to perform tasks in the Committees in tabancas, at the political parties, in local administration

18. Involving adolescents and youngsters in future project activities would bring in considerable human resources into future projects, with an expected higher impact, as they are more active and receptive to new and inclusive ideas and are better connected to online information gathering and sharing and social media communication.

19. Leverage VdP existing networks and extend the connection and collaboration in the regions with organizations and public institutions. Join forces with other organizations working on the same issue, and create regional advocacy platforms to advocate for successful institutional change at the local level. In Bubaque, radio personnel gave the example of a girl, member of the "Children parliament" who is very famous in promoting women and women leadership in different activities on the island. As such, Inter-project collaboration could be initiated between organizations, to work together on specific topics.

20. Explore the possibilities of how to expand outreach activities with the radio and beyond. Optimizing radio broadcast, with timing, frequency etc. would increase the public knowledge about women leadership promotion, shaping public norms and attitudes.

VdP could develop flyers and short brochures, information leaflets about the organization and their work, distributed in key public institutions, to increase visibility. Use already existing evaluation reports and results to inform key stakeholders, like the Institute of Women and Children, in order to facilitate learning and continuous buy-in.

## ANNEXES

### ANNEX 1: TERMS OF REFERENCE

#### Consultant(s) Organization

- [Interpeace](#)

#### Posted

18 Aug 2020

#### Closing date

30 Aug 2020

**Reporting to:** Programme Manager, Interpeace Guinea-Bissau

**Location:** Guinea-Bissau (Bissau, with a planned mission in the regions, if allowed by the sanitary conditions)

**Application closing:** 30 August, 2020

**Terms of reference:** Final evaluation for the project « Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance- No sta djuntos! »

**Duration:** September – October 2020

#### 1- Introduction

Interpeace programme in Guinea-Bissau, seeks a consultant to conduct a final evaluation for its project “Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance- No sta djuntos!”. The project has been implemented by Interpeace with its local partners, Voz di Paz, and funded by the United Nations Peacebuilding Fund to reduce the tensions generated by the female leadership promotion, while fostering a real transformation of women’s role in politics, civil society and Defense and security forces (DSF) in Guinea-Bissau.

#### 2- Context

##### Interpeace

Interpeace is an international organization for peacebuilding that strengthens the ability of societies to manage conflict themselves in sustainable and non-violent ways. Interpeace designs and delivers its work tailored to each situation in partnership with local partners and communities, based on extensive consultation and research. Interpeace was originally established by the United Nations and remains its strategic partner. Beyond field-based peacebuilding, Interpeace also assists the international community – particularly the UN – to be more effective in supporting peacebuilding efforts worldwide. This includes contributing innovative thought leadership on peacebuilding policies and practices. Interpeace is headquartered in Geneva and has offices around the world.

For more information about Interpeace, please visit [www.interpeace.org](http://www.interpeace.org)

##### Voz di Paz

Voz di Paz, Peacebuilding Initiative, is a Bissau-Guinean NGO active since 2007 in Guinea Bissau. Its objective is to stimulate citizen engagement to consolidate peace contributing to good governance, with a specific focus on the most vulnerable groups (women and young people). Voz di Paz has its

headquarters in Bissau and has established a unique peace architecture across the country – a network of 10 Regional Spaces for Dialogue that can be called upon to prevent and resolve local conflicts fostering dialogue.

For more information on Voz di Paz, please visit [www.vozdipaz.org](http://www.vozdipaz.org)

### **Guinea Bissau Programme**

In 2007, Interpeace set up a peacebuilding programme in Guinea-Bissau in collaboration with its local partner organization Voz di Paz, with the long term goal to address obstacles to peace in Guinea-Bissau by fostering a culture of dialogue and engaging all sectors and levels of society in the peacebuilding process.

Interpeace and Voz di Paz's methodology is rooted in Participatory Action Research and has as a principle the inclusion of all actors in the peace-building process, according to international practices approved. Interpeace and Voz di Paz work aims to lead processes of conflict management and change that are integrated at all levels of society including local communities, civil society, government, and the international community (we call it a 'Track 6' approach).

### **United Nations Peacebuilding Fund**

The UN Secretary-General's Peacebuilding Fund (PBF) is the organization's financial instrument of first resort to sustain peace in countries or situations at risk or affected by violent conflict. PBF funding covers different, mutually reinforcing sectors: dialogue and national reconciliation, strengthening of the formal and informal justice sectors, women and youth empowerment, as well as strengthening professional and conflict-sensitive media as a cross-cutting issue. The Multi-partner Trust Fund calculates that 51.5 Million have been allocated to Guinea-Bissau since 2008.

Every year, the PBF launches the Gender and Youth Promotion Initiative (GYPI), an expression of the Fund's commitment to inclusive peacebuilding which aims to support the empowerment of women and the advancement of gender equality and to recognize the important and positive role young people play in peacebuilding. The current project, "Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance- No sta djuntos ", has been launched as part of the GYPI in 2017.

### **3- Description of the project**

In March 2017 Interpeace has launched the 18-month project "*Towards a new balance in Guinea-Bissau: creating the space for a real participation of women in peaceful conflict management and in governance*", funded by the UN Peacebuilding Fund (PBF). A second 18-month phase of this project, entitled "*No sta djuntos! / We are together*", started in October 2018 and is going to end in September 2020.

The project is nation-wide, being implemented in the 8 regions and in the capital city of Bissau. Its main goal is to tackle women exclusion from the decision-making process, by strengthening national women's participation in governance and conflict management. It aims to do so by raising national awareness and by strengthening the capacities of female leaders in political advocacy, conflict mediation and facilitation of inclusive dialogues.

The project started with a first phase, which developed women's self-recognition and individual empowerment, promoted dialogue and debate, fostered synergies and collaboration and increased women's participation in party politics and recruitment in the Security and Defense Forces. After this first phase, an evaluation concluded that despite some progress, a degree of resistance, from men and from society as a whole, was uncovered, and these resistances were deemed harmful to peacebuilding in the country, as well as obstacles to the advent of a locally rooted female leadership. This analysis led to the revision of the project and the start of a second phase, with new activities, and a new logical framework and budget. This new phase aims to raise women's and dedicated organizations' awareness of the non-intentional negative impacts of their action.

## **Project Theory of Change**

**IF** men and women leaders of political parties, civil society organizations (CSO) and Defense and Security Forces in the regions and in Bissau engage in a deep reflection and gain full awareness of the risks and opportunities of women's integration for social cohesion,

**THEN** they will promote women's inclusion in the decision-making to strengthen synergies instead of being divided

**BECAUSE** they will have understood that women's promotion may generate divisions, but it may also strengthen peacebuilding in Guinea-Bissau in a win-win situation for all.

Overall goal, Outcome and Outputs

Defuse the tensions generated by the female leadership promotion, while fostering a real transformation of women's role in politics, civil society and Defense and security forces (DSF).

Outcome 1

Strengthen the capacity and self-confidence of key men and women who are members of political parties, civil society and DSF, to improve the mitigation of division risks and promote social cohesion through women's promotion.

**Outcome 2**

Strengthen the institutional capacities of political parties, civil society and DSF in Bissau to mitigate the risks of division and resistance and to maximize their contribution to social cohesion through women's promotion.

**Outcome 3**

Increase the public awareness of the importance of women leadership in peacebuilding and of the good practices in the mitigation of division risks, and the public knowledge of the previously shared success stories of men and women.

## **4- Objectives and Contents**

The main objective of the final evaluation is to assess the achievements of the project, including its relevance, effectiveness, efficiency, sustainability and impact; to build evidence of peacebuilding results and to highlight the strategies that have contributed to, or hindered, their achievement; to design lessons learned from the project and to provide recommendations for future programming in the sector of women participation in conflict management and governance in Guinea-Bissau. The evaluation is also expected to assess the degree to which lessons learned from previous phases have been integrated into the current project.

The evaluation will be of interest to Interpeace, Voz di Paz, the Peacebuilding Support Office of the United Nations (PBSO), the United Nations Peacebuilding Fund (PBF), to international donors and policy makers engaged in Guinea-Bissau, as well as to national institutions.

Within the broader and country specific context, the evaluation will be guided by the 6 OECD DAC criteria<sup>[1]</sup> (<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmenta...>) as further detailed below, and is expected to:

- Assess effectiveness and a potential measurable impact of the intervention on the target group.
- Identify and document lessons learned, best practices, success stories and document and analyse challenges and possible weaknesses to inform future work of UN Peacebuilding Fund in the area of participation of women in peaceful conflict management and in governance.
- Analyse the relevance of the Project objectives, strategy, and approach at the local and national levels.
- Assess organizational efficiency and coordination mechanisms in progressing towards the achievement of the project, including the achievement of gender equality and women's empowerment results as defined in the intervention.

- Analyse and assess the strategies in place and contribute to identify additional strategies for replication and up-scaling of the project's best practices.
- Assess the measures taken by the project (and identify new measures) to ensure national ownership of the project.

### **Key questions of evaluation and reflection**

In a view to assess the level of achievement of the different project objectives in terms of relevance, impact, and effectiveness, key questions have been developed to guide the evaluation.

#### **Relevance**

**1- To what extent has the project addressed relevant factors of conflict and tension as perceived by the actors and by the communities involved in the project? Special attention will be paid to gender**

- To what extent was the intervention logic/overall strategy relevant in pursuing the programme's vision?
- How did the project find synergies with other previous or ongoing initiatives to build on initial findings and maximize impact? How do project participants assess the added value of the project and its methodology compared to other past or ongoing initiatives in this field?
- What adaptations can Interpeace programme make over the next years to be optimally relevant to the changing context in the country with respect to gender promotion?

#### **Coherence**

- Is the project consistent with the organizations' past and future programming, and with Guinea-Bissau wide peacebuilding programming, including other PBF projects?

#### **Efficiency**

1. To what extent have the project's design, strategies, activities, and time, human and financial resources been sufficient for meeting expected outcomes?
2. How has the project adapted to changes in the context and emerging challenges during its implementation?
3. To what extent do the programme partners have the sufficient capacities to achieve the programme outcomes? What areas of capacity strengthening are needed to elevate programme implementation?

#### **Effectiveness**

**1- To what extent and according to which causal chains has the project strategy contributed to the expected outcomes and outputs of the project and to peacebuilding objectives? Please provide evidence.**

- How could the possible variations from expected to actual outcomes and outputs be explained?
- What role did the participatory methodology of the VdP-IP play in achieving or not the expected results of the project?
- To what extent has the project been catalytic in addressing some of the root causes of gender inequalities in conflict management and in governance, especially those hindering women's participation for peace and development?
- To what extent are the project approaches and strategies innovative for increasing women's participation in peaceful conflict management and in governance in the context of peace and development? What – if any – types of innovative good practices have been introduced to achieve results in this field?

#### **Impact**

1. What results and changes in perceptions, attitudes, behavior, relationships, expected and unexpected, can be observed at the end of the project? (Particularly in relation to: capacity

and self-confidence of key men and women to promote women mitigating resistances and division risks, and to the level of public awareness of the importance of women leadership in peacebuilding and of the good practices in mitigation of division risks)

2. How and to what extent has the project contributed to how partners and involved actors choose to behave?
3. To what extent did the project bring about a better understanding on risks and opportunities of women's inclusion in decision making for social cohesion? And what wasn't but could/should be done to improve that understanding?
4. To what extent did the Interpeace-Voz di Paz peacebuilding approach to women promotion influence other stakeholders working in this sector?
5. What catalytic effects did the project generate?
6. To what extent did the project contribute to increased participation of women in peace building efforts and decision making?

### **Sustainability**

1. Did Interpeace and Voz di Paz put in place strategies to foster the engagement of CSOs, political parties and SDFs and other stakeholders beyond the project work? How effective are strategies put in place for sustainability of impact?
2. How likely are stakeholders and actors involved to sustain choosing to act differently beyond the support of the project?
3. How can Interpeace programme in Guinea-Bissau maximize sustainability for impact beyond the project period?
4. Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including Government and Civil Society, beneficiaries and other implementing partners demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it to ensure continuity of peace-building efforts after the project closes?
5. Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in Gender Equality after the end of the intervention?

### **Continuous Learning**

1. What lessons could be learned from the implementation of this project to improve future projects on promotion of women participation in decision making and its importance and potentiality for peacebuilding in Guinea-Bissau?
2. To what extent have the conclusions and lessons learned from the evaluation of phase 1 of the project been integrated in the implementation of phase 2?
3. In relation to the need to identify and address resistance to women promotion at different level
4. In relation to the need of better manage partnership, synergies and collaborations at different level
5. In relation to the improvement of its advocacy work
6. In relation to the monitoring and documentation of strategic learning areas for the project
7. How can Interpeace program strengthen gender mainstreaming to promote peacebuilding and governance in a more inclusive manner in Guinea Bissau and abroad?

### **6- Methodology**

**The evaluator is expected to present, agree upon and apply a conceptual framework of analysis consistent with Interpeace's peacebuilding and participatory approach.**

The evaluator is encouraged to suggest a comprehensive methodology that includes the elements

listed below (section 6 of this ToR) and others that the evaluators deem fit for meeting the evaluation objectives. The methodology for data collection should be described in the inception report.

The evaluator is expected to use participatory evaluation methodologies which may include but are not limited to: theories of change, interviews, focus group discussions, most significant change, outcome harvesting etc. The methodology used should also be gender sensitive.

Particular attention will be paid to taking into account public health measures relating to the COVID-19 epidemic, and their impact on the methodology used. The consultant must present in its application the contingency and protection measures planned to guarantee the health of the teams and people involved, while allowing quality participation and inclusiveness.

### **7- Steps and deliverables**

The evaluation will be both an objective and a consultative/participatory exercise and is expected to involve the following elements.

While Interpeace anticipates the use of the elements listed below, the list is not exhaustive. The evaluation may include additional elements and approaches as appropriate for responding to the final evaluation questions.

Steps and deliverables [here](#)

### **8- Modality**

#### **Timeframe**

The foreseen duration of the evaluation is approximately 30 working days with approximately 15 days spent in Guinea-Bissau between September and October 2020. The evaluation starting date is foreseen for the half of September 2020 with submission of the final report by the half of October 2020. The final timeframe will be agreed upon with the selected consultant.

#### **Reporting lines**

The evaluator conducts the final evaluation of the project and interacts directly with Interpeace and Voz di Paz. The evaluator reports to Interpeace's Programme Manager for Guinea-Bissau. An overall lumpsum will be established in the contract as per prior agreement between Interpeace and the evaluator. This lumpsum covers costs related to international travel, accommodation, visa, communication, DSA during the fieldwork.

#### **Location**

Interpeace and Voz di Paz's programme team is based in Bissau, the capital of Guinea-Bissau.

The evaluator shall be prepared, as per prior agreement, to collaborate with Interpeace and Voz di Paz both remotely and on site in Bissau. Remote collaboration is established through emails, Skype and WhatsApp or land line telephone connection in the case of insufficient Internet connection in Bissau.

#### **Interpeace's responsibilities**

- Providing a focal point at Interpeace for the evaluation, who may or may not travel with the consultant (time and funds permitting);
- Providing a focal point at Voz di Paz;
- Providing logistical support inside Guinea-Bissau;
- Arranging meetings with stakeholders;
- Providing relevant programme reports and documentation in advance;
- Providing success stories and testimonies to illustrate the types of change (see questions on impact) which can then be verified by the evaluator.

### **9- Qualifications**

#### **Selection Criteria**

Interpeace and Voz di Paz are looking for an **experienced international consultant** with the

following skills and experience at a minimum:

- Significant experience in conducting evaluations/assessments;
- Strong knowledge of and experience with conflict resolution and peacebuilding programmes;
- Demonstrated understanding of participatory processes and methodologies and experience in qualitative and quantitative data collection
- Experience working in Guinea-Bissau or other conflict or post-conflict environments.
- Excellent command of English (report writing) and Portuguese (conducting interviews and exchanging with the programme team).
- Ability to work effectively and inclusively with people of different culture, race, nationality, gender, political or religious belief, age, sexual orientation, disability, or marital status.
- Qualified candidates may submit a narrative and financial proposal to ferrati@interpeace.org, silva@interpeace.org and vozdipazgb@gmail.com including:
- CVs and relevant experiences of all members of the consultant team as well as the roles provided for each for the consultancy
- Presentation of the methodology, based on the requests expressed in these Terms of Reference and taking into account gender
- Detailed budget including logistics costs as well as human resources consultancy – please note that the overall availability for this evaluation exercise is 20.000 USD.

**Deadline for application is on 30 of August 2020.** “Evaluation PBF II Guinea-Bissau” MUST BE included in the subject line of the application e-mail for the application to be considered.

Interpeace reserves the right to close recruitment ahead of the deadline, and applicants are encouraged to submit their applications as soon as possible. Interviews will take place the first weeks of September.

Please note that due to high volume of applications, ONLY short-listed candidates will be notified.

#### **How to apply**

Qualified candidates may submit a narrative and financial proposal to ferrati@interpeace.org, silva@interpeace.org and vozdipazgb@gmail.com including:

- CVs and relevant experiences of all members of the consultant team as well as the roles provided for each for the consultancy
- Presentation of the methodology, based on the requests expressed in these Terms of Reference and taking into account gender
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Please note that due to high volume of applications, ONLY short-listed candidates will be notified.



## **ANNEX 2: LIST OF CONSULTED DOCUMENTS**

### **PROJECT DOCUMENTS**

1. First project phase (GPI-YPI Interpeace guinea Bissau- pro doc approved)
2. Final report for the first phase with its attachment (compressed folder: version send 16.11.18)
3. First phase evaluation report (Interpeace- Voz di Paz 2019- final evaluation report PBF I)
4. Second project phase which is considered by PBF as a cost extension of first phase (181112 Guinea Bissau Interpeace IRF project CE- pro doc)
5. Second project phase -The mid term report sent in June 2019
6. Second project phase- The Annual report sent to PBF on November 2019
7. Financial reports.
8. Interpeace change strategy.
9. Voz di Paz strategy plan. Orientação estratégica desenvolvida em 2019
10. Internal organigram and documents showing coordination between Interpeace and Voz di Paz.- MoU
11. COVID-19 Impact on Women.

### **M&E**

12. First-phase- Theory of Change
13. Second phase Theory of Change-included in the 181112 Guinea Bissau Interpeace IRF project document
14. Logframe and Indicators-first phase
15. Logframe and indicators-second phase

### **INTERNAL TRAINING REPORTS**

16. Report of the consultant who made the training on conflict sensitivity and nonviolent communication in July 2019

### **ADVOCACY**

17. Agenda of the event organized on 21<sup>st</sup> September 2020 and the guide on women promotion and peacebuilding including the 30 good practices developed (also available [here](#))

### **VIDEOS**

18. Available videos on Voz di Paz `s website

### **NATIONAL STRATEGIES, POLICIES AND PLANS**

19. Guinea-Bissau Constitution related to civil and political rights
20. National Policy for Gender Equality and Equity
21. National Strategy for the Abandonment of FGM, the Documents of the National Strategy for Poverty Reduction
22. Quota Law
23. National Action Plan for the Abandonment of FGM(2010-2015),
24. National Action Plan for Combating Gender-based Violence (2014-2018),
25. National Plan for the implementation of UN Resolution 1325

### ANNEX 3: LIST OF PEOPLE INTERVIEWED

TYPE	LOCALITY	CATEGORY	M	F	Total
<b>FOCUS GROUP DISCUSSION</b>	BISSAU	VdP staff VdP Paz social media investigators Political party representatives SDF representatives Women mentors and mentees CSOs	8	16	<b>24</b>
	BUBA	Regional Spaces for Dialogue	2	2	<b>4</b>
	CATIO	Local authorities and FDS Women mentees Women mentors/CSOs	3	9	<b>12</b>
	MANSOA	Pol.parties, Local Authorities and SDF Local leaders, CSOs ERD Representatives	8	11	<b>19</b>
	BUBAQUE	Traditional Leaders and Community Leaders Political parties Public authorities and SDF ERD representatives Radio Representatives	17	6	<b>23</b>
	QUINHAMEL	Political parties Local Administration ERDs Local leaders SDF Radio representatives	9	5	<b>14</b>
<b>Key Informant Interviews</b>	BISSAU	Ms. Ude Faty-Voz di Paz Ms. Giulia Ferrati, Interpeace	1	4	<b>5</b>
		Ms. Guie PBF Ms. Luisa Kieling, PBF			
		Mr. Marcelino M Iombi, Radio Journalist			
	BUBA	Mr. Luiz da Silva, Radio papagaio	1		<b>1</b>
	MANSOA	Mr.Armando Musa Sani, ERD representative and radio personnel	1		<b>1</b>
		Mr. Infali Seidi, AJAD Program Coordinator (Associacao de Jovens para Acao de Desenvolvimento)	1		<b>1</b>
	BUBAQUE	Woman mentor		1	<b>1</b>
	QUINHAMEL	Mrs. Beatriz S. da Gama, Woman mentor		1	<b>1</b>
<b>TOTAL</b>			<b>52</b>	<b>55</b>	<b>107</b>

## **ANNEX 4: EVALUATION QUESTIONS**

### **TOWARDS A NEW BALANCE IN GUINEA BISSAU: CREATING THE SPACE FOR A REAL PARTICIPATION OF WOMEN IN PEACEFUL CONFLICT MANAGEMENT AND IN GOVERNANCE – “NO STA DJUNTOS!”**

#### **Relevance**

1. To what extent was the intervention logic/overall strategy relevant in pursuing the programme’s vision?
2. How did the project find synergies with other previous or ongoing initiatives to build on initial findings and maximize impact? How do project participants assess the added value of the project and its methodology compared to other past or ongoing initiatives in this field?

#### **Coherence**

3. Is the project consistent with the organizations’ past and future programming, and with Guinea-Bissau wide peacebuilding programming, including other PBF projects?

#### **Efficiency**

4. To what extent have the project’s design, strategies, activities, and time, human and financial resources been sufficient for meeting expected outcomes?
5. Does the project has effective monitoring mechanisms in place to measure progress and to readjust activities if needed?

#### **Effectiveness**

6. To what extent and according to which causal chains has the project strategy contributed to the expected outcomes and outputs of the project and to peacebuilding objectives? Please provide evidence.
7. To what extent are the project approaches and strategies innovative for increasing women’s participation in peaceful conflict management and in governance in the context of peace and development? What – if any – types of innovative good practices have been introduced to achieve results in this field?

#### **Impact**

8. What results and changes in perceptions, attitudes, behavior, relationships, expected and unexpected, can be observed at the end of the project? (Particularly in relation to: capacity and self-confidence of key men and women to promote women mitigating resistances and division risks, and to the level of public awareness of the importance of women leadership in peacebuilding and of the good practices in mitigation of division risks)

9. To what extent did the project bring about a better understanding on risks and opportunities of women's inclusion in decision making for social cohesion? And what wasn't but could/should be done to improve that understanding?

### **Sustainability**

10. Did Interpeace and Voz di Paz put in place strategies to foster the engagement of CSOs, political parties and SDFs and other stakeholders beyond the project work? How effective are strategies put in place for sustainability of impact?

### **Continuous Learning**

11. What lessons could be learned from the implementation of this project to improve future projects on promotion of women participation in decision making and its importance and potentiality for peacebuilding in Guinea-Bissau?

12. To what extent have the conclusions and lessons learned from the evaluation of phase 1 of the project been integrated in the implementation of phase 2?

- In relation to the need to identify and address resistance to women promotion at different level
- In relation to the need of better manage partnership, synergies and collaborations at different level
- In relation to the improvement of its advocacy work
- In relation to the monitoring and documentation of strategic learning areas for the project

### **Gender**

13. How can Interpeace program strengthen gender mainstreaming to promote peacebuilding and governance in a more inclusive manner in Guinea Bissau and abroad?

## ANNEX 5-EVALUATION MATRIX

TYPE	EVALUATION QUESTIONS	INDICATORS	Staff	Donor	Pol.Parties	DSF	GSO	Local leaders	Regional Space for Dialogue members	Mentors and mentees	Radio personnel
Relevance	<b>Q1. To what extent was the intervention logic/overall strategy relevant in pursuing the programme's vision?</b>	Evidence of different types of activities being implemented based on identified needs. (Available needs assessment data.)	X		X	X	X	X	X	X	X
		Evidence that the programme vision was built on the feedback received from beneficiaries after phase I, available in the evaluation reports.	X	X	X	X	X	X	X		X
		Perceptions regarding the degree to which needs and the desire to change in relation to women promotion of political party representatives, CSOs, and DSF forces have been appropriately identified and met.	X	X	X	X	X	X	X	X	X
		Perceptions regarding the degree to which political party representatives, CSOs, and DSF forces have the possibilities and necessary agency to promote women promotion.	X	X	X	X	X				
	<b>Q2. How do project participants assess the added value of the project and its methodology compared to other past or ongoing initiatives in this field?</b>	Evidence of maintaining or increasing the already achieved successes (participation level, better communication, advocacy, proposed laws, adopted regulations, changed discriminatory laws into more equitable and equalitarian laws etc.)	X	X	X	X	X	X	X	X	X
		Evidence of maintaining or expanding the operational space of women in the individual, interpersonal, structural and cultural level.			X	X	X	X	X	X	X

Coherence	<b>Q3. Is the project consistent with the organizations' past and future programming, and with Guinea-Bissau wide peacebuilding programming, including other PBF projects?</b>	Evidence that the needs and priorities of the beneficiaries are aligned with national priorities.	X	X	X	X	X	X	X	X	X
		Evidence that the project contributed to alignment with international gender-promotion commitment of GB, like CEDAW, UNSCR 1325 and 1820, the principles of Beijing +25 ?	X	X	X	X	X				
Efficiency	<b>Q4.To what extent have the project's design, strategies, activities, and time, human and financial resources been sufficient for meeting expected outcomes?</b>	Perspectives of project staff and partners.	X	X	X	X	X				
		Evidence of progress from internal reporting.	X	X							
		Joint risk assessments and mitigation strategies with partners.	X				X	X			
Effectiveness	<b>Q5. To what extent and according to which causal chains has the project strategy contributed to the expected outcomes and outputs of the project and to peacebuilding objectives? Please provide evidence.</b>	Evidence of what worked well, in terms of outcomes and outputs and why.	X	X	X	X	X	X	X	X	
		Evidence of program stakeholders being involved in program implementation and the incorporation of their feedback into programming.	X		X	X	X		X	X	X
	<b>Q6.To what extent has the project been catalytic in addressing some of the root causes of gender inequalities in conflict management and in governance, especially those hindering women's participation for peace and development?</b>	Percentage of men and women who attended training, sensitization events, workshops, video screening, who report changed knowledge, skills and attitudes towards women's political participation.			X	X	X	X	X	X	X

	<b>Q7. To what extent are the project approaches and strategies innovative for increasing women's participation in peaceful conflict management and in governance in the context of peace and development? What – if any – types of innovative good practices have been introduced to achieve results in this field?</b>	<p>Evidence that political party representatives, CSOs and DSF members acknowledge the importance and the necessity of promoting women, both internally and in the public sphere.</p> <p>Evidence that the radio broadcasts dealing with women leadership and women promotion initiatives have a positive reception at the community level and the number of listeners are increasing.</p>			X	X	X	X	X	X	X
<b>Impact</b>	<b>Q8. What results and changes in perceptions, attitudes, behavior, relationships, expected and unexpected, can be observed at the end of the project? (Particularly in relation to: capacity and self-confidence of key men and women to promote women mitigating resistances and division risks, and to the level of public awareness of the importance of women leadership in peacebuilding and of the good practices in mitigation of division risks)</b>	Evidence from perception surveys, questionnaires, FGDs and KIIS related to values and beliefs about women promotion initiatives.	X	X	X	X	X	X	X	X	X
		Practical evidence of actions, implemented activities, partnerships, drafted laws and regulations, changed policies, new policies, advocacy tools designed for women promotion.	X	X	X	X	X	X			X
	<b>Q9. To what extent did the project bring about a better understanding on risks and opportunities of women's inclusion in decision making for social cohesion? And what wasn't but could/should be done to</b>	Evidence that men and women leaders from political parties, CSOs and DSF forces recognize their own responsibility in promoting women leadership.			X	X	X	X			
		Evidence that men and women leaders from political parties, CSOs and DSF forces commit themselves in favor of promoting women leadership.			X	X	X	X	X	X	X





	<p><b>of phase 1 of the project been integrated in the implementation of phase 2? In relation to the need to identify and address resistance to women promotion at different level In relation to the need of better manage partnership, synergies and collaborations at different level In relation to the improvement of its advocacy work In relation to the monitoring and documentation of strategic learning areas for the project.</b></p>	Evidence about social, political, gender- and conflict analysis carried out regularly by Interpeace/Voz di Paz and adjustments to advocacy messages.	X	X	X	X	X	X	X		X	
		Evidence about needs assessments carried out during the project implementation period.	X		X	X	X	X	X	X	X	X
		Evidence of a well-designed M8E system, data collection, monitoring and analysis of results.	X	X	X	X	X	X	X	X	X	X
Gender	<p><b>Q13. How can Interpeace program strengthen gender mainstreaming to promote peacebuilding and governance in a more inclusive manner in Guinea Bissau and abroad?</b></p>	Evidence of gender mainstreaming into project documents, ToC, Logframe.	X	X								
		Evidence of shared responsibilities in taking up different roles in program design and implementation among Interpeace/Voz di Paz staff, volunteers, in Bissau and in the regions.	X					X	X			

## ANNEX 6-GENERAL SURVEY

### GENERAL SURVEY

Dear Respondent!

Thank you for your time in talking with us today!

We are a team of two evaluators who are conducting an independent evaluation of the Interpeace/Voz di Paz “Towards a New Balance in Guinea-Bissau: Creating the Space for a Real Participation of Women in Peaceful Conflict Management and in Governance-NO STA DJUNTOS” project.

The goal of the evaluation is to learn about what has been accomplished by the project, and to understand what worked well and not so well within the area of implementation. Lessons from this evaluation will be used to help Interpeace/Voz di Paz in its future programming.

The information you provide will be kept confidential and used only for the purposes of this evaluation, and future planning activities of Interpeace/Voz di Paz.

Please note, that this interview is entirely voluntary, and you can withdraw from the interview at any time.

Location:

Male

Female

Don't want to disclose

Age:

---

#### 1. What was your role in the project?

Donor  Government  Pol.Party  DSF  Civil Society  International Org.  Project participant

Other

#### 2. From your perspective, were the programme strategies and interventions appropriate to promote women's access to decision-making structures within political parties, DSF and Civil Society Organizations in the context of Guinea-Bissau?

Yes  No  Partially  I don't know

#### 3. Does the programme provided you with a better understanding of the importance of women promotion in political parties, CSOs and DSF?

Yes  No  Partially  I don't know

Please explain briefly your answer:

**4. In your opinion, the programme`s vision of defusing tensions in the public sphere related to women leadership promotion reflects the common goal of political parties, DSF and civil society groups?**

Yes, definitely  Not at all  Partially  I don`t know

**5. In your perspective, promoting and advancing more women in decision-making structures will contribute to an increased social cohesion in the Bissau-guinean society?**

Yes, definitely  Not at all  Partially  I don`t know

**6. To what extent have the programme`s activities helped you in promoting women`s inclusion in the decision-making structures in a positive way?**

Very much  Not at all  Partially  I don`t know  Not relevant

Please explain briefly:

**7. To what extent the project contributed to alignment with national and international gender-promotion initiatives and human rights instruments, like CEDAW, UNSCR 1325 and 1820, the principles of Beijing +25, Agenda 2030 of the SDGs.**

Very much  Not at all  Partially  I don`t know

**8. Were there any challenges/difficulties you faced in the project due to resource allocation- time, financial and human resources?**

Yes, many difficulties  Not at all  Partially  I don`t know

Please explain briefly:

**9. Did you notice any change in the way you think and behave related to women`s access to decision-making structures?**

Yes, very much  Not at all  Partially  I don`t know

**10. In case you noticed a change in your way of thinking, or behavior related to promoting women in taking up leadership roles, did you initiate any change in your organization related to gender equality?**

Please explain briefly:

**11. Do you think that community radio's broadcast about women's participation in the public sphere are changing the public attitudes regarding women leadership?**

Yes, very much  Not at all  Partially  I don't know  Only in the regions

**12. Have you noticed a changed public attitude related to women's promotion in decision-making structures, as a result of Interpeace/Voz di Paz's social media campaigns, radio programmes, dialogue sessions?**

Yes, very much  Not at all  Partially  I don't know  Only in the regions

**13. Do you think that promoting women in leadership positions has a positive effect in your organization?**

Yes, very much  Not at all  Partially  I don't know

**14. What are the major achievements/results of the project in promoting social cohesion and women empowerment in your community?**

Please explain briefly:

**15. Do you know about any achievements/results in promoting and advancing women's leadership in the past, attributable to the project, Phase I or Phase II?**

Yes  No  I don't know

**16. If yes, what type of achievement? Please explain briefly.**

**17. Have YOU experienced or do you know individuals who faced negative consequences of promoting women in accessing decision-making structures in different organizations, or taking up leadership roles at the community level?**

Yes, I experienced myself  Yes, I know about cases  No such experience  I don't know

**18. Do you know of any platforms, forums, events, meetings that offer a physical space or/and a virtual space for engagement in promoting women leadership, and it was developed by Interpeace/Voz di Paz?**

Yes  No  I don't know

**19. If you answered yes to the previous question, do you participate in those events, platforms?**

Yes  No

**20. Have you been involved in designing/developing a project in promoting women leaders in your community?**

Yes  No  Partially  Not relevant

**21. How do you think about your possibilities of being able to promote women leadership after the end of the project?**

I will continue my involvement even without Interpeace/Voz di Paz support

I will not have the sufficient resources to participate in women promotion initiatives

I will continue to promote women leadership and look for local resources available or for different other solutions

I will try to raise awareness and educate my community in order to promote more women in leadership positions.

**22. In your perspective, how political parties, SDF and civil society organizations can be better motivated to taking up women promotion initiatives?**

Please explain briefly:

**23. What would you suggest for the project to become more gender-sensitive? Tick that apply.**

The project is already gender-sensitive

To include more men from the political parties, civil society and SDF in project activities

To include more men from the local leadership, in the regions

To include more youth in project activities

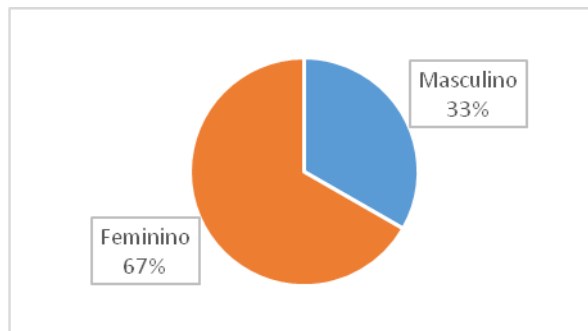
Other, please explain:

Thank you!

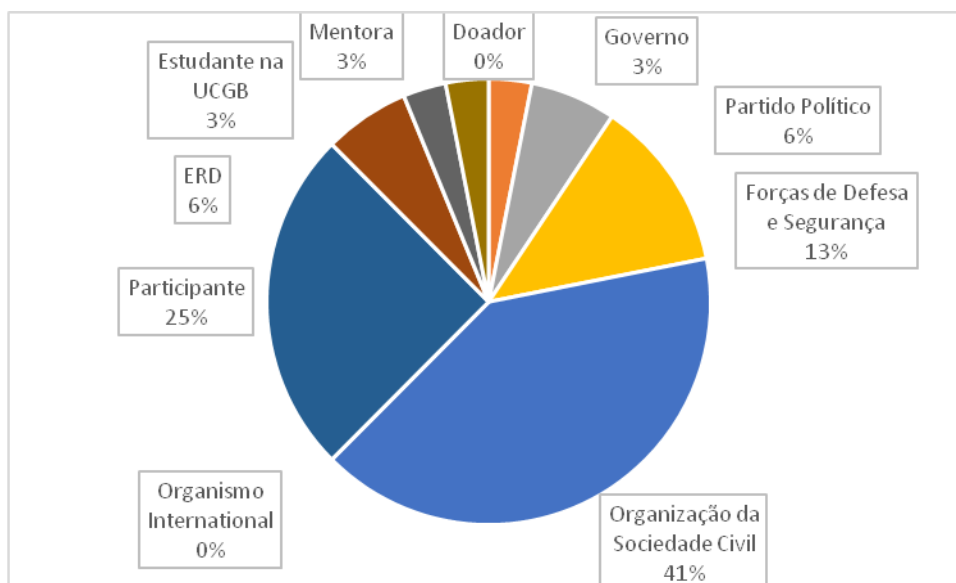
## ANNEX 7-RESULTS OF THE GENERAL SURVEY-PT

### GENERAL SURVEY

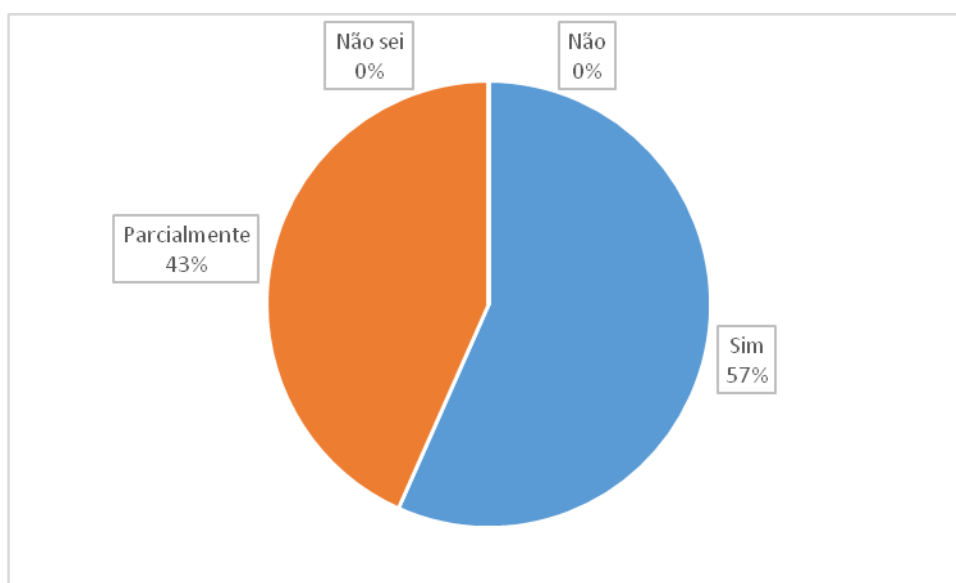
32 pessoas foram inqueridas:



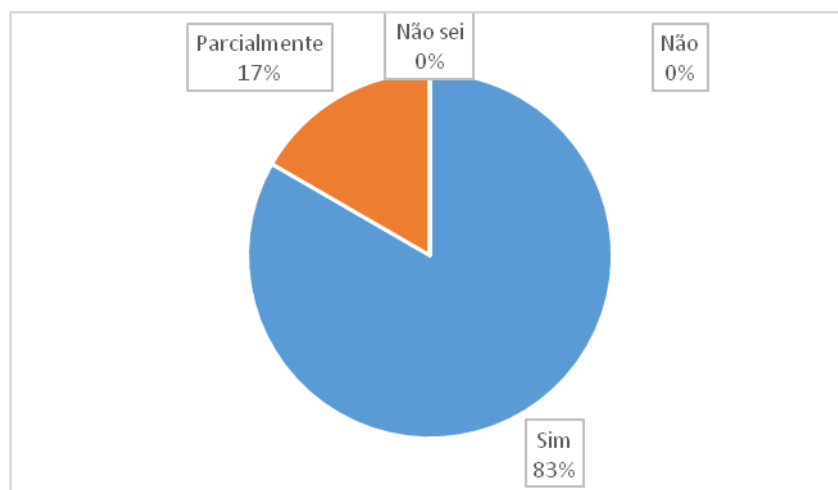
1. Qual foi o seu envolvimento com o projecto?



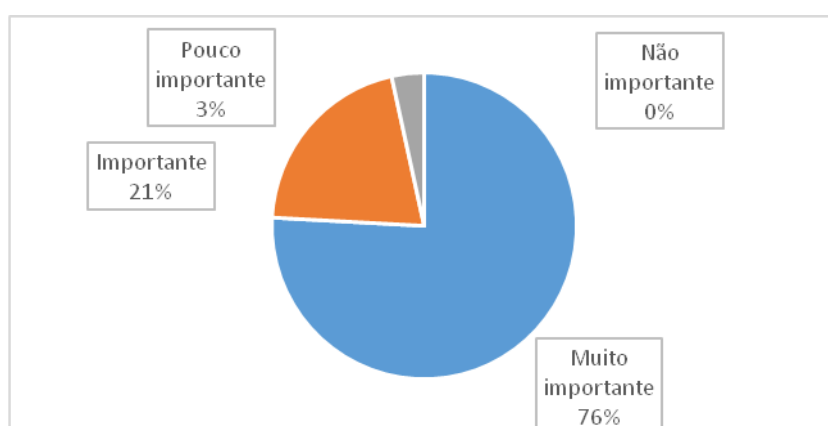
2. Na sua perspectiva e no contexto da Guiné-Bissau, as estratégias e intervenções do projecto foram adequadas para promover o acesso das mulheres às estruturas de decisão no seio dos partidos políticos, OSC e FDS?



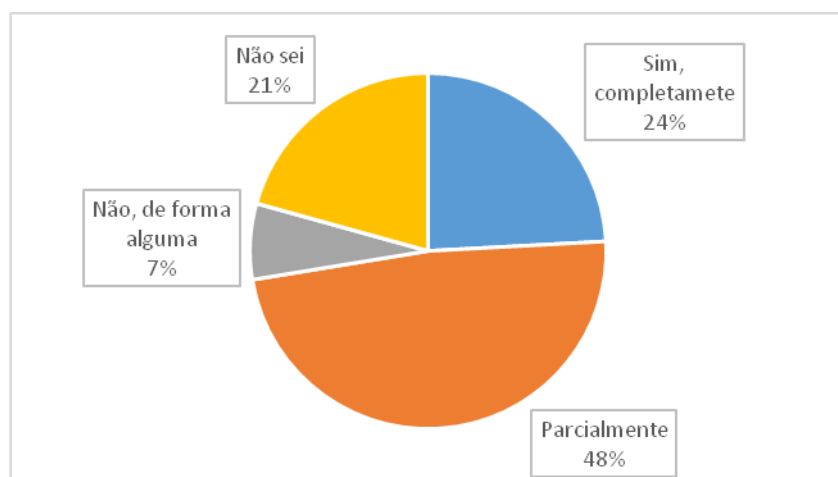
3. O projecto proporcionou-lhe uma melhor compreensão da importância da promoção das mulheres nos partidos políticos, nas OSC e nas FDS?



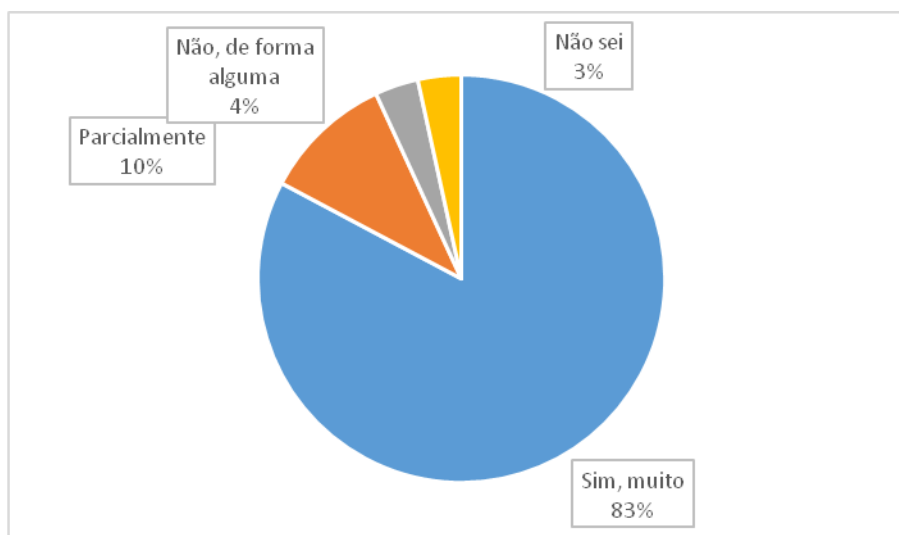
4. Qual é o grau da importância da promoção das mulheres nos partidos políticos, nas OSC e nas FDS?



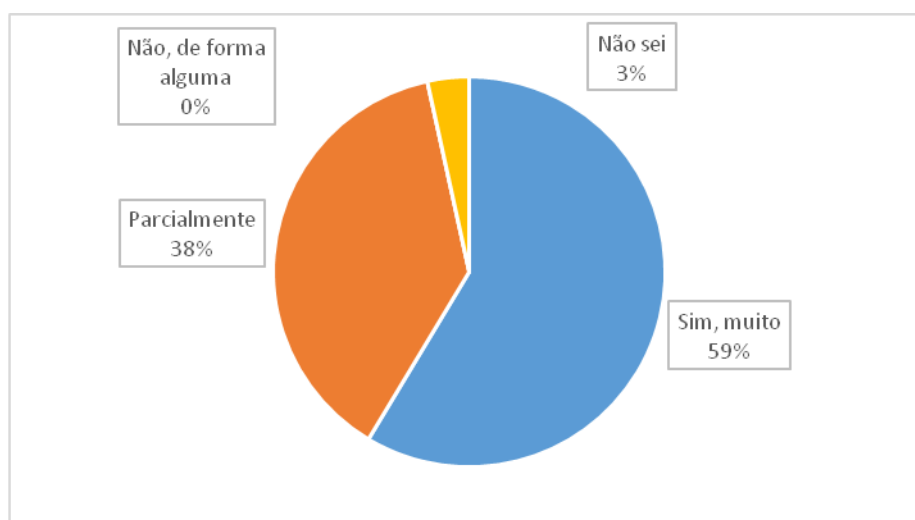
5. Na sua opinião, a visão do projecto de aliviar as tensões na esfera pública relacionadas com a promoção da liderança feminina foi apropriada pelos partidos políticos, OSC e das FDS?



6. Na sua perspectiva, promover e fazer avançar mais mulheres nas estruturas de decisão contribuirá para uma maior coesão social na Guiné-Bissau?



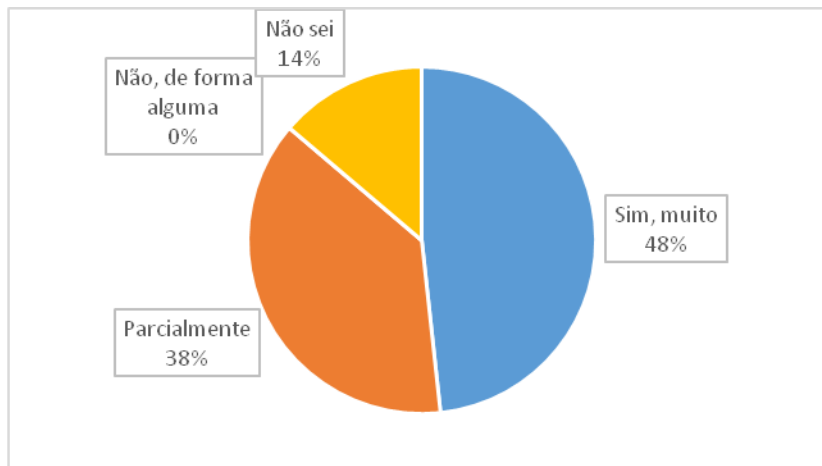
7. Até que ponto as actividades do projecto contribuíram a promover a inclusão das mulheres nas estruturas de tomada de decisão de uma forma positiva?



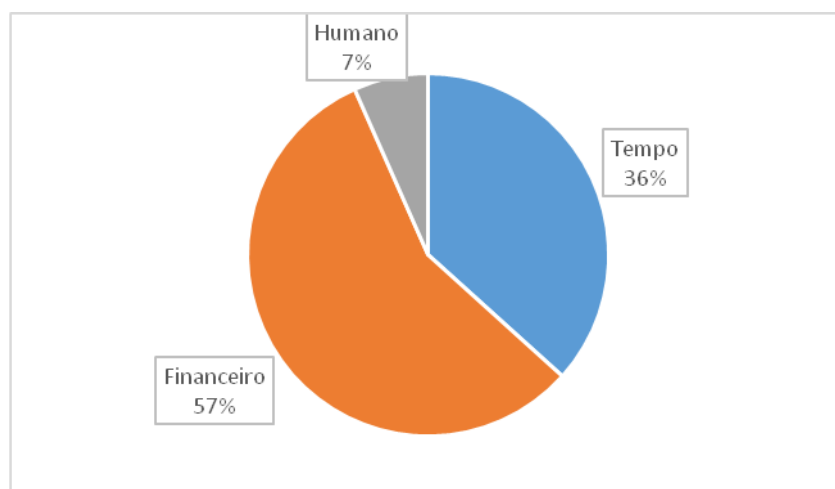
Por favor, explique resumidamente:

- Uma mulher membro do ERD de Mansoa foi escolhida como Comité da Tabanka de Amedalai.
  - Melhorou a autoestima das mulheres.
  - Empoderou as mulheres e dotou-lhes de ferramentas para conquistar lugares na esfera de decisão sem criar conflitos.
  - Conscencializou as mulheres de que o acesso a esfera de decisão é um direito que lhes assiste.
  - Ensinou as mulheres a trabalharem conjuntamente com os homens e não arrancar-lhes o seu lugar.
  - O projecto teve um impacto transformador a nível pessoal mas nível institucional as mudanças não são ainda visíveis.
  - Implementação inedita de um programa de mentoria.
8. Até que ponto o projecto contribuiu para o alinhamento com iniciativas nacionais e internacionais de promoção do género e instrumentos de direitos humanos, como a Resolução 1325.

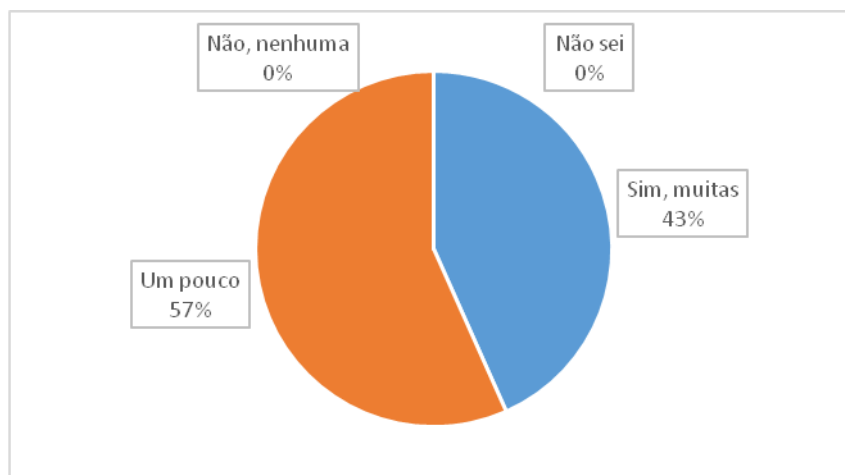




9. Com que dificuldades deparou-se na realização das actividades do projecto em termos de recursos?



10. Houve alguma mudança na forma como pensa e se comporta relativamente ao acesso das mulheres às estruturas de tomada de decisão?

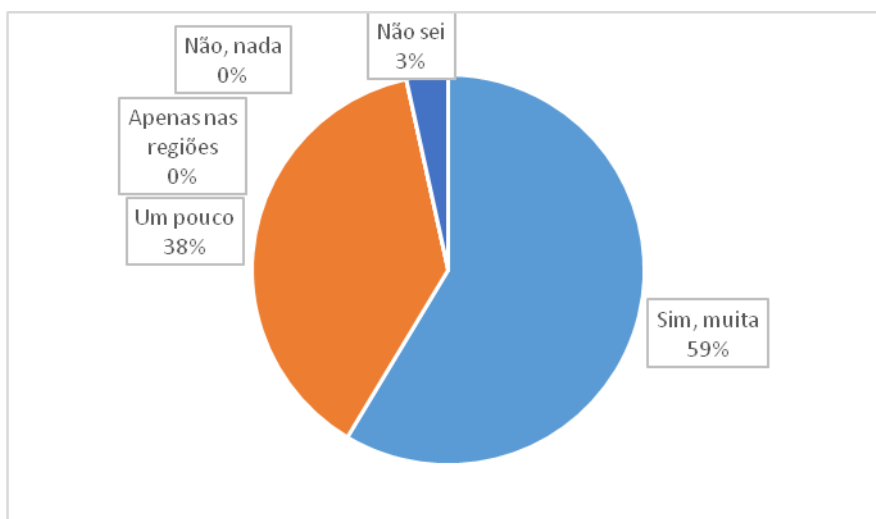


11. Por favor, explique resumidamente caso houver alguma mudança no seu modo de pensar ou comportar ou iniciou alguma mudança na sua organização relacionada com a igualdade de género.

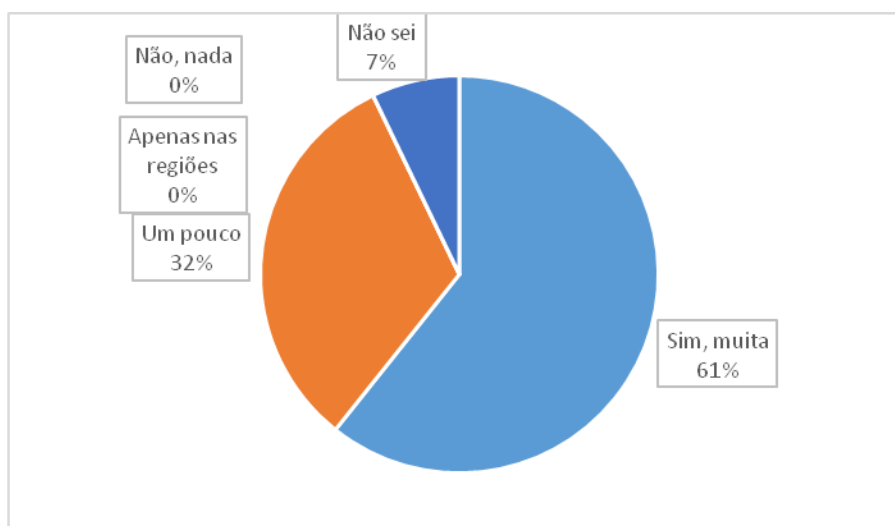
- Agora a presidência da nossa organização é ocupada por uma mulher.
- Na nossa organização já temos 3 mulheres nos lugares cimeiros.

- Na minha casa deixei toda a gestão à responsabilidade da minha esposa.
- Faço as meninas da nossa organização se sentirem importantes e poderosas.
- Agora na nossa organização sou uma mulher forte e sem complexos.
- A igualdade do genero é uma realidade na nossa organização (50/50).
- Estou a abordar a questão da igualdade de genero sem criar conflito.
- Institucionalização de uma estrutura de promoção feminina nas FA

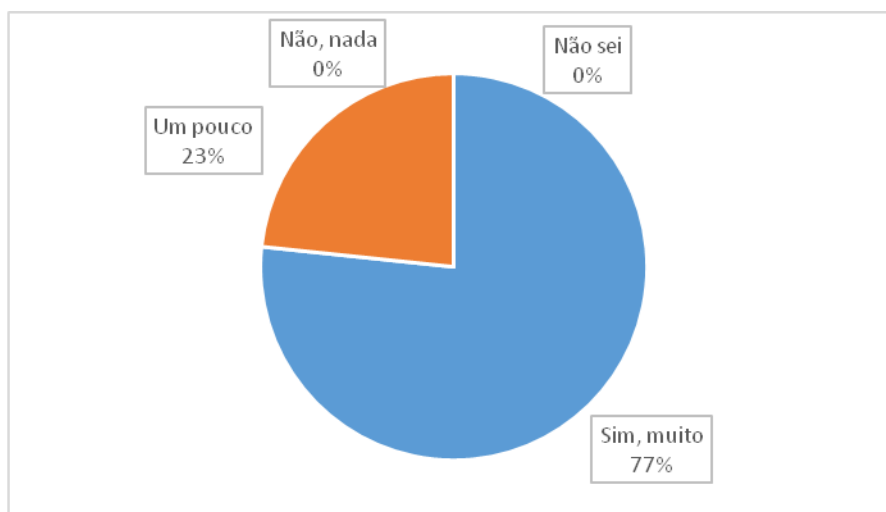
**12.** Acha que os programas das rádios sobre a participação das mulheres na esfera pública estão a mudar as atitudes públicas em relação à liderança feminina?



**13.** Percebeu alguma mudança de atitude pública relacionada com a promoção das mulheres nas estruturas de decisão fruto das campanhas da Voz di Paz-Interpeace nos meios de comunicação social, programas de rádio, sessões de diálogo?



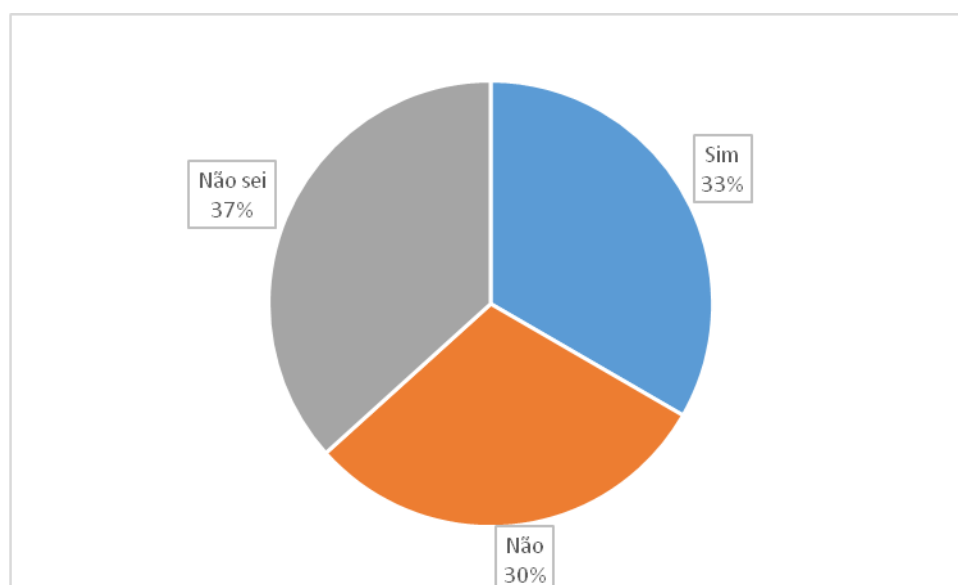
**14.** Pensa que a promoção das mulheres em posições de liderança terá um efeito positivo na sua organização?



**15.** Enumere as principais realizações do projecto na promoção da coesão social e do empoderamento das mulheres na sua instituição. Por favor, explique resumidamente.

- Divulgação da Resolução 1325.
- Apoio financeiro a pequenas ações de promoção feminina.
- Criamos um Gabinete de Género para a promoção das mulheres.
- Apoio ao dialogo politico-comunitário e para a sensibilização nas tabancas.
- Formação em sensibilidade ao conflito e comunicação não violenta.
- Ateliês de capacitação e sensibilização nos aquartelamentos militares.

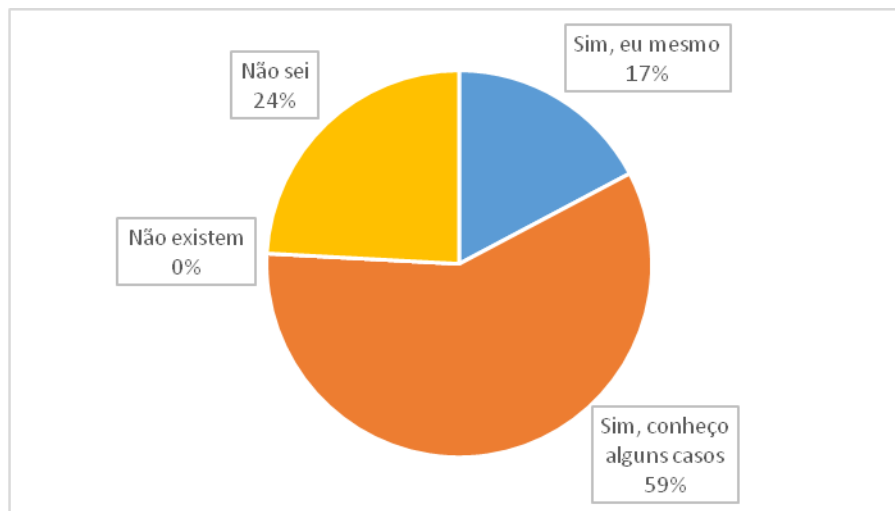
**16.** Tem conhecimento de quaisquer realizações (exemplos) na promoção e avanço da liderança feminina no passado, atribuíveis ao projecto, Fase I ou Fase II?



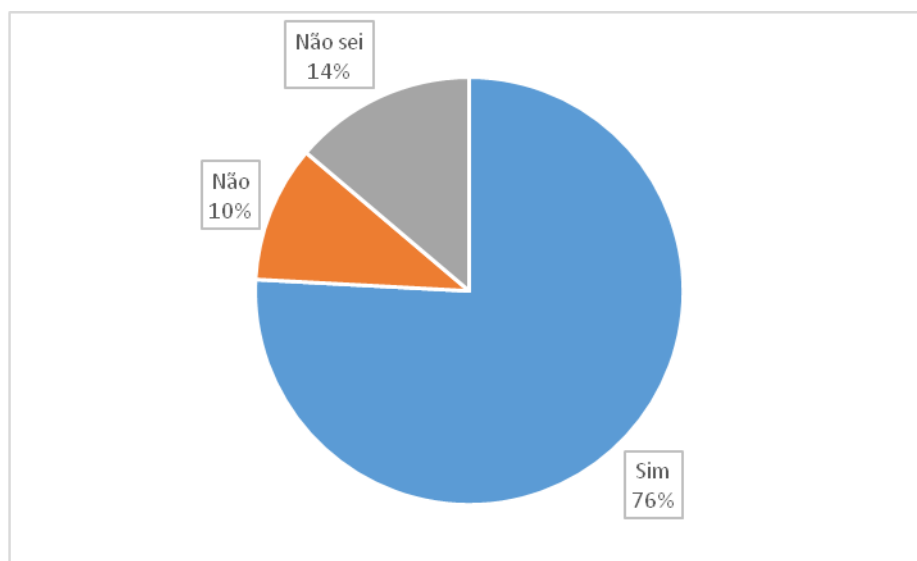
Se sim, por favor, explique resumidamente o tipo de realização.

- Uma mulher na ilha de Canhabaque é hoje Comité da Tabanca.
- Uma mulher na ilha de Canogo é hoje Administradora de bomba de água.
- Implementação pela primeira vez na Guiné-Bissau de um programa de mentoria feminina.
- Uma mulher membro do ERD de Mansoa foi escolhida como Comité da Tabanka de Amedalai.

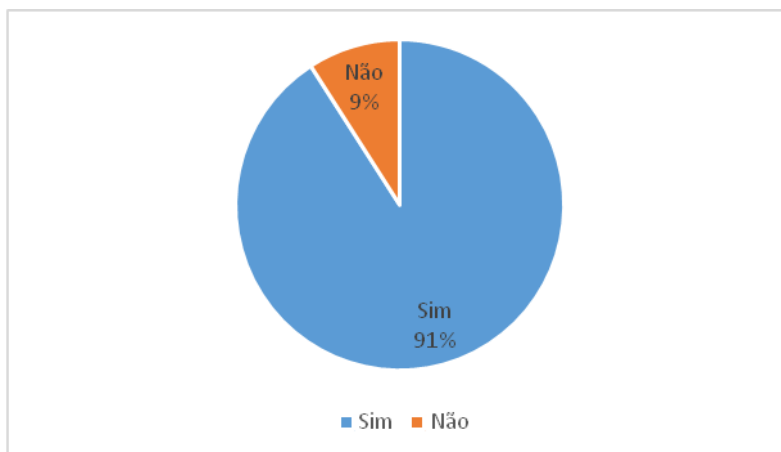
**17.** Conhece pessoas que enfrentaram consequências negativas da promoção das mulheres no acesso às estruturas de tomada de decisão ou na assunção de papéis de liderança?



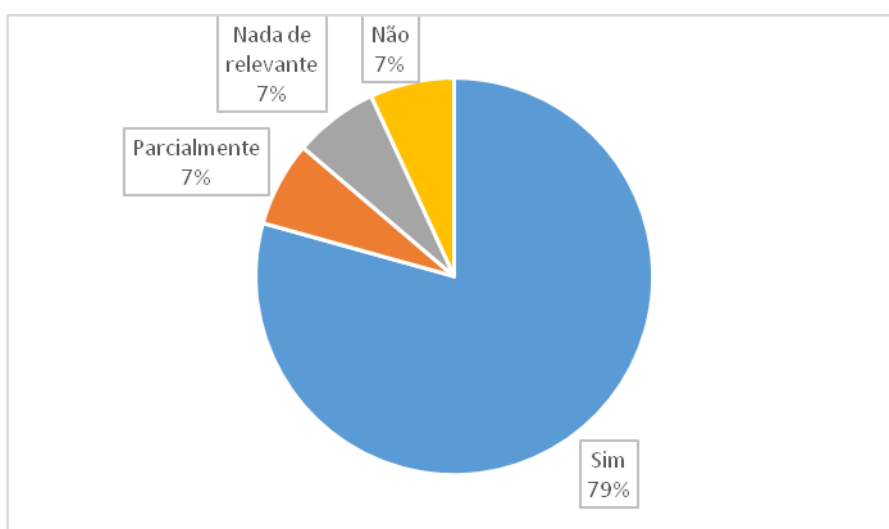
**18.** Conhece algumas plataformas, fóruns, eventos, reuniões que oferecem um espaço físico ou virtual para o envolvimento na promoção da liderança feminina e que tenha sido desenvolvido pela Voz di Paz-Interpeace?



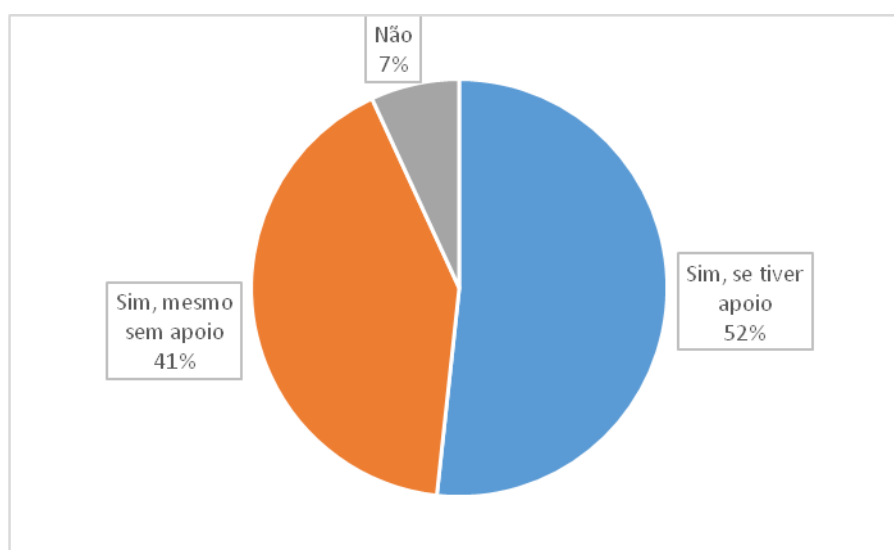
**19.** Se sim, participa nesses eventos, plataformas?



**20.** Você tem estado envolvido na concepção de um projecto de promoção de mulheres líderes na sua instituição?



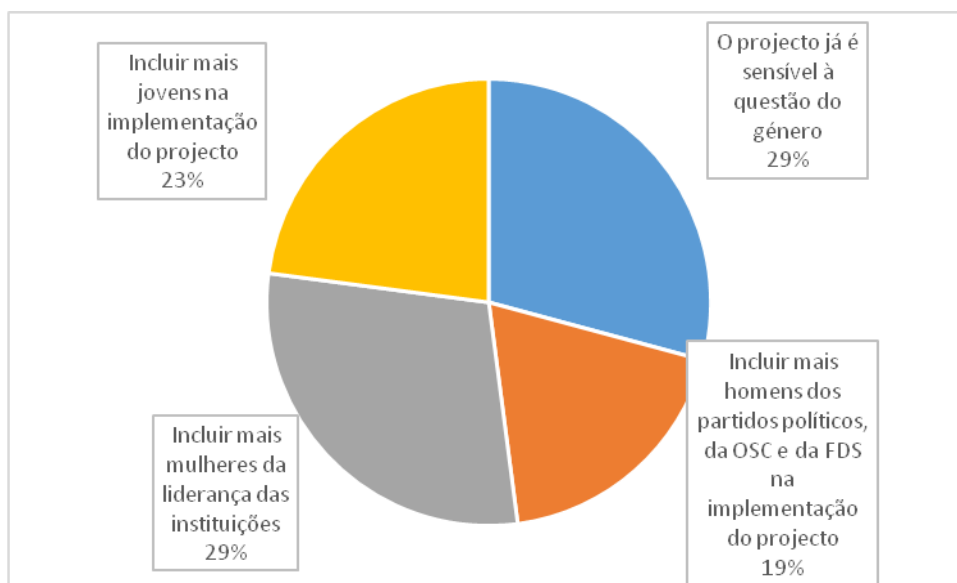
**21.** Continuará a promover a liderança feminina mesmo depois do fim do projecto?



**22.** Na sua perspectiva, como é que se poderia engajar mais os partidos políticos, as OSC e as FDS nas iniciativas de promoção das mulheres? Por favor, explique resumidamente.

- Sensibilizar as lideranças destas organizações sobre a importância da liderança feminina.
- Convidar as lideranças destas organizações para participarem nos encontros e jornadas de reflexão sobre esta temática.
- Envolver estas organizações e suas lideranças nas iniciativas de promoção feminina.
- Promover encontros, formações e sensibilização no seio destas organizações.
- Promover mais acções de sensibilização nas comunidades e nas escolas públicas.
- Lançar mão de animação cultural e teatral nas acções de sensibilização.
- Lobby e advocacia
- Empoderar as mulheres para participarem nas actividades político-partidárias.
- Conscenciarizar os homens para confiarem nas suas esposas e financiarem as suas AGR.
- Apoiar as mulheres nos seus projetos.

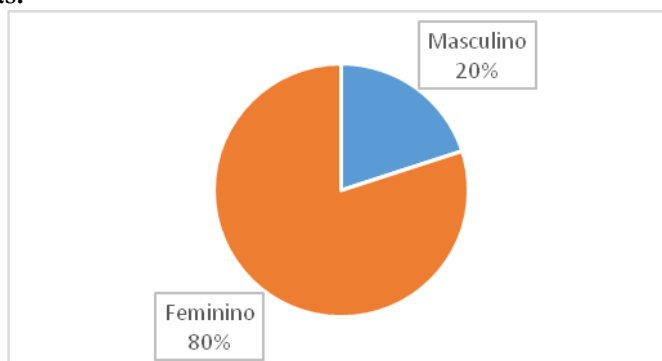
**23. O que sugere para que o projecto se torne mais sensível às questões de género?**



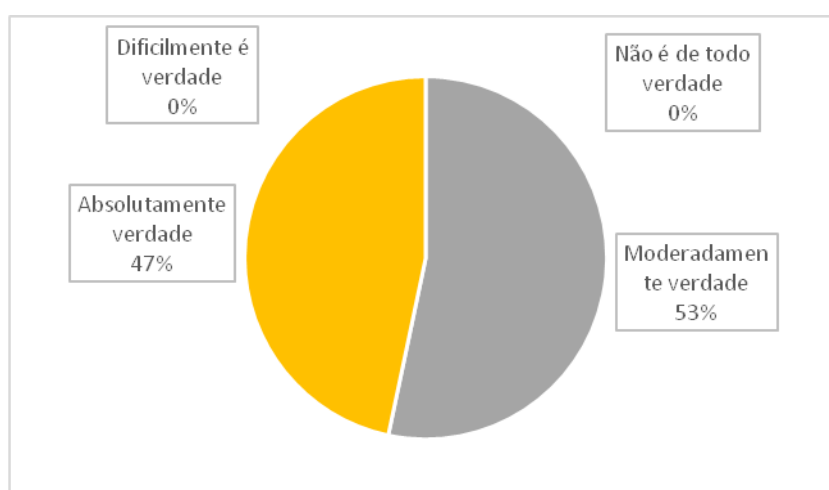
## ANNEX 8- SELF-EFFICACY SURVEY RESULTS-PT

### SELF EFFECTIVENESS SURVEY

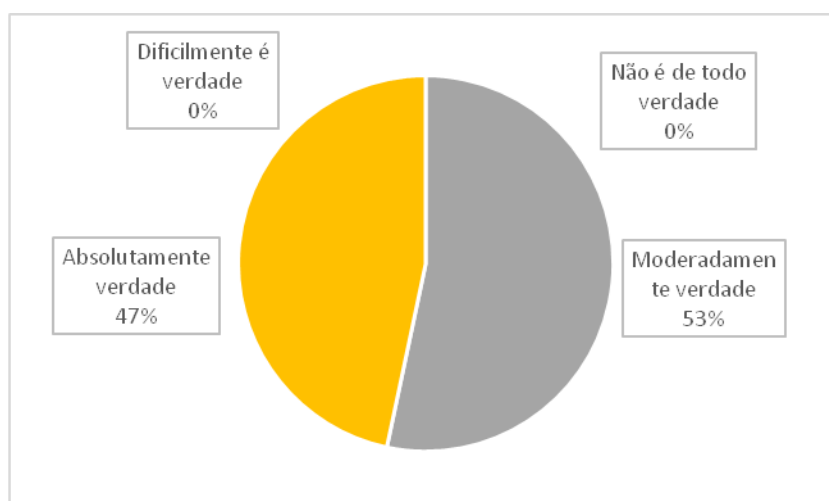
15 pessoas foram inqueridas:



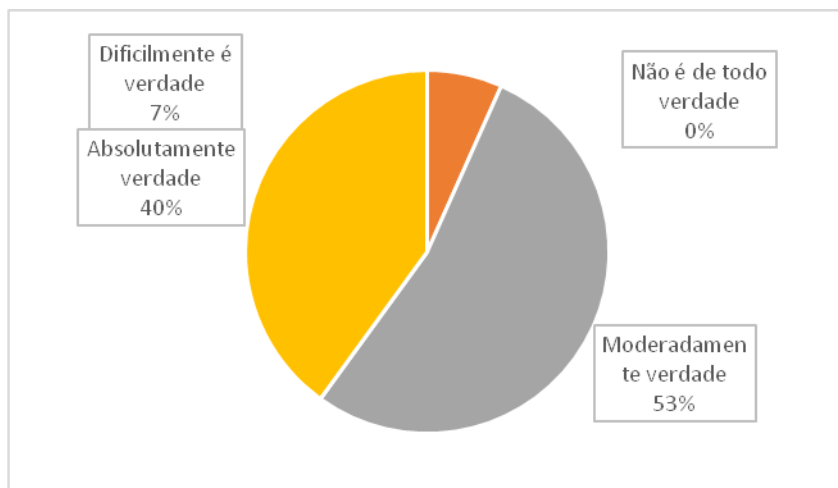
1. Consigo sempre resolver os problemas difíceis, se tentar o bastante.



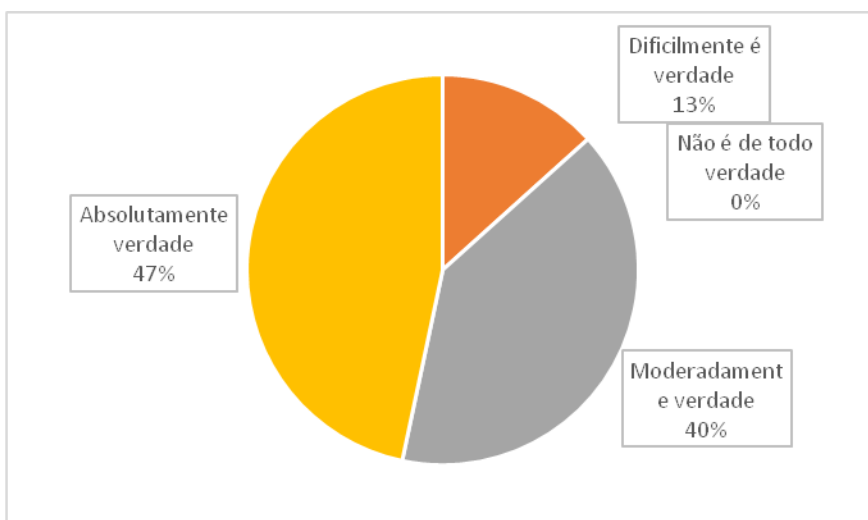
2. Se alguém se opuser, eu posso encontrar os meios e as formas de alcançar o que eu quero.



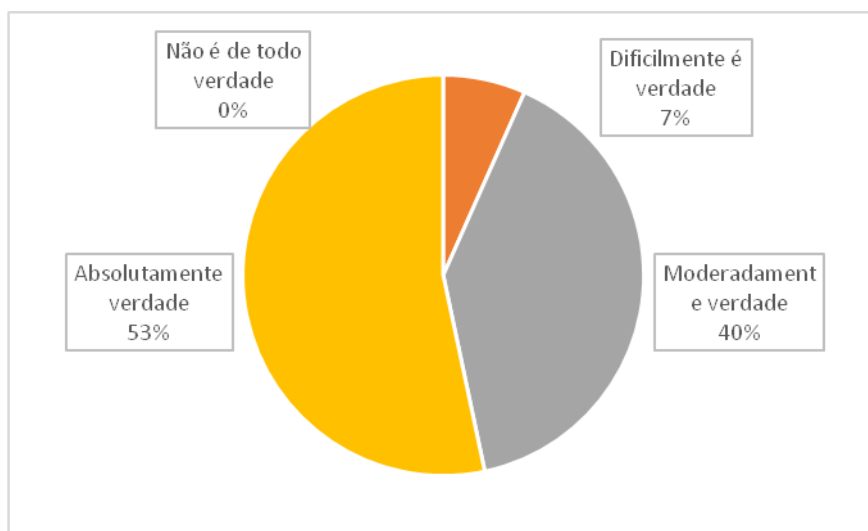
3. É fácil para mim agarrar-me às minhas intenções e atingir os meus objectivos.



4. Eu estou confiante que poderia lidar, eficientemente, com acontecimentos inesperados.

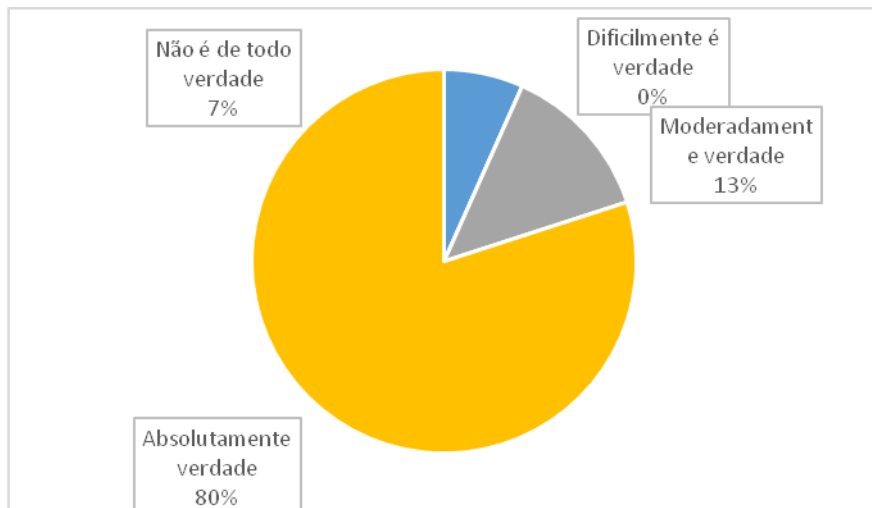


5. Graças ao meu desembaraço, eu sei como lidar com situações imprevistas.

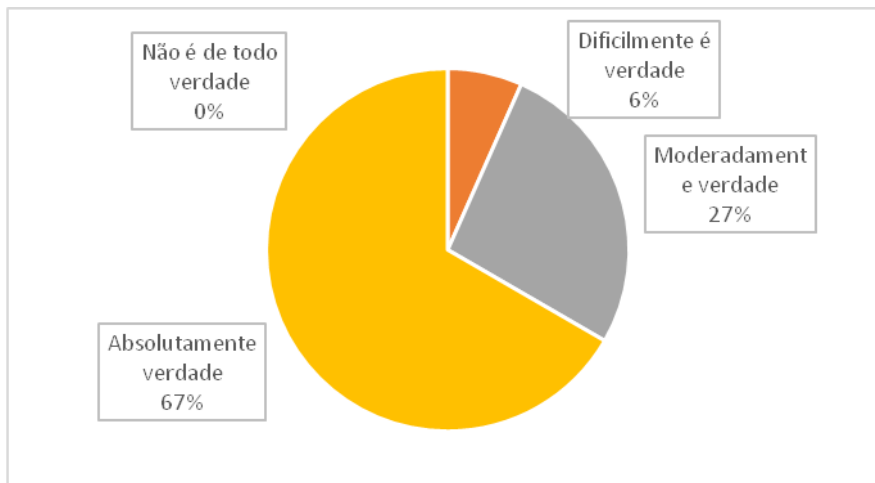


6. Eu posso resolver a maioria de problemas se eu investir o esforço necessário.

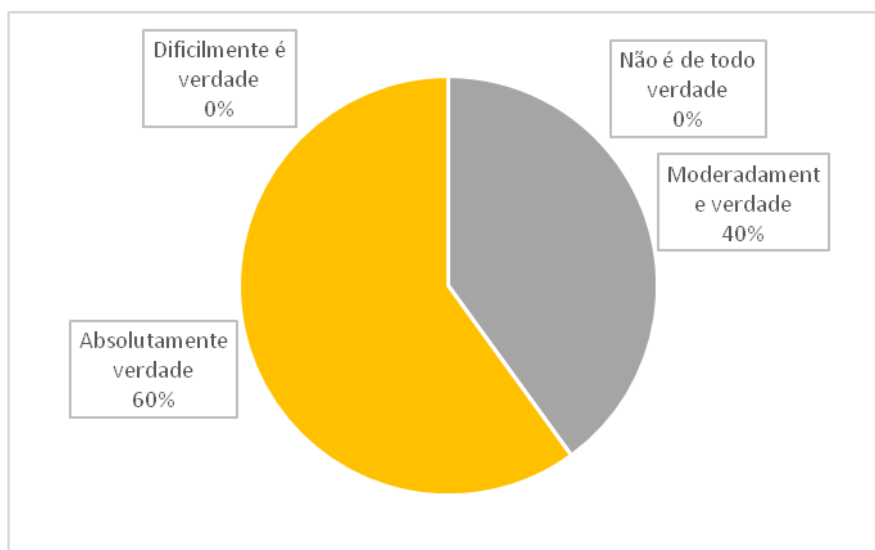




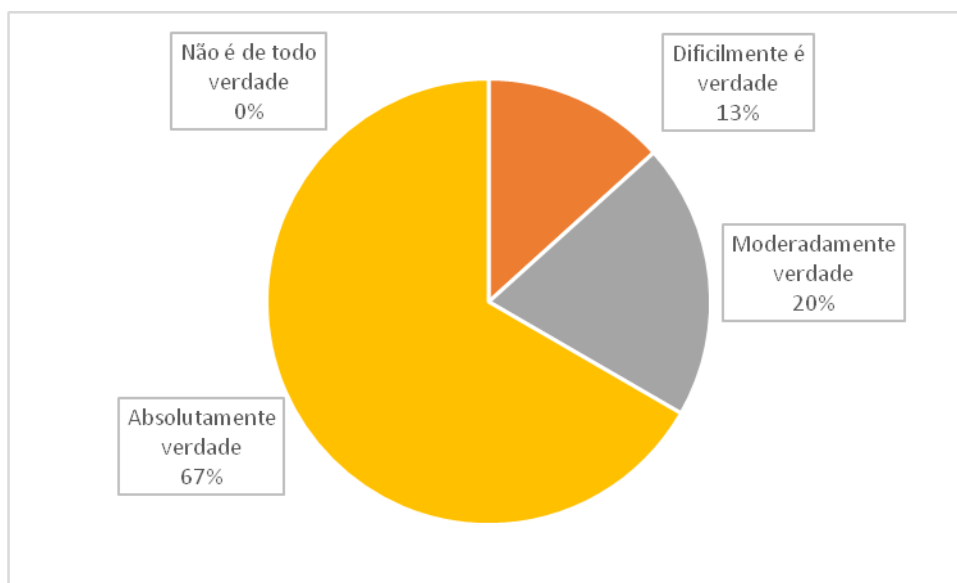
7. Eu posso manter-me calmo ao enfrentar dificuldades porque eu posso confiar nas minhas capacidades para enfrentar as situações.



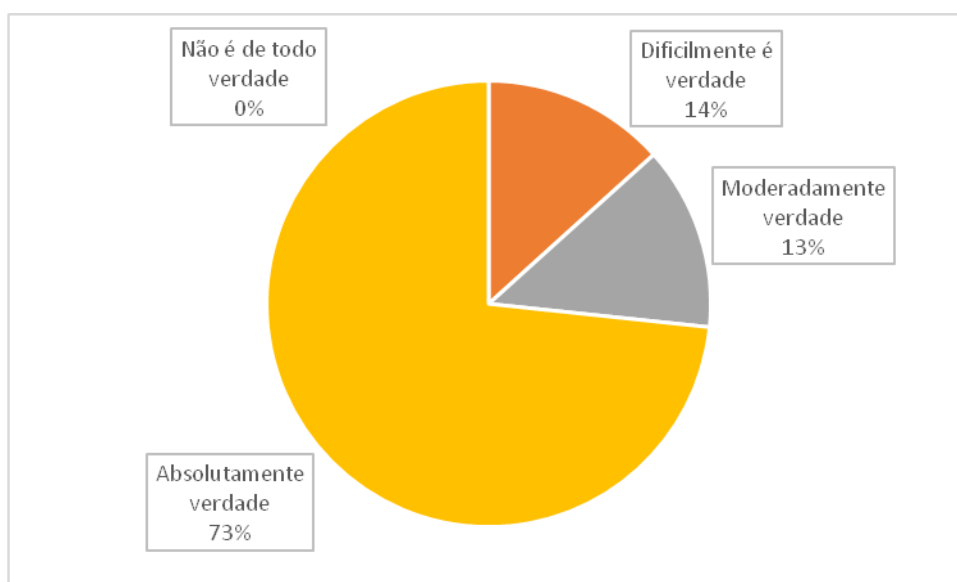
8. Quando eu sou confrontado com um problema, geralmente eu consigo encontrar diversas soluções.



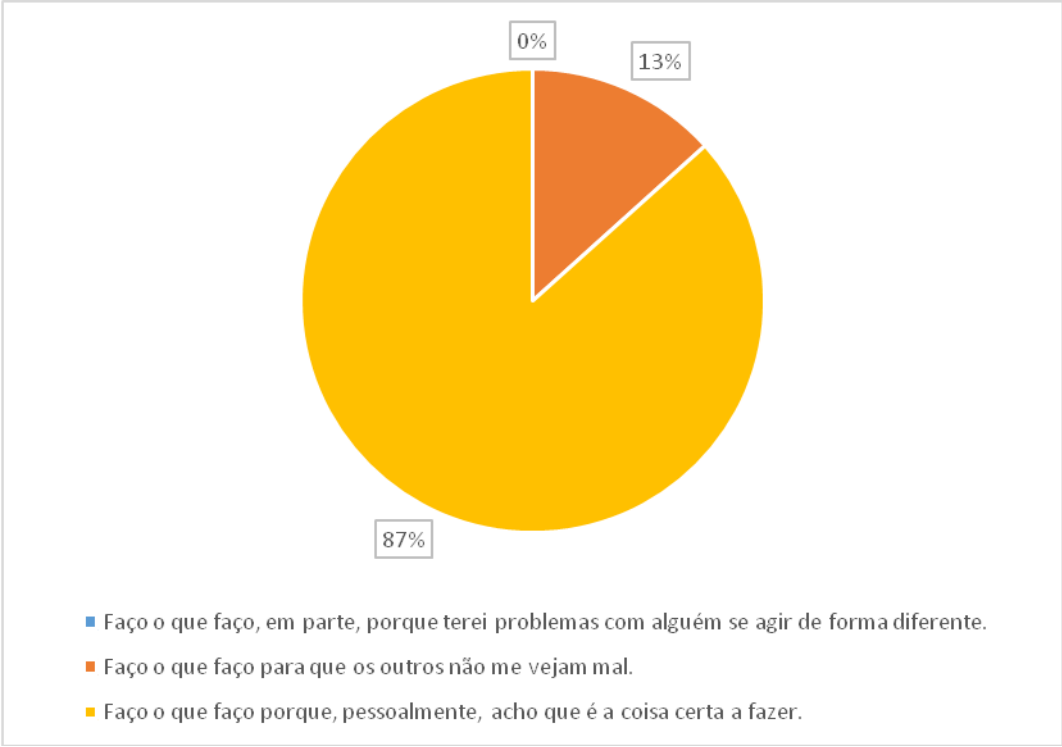
9. Se eu estiver com problemas, geralmente consigo pensar em algo para fazer.



**10.** Quando tenho um problema pela frente, geralmente ocorrem-me várias formas para resolvê-lo.

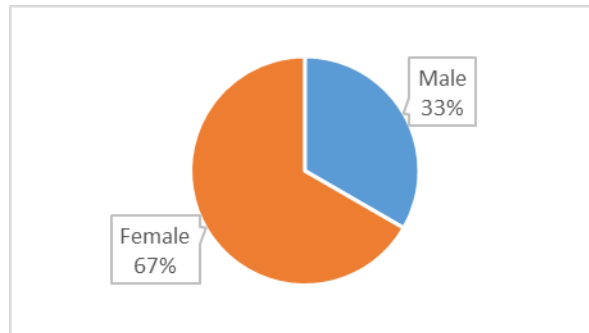


**11.** Por favor escolhe a afirmação correcta em relação as tuas acções na promoção de mulheres nas estruturas de tomada de decisão.

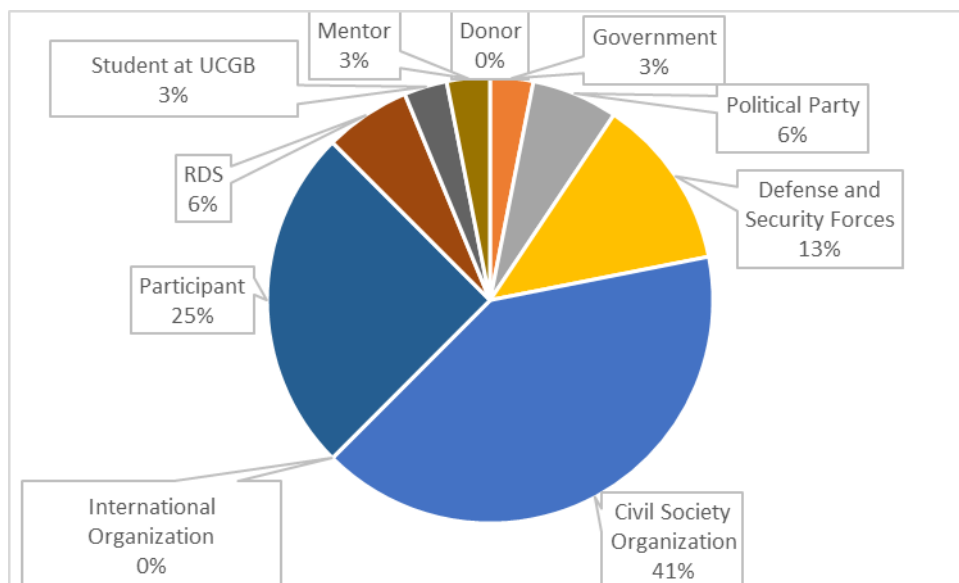


## Annex 9-GENERAL SURVEY RESULTS-EN

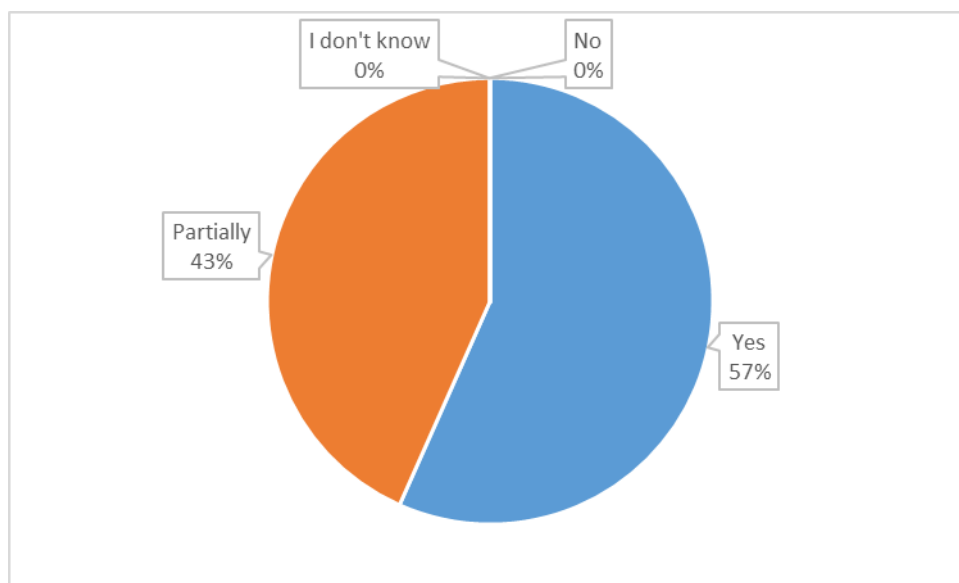
32 respondents:



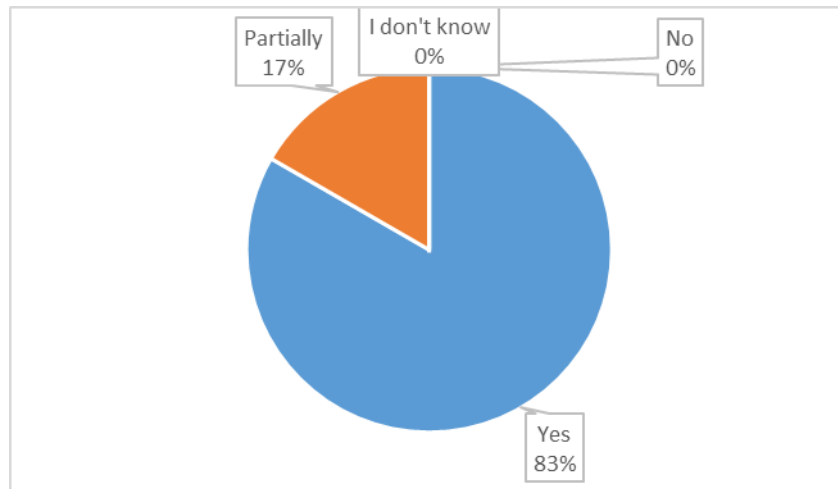
24. What was your involvement with this project?



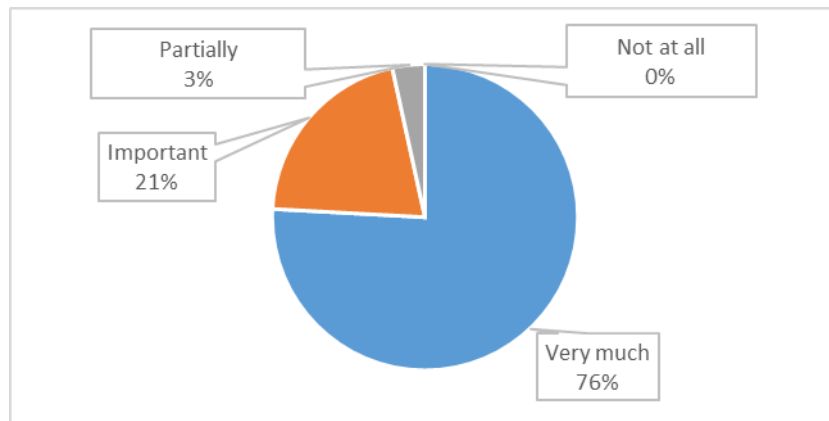
25. From your perspective and in the context of Guinea-Bissau, were the project's strategies and interventions adequate to promote women's access to decision-making structures within political parties, CSOs and DSF?



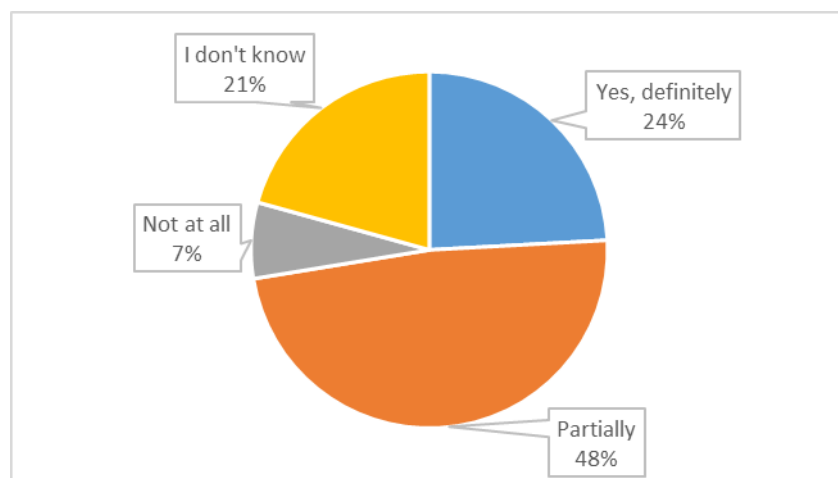
26. Has the project given you a better understanding of the importance of promoting women in political parties, CSOs and DSF?



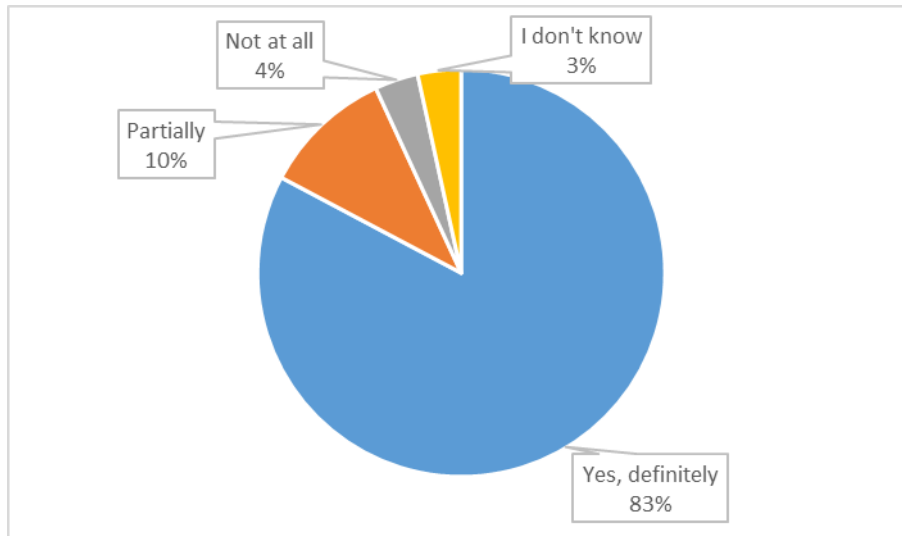
27. How important is the promotion of women in political parties, CSOs and FDS??



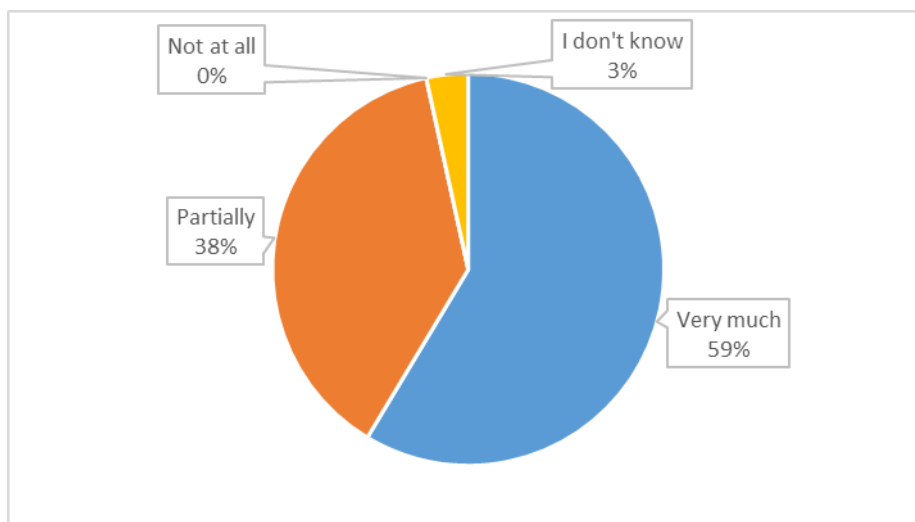
28. In your opinion, there was ownership, by the political parties, CSOs and the DSF, of the project's vision to alleviate tensions in the public sphere related to the promotion of women's leadership?



29. In your view, will promoting and advancing more women in decision-making structures contribute to greater social cohesion in Guinea-Bissau?



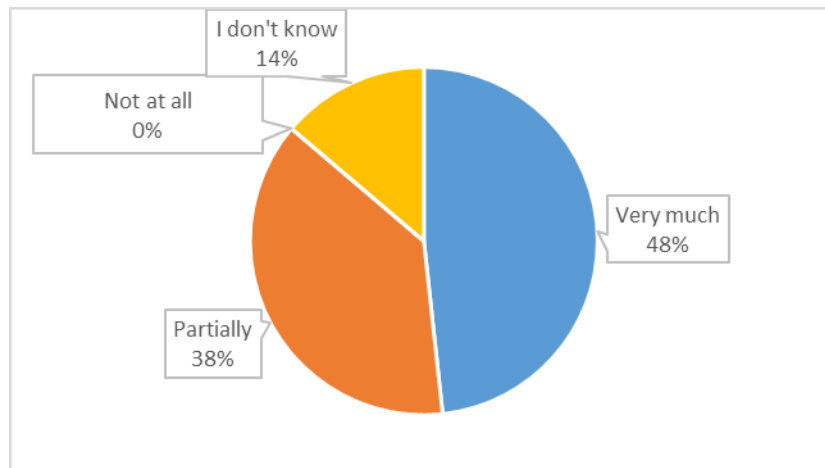
30. To what extent have the project activities contributed, in a positive way, to promote the inclusion of women in decision-making structures?



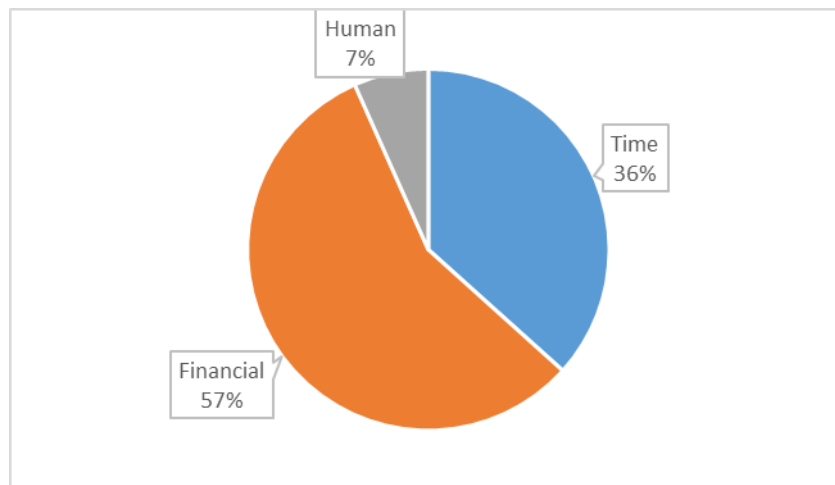
Please explain briefly:

- A woman, member of the RDS Mansoa, was chosen as the Commissioner of Amedalai village.
- It has improved women's self-esteem.
- It has empowered women and given them tools to conquer places in the decision-making sphere without creating conflicts.
- It has made it clear to women that access to the sphere of decision is their right.
- It has taught the women to work together with the men and not to replace them.
- The project has had a transforming impact at the personal level but at the institutional level the changes are not yet visible.
- Implementation of a mentoring program for the very first time.

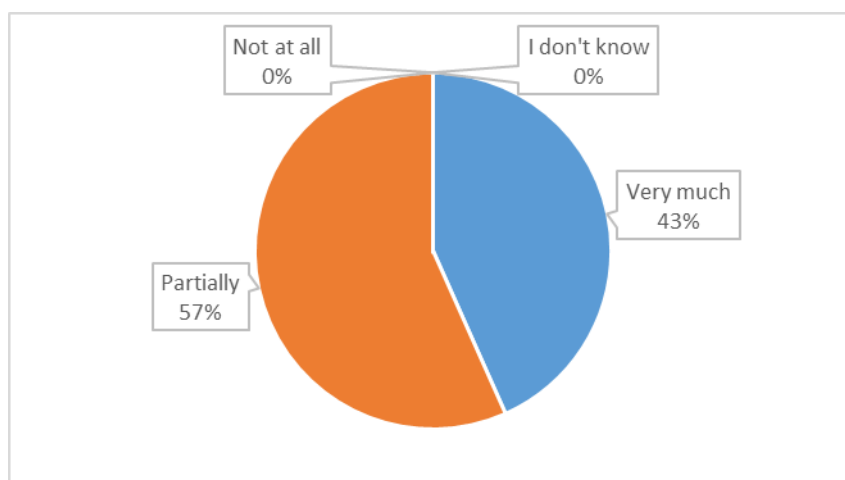
**31.** To what extent has the project contributed to the alignment of national initiatives to the international gender-promotion and human rights instruments such as UNSCR 1325?



**32.** What difficulties, in terms of resources, did you encounter in carrying out the project activities?



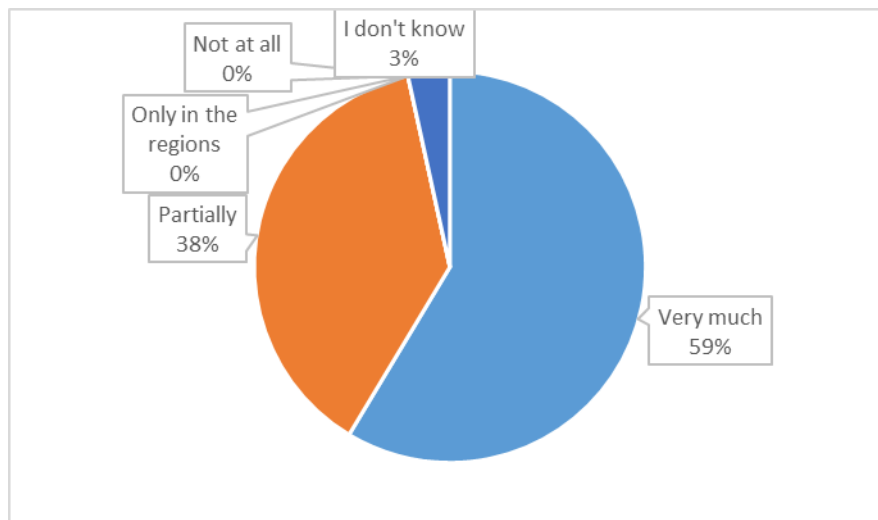
**33.** Has there been any change in the way you think and behave regarding women's access to decision-making structures?



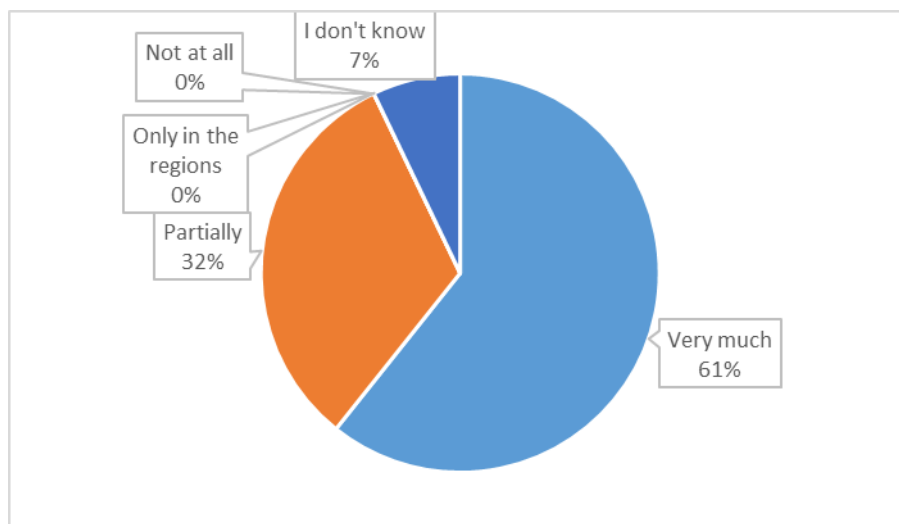
**34.** Please briefly explain if there has been any change in your way of thinking or behaving or if you have initiated any change in your organization related to gender equality.

- Now the presidency of our organization is occupied by a woman.
- In our organization we now have 3 women in the top positions.
- In my home I left all the management to my wife.
- I make the girls of our organization feel important and powerful.
- Now in our organization I am a strong woman and free of inferiority complexes.
- Gender equality is a reality in our organization (50/50).
- Now, I address the issue of gender equality without creating conflict.
- Institutionalization of a structure for women's promotion within the Armed Forces

**35.** Do you think the radio programs on women's participation in the public sphere are changing public attitudes towards women's leadership?

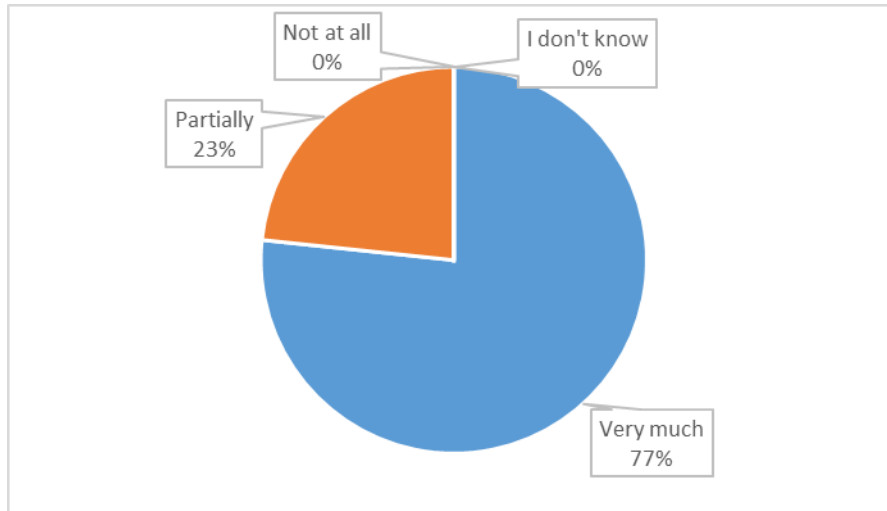


**36.** Have you noticed any change in public attitude related to the promotion of women in decision making structures as a result of Voz di Paz / Interpeace campaigns in social media, radio programs, dialogue sessions?





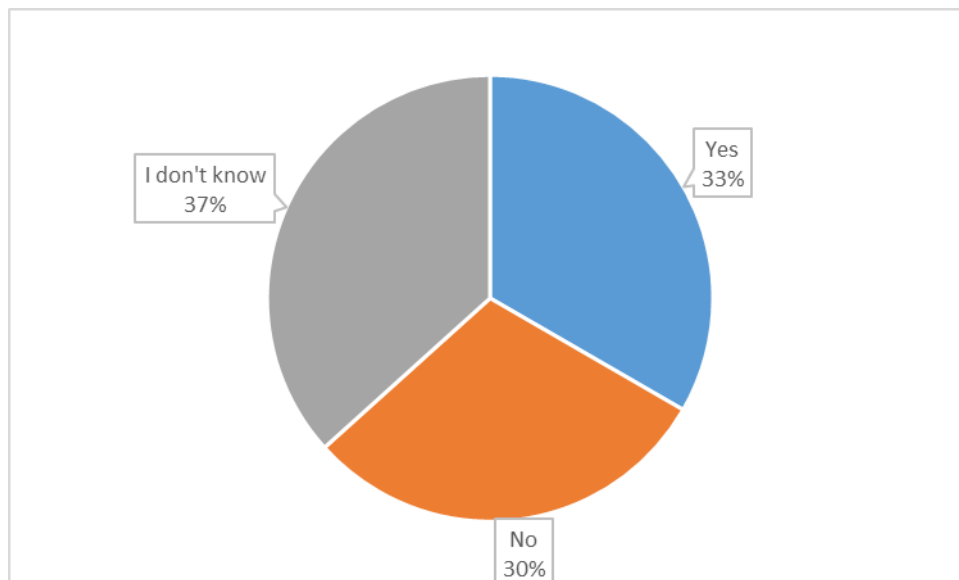
37. Do you think that the promotion of women in leadership positions will have a positive effect on your organization?



38. List the main achievements of the project in promoting social cohesion and women's empowerment in your institution. Please explain briefly.

- Popularization of Resolution 1325.
- Financial support for small actions for women's promotion.
- We have created a Gender Office for the promotion of women.
- Support for political and community dialogue and for awareness raising in the villages.
- Training in conflict sensitivity and non-violent communication.
- Training and awareness workshops in military camps.

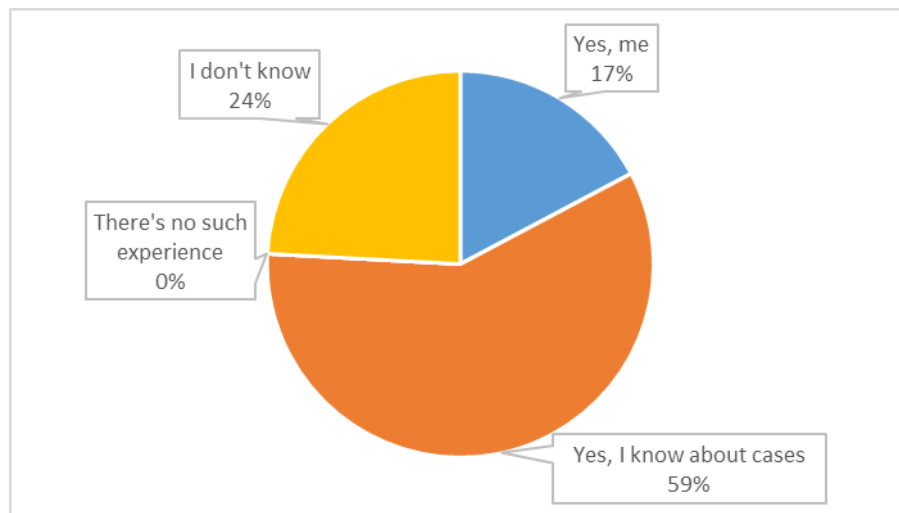
39. Are you aware of any achievements (examples) in the promotion and advancement of women's leadership in the past attributable to the project, Phase I or Phase II?



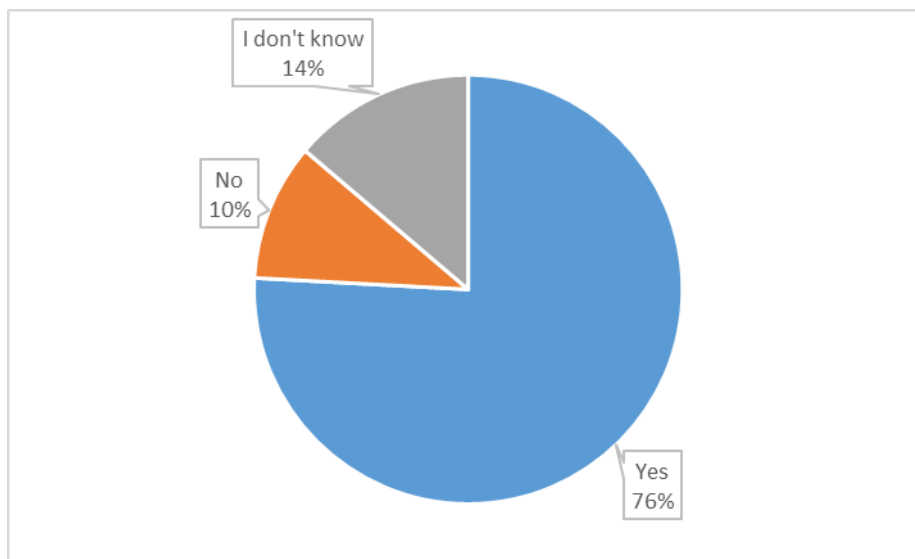
If yes, please explain briefly the type of achievement.

- A woman on the island of Canhabaque is today the Commissioner of a village.
- A woman on the island of Canogo is now the administrator of a drinking water source.
- Implementation for the first time, in Guinea-Bissau, of a women's mentoring program.
- A woman, member of the RDS Mansoa, was chosen as the Commissioner of Amedalai village.

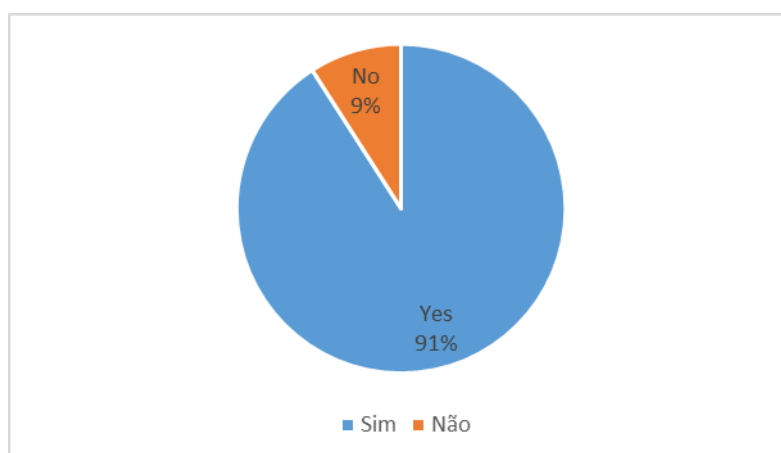
40. Do you know people who have faced negative consequences of promoting women to decision making structures or in taking up leadership roles?



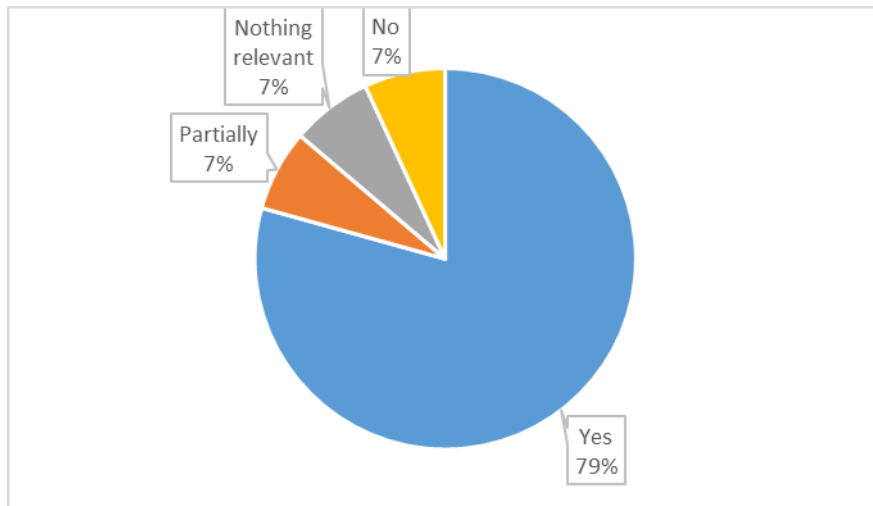
41. Do you know of any platforms, forums, events, meetings that offer a physical space and/or a virtual space for engagement in promoting women leadership, and it was developed by Voz di Paz / Interpeace?



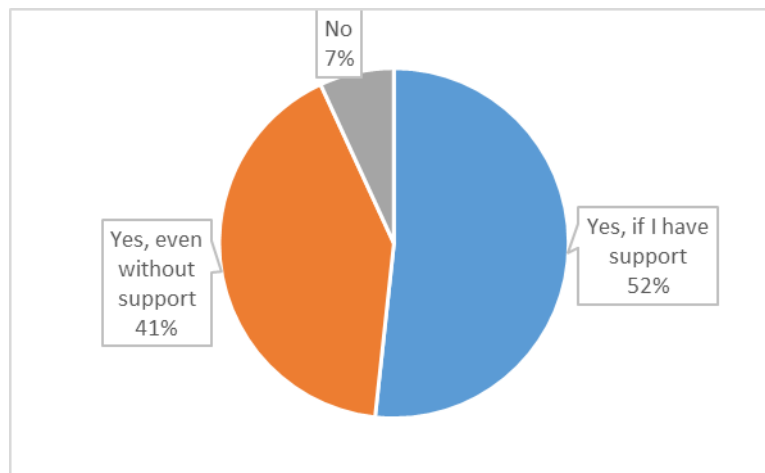
42. If you answered yes to the previous question, do you participate in these events, platforms?



43. Have you been involved in developing a project in promoting women leaders in your institution?



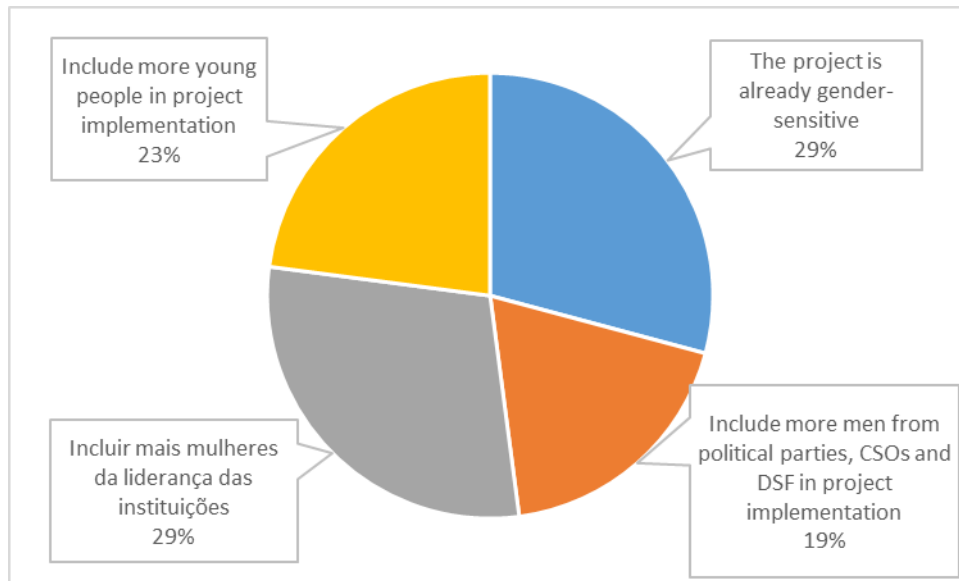
44. Would you continue to promote female leadership even after the end of the project?



45. In your perspective, how could political parties, CSOs and DSF be more involved in initiatives to promote women? Please explain briefly?

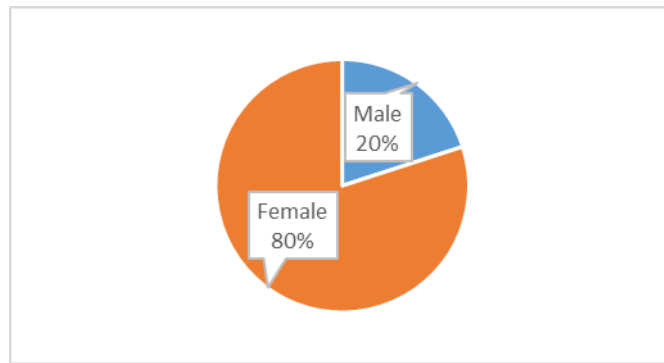
- Sensitize the leaders of these organizations about the importance of women leadership.
- Invite the leaders of these organizations to participate in the meetings and reflection journeys on this topic.
- Involve these organizations and their leaders in women's promotion initiatives.
- Promote meetings, training and raise awareness within these organizations.
- Promote more awareness campaigns in communities and public schools.
- Make use of cultural and theatrical animation in awareness campaigns.
- Lobby and advocacy
- Empower women to participate in party political activities.
- Sensitize men to trust their wives and fund their Income Generating Activities.
- Support women in their projects.

46. What would you suggest to make the project more gender sensitive?

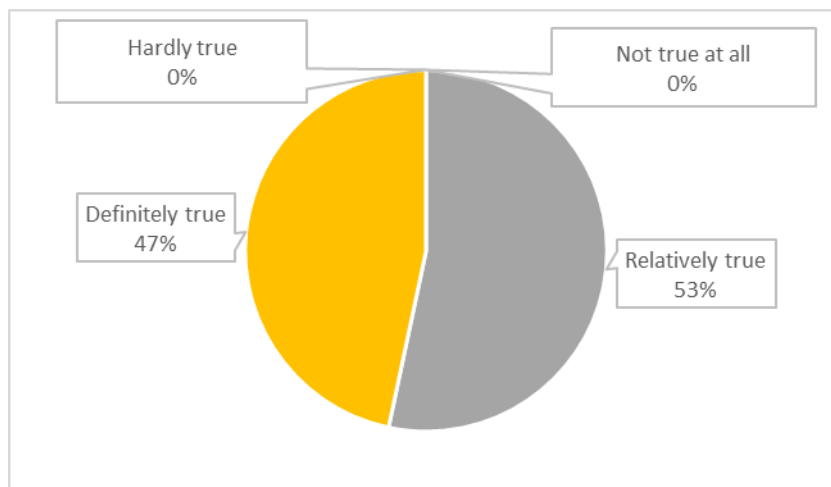


# Annex 10-SELF-EFFICACY SURVEY RESULT-EN

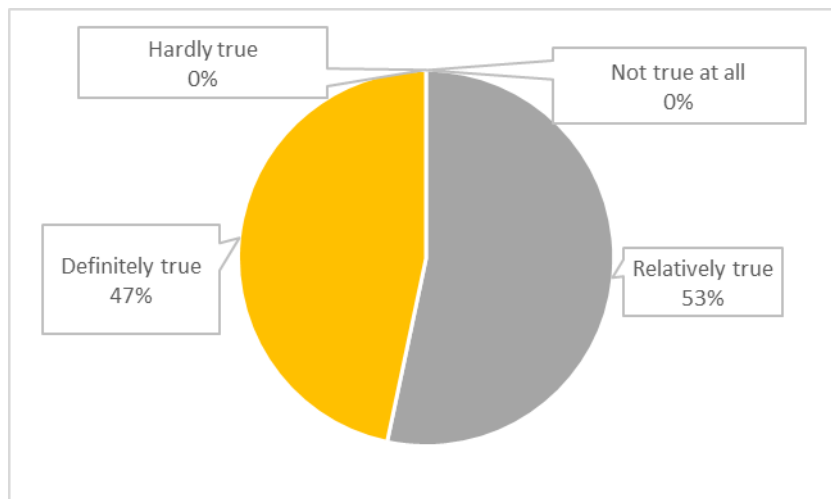
15 respondents:



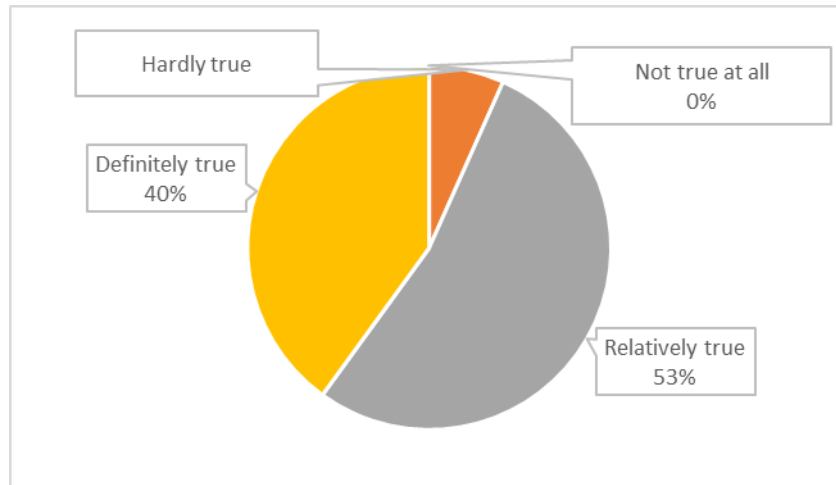
1. I can always solve difficult problems if I try hard enough.



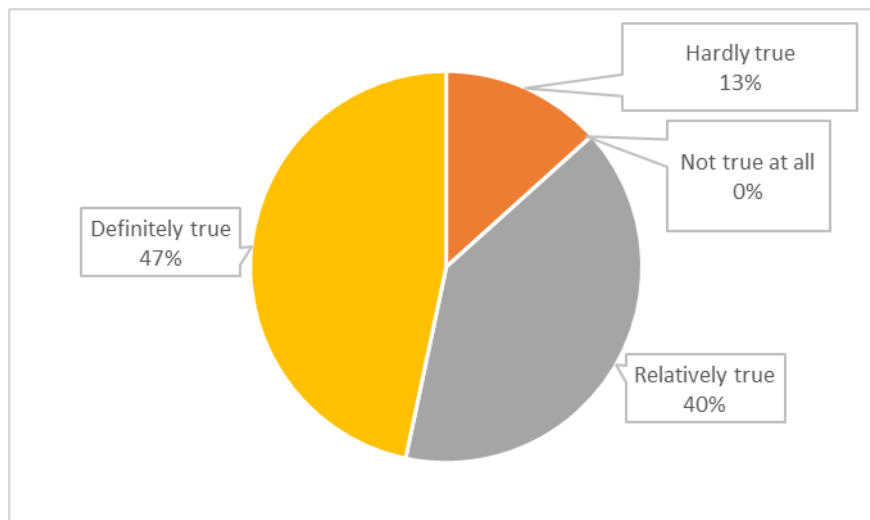
2. If anyone objects, I can find the means and ways to achieve my goal.



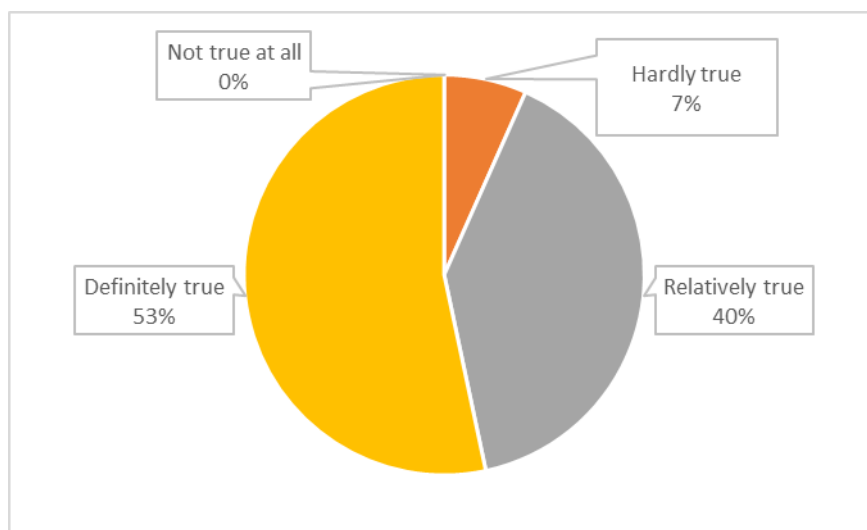
3. It's easy for me to hold on to my intentions and achieve my goals.



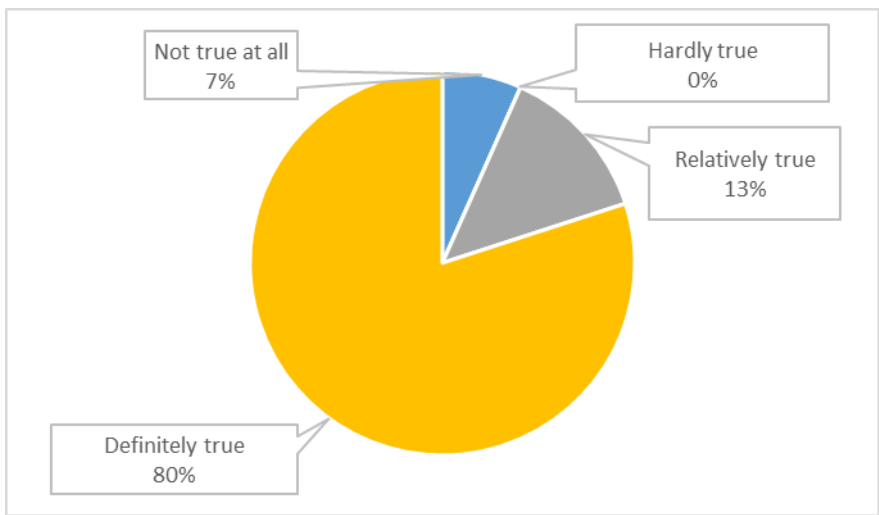
4. I am confident that I could handle, efficiently, unexpected events.



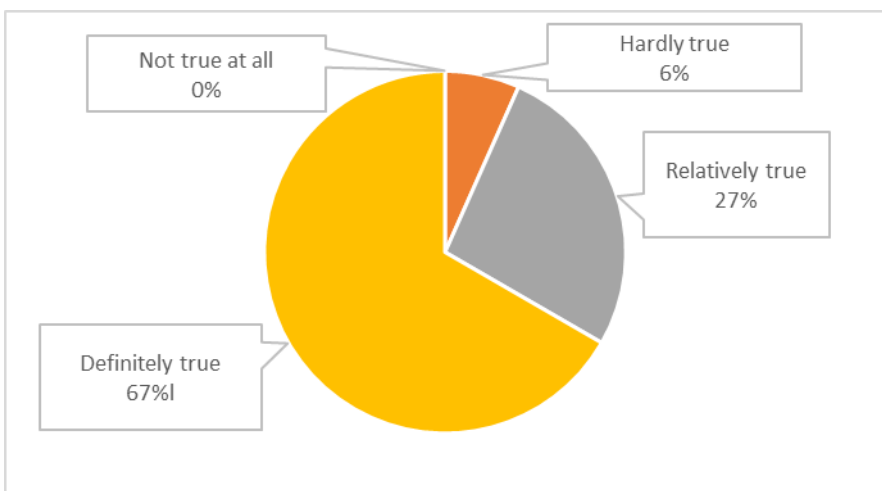
5. Thanks to my resourcefulness, I know how to deal with unforeseen situations.



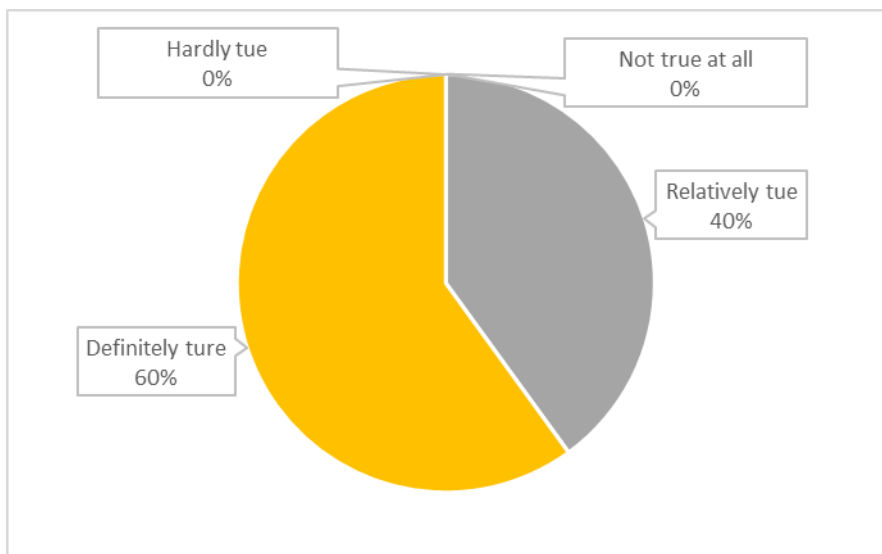
6. I can solve most problems if I invest the necessary effort.



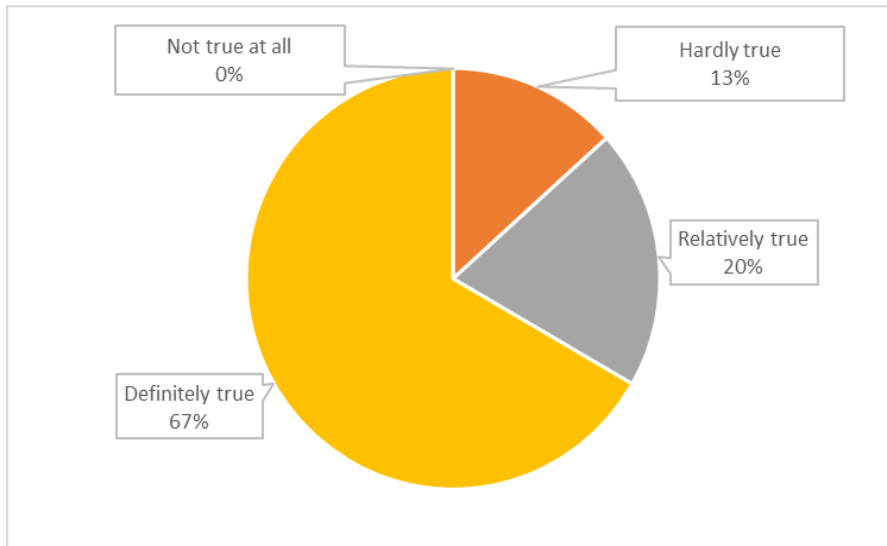
7. I can stay calm when facing difficulties because I can rely on my abilities to face situations.



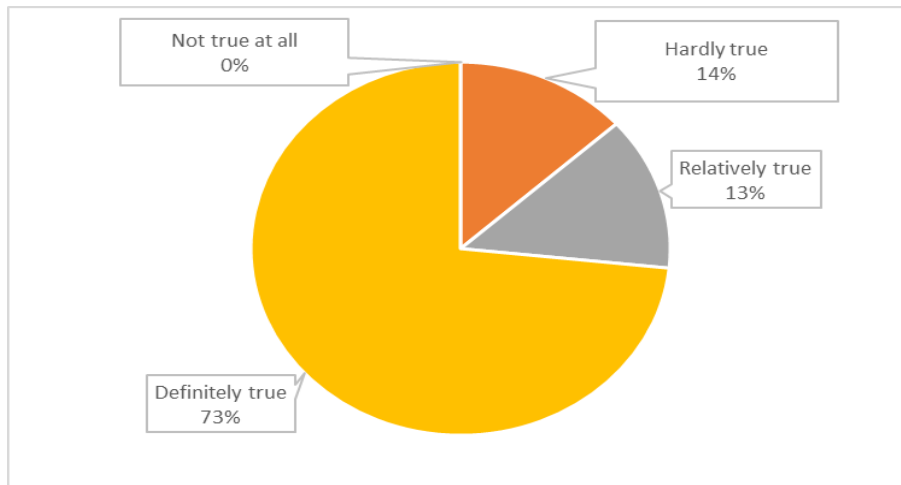
8. When I am confronted with a problem, I can usually find several solutions.



9. If I'm in trouble, I can usually think of something to do.



10. When I have a problem in front of me, I usually come up with several ways to solve it.



11. Please choose the right statement regarding your actions in promoting women in decision-making structures.

