



## **FINAL REPORT**

**Title:**

**Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone**

**Project Implementation Period – November 2017-May 2019**

**Evaluation Timeframe – June-September 2019**

**Organizations commissioning the evaluation - UN Women, UNDP & UNESCO**

**Coverage: National coverage – Sierra Leone - West Africa**

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## Acronyms and Abbreviations

APPWA	All Parties Political Parties Women's Association
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CD	Capacity development
CSO	Civil Society Organization
EMB	Electoral Management Body
ECOWAS	Economic Community of West African States
FGD	Focus Group Discussion
FGM/C	Female Genital Mutilation/ Cutting
GEWE	Gender Equality and Women Empowerment
GNWP	Global Network of Women Peacebuilders
KI	Key Informant
KII	Key Informant Interviews
IMDEV	Initiative for Media Development
IRN	Independent Radio Network
LOCASL	Local Councils Association Sierra Leone
MAWOPNET	Mano River Women's Network on Peacebuilding
M & E	Monitoring and Evaluation
MSC	Most Significant Changes
MSWGCA	Ministry of Social Welfare Gender and Children's Affairs
MRCG	Media Reforms Coordination Group
NOW	National Organisation of Women
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
OECD DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
OCHA	Office for the Coordination of Humanitarian Affairs
PBF	Peace Building Fund
PBSO	Peacebuilding Support Office
RBM	Results-Based Management
RUNO	Recipient United Nations Organization
SERVE	Socio - economic Empowerment to Remedy Vulnerability Everywhere
SLAJ	Sierra Leone Association of Journalists
SLEFPAC	Sierra Leone Female Parliamentary Caucus
SGBV	Sexual and Gender-Based Violence
SSR	Security Sector Reform
SLMW	Sierra Leone Market Women Association
ToC	Theory of Change
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution
VAWE	Violence against women in elections
WFD	Westminster Foundation for Democracy
WiMSaL	Women in the Media Sierra Leone
WPP	Women's Political Participation
WPS	Women's Peace and Security

## EXECUTIVE SUMMARY

### Overview of the evaluation

#### Context of the Project

Sierra Leone had its third general elections on 7th March 2018, since the conclusion of the country's decade long civil conflict of 2002. The general elections were held for the office of the President, the Parliament and the Municipal Councils. A Presidential run-off was held on 31st March. The 2018 elections were a litmus test for Sierra Leone's democracy and peace. Despite political tensions, the 2018 elections in Sierra Leone resulted in a peaceful transfer of power from former President Ernest Bai Koroma to opposition leader, Julius Maada Bio, former military Head of State. The elections were an important sign of progress since the end of the civil war in January 2002, which devastated most of the country's infrastructure, killed more than 50,000 people, and drove over two million refugees into neighboring countries. By consolidating peace Sierra Leone would move from fragility to development.

#### Evaluation objectives and intended audience

In November 2017 United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)<sup>1</sup>, United Nations Development Programme (UNDP) and United Nations Educational, Scientific and Cultural Organisation (UNESCO) were awarded funding from the United Nations Peace Building Fund ( UN PBF) to implement in Sierra Leone a joint project “*Improving Women's Participation in Political Processes as Peace Building Ambassadors*” Project under the Gender Promotion Initiative (GPI) till May 31<sup>st</sup>, 2019. Within the context of this project, UN PBF aimed to contribute to peaceful electoral process in the lead-up to 2018 elections through women's inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections. It also aimed to promote peace by mobilizing community and social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local - level political institutions to fully integrate women's rights and gender equality principles for sustained conflict prevention in Sierra Leone over the electoral cycle. This joint project (hereafter the Project) was implemented in partnership with the Government (Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA), Local Councils, Sierra Leone Female Parliamentary Caucus (SLEFPAC), Civil Society Organizations (CSOs) (Women's Forum, 50/50 Group, All Political Parties Women's Association, Global Network for Women Peacebuilders, West Africa Network for Peacebuilding, Mano River Union Women's Peace Network, Women in the Media. Inter-Religious Council (IRC) and BBC Media Action Sierra Leone.

The Project, implemented nationwide with a modest budget of 2.000.000 USD focused on national reconciliation, democratic governance, conflict prevention/management had three outcomes namely:

- 1) National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.
- 2) Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.
- 3) Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.

The main activities of the Project were divided in two main groups as follows:

I-Pre-elections/during elections activities:

- Build capacities of women aspirants and candidates to run effective campaigns and mobilize resources;

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<sup>1</sup> UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

- Work with male and female traditional and elected leaders to promote participation of women in the electoral processes;
- Capacity building for media houses in leadership and in responsible and gender sensitive reporting for conflict prevention, including during electoral cycle;
- Increase awareness about the importance of women and girl's participation in peacebuilding processes by governance institutions and women's organizations;
- Establish a network of women peace ambassadors and support the organization of community mobilization/women's peace caravans to improve community awareness on women's empowerment, including community dialogues, forums and alliances among community leaders, youth and women;
- Support and train peace ambassadors to promote peacebuilding and conflict resolution at local levels;
- Promote women in leadership and mitigate violence against women, especially around the elections.

## 2-Post-elections

- Provide capacity building and technical support to key national and local stakeholders to develop, implement and monitor SILNAP II and gender responsive policies and institutional reforms;
- Support new elected leaders to promote gender equality and social cohesion through gender sensitive legislation, budgeting and legislative processes.

Of the three Recipient United Nations Organizations (RUNOs), the UN Women was the lead agency in the implementation of the project and provided the Evaluation Manager for this final evaluation. From a total approved budget of US\$2 000 000, UN Women received an allocation of US\$873,604, while UNDP received US\$624,558 and UNESCO received US\$501,838<sup>2</sup>. The Project was delivered through the technical guidance and delivery of programme procurement and inputs by each RUNO. The three RUNOs, MSWGCA, relevant Civil Society and stakeholders were involved in monitoring activities to ensure cost-effectiveness and timeliness of project delivery. All these institutions were consulted and evaluated during this evaluation. The Project was designed and implemented at both the national and local levels in selected districts. The evaluators collected data at those geographic levels.

The primary users of the evaluation will be the UN Women, UNDP and UNESCO, including Peace Building Fund (PBF) and Government of Sierra Leone (GoSL). Furthermore, the multiplicity of civil society organizations partnering and interacting with UN Family on the Women, Peace and Security (WPS and WPP) agendas through the Project will make use of the evaluation results. UN Women, UNDP, UNESCO offices, responsible partners, donors and government partners of the Project will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations. The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE) System <http://gate.unwomen.org/>. It will also be disseminated during regional, national and district meetings.

## Evaluation methodology

The evaluation methodology adopted a mixed methods research approach to produce a results-oriented and evidence-based report that documents the achievement of expected outputs using qualitative and quantitative methods. A hybrid methodological approach to data collection was used: document analysis, in-depth interviews (IDIs); and focus group discussions (FGDs). The first phase of the evaluation included desk reviews of all relevant documents on the Project - the Project document, Log Frame, implementation plan, monitoring reports, donor reports (inception report, progress reports), Project publications, existing national and international reports on gender equality and women's rights situation. A desk review was done prior to any field visit, focus group discussion, or individual interviews. Preliminary discussions with the Project staff from UN Women, UNESCO and UNDP were also conducted during this desk review/inception phase. During this inception phase a

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<sup>2</sup> Project Semi-annual Progress Report. June 30, 2018.

national stakeholder map was developed, and the evaluation assessed the PBI Project performance at a national level. Sub-nationally the evaluation was limited to six districts - (i.e. Western Area, Bo, Kenema Kabala, Kambia and Koinadugu) where the Project was undertaken.

The second phase of the evaluation included field visits conducting IDIs and FGDs with key partners including Implementing Partners (IPs), Government, and women peace ambassadors. At national level data was collected from Government (MSWGCA), Local Councils, Sierra Leone Female Parliamentary Caucus, CSOs, Women's Forum, 50/50 Group, All Political Parties Women's Association, Global Network for Women Peacebuilders, West Africa Network for Peacebuilding, Mano River Union Women's Peace Network and Women in the Media.

At subnational levels the evaluation drew participants from stakeholders involved in the Project comprising direct beneficiaries who were implementing partners who received technical and/or technical support from the Project; rural women; women political candidates and female winning candidates who were stakeholders and beneficiaries from the Project. Sampling at national and sub-national level targeted women who are promoting peace in their communities who are peace ambassadors as defined by this Project.

Altogether the evaluation gathered and analyzed data from 227 key informants comprising 180 women peace ambassadors and 47 men who champion the causes of women in Sierra Leone. Evaluators conducted 33 FGDs and 42 KIIs – a total of 75 primary data collection sessions. Using a census approach the evaluation collected data from 43 institutional entities representing 100% of key Project partners, implementing partners and stakeholders.

## Summary Evaluation Findings

### Relevance of the Project

#### **GoSL's commitment to Gender Equality and Women's Empowerment**

The Project was relevant because it was implemented at a time when both Sierra Leonean women's rights in a post war electoral cycle and the national peace consolidation were at their greatest test. Sierra Leonean women suffer from extreme inequalities in terms of poor literacy rates<sup>3</sup>, per capita GDP, access to land, legal protection, and marginalization from political and local decision-making processes. Oppressive customs and traditions have become institutionalized especially in the areas of women's participation in governance, economic empowerment, marriage and marriage rights, property rights, sexual offenses and power imbalances. The consequences of such institutionalization have led to high illiteracy rates among women and girls, limited options for them in terms of employment and lack of social and economic appreciation for their contributions to peace and good governance<sup>4</sup>. United Nations, Security Council Resolution (UNSCR) 1325 (2000) reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peacebuilding, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security<sup>5</sup>. The GoSL adopted UNSCR 1325, in September 2009, and consequently developed the Sierra Leone National Action Plan I (SiLNAP), in consultation with line Ministries, CSOs, and UN Agencies, that lays out a vision of how to implement SCR 1325 in Sierra Leone in 2010. The SiLNAP I outlines five pillars, with corresponding indicators to measure success. Pillar 4 is centered around "Participation and Representation of Women" and includes the output objectives of a minimum 30% quota for political representation of women and increased recruitment and retention of women in law enforcement, justice and security institutions. A key strategy to achieve this is "building alliances with gender friendly men and women at all levels"<sup>6</sup>. Since the end of the country's civil war in 2002, the GoSL has taken positive steps to include legislative provisions to

<sup>3</sup> Illiteracy amongst women is significantly higher than men in Sierra Leone. In 2015, the Population and Housing Census reported that the literacy rate for women is 43.9% compared to 59.4% for men

<sup>4</sup> GoSL PRSP-Agenda for Prosperity (2013-2018)

<sup>5</sup> [UNSCR, Resolution 1325](#)

<sup>6</sup> Sierra Leone National Action Plan for the Full Implementation of United Nations Security Council Resolutions 1325 (2000) and 1820 (2008)

enhance the security, political representation and opportunities for women and girls<sup>7</sup>. Women suffered disproportionality during the civil war, “the brutalities of rape, sexual slavery and other gross acts of abuse that women endured during the country’s civil war resulted in the enactment of several pieces of legislation, such as the Anti-Human Trafficking Law (2015), the Domestic Violence Act (2007) and the Child Rights Act (2007)”<sup>8</sup>.

Following the war, the Truth and Reconciliation Commission (TRC) was set up to investigate the causes of the conflict and to make recommendations that were aimed at healing a war weary nation and to safeguard Sierra Leone against such a conflict in the future. One of the TRC’s recommendations was that all political parties should be required to ensure that at least 30% of their candidates for all public elections are women<sup>9</sup>.

Back in 2015, the Parliament ratified the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). Furthermore, the Agenda for Prosperity (A4P), the Third-Generation Poverty Reduction Strategy Paper III launched in July 2013, mainstreamed gender in Pillars 1-7 and contains Pillar 8 on Gender and Women’s Empowerment as a standalone pillar. This demonstrates the Government of Sierra Leone’s (GoSL) ongoing commitment to strengthen efforts to prevent sexual violence and promote gender equality.

The evaluation assessed that at project implementation there were still substantial challenges to promote peace by mobilizing community and social networks to support women’s participation, institutionalize women’s agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local-level political institutions to fully integrate women’s rights and gender equality principles for sustained conflict-prevention in Sierra Leone over the electoral cycle. In 2000, UNSCR 1325 and several subsequent resolutions<sup>10</sup> on women, peace and security (WPS) articulated the importance of incorporating women and their experiences in prevention, participation, protection, and relief and recovery<sup>11</sup>, and in all areas of decision-making, including local, state, regional, and international levels.

The evaluation assessed that the GoSL has limited capacities to implement National Action Plans such as UNSCR 1325 and 1820 and the inclusion of women in governance. There was lack of knowledge among women and girls about their rights to safety, empowerment and capacity to adequately claim their political rights, which is exacerbated by poor access to information technology and inability to use ICTs and social media to generate knowledge, share experiences and promote debate. Furthermore, poor capacity among media practitioners for adequate coverage of women’s contributions to peace and to portray a positive image of women in society inhibits communities’ understanding about women’s contributions to peacebuilding and decision-making. This is coupled with insufficient capacity and mechanisms within communities to include women in managing and resolving conflict. This assessment makes the Project even more relevant and needful in Sierra Leone.

All 227 key informants to this evaluation concurred that this Project was especially timely and relevant in that it was designed to focus specifically on women and to address the barriers they face in attaining leadership and decision-making positions within the peacebuilding context. For example, the Project directly addressed gender concerns in its engagement with community leaders where the 14 female Paramount Chiefs engaged 50 male paramount chiefs to discuss the importance of gender equality and stressed on the importance of having women paramount chiefs represented in the new parliament. The Project also broke new ground by supporting engagement with members of political parties through APPWA on the issues of violence against women in elections (VAWE)

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<sup>7</sup> Article 27 of the 1991 Constitution as amended provides for equal rights for men and women. The Domestic Violence Act 2007, the Registration of Customary Marriage and Divorce Act 2007, the Devolution of Estates Act 2007, the Child Rights Act 2007, and the Sexual Offences Act 2012.

<sup>8</sup> African Development Bank Group, “Sierra Leone Country Gender Profile”, October 2011, p10

<sup>9</sup> Truth and Reconciliation Commission, “Recommendations Matrix”

<sup>10</sup> Resolutions 1820, 1888, 1889, 1960, 2106, and 2122

<sup>11</sup> United Nations Security Council, Resolution 1325 (New York: United Nations, October 2000). The four pillars are specifically mentioned in operative clauses 1, 2, 6, 8c, and 9, as well as in multiple perambulatory clauses, and supported throughout the resolution as a whole



as well as a lessons learned through the convening of consultative meeting for 500 women on the 2018 Elections both at a national level as well as community levels.

**Effectiveness of the Project:** The overall assessment was that the Project met its goal of contributing to a culture of dialogue and non-violence, and strengthening the capacity of national and local-level political institutions to fully integrate women's rights and gender equality principles for sustained conflict prevention in Sierra Leone over the electoral cycle. However, the evaluation concluded that the effectiveness of the Project was handicapped because it was implemented too late in the electoral cycle and its scope was limited in depth to address long term nationally ingrained gender equality issues and peace consolidation demands in a short period of 18 months. The evaluation also concluded that the lag between policy formulation and implementation takes considerable time, effort and resources. The Project was introduced too late with too modest resources to bridge that policy formulation-implementation transitional gap. One of the most glaring examples is in tackling the 30% quota for women in all elective governance positions. That objective should be a long-term investment in education, awareness building, advocacy, policy implementation and adequate funding of electioneering processes that will bring desired change overtime<sup>12</sup>.

**Pre-election participation:** Just before 2018 elections, women represented just 12% of parliamentarians (following from 14% in 2002 and 13% in 2007). There were no special measures to level governance opportunities between women and men to seek public office. Women faced fierce competition within their political parties for candidate nominations. Only 13% of Cabinet members were women, and 19% of local government positions were held by women, demonstrating gross gender inequality in political decision-making at all levels in Sierra Leone. Women political aspirants faced an especially uphill challenge. Structural and institutional limitations, coupled with a political culture and financial barriers, inhibited their full participation in governance<sup>13</sup>.

**2018 Elections:** After all the work done the just ended elections produced 19.3% (6 out of 31 Ministers) 5.5% increase in number of female cabinet ministers 5 deputy ministers and two high profile but non-ministerial positions-i.e. Chief of Protocol and Presidential Adviser and Ambassador at Large. This happened because of the non-passing and enforcement of affirmative bills stressing the 30% quota for women in all elective governance positions. The President is currently using his prerogative to appoint and therefore has additional women as Deputies. The evaluation concluded that a positive momentum was created and recommends ongoing advocacy and support in policy implementation.

**Post elections:** The evaluation concluded that although the Project raised awareness and helped in developing policy frameworks, Sierra Leone's customary laws and traditional practices that are harmful to women and girls are still prevalent. The socio-economic situation of women continues to be well below that of men. Social relations, including gender relations, are still characterized by harmful traditional practices that subordinate and oppress women and girls. The family voting system in Sierra Leone, like in many other African countries where the family head (often male) determines the household vote, poses challenges to women's ability to freely exercise their political rights to participate in political life and be represented in decision-making<sup>14</sup>. The current Constitution of Sierra Leone (1991) provides for equal rights for men and women in Article 27, but the principle of non-discrimination does not apply in all areas and could therefore be best described as ambiguous and restrictive on gender equality. This situation behoves the need for the continuation of work that was generated by this Project in the mid to long term in order to achieve the desired outcomes.

The evaluation concluded that despite Project intervention, traditional and cultural practices continue to be used as a tool for political intimidation, negatively affecting women. Additionally, increased spates

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<sup>12</sup> The point of PBF projects is to be catalytic and to start reform processes as well as provide targeted support to the most pressing peacebuilding concerns. The PBF support was not able to, by itself, cover the long-term structural needs in the country. The question is whether the project could have been better focused or better used by the UN to encourage the change mentality in the Govt or to obtain additional resources.

<sup>13</sup> Sierra Leone PBI Joint GPI Project document, Template 2.1. p4

<sup>14</sup> Evaluators did not find evidence that the Project tried to target the male household heads.

of violence against women and girls were often prevalent during the electioneering period as there was a tendency for politicians to sponsor/fund traditional practices to gain the support of communities<sup>15</sup>. Key informants reported that in some chiefdoms, particularly in the North<sup>16</sup>, women were not allowed to become Paramount Chiefs as it would mean a sacrilege of their cultural norms and values which they have upheld for centuries. This finding correlated with other studies carried out recently that most Sierra Leoneans think that men make better politicians than women. According to a study by the Institute for Governance Reform in 2017, 51.6% of respondents strongly agreed that men make better political leaders than women in Sierra Leone, although nearly 80% of respondents felt women should have an equal chance of being elected as men. According the same Institute, the strongest reason for people not voting for women is religion, as it is perceived that women are the weaker sex, and the belief that it is culturally wrong or uncommon to vote for a woman<sup>17</sup>.

To address the menace of increased violence against women, the Project supported the Sierra Leone Police Family Support Unit (FSU), which is a specialized unit of the police force exclusively tasked with addressing domestic and other forms of violence against women. Violence against women in politics and elections is recognized as a deterrent to women's full and equal participation in political processes, preventing women from realizing their political rights<sup>18</sup>. However, interviews with the FSU revealed that the unit is poorly resourced and is so overwhelmed that its impact is minimal. For example, of the 2 800 VAW cases reported in 2018, only 726 were processed and sent to court<sup>19</sup>.

**Critical factors necessary for peaceful elections in Sierra Leone:** The Project activities were critical and effective in bringing awareness about causes and effects of violence and opportunities to build peace, increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding. During FGDs and IDIs key informants were unanimous that factors necessary for peaceful elections in Sierra Leone include: political tolerance and community awareness; full and equal participation of women and men at all levels; a media exercising restraint and not fanning the flames of ethnic discord; Paramount Chieftaincy that is also neutral; and a committed civil society working towards peace consolidation and non-violent elections. All 43 institutions that participated in the evaluation were also unanimous that democratic institutions and processes require the full participation of Sierra Leonean women and that the life experiences of women should be reflected in decisions and policies. The evaluation concluded that the participation of women, who constitute over half the population, is critical to the success of any peace consolation process<sup>20</sup>. If they are excluded or face discrimination, peace will be impossible to achieve in Sierra Leone. To achieve that, scaled up mid-to-long-term investment is required, both technically and financially, modeled around the successes and lessons learned during the short life o this Project.

**Efficiency:** Efficiency assessed how far resources (financial, human, technical support, etc.) were allocated strategically to achieve the Project outcomes. The evaluation assessed that the three UN agencies running the Project effectively collaborated and shared implementation responsibilities in the delivering both separate and shared components of the Project activities especially GEWE, SILNAP II and support to the Security Sector namely the Sierra Leone Police<sup>21</sup>. Heads of Agencies or their senior managers actively and jointly officiated at most events or initiatives conducted by the Project IPs.

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<sup>15</sup> For example, violence in the national political landscape, ranging from incidents of intimidation, inter and intra political party violence, hate speech, use of thugs and cliques in Kono, Kailahun and Kenema districts, leadership interference and campaign related violence incidents during the by-elections in Port Loko, Kailahun and Tonkolili in 2016-2017 led many to believe that the 2018 elections would be a litmus test for Sierra Leone's democracy and peace.

<sup>16</sup> Sierra Leone has a total of 160 Paramount chiefs. In the North and some parts of the East Women cannot stand for Paramount Chieftaincy. However, in the South and some part of the east women can stand for Paramount chieftaincy. Un Women engaged the 50 male Paramount Chiefs in the South and East to advocate for them to vote women into Parliament.

<sup>17</sup> IGR KAP Study/SL 2018 Elections, April 2017/IGR/Standing Together for Democracy Consortium

<sup>18</sup> UN Women and UNDP, Preventing Violence against Women in Elections: A Programming Guide, New York, 2017.

<sup>19</sup> FGD with Sierra Leone Police Family Support Unit (FSU), August 7, 2019

<sup>20</sup> Women make up 52% of Sierra Leone population but this demographic significance does not translate into meaningful women participation in politics. Sierra Leone is still ranked 87th in the world in terms of women's representation in the legislative body.

<sup>21</sup> The RUNOs did joint training to security forces personnel during elections from a gender and human rights perspective

The evaluation learned that the Project experienced delay in UN administrative procedures concerning recruitment of staff and agreements with implementing partners. Joint implementation of key activities by Partners agencies using staff on the ground helped to address this challenge. On the political front, a series of post elections inter-party tensions and court appeals delayed the swearing in of Parliamentarians causing undue delay for the approval of nominated Gender Minister to chair Project Board meetings. To address this, the Administrative and Professional Head of the Ministry chaired meetings as well as signed Agencies' Annual Work Plans.

Monitoring of the Project was at best reported through semi-annual reports. This Project never conducted a mid-term review nor self-evaluation in the past 2 years of its implementation. The mid-term evaluation of the Project could not take place because of the post elections tensions which delayed the field implementation of the activities. Organizing a mid-term evaluation normally in August 2018 with very little to show would have been a waste of resources. The Project team (RUNOs) deemed it necessary to focus mainly on the final evaluation to be carried out at the end of quarter 3 FY 2019 with available funds. In its place a semi-annual report captured the summary of the Project progress and evaluators relied on that report. In this situation, evaluators took additional steps to ensure that they had accurate understanding of the Project and therefore developed evaluation data collection tools that accurately measured the Project's progress and the log frame.

The evaluation concluded that funds that were disbursed to the IPs were generally fully and well accounted for by IPs. The evaluation also learned that the key Project Partner - the MSWGCA, did not liquidate on time and as a result subsequent tranche funds could not be released to the Ministry. Secondly, it is difficult to determine Parliamentarians timing and the President of SLEFPAC wanted to be present at all events which caused delays in Project implementation for the Female Parliamentary Caucus. Finally, the post elections petitions also delayed project implementation. At the time of evaluation, the evaluators could not ascertain whether the full and total budget allocated was expended because final financial reports of the the amount of funds remaining for each agency were not ready. No deviations were made in project implementation and given the frenetic, high pressure Project implementation activities in 18 months; the evaluation concluded that the Project was managed relatively efficiently. If given a little more implementation time, the evaluation assessed that the Project would have been implemented more efficiently, effectively and impactfully.

**Sustainability:** The evaluation assessed that the UN Women, UNESCO and UNDP contributed positively to the generation of national ownership of programmes, the establishment of effective partnerships; and the development of national capacities of all IPs they worked with. The evaluation also concluded that the three RUNOs promoted replication of successful initiatives through their various support to activities implemented by IPs. The RUNOs' roles in empowering and developing capacity of women's and other civil society organizations, including in advocacy, as a sustainability strategy was evident all activities sponsored by RUNOs and have firmed up and remained lodged with IPs, while most of them are still ongoing, after the closure of the Project.

The evaluation concluded that the exit strategy taken to prepare for the end of the Project and help ensure sustainability of the Project results beyond PBF support for this project was solid, but not well communicated to stakeholders. The MSWGCA is one of the key partners which has as one of its programme areas - to ensure the implementation of UNSCR 1325 at national and local levels. The Ministry is the mandated government institution responsible for the formulation of gender-responsive policies and to coordinate and monitor their implementation within different sectors. MSWGCA is supposed to advise government on all matters relating to the full integration of women in national development at all levels and serves as the official national body for coordinating and liaising with national and international organisations on all matters relating to the status of women. Hence the Project was a welcome boost to MSWGCA capacity to deal with gender equality and women empowerment, especially in women's representation in political processes. However, MSWGCA is faced with several challenges including limited staff capacity, slow political leadership, limited financial resources and weak coordination of activities. At the decentralized level, Gender Officers are also present with local councils but poorly resourced.

Positively, the President's first address to Parliament highlights GoSL's intention of addressing issues of gender-based violence and exclusion of women and girls. There are also several NGOs (national and international) that support government efforts to improve gender equality in the country<sup>22</sup>. In addition, during data collection, 100% of Project IPs confirmed that they will continue to work on WPP and WPS agendas even after the Project has closed. Many IPs shared with evaluators their ongoing plans to continue the work started by the Project. However, most IPs lack resources to do that work.

The evaluation concluded that at subnational levels the Project exit strategy was not well understood by community groups, women peace ambassadors, IPs and Local Councils that are supposed to carry on the work when the Project ended. The evaluators sensed that some key informants felt abandoned and did not quite know what to do after the Project ended. IPs' financial capacities appear weak to continue with peace consolidation activities. Considering the extensive work that the RUNOs have put in bringing the peace consolidation thus far, it will be an opportunity lost to wait till the next elections before this Project is replicated. It is recommended that the UN provides ongoing support.

**Impact:** The Project contributed positively and effectively to peaceful electoral processes in the 2018 electoral cycle through women's inclusion in national policies and action plans for peace, broad participation of women as political actors and peacebuilding ambassadors at national and local levels. The Project left lasting models for the engagement of traditional leaders and media to support peace and gender equality messages ahead of elections. It is also this evaluation's finding that the Project also facilitated the promotion of peace by mobilizing community and social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local-level political institutions to fully integrate women's rights and gender equality principles for sustained conflict-prevention in Sierra Leone over the electoral cycle. All partners and beneficiaries of the Project – GoSL, CSOs, peace ambassadors and communities unanimously called for the Project to continue and they have committed to continue the work generated by the Project even after the Project ended.

**Overall finding:** There was overwhelming agreement among respondents that the UN PBF Project succeeded in supporting mechanisms of peace building at national the community level. The Project also succeeded in identifying women as a crucial cornerstone for creating sustainable development and peace, and through awareness building on the UNSCRs which are applicable to Sierra Leone. At national and subnational levels key informants were unanimous that the Project laid out a national framework for the implementation of the Women, Peace and Security (WPS) and Women's Political Participation (WPP) agendas that reinforce the existing global commitments, treaties and conventions on women's rights which are imbedded in the two global women's rights instruments, viz. the Convention on the Elimination of all Forms of Discrimination against Women (1979) and the Beijing Declaration and Platform for Action (1995) which Sierra Leone is signatory to. The evaluation found out that conflict resolution, conflict management and peacebuilding processes were largely gender mainstreamed. During the life of the Project Sierra Leone has enjoyed improved mechanisms for gender, peace and security in communities. – directly attributable to the Project initiatives. It is the evaluation's finding that capacity building of the women's agency for peace and security within the broader context of the gendered nature of instability and insecurity factors in the electoral cycle remains topical albeit incomplete, as an effective tool to dismantle male hegemony.

**Most important findings and conclusions:** The evaluation assessed that Government demonstrated its commitment to the UN PBF Project in that the Ministry of Social Welfare Gender and Children's Affairs took the lead in Project implementation. As the Co-Chair of the Programme Steering Committee the Ministry gave strategic direction to the Project. The MSWGCA is also the most relevant and effective Government agency responsible for the implementation of the women and

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<sup>22</sup> African Development Bank Group, "Sierra Leone Country Gender Profile", October 2011, pg 8

peace agenda as stipulated in UNSCR 1325<sup>23</sup>. In this regard the GoSL has taken notice that women play important roles in building peace, supporting sustainable development, and advancing security, yet they remain underrepresented in official peacemaking processes<sup>24</sup>. Revealingly, of the total peacekeeping force of 230 that Sierra Leone contributes globally in Somalia, Sudan and South Sudan, 178 are males and only 52 are women<sup>25</sup>.

The Project successfully took both political and reputational risks by engaging political party actors to ensure peaceful elections and commitment to ending violence against women in elections. However, the evaluation sensed that findings from another related research has impacted negatively on the perceptions of peace ambassadors about the UN's and GoSL's resolve the act against perpetrators of violence. Key Informants, referring to the recent Centre of Accountability and Rule of Law (CARL) report, made impassioned calls for the UN and GoSL to act more decisively with duty bearers when cases of VAW and election related violence are reported<sup>26</sup>. Although this evaluation was not part of CARL report, evaluators concluded that that report requires management follow-up and action. On a positive note, the risk mitigation register has been developed, logged and it is constantly being updated. This evaluation recommends that UN both further reviews and supports implementation of the report "Women, Politics and Violence: Reflections on the 2018 Elections in Sierra Leone" conducted by the Centre for Accountability and Rule of Law which was funded by the UN Women Project 7.

While the Project's goal is still work in progress, clear milestones were achieved. National action plans and accountability frameworks that promote women's full participation in conflict prevention, management and resolution were firmly put into place. For example, the Sierra Leone National Action Plan II for UNSCR 1325 is now approved and the Gender Equality and Women Empowerment (GEWE) Policy and the Affirmative Action Bill are now in place. More women were relatively enabled and empowered to participate more safely in elections and better contribute to decision-making in peacebuilding and conflict prevention processes. There is now discernable increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding. One of the lasting impacts is capacity building offered for media houses in leadership responsible and gender sensitive reporting for conflict prevention, including during electoral cycle. In the future, it is recommended that such capacity building is also needed for the general public, with positive steps taken in that direction through Media and Information Literacy training, including the use of social media, an approach which however needs to be further sustained especially for women.

At subnational levels the evaluation assessed that the Project was successful in building capacities of women aspirants and candidates to run effective campaigns and mobilize resources; worked with male and female traditional and elected leaders to promote participation of women in the electoral processes; and increased awareness about the importance of women and girl's participation in peacebuilding processes by governance institutions and women's organizations. It is noteworthy that Project activities helped establish a network of women peace ambassadors and support the organization of community mobilization/women's peace caravans to improve community awareness on women's empowerment, including community dialogues, forums and alliances among community leaders, youth and women. The Project provided support and trained peace ambassadors to promote peacebuilding and conflict resolution at local levels. More work should be focused on young women.

### Main recommendations

Conclusions, Recommendations and Proposed Management Prioritized Actions		
Conclusions	Recommendations	Priority
I. The three RUNOs, IPs and Government worked effectively in the design and	I. Joint programme planning and implementing of the UN PBF Project by UN Women, UNESCO and UNDP were exemplary and	Immediate

<sup>23</sup> Sierra Leone became the fourth and seventeenth in Africa and World for the crafting of the National Action Plan on United Nations Security Council Resolution 1325 and 1820. The first one in 2010 ensured that the Plan did not just focus on UNSCR 1325 (women, peace and security) but brought onboard the sister resolution 1820 (sexual violence). Unlike the conventional "3Ps" (participation, protection and prevention), Sierra Leone National Action Plan included prosecution and coordination.

<sup>24</sup> Patty Chang et al., *Women Leading Peace: A Close Examination of Women's Political Participation in Peace Processes in Northern Ireland, Guatemala, Kenya, and the Philippines* (Washington, D.C.: Georgetown Institute for Women, Peace and Security, 2015)

<sup>25</sup> FGD with Sierra Leone Police Family Support Unit (FSU), August 7, 2019

<sup>26</sup> The evaluation recommends the UN to review and support implementation of a report Women, Politics and Violence. Reflections on the 2018 Elections in Sierra Leone conducted by the Centre for Accountability and Rule of Law which was funded by UN Women Project 7

<p>implementation of the Project. This is a recommended model for future UN Delivering As One principle.</p>	<p>instructive to future Delivering-As-One initiatives to other UN Agencies. Each Agency clearly brought in their comparative advantages and enriched the overall outcome of the Project. One lesson learned was that a Project of this magnitude requires better and requisite resourcing. Flexible support mechanisms should be given to IPs who are expected to deliver frontline results, based on emerging political realities, contracts signed and agreements they would have signed with the funding partner at project inception. This approach provides predictability in planning and helps to increase coherence in implementation and monitoring between funding and IPs partners and clarifies expectations among all stakeholders.</p>	
<p>2. Apart from Gender equality and empowerment, sectors related to economics, peace and security require additional expertise and resources to deal with government and security sectors at the highest levels. RUNOs should build more capacity.</p>	<p>2. UN Women should build internal technical capacity to continue to lead other UN Agencies and development partners in the Women's Political Participation (WPP) and Women's Peace and Security (WPS) agendas to a new level.</p>	<p>Short-term</p>
<p>3. The staffing and coverage for the Project proved weak and IPs felt abandoned and communication of the exit strategy after the closure of the Project was not effectively communicated</p>	<p>3. All UN Agencies working on the peace consolidation in Sierra Leone need to build more coordinated and long term requisite internal staffing and resource capacity to continuously map hotspots on an annual basis as well as document the gendered impact of the WPS and WPP issues, as an on-going exercise to inform the UNCT's responsiveness in the future through the UNDAF.</p>	<p>On-going</p>
<p>4. Although collaboration among the RUNOs was exemplary and a good start, the evaluation identified weaknesses in Project implementation, reporting and coordination, especially where joint initiatives were implemented.</p>	<p>4. Collaboration between the UN Women, UNESCO and UNDP in the just ended Project was a good start. Despite the principle of Delivering-As-One, there was room for much deeper and widespread collaboration across the UN Agencies. The evaluation understood that there is planned joint programming in the next UNDAF. It is recommended that one of the ways to scale up the initial successes of this Project, the next programming should include all agencies and institutions that have the mandate on gender equality &amp; empowerment of women, girls and youth.</p>	<p>On-going, and scaled up in the next UNDAF</p>
<p>5. The evaluation concluded that Project initiatives planned were not adequately resourced and IPs ended up cutting corners and leaving many beneficiaries underserved in order to meet budget limits</p>	<p>5. There is need for additional funding to strengthen involvement of national and community women in electoral processes and to support civil society organisations' work during elections and after. There is need for additional funding for successful community-based initiatives that have shown positive results and can be brought to scale. Clear examples include peace ambassadors' sporting community events; community cross-cultural peace consolidation events; local language research and publishing, media, peace journalism and ICT peace consolidation; young women and young men entrepreneurship. These initiatives should provide opportunities for IPs and be further strengthened to achieve progress towards increased participation of women and youth at all levels of peacebuilding, conflict mediation and conflict management.</p>	<p>On-going, and scaled up in the next UNDAF</p>
<p>6. The Project succeeded in developing effective policy frameworks to supporting implementation of gender equality and women empowerment. There is need to support and monitor implementation of frameworks for a gender responsive security sector</p>	<p>6. UN Women has strategically positioned itself to influence the implementation of National Action Plan 11 on UNSCR1325, the GEWE Policy and the Affirmative Action Bill. It is recommended that in 2020-2023 efforts should be put towards the implementations of these frameworks with the relevant stakeholders. There will be special need to support and monitor implementation of these frameworks to achieve a gender responsive security sector.</p>	<p>On-going, and scaled up in the next UNDAF</p>
<p>7. The evaluation concluded that the exit strategy of the Project was not well understood by communities, peace ambassadors, IPs and Local Councils that are supposed to carry on the work after the Project ended. Their capacities to finance their ongoing peace consolidation activities appear to be weak.</p>	<p>7. Considering the extensive work that the RUNOs have put in bringing the peace consolidation thus far, it will be an opportunity lost to wait till the next elections before this Project is replicated. The evaluation recommends that in the short term there should be an intervention for building capacities of Implementing Partners who have continued carrying on with the just ended Project initiatives, and to quickly get back to national and subnational levels with a scaled-up peace consolidation Project that will prepare both the nation and especially women for the next elections.</p>	<p>Short-term</p>

## BEGINNING OF MAIN REPORT

### I. Introduction

Up till the 2018 elections, Sierra Leone had witnessed three post-war presidential and parliamentary elections in 2002, 2007 and 2012. The 2012 elections were widely acclaimed as free, fair and a pointer to democratic stabilization. However, recent violence in the political landscape, ranging from incidents of intimidation, inter and intra political party violence, hate speech, use of thugs and cliques in Kono, Kailahun and Kenema districts, leadership interference and campaign related violence incidents during the by-elections in Port Loko, Kailahun and Tonkolili in 2016-2017 led many to believe that the 2018 elections was a litmus test for Sierra Leone's democracy and peace.

Sierra Leone's women peacebuilders bring different perspectives and priorities than men to the table, and their role in re-establishing the social fabric in the aftermath of conflict has been vital. UNSCR 1325 urges countries "to ensure increased representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management and resolution of conflict." However, more than a decade on from this Resolution and with the passage of many relevant national frameworks, endemic discrimination and gender-based violence are significant barriers to achieving its goals, despite some signs of progress.

Traditional and cultural practices also continue to be used as a tool for political intimidation, negatively affecting women. Additionally, increased spates of violence against women and girls is often prevalent during the electioneering period as there is the tendency for politicians to sponsor/fund traditional practices to gain the support of communities. To address the menace of increased violence against women, the government established the Family Support Unit (FSU), which is a specialized unit of the police force exclusively tasked with addressing domestic and other forms of violence against women. Violence against women in politics and elections is recognized as a deterrent to women's full and equal participation in political processes, preventing women from realizing their political rights<sup>27</sup>.

However, implementation of these policies continues to be saddled with challenges. Interviews with the MSWGCA revealed that Government has limited capacities to implement National Action Plan II for UNSCR 1325 and 1820 and the inclusion of women in all governance structures. FGDs at subnational levels showed that while awareness has improved, there is still lack of knowledge among women and girls about how to demand action on their rights to safety, empowerment and capacity to adequately claim their political rights. The evaluation also concluded that this is exacerbated by poor access to information technology and inability to adequately use ICTs and Social Media to generate knowledge, share experiences and promote debate. Before the Project, there was poor capacity among media practitioners for adequate coverage of women's contributions to peace and to portray a positive image of women. Media Houses reported that their incapacity inhibited communities' understanding about women's contributions to peacebuilding and decision-making and impacted negatively on peacebuilding. This was coupled with insufficient capacity and mechanisms within communities to include women in managing and resolving conflict. The Project brought awareness and basic capacities and ICT tools or peacebuilding to Media Houses, candidates and communities.

#### I.1. Background and context

In November 2017 United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)<sup>28</sup>, United Nations Development Programme (UNDP) and United Nations Educational, Scientific and Cultural Organisation (UNESCO) were awarded funding from the United Nations Peace Building Fund ( UN PBF) to implement in Sierra Leone a joint project "*Improving Women's Participation in Political Processes as Peace Building Ambassadors*" Project under the Gender Promotion Initiative (GPI)

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<sup>27</sup> UN Women and UNDP, Preventing Violence against Women in Elections: A Programming Guide, New York, 2017.

<sup>28</sup> UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

till May 31<sup>st</sup>, 2019. Within the context of the Project, UN PBF aimed to contribute to peaceful electoral process leading-up to 2018 elections through Women's inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages.

The project implemented nationwide with a budget of 2.000.000 USD focused on national reconciliation, democratic governance, conflict prevention/management had three Outcomes namely:

- 4) National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.
- 5) Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.
- 6) Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.

The main activities of the Project were divided in two main groups as follows:

1-Pre-elections/during elections activities:

- Build capacities of women aspirants and candidates to run effective campaigns and mobilize resources
- Work with male and female traditional and elected leaders to promote participation of women in the electoral processes
- Capacity building for media houses in leadership and in responsible and gender sensitive reporting for conflict prevention, including during electoral cycle.
- Increase awareness about the importance of women and girl's participation in peacebuilding processes by governance institutions and women's organizations
- Establish a network of women peace ambassadors and support the organization of community mobilization/women's peace caravans to improve community awareness on women's empowerment, including community dialogues, forums and alliances among community leaders, youth and women
- Support and train peace ambassadors to promote peacebuilding and conflict resolution at local levels
- Promote women in leadership and mitigate violence against women, especially around the elections

2-Post-elections

- Provide capacity building and technical support to key national and local stakeholders to develop, implement and monitor SILNAP II and gender responsive policies and institutional reforms
- Support new elected leaders to promote gender equality and social cohesion through gender sensitive legislation, budgeting and legislative processes.

Of the three Recipient United Nations Organizations (RUNOs), the UN Women was the lead agency in the implementation of the project and provided the Evaluation Manager for this final evaluation. From a total approved budget of US\$2 000 000, UN Women received an allocation of US\$873,604, while UNDP received US\$624,558 and UNESCO received US\$501,838<sup>29</sup>. The Project was delivered through the technical guidance and delivery of programme procurement and inputs by each RUNO. The three RUNOs, MSWGCA, relevant Civil Society and stakeholders were involved in monitoring activities to ensure cost-effectiveness and timeliness of project delivery. All these institutions were consulted during this evaluation. The Project was designed and implemented at both the national and local levels in 6 selected districts. The evaluators collected data from those institutions.

Project partners including the MSWGCA, who was part of the management group also participated in the conduct of the final evaluation. UN Women, UNDP and UNESCO project staff<sup>30</sup> who managed the three funding windows of each RUNO and were part of the preparation team for the final

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<sup>29</sup> Project Semi-annual Progress Report. June 30, 2018.

<sup>30</sup> Baidou Massaquoi, Programme Specialist, UN Women; Musu Bangura, Gender Specialist, UNDP; Hugue Charnie Ngandeu Ngatta and Jestina Simba, UNESCO.



evaluation were interviewed during data collected. All IPs who received technical and/or technical support from the Project were consulted during the evaluation. During field visits rural women, women political candidates, and women winning candidates who were beneficiaries from the Project were consulted by evaluators. Women peace ambassadors constitute all women who are promoting peace in their communities. Finally, the dissemination of the results of the evaluation will be circulated widely among the various Donors, UN Agencies, women's groups, the UN Gender Theme Group and development partners Gender group. A fuller sampling frame is described below under section 2.4.

#### ❖ **Users of the evaluation:**

The primary users of the evaluation will be the UN Women, UNDP and UNESCO, including Peace Building Fund (PBF) and Government of Sierra Leone. Furthermore, the multiplicity of Civil Society Organizations partnering and interacting with UN Family on the Women, Peace and Security agenda through the project will make use of the evaluation results. UN Women, UNDP, UNESCO offices, responsible partners, donors and government partners of the Project will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations. The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE) System <http://gate.unwomen.org/>. It will also be disseminated during regional, national and district meetings.

Following the OEDC-DAC guidelines, the handover book How to manage gender responsive evaluation (<http://genderevaluation.unwomen.org/en/evaluation-handbook> and the GEERRAS criteria checklist. (<http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluation>), the evaluation will use the following criteria:

**Relevance & coherence** assessed the planning, design and implementation of peacebuilding initiatives with regard to adherence to overarching normative frameworks; international, regional and national commitments, policies and priorities; The evaluation has provided recommendations on how UN Women, UNESCO and UNDP should position themselves in terms of their responsiveness and country needs on women's peace and security (WPS) and Women's Political Participation (WPP).

**Effectiveness** assessed the Project performance on WPS and WPP in terms of the achievement of results at the country level. The evaluation assessed any intended or unintended effects at country level and the influence of context on the achievement of results.

**Efficiency** assessed how far resources (financial, human, technical support, etc.) were allocated strategically to achieve the Project outcomes?

**Road to Impact** assessed how the RUNOs contributed to change the paradigm in the peace and security agenda for women's empowerment and gender equality to play a more relevant role, and the extent to which the project has been effective to strengthen evidence on the causality between increasing women's leadership in peace and security and peace at large. Impact evaluation also documented the Most Significant Changes (MSC)<sup>i</sup>, brought by the Project to date

**Sustainability** was evaluated based on assessing whether UN Women, UNESCO and UNDP contributed to the generation of national ownership of programmes, the establishment of effective partnerships and the development of national capacities. It explored whether the three RUNOs were able to promote replication of successful programmes. This area of assessment also includes RUNOs' role in empowering and developing capacity of women's and other civil society organizations, including in advocacy, as a sustainability strategy.

**Gender equality and human rights** component was taken into consideration in this evaluation. The Integration of human rights and gender equality issues into the evaluation required adherence to three main principles – inclusion, participation, and fair power relations.

## **1.2. Purpose, objectives and scope of the evaluation**

**Purpose:** The purpose of the end-of-project evaluation was to assess how the UNPBF support was effective in contributing to women's leadership and participation in peace and security in Sierra Leone. The overall purpose of the final evaluation was to assess progress towards achievement of the objectives of the joint project "Improving Women's Participation in Political Processes as Peace Building

*Ambassadors*” Project under the Gender Promotion Initiative both at national, district and local community levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2017.

This final evaluation report sought to enhance overall understanding by providing an answer to what was evaluated and how<sup>ii</sup>. The report includes the following:

- Proposed methods and analyses frameworks (including causal or contribution; gender equality and human rights analyses);
- Assessment of how relevant overarching normative frameworks; international, regional and national commitments, policies and priorities were operationalised in the WPS and WPP agendas for Sierra Leone;
- Description of data collection methods, procedures and sources;
- Review of documentation, scoping conducted, and programme logic or theory of change; and
- Findings, recommendations and lessons learned from the overall evaluation exercise.

**Objectives:** The principal objectives of this final evaluation were to assess the relevance<sup>iii</sup>, effectiveness<sup>iv</sup>, efficiency<sup>v</sup>, sustainability<sup>vi</sup> and impact<sup>vii</sup> of the Project. The elaboration of evaluation questions that supported the evaluators in the assessment, have expanded and exemplified in the evaluation matrix in annex 2 below.

**Results and deliverables:** The evaluation exercise delivered a series of outputs which were all approved by the Evaluation Manager through and after the overall oversight and guidance of the Evaluation Reference Group. As a logical result of the completion of the desk review the evaluation team (comprised of international and national evaluators) submitted:

1. **Inception report**, with evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluations questions, performance criteria, issues studied, work plan and reporting requirements; All approved data collection tools are contained under annex 5;
2. As a result of the completion of the field visits and interviews with the partners, A **Progress report** of the Field work was developed and submitted;
3. **Power Point presentation and an outline** on preliminary findings, lessons learned, and recommendations was presented to the Evaluation Reference Group;
4. **Draft full report** highlighting key evaluation findings and conclusions, lessons learned, and recommendations was submitted and reviewed by the Evaluation Reference Group.
5. Afterwards a **Final evaluation report** and five-page **executive summary** were submitted to the UN Women, UNESCO, UNDP and UN Women Sub-Regional office incorporating all comments and feedback collected from all partners involved;
6. A **PowerPoint presentation** of the final report was submitted, to facilitate exchanges and comprehension around the results for all implementing partners and stakeholders.

### 1.3. The Scope of the evaluation of the Project

#### 1.3.1. Timeframe for the evaluation

The evaluation was originally scheduled to commence on 1<sup>st</sup> June to 31<sup>st</sup> July 2019. But due to internal delays within the RUNOs, the evaluation was finally scheduled for 15<sup>th</sup> June to August 15<sup>th</sup>. The National Consultant was not on board until 26<sup>th</sup> June. Thus, the International Consultant had to complete the Inception Report before the National Consultant was on board. The International Consultant did not arrive in Sierra Leone until 14<sup>th</sup> July. Data collection was conducted in 15 days. At the second review meeting of the Evaluation Reference Group decision was taken to further extend the timeframe to complete the evaluation by September 15, 2019. This decision was taken to allow for adequate consultations and reviews of the draft final report by all stakeholders, including national stakeholders, UNESCO, UNDP, UN Women Regional Office and UNPBF.

The evaluation focused on specific themes – peacebuilding; gender-based violence; pre and post elections violence; women participation to leadership positions and gender equality policy reforms;

and the governance of the Project. The evaluation put a specific emphasis on activities and funds spent, identifying and assessing innovative and scalable joint programming approaches and providing forward-looking and actionable recommendations, based on the project implementation. The evaluation report aims to inform management decisions, planning and programming strategies with the goal of maximizing the comparative advantages of the three UN Recipients Organizations and upscaling the capacities of IPs to support the WPS and WPP agendas in preparation for the next electoral cycle.

### 1.3.2. Evaluation approach

As the lead agency, UN Women, in consultation with UNDP and UNESCO, competitively hired the external consultant/independent evaluator and the national consultant. UN Women also organized a virtual inception meeting with the Recipient UN Organizations (RUNOs) and the external consultant to clarify objectives and expectations of the evaluation. Based on the objectives of the evaluation, the external evaluator supported by a national consultant<sup>31</sup> developed an inception report with a mixed-methods evaluation design and methodology to gather useful, valid and reliable data on the Project through document review, key informant interviews, and focus group discussions with RUNOs. UN Agencies' management, their partners, project stakeholders, and beneficiaries of the Project.

The evaluation focused explicitly on identifying what worked, those strategies that produced positive results, not only on what did not work well, including lessons learned, according to the recommendations on joint gender evaluation programmes and goals set out for UN Women in its Strategic Plan (2018-2021). The evaluation exercise was a transparent and participatory process involving beneficiaries, relevant RUNOs stakeholders and partners.

### 1.3.3. Data collection approach:

The evaluation report covers both process and findings, proffers both lessons learned and recommendations, and is results-oriented, providing evidence of achievements of the Project's expected outputs using quantitative and qualitative methods. The methodology for the final evaluation included the following:

- A. **Preliminary desk reviews** of all relevant documents on the Project, the Project document, log frame, implementation plan, monitoring reports, donor reports (inception report, progress reports), Project publications, existing national and international normative frameworks and reports on gender equality and women's rights situation as they relate to Sierra Leone. The desk review was done prior to any field visit, focus group discussions, or individual interviews. Preliminary discussions with the Project staff from UN Women, UNESCO and UNDP were also conducted during this desk review/inception phase. Only after approval of the desk review as captured in the Inception report, did the evaluators conduct field study.
- B. **Field visits** were held during the same period including **focus group discussions** with women peace ambassadors, female political aspirants and activities, disadvantaged/difficult to reach women's groups. **In-depth interviews** with key partners were conducted with implementing partners, Government, and Project beneficiaries. Key informants were mostly from various capacity development trainings and events undertaken by the Project since its inception. Interviews also included participants of major trainings organized by the Project in the areas of gender and gender mainstreaming, ending violence against women, integrating UN SCR 1325, WPS and WPP principles in practice. Details of all disaggregated data from field study are given under section 2.4. *sample and sampling design* below.

With guidance from the Evaluation Reference Group, the evaluation exercise elevated the consultative and qualitative approaches to data collection in order to build up consensus about the Project's overall rationale of community-based peace building activities and desired outcomes by the stakeholders. Specifically, more qualitative methods were suggested, with evaluators collecting face-to-face data and

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<sup>31</sup> The National Consultant was hired after the Inception Report was completed by the International Consultant

most significant change (MSC) stories from Project partners who personally participated in the design and implementation of the Project. Data from different research sources were also triangulated into the findings to increase its validity. Field visits were organized by the evaluators with the administrative support of the Evaluation Manager to facilitate the process of evaluation. For 15 days evaluators collected data alone, unhindered and without the presences of the RUNOs, covering national and subnational key informants from 6 districts across the country. Details of the sampling frame are given under the sample and sampling frame in section 2 below. A fuller explanation of the evaluation methodology is also given below in section 2.

#### **I.3.4. Geographical coverage:**

This evaluation assessed the PBI Project performance at a national level. Sub-nationally it was limited to six districts - (i.e. Western Area, Bo, Kenema Kabala, Kambia and Koinadugu) where the Project was undertaken. The evaluation drew participants from stakeholders involved in the Project including direct beneficiaries who were implementing partners who received technical and/or technical support from the Project; rural women; women political candidates and female winning candidates who were stakeholders and beneficiaries from the Project. Sampling at national and sub-national level targeted women, men and youth who are promoting peace in their communities who are peace ambassadors as defined by this Project.

Over the past year Sierra Leone districts have been remapped. Also, at inception the Project did not develop a Project Map. With the new redistricting, the country map has become even more complex. However, the evaluation did not develop a specific Project map but relied on the new national map that is now in use. The new map of Sierra Leone from which the six Project districts and activities are located has been provided under section 6 Annexes.

#### **I.4. Theory of Change**

The Theory of Change (ToC) as stated in the Project Document reads:

*In order to prevent violence around the upcoming election and accelerate peace consolidation in Sierra Leone, diverse stakeholders are needed to tap different constituencies that are necessary to maintain peace and prevent gaps in knowledge and information that could be filled by spoilers. Women's exclusion from formal decision-making has resulted in them exercising their influence through civil society resulting in networks that extend beyond those holding traditional forms of concentrated power. Women's networks and leaders reach broader groups of stakeholders that can be mobilized to ensure a peaceful outcome.*

##### **I.4.1. Existing data availability**

To understand the original Theory of Change and make an analytical review of the logical framework, evaluators relied on data made available to them by the RUNOs. The available data for literature review was of good quality. Those data gave evaluators a clear picture and road map of Project design and implementation across the three RUNOs. Reports from Implementing Partners were of varying quality. However, they gave concise details of implementation activities, project milestones and recommendations for future planning. However, evaluators did not get adequate data on details and locations of Project participants especially at local levels. Those were verified when evaluators visited IPs and beneficiaries during data collection. Although that took time and efforts, all key informants identified were bona fide and well versed in Project activities and their impact on them. Evaluators could not access baseline data for the Project. and relied on information in the Project document. There was no mid-term evaluation for the project, so evaluators did not have midline report on which to compare progress. To overcome those constraints evaluators used IPs' and RUNOs' reports and triangulated with primary data to come out with final evaluation position on the Project performance.

Extensive literature review was conducted during the inception phase. Existing data was provided to evaluators by the three RUNOs who managed the 3 components of the Project. Evaluators then grouped all data provided into three categories. The first category has data on Sierra Leone Development processes; the design, funding and development of the Project; and national and

international normative frameworks including the Sierra Leone National Action Plan on UNSCR 1325. The full list of literature reviewed is given in the Annexes section;

The second set of documents reviewed were the ones generally referred to in the Terms of Reference and various guidance notes and literature on conducting evaluations in the UN system. Evaluators accessed the from UN websites and used them for developing the Inception Report;

The third category of data dealt with Project implementation by Implementing Partners. The bulk of the data reviewed by evaluators was provided by Project managers of each RUNO. Those documents were from Implementing Partners; RUNO Project Managers; and a few activity reports by third parties. Those literature and datasets are also included in the annexes.

### **1. Key planned / actual results**

At Project design the Project had 3 outcomes and several outputs as indicated in the table below under the Findings section. This evaluation assessed - to what extent the Project followed its programme logic based on the design and implementation of its activities, outputs and indicators of success. The evaluation also assessed the relevance, effectiveness, efficiency, sustainability and impact of the Project based on the planned versus actual results achieved. To appreciate the original Theory of Change, the Project Logic and its targets, this report initially captures and tabulates the planned results. At the core of the evaluation was the assessment of how far each outcome was achieved and of the set targets originally set, how many and at what levels has each been met. The planned outcomes, outputs and indicators of success are tabulated under the Evaluation Findings section below.

### **2. Main partners (Government; NGOs; bilateral; multilateral)**

At Project design there were a set of main partners, apart from the Ministry of Social Welfare Gender and Children's Affairs. However, literature review showed that there were far more partners and participants in the Project activities. As part of developing the sampling frame evaluators sought to adopt a census sample for all institutional partners who participated in the Project implementation. This way comprehensive data collection would be guaranteed – leading to a richer and more comprehensive data analysis results. A census approach also ensured that new entrants would be included, and fuller representation of Project participants would be achieved. The evaluation also assessed the nature and depth of participation by each partner and reasons for any deviations to the original mapped partners. The general understanding the evaluators got was that once the Project was finally being implemented on the ground, it gained such national and subnational popularity and uptake that there were more institutions that sought to be part of it than the resources and space available. Those that were added brought in needed comparative advantage either from the constituencies they represented; the institutional strengths they possessed; or the specific contributions they brought to the Project outcomes, which were not fully covered in the original mapping. From an original number of about 20, the final key informant institutional partners evaluators consulted increased to 43. Evaluators believe this comprehensive approach to data collection helped to increase the validity and credibility of findings. Details are given in Stakeholder map below.

### **3. Beneficiary numbers by sex**

Overall, the Project was not designed to reach beneficiaries by segregated sex, but broadly to facilitate a wider level of political participation of women and their aspirations to hold political office. However, under *Outcome 2: Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes*, Expected Output 2.3: Enhanced electoral and security arrangements to support women's political participation had planned specific activities to undertake gender capacity assessment of NEC, assist to identify key action points, update gender policy, support sex-disaggregated data (esp. at local level), conduct training, undertake post-election review in partnership with UNDP Election Project. This evaluation assessed how far that was achieved. Of the IPs progress reports reviewed by evaluators, a few show a disaggregation by sex of

participants in their activities and this report sought to track and show such disaggregation wherever possible. However, to compensate, evaluators developed sex segregated tables of key informants.

#### **4. Level of resources/funding (planned/actual) to be evaluated.**

Project resources were planned based on allocation to each RUNO. The activity budget as specified in the Project document is what was evaluated assessing planned versus actual expenditures under each RUNO. The overall assessment was that the budget was deployed in accordance with planned activities as was expended well. Details are given in the Findings sections under the efficiency section,

##### **1.4.2. Analysis of the logical framework**

To unpack the Project delivery logic and original ToC, evaluators conducted a thorough literature review of the Project Document and all subsequent project implementation reports from RUNOs, IPs and capacity development initiatives carried out pre-elections, during elections, and post elections to deliver the 3 outcomes of the Project namely:

- 1) National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.
- 2) Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.
- 3) Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.

Initial documentary analysis and evidence provided a solid logic to the ToC and measurable achievements in the Project delivery framework. The various activities carried out by the Project through Implementing Partners revealed the following:

- a) Extreme violence, relative to and compared with previous election cycles, was prevented pre-elections, during elections, and post elections<sup>32</sup>;
- b) Peace consolidation in Sierra Leone was achieved when diverse stakeholders were actively engaged and empowered;
- c) Different constituencies across Sierra Leone were relevant and effective to build and maintain peace and prevent gaps in knowledge and information that could be filled by spoilers;
- d) Women who were mobilised and engaged in improving their participation in political processes as peace building ambassadors were exceedingly successful and impactful – in effective participation;
- e) Women from government, political parties, civil society and other community and professional constituencies brought decisive changes in the political fortunes of Sierra Leone pre-elections, during elections, and post elections in sustainable ways; and
- f) The Project's activities helped to build women's networks and leaders that resulted in women exercising their influence beyond those holding traditional forms of political power.

Therefore, the evaluation concluded that Project:

- i. contributed to peaceful electoral processes in the lead-up to, during and post 2018 elections through women's inclusion in national policies and action plans for peace, broad participation of women as political actors and peacebuilding ambassadors at national and local levels;
- ii. enabled the engagement of traditional leaders and media to support peace and gender equality messages ahead of elections;
- iii. succeeded in promoting peace by mobilizing community and social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence;

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<sup>32</sup> This evaluation is an overall assessment and conclusion made relative to previous elections, despite and with due cognisance of another report funded by the UN Women around the same election time that made a different conclusion. That report, states that high levels of harassment, intimidation, and psychological abuse were reported by women in all categories of political participation; activists, elected leaders, officials and voters were serious obstacles to political participation by women; women reported suffering more often from emotional/psychological abuse than from any other form of violence, followed by physical and economic violence. Rape was recorded as the most serious form of politically motivated violence. (Women, politics and violence – reflections on the 2018 elections in Sierra Leone – Center for Accountability and the Rule of Law p5).

- iv. strengthened the capacity of national and local-level political institutions to fully integrate women's rights and gender equality principles for sustained conflict-prevention in Sierra Leone.

Furthermore, a thematic review of Implementing Partners' reports reveals a unanimous concurrence in their assessment that the Project produced results that far exceeded the boundaries of the original stated Theory of Change. In re-constructing the emergent ToC, IPs' report and other literature reviewed revealed that because of the Project, Sierra Leone is qualitatively and quantitatively better off in the following manners:

- Conflict prevention and management:** political tolerance and community awareness; fuller and better participation of women and men at all levels; a strengthening media exercising restraint and not fanning the flames of ethnic discord; progressively neutral Paramount Chieftaincy; and a committed civil society working towards peace consolidation and non-violent elections became evident by the close of the Project.
- Democratic stabilization of the country:** more democratic institutions and processes that brought in substantial participation of Sierra Leonean women who in turn portrayed their life experiences and reflected them in decisions and policies changed the political landscape of the country. The participation of women, who constitute over half the population, is critical to the success of any peace consolidation process.
- Women's agency:** Sierra Leone's women peacebuilders bring different perspectives and priorities than men to the table, and their role in re-establishing the social fabric in the aftermath of conflict has been vital. They brought ability to multitask family, community and peacebuilding.
- Gender Equality, empowerment and Rights:** Violence against women (VAW), traditional and cultural practices though still prevalent and used as tools for political intimidation, negatively affecting women, were minimised by various Project initiatives. More work is still needed here.
- Relevant issues and recommendations:** Since the inception of the Project, major milestones have been achieved.
- Government has demonstrated its commitment in that the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA) took the lead in the project implementation, as the Co-Chair of the Programme Steering Committee the Ministry gave strategic direction to the current project.
- The MSWGCA is also the Government agency responsible for the implementation of the women and peace agenda as stipulated in UNSCR1325<sup>33</sup>. In this regard the GoSL has taken notice that women play important roles in building peace and advancing security, yet they remain underrepresented in official peacemaking processes<sup>34</sup>. Below are examples of policy frameworks.
  - ✓ The first National Action Plan was evaluated with a major recommendation to develop a second generation. With the support of the Project the MSWGCA spearheaded the development of a new National Action Plan, which has been completed.
  - ✓ Further to the 2015 ratification by Parliament of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol); and in pursuit of the aspirations of the Agenda for Prosperity (A4P), which mainstreamed gender in Pillars 1-7 and contains Pillar 8 on Gender and Women's Empowerment as a standalone pillar this Project has acted as an impetus to support government's commitment to strengthen efforts to prevent sexual violence and promote gender equality. Since the current

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<sup>33</sup> Sierra Leone became the fourth and seventeenth in Africa and World for the crafting of the National Action Plan on United Nations Security Council Resolution 1325 and 1820. The first one in 2010 ensured that the Plan did not just focus on UNSCR 1325 (women, peace and security) but brought onboard the sister resolution 1820 (sexual violence). Unlike the conventional "3Ps" (participation, protection and prevention), Sierra Leone National Action Plan included prosecution and coordination.

<sup>34</sup> Patty Chang et al., *Women Leading Peace: A Close Examination of Women's Political Participation in Peace Processes in Northern Ireland, Guatemala, Kenya, and the Philippines* (Washington, D.C.: Georgetown Institute for Women, Peace and Security, 2015)

Government came into power Parliament has started discussing recommendations from A4P, including the 30% quota for women's representation in leadership positions.

Below are promising developments this evaluation assessed as contributing to the Project goals:

- ✓ 2018 elections produced 19.3% (6 out of 31 Ministers) - 5.5% increase in number of female Cabinet Ministers 5 Deputy Ministers and two high profile but non Ministerial positions-i.e Chief of Protocol and Presidential Adviser and Ambassador at Large. This happened because of the non passing and enforcement of affirmative bills stressing the 30% quota for women in all selective governance positions. On a positive note, the President is using his prerogative to appoint more women to political positions and GoSL has additional women as Deputies.
- ✓ To address the menace of increased violence against women, the government established the Family Support Unit (FSU), which is a specialized unit of the police force exclusively tasked with addressing domestic and other forms of violence against women. Violence against women in politics and elections is recognized as a deterrent to women's full and equal participation in political processes, preventing women from realizing their political rights<sup>35</sup>.
- ✓ This Project had direct bearing on breaking new ground in the election of female paramount chiefs. Traditional structures used to promote women's political participation, through the engagement of 13 female paramount chiefs with 50 male paramount chiefs which resulted to the election of two female paramount chiefs in Parliament. The election of two female Paramount Chiefs in parliament was critical as customary laws and traditional practices continue to subordinate and oppress women and girls. Currently out of the 149 chiefdoms there are only 14 female paramount chiefs). The role Paramount Chiefs play in influencing voters' choice and entrenching democratic principles in an election gives them the opportunity and responsibility to be champions for peaceful coexistence and promoting the conduct of free and fair peaceful elections in their chiefdoms.
- ✓ The election of traditional female chiefs presents new opportunities and increased political space for traditional women in parliament after a period of ten years. Interview with project staff confirmed that the meeting facilitated by this project was innovative because paramount chieftaincy is one of the most powerful traditional institution and they are key players in democratic governance a place reserved for mainly men.
- ✓ Several Implementing Partners' progress reports proffer various recommendations to improve the overall goal and outcomes of the Project. This evaluation will review those recommendations and triangulate them with primary data from participants in order to provide consolidated forward-looking recommendations for the final report.
- ✓ All Implementing Partners interviewed confirmed that they will continue with the work that was triggered by this Project even after the Project has closed.

The reconstruction of the original Theory of Change has shown that much more work was done – beyond the original plan of the Project. More complex processes influenced many political processes and opened up avenues for women's participation in political processes as peace building ambassadors. Though short-term, the Project generated and publicised serious issues of violence against women (VAW); Women's Political Participation (WPP) Women's Peace and Security (WPS) which should be pursued in-between the electoral cycles in Sierra Leone.

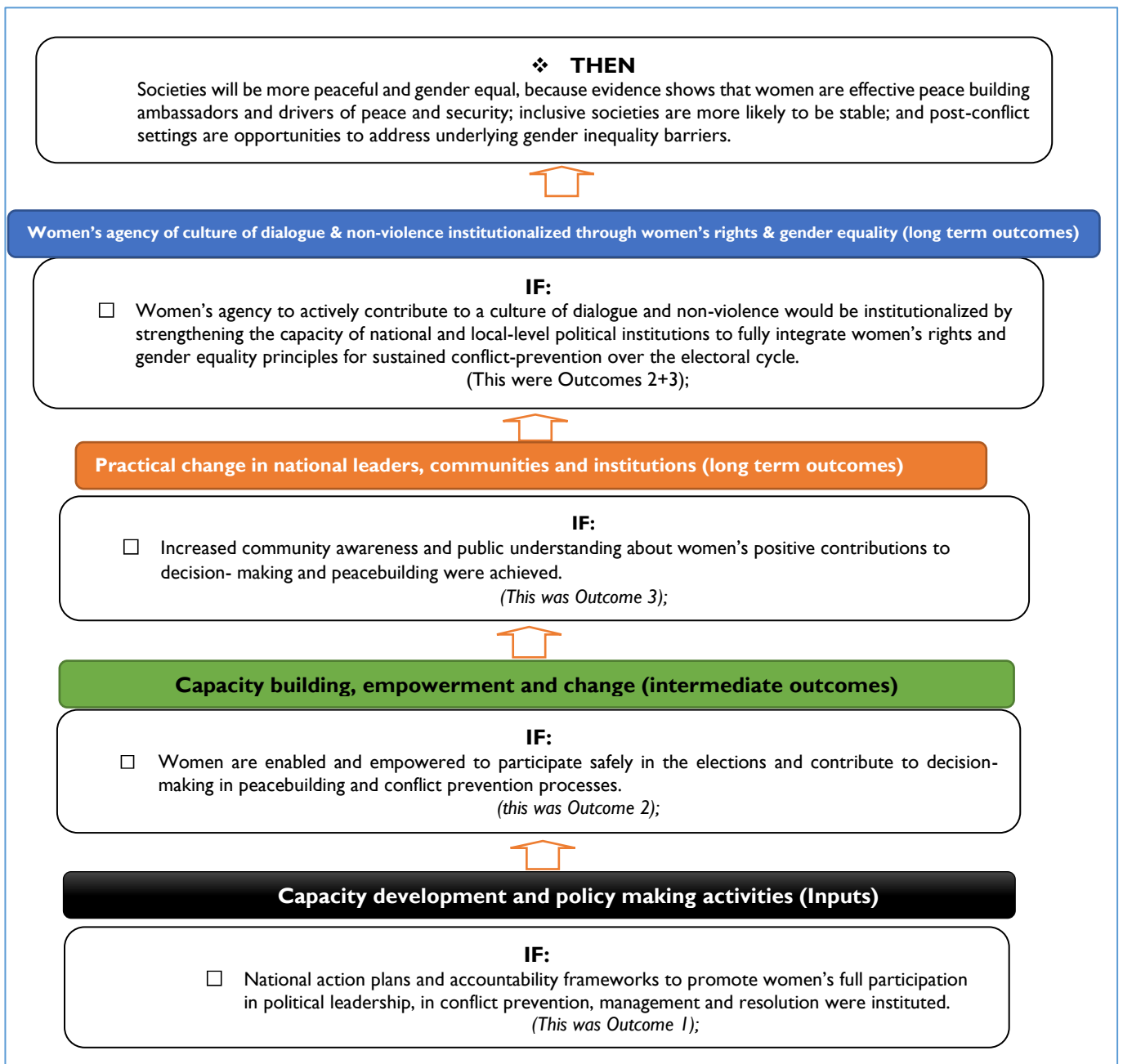
This analysis leads to a reconstruction of the ToC for the Project "*Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone 2017-2019*) as follows:

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<sup>35</sup> UN Women and UNDP, Preventing Violence against Women in Elections: A Programming Guide, New York, 2017.



**Figure 1: Theory of Change:  
Improving Women's Participation in Political Processes  
as Peace building Ambassadors Project - Sierra Leone (2017-2019)**



## 2. Data management methodology

The evaluation was carried out following UNEG Norms and Standards and UNEG Guidance on *Integrating Human Rights and Gender Equality in Evaluations*. It also followed the UN Women Evaluation Policy and the Ethical Guidelines for evaluations in the UN system. This final evaluation report was prepared following the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)<sup>viii</sup>. Application of these guidelines, standards and policy frameworks are elaborated below and throughout this report.

During the evaluation process, the UN Regional Monitoring and Evaluation Regional Advisor in Dakar reviewed all drafts, as necessary to ensure the smooth management of the evaluation process. Together with the Evaluation Management Team and the Evaluation Reference Group they constituted

a quality assurance system which provided quality assurance, administrative and substantive backstopping support. However, the evaluators conducted primary data collection alone and made their conclusions without the influence of any oversight party. Findings and recommendations in the report remain those of the evaluators.

### **2.1. Evaluation criteria elaboration of key questions**

The evaluation criteria of the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) was adopted in the evaluation of the Project. Key questions further expatiated in the evaluation matrix were developed around thematic evaluation areas of relevance, effectiveness, efficiency, sustainability and impact.

To facilitate more transparent and participatory processes, enabling more equitable gender-balanced contributions by all stakeholders, and to facilitate capacity building of all stakeholders to contribute freely - evaluators sought to address transparency, privacy and confidentiality issues, including sensitivity to language use. Relevant critical measures during data collection included gathering appropriate stakeholder groups in sessions they could express themselves freely. Evaluators also visited stakeholders in their localities, used most appropriate cultural approaches and local languages to facilitate easy access and increase participation. Between them, the evaluation team possessed the cultural, language and ethical competencies to address these considerations. Ethical considerations to guard against stakeholder concerns and to ensure safeguards are discussed in detail under section 2.6: Confidentiality & Ethical Code of Conduct.

### **2.2. Evaluation design**

The overall evaluation methodology used a combination of quantitative and qualitative research methods. A hybrid methodological approach to data collection was used: document analysis, in-depth interviews (IDIs); focus group discussions (FGDs). Because of the need to reach women at their own levels, the Evaluation Reference Group encouraged face-to-face data collection, and once evaluators decided to visit all Implementing Partners and beneficiaries in their locations, it became prudent to drop all survey tools and focused primary data collection on IDIs and FGDs. (although survey method was originally planned, and tools developed at the inception phase.) This hybrid approach enriched data management and resulted in the crystallisation of a comprehensive assessment of this impact evaluation<sup>x</sup>. The approach made the evaluation utilisation focused, gender responsive and explicitly integrates universal human rights-based approaches<sup>x</sup> to data management. For example, the evaluation utilised genderised participatory methods<sup>xi</sup> for developing case studies. Also, where possible data was disaggregated by sex and according to other relevant parameters such as sex, age, place of residence, belonging to minorities, disabilities and gender identity given in the Logframe.

To enhance data management, throughout the conduct of the evaluation, there was some degree of data analysis (e.g. during document review, interaction with stakeholders, collection and consolidation of FGD data). Evaluation literature suggests that 'iterative' testing and analysis is advisable, particularly human rights and gender analysis, as early analyses will show, for example, where data is missing and what the most interesting questions are<sup>xii</sup>. Allied to this principle of iterative data testing and analysis is gender mainstreaming. The 1997 ECOSOC Resolution on gender mainstreaming notes: "Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation."<sup>xiii</sup> In practice, during this evaluation it means:

- Identifying contextual constraints and opportunities in relation to gender equality, e.g. laws, attitudes or cultural practices;
- Reviewing the capacities of duty bearers to reach out equally to women (and men), and to promote gender equality;
- Collecting and analysing sex-disaggregated data;
- Understanding that women and men are not homogenous groups and the different ways men and women experience problems.

- Understanding the ways in which gender intersects with other social dividing lines such as ethnicity, race, age and disability;
- Identifying gender roles and gender relations and differentials at work and in life, in terms of the division of labour, and access to and control over resources and benefits;

The evaluation collected data using three complementary streams of stakeholder groupings with various segments. The first stream focused on Project Implementing Partners, Government and CSOs who received funding and/or technical support in the implementation of the Project. The second level were the RUNOs and Government Ministries who had oversight of this project. The third stream was targeted at national, district and local levels – covering various segments that included direct beneficiaries and other key stakeholder who include candidates, voters, mediators, community leaders who participated in the Project in any significant way.

### **2.2.1. Evaluation organisation and management**

This evaluation was conducted by two evaluators who are gender balanced. The international consultant and team leader led in the inception report and collection of data both at national and local levels. The national consultant brought vast experience of local knowledge, language and cultural skills to collect data from sub-national levels and participated in data collection from subnational levels.

On a day-to-day basis the evaluators reported to the Evaluation Manager. The Evaluation Manager worked through the Evaluation Management Team, which in-turn received overall guidance from the Evaluation Reference Group, supported by the Regional Monitoring and Evaluation (M & E) Advisor. Both teams met twice in Freetown to review and approve the inception report, data collection plans and then the draft report emerging from the field study phase. Details of the evaluation organization and management, including the terms of reference for each of the key players are given in Section 4 below under: Responsibilities, logistics and support. Names of the Evaluation Management Team and Evaluation Reference Group are given in annex 7.

After data collection and initial triangulation, evaluators developed a draft report and made a presentation of the initial findings, recommendations, conclusions and lessons learned to the UN Women Country Representative and to a joint sitting of the Evaluation Management Team and Evaluation Management Team to get initial feedback and to increase the levels of reliability and validity. At that sitting further decision was taken to adjust original dates set to deliver the final report in order to give all relevant reviewers ample time to send in their comments before the final report is submitted. All reviewers responded virtually by providing track change comments, suggestions and recommendations through e-mails. Thereafter evaluators incorporated appropriate feedback into the final evaluation report, while remaining independent in their findings and recommendations.

#### **❖ Advantages and limitations of data collection methods used**

The evaluation used a combination of desk reviews and a variety of primary data collection approaches. This section discusses advantages and limitations of these methods. Samples of each method are given further below in this report. Despite the iteration and mainstreaming principles mentioned above, all data collection methods showed their advantages and limitations. For example, desk review was used at inception, during data collection and at the triangulation stage. Its advantage was that it was inexpensive, and data was relatively fast and easy to obtain because the Project was rich in literature. It also captured periodic information and data that could be compared baseline versus midline or endline, and statistical comparisons through annual reports could be made easily. The limitation of this method was that programme reports were numerous and inherently difficult to verify the quality of information since reports naturally leave out tacit and informal knowledge.

Focus group discussions (FGDs) were also preferred because they were faster and more cost-effective than individual interviews. FGDs had an advantage of bringing out nuances of stakeholder dynamics - given that key informants had experience such a politically polarized election. The limitation of this

method was the inability of participants to give views anonymously. Also, their responses could not be easily compared or generalized, unless sessions were repeated several times till saturation point.

Since face-to-face data collection was predominately used in this evaluation, the method of field observation was also used as an accompanying method during FGDs and in-depth interviews. The advantage was that field observation provided the evaluators with the ability to observe first-hand the programme implementation storytelling “in action”. For example, evaluators were able to assess the alignment between the live conversations with the quality of data given – including attitudes and feelings of respondents. The limitations of this method were like any face-to-face method described above. Depending on location, this method was expensive and time-consuming (in arranging and conducting them). It could not easily be compared or generalized. Bias could be introduced where key informants were aware of the evaluators’ presence in the room. However, to increase data reliability and validity, the evaluation used a large sample of key informants and repeated these face-to-face data collection sessions several times in all Project sites where Implementing Partners conducted their activities.

## 2.3. Data analysis

### 2.3.1. Validity and reliability of data

Throughout this evaluation, data management was of vital importance in relation to validity and reliability of data<sup>36</sup>. To increase the chances of data validity and reliability both evaluators administered similar tools and all tools contained multiple questions that were aimed at answering the same questions as outlined in the evaluation matrix below. More importantly, evaluators pretested data collection tools to ensure high validity and reliability<sup>xiv</sup>. To increase the ability for generalizability of findings, strong random samples were designed for each stakeholder group and substantial and representative data collection sites and key informants were selected. Evaluators used multiple methods of data collection and analysis (triangulation), which allowed for validation across multiple methods and sources. After data collection evaluation presented initial findings, and the draft report will be subjected to further examination before the final report is submitted.

### 2.3.2. Data analysis

Data analysis involved the systematic organization, comparison and synthesis of information and data derived across and through all methods mentioned above. The analysis included an assessment of what the information sought to answer on each evaluation question. The evaluation triangulated information using various methods of data collection and sources of information in order to ensure robust findings. Ultimately, evaluators made judgments based on evidence. The evaluation report describes the analytical process undertaken and the underlying rationale for judgments made.

The findings assessed progress towards achievement of the Project objectives at community, district and national levels against the standard evaluation principles of **relevance**, **effectiveness**, **efficiency**, **sustainability** and **impact** since its inception in November 2017. Since findings largely emerged from a qualitative data analysis, evaluators used content analysis and thematic analysis to triangulate data and report it together with the issues summarized from desk review. The overall report for the evaluation shows descriptive statistics, correlations and thematic analysis within and across subpopulations to enable comparison and juxtaposition of emergent themes. Below is a summary of data processing techniques evaluators used to analyse data from the literature survey, interviews, case stories, focus group discussions and consultations.

- ✓ ▪ **Data Tabulation and Comparison:** Appropriate tables and columns were developed showing segregated data by gender<sup>xv</sup> and findings used in the report. Separate schedules of observations, conclusions and recommendations are also presented in the analytical framework/analysis plan, and that are further sifted and summarized in the final report.
- ✓ ▪ **Content Analysis:** Content analysis is a key data mining and refining approach when the evaluators conducted literature survey and desk review of all available reports, documents

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<sup>36</sup> Validity refers to the accuracy of the data, i.e., whether or not data collection tools are measuring what they are intended to measure. Reliability refers to the extent to which the same findings would result after utilizing the same method of data collection multiple times.

and collected data sets. The evaluators reviewed, based on their extensive experience in studying technical reports and documents, sifting through qualitative, comparative, and quantitative information from each dataset. This was triangulated<sup>xvi</sup> and refined based on the comments of key informants and through cross-checking to ensure factual credibility.

- ✓ ▪ **Thematic Analysis:** Thematic analysis involved a thorough review of themes and recurrent issues arising from available reports and datasets under review. The analysis tracked themes that consistently emerged from desk review, interviews, FGDs and review presentations.

## 2.4. Sample and sampling design

The sampling design was done at national and subnational levels. The sampling design was developed from a stakeholder analysis conducted during the inception phase. Below are the 2 sampling frames.

**At national institutional levels**, the evaluation used a census sampling approach to all key participating stakeholder institutions and implementing partners to the Project to allow the evaluators to study and fully understand roles played by each institution and the interventions they participated in. The Project institutional census is listed on the stakeholder map in the table below. Step two, purposive sampling was used to select specific participants based on their nature of involvement in the Project. Evaluators determined that those institutions provided one or more of the following interventions: eclectic capacity development programming; media training; gender mainstreaming; and peace building and security training; policy advocacy; and human rights and gender equality programming. This role allocation of institutions allowed evaluators to purposively select certain participants for data collection – using appropriate methods that balanced gender, role or nature of participation in various interventions. As step three, evaluators used purposive sampling for high-level officials for in-depth interviews – depending on availability. As step four – pre-selected technical and operational staff were randomly grouped to attend FGDs or in-depth interviews. The final step five was to disaggregate all key informants by locality, institution and gender. This broad-based approach was innovative as it allowed evaluators reduce bias and increase reliability in the results by triangulating data from key informants providing data using various methods - but from the same institutions.

The tables below give granular details of key informants who participated in the evaluation, including training them to the Implementing Partners and the RUNOs which sponsored them in the Project. The evaluation also provided details of key informants segregated by sex.

**Table 1: Implementing Partners -National Level - Disaggregation of data collection**

IMPLEMENTING PARTNERS - NATIONAL LEVEL		UN WOMEN		Segregation by Sex	
Name of Institution	Mode of Data Collection	Number of Participants	Grand Totals	Females	males
<b>FREETOWN-WESTERN AREA</b>					
	<b>FGD</b>	<b>KII</b>			
Country Representative		1	1	1	
Local Council Association SL (LOCASL)	1		6	4	2
Participants of development of SiLNAP on UNSRC 1325 and GEWE Policy	1	3	11	11	
50/50 Group		2	2	2	
Action Aid	1	1	4	3	1
Campaign for Good Governance (CGG)	1	1	4	3	1
Sierra Leone Market Women Association (SLMWA)	1		6	6	
Westminster Foundation for Democracy		1	1	1	
All Parties Political Parties Women's Association (APPPWA)	1		3	3	
Mano River Union Women's Peace Network (MAWOPNET)	1	1	5	5	
Center for Accountability and Rule of Law (CARL)		1	1		1
<b>TOTALS</b>	<b>7</b>	<b>11</b>	<b>44</b>	<b>44</b>	<b>39</b>

IMPLEMENTING PARTNERS – NATIONAL LEVEL		UNESCO		Segregation by sex		
Name of Institution	Mode of Data Collection		Number of Participants	Grand Totals	Females	Males
<b>FREETOWN- WESTERN AREA</b>						
	FGD	KII				
BBC Media (Country Director + 9 Media Houses)	1	1	10	10	6	4
Movement for Public Accountability and Development (MOPAD)	1		5	5	3	2
UNESCO Regional Office	1		2	2		2
Dignity Now	1	1	4	4	4	
Inter Religious Council	1		3	3		3
National Commission for UNESCO (NATCOM)	1		2	2		2
Women in the Media (WIMSAL)	1	1	3	3	3	
<b>TOTALS</b>	<b>7</b>	<b>3</b>	<b>29</b>	<b>29</b>	<b>16</b>	<b>13</b>

IMPLEMENTING PARTNERS – NATIONAL LEVEL		UNDP		Segregation by sex		
Name of Institution	Mode of Data Collection		Number of Participants	Grand Totals	Females	Males
<b>FREETOWN-</b>						
	FGD	KII				
Three RUNO Project Managers	1	3	3	3	3	
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)		1	1	1		1
PBF Advisor		1	1	1	1	
SERVE Sierra Leone	1	1	2	2	2	
West African Network of Peacebuilding (WANEP)	1		3	3	3	
Sierra Lone Police - FSU	1		7	7	3	4
DEPAC		1	1	1	1	
NOW Sierra Leone – Beneficiaries	2	4	20	20	17	3
<b>TOTALS</b>	<b>6</b>	<b>11</b>	<b>38</b>	<b>38</b>	<b>30</b>	<b>8</b>

**At district and community levels**, this final evaluation sampled six districts [Western Area, Bo, Kenema, Kabala, Kambia and Koinagudu where the preponderance of Project activities was implemented. In two cases, two key informants from non-sampled districts participated because they could afford own transport and related costs to attend the interviews and focus group discussions<sup>37</sup>. Sampled key informants were selected from all UN Women, UNDP and UNESCO Project components through Implementing Partners. RUNO Managers of those components also helped the evaluators to sample key informants. This spread of the sample provided the needed reliability and generalisability of data. These districts were purposively sampled using the criteria of level of investment and the spread and depth of the types of activities conducted during the Project implementation. The evaluators visited all these six districts. Field visits discussed with stakeholders involved in the Project, including direct and indirect beneficiaries. Key informants were further disaggregated by region, Implementing Partner, RUNO and sex. The table below provide statistical samples of key informants who participated in data collection at subnational levels.

**Table 2: District and Local Level Data Collection- Segregated by sex**

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS		3 RUNOs		Segregation by sex			
Name of Institution	Southern Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
Female Political Aspirants in the 2018 Elections (winners & losers)	BO	1		18	18	18	0
Action Aid and BO City Council	BO	1		12	12	12	
SERVE Sierra Leone – Mixture of Beneficiaries	BO	1	1	13	13	10	3
Campaign for Good Governance (CGG) – Mixture of Beneficiaries	BO	1		12	12	10	2
West African Network of Peacebuilding (WANEP) – Mixture of Beneficiaries	BO	1		11	11	8	3
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	BO		1	1	1		1
<b>TOTALS</b>		<b>5</b>	<b>2</b>	<b>67</b>	<b>67</b>	<b>57</b>	<b>9</b>

<sup>37</sup> Moyamba and Kono where one losing female MP and losing Councillor paid for their ways to the interviews.

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	Eastern Region	Mode of Data Collection		Number of Participants	Grand Totals	Females	Males
	Central data collection sites	FGD	KII				
Dignity Now	Kenema	1		4	4	4	
SEND Sierra Leone	Kenema	1	2	16	16	12	4
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Kenema	1	1	3	3		3
<b>TOTALS</b>		3	3	23	23	16	7

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	North West Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
Mano River Union Women's Peace Network (MAWOPNET)	Kambia	1		15	15	13	2
Local Council Association SL (LOCASL)	Kambia		1	1	1		1
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Kambia		1	1	1		1
<b>TOTALS</b>		1	2	17	17	13	4

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	North Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
West African Network of Peacebuilding (WANEP) – Mixture of Beneficiaries	Kabala	1	1	7	7	6	1
Local Council Association SL (LOCASL)	Koinadugu		1	1	1	1	
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Koinadugu		1	1	1	1	
<b>TOTALS</b>		1	3	9	9	8	1

Below is a detailed description of the primary data collected at national and subnational levels.

#### 2.4.1. Description of data collection

- Key Informant Interviews (KII) and Focus Group Discussions (FGDs)** targeted national, district and community-based institutions which contributed to the implementation process as well as key individuals and institutions -including the local government representatives, politicians, and traditional and faith leaders. Data collection tools were segregated and framed to suit the levels of each FGD both at national and subnational levels. Those tools are attached as annex in this report. Snowballing technique was used to identify other people who could either be KII or Most Significant Change (MSCs) narrators. Where possible tracking of position, role or sex of respondents, and whether they are duty bearers or rights holders was done and is reflected in the comprehensive list of key informants that is provided as Annex in this report.
- As indicated in the tables above FGDs were held at each site, with a minimum of 2 people and an open maximum number of participants. Where the number of participants exceeded 10 the data collection turned into a consultation and evaluators allowed for more time and space for participants to air their views. Detailed numbers, sitting and numbers are given in the tables above.
- Snowballing sampling** from both the KIIs and FDGs were used to identify MSCs. A case study approach was then used to detail MSCs. Where possible, one previously documented story of change was followed up, and the undocumented stories were corroborated by either meeting the narrator in person, or the Implementing Partner sought at subnational levels.
- Observation techniques** was employed for assessing physical structures and quality of products produced during Project implementation. Evaluators sought to and confirmed all outputs such as reports, training materials, manuals, or media products produced in various initiatives.

## 2.4.2. Summary of Key Informants

Evaluators concluded that the rich secondary data together with primary data from a large and diverse sample of sampled Key Informants provided ample evidence necessary to reach solid findings and conclusions for this evaluation. The summary table below speaks for itself. Evaluators conducted 33 FGDs and 42 KIIs – a total of 75 primary data collection sessions. A total of 227 Key Informants provided data for this evaluation. A substantial number of 180 women, as compared to 47 men, provided data to the evaluation – giving women an impressive 79.3 % participation rate compared to men at 20.7%. Throughout the data collection phase evaluators noticed that women were the majority and actively involved in the design, implementation and evaluation of the Project.

**Table 3: Summary of Key Informants – Segregated by sex**

SUMMARY Segregated Key Informants	Mode of Data Collection		Totals	Segregation by sex	
	FGDs	KII		Females	Males
<b>National Level</b>					
<b>UN Women</b>	7	11	44	39	5
<b>UNESCO</b>	7	3	29	16	13
<b>UNDP</b>	6	11	38	30	8
<b>District/Local Level</b>					
<b>Southern Region</b>	5	2	67	57	9
<b>Eastern Region</b>	3	3	23	16	7
<b>North West Region</b>	1	2	17	14	3
<b>North Region</b>	1	3	9	8	1
<b>TOTALS</b>	<b>33</b>	<b>42</b>	<b>227</b>	<b>180</b>	<b>47</b>

## 2.5. Confidentiality & Ethical Code of Conduct

The evaluation was carried out following UN Evaluation Group (UNEG) Norms and Standards<sup>xvii</sup>, UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system<sup>xviii</sup>. Once finalized the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)<sup>xix</sup>. Specific safeguards were put in place to protect the safety (both physical and psychological) of both respondents and data collectors. Critical ethical considerations for data collection incorporated in the evaluation design included the following:

- Data collection tools were designed in a way that is culturally appropriate and interpreted in languages that did not create distress for respondents;
- Data collection visits were organized at the appropriate times and places to minimize risk to respondents;
- Evaluators are competent to identify the complexity of cultural identities, identify power and political dynamics between and within different groups, and were cognizant of the use of language or other instruments/symbols of power or dominance among respondents.

### 2.5.1. Stakeholder analysis

From all Key Informant summary tabled provide above, evaluators ascertained that the stakeholder map for this Project covered participants at both national and sub-national levels. The sampling of key informants was done at both national and sub-national levels, tracking Project participants who participated in the Project activities as either direct beneficiaries or indirect beneficiaries. The stakeholder map included both rights holders and duty bearers. Either KIIs or FGDs were used to collect data from the sampled key informants. Below is the stakeholder map from which the project sampling was done, including institutional key informants numbers sampled, and the percentage of those informants who participated in the data collection exercise in each category of Key Informants.

**Table 4: Stakeholder Analysis**

Category of stakeholder	Name of Project Stakeholder and Participant	Number sampled	% of total
Project managers	1) UN Women, UNDP and UNESCO	3	100
Project partners	2) Ministry of Social Welfare Gender and Children's Affairs 3) Local Councils Association Sierra Leone (LOCASL) 4) Sierra Leone Female Parliamentary Caucus 2018	3	100



Implementing partners	5) Women's Forum 6) 50/50 Group 7) All Political Parties Women Association (APPWA) 8) West Africa Network for Peacebuilding (WANEP) 9) Mano River Union Women's Peace Network (MARWOPNET) 10) Women in the Media Sierra Leone (WIMSAL) 11) Westminster Foundation for Democracy (WFD) 12) Sierra Leone Market Women Association (SLMW) 13) Action Aid (Sierra Leone) 14) Center for Accountability and Rule of Law (CARL) 15) SEND (Sierra Leone) 16) National Organisation of Women. (NOW) 17) Sierra Leone National Commission for UNESCO 18) Dignity Now 19) Movement for Public Accountability & Development (MOPAD) 20) Socio-economic Empowerment to Remedy Vulnerability Everywhere-SERVE Sierra Leone 21) Sierra Lone Police - Family Support Unit 22) Department of Parliamentary Assistance Coordination (DEPAC) 23) Campaign for Good Governance (CGG)	<b>18</b>	<b>100</b>
Electoral management bodies	24) National Election Commission 25) Political Parties – 6 Political Parties represented 26) Inter Religious Council	<b>8</b>	<b>100</b>
Women peace ambassadors	27) Rural women (from all 6 districts) 28) Women political candidates (from all major parties) 29) Women winning candidates (from all major parties)	<b>3</b>	<b>100</b>
Media Houses	30) Women in the Media 31) Radio Democracy 32) Sierra Leone Broadcasting Corporation (SLBC) 33) African Young Voices (AYV) 34) Radio Mount Aureol (RMA) 35) Culture Radio 36) BBC Media Action Sierra Leone	<b>8</b>	<b>100</b>
Number of institutional entities that participated in primary data collection		<b>43</b>	
❖ The evaluation collected data from (43 institutional entities) representing 100% of key Project partners, implementing partners and stakeholders.			

## 2.6. Limitations to the evaluation

Monitoring of the Project was reported through semi-annual reports. This Project never conducted a mid-term review nor self-evaluation in the past 2 years of its implementation. The mid-term evaluation of the project could not take place because of the post elections tension which delayed the field implementation of the activities. Organizing a mid-term evaluation normally in August 2018 with very little to show would have been a waste of resources. The Project team (RUNOs) deemed it necessary to focus mainly on the final evaluation to be carried out at the end of quarter 3 FY 2019 with available funds<sup>38</sup>. In its place a semi-annual report captured the summary of the Project progress and evaluators relied on that report. In this situation, evaluators took additional steps to ensure that they had accurate understanding of the programme and therefore developed evaluation data collection tools that accurately measure the Project's progress and the logframe.

The other consideration is that this evaluation also assesses capacity development of institutions and individuals within a period of 18 months. Capacity development (CD) evaluations have peculiar considerations<sup>xx</sup> as follows:

- CD results take time to have an impact on the organizational/environment level (some of those initiatives might then be too recent to show considerable impact);
- The assumption that CD activities always achieve monitorable and measurable changes in workplace behaviors/institutions is not always confirmed;
- The design of CD activities includes M&E tools that concentrate often on outputs rather than outcomes making it difficult for an evaluation to properly review the results; and
- Budget and time constraints of this evaluation make it difficult to have a thorough analysis of the results of CD activities.

<sup>38</sup> Semi Annual Progress Report. June 30, 2018.

The evaluation matrix in Annex 2 summarizes the key aspects of the evaluation exercise by specifying what was evaluated and how. The matrix included the evaluation criteria, the main evaluation questions with all the corresponding sub-evaluation questions, indicators for measuring progress, required data, data sources, and data collection methods. The evaluation matrix was used as a living document and could be subject to modification and amendment as the evaluation progressed.

### 3.0. Evaluation Findings

Overall evaluation findings brought out clearly discernible thematic conclusions and recommendations. For example, all 227 key informants to this evaluation were unanimous that the major factors necessary for peaceful elections and culture of dialogue and non-violence in Sierra Leone include: political tolerance and community awareness; full and equal participation of women and men at all levels; and a media exercising restraint and not fanning the flames of ethnic discord; Most FGDs concurred that in order to achieve long term the RUNOs should support and invest in culture change and mindset shift programming that strengthen the capacity of national and local-level political institutions that fully integrate women's rights and gender equality principles for sustained conflict prevention in Sierra Leone over several electoral cycles. They urged and suggested focussing on traditional institutions and community-based institutions including Paramount Chieftaincy that is neutral; and a committed civil society working towards peace consolidation and non-violent elections. All 43 institutions that participated in the evaluation concurred that democratic institutions and processes require the full participation of Sierra Leonean women and that the life experiences of women are reflected in decisions and policies. The evaluation concluded that participation of women, who constitute over half the population, is critical to the success of any peace consolidation process. All 47 men who participated in the evaluation echoed other documented studies that if women are excluded or face discrimination, peace will be impossible to achieve in Sierra Leone<sup>39</sup>.

#### 3.1. Results analysis and findings at national and subnational levels

The evaluation made assessment at national and subnational levels. Where appropriate the evaluation used a cascading analytical flow to Project results. In that regard the assessment was first made at the outcome-output level. The second level of assessment was made at output-target levels. Evaluation also tracked the performance of Project implementation cycle. This section below gives a panoramic assessment of the evaluation at outcome-output level.

**Outcome I:** *National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.*

The evaluation assessed that **Output I** was mostly achieved with the development of accountability frameworks for promoting women's peace and security frameworks- the Gender Equality and Women's Empowerment Policy and National Action Plan on UNSCR 1325 II. Extensive consultations resulted in community ownership and participation in the drafting of the two frameworks. These extensive consultations and validation processes further created opportunities for the involvement and participation of women at various levels in key decision-making platforms like security committees, early warning systems, and follow up mechanisms. These processes also gave voice to women to discuss issues affecting them and raise awareness on the three gender acts, affirmative action, the 30% and the setting up of a Gender Commission. The evaluation conducted a FGD which confirmed the achievement of this outcome. Key Informants were unanimous in their assessment that inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections was one of the Project's most effective and sustainable results.

At subnational levels the evaluation conducted several FGDs and IDIs which in unison, confirmed that the Project activities were successfully implemented. They confirmed that the topics that brought most personal meaning to them included SGBV; prioritizing women' peace and security; child marriage and teenage pregnancy; discriminatory laws; access and ownership of land/agriculture; safe homes/safe

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<sup>39</sup> Project Document pp4-5

rooms in Chiefdoms and District; health security, education, harmful traditional practices (namely Female genital mutilation (FGM)); and low female representation in decision-making at all levels. All these issues were now factored into the twin policy documents. Participants also discussed the various strategies which could be used to address the priority issues and the responsible persons for each sector. The evaluators were able to triangulate from several FGDs and IDIs with RUNOs' reports that Project workshops engaged 200 men and 400 women at every level (District, Chiefdom and Regional). Community Radio discussions with phone-in programmes were also held in 16 districts targeting an estimated listening population of 200,000 persons - more than 60% of whom are women.

**Outcome 2:** *Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.*

The evaluation assessed that this outcome was achieved. Significant to the project objectives, more women participated safely in the 2018 multi-tier elections both as candidates and voters. The Project helped to increase women participation in the 2018 elections. Of the 3,178,663 registered voters, 52% were women and 48% men with more than 85% voter turn-out compared to 50.6% of women for the 2,692,635 registered voters in 2012. The percentage of women in parliament increased marginally from 12.4% to 12.9%. At the Local Council level, females represent 28.5 percent as Mayors of City Councils; 4.7 percent as Chairpersons of Local Councils, and 18.7 percent as Local Councillors. Women are now able to better organize themselves to take issues of women forward with the rejuvenation of the APPWA and the resuscitation of the Parliamentary Female Caucus<sup>40</sup>.

**Output 2.3** was fully achieved through strengthened security sector that ensured enabling environment for increased women's participation in 2018 elections. This was achieved through training of security forces, strengthening of early warning systems that contributed to relatively peaceful elections as evident in the voter turnout and findings of national and international Observer reports.

**Outcome 3:** *Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.*

The evaluation concluded that Project achieved the overall objective of outcome 3. Both interviews and reports concur that there is increased awareness on the benefit and importance of women's participation and representation in decision making. The project directly supported partners to carry out mass public education and engagement through various communication channels on the importance of women's participation in elections as observers, voters and candidates. For example, the 'Gender Caravan' penetrated an approximated audience of one million people<sup>41</sup>. Recent report from the Institute of Governance Reform in Sierra Leone<sup>42</sup> record increased positive change in the perception of the population on the need for women's increased participation in decision making. That report indicated that 85.6% women and 72.8% of men support women's equal political participation.

The evaluation concluded that the Project succeeded in creating public understanding about women's positive contributions to decision-making and peacebuilding. The Project achieved that by developing tools used to monitor incidents of violence against women in elections. These tools were developed and deployed nationwide and recorded incidents of hate speech, gender-based violence against women, etc. In addition, the Project monitored various media outlets to examine how the women's image was portrayed or the frequency of allotted time and space for women in the media. In total 40 monitors (20 men and 20 women)<sup>43</sup> across the country coded findings across several themes and indicators, A platform for intergenerational engagement for peace and inclusion has been established through support to a National conversation between youth and key stakeholders to discuss their development aspirations and key national issues they would want to see addressed for a united and

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<sup>40</sup> In line with the global practice, a Sierra Leone Female Parliamentary Caucus (SLEFPAC) was launched in 2009 for the first time, commonly called the Women Caucus. The Caucus serves as a mechanism for women across party lines to come together and leverage their collective strengths, and influence on the issues of women, children and the vulnerable, among others. In the past, the Women Caucus has made significant contributions to promoting gender sensitive laws, and budgets.

<sup>41</sup> PBF Progress Report. Semi-annual Report, November 18, 2018

<sup>42</sup> "Strengthening Democracy in SL- Changing attitudes and perceptions about politics in Sierra Leone

<sup>43</sup> IDIs were conducted with a sample of these women and men.

cohesive nation. 50/50group, CGG and SLMW also raised awareness among 25 000 men and 30 000 women on the importance of women's political participation at all levels through a Women's Count March held in 16 Districts sensitizing communities to give women space to participate in elections.

The evaluation concluded that **Output 3.2** was partly achieved. However, the limited success is noteworthy, because the Project succeeded in profiling of female candidates to contest the elections. Though 12.9% women got elected to Parliament, government responded to advocacy calls by appointing 18.6% women in Cabinet. Studies and reports by various organizations record increased positive change in the perception of the population on the need to increase women's participation in leadership and decision making and removal of barriers like VAW. Women Peace Ambassadors trained by the Project produced a mechanism for solving electoral disputes at community level while escalating potential conflicts to national security apparatus using established early warning systems.

The evaluation confirmed that **Output 3.3** was achieved. Between the 13th Dec 18 – 25th April 2019, BBC Media Action implemented training to 5 media house and journalists<sup>44</sup> addressing output 3.3, “capacity of media houses and journalists strengthened for gender sensitive reporting and peace consolidation”. Based on gender-based analysis and training needs analysis<sup>45</sup> the capacity development:

- I. Strengthened the capacity of 5 Freetown based radio stations to tackle issues of gender equality and women's participation in decision making and peace building;
- II. Exposed Sierra Leonean men and women to high quality social media content (36 posts) that featured inspiring examples of women's contributions to decision making and peace building.

Additionally, UNESCO funded Movement of Public Accountability and Development (MoPAD) to develop a video documentary “empowering women in politics” targeting the Sierra Leonean as audience for the documentary. Capacity support in training on developing video documentary and communication was provided to fifteen (15) MoPAD staff, directors and volunteers with 9 male, 6 females. The partnership with Nation Commission for UNESCO (NATCOM) to popularize the video “Salamatu” was a resounding success as evaluators heard positive reviews across the 6 districts.

Also, through the UNESCO component of the Project MoPAD organized a very successful drama training to assess and train journalists on the quality of actors and messaging that the project will want to produce for community awareness raising and sensitization on the improving women's participation in political processes as peacebuilding Ambassadors project in Sierra Leone. The training aimed to promote in Sierra Leone media professional skills and tools to enhance roles and responsibilities for bringing about quality gender- based/sensitive information to different audiences. This in turn spurred active gender awareness and built the foundations for a society that is more gender responsive and ready to embark in related transformations for effective equality between women and men.

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<sup>44</sup> The five Freetown based stations chosen to participate in this project were Radio Democracy, African Young Voices (AYV), Sierra Leone Broadcasting Cooperation (SLBC), Radio Mount Aureol (RMA) and Culture Radio.

<sup>45</sup> The findings from the Gender Analysis and Training Needs Analysis informed the training design for the capacity- strengthening element of the project and also informed the social media strategy for the 36 BBC Media Action posts produced and broadcast under this project.

After the overall assessment of outcomes-outputs, the section below evaluated progress made at outcome-output levels in the context of relevance, effectiveness, sustainability and impact criteria. The valuation gives examples that provide evidence the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) criteria of relevance, effectiveness, sustainable and impact of the Project. The assessment also provides evidence of gender equality and human rights milestones themes that the Project achieved through activities in the summary below.

**Table 5: Project Outcomes and Outputs: Results Analysis**

<b>Outcome I: National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.</b>		
<b>Output</b>	<b>Activities (what was done?)</b>	<b>Relevance, effectiveness, sustainable &amp; impact achieved</b>
Output 1.1. <i>Accountability frameworks for promoting women's peace and security (WPS) strengthened and adequately monitored</i>	Sustained and systematic participation and representation of women in political and decision-making processes and all levels is recognized as key to preventing conflict, sustaining peace and furthering the promised reforms and policy implementation of gender equality commitments under the SILNAP on UNSCR 1325 and 1820. Capacity building and technical support will be provided to key national and local stakeholders (e.g. national and district steering committees of SILNAPII and line ministries) to develop, implement, monitor and publicly disseminate information and progress on these commitments.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promoting accountability frameworks for promoting women's peace and security were strengthened. For example, the resuscitation of the National Steering Committee for the implementation of the Sierra Leone National Action Plan on UNSCR 1325 and (SILNAP). Currently Committee is co-chaired by the Ministry of Social Welfare Gender and Children's Affairs and the Global Network of Women Peacebuilders (Sierra Leone). The National Committee Comprises of over 30 members (25 women and 5 men) drawn from Government, Civil Society (including women's groups and religious organisations), Security Forces (the Sierra Leone Police, the Republic of Sierra Leone Armed Forces, Sierra Leone Correctional Services and Sierra Leone Fire force) and the United Nations.</li> <li><input type="checkbox"/> Key Informants confirmed that inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections was one of the Project's best successes at individual, community and institutional levels for peace ambassadors.</li> </ul>
Output 1.2. <i>Gender-responsive policy development and implementation, supported through advocacy and effective coordination among national committee and local councils.</i>	Promoting women's full participation in conflict prevention, management and resolution requires wide reaching consultations, training and sensitization with leaders at all levels (e.g. parliament, chieftaincies, local councils) on SILNAP II, WPS and other gender-responsive policies and institutional reforms. The project supported that effort by developing knowledge products and tools targeting stakeholders (including men and women in 16 districts) on implementation and monitoring SILNAP II and the WPS Global agenda, and engaging with community radio stations and used of ICT to sensitize communities about SILNAP II and WPS	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Project helped develop a concept note on the way forward of developing the SILNAP II plan. The consultative and nation wide and inclusive nature of crafting of the SILNAP II has increased the awareness of local women's organisations for the need to implement the SILNAP II to address issues of women's peace and security at a national and local level. Moreover, the National Steering Committee realised that the new National Action Plan should not only build on the recommendations of the previous SILNAP, but it included emerging issues for women peace and security since 2014. The RUNOs provided technical and financial support for all the activity.</li> </ul>
Output 1.3. <i>Enhanced capacity and effectiveness of elected leaders (men and women) to promote GEWE and social cohesion through gender sensitive legislation, budgeting.</i>	Given the expansion of electoral constituencies in 2018 elections, and the high turnover of women parliamentarians, sensitization and training of newly elected MPs and local councillors of the fundamentals of human rights, peace building, and the important of gender responsive legislation is important post-elections. The Project supported the Parliament in carrying out gender-sensitive reviews of legislation and budgeting, and further supported capacity building of elected leaders to promote social cohesion through field visits and exchanges with women peace ambassadors and women leaders in diverse areas of the country	<ul style="list-style-type: none"> <li><input type="checkbox"/> Tools to monitor incidents of violence against women in elections were developed. These tools were used by West African Network for Peace in their Election Observer Situation Room during the elections to gather incidents of Violence Against Women in Elections.</li> <li><input type="checkbox"/> WFD and WIMSAL provided gender driven electoral reporting training which produced:               <ol style="list-style-type: none"> <li>5. Forty (40) female journalists equipped and /or empowered with the relevant skills that will enable them to prepare and provide accurate reports, produce programs for Women and disseminate information before, during and after the elections.</li> <li>6. Female journalists empowered with adequate information and knowledge on electoral legislation and processes that influence elections in Sierra Leone.</li> <li>7. Citizens were informed on the electoral and political participation of women for the 2018 elections</li> </ol> </li> </ul>

	and in the wider region to identify women's priorities and key gender issues and share experiences.	<ul style="list-style-type: none"> <li>▪ Female aspirants in the various constituencies and wards were profiled and reasonably covered during the electioneering process</li> <li>▪ Female journalists effectively provided platforms that promote peace and enhance the safety and security of women candidates for the 2018 elections.</li> <li>▪ Female journalists were empowered to deal with fake news especially that related to Social Media</li> </ul>
<b>Outcome 2:</b> Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.		
Output 2.1. Enhanced capacities of gender equality advocates (i.e. Peace Ambassadors) and community leaders to promote women's leadership in peaceful electoral processes.	The Project contributed to the momentum of the peace process in the country by promoting an enabling environment where women and girls participated in decision-making positions at national and local levels. The Project engaged community stakeholders and women leaders such as female Paramount Chiefs and other notable women who served as role models and mediators, and community women who best understand their context and situation. These women were trained as peace ambassadors. The Project also engaged women's groups and male champions for gender equality to support community awareness of the importance and benefits of women's participation.	<ul style="list-style-type: none"> <li><input type="checkbox"/> 40 (20 male and 20 female) monitors trained on review how women were portrayed in the media during the elections in partnership with the Initiative for Media Development.</li> <li><input type="checkbox"/> Enhanced electoral and security arrangements to support women's political participation was achieved through the training of 700 Security Sector personnel (200 Female and 500 males) drawn from (police, correctional centre, fire force and chieftom police) equipping them with guidance on election security from a gender and human rights perspective. Consequently, in some cases based on lessons learnt interaction with women in rural areas, Security forces were able to quickly identify and respond to gender related violence during the elections. This was acknowledged with appreciation by FGDs in all 6 districts. As a result of the Project's efforts, Sierra Leone now has two women paramount chiefs among the 18 women in the new parliament.</li> <li><input type="checkbox"/> Because of the Project a meeting of 14 women paramount chiefs was held to strategize the best way to advocate for parliamentary positions for their female counterparts. The female paramount chiefs were empowered to engage with 50 male paramount chiefs, during this meeting the issues of the importance and the advantages of gender equality and women's leadership and decision making was discussed.</li> </ul>
Output 2.2. Increased capacity of women aspirants to engage in leadership contests.	The Project targeted women interested in standing for political decision-making positions at national and local levels. Particularly in the pre-election period, the Project worked with electoral institutions and political parties to mainstream gender concerns into their strategic plans and policies. The Project supported women's capacity to engage in leadership contests through various skills building and knowledge exchange activities, and technical support to political parties on structural and institutional advancements that enable more women's participation.	<ul style="list-style-type: none"> <li><input type="checkbox"/> 500 female aspirants trained with skills to campaign and showcase their candidature to participate in the parliamentary and local council elections through a caravan run by the 50/50 Group;</li> <li><input type="checkbox"/> Two female paramount chiefs elected as parliamentarians without female chiefs in Parliament through the engagement and lobbying male Paramount Chiefs.</li> <li><input type="checkbox"/> The Project was also played a critical role in resuscitating the defunct Sierra Leone Female Parliamentary Caucus (SLEFPAC). 18 female members have been engaged on issues of leadership and decision making and how to build the capacity of the female parliamentarians.</li> <li><input type="checkbox"/> Since the start of the Project 700 male champions for gender equality have been crowned through the HeForShe CAMPAIGN to support community awareness and the importance and benefits of women's participation. This has resulted to male champions engaging on social media platform (WhatsApp) on issues of gender equality and women's empowerment.</li> </ul>
Output 2.3. Enhanced electoral and security arrangements to support women's political participation.	Women could not run effective campaigns or freely cast their ballots where there is a high risk of violence. To minimise this risk, security forces needed to have greater understanding of gender equality issues and the specific situation of women in high-risk security scenarios. Processes needed to be developed, implemented, monitored, and evaluated to collect data on violence against women in high-risk electoral situations. To support these capacity-building needs, the Project assisted	<ul style="list-style-type: none"> <li><input type="checkbox"/> In order to enhance electoral and security arrangements to support women's political participation, a UNDP/UN Women publication on the Preventing Violence Against Women in Elections was launched with over 100 participants (60 women and 40 men) in attendance and each received the programming guide to support their work during the election period. Pledge cards were distributed throughout the period under review with 400 men and 300women around the country pledging to support women's political participation and peaceful elections.</li> <li><input type="checkbox"/> Engagement of 300 women and 150 men by All Political Party Women's Association (APPWA) in 4 regional dialogues with 10 political parties contributed to reducing violence against women in election.</li> </ul>

	<p>electoral stakeholders identify key action points, support CSO's and NGOs to work with women's net-works and law enforcement to monitor, mitigate and report cases and incidents of electoral violence against women, convene multi-partner dialogue to discuss forms of GBV in elections, and launch UNW-UNDP Guidebook on mitigating violence against women in elections, among other activities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased capacity of women aspirants to engage in leadership contests was achieved through 4 regional dialogues with 10 political parties across Sierra Leone on the issues of violence against women in elections and women's participation in elections and other key decision-making processes through partnership with the All Political Party Women's Association (APPWA).</li> <li><input type="checkbox"/> The project provided a Caravan to support training of 500 female candidate around the country training for women at the local level to provide critical training to aspirants vying for local and parliamentary seats on public speaking, campaigning, and civic and leadership skills to ensure that women candidates from all parties were able to compete for elections on a more equal standing with men. This activity was critical in sensitizing political institutions to the idea of women aspiring for political leadership especially in traditional communities.</li> <li><input type="checkbox"/> Training of male and female police officers, correctional service, fire force officers and chiefdom police and launching of the publication "Preventing Violence Against Women: A Programming Guide." with copies distributed to electoral stakeholders including president of the Republic (now former)</li> </ul>
<p><b>Outcome 3: Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.</b></p>		
<p>Output 3.1. Increase in peacebuilding initiatives that include men and women at the community level.</p>	<p>The Project had a specific focus on supporting community awareness-building prior to the elections, and in bringing diverse communities together post-elections in acceptance of electoral outcomes. Towards elections, for example, youth were engaged to interact on issues related to violent free elections, bearing in mind that violence is one of the prime deterrents to women's and girls' participation in electoral processes. Following elections, the Project supported the women's peace ambassadors' network to organize post-election reconciliation initiatives (e.g. football matches, racing, sporting competitions with joint messages for peace) between winners and losers just immediately after the elections in various regions. The Project also used technology to strengthen the capacity of women groups and CSOs to promote peaceful elections and civic engagement by increasing women's access to social networks using ICTs to promote dialogue between women leaders and enhance community understanding on gender participation in peacebuilding, decision-making and security issues.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase in peacebuilding initiatives that included men and women at community level was achieved in partnership with the 50/50 group, the Campaign for Good Governance (CGG) and the Sierra Leone Market Women. 25 000 men and 30 000 women were sensitised on the importance of women's political participation at all levels for peaceful coexistence through a Women's Count March held 16 Districts sensitising community members to give women space to participate in elections within a peaceful environment.</li> <li><input type="checkbox"/> The development and publication of the video "Salumatu" by MoPAD and NATCOM was hailed by 100% o national and subnational level key informants as ground-breaking and most innovative use of ICT in the Project. Both IPs confidently estimated that the messaging and public penetration across the 16 districts reached an audience of 100 000. The key message o the video was to increase community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.</li> </ul>
<p>Output 3.2. Increased advocacy and public support for women's leadership within political institutions and by male leaders.</p>	<p>Giving visibility to women leaders is key to women being perceived as equally legitimate leaders and peacemakers as men. An innovative element of the Project was the engagement of women and men traditional leaders to address the social norms and root causes of women's political and social exclusion at community and national level. Engaging both male and female traditional leaders to promote women's leadership was key to influencing gender-sensitive and responsive community-level practices, development and conflict-prevention. The Project brought about a catalytic effect wherein stakeholders at districts, chiefdoms and village levels established peace building and peace</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Project provided both technical and financial support to the Ministry of Social Welfare Gender and Children's Affairs for the finalisation of the Draft Gender Equality and Women's Empowerment (GEWE) Policy which amongst other things advocates for the minimum 30% quota for women in decision making position at all levels.</li> <li><input type="checkbox"/> Advocacy for gender responsive policies; namely the National action plan II on 1325 and the GEWE policy documents are critical accountability frameworks led by the Government recognising the role of women in peacebuilding processes in Sierra Leone.</li> <li><input type="checkbox"/> The 2018 Parliament is inclusive of 18 (12%) women Members of Parliament (MPs). The number is a marginal improvement when compared with the 2012 elections at which time 16 women were elected</li> </ul>

	<p>consolidation committees which served as mechanisms that embedded peace consolidation in the cultural psyche of the citizens. Paramount Chiefs are perceived as responsible for implementing laws at local levels; they set the pace, lead by example and have a powerful position from which they can instill or promote peaceful communities. Although these initiatives played an important role in the pre-electoral phase, they were also important throughout the electoral cycle, and beyond.</p>	<p>(13%)- the percentage, however, has slightly decreased in 2018. Among the elected women, 16 are new to the Parliament, as 2 MPs were re-elected. The women MPs represent all parties within the Parliament, namely the Sierra Leone People's Party (SLPP), the All People's Party (APC), the National Grand Coalition (NGC), and the Coalition for Change (C4C), including two Paramount Chiefs<sup>46</sup>.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> While the proportion of women in parliament has decreased over the past three electoral cycles, the 2018 elections were unique in that they presented new opportunities for women to aspire to and lobby for increased political representation (i.e. more women acknowledged by their political parties for party symbols to enable them contest for these newly created seats).</li> </ul>
<p>Output 3.3. Capacity of media houses and journalists strengthened for gender sensitive reporting and peace consolidation.</p>	<p>Journalists and media houses were educated to play a positive role towards violence- free elections, notably through responsible and gender sensitive reporting, that promotes a positive image of women in society and in positions of power and recognizes diversity as a key asset rather than a source of conflict and exclusion.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 250 journalists (150 females and 100 males) acquired skills and capacity to provide gender-sensitive reporting during elections in partnership Westminster Foundation for Democracy and the Women in the Media Sierra Leone;</li> <li><input type="checkbox"/> Capacity of media houses and journalists strengthened for gender sensitive reporting and peace consolidation was achieved in partnership with the Westminster Foundation for Democracy and the Women in the Media Sierra Leone (WIMSAL). The project supported the training of 100 male and 150 female journalists on gender-sensitive reporting which resulted in reducing the negative media pronouncement against women using 6 community radios and playing a key role in conflict prevention during the tense 2018 elections.</li> <li><input type="checkbox"/> The project worked with the West African Network for Peace (WANEP) to develop tools to monitor incidents of violence against women in elections. This tool has been deployed nationwide and examines physical, sexual and psychological gender-based violence against women. The tool logged incidents of hate speech, domestic violence, and physical violence by the public, and has been used by WANEP to highlight these incidents to the joint National Response Elections Group, which included representatives from NEC, Office of National Security, and other important community, civil society and government leaders.</li> <li><input type="checkbox"/> In partnership with the Initiative for Media Development (IMDEV), the project reviewed newspapers, radio and television outlets across Sierra Leone during the election period to examine how women were portrayed, whether women candidates were allotted time and space in the media, and if media outlets used women sources and experts. 40 monitors (10 men and 20 women) across the country code these findings across a number of themes and indicators, in addition IMDEV conducted radio broadcasts and held meetings of journalists to encourage the better inclusion of women in the media.</li> </ul>

<sup>46</sup> Road Map for Sierra Leone Female Parliamentary Caucus 2018 Report, Sierra Leone Parliament. June 2018



The evaluation Findings at Outcome, Output and Indicator levels have spoken for themselves. However, since the primary data collection was all qualitative, involving face-to-face IDIs and FGDs the evaluation ought to exemplify how Key Informants evaluated the Project. The evaluation presents Key Informants assessment below. Overall narrative supporting those examples below triangulate well with those quoted in the tables and boxes above is as follows:

**3.1.1. Relevance:** All key informants were unanimous that the Project was relevant because it was implemented during Sierra Leone's critical electoral political transition and peace consolidation. This triangulated well with literature that shows that while Sierra Leoneans recognize themselves as ethnically diverse and accept members of all ethnic groups through inter-marriages, the situation during and after elections becomes different. Over the years, party activists and sympathizers have developed a sense of entitlement or exclusion, depending on their location in the ethno-regional divide, perceiving politics as a zero-sum game in which losers believe they are excluded from key resources and offices and winners takes-it-all with dire consequences for national cohesion. It was therefore the Project's imperative that diverse communities were mobilized and engaged across the country with consistent calls for a peaceful electoral process. The Project was implemented during a time when peace consolidation was tested in Sierra Leone. The March 2018 presidential, parliamentary, district and local council elections were the first since the departure of the UN Peacebuilding Mission from the country. The Project helped lower tensions by the ethno and regional divides that spoiled electoral processes in the past.

Women's issues - especially limited political representation and participation which triggered the need for the Project continues because current representation of women in Parliament stands at 18% rather than the 30% proposed across Africa. Drivers of conflict are clearly visible as the country continues to face post elections challenges in terms of political intolerance, inter-party rivalry, tribalism, hate speech, violence and recently, the opposition party tense reaction to planned Commission of Inquiry into the financial activities of past administration. Therefore, there is need for continuous peacebuilding efforts. Also, VAW is still on the increase with low conviction rate resulting in a culture of impunity. For example, of the 2 800 VAW cases reported in 2018, only 726 have been processed sent to court<sup>47</sup>. There is also increasing need for continuous engagement with the judiciary, policy makers and traditional authorities as well as increased public sensitization and campaigns against VAW. Through the Project, women's voices for increased women participation in peacebuilding and decision-making processes have been amplified at all levels and there is need to keep the momentum for desired results.

One of the key activities of the Project was the organization and facilitation of a study tour for 10 female and male MPs to Rwanda, to gain exposure to effective legislative practices and see gender balance in politics at work in a post conflict African context. It is widely recognized that study visits are considered as a practical vehicle for promoting peer-to-peer learning and exchange of good practices on enhancing women's full participation in political leadership. The aim of the study visit was for MPs from Sierra Leone to gain exposure to effective legislative practices and see gender balance in politics at work in a post conflict African country.

The evaluation reviewed that gender equality reforms promised as part of the country's peace consolidation were engulfed by political events and circumstances leading to 2018 elections. Negative media propaganda, the prevailing effects of the Ebola outbreak, the recent effects of environmental degradation such as the 2017 landslides, and an indefinitely postponed Constitutional referendum left gender equality agendas on the policy back-burner. Consequently, beyond elections, which have had a tendency for high turnover especially among elected women, there was an immediate need to develop capacity of women leaders and institutions to strengthen and monitor accountability frame-works for promoting women's peace and security and promote social cohesion through gender equality and women's empowerment reforms.

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<sup>47</sup> FGD with Sierra Leone Police Family Support Unit (FSU), August 7, 2019

Was there need for another project? The evaluation concluded that even though Sierra Leone had five projects supporting elections in Sierra Leone<sup>48</sup>, there remained gaps in technical and financial support for women's political participation and inclusion in peace and security processes and decision-making in the lead-up to and beyond the upcoming elections which this Project fulfilled. There were also gaps in support for the media, which have a critical role to play in diffusing messages about the importance of peaceful elections, portraying the positive contributions of women in public life and promoting civic participation, including through widely available technologies that would facilitate stronger citizen participation across the country. Finally, despite the important role of traditional leaders in Sierra Leone, such as Paramount Chiefs, gaps remain in support for programmes and initiatives that engage such leaders in support and encouragement of women's participation and leadership, particularly at local level. This Project relevantly and effectively filled those gaps.

The fragility of the post-election environment reflects the way citizens voted during the elections and the ensuing violence that erupted between the ruling and opposition political parties who draw their strength from the ethno-regional divide in national politics. To emphasize the seriousness of the issue, President Bio in his State Opening of Parliament Address, acknowledged that "the building blocks of national cohesion and feeling of belonging of all citizens have gravely crumbled<sup>49</sup>". To address this situation, the President announced the formation of an 'Independent Commission for Peace and National Cohesion,' highlighting the urgent need for the country to heal. The valuation assessed that and concurred with IPs who argued that the Project therefore resonated with those ambitions especially in protecting women, girls and communities from the ravages of conflict<sup>50</sup>.

### 3.1.2. Effectiveness

The evaluation concluded that the Project was effective in capacity building of media houses and journalists. It ensured that journalists and media houses were educated to play a positive role towards violence-free elections, notably through responsible and gender sensitive reporting, that promotes a positive image of women in society and in positions of power and recognizes diversity as a key asset rather than a source of conflict and exclusion. The Project focused on strengthening radio, TV and social media and did very well. Journalists, especially female media personnel developed basic to medium media skills and knowledge they never had before the Project.

The evaluation assessed that the Project made a unique and effective entry into the media and communications field by creatively using ICT to reach large populations and women during an electoral and political season. The UNESCO component funded the study that showed that radio remains the most widely accessed broadcast platform in the country, eight out of 10 (81%) Sierra Leoneans have access to radio, and 47% listen to it daily. It is the only traditional media platform that achieves near-gender equity of access (51% of those with radio access are men, and 49% are women)<sup>51</sup>. Forty-five percent of Sierra Leoneans can access TV. Only 46% of the female population have access to TV or DVD content while 54% of male population can access TV. Thirteen percent of Sierra Leoneans have access to newspapers, however, access to newspapers among men is low literacy among women, with only 25% of women who can read. Also, the low income earned by women is a limiting factor to access newspapers. The use of mobile phones to access information is increasing in the country, 87% of men and 80% of women have access to mobile phones<sup>52</sup>. In practical application of radio, in collaboration

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<sup>48</sup> "Standing together for free, fair and peaceful elections in 2018" Support the civil society to strengthen the participation of marginalized groups in elections, deliver voter education and conduct civic observation of the electoral cycle; Support to National stakeholders in institutionalizing systems for preserving peace, including by facilitating the development of a civic education programme; "Conflict Prevention and Peace Consolidation Project" Mediation and political dialogues peace advocacy and violence prevention, public security, civil protection, access to justice, human rights promotion and peaceful response capacities; "Rule of Law of Law Project" Support to development of Handbook on simplified electoral laws and processes and training of stakeholder's legal representation of vulnerable people during electoral cycle; Strategic Partnership Framework between the Government of Sweden (represented by SIDA) and UN Women "2017-2020" Seed support for inclusive and responsive electoral processes, women's political empowerment, community sensitization and male engagement in supporting women's political rights.

<sup>49</sup> <https://statehouse.gov.sl/wp-content/uploads/2018/05/Presidential-Public-State-Opening-Address.pdf>. See page 33

<sup>50</sup> Promoting Peace and Social Cohesion in Communities in Sierra Leone By Inter Religious Council of Sierra Leone. Final Project Narrative Report. May 2019

<sup>51</sup> BBC Media Action, 2016, "Communication in Sierra Leone" national survey sample size n=2,499

<sup>52</sup> BBC Media Action, 2016, "Communication in Sierra Leone" national survey sample size n=2,499

with local radio stations, the Inter Religious Council of Sierra Leone organized thirty (30) radio discussion programs in 10 community radio stations located in 10 districts (Kambia, Port Loko, Kono, Pujehun, Bombali, Moyamba, Bo, Kenema, Konadugu and Bonthe). Over 2million people were reached with behavior changing messages related to social cohesion and peaceful co-existence<sup>53</sup>.

The Project used social media effectively. Access to and use of social media is growing rapidly in Sierra Leone and social media is an increasingly important space for political debate and discussion. Social media and internet users are younger, mostly male and mostly urban. 16% of Sierra Leoneans have access to social media of which 81% are urban. Amongst the social media users 67% are men compared to the 33% who are women<sup>54</sup>. Access to social media requires an internet connection or a data package that allows access via a smart phone. Data remains costly for the average Sierra Leone and users tend to manage their consumption of data heavy social media content very carefully.

The Project funded a study conducted by BBC Media Action<sup>55</sup> that produced social media content that featured inspiring examples of women's contributions to decision making and peacebuilding across the four-month project (December 2018 to April 2019). Female focus group participants mentioned the following female role models: Femi Cole, Haja Zainab Bangura, Valnora Edwin, Mayor Yvonne Aki Sawyer, Marcella Cole, Fatima Bio and Isha Johannsen. The male participants mentioned that they are aware of the following men who are promoting and supporting women's empowerment: Chernor Bah and Ambassador Sheku Foyoh.

Through capacitation of 5 Freetown based radio stations to tackle issues of gender equality and women's participation in decision making and peace building and exposure of Sierra Leonean men and women to high quality social media content that features inspiring examples of women's contributions to decision making and peacebuilding media had a catalytic ability to reach and inform a broad range of people at scale, promote discussion and tackle the drivers and barriers to change. Access to and use of social media is growing rapidly in Sierra Leone and social media is an increasingly important space for political debate and discussion.

The ICT component, media and information literacy aspects of the Project were also very relevant, effective and strategic approaches to influence social norms and barriers to women's political participation and peacebuilding in Sierra Leone. There is high need for continuity to build on the already gains achieved. The "Salamatu" Video documentary, quote cards, infographics, videos Media and Information Literacy materials developed and social media posts impacted so many behaviors that should continue and be sustained till next elections. Radio stations still have low awareness of how to use social media analytics to drive insights on their content. This is an area that they all expressed an interest in during the capacity building training of media houses.

As this is a good opportunity to build on the existing successes of the Project, there is need for continuous training and mentorship for female Parliamentarians, aspirants and Councillors. The need for engagements and mentorship activities was clearly visible during the Parliamentary retreat conducted by the project, this engagement gave confidence to the female caucus and their male champions to better understand most gender bills in Sierra Leone and to champion the sexual offence amendment bill in July 2019. As gender advocates fight for the 30% quota, women suffer disproportionately during the electoral cycle. Women make up 52% of Sierra Leone population but this demographic significance does not translate into meaningful women participation in politics. Sierra Leone is still ranked 87th in the world in terms of women's representation in the legislative body.

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<sup>53</sup> Inter Religious Council of Sierra Leone Activity Report

<sup>54</sup> BBC Media Action, 2016, "Communication in Sierra Leone" national survey sample size n=2,499

<sup>55</sup> Understanding audience engagement with BBC Media Action's Sierra Leone Facebook posts around the role of women in decision making and peace building. April 2019.

Immediately below the effectiveness evaluation findings confirm that the Project was a resounding success judging by how it scored on its indicators as per log frame. The level of assessment as at output-indicator levels is presented as follows:

Outcomes	Outputs	Indicators		Evaluation Findings
Outcome 1: National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.		Outcome Indicator 1 a Number of justice and security sector institutions promoting gender equality and women's participation in conflict prevention, management and resolution. Baseline: 2 Target: 4		The evaluation concluded that the Project achieved far better than its original plan: Sierra Leone Police, Republic of Sierra Leone Armed Forces, Correctional Services, Immigration Department, Office of National Security, Metropolitan Services, Road Safety Agency and National Fire Force to a total of Seven Hundred and Fifty (750) participants
	Output 1.1 Accountability frameworks for promoting women's peace and security	Output Indicator 1.1.1 # WPS policies and frameworks functionally in place  Baseline: 1 (SILNAP I) Target: 2		The evaluation concluded that the Project achieved far better than its original plan:  - SILNAP II - GEWE Policy - Affirmative Action Bill
	Output 1.2 Gender-responsive policy development and implementation, supported through advocacy and effective	Output Indicator 1.2.1 # gender equality initiatives developed and/or being implemented by the national committee in coordination with local councils.  Baseline: 0 Target: 8		The evaluation concluded that the Project achieved far better than its original plan:  More than 30 gender equality initiatives were developed and implemented by IPs – see stakeholder map for details
	Output 1.3 Enhanced capacity and effectiveness of	Output Indicator 1.3.1 # of gender equality initiatives developed and/or being		The evaluation concluded that the Project achieved far better than its original plan:  More than 30 gender equality initiatives were developed and implemented by IPs – see stakeholder map for details
	(men and women) to promote GEWE and social cohesion through gender sensitive legislation, budgeting.	implemented by parliamentary bodies (Committees/ Women's Caucus/Secretariat of the Parliament)  Baseline: 0 Target: 2		The evaluation assessed that the target was met: Benchmarking trip to Rwanda  In partnership with WIMSAL developed and conducted training for women on media

<p>Outcome 2: Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.</p>		<p>Outcome Indicator 2 a Share of women candidates running for parliamentary and local level.</p> <p>Baseline: 12% Parliamentary 18% Local Target: 30% (Parliamentary) 30% Local</p>	<p>The evaluation assessed that this target was not met: The election produced 19.3% (6 out of 31 Ministers) - 5.5% increase in number of female Cabinet Ministers 5 Deputy Ministers and two high profile but non-Ministerial positions-i.e Chief of Protocol and Presidential Adviser and Ambassador at Large. This happened because of the non-passing and enforcement of affirmative bills stressing the 30% quota for women in all selective governance positions. On a positive note, the President is currently using his prerogative to appoint more women to political positions and therefore has additional women</p>
	<p>Output 2.1 Enhanced capacities of gender equality advocates (i.e. Peace Ambassadors) and community leaders</p>	<p>Output Indicator 2.1.1 # of women leaders with increased capacity as women peace ambassadors.</p> <p>Baseline: 0 Target: 150</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <ul style="list-style-type: none"> <li>- 43 Institutions trained over 5 000 peace ambassadors.</li> <li>- The evaluators interviewed 180 sampled trained women peace ambassadors.</li> </ul> <p>Please review assessment included in this evaluation for details</p>
	<p>Output 2.2 Increased capacity of women aspirants to engage in leadership contests.</p>	<p>Output Indicator 2.2.1 # women aspirants trained who run as candidates</p> <p>Baseline: 0 Target: 50</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <p>Of the 180 sampled women for interviews 74 had been trained and ran as candidates</p>
	<p>Output 2.3 Enhanced electoral and security arrangements to support women's political participation.</p>	<p>Output Indicator 2.3.1 # of plans and/or policies developed/ reviewed integrating GEWE in NEC</p> <p>Baseline: 1 Target: 2</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <ul style="list-style-type: none"> <li>- SiLNAP II</li> <li>- GEWE Policy</li> <li>- Affirmative Action Bill</li> </ul> <p>The UNDP Gender Assessment was completed on the UNDP Election Project and the funding was used on other outputs. The PBF team developed the research tools for the assessment together with the UNDP Elections Team.</p>
		<p>Output Indicator 2.3.2 # of initiatives convened to mitigate violence against women in the electoral process.</p> <p>Baseline: 0 Target: 2</p>	<p>The evaluation assessed that the Project achieved far better than the original target: Over 30 IPs convened such initiatives. Of note is the one with the security sectors and the soccer and sporting events initiative that drew thousands.</p>

<p>Outcome 3: Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.</p>		<p>Outcome Indicator 3 a</p> <p>% of women ministers appointed to the cabinet</p> <p>Baseline: 13.8% (4 out of 29) Target: 30% women ministers</p>	<p>Evaluation found out that (6 out of 31 Ministers) - 5.5% increase in number of female Cabinet Ministers 5 Deputy Ministers and two high profile but non Ministerial positions-i.e Chief of Protocol and Presidential Adviser and Ambassador at Large</p>
	<p>Output 3.1 Increase in peacebuilding initiatives that include men and women at the community level.</p>	<p>Output Indicator 3.1.1 # of plans and/or policies developed/ reviewed integrating GEWE in NEC</p> <p>Baseline: 1 Target: 2</p>	<p>The evaluation assessed that the Project achieved its target:</p> <p>SILNAP Affirmative Action Bill</p>
		<p>Output Indicator 3.1.2 # of number of women's organizations capacitated to contribute to peacebuilding.</p> <p>Baseline: 0 Target: 9</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <p>Over 30 organizations capacitated to contribute to peacebuilding See Stakeholder map</p>
	<p>Output 3.2 Increased advocacy and public support for women's leadership within political institutions and by male leaders.</p>	<p>Output Indicator 3.2.1 # of male public and political leaders publicly committed to act through HeForShe (male engagement for gender equality).</p> <p>Baseline: 100 TBD</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <p>RUNOs confirmed that by close of the Project over 700, including the President had publicly committed.</p>
		<p>Target: 300</p>	<p>The evaluation assessed that the Project achieved far better than the original target:</p> <p>Five top radio stations and IPs interviewed indicated that among them they had more than 600</p>
	<p>Output 3.3 Capacity of media houses and journalists strengthened for gender sensitive reporting and peace consolidation.</p>	<p>Output Indicator 3.2.1 # of radio programmes reporting on women's political participation or peace consolidation.</p> <p>Baseline: 1 Target: 5</p>	

### 3.1.3. Efficiency

The evaluation concluded that the Project delivered most of the planned outputs in a timely manner. Resources (financial, human, technical support) were allocated strategically to achieve the project outcomes. The UNDP, UNESCO and UN Women’s organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project but there is room for improvement. The coordinating Agency (UN Women) could have performed more efficiently and effectively with more staff, and well-prepared team to deliver a Project that was set to “Deliver-As One” in such a short planning and delivery time span. This evaluation concluded that although the human and financial resources were used sufficiently and efficiently, in the mid to long term those resources are not adequate to serve UN Women’s mandate regarding WPP and WPS agendas in Sierra Leone at this this time of peace consolidation. The other two Agencies (UNDP and UNESCO) appeared too stretched to attend to the urgent coordination demands of the Project that had to be delivered in unison and teamwork within 18 months. However, Project management structure did not appear to hinder the good results and efficient delivery that accrued from the deployment of IPs who were managed by separately by RUNOs.

From the primary data generated and triangulated with IPs reports, the evaluation developed a table below to present a summary overview that assessed efficiency progress towards achieving project objectives, including identifying any catalytic or potentially catalytic results and the PBF strategic positioning at country level.

Key Efficiency Questions	Number of institutional respondents = 43 Key IP responses	Main Efficiency issues raised
Has Project implementation strategy and execution been efficient and cost-effective? Explain	Partnering with well vetted IPs with footprint in their areas of expertise was highly efficient and cost-effective.	<ul style="list-style-type: none"> <li>▪ IPs had short time to performance since Project time was only 18 months.</li> <li>▪ 90% of respondents rated the strategy as efficient and cost-effective.</li> </ul>
To what extent did the management structure of the Project support efficiency for programme implementation? Explain.	RUNOs showed presence but were too stretched to support the number of IPs contracted.	<ul style="list-style-type: none"> <li>▪ 100% of respondents concurred that the Project suffered from delayed contracting, and delayed disbursements of funds</li> </ul>
How do you rate the economical use of financial and human resources? Have resources funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes? Explain.	The UNPBF Project is a model for future funding of similar projects. A modest USD2 000 000 generated huge current and future dividends in the peace consolidation in Sierra Leone	<ul style="list-style-type: none"> <li>▪ IPs were all proud of the level of immediate impact Project activities had on the Project objectives nationwide.</li> <li>▪ 100% of IPs concurred that funds received were too limited to achieve the level of quality and depth for Project results.</li> </ul>
What measures were taken during planning and implementation to ensure that resources are efficiently used? Explain.	The contracting of IPs, funds disbursement and accounting arrangements were well designed and ensured efficient deployment of resources	<ul style="list-style-type: none"> <li>▪ IPs appreciated that clear and finite activities were planned before implementation and funds disbursements were tied to the planned activities.</li> <li>▪ 100% of IPs reported that all resources entrusted to them were efficiently used</li> </ul>
Have Project funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?	All IPs, though rushed, delivered their planned activities on time. Main constraints encountered were delayed disbursements from RUNOs; limited and fixed budgets in the face of increased demand by stakeholders to participate.	<ul style="list-style-type: none"> <li>▪ The Project started too late to have full impact the political processes in the country. The fact that many IPs were included helped to ease the pressure on implementation. However, that achieved spread and compromised depth.</li> </ul>

		<ul style="list-style-type: none"> <li>100% of IPs suggested that they would have performed much better with at least double the budgets they received.</li> </ul>
Are there opportunities for implementing the programme differently in a way that provides value for money in the future?	Project planning was well done and very consultative and participatory. However, commencing implementation 6-12 months earlier would have brought better value for money	<ul style="list-style-type: none"> <li>Consider a mid-to-long term investment to effectively consolidate peace.</li> <li>100% of IPs concurred that the RUNOs should scale back the Project objectives and consider depth rather than spread for deeper impact</li> </ul>
What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security sector, civil society and academic institutions efficiently during implementation? What level of effort was made to overcome these challenges?	The RUNOs worked extremely well with all partners; RUNOs managed to place Government in the driver seat of Project implementation, facilitating very effective government ownership	<ul style="list-style-type: none"> <li>This Project has very unique and highly buy-in and support from all critical stakeholders across the country. The unresolved challenges include that a peace consolidation agenda has been well set but with clear strategy as to how to sustain and fund it.</li> </ul>

### 3.1.4. Sustainability

The evaluation concluded that Exit strategy taken to prepare for the end of the Project and help ensure sustainability of the project results beyond PBF support for this project was solid and sustainable. The Ministry of Social Welfare, Gender and Children's Affairs is one of the key partners which has as one of its programmes areas is to ensure the implementation of UNSCR 1325 at national and local levels. The Ministry is the mandated government institution responsible for the formulation of gender-responsive policies and to coordinate and monitor their implementation within different sectors. MSWGCA is supposed to advise government on all matters relating to the full integration of women in national development at all levels and serves as the official national body for coordinating and liaising with national and international organisations on all matters relating to the status of women. Hence this project was a welcome boost to the GoSL capacity to deal with gender equality and women empowerment, especially in women's representation in political processes. However, MSWGCA is faced with several challenges including limited staff capacity, slow political leadership, limited financial resources and weak coordination of activities. At the decentralized level, Gender Officers are also present with local councils but poorly resourced.

Positively, the President's First Address to the House of Parliament highlights the Government's intention of addressing issues of Gender Based Violence and exclusion of women. There are also several NGOs (national and international) that support government efforts to improve gender equality in the country<sup>56</sup>. In addition, 100% of Project IPs confirmed that they will continue to work on WPP and WPS agendas even after the Project has closed.

The Project was sustainable because it developed self-corrective measures during implementation. For example, heightened tensions throughout the electioneering period slowed down the implementation of some project activities. To address this, implementation plan was revised and later approved by the Project board. A series of post elections inter party tensions and court appeals delayed the swearing in of Parliamentarians causing undue delay for the approval of nominated Gender Minister to chair Project Board meetings. To address this, the Administrative and Professional Head of the Ministry Chaired meetings as well as signed Agencies' Annual Work Plans. Also, some women's groups demonstrated institutional capacity gaps. Institutional capacity assessments were conducted, and relevant training provided to personnel of these groups. Trainings included result-based reporting and financial reporting. The Project also experienced delay in UN administrative procedures concerning recruitment of staff and agreements with implementing partners. Joint implementation of key activities by Partners agencies using staff on the ground helped address this challenge.

<sup>56</sup> African Development Bank Group, "Sierra Leone Country Gender Profile", October 2011, pg 8



**Mapping and Establishment of Peace Building Networks:** mapping exercises were carried out in 3 districts, namely Moyamba, Pujehun and Bo district. A total of 115 stakeholders in peace building and 137 stakeholders in gender equality mapped, resolved into 23 peace building networks and 23 gender equality working groups - and commissioned to provide support to project implementation and sustainability. Capacity building trainings in peace preservation, conflict prevention, civic education, and women's right, gender equality, good governance, civic rights, civic responsibilities, leadership and governance were carried out and benefitted 150 women and young girls in Bo, Moyamba and Pujehun districts. These capacity building trainings reinforces the capacities of 150 women beneficiaries to capacities to champion and deliver peace building, conflict prevention and gender equality programs in their communities.

*SERVE Sierra Leone Implementation Report. November 2018*

Implementing partners concur that the Project produced sustainable stimulus for the country to continue on the path of dialogue, peacebuilding and good governance post- elections<sup>57</sup>.

- As the country geared up for Bintumani III (a conference initiated by the President to collectively seek lasting solution to the challenges of peace and good governance in the post-election era) the building blocks were already laid by the Project through its interrelated peacebuilding and social cohesion activities. Participants at Bintumani III including MPs, Political parties, local councils were better prepared to contribute meaningfully to the discussions in achieving the goal of the conference.
- The Project promoted a culture of dialogue in the face of diversity as demonstrated by the interaction of different stakeholders in the communities, whilst reinforcing the capacity of Religious Leaders to contribute to peace and social cohesion processes

The evaluation concluded that the Project was an intervention that timely, effectively and relevantly responded to community needs related to social cohesion and peacebuilding and created a high potential for the continued adoption and replication of conflict prevention and transformation mechanisms even beyond the life cycle of the Project. This invariably assured Project sustainability.

### 3.1.5. Impact

The evaluation concluded that in practical and measurable ways, the Project contributed to peaceful electoral process in the lead-up to and after the 2018 elections through Women's inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections. In practical ways the Project impacted media in positive ways. For example, UN Women, in partnership with the WFD and WIMSAL completed a series of journalist trainings in the Western Area, the North and the Southeast of the country before the elections. These trainings provided 250 journalists with the skills to provide fair and accurate coverage, discourage the use of stereotypes, and highlight some of the issues facing women in the media in Sierra Leone as well as briefing on international human rights law with emphasis on freedom of expression. Since the training the journalists have been mentored by their trainers and have shown improved gendered reporting skills<sup>58</sup>. The training was critical as media practioners especially those from regions previously had limited capacity to adequately portray positive images of women as well as to demonstrate their contribution to decision making in political processes and governance positions.

Evidentially, the Project promoted peace by mobilizing community and setting up social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local -level political institutions to fully integrate women's rights and gender equality principles for sustained conflict prevention in Sierra Leone over the electoral cycle. The Project also contributed to change the paradigm in the peace and security agenda for women's empowerment and gender equality to play a more relevant role and strengthening evidence on the causality between increasing women's leadership in peace and security and peace at large. One relevant example is women's representation. Despite the Truth and Reconciliation's recommendation, affirmative action through gender quotas has

<sup>57</sup> Promoting Peace and Social Cohesion in Communities in Sierra Leone By Inter Religious Council of Sierra Leone. Final Project Narrative Report. May 2019

<sup>58</sup> Improving Women's Participation in political Processes as Peace building Ambassadors project semi annual report of June 30, 2018

been opposed in Sierra Leone<sup>59</sup>. According to a 2017 report by the Institute of Governance Reform<sup>60</sup>, there are negative public perceptions associated with women seeking political positions. Unwillingness to vote for a female became more acute the more powerful the political position. Reasons provided for not voting for a woman included; religious beliefs, cultural beliefs and the perception that women are weak. As a result, in the current parliamentary cycle 2018-22, women account for 12.3% of parliamentarians and 15% of councilors<sup>61</sup>. However, KIs and FGDs revealed that Project participants' views have radically shifted, and they promised that in the next elections they will vote for women.

The evaluation assessed that the Project brought mindset changes through multilayered and multilevel catalytic interventions. The Project effectively complemented existing UNDP-PBF Conflict Prevention and Peace Consolidation during the Electoral Cycle In Sierra Leone Project (funded by PBF and DFID) and ongoing UN Women initiatives with electoral stakeholders and institutions (e.g. National Election Commission, Inter Religious Council, political parties), elected and traditional leaders, women's organizations and networks, and the media to support women's inclusion in decision-making and leadership in political and peace processes as a means of conflict prevention and sustaining peace.

One unique approach the Project supported was the development of early warning and elections monitoring tool that was gender specific. For example, 150 community-based monitors from across 6 districts were capacitated and reported in real time, early warning reports on incidences of violence during elections using tools were developed. Data generated from the use of these tool was used to highlight incidents of violence to key government institutions, engage security system, notify electoral management bodies (EMBs), the international community and civil society leaders and advocate for actions (preventive and mediation measures) to mitigate the violence.

As a direct advocacy of the Project, the Speaker of Parliament granted permission to the Clerk, nine female members of Parliament and the Director of the Department of Parliamentary Assistance Coordination to benchmark the Parliament of Rwanda on the passage of their Affirmative Action Bill. That benchmarking has produced positive catalytic results in the passage o the Sierra Leon Affirmative Bill and advancement of Sustainable Development Goals in Sierra Leone.

Together with political dialogue and financial cooperation, South-South cooperation has promoted a large number of knowledge and expertise exchanges through programs, projects and initiatives that have helped solve specific problems in the countries of the Global South. Therefore, the benchmark visit by the Sierra Leonean team to Rwanda is timely and tenable because it plays a central role in the framework towards achieving Goal 5 of the SDGs (Achieve Gender Equality and Empower All Women and Girls) of the 2030 Agenda based on the same philosophy of development, a philosophy based on collective action and solidarity among allies. The exchange of experiences to the strengthening of capacities, from the transfer of technologies and knowledge to the construction of exchange networks during this visit is vital for the country's national development plan. Through this visit, Sierra Leone has joined efforts and systematizing them under the framework of the Sustainable Development Goals, thus taking advantage of synergies that allow us to be strategic in achieving each objective. *Report on the benchmarking and study visit to the Parliament of Rwanda the on the Affirmative Action. May 16, 2019*

Some of the best Project impacts are in developing policy frameworks and setting up continuous engagements with the Parliament through the Female Parliamentary caucus. This generated interest and commitment from the law-making bodies in the women, peace and security agenda. These engagements increased their interest and participation in the development processes of the twin accountability framework polices: - GEWE and SiLNAP on UNSCR 1325 and 1820. The constant engagement of the media provided a platform for female candidates to be heard and ensured a gender responsive election coverage. In the process the Project created networks aimed at empowering and uniting women to speak with one voice to fight gender inequalities and to promote women's participation in decision making.

<sup>59</sup> African Development Bank Group, "Sierra Leone Country Gender Profile", October 2011, pg 10

<sup>60</sup> Institute of Governance Reform (IGR), 2017, "Baseline Study of Citizen's Knowledge, Attitudes and Practices"

<sup>61</sup> EU Election Observation Mission (EOM), Sierra Leone 2018, pg 27

Between the 23<sup>rd</sup> of October and the 6<sup>th</sup> of November 2018, SEND in partnership with the Women in Governance Networks in Kailahun and Kenema embarked on massive sensitization activities in communities to educate citizens about the women networks and to recruit more members into the network. Prior to the sensitization meetings, executives of the networks met and planned strategies of action. This led to 440 men and women participating in all sensitization activities enhancing their understanding of non-political and inclusiveness of the networks of both educated and uneducated women. According to the leaders, the networks are aimed at empowering and uniting women to speak with one voice to fight gender inequalities and to promote women's participation in decision making. Due to the sensitization activities, the networks saw increased in their members from 6000 to 7154 for the two districts. While conducting the sensation activities, women were also encouraged to embark on Village Savings and Loans activities to enable them to mobilize their own resources in support of women economic empowerment. Participants in the meetings were also educated on sexual and reproductive health especially STDs. As result of this action, the networks now have a wide coverage to speak on broader issues that negatively affect women empowerment and participation in decision making processes. *SEND- Implementation Report in support of UNDP'S Conflict Prevention and Mitigation During Electoral Cycle Project. (Peace and Social Cohesion Initiative), December 2018.*

The evaluation assessed that the Project increased the capacity and legitimacy of women in championing women empowerment and inclusiveness in decision making processes at all levels. It also strengthened the capacity of women leaders, men and traditional leaders to address gender issues and advocate for gender equality; and increased their ability to hold their local governments accountable for the decisions they make in the interests of women and marginalized groups<sup>62</sup>.

WANEP conducted training for 88 relevant stakeholders with the security sector, human rights groups, CSOs, Community stakeholders with gender sensitive representation on: inclusive security conflict prevention, mediation and early warning response mechanism for Eleven (11) districts Port Loko, Kambia, Kailahun, Kono, Tonkolili, Bo, Koinadugu, Kanene, Bombali, Kenema and Moyamba respectively - covering the following topics from a gender perspective:  monitoring  Observation  Conflict monitoring  Gender sensitive reporting and  Pre, during and post-election gender sensitive indicators  
*WANEP-SL-Implementation Report in Support of UNDP's Improving Women's Participation in Political Processes as Peacebuilding Ambassadors Project. (UN-WOMEN, UNDP AND UNESCO JOINT PROJECT), November 2018*

The evaluation concluded that the Project had direct bearing on breaking new ground in the election of female paramount chiefs. Traditional structures were used to promote women's political participation, through the engagement of 13 female paramount chiefs with 50 male paramount chiefs which resulted in the election of two female paramount chiefs in Parliament. The election of two female Paramount Chiefs in parliament was critical as customary laws and traditional practices continue to subordinate and oppress women and girls. Currently out of the 149 chiefdoms there are only 14 female paramount chiefs). The role Paramount Chiefs play in influencing voters' choice and entrenching democratic principles in an election gives them the opportunity and responsibility to be champions for peaceful coexistence and promoting the conduct of free and fair peaceful elections in their chiefdoms.

In conclusion, while the Project goal is still work in progress, clear milestones were achieved. In the short term, national action plans and accountability frameworks to promote women's full participation in conflict prevention, management and resolution were put into place. For example, the Sierra Leone National Action Plan II for UNSCR 1325 is now approved and the Gender Equality and Women Empowerment (GEWE) Policy and the Affirmative Action Bill are now in place. More women were relatively enabled and empowered to participate relatively safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes; and there is discernable increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding. One of the lasting impacts is capacity building offered for media houses in leadership and in responsible and gender sensitive reporting for conflict prevention, including during electoral cycle.

<sup>62</sup> Implementation Report in support of UNDP'S Conflict Prevention and Mitigation During Electoral Cycle Project. (Peace and Social Cohesion Initiative), December 2018.

#### 4.0. Recipient United Nations Organizations (RUNOs)

**Organizational efficiency:** The evaluation assessed that the three UN agencies running the Project effectively collaborated in the delivering both separate and shared components of the projects. Heads of Agencies or their senior managers actively and jointly officiated at most events or initiatives conducted by the Project IPs. In another clear exemplary collaboration, a team comprising seven personnel from the SLP Gender Directorate conducted election training and took the lead in organizing, coordinating and implementing the Security sector support community awareness raising and campaign<sup>63</sup> with support from UNDP, UN-WOMEN and UNESCO under the peace building funds in Sierra Leone. For example with support and collaboration from the above mentioned partners, a community awareness raising campaign on the theme “HEAR US TOO ‘with the aim of stopping violence against Women and Girls was successfully conducted in Freetown involving Security Sector Personnel drawn from various institutions such as the Sierra Leone Police , Republic of Sierra Leone Armed Forces, Correctional Services, Immigration Department, Office of National Security, Metropolitan Services, Road Safety Agency and National Fire Force to a total of Seven Hundred and Fifty (750) participants.

However, delayed disbursements<sup>64</sup> of funding<sup>65</sup> and under-staffing<sup>66</sup> and in some cases were cited as some of the challenges implementing partners experienced during project implementation.

#### 4.1. Operational effectiveness and efficiency priorities

The evaluation learned that the Project experienced delay in UN administrative procedures concerning recruitment of staff and agreements with implementing partners. Joint implementation of key activities by Partners agencies using staff on the ground helped address this challenge. On the political front, a series of post elections inter party tensions and court appeals delayed the swearing in of Parliamentarians causing undue delay for the approval of nominated Gender Minister to chair Project Board meetings. To address this, the Administrative and Professional Head of the Ministry Chaired meetings as well as signed Agencies' Annual Work Plans.

##### 4.1.1. Coordination and partnership

Delivering as One: A relatively small budget USD2million brought together 3 UN agencies together in Sierra Leone. UNESCO brought in the cultural strengths to work with culture in Sierra Leone, as well as the use of ICT for effective delivery and greater impact; UNDP brought comparative advantage in working with electoral bodies and rule of law; UN Women brought voice of women; civil and voter registration, political processes including women empowerment.

- As a result, the Gender Equality and Women’s Empowerment Policy was reactivated and ready to Parliament; Affirmative Bill; Sexual Offenses Amendment Bill are all in parliament cause d by this Project
- The 3 Agencies worked seamless in capacity development activities and Project activities.
- The Project helped built GoSL confidence in the UN system

##### 4.1.2. Organizational effectiveness

At national level the evaluation assessed the Project rollout effectively based on the following key thematic issues: consolidation of peace; coordination and partnership, organizational strengthening, leveraging and managing resources, capacity development, national ownership, promoting inclusiveness, advocacy and knowledge brokering - to measure the relevance, effectiveness, efficiency, sustainability and impact of the Project at institutional level.

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<sup>63</sup> Security Sector Support Activity “TO END VIOLENCE AGAINST WOMEN AND GIRLS AND TO ENSURE FULL PARTICIPATION OF WOMEN IN PEACE AND SECURITY. February 2019

<sup>64</sup> Promoting Peace and Social Cohesion in Communities in Sierra Leone By Inter Religious Council of Sierra Leone. Final Project Narrative Report. May 2019

<sup>65</sup> Security Sector Support Activity “TO END VIOLENCE AGAINST WOMEN AND GIRLS AND TO ENSURE FULL PARTICIPATION OF WOMEN IN PEACE AND SECURITY. February 2019

<sup>66</sup> Key Informant Interviews with 3 Implementing Partners.

At subnational levels the evaluation assessed that the Project was successful in building capacities of women aspirants and candidates to run effective campaigns and mobilize resources; worked with male and female traditional and elected leaders to promote participation of women in the electoral processes; increase awareness about the importance of women and girl's participation in peacebuilding processes by governance institutions and women's organizations. Of noteworthy, Project activities helped establish a network of women peace ambassadors and support the organization of community mobilization/women's peace caravans to improve community awareness on women's empowerment, including community dialogues, forums and alliances among community leaders, youth and women. The Project provided support and trained peace ambassadors to promote peacebuilding and conflict resolution at local levels.

#### **4.1.3. Leveraging and managing resources**

Given the success of this Project this evaluation recommends that the UN family should explore even more scaled up models for Delivering-as-One in the peace consolidation agenda, deepening the unfinished objectives of the three RUNOs. It is further recommended that the UNCT should the lessons learned and knowledge gained to collaborate with other development partners to offer a UN comparative advantage in this ripe and unfunded area of needed programming in Sierra Leone.

#### **4.2.2. National ownership**

The RUNOs worked extremely well with all partners; RUNOs managed to place Government in the driver's seat of Project implementation, facilitating very effective government ownership. This Project develop unique and highly buy-in and support from all critical stakeholders across the country. The unresolved challenges include that a peace consolidation agenda has been well set but with clear strategy as to how to sustain and fund it. the establishment of effective partnerships and the development of national capacities. The evaluation concluded that, though too early to judge the three RUNOs were able to develop a potential national architecture capable of promoting a replication of successful peace consolidation programmes in the future. An unfinished agenda should include RUNOs' role in empowering and developing capacity of women's and other civil society organizations, including in advocacy, as a sustainability strategy.

### **4.3. Lessons Learnt**

The evaluation also harvested lessons learned throughout Project implementation. The Findings are organization in seven distinct thematic areas of lessons learnt as follows:

**4.3.1. Delivering As One:** The evaluation assessed that there were good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region. For example, collaboration within the three RUNOs was a good start. However, despite the principle of Delivering as One, there was room for much deeper and widespread collaboration across the UN Agencies. Interviews revealed that there is planned joint programming in the context of the next UNDAF. It is recommended that UN Women work even more closely with other UN Agencies that also have the mandate on gender equality and empowerment.

**4.3.2. Timing of the Project:** The evaluation concluded that the Project was a very relevant and impactful initiative was implemented too late into the electoral cycle. The next such project should be designed and implemented well ahead of time; should be of a larger scale and should straddle electoral cycles in order to produce more effective and sustainable impact.

**4.3.3. Administration of the Project:** The evaluation learned that the Project experienced delay in UN administrative procedures concerning recruitment of staff and agreements with implementing partners. Joint implementation of key activities by Partners agencies using staff on the ground helped addressed this challenge. On the political front, a series of post elections inter party tensions and court appeals delayed the swearing in of Parliamentarians causing undue delay for the approval of nominated Gender Minister to chair Project Board meetings. To address this, the Administrative and Professional Head of the Ministry Chaired meetings as well as signed Agencies' Annual Work Plans.

**4.3.4. Maturing collaboration among UN Agencies:** The UNDP, UNESCO and UN Women’s organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the project but there is room for improvement. The coordinating Agency (UN Women) could have performed more efficiently and effectively with more staff, and well-prepared team to deliver a Project that was set to “Deliver-As One” in such a short planning and delivery time span. This evaluation concluded that although the human and financial resources were used sufficiently and efficiently, in the mid to long term those resources are not adequate to serve UN Women’s mandate regarding WPP and WPS agendas in Sierra Leone at this this time of peace consolidation. The other two Agencies (UNDP and UNESCO) appeared too stretched to attend to the urgent coordination demands of the Project that had to be delivered in unison and teamwork within 18 months. However, Project management structure did not appear to hinder the good results and efficient delivery that accrued from the deployment of IPs who were managed by separately by RUNOs.

**4.3.5. Political Risk:** The project successfully took both political and reputational risks by engaging political party actors to ensure peaceful elections and commitment to ending violence against women in elections. Positively, a risk mitigation register has been developed, logged and it is being updated.

The project’s engagement with political parties, the MPs and local councils contributed to creating the condition for convening Bintumani III which assembled more sectors of the society not targeted by this action. But noteworthy, this crop of project participants brings conflict prevention and peacebuilding skills and experience acquired during this project’s engagements.

**4.3.6. Peace building/consolidation through government structures:** The Project demonstrated that with national government ownership first achieved at highest executive and legislative structure peace consolidation can be processed through grassroots, and local authorities can promote social cohesion and lower level accountability processes if they refrain from political party politics. This increases citizens confidence and trust in the democratic processes.

**4.3.7. Women agency:** The Project achieved peace by mobilizing community and social networks to support women’s participation, institutionalize women’s agency to actively contribute to a culture of dialogue and non- violence, and by strengthening the capacity of national and local-level political institutions to fully integrate women’s rights and gender equality principles for sustained conflict-prevention in Sierra Leone over the electoral cycle. The Project further demonstrated:

- That women can contribute to peacebuilding and lower level accountability processes if given the space and opportunity to do so;
- A peacebuilding media campaign using local artists and other locally popular figures can drive people to action. These persons generally have a large following in public or private engagements and their activities are hugely patronized;
- Women-led Peace Ambassadors can generate community interest in the project but in the grand scheme of things and considering their limitation and cultural barriers to participation in public life, their role will contribute immensely in achieving the goals of the project.
- Peacebuilding should focus on youth employment; peacebuilding & civic education;
- The voice of women in peace building should go beyond voting to national dialogue; engaging the media not to sensationalize political situation in the country.

## 5.0. Recommendations

UN Women’s [GERAAS](#) Sub-Criteria (4.1), (5.1) and (6.1) make it clear that the coherence and clarity of the evaluation report will be appreciated on the basis of (a) findings’ distinctly clear link with evaluation questions and criteria; (b) conclusions’ direct relation with findings, and (c) recommendations’ logical link with conclusions. To that effect, this evaluation has isolated and formulated key findings/conclusions under each evaluation criterion. To formulate direct link chain among findings, conclusions and recommendations the evaluation has developed the matrix below. The matrix also makes an allocation of key roles and level of prioritized implementation plan as the UN family prepares for the next UNDAF cycle.

Conclusions, Recommendations and Proposed Management Prioritized Actions			
Findings and Conclusions	Responsible Agency	Recommendations	Priority
I. The three RUNOs, IPs and Government worked very well in the design and implementation of the Project	<b>RUNO programme managers:</b>	<p>I.1. Joint programme planning and implementing of the UN PBF Project by UN Women, UNESCO and UNDP were exemplary and instructive to future Delivering-As-One initiatives to other UN Agencies. Each Agency clearly brought in their comparative advantages and enriched the overall outcome of the Project. One lesson learned was that a Project of this magnitude requires better and requisite resourcing. Flexible support mechanisms should be given to IPs who are expected to deliver frontline results, based on emerging political realities, contracts signed and agreements they would have signed with the funding partner at project inception. This approach provides predictability in planning and helps to increase coherence in implementation and monitoring between funding and implementation partners and clarifies expectations among all stakeholders.</p> <p>I.2. RUNOs should build internal capacity to continue take the WPP and WPS agenda to a new level. Apart from gender equality sectors related to economics, peace and security require additional expertise and resources to deal with Government &amp; security sectors at highest levels. RUNOs should also build internal capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform RUNO's responsiveness.</p> <p>I.3. RUNOs while using the principle of Delivering As One, should sharpen and bring to bear their distinctive areas of expertise into the next WPP and WPS programme initiatives. It recommended that using a coordinated approach to Government and assisted by their networks and through civil society</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> UN Women lead in the spearheading and shepherding of the implementation of the SiINAP II, Gender Policy Affirmative Bill; Sexual Offenses Amendment Bill.</li> <li><input type="checkbox"/> UNESCO lead in developing a comprehensive programme that focuses on culture-media-language-development interrelationships (including peace and resilience building) with a focus to influence culture, attitudinal and behavioural change in Sierra Leone. The proposed programme could explore the dynamics and challenges of culture, attitude, mindset and behaviour, drawing on current experiences to consolidate peace, Opportunities around cultural renewal and its linkage with Agendas 2030 and 2063 should be included.</li> <li><input type="checkbox"/> • UNDP lead in developing a comprehensive programme that links governance, advancement of peace through electoral reforms; the nexus among peace, development and empowerment. The proposed programme should focus on youth (young women and young men) employment, capacity development and multifaceted programme that creates interface of humanitarian and development aspects of election management.</li> </ul>	Immediately
It is this evaluation's finding that the exit strategy of the Project was not well understood by communities, peace ambassadors, IPs and Local Councils that are supposed to carry on the work after the Project ended. Their capacities to finance their ongoing peace consolidation activities appear to be weak.		I.4. Considering the extensive work that the RUNOs have put in bringing the peace consolidation thus far, it will be an opportunity lost to wait till the next elections before this Project is replicated. The evaluation recommends that in the short term there should be an intervention for building capacities of Implementing Partners who have continued carrying on with the just ended Project initiatives, and to quickly get back to national and subnational levels with a scaled-up peace consolidation Project that will prepare both the nation and especially women for the next elections.	Immediately
2. Apart from Gender equality and empowerment, sectors related to economics, peace and security require additional expertise and resources to deal with government and security sectors at the highest levels. RUNOs should build more capacity.	<b>UN Women</b>	2.1. UN Women should build internal technical capacity to continue to lead other UN Agencies and development partners in the Women's Political Participation (WPP) and Women's Peace and Security (WPS) agendas to a new level.	Short-term

<p>3. The Project succeeded in developing effective policy frameworks to supporting implementation of gender equality and women empowerment. There will be special need to support and monitor implementation of these frameworks to achieve a gender responsive security sector</p>		<p>2.2. UN Women has strategically positioned itself to influence the implementation of National Action Plan II on UNSCR1325, the GEWE Policy and the Affirmative Action Bill. It is recommended that in 2020-2023 efforts should be put towards the implementations of these frameworks with the relevant stakeholders. There will be special need to support and monitor implementation of these frameworks to achieve a gender responsive security sector.</p>	<p>Immediately</p>
<p>3. The staffing and coverage for the Project proved weak and IPs felt abandoned and communication of the exit strategy after the closure o the Project was not effectively communicated</p>	<p><b>UN Agencies</b></p>	<p>3.1. All UN Agencies working on the peace consolidation in Sierra Leone need to build more coordinated and long term requisite internal staffing and resource capacity to continuously map hotspots on an annual basis as well as document the gendered impact of the WPS and WPP issues, as an on-going exercise to inform the UNCT's responsiveness in the future through the UNDAF.</p>	<p>On-going</p>
<p>Although collaboration among the RUNOs was exemplary and a good start, the evaluation identified weaknesses in Project implementation, reporting and coordination, especially where joint initiatives were implemented.</p>		<p>3.2. Collaboration between the UN Women, UNESCO and UNDP in the just ended Project was a good start. Despite the principle of Delivering-As-One, there was room for much deeper and widespread collaboration across the UN Agencies. The evaluation understood that there is planned joint programming in the next UNDAF. It is recommended that one of the ways to scale up the initial successes of this Project, the next programming should include all agencies and institutions that have the mandate on gender equality &amp; empowerment of women, girls and youth.</p> <p>3.3. Collaboration among UN Women, UNDP and UNESCO was a good start. Despite the principle of Delivering as One, there was room for much deeper and widespread collaboration across the UN Agencies. Interviews revealed that there is planned joint programming between UN Women and other UN Agencies in the next interventions on the WPP and WPS. It is recommended that UN Women work even more closely with other UN Agencies that also have the mandate on gender equality and women empowerment. Through the UNDAF UN Agencies could use the Project model in order to identify most effective approaches to advance gender equality and lessons on what works.</p>	<p>On-going, and scaled up in the next UNDAF</p>
<p>The evaluation concluded that Project initiatives planned were not adequately resourced and IPs ended up cutting corners and leaving many beneficiaries underserved in order to meet budget limits</p>		<p>3.4. There is need for additional funding to strengthen involvement of national and community women in electoral processes and to support civil society organisations' work during elections and after. There is need for additional funding for successful community-based initiatives that have shown positive results and can be brought to scale. Clear examples include peace ambassadors' sporting community events; community cross-cultural peace consolidation events; local language research and publishing, media, peace journalism and ICT peace consolidation; young women and young men entrepreneurship. These initiatives will provide opportunities for activities already initiated by various IPs and be further strengthened to achieve progress towards increased participation of women and youth at all levels of peacebuilding, conflict mediation and conflict management.</p>	<p>On-going, and scaled up in the next UNDAF</p>
<p>4. The Project provided a positive platform for gender advocates (women, men and youth) in Sierra Leone. They expect evaluation results to contribute to the knowledge base on programming and policymaking on gender equality, employment and empowerment. They are interested to learn from evaluations and may use the results to advocate for specific programmes and policies in pace consolidation and conducting inclusive and peaceful elections.</p>	<p><b>Gender advocates</b></p>	<p>4.1. The UN Family should continue to provide opportunities for gender advocates to be UN Women "foot soldiers". Government ministries and local councils have already acquired grounded knowledge and experience in WPP and WPS which could be leveraged as gender advocates. Similarly, women's networks, civil society. universities and research institutions should form a WPP and WPS sharing platform to develop knowledge materials.</p>	<p>Short-term</p>
<p>5. Implementing Partners, and civil society in general felt affirmed, justified and facilitated by the Project. Although most of them acknowledged that Project was late, with a</p>	<p><b>Civil society organizations and networks</b></p>	<p>5.1. Civil society organizations working on a range of issues related to the Project were also key audiences for evaluation results because they can help disseminate results and implement its recommendations. The RUNOs should consider supporting civil society in creating an ongoing coordination mechanism to support various initiatives being carried out by various civil society organizations.</p>	<p>On-going, and scaled up in the</p>



short implementation time, they believed it blended well with the work they were already doing on the ground.			next UNDAF
6. The WPP and WPS agendas have taken root with media and research institutions. These institutions are interested in receiving information that can enhance their ongoing research and thinking on peace consolidation and improving of women participation on electoral processes and political leadership issues.	<b>Media, academic and research institutions</b>	6.1. This evaluation recommends that RUNOs facilitate a formal common platform for this sector to work together as knowledge brokers, gender advocates and capacity builders.	
7. The Sierra Leonean citizenry is progressively becoming aware and educated about WPP and WPS issues.	<b>Broader society</b>	7.1. However, more work to be done. In general, the Sierra Leonian society expects evaluations to contribute to transparency in the management of public resources and want information regarding the achieved results and the main activities carried out during an intervention. This is a great opportunity to share the work on the UN in Sierra Leone – through UN Women in WPP and WPS Programmes.	On-going, and scaled up in the next UNDAF
8. After the successful implementation of the Project it should be expected that the evaluation community should know what worked well and not, lessons learned; and practical recommendations to implement.	<b>Evaluation community</b>	8.1. It is expected that UN Women who led in the commissioning this evaluation should disseminate evaluation results through evaluation networks. This is particularly important in that it increases UN Women contributions to enhancing evaluation practice.	
9. The evaluation concluded that capacity development should be an ongoing initiative for beneficiaries at individual and corporate levels. This is necessary because weak IPs can become strong by the links created, learn and building on the learnings and gains. Joint activities like finance capacity building, programme implementation, monitoring training/tools etc.	<b>Beneficiaries</b>	9.1. Implementation Partners require more focussed capacity development. Individual and institutional beneficiaries require further segregation and targeted support in the context of WPP and WPS agendas. There is need to facilitate the continuous learning and orientation of beneficiaries to improve effectiveness of future interventions moving forward. It is important to make a special effort to establish a targeted dissemination strategy to communicate evaluation results to them.	
10. The WPP and WPS agendas are very relevant to Sierra Leone. There is good opportunity to build on the current success of the Project. UN Women should consider sharing information on results achieved by this Project. There needs to be further documentation, research and policy-oriented dialogue as a basis to bring WPP and WPS agendas to the next level. It is important to consider high-level forums and in-person meetings with government, economic bodies and security sector actors.	<b>Government and decision makers</b>	10.1. In a bid to achieve the 30% quota, the GoSL should consider developing and funding of political parties through a Political Parties Funding Act. Such an Act will enable Government to require and monitor compliance by political parties to ensure the 30% quota within them their party structures, while boosting chances of achieving the 30% quota on women at a national scale who enter governance structures of government at all levels.	
11. Sierra Leone has come a long way in peace building. It cannot be allowed to go back to fragility. The success of initiatives in peace consolidation and the current GPS needs in the country will be too big not to be receiving donor support. The 3 RUNOs succeeded in delivering on the just ended Project with high levels of accountability - with a special focus on the efficient use of the resources and the results generated.	<b>Donors and consultative committees or boards</b>	11.1. Buoyed by this current success, there is great opportunity to financially and technically support the next incarnation of the WPP and WPS programming in Sierra Leone. Focus should continue to focus both on community and national levels. Government ministries, commissions and the security sector should be targeted at the highest levels of governance.	Immediately

END OF THE EVALUATION REPORT

## 6. Annexes

### Annex I Sampling tables

The annexes and tables below provide details of community level, district level and national level key informants who provided primary data for the final evaluation.

**Table I: Key Informant Interviews List-Disaggregated**  
Disaggregation of data collection

IMPLEMENTING PARTNERS - NATIONAL LEVEL		UN WOMEN		Segregation by Sex	
Name of Institution	Mode of Data Collection	Number of Participants	Grand Totals	Females	males
<b>FREETOWN- WESTERN AREA</b>					
	FGD	KII			
Country Representative		1	1	1	
Local Council Association SL (LOCASL)	1		6	6	2
Participants of development of SiLNAP on UNSRC 1325 and GEWE Policy	1	3	11	11	
50/50 Group		2	2	2	
Action Aid	1	1	4	4	1
Campaign for Good Governance (CGG)	1	1	4	4	1
Sierra Leone Market Women Association (SLMWA)	1		6	6	
Westminster Foundation for Democracy		1	1	1	
All Parties Political Parties Women's Association (APPPWA)	1		3	3	
Mano River Union Women's Peace Network (MAWOPNET)	1	1	5	5	
Center for Accountability and Rule of Law (CARL)		1	1		1
<b>TOTALS</b>	<b>7</b>	<b>11</b>	<b>44</b>	<b>44</b>	<b>5</b>

IMPLEMENTING PARTNERS - NATIONAL LEVEL		UNESCO		Segregation by sex	
Name of Institution	Mode of Data Collection	Number of Participants	Grand Totals	Females	Males
<b>FREETOWN- WESTERN AREA</b>					
	FGD	KII			
BBC Media (Country Director + 9 Media Houses)	1	1	10	10	4
Movement for Public Accountability and Development (MOPAD)	1		5	5	2
UNESCO Regional Office	1		2	2	2
Dignity Now	1	1	4	4	
Inter Religious Council	1		3	3	3
National Commission for UNESCO (NATCOM)	1		2	2	2
Women in the Media (WIMSAL)	1	1	3	3	
<b>TOTALS</b>	<b>7</b>	<b>3</b>	<b>29</b>	<b>29</b>	<b>13</b>

IMPLEMENTING PARTNERS - NATIONAL LEVEL		UNDP		Segregation by sex	
Name of Institution	Mode of Data Collection	Number of Participants	Grand Totals	Females	Males
<b>FREETOWN- WESTERN AREA</b>					
	FGD	KII			
Three RUNO Project Managers	1	3	3	3	

Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)		1	1	1		1
PBF Advisor		1	1	1	1	
SERVE Sierra Leone	1	1	2	2	2	
West African Network of Peacebuilding (WANEP)	1		3	3	3	
Sierra Lone Police - Family Support Unit	1		7	7	3	4
DEPAC		1	1	1	1	
NOW Sierra Leone – Beneficiaries	2	4	20	20	17	3
<b>TOTALS</b>	<b>6</b>	<b>11</b>	<b>38</b>	<b>38</b>	<b>30</b>	<b>8</b>

### District and Local Level Data Collection

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	Southern Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
Female Political Aspirants in the 2018 Elections (winners & losers)	BO	1		18	18	18	
Action Aid and BO City Council	BO	1		12	12	12	
SERVE Sierra Leone – Mixture of Beneficiaries	BO	1	1	13	13	10	3
Campaign for Good Governance (CGG) – Mixture of Beneficiaries	BO	1		12	12	10	2
West African Network of Peacebuilding (WANEP) – Mixture of Beneficiaries	BO	1		11	11	8	3
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	BO		1	1	1		1
<b>TOTALS</b>		<b>5</b>	<b>2</b>	<b>67</b>	<b>67</b>	<b>57</b>	<b>9</b>

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	Eastern Region	Mode of Data Collection		Number of Participants	Grand Totals	Females	Males
	Central data collection sites	FGD	KII				
Dignity Now	Kenema	1		4	4	4	
SEND Sierra Leone	Kenema	1	2	16	16	12	4
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Kenema	1	1	3	3		3
<b>TOTALS</b>		<b>3</b>	<b>3</b>	<b>23</b>	<b>23</b>	<b>16</b>	<b>7</b>

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
Name of Institution	North West Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
Mano River Union Women's Peace Network (MAWOPNET)	Kambia	1		15	15	13	2
Local Council Association SL (LOCASL)	Kambia		1	1	1		1
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Kambia		1	1	1		1
<b>TOTALS</b>		1	2	17	17	13	4

DATA COLLECTION AT DISTRICT AND LOCAL LEVELS				3 RUNOs		Segregation by sex	
	North West Region	Mode of Data Collection		Number of Participants	Totals	Females	Males
	Central data collection sites	FGD	KII				
West African Network of Peacebuilding (WANEP) – Mixture of Beneficiaries	Kabala	1	1	7	7	6	1
Local Council Association SL (LOCASL)	Koinadugu		1	1	1	1	
Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA)	Koinadugu		1	1	1	1	
<b>TOTALS</b>		1	3	9	9	8	1

SUMMARY OF INSTITUTIONS	Mode of Data Collection			Segregation by sex		
Segregated Key Informants	FGDs	KII	Totals	Females	Males	
<b>National Level</b>						
UN Women	7	11	44	39	5	
UNESCO	7	3	29	16	13	
UNDP	6	11	38	30	8	
<b>District/Local Level</b>						
Southern Region	5	2	67	57	9	
Eastern Region	3	3	23	16	7	
North West Region	1	2	17	14	3	
North Region	1	3	9	8	1	
<b>TOTALS</b>	<b>33</b>	<b>42</b>	<b>227</b>	<b>180</b>	<b>47</b>	

The next set of annexes and tables provide details of the evaluation matrix and results framework, literature reviewed, Terms of Reference and various data collection tools.

## Annex 2: The Results Framework and Evaluation Matrix

The evaluation matrix in Annex 2 summarizes the key aspects of the evaluation exercise by specifying what will be evaluated and how. The matrix includes the evaluation criteria, the main evaluation questions with all the corresponding sub-evaluation questions, indicators for measuring progress, required data, data sources, and data collection methods. The evaluation matrix tracks Project cycle & is a living document and may be subject to modification and amendment as the evaluation progresses. However, any modification to the evaluation matrix will be made in consultation with the Project Evaluation Manager. **The Evaluation Matrix is given further below in in Table 5**

<b>Purpose:</b> Data will be collected covering local, district and national levels. The evaluation will also assess the extent to which the Project built institutional capacities, improved empowerment by improving Women's Participation in Political Processes as Peace building Ambassadors. Evaluators will track the reconstructed ToC (presented in full in the main body of this Report) through the evaluation matrix and results framework to ascertain these issues and themes.	
<b>PBF Focus Area:</b> Promote coexistence and peaceful resolution of conflicts (Priority Area 2: (2.3) Conflict prevention/management)	
<b>IRF Theory of Change:</b>	In order to prevent violence around the upcoming election and accelerate peace consolidation in Sierra Leone, diverse stakeholders are needed to tap different constituencies that are necessary to maintain peace and prevent gaps in knowledge and information that could be filled by spoilers. Women's exclusion from formal decision-making has resulted in them exercising their influence through civil society resulting in networks that extend beyond those holding traditional forms of concentrated power. Women's networks and leaders reach broader groups of stakeholders that can be mobilized to ensure a peaceful outcome.
At National Level, data was collected from various categories including Government partners; Electoral Management Bodies; Political Parties; Oversight Bodies; Key civil society partners; Media Houses and Journalists. The full list of key informants in given on section 5 on annexes in the main body of the Report. At local and district levels data was collected from sampled districts with the following populations: Western Area (802,639); Bo (174,369); Kenema (143,137); Kabala (17,948); Kambia (11,520) <sup>67</sup> . Specific sample of key informants from those 4 districts will be set together Project Managers from UN Women, UNDP and UNESCO once the International consultant arrives in Freetown. Full details are given in Table 4 In the main body of this Report.	

### Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

#### Phases of the Project

##### **Project outcome, Theory of Change, activities, targets and sequencing**

###### ***Project outcome statement***

This project aims to contribute to peaceful electoral processes in the lead-up to 2018 elections through women's inclusion in national policies and action plans for peace, broad participation of women as political actors and peacebuilding ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections. It also aims to promote peace by mobilizing community and social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local-level political institutions to fully integrate women's rights and gender equality principles for sustained conflict-prevention in Sierra Leone over the electoral cycle.

<sup>67</sup> <http://worldpopulationreview.com/countries/sierra-leone-population/cities/>

## **Project outcomes**

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Outcome 1:	National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.
Outcome 2:	Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.
Outcome 3:	Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.

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## **Theory of Change**

In order to prevent violence around the upcoming election and accelerate peace consolidation in Sierra Leone, diverse stakeholders are needed to tap different constituencies that are necessary to maintain peace and prevent gaps in knowledge and information that could be filled by spoilers. Women's exclusion from formal decision-making has resulted in them exercising their influence through civil society resulting in networks that extend beyond those holding traditional forms of concentrated power. Women's networks and leaders reach broader groups of stakeholders that can be mobilized to ensure a peaceful outcome.

## **Activities, targets, sequencing**

### **Outcome 1. National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.**

#### **Output 1.1.** *Accountability frameworks for promoting women's peace and security (WPS) strengthened and adequately monitored*

- Sustained and systematic participation and representation of women in political and decision-making processes and all levels is recognized as key to preventing conflict, sustaining peace and furthering the promised reforms and policy implementation of gender equality commitments under the SILNAP on UNSCR 1325 and 1820. Capacity building and technical support will be provided to key national and local stakeholders (e.g. national and district steering committees of SILNAPII and line ministries) to develop, implement, monitor and publicly disseminate information and progress on these commitments.

#### **Output 1.2.** *Gender-responsive policy development and implementation, supported through advocacy and effective coordination among national committee and local councils.*

- Promoting women's full participation in conflict prevention, management and resolution requires wide reaching consultations, training and sensitization with leaders at all levels (e.g. parliament, chieftaincies, local councils) on SILNAP II, WPS and other gender-responsive policies and institutional reforms. The project will support that effort by developing knowledge products and tools targeting stakeholders (including men and women in 16 districts) on implementation and monitoring SILNAP II and the WPS Global agenda and engaging with community radio stations and use of ICT to sensitize communities about SILNAP II and WPS.

#### **Output 1.3.** *Enhanced capacity and effectiveness of elected leaders (men and women) to promote GEWE and social cohesion through gender sensitive legislation, budgeting.*

- Given the expansion of electoral constituencies in this election, and the high turnover of women parliamentarians, sensitization and training of newly elected MPs and local councillors of the fundamentals of human rights, peace building, and the important of gender responsive legislation will be important post-elections. This project will support the Parliament in carrying out gender-sensitive reviews of legislation and budgeting, and further

support capacity building of elected leaders to promote social cohesion through field visits and exchanges with women peace ambassadors and women leaders in diverse areas of the country and in the wider region to identify women's priorities and key gender issues and share experiences.

**Outcome 2. Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.**

**Output 2.1.** *Enhanced capacities of gender equality advocates (i.e. Peace Ambassadors) and community leaders to promote women's leadership in peaceful electoral processes.*

- This project will contribute to the momentum of the peace process in the country by promoting an enabling environment where women and girls can participate in decision-making positions at national and local levels. The project will engage community stakeholders and women leaders such as female Paramount Chiefs and other notable women who will serve as role models and mediators, and community women who best understand their context and situation. These women will be trained as peace ambassadors. The project will also engage women's groups and male champions for gender equality to support community awareness of the importance and benefits of women's participation.

**Output 2.2.** *Increased capacity of women aspirants to engage in leadership contests.*

- This project will target women interested in standing for political decision-making positions at national and local levels. Particularly in the pre-election period, the project will work with electoral institutions and political parties to mainstream gender concerns into their strategic plans and policies. This project will support women's capacity to engage in leadership contests through various skills building and knowledge exchange activities, and technical support to political parties on structural and institutional advancements that enable more women's participation.

**Output 2.3.** *Enhanced electoral and security arrangements to support women's political participation.*

- Women cannot run effective campaigns or freely cast their ballots where there is a high risk of violence. To minimise this risk, security forces need to have greater understanding of gender equality issues and the specific situation of women in high-risk security scenarios. Processes need to be developed, implemented, monitored, and evaluated to collect data on violence against women in high-risk electoral situations. To support these capacity-building needs, the project will assist electoral stakeholders identify key action points, support CSO's and NGOs to work with women's networks and law enforcement to monitor, mitigate and report cases and incidents of electoral violence against women, convene multi-partner dialogue to discuss forms of GBV in elections, and launch UNW-UNDP Guidebook on mitigating violence against women in elections, among other activities.

**Outcome 3. Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.**

**Output 3.1.** *Increase in peacebuilding initiatives that include men and women at the community level.*

- The project has a specific focus on supporting community awareness-building prior to the elections, and in bringing diverse communities together post-elections in acceptance of electoral outcomes. Towards elections, for example, youth will be engaged to interact on issues related to violent free elections, bearing in mind that violence is one of the prime deterrents to women's and girls' participation in electoral processes. Following elections, the project will support the women's peace ambassadors' network to organize post-election reconciliation initiatives (e.g. football matches, racing, sporting competitions with joint messages for peace) between winners and losers just immediately after the elections in various regions. The project also uses technology to strengthen the capacity of women groups and CSOs to promote peaceful elections and civic engagement by increasing

women's access to social networks using ICTs to promote dialogue between women leaders and enhance community understanding on gender participation in peacebuilding, decision-making and security issues.

**Output 3.2.** *Increased advocacy and public support for women's leadership within political institutions and by male leaders.*

- Giving visibility to women leaders is key to women being perceived as equally legitimate leaders and peacemakers as men. An innovative element of this project is the engagement of women and men traditional leaders to address the social norms and root causes of women's political and social exclusion at community and national level. Engaging both male and female traditional leaders to promote women's leadership is key to influencing gender-sensitive and responsive community-level practices, development and conflict-prevention. The proposed project is envisaged to bring about a catalytic effect wherein stakeholders at Districts, Chiefdoms and Village levels will establish peace building and peace consolidation committees which will serve as mechanisms that will embed peace consolidation in the cultural psyche of the citizens. Paramount Chiefs are perceived as responsible for implementing laws at local levels; they set the pace, lead by example and have a powerful position from which they can instil or promote peaceful communities. Although these initiatives will play an important role in the pre-electoral phase, they will also be important throughout the electoral cycle.

**Output 3.3.** *Capacity of media houses and journalists strengthened for gender sensitive reporting and peace consolidation.*

- Journalists and media houses will be educated to play a positive role towards violence- free elections, notably through responsible and gender sensitive reporting, that promotes a positive image of women in society and in positions of power and recognizes diversity as a key asset rather than a source of conflict and exclusion.



**Table 6: The Evaluation Matrix**

<b>Evaluation Criteria</b>	<b>Key question(s)</b>	<b>Sub-question(s)</b>	<b>Indicators<sup>68</sup> for measuring progress</b>	<b>Collection Method(s)</b>	<b>Data Source</b>	<b>Assumptions</b>
<b>Relevance</b>	<p>- To what extent was the Project strategically positioned to enhance Women's Political Participation and peacebuilding at local and national levels?</p> <p>- Were the activities and outputs of the Project consistent with the intended impacts and effects?</p> <p>- How relevant were the Project to the needs and priorities of the beneficiaries, national, regional and international priorities?</p>	<ol style="list-style-type: none"> <li>1) Did the programme consultations with national counterparts in the formulation and implementation of the programme integrate national priorities?</li> <li>2) Does UN's approach complement and add value to that of its key partners?</li> <li>3) Were the programmatic strategies appropriate to address the identified needs of beneficiaries?</li> <li>4) To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks?</li> <li>5) Have the project objectives been addressing identified needs of the target groups in national and local contexts in order to reach a better comprehension of Human Rights or integration? Were the programmatic strategies appropriate to address the identified needs of beneficiaries?</li> <li>6) Did the activities address the problems identified?</li> <li>7) Has the project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles?</li> <li>8) To what extent was the planning, design and implementation of peacebuilding initiatives with regard to adherence to overarching normative frameworks; international, regional and national commitments, policies and priorities achieved? What are relevant recommendations on how UN Women, UNESCO and UNDP should position themselves in terms of their responsiveness and country needs on women's peace and security (WPS) and WPP vis-à-vis other agencies?</li> </ol>	<p>-Evidence of alignment with Mid- term evaluation of the SILNAPII</p> <p>-Evidence of needs assessment at the local and national levels, individual women leaders, and community level (women and local leadership).</p> <p>Evidence of progress from IPs reports and RUNO implementation reports.</p>	<p>-Document Analysis of situational analysis/studies undertaken.</p> <p>-Document analysis of commitments made at Parliament and Government at national level.</p> <p>-Key Informant Interviews with women peace ambassadors</p> <p>-Focus group discussions Key informant interviews of women and other stakeholders with regards to Project issues.</p>	<p>-Key stakeholders' primary data collection</p> <p>- Project IPs implementation reports</p> <p>-RUNOs implementations reports</p> <p>-Project PRODOC and progress reports and reviews.</p>	<p>All reports from IPs and RUNOs are readily accessible.</p> <p>Key informants are well sampled and ready to provide primary data</p> <p>The packaging of PRODOC and RUNOs Annual reports have a level of consistency over the Project implementation duration</p>

<sup>68</sup> Gender analysis is a systematic way of looking at the different impacts of development, policies, programmers and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

<p><b>Effectiveness</b></p>	<p>To what extent has the Project made sufficient progress towards its planned programme goal, outcomes and outputs?</p> <p>How did the Project perform on WPS in terms of the achievement of results at the country level? What were any intended or unintended effects at country level and the influence of context on the achievement of results?</p>	<ol style="list-style-type: none"> <li>1) To what extent were the expected outcomes achieved and how did the project contribute towards these?</li> <li>2) Are there opportunities for replication and scaling-up good practices and innovative approaches? What are the challenges/ limits?</li> <li>3) What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project?</li> <li>4) Does the project have effective monitoring mechanisms in place to measure progress towards results? To what extent has the project approach to engaging with key partners (UN agencies, Civil Society Organizations and others) been effective?</li> <li>5) To what extent have beneficiaries been satisfied with the results?</li> <li>6) What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why?</li> <li>7) How effective information sharing, and dissemination activities were set up to increase the visibility of the project among stakeholders?</li> <li>8) Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?</li> </ol>	<p>Alignment of progress reports with policy documents and Project Results framework</p> <p>Evidence of needs assessment at the local and national levels, individual women peace ambassadors, leaders, and community level (women and local leadership).</p> <p>Evidence of progress from IPs reports and RUNO implementation reports</p>	<p>Document Analysis Analysis of Log Frames</p> <p>-Key Informant Interviews and FGDs with women peace ambassadors, women winning candidates now in local government and parliament.</p> <p>- Key Informant Interviews and FGDs with IPs staff</p> <p>-Monitoring records</p> <p>-Focus group discussions.</p> <p>-Case stories of change.</p>	<p>-RUNOs Programme Staff</p> <p>- Project IPs staff.</p> <p>-IPs progress reports</p> <p>-Project Reports from the Implementing Partners</p> <p>-Minutes from Programme Steering Committee</p>	<p>-Information is available</p> <p>IPs and beneficiaries are free to give candid feedback.</p> <p>-Sampled key informants are found and are willing to participate in the evaluation exercise.</p>
<p><b>Efficiency</b></p>	<p>Were resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?</p> <p>How well were the Project resources and inputs delivered economically and</p>	<ol style="list-style-type: none"> <li>1) Have the outputs been delivered in a timely manner?</li> <li>2) Have UNDP, UNESCO and UN Women’s organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?</li> <li>3) To what extent has the project management structure facilitated (or hindered) good results and efficient delivery?</li> <li>4) Are human and financial resources sufficient and efficiently used to serve UN Women’s mandate regarding WPP?</li> <li>5) Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes?</li> <li>6) Are project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development?</li> </ol>	<p>Minutes of signed Partnership Agreements honoured.</p> <p>Evidence of efficient implementation and production of results as per Project Document and Log-frame parameters:</p> <p>Evidence of indicators of progress from annual and</p>	<p>Partnership Agreements</p> <p>Minutes of annual review meetings.</p>	<p>RUNOs Project staff</p> <p>Implementing Partners staff</p> <p>Beneficiaries who received resources in form of funds, capacity development or other facilitation</p>	<p>-Information is available</p> <p>-Sampled key informants are found and are willing to participate in the evaluation exercise.</p> <p>In cases where beneficiaries have moved, an</p>

	<p>converted to intended results?</p> <p>Considering inputs and outputs of the Project, what was the value for money and how well, timely, and effectively was the budget managed?</p>	<p>7) Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?</p> <p>8) What monitoring measures have been taken during planning and implementation to ensure that resources are efficiently used?</p> <p>9) What operational mechanisms are needed to make the project approach on WPP more efficient and effective?</p>	<p>other Programme reports.</p>			<p>assumption is made that institutional memory would have been recorded with regards to the quality of partnership.</p>
<b>Sustainability</b>	<p>What are the chances for the results to persist long after the Project has ended?</p> <p>What strategies that have been put in place ensure sustainability of results overtime?</p> <p>Has the Project been able to contribute to the generation of national ownership of programmes, the establishment of effective partnerships and the development of national capacities?</p>	<p>1) What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed?</p> <p>2) Are national partners committed to the continuation of the project (or some its elements) after funding ends?</p> <p>3) To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?</p> <p>4) Is the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities?</p> <p>5) To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?</p>	<p>Evidence of ability to function outside funding.</p> <p>Evidence of Government and Political Parties taking seriously participation of women in leadership roles.</p> <p>Evidence of ability of women peace ambassadors to leverage own resources or elsewhere to sustain results.</p> <p>Evidence of institutionalising gender equality as a norm that needs no financial resources.</p> <p>Evidence of institutionalising gender, peace and security at the local level.</p> <p>Evidence of articulation of SILNAPII by Partners &amp; beneficiaries</p>	<p>-Primary data collection through KII and observation with women peace ambassadors</p> <p>-Key Informant Interviews with IPs</p> <p>-Interviews with Government, Political Parties and women winning candidates</p>	<p>-RUNOs Project Staff and reports</p> <p>-Women winning candidates</p> <p>- IPs Project implementation reports</p> <p>-Project progress reports and reviews.</p> <p>-Project Reports from the Implementing Partners</p> <p>-Minutes from Programme Steering Committee</p>	<p>-The ability of stakeholders to speak truthfully about sustainability issues, limitations, as well as what they have been able to achieve during Project cycle</p> <p>Funding and Programme coordination were adequate</p>

<p><b>Programme Outcomes and Impact</b></p>	<p>What are the key enduring and verifiable contributions of the Project?</p> <p>What is the added value of short term and long term intended and unintended positive and negative effects of the Project?</p> <p>What are benefits of the Project women peace ambassadors, to society, policymakers and to traditional leaders?</p> <p>Document MSC, if any brought by the programme to-date.</p>	<ol style="list-style-type: none"> <li>1) What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from government and civil society to advance gender equality and women’s human rights in Sierra Leone?</li> <li>2) Which groups is the project reached the most, and which are being excluded?</li> <li>3) To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to?</li> <li>4) What mechanisms were put in place by project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities, i.e. policy formulation, etc.</li> <li>5) To identify and document key contributions and added value of short term and long term intended and the unintended, positive and negative effect of the Project.</li> <li>6) To document the benefits of the Project to society, policy makers and traditional leaders.</li> <li>7) To document the Most Significant Changes (MSC)<sup>xxi</sup>, if any brought by the Project to date</li> <li>8) Document how the project contributed to change the paradigm in the peace and security agenda for women’s empowerment and gender equality to play a more relevant role, and the extent to which the project has been effective to strengthen evidence on the causality between increasing women’s leadership in peace and security and peace at large.</li> </ol>	<p>Evidence of improved participation of women in political processes and gaining significant roles in political leadership positions.</p> <p>Evidence of institutionalising gender, peace and security at the local level.</p> <p>Evidence of articulation of SILNAPII by Partners &amp; beneficiaries</p>	<p>-Document Analyses of all available Project implementation reports</p> <p>-Interviews Key Informant Interviews with RUNOs, Members of the Steering Committee and Key players.</p> <p>-Primary data collection at local and national levels</p> <p>-Primary data collection with IPs</p>	<p>-RUNOs Project Staff</p> <p>-Focus group discussions with ‘gender analysts and feminists’</p> <p>- Focus Group discussions with Members of the Steering Committee</p> <p>-Project Reports from the Implementing Partners</p> <p>-Minutes from Programme Steering Committee</p>	<p>-Information is available</p> <p>-Sampled key informant are found and are willing to participate in the evaluation exercise</p> <p>Core members and those who once contributed to the MSC are alive, still resident in the districts, or would not have made short visits to some other place.</p> <p>Project beneficiaries will be able to identify other beneficiaries through snowballing</p>
<p><b>Gender Equality and Human Rights</b></p>	<p>How adequate, efficient, effective and responsive was the Project in achieving Gender Equality and Human Rights?</p>	<ol style="list-style-type: none"> <li>1) To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of project interventions?</li> <li>2) Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?</li> <li>3) How revised or adopted new policy frameworks are in line with the CEDAW and 1325 are addressing the needs of women?</li> <li>4) To what extent capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced?</li> </ol>	<p>Evidence of institutionalising gender, peace and security at the local level.</p> <p>Evidence of articulation of SILNAPII by Partners &amp; beneficiaries</p>	<p>Document analysis</p> <p>Primary evidence gathering</p>	<p>RUNOs Project staff</p> <p>Members of the Steering Committee</p>	<p>duty-bearers and rights-holders are willing to honestly talk about how their capacities have been strengthened by the Project</p>
<p>For Lessons Learnt and Recommendations: Ask all KII and FGDS: Review Studies, reports and minutes. Review Project implementation reports</p>						

### Annex 3: List of Literature Under-Review

1. Final PRODOC Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone
2. Sierra Leone National Action Plan II on UNSCR 1325
3. Sierra Leone national Action Plan I on UNSCR 1325 and 1820
4. Evaluation of the Sierra Leone National Action Plan on UNSCR 1325 and 1820
5. Medium-Term-National-Development-Plan-Volume-I
6. Sierra Leone's Medium-Term National Development Plan (2019-2023)
7. The Sierra Leone National Action Plan (SiLNAP) II for the full implementation of United Nations Security Council Resolutions 1325 (2000) and 1820 (2008) (2019–2023)
8. Agenda for Prosperity - Sierra Leone 's Third Generation Poverty Reduction Strategy Paper (2013 – 2018)
9. [UN Women Evaluation Handbook: “How to manage gender-responsive evaluation”](#).
10. [\(UNEG\) on Integrating Human Rights and Gender Equality in Evaluations](#)
11. [UNW Global Accountability and Tracking of Evaluation Use \(GATE\) website](#)
12. [UNW GERAAS standards, http://www.unwomen.org/en/about-us/accountability/evaluation/decentralized-evaluations.](#)
13. UNEG Norms and Standards  
[http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)
14. UNEG Ethical Guidelines : (<http://www.uneval.org/document/detail/102>)
15. UNEG Code of Conduct for Evaluation in the UN System(<http://www.unevaluation.org/document/detail/100>)
16. UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation ([http://unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980))
17. Mid-Term Reports for Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone
18. Back to Office Report for GEWE and SiLNAP Consultation
19. BTOR Rwanda Study Tour
20. Final Project Narrative Report - Inter Religious Council Sierra Leone
21. FINAL REPORT - VIDEO DOCUMENTARY PROJECT
22. Gender Analysis and recommendations report - UNESCO - BBC Media Action Jan 19
23. IP Implementation Report -SEND (002)
24. IP Implementation Report WANEP-SL\_26092018
25. UN Women Corporate Evaluation on Peace and Security-Synthesis report-final
26. Road Map for Women Caucus v AN
27. Rwanda Report submitted by DePAC
28. SECURITY SECTOR SUPPORT ACTIVITY REPORT FSU SL
29. Semi Annual project progress report template Sierra Leone 2018 0618
30. SERVE Sierra Leone Narrative Report 2018
31. THE SIERRA LEONE NATIONAL ACTION PLAN 1325 - Final Evaluation 2015
32. The Youth Parliament Report and Position paper
33. UNESCO Endline FGD Research Report BBCMA Final
34. UNESCO End-Project Report Resubmission 7.6.19 F
35. WIMSAL Status Report\_ IPs Mid project
36. Womens-Peacebuilding-Strategies-Amidst-Conflict-I
37. Gender and Women's Empowerment Policy
38. Minutes from Programme Steering Committee
39. Women, Politics and Violence: Reflections on the 2018 Elections in Sierra Leone -CARL
40. WANEP Project Activity Report
41. Women's Dialogue on Peace and Security -CGG
42. Elections Driven Reporting – West Minister Foundation
43. SERVE Sierra Leone – MCS stories from Elections



#### Annex 4: Term of Reference

### Terms of Reference International Consultant for the Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

<b>Location:</b>	Sierra Leone
<b>Application Deadline:</b>	
<b>Type of Contract:</b>	Individual Contract
<b>Post Level:</b>	International Consultant
<b>Languages Required :</b>	English
<b>Starting Date:</b> (date when the selected candidate is expected to start)	1-June -2019
<b>End Date:</b>	31 <sup>st</sup> - July 2019 (30 working days)

#### I. Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

In November 2017 UN Women/UNDP/UNESCO were awarded funding from PBF to implement in Sierra Leone a joint project "*Improving Women's Participation in Political Processes as Peace Building Ambassadors*" Project under the Gender Promotion Initiative (GPI) till May 31<sup>st</sup>, 2019. Within the context of this project, UN PBF aims to contribute to peaceful electoral process in the lead-up to 2018 elections through Women's inclusion in national policies and action plans for peace, broad participation of women as peace ambassadors at national and local levels, and engagement of traditional leaders and media to support peace and gender equality messages ahead of elections. It also aims to promote peace by mobilizing community and social networks to support women's participation, institutionalize women's agency to actively contribute to a culture of dialogue and non-violence, and by strengthening the capacity of national and local -level political institutions to fully integrate women's rights and gender equality principles for sustained conflict prevention in Sierra Leone over the electoral cycle. This joint project is implemented in partnership with the Government (Ministry of Social Welfare, Gender and Children's Affairs, Local Councils), CSOs (Women's Forum, 50/50 Group, All Political Parties Women's Association, Global Network for Women Peacebuilders, West Africa Network for Peacebuilding, Mano River Union Women's Peace Network and Women in the Media).

The project implemented nationwide with a **budget of 2.000.000 USD** focuses on National reconciliation, Democratic governance, conflict prevention/management has **03 Outcomes**:

- I. National action plans and accountability frameworks promote women's full participation in conflict prevention, management and resolution.

2. Women are enabled and empowered to participate safely in the elections and contribute to decision-making in peacebuilding and conflict prevention processes.
3. Increased community awareness and public understanding about women's positive contributions to decision-making and peacebuilding.

The **main activities** are divided in two main groups as follows:

1-Pre-elections/during elections activities:

- Build capacities of women aspirants and candidates to run effective campaigns and mobilize resources
- Work with male and female traditional and elected leaders to promote participation of women in the electoral processes
- Capacity building for media houses leadership and in responsible and gender sensitive reporting for conflict prevention, including during electoral cycle.
- Increase awareness about the importance of women and girl's participation in peacebuilding processes by governance institutions and women's organizations
- Establish a network of women peace ambassadors and support the organization of community mobilization/women's peace caravans to improve community awareness on women's empowerment, including community dialogues, forums and alliances among community leaders, youth and women
- Support and train peace ambassadors to promote peacebuilding and conflict resolution at local levels
- Promote women in leadership and mitigate violence against women, especially around the elections

2-Post-elections

- Provide capacity building and technical support to key national and local stakeholders to develop, implement and monitor SILNAP II and gender responsive policies and institutional reforms
- Support new elected leaders to promote gender equality and social cohesion through gender sensitive legislation, budgeting and legislative processes.

This ToR is designed to guide a critical assessment of the conditions and results deriving from this UN joint programming on the advancement of gender equality, women, peace and security and women participation to political processes as per UN Women's mandate since July 2010 to lead and coordinate the overall efforts of the UN system to support the full realization of women's rights and opportunities.

## **II. Purpose and use of evaluation**

The main purpose of the end-of-project evaluation is to assess how the UNPBF support has been effective in contributing to women's leadership and participation in peace and security in Sierra Leone.

The primary users of the evaluation are the UN Women, UNDP and UNESCO Offices and Government of Sierra Leone. Furthermore, the multiplicity of Civil Society Organizations partnering and interacting with UN Family on the Women, Peace and Security agenda through the project will make use of the evaluation results.

### **Objectives, scope and timeframe**

The objectives of the evaluation are:

- Assess the **relevance** of the project, implementation strategies and processes applied in joint programmes to address women issues and interests at the country level as well as the PBF's added value for national efforts to consolidate the overall peacebuilding processes.
- Assess the **organizational efficiency** (status of the results/performances) of funds users (human, financial and time cost) of the joint project in terms peacebuilding priorities for Sierra Leone at the end of the funding.

- Assess **efficiency** progress towards achieving project objectives, including identifying any catalytic or potentially catalytic results and the PBF strategic positioning at country level
- Assess the **effectiveness** of the project on achieving outcomes on the development of the national action plans on women peace and security SILNAP 2, media education, community women peace ambassadors and engagement with female parliamentarians.
- Assess the **sustainability** of the projects' results in contributing to transformational change for gender equality and women's empowerment, the impact and ownership of the results
- Assess the adherence to **Gender and human rights** aspect in the project implementation
- Generate key lessons learned, success stories, promising practices and innovative approaches for learning in order to maximize the experiences gained; Challenges faced during implementation and provide clear, actionable recommendations. It should be noted that findings, conclusions and recommendations will reflect the gender analysis.

### III. Scope of evaluation

The evaluation commences on 1<sup>st</sup> June to 31<sup>st</sup> July 2019. The evaluation will assess the results of the UN Women, UNDP and UNESCO implemented project from December 2017 -May, 2019 in order to extract lesson learnt to inform future programming in peacebuilding. A evaluation will include desk review and field visits to a selected targeted Districts of implementation will include Freetown, Bo, Kenema Kabala and Kambia. The evaluation will focus on specific themes such as Peacebuilding, gender-based violence; pre and post elections violence, women participation to leadership positions and gender equality policies reforms, the governance of the project. The evaluation will put a specific emphasis on activities and funds spent, identify and assessing innovative and scalable joint programming approaches and provide forward-looking and actionable recommendations, based on the project implementation. It will inform management decisions, planning and programming strategies with the goal of maximizing the comparative advantages of the three UN Recipients Organizations

#### I. Expected results

As a logical result of the completion of the desk review it is expected that the Evaluation Team (comprised of international and national evaluators) will submit

7. **Inception report**, which will contain evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluations questions, performance criteria, issues to be studied, work plan and reporting requirements.
8. As a result of the completion of the field visits and surveys and interviews with the partners, it is envisaged that several key products will be submitted, namely: **Progress Report** of the Field work to the UN Women Sub-Regional office and key internal and external stakeholders.
9. **Power Point presentation and an outline** on preliminary findings, lessons learned, and recommendations.
10. **Draft full report** highlighting key evaluation findings and conclusions, lessons learned and recommendations (shall be done in a specific format). The draft report will be discussed with the national partners to ensure participation and involvement of the national stakeholders.
11. Afterwards a **Final evaluation report** and five-page **executive summary** are expected to be submitted to the UN Women Sub-Regional office incorporating all comments and feedback collected from all partners involved.
12. A PowerPoint presentation of the results of the final report would be made, to facilitate exchanges and comprehension around the results for all implementing partners and stakeholders

#### II. Evaluation methodology/approach:

As the lead agency, UN Women competitively will hire an external consultant/independent evaluator. UN Women will organize a virtual inception meeting with the Recipient UN Organizations (RUNOs)



and the consultant to clarify objectives and expectations of the evaluation. Based on the objectives of the evaluation, the external evaluator supported by a national staff will develop an inception report with a mixed-methods evaluation design and methodology to gather useful, valid and reliable data on the project through document review, key informant interviews, and focus group discussions with UN agency management, their partners, project stakeholders, and beneficiaries of the project.

The evaluation will focus explicitly on identifying what works, those strategies that produce positive results, not only on what does not work well, including lessons learned, according to the recommendations on joint gender evaluation programmes and goals set out for UN Women in its Strategic Plan (2018-2021). The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners.

### III. Data collection approach

The evaluation will be **results-oriented** and provide evidence of achievement of expected outputs through the use of quantitative and qualitative methods.

The methodology for the final evaluation shall include the following:

- a. **Preliminary desk reviews** of all relevant documents on the project, the project document, LogFrame, implementation plan, monitoring reports, donor reports (inception report, progress reports), project publications, existing national and international reports on gender equality and women's rights situation, etc.
  - a. This **desk review** will be done prior to any field visit, focus group discussion, or individual interviews. Preliminary discussions with the project staff from UN Women, UNESCO and UNDP project unit will also take place during this desk review/inception phase.
- b. **Field visits** will be held during the same period; focus groups with disadvantaged/difficult to reach women's groups
  - a. **Individual and group discussions**, in-depth interviews with key partners: a series of semi-structured interviews and focus groups with the project Management Team, implementing partners, Government, Female Caucus Executive, beneficiaries are envisaged to be conducted under this stage. This can include survey with both quantitative and qualitative perspectives among participants of various capacity development trainings and events undertaken by the project since its start. It can include participants of major trainings organized by the project in the areas of gender and gender mainstreaming, ending violence against women, integrating UN SCR 1325 and WPP principles in practice, etc.

The consultative element of the evaluation is crucial for building up a consensus about the project's overall rationale and desired outcomes by the stakeholder. **Data from different research sources will be triangulated** to increase its validity. Field visits will be organized by the consultant with the administrative support of the Evaluation Manager to facilitate the process of evaluation.

The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements; and the evaluators will have an opportunity to make their inputs and propose changes in the inception design if need be. It is expected that the Evaluation Team will further refine the approach and methodology and submit their detailed description in the proposal and Inception Report.

### IV. Key Evaluation Criteria and evaluation questions

Following the OECD-DAC guidelines, the handover book *How to manage gender responsive evaluation*

(<http://genderevaluation.unwomen.org/en/evaluation-handbook> and the GEERRAS criteria checklist. (<http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluation>), the evaluation will use the following criteria

**Relevance & coherence** will assess the planning, design and implementation of peacebuilding initiatives with regard to adherence to overarching normative frameworks; international, regional and national commitments, policies and priorities; The evaluation will seek to provide recommendations on how UN Women, UNESCO and UNDP should position themselves in terms of its responsiveness and country needs on P&S and WPP vis-à-vis other agencies.

**Effectiveness** will assess the project performance on P&S in terms of the achievement of results at the country level. The evaluation will also seek to assess any intended or unintended effects at country level and the influence of context on the achievement of results.

**Efficiency** Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?

**Road to Impact** will assess how have the RUNOs contributed to change the paradigm in the peace and security agenda for women's empowerment and gender equality to play a more relevant role, and the extent to which the project has been effective to strengthen evidence on the causality between increasing women's leadership in peace and security and peace at large.

**Sustainability** will be evaluated based on assessing whether UN Women, UNESCO and UNDP have been able to contribute to the generation of national ownership of programmes, the establishment of effective partnerships and the development of national capacities. It will explore whether the three RUNOs have been able to promote replication of successful programmes. An area of assessment will also include RUNOs' role in empowering and developing capacity of women's and other civil society organizations, including in advocacy, as a sustainability strategy.

**Gender equality and human rights** the component will be taken into consideration in this evaluation. The Integration of **human rights and gender equality** issues into the evaluation requires adherence to

three main principles – inclusion, participation, and fair power relations.

Additional evaluation criteria may be introduced after reviewing and completing the inception report

#### **Key evaluation questions:**

The evaluation will address the criteria of **Project Relevance, Effectiveness, Efficiency, Sustainability and Impact** and gender equality and human rights. More specifically, the evaluation will address the following key issues:

#### **Relevance:**

- To what extent is the project strategically positioned to enhance Women's Political Participation and peacebuilding at local and national levels?
- Does UN's approach complement and add value to that of its key partners?
- Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks?
- Have the project objectives been addressing identified needs of the target groups in national and local contexts in order to reach a better comprehension of Human Rights or integration? Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
- Did the activities address the problems identified?
- Has the project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles?
- 

#### **Effectiveness:**

- To what extent were the expected outcomes achieved and how did the project contribute towards these?
- Are there opportunities for replication and scaling-up good practices and innovative approaches? What are the challenges/ limits?
- What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project?

- Does the project have effective monitoring mechanisms in place to measure progress towards results? To what extent has the project approach to engaging with key partners (UN agencies, Civil Society Organizations and others) been effective?
- To what extent have beneficiaries been satisfied with the results?
- What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why?
- How effective information sharing, and dissemination activities were set up to increase the visibility of the project among stakeholders?
- Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?

**Efficiency:**

- Have the outputs been delivered in a timely manner?
- Have UNDP, UNESCO and UN Women’s organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- To what extent has the project management structure facilitated (or hindered) good results and efficient delivery?
- Are human and financial resources sufficient and efficiently used to serve UN Women’s mandate regarding WPP?
- Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes?
- Are project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development?
- Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- What monitoring measures have been taken during planning and implementation to ensure that resources are efficiently used?
- What operational mechanisms are needed to make the project approach on WPP more efficient and effective?

**Sustainability:**

- What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed?
- Are national partners committed to the continuation of the project (or some its elements) after funding ends?
- To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?
- Is the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities?
- To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?

**Impact:**

- What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from government and civil society to advance gender equality and women’s human rights in Sierra Leone?
- Which groups is the project reached the most, and which are being excluded?
- To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to?
- What mechanisms were put in place by project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities, i.e. policy formulation, etc.

### Gender equality and Human Rights:

- To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of project interventions?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?
- How revised or adopted new policy frameworks are in line with the CEDAW and I325 are addressing the needs of women?
- To what extent capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced?

### Timeframe;

The evaluation process will run from **20 May – 31 July 2019** (45 working days within which 30 for the researchers)

Tasks	Responsible Person	Tentative Deadlines
Final ToR (after consultations with Reference Group and management group)	Mary Foday	20 May 2019
Engagement of external evaluation team	PBF Team	By May 31st, 2019
Work plan: A detailed work plan will be developed by the team and agreed upon with the Evaluation Manager team members outlining specific dates for key deliverables (data Collecting tools, list of interviewees (in a table; date, location, type of interview, name), List of documents for the desk review, any other relevant information...	PBF Team (UN Women, UNESCO, UNDP)	By 7 June 2019 1 day
Inception Phase: The Evaluation Team will undertake a preliminary desk review (Project Fact Sheets) and an inception mission to Sierra Leone to meet with the Evaluation Manager and interview key stakeholders (Preliminary assessment). Prior to conducting the field visits, the team will meet with the focal persons of the participating UN organizations to discuss the process, methodology and questions/issues to be address in the evaluation. An inception report based on a desk review of the relevant documentation, including the Project Fact Sheets will be developed that further refines the overall scope, approach and questions, provides a detailed outline of the evaluation methodology and criteria for the selection of in-depth desk review and field data collection. The report will finally include an evaluation matrix and revised work plan, if needed.	International Consultant National Consultant	By 17-20 June 2019 3 days
Data Collection (including field visits) and Analysis. The Evaluation Team will implement the methodology agreed upon in the inception report. The site visits will be supported by UN Women, UNESCO and UNDP offices in the selected locations. Progress Report containing Preliminary findings will be shared with ERG & EMG for review to gather feedback for the elaboration of the draft report.	International Consultant National Consultant PBF Team	21-26 June 2019 4 days
A draft final evaluation report that incorporates the comments and feedbacks evaluation stakeholders including a concise Executive Summary will be produced and circulated internally. Prior to the Team Leader's departure from Sierra Leone, a debriefing will be given to key stakeholders, the RUNOs, Government counterparts before finalization/Validation of recommendations and approval of final draft	International Consultant National Consultant PBF Team	15 July 2019 16 days

Submission of the final report to the PBF, who will be responsible for Dissemination and internal presentation of result. The final report should be structured as follows: - Title page, table of contents, acronyms - Executive summary - Purpose of the evaluation - Evaluation objectives and scope - Evaluation Methodology - Context of subject - Description of the subject - Findings - Analysis - Conclusions - Recommendations - Lessons learned - Annexes. The report should not exceed 40 pages excluding annexes	<b>International Consultant</b>  <b>National Consultant</b>  <b>PBF Team</b>	<b>By 20 July 2019</b>  <b>6 days</b>
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Note: The mentioned number of working days has been estimated as being sufficient/ feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of assignment. It cannot and shall not be used as criteria for completion of work/assignment.

### Expected deliverables

The evaluation process will be divided into five phases:

Deliverables	Timeframe for submission	Tasks	Responsible person
<i>Preparation</i>	10-30 May 20 days	Mainly devoted to preliminary desk reviews, structuring the evaluation approach, preparing the ToR, compiling programme documentation and hiring the evaluation team/consultant	
<i>Inception Phase and work plan</i>	17-20 June 4 days	Will involve reconstruction of theory of change, programme portfolio analysis, evaluability assessment, inception meetings, inception report and finalization of evaluation methodology;	
<i>Data collection and analysis</i>	21-26 June 4 days	Including desk research and preparation of field missions, visits to case study countries and preparation of country reports;	
<i>Interpretation and synthesis stage</i>	27 June -13 July 16 days	Focusing on data analyzed, interpretation of findings and drafting of an evaluation report	
<i>Dissemination and follow-up</i>	Last week July 6 days	This will entail the development of a Management Response, publishing of a report	

### I. Evaluation principles and standards

In addition, evaluators should be aware of their own position of power which can influence the responses to queries through their interactions with stakeholders. There is a need to be sensitive to these dynamics (see *UNEG Guidance Document. Integrating Human Rights and Gender Equality in Evaluation*). The evaluation will be a transparent and participatory process involving relevant RUNOs stakeholders. The data collection will include quantitative and qualitative strategies. Participatory and gender-responsive methods will be used as appropriate. The evaluation will be carried out in accordance with UN Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines (see links in annex). The evaluation should adhere to UN Evaluation Report Quality Standards. Approaches to evaluation of complexity and systems-based evaluations will be used to better grasp useful information and the consultant or team lead will outline in his inception report the standards applied for the evaluation process in particular for the conduct of perceptions surveys. Project Partners including the Ministry of Social Welfare, Gender and Children's Affairs will be part of the management group and will also participate in the conduct of the Evaluation. Other stakeholders who will be involved will include UNESCO and UNDP project staff who will also be part of the preparation team for the Evaluation. During the field visits rural women who were stakeholders of the program will be consulted by the evaluation team. Finally, the dissemination of the results of the

evaluation will be circulated widely among the various women's groups, the UN Gender Theme Group and development partners Gender group.

## **II. Management arrangements and quality assurance process.**

During the evaluation process, the Regional office will consult with UN Women Evaluation Office, as may be necessary to ensure the smooth management of the evaluation process, constitute a quality assurance system and provide administrative and substantive backstopping support, including joining the evaluation team in field missions and contributing to the evaluation study. UNWomen SL will also ensure coordination and liaison with concerned sections at headquarters and regional Office.

## **III. Draft submission process and the expected structure of rapport**

All deliverables deposit must follow a consultative approach

1. Evaluation Team share with the Evaluation Manager the document or expected deliverable upon establish deadline
2. The Evaluation Manager will then share with the Reference Group the documents and collect feedback in a timely manner.
3. Through a "trail audit matrix" the comments will then be shared by the Evaluation Manager to the consultant
4. The comments will then be addressed by the consultant and inserted in the document.
5. Deliverables will be receivable once the Reference Group and Evaluation Manager accordingly agreed on the validity of the presented document

The final evaluation report should be structure as follow

1. Title page
2. Executive summary
3. Background and objective of the project
4. Program description - Theory of change
5. Scope of evaluation
6. Methodology and limits
7. Findings
8. Conclusions
9. Recommendations
10. Lessons Learned

Annexes

- ToRs
- List of desk review
- List of interviews
- Evaluation Matrix
- Data collected, relevant interview structure
- List of findings, conclusions and learned lesson

The evaluation management structure will be comprised of the coordinating entity (Management Group) and the consultative body (Evaluation Reference Group with 4-9 members: e.g. IP, stakeholders, or independent agency that have interest in the project). The Programme Specialist will work closely with the evaluation team leader throughout the evaluation, provide administrative and substantive technical support to the evaluation team and manage the day-to-day aspects of the evaluation in liaison with UNWomen SL. This is a consultative/participatory final project evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

In Sierra Leone, substantive support from the UN Women country/ sub-regional office will be needed. The Evaluation Manager in close coordination with the WCARO Evaluation Specialist, will provide the necessary support to the evaluation team. Similarly, the list for the interviewees should be elaborated

by the Evaluation Team with the help of the Reference Group and Evaluation Manager (thus relevant stakeholder)

A core **Evaluation Reference Group** will be established. The **Reference Group** will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It will provide guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the evaluation team. It will also support dissemination of the findings and recommendations. The Core Reference Group will include UN Women staff: Programme Specialists (Peace and Security & Leadership and political participation), Chief of the UN Women End Violence against Women Section, the UN Trust Fund Manager, representatives of UNDP, UNESCO, UNWomen and key governmental and non-governmental organization stakeholders including women's groups as primary constituents.

The Regional Evaluation Specialists will provide inputs on specific key deliverables to ensure quality of the evaluation products.

#### **IV. Evaluation team composition and requirements**

The core evaluation team members will be composed of 1 externally recruited, independent consultant with extensive experience in evaluation, and WPS. The team will include an experienced International Consultant who will be the Team Leader; and a national Consultant with gender/peacebuilding and evaluation experience.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic/project evaluations as well as complex multi-stakeholder evaluations on peacebuilding initiatives
- Knowledge of the WPP and WPS international frameworks and country level programming Expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Fluency in English

#### **Required Skills and Experience of the Team Leader (International Consultant)**

The **team leader** will be responsible for delivering the key deliverables. She/he will coordinate the work of all other team members during all the phases of the evaluation process, ensuring the quality of outputs and methodology as well as timely delivery of all products. In close collaboration with the Regional Office Evaluation Specialist-she/he will lead the conceptualization and design of the evaluation, the coordination and conduct of the field visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of evaluation and preparing the report.
- Overseeing and assuring quality in the preparation of the evaluation and taking a lead in the analysis of evaluation evidence.

- Drafting the evaluation report and leading the preparation of specific inputs from designated team members
- Leading the stakeholder feedback sessions, briefing on the evaluation through informal sessions and finalizing the report.
- Preparing evaluation briefs, PPT presentation and working on final edits on the evaluation report.

### **Required competencies and qualifications**

#### **Team Leader**

- At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based-Management is considered an asset
- At least 10 -15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on WPP, WPS or related themes would be considered an asset;
- Excellent knowledge of the UN system, UN and UN Women programming at the country level, in development and conflict/post-conflict country contexts;
- Experience and knowledge on gender equality and women's empowerment, EVAWG, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages;

#### **Required Skills and Experience of the National Evaluator or National Consultant**

The NEE will support overall work of the International Evaluator and shall also possess an expertise in conducting gender-sensitive and rights-based evaluations so to be also able to contribute to the substance of the evaluation and not only be in supporting role. The NEE will provide substantive advice on the integration of WPS, WPP and Policy reform issues and analysis in the evaluation. Under the overall supervision of the evaluation team leader, the NEE. The Team Leader and NEE will provide inputs for the inception report, participate in the country data collection and draft the report, based on a standardized approach and format. In addition, both will contribute to the preparation of the final report and evaluation briefs.

#### **National Evaluation Expert**

- At least a master's degree in economics, sociology, international development, gender/women studies or related areas. A special training in Monitoring and Results Based-Management is considered an asset.
- At least 10 years professional experience in WPP and WPS fields;
- Experience/knowledge on gender equality and women's empowerment issues, gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women's;
- Experience/knowledge of women's movements;
- Knowledge of the UN system, UN reform processes and UN programming at the country level;



- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;

**Core Values:**

- Respect for Diversity
- Integrity
- Professionalism

**Core Competencies:**

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

**NB:** Please visit this link for more information on UN Women’s Core Values and Competencies: <https://www.offidocs.com/edit-pdfeditor.php?fileurl=http%3A%2F%2Fwww.unwomen.org%2F%2Fmedia%2Fheadquarters%2Fattachments%2Fsections%2Fabout%2520us%2Femployment%2Fun-women-employment-values-and-competencies-definitions-en.pdf&filename=1336337>

**Ethical code of conduct for the evaluation (NB: to be signed by the Consultant)**

- The evaluation of the project is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).
- Anonymity and confidentiality. The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- Responsibility. The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Project in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- Integrity. The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- Independence. The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- Incidents. If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- Validation of information. The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- Intellectual property. In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- Delivery of reports. If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

**V. Payment modalities**

Deliverables	Payment conditions
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Phase 1 ; Inception report	10% of the total contracted after receipt of invoice and upon satisfaction of the Inception Report by the UN Agencies (UNDP, UNESCO, UNW).
Phase 2 ; Preliminary findings presentation <b>Interim report</b>	<p>40% of the total contracted after receipt of invoice and upon certification that the interim report is satisfactory by the UN Women Regional Evaluation Specialist.</p> <p>The interim evaluation report will include findings reflecting proceedings of validation workshop. The interim evaluation report will demonstrate clear focus on answering evaluation questions. Findings will be backed with facts, observations. Conclusions will clearly refer to specific findings. And recommendations will be realistic and based on findings.</p> <p>As a result, for each ( group of) questions, the report will reflect the sequence: observed facts; findings, conclusions, recommendations. This logical chain (from a set of facts to a specific findings; from a group of findings to a summary conclusion; and from multiple concluding points to a particular recommendation) will be clearly evident through the use of a numbering system.</p>
Phase 3 ; Final Report	50% of the total contracted after receipt of invoice and upon UN Women’s certification that the interim report is in line with the <a href="#">GERAAS</a> standards of evaluation reports. The report is deemed final upon approval by UN Women

## **VI. Application procedure**

This Individual Contract modality is governed by UN Women General Terms and Conditions. UN Women will only be able to respond to applicants who meet the minimum requirements.

Candidates should clearly indicate how they meet the above-mentioned criteria in their applications.

The following documents should be submitted as part of the application. CV including a cover letter on how they meet the above-mentioned qualifications

Candidates should have the ability to quickly submit their certificates/credentials, two writing samples of reports for an evaluation led by the candidate in the field of gender equality and with a UN and/or International Organizations should they be short-listed in consideration of this consultancy.

## Evaluation of applicants

Candidates will be evaluated using a cumulative analysis method taking into consideration the combination of the applicants' qualifications mentioned above; and financial proposal. A contract will be awarded to the individual consultant whose offer receives the highest score out of below defined technical and financial criteria. Only candidates obtaining a minimum of 50/70 points in the technical evaluation, writing sample and short interview will be considered for financial evaluation.

### Technical Evaluation (60%) – max. 60points :

- A Master's degree in economics, sociology, international development, gender/women studies or related areas; 5 points
- At least 10 -15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research: 10 points
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system: 10 points
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team: 10 points
- Previous experience in conducting evaluations on WPP, WPS or related themes would be considered an asset: 05 points
- Excellent knowledge of the UN system, UN and UN Women programming at the country level, in development and conflict/post-conflict country contexts: 05 points
- Experience and knowledge on gender equality and women's empowerment, EAWG, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements: 05 points
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders: 05 points
- Fluent in English and knowledge of other official UN languages: 05 points

### Writing Sample of evaluation reports (10%) – max 10 points:

### Financial Evaluation (30%) – max. 30 points:

#### **Submission package**

1. Cover letter;
2. CV, including contact information of 3 references;
3. Financial proposal. The financial proposal shall specify a total lump sum amount per each deliverable, including administrative fees, based on the template in Annex 1. **The lump sum costs must be accompanied by a detailed breakdown of costs calculation.**
4. Copy of one recent evaluation report recently authored by the consultant.

All applications must include (as an attachment) a CV and a financial proposal. Applications without a financial proposal will be treated as incomplete and will not be considered for further processing.

**Please note that** only short-listed candidates will be invited to the interview.

#### **ANNEXES**

ANNEX 1: UNEG Norms and Standards  
[http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

ANNEX 2 UNEG Ethical Guidelines : (<http://www.uneval.org/document/detail/102>)

ANNEX: 3 UNEG Code of Conduct for Evaluation in the UN System(<http://www.unevaluation.org/document/detail/100>)

ANNEX4: UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation ([http://unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980))

**ANNEX 5. Key Documentation to be share with the Consultants**

1. Final PRODOC Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone;
2. Mid-Term Reports for Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone;
3. Sierra Leone National Action Plan II on UNSCR 1325;
4. Sierra Leone national Action Plan I on UNSCR 1325 and 1820;
5. Evaluation of the Sierra Leone National Action Plan on UNSCR 1325 and 1820;
6. Draft Gender and Women's Empowerment Policy;
7. Project Reports from the Implementing Partners;
8. Minutes from Programme Steering Committee;
9. National Development Plan (2019-2023)

Annex I

Deliverables	Percentage of Total Price (Weigh) for payment)	Fixed price	Due Date

## Annex 5: List of data collection tools at national levels



### FINAL EVALUATION OF THE IMPROVING WOMEN'S PARTICIPATION IN POLITICAL PROCESSES AS PEACE BUILDING AMBASSADORS PROJECT - SIERRA LEONE

#### Data Collection Interview Tool

#### Key Informant Interview Guide: RUNOs

##### Relevance:

Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.

1. Describe the extent of responsiveness of the Project in its conceptualisation, planning and design to the UNSCRs on Women Peace and Security provisions for a comprehensive political framework women's participation in political processes as peace building ambassadors in Sierra Leone?
2. To what extent has the Project aligned itself with the RUNOs' mandate and corporate objectives of raising awareness and strengthening capacities of women in the transitional situation and contribution to the integration of gender perspectives into all conflict resolutions and peace initiatives?
3. What is the relevance of the Project in supporting Sierra Leone in the implementation of regional and international commitments and priorities?
4. How significant has been the capacity building of the Women's Agency for Peace and Security within the broader context of the gendered nature of women's participation in political processes as peace building ambassadors?
5. How relevant were the activities meant to strengthen capacities of the security sector actors and community to respond to women's participation in political processes as peace building ambassadors?
6. How appropriate were the support mechanisms put in place for peace building, conflict resolution and management at all levels?
7. Which Project activities have been the most and least appropriate? Explain why?
8. How easy or difficult was it for the Project beneficiaries to participate and be involved throughout the implementation?
9. What changes could be made to the Project to make it more appropriate and relevant to beneficiary and partners concerns, needs and preferences?

##### Effectiveness:

Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs.

- 1) How has your RUNO effectively used its strategic position to build Sierra Leone Government's partners and beneficiaries capacities with regards to domestication UNSC Resolutions, in particular, UNSCR 1325?
- 2) What is the extent of your RUNO's effectiveness in supporting the process of defining a UNSCR National Action Plan with relevant stakeholders? How far is the process? If there are challenges how will these be overcome?
- 3) To what extent has the Project made sufficient progress towards its planned objectives and results/had the Project achieved its planned objectives and results within its specified period?

- 4) How has the Project been appropriately responsive women's participation in political processes as peace building ambassadors in the country?
- 5) What criteria were used in the selection of partners to ensure that they provide the Project with the required capacity and strategic positioning to achieve objectives?
- 6) How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt?
- 7) Did the Project reach its targeted beneficiaries at programme goal and outcome level? Explain.
- 8) In which areas has the Project had its least/best achievements? What have been the constraining factors and why? How can they be overcome?
- 9) What, if any alternative strategies would have been more effective in achieving the programme objectives?

### **Efficiency**

Has Project implementation strategy and execution been efficient and cost-effective? Explain.

- 1) To what extent does the management structure of the Programme support efficiency for programme implementation?
- 2) How do you rate the economical use of financial and human resources? Have resources (funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes? Explain.
- 3) What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- 4) Have Project funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?
- 5) Are there opportunities for implementing the programme differently in a way that provides value for money in the future?
- 6) What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security sector, civil society and academic institutions efficiently during implementation? What level of effort was made to overcome these challenges?
- 7) In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- 8) Does Project governance facilitate good results and efficient delivery?

### **Impact**

- 1) What are the main effects of women's participation in political processes as peace building ambassadors' activities? This should include positive and negative changes produced by the Project's interventions, directly or indirectly, intended or unintended.
- 2) To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the Project?
- 3) How did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics?
- 4) Describe how the Project's initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?
- 5) In which ways did the Project;
  - a. strengthen the capacity of the EMBs to formulate and implement measures that promote women's participation in electoral processes;
  - b. strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics;
  - c. strengthen the capacity of IPs to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process.
- 6) What are the lessons learnt which would improve on the relevance, effectiveness and impact of the programme at various levels?
  - a. Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony.
  - b. What has disrupted 'peace and security in Sierra Leone' over the past 2 years and as the Project been well positioned and capacitated to respond?
  - c. Resource governance in the face of climate change has a bearing on gender, peace and security? Did the selected districts of operation yield sufficient learning to inform future programming?

### **Sustainability**

- 1) What sustainability mechanisms have been put in place to sustain the achieved results, especially the positive changes generated by the programme in peace and security after the Project ends?
- 2) To what extent did the Project contribute towards building local capacity and leadership in a manner that would lead to ownership and sustainable results?
- 3) What strategies are in place to enhance the sustainability of results accrued because of the Project?
- 4) To what extent do they facilitate ownership by the government, stakeholders and beneficiaries; and ensure results will continue?
- 5) Based on your experience with the Project which components of the program should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement?
- 6) Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect the sustainability of the programme and suggest solutions?
- 7) In which ways did the Project;
- 8) What, if any, changes could be made to the program to make it more sustainable?

### **Project Outcomes**

- 1) How has the RUNOs coordinated with other UN Agencies in relation to women's participation in political processes as peace building ambassadors?
- 2) To what extent is your RUNO effective and responsive in achieving the technical and resource management role for the Project?
- 3) How effective has the Project been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of Programme?
- 4) Has your RUNO built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform RUNOs responsiveness in the future?
- 5) Did Project initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?

### **RUNOs Technical and Resource management, coordination role in the delivery of the Project.**

- 1) What are the main effects of the Project activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.
- 2) To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the Project?
- 3) How has your RUNO coordinated with other UN Agencies in relation to 'peace building and security'?
- 4) To what extent was your RUNO effective and responsive in achieving the technical and resource management role for the Project?
- 5) How effective has the Project been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of Project?
- 6) Has your RUNO built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform RUNOs' responsiveness in the future?



## Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

### Key Informant Interview Guide: Government and oversight Partners

#### 1. Relevance

*Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.*

- 1.1. Form your vantage point, to what extent is the project strategically positioned to enhance Women's Political Participation and peacebuilding at local and national levels?
- 1.2. Does UN's approach complement and add value your efforts and those of its key partners?
- 1.3. Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
- 1.4. To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks?
- 1.5. Have the project objectives been addressing identified needs of the target groups in national and local contexts in order to reach a better comprehension of Human Rights or integration? Were the programmatic strategies appropriate to address the identified needs of beneficiaries?
- 1.6. Did the activities address the problems identified?
- 1.7. Has the project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles?

#### 2. Effectiveness

*Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.*

- 2.1. To what extent were the expected outcomes achieved and how did the project contribute towards these?
- 2.2. Are there opportunities for replication and scaling-up good practices and innovative approaches? What are the challenges/ limits?
- 2.3. What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project?
- 2.4. Does the project have effective monitoring mechanisms in place to measure progress towards results? To what extent has the project approach to engaging with key partners (UN agencies, Civil Society Organizations and others) been effective?
- 2.5. To what extent have beneficiaries been satisfied with the results?
- 2.6. What were the key approaches and strategies the project used in achieving its outcomes? What worked and what did not and why?
- 2.7. How effective information sharing, and dissemination activities were set up to increase the visibility of the project among stakeholders?
- 2.8. Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?

#### 3. Efficiency



*Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.*

- 3.1. Have the outputs been delivered in a timely manner?
- 3.2. Have UNDP, UNESCO and UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- 3.3. To what extent has the project management structure facilitated (or hindered) good results and efficient delivery?
- 3.4. Are human and financial resources sufficient and efficiently used to serve UN Women's mandate regarding WPP?
- 3.5. Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes?
- 3.6. Are project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development?
- 3.7. Is the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- 3.8. What monitoring measures have been taken during planning and implementation to ensure that resources are efficiently used?
- 3.9. What operational mechanisms are needed to make the project approach on WPP more efficient and effective?

#### **4. Sustainability**

*Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.*

- 4.1. What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed?
- 4.2. Are national partners committed to the continuation of the project (or some its elements) after funding ends?
- 4.3. To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation?
- 4.4. Is the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities?
- 4.5. To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?

#### **5. Programme Outcomes and Impact**

*Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)*

- 5.1. What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from government and civil society to advance women's participation in political processes, gender equality and women's human rights in Sierra Leone?
- 5.2. What attribution can be given to the Project on the results of women who won elections?
- 5.3. To what extent did the Project include women beneficiaries in project planning and implementation and have their inputs incorporated and addressed to?
- 5.4. What mechanisms were put in place by the Project to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities, i.e. policy formulation, etc.

- 5.4.1. To identify and document key contributions and added value of short term and long term intended and the unintended, positive and negative effect of the Project.
- 5.4.2. To document the benefits of the Project to women political aspirants in the just ended electoral cycle.
- 5.4.3. To document the Most Significant Changes (MSC)<sup>xxii</sup>, if any brought by the Project to date

**6.0. Gender Equality and Human Rights:**

*Gender equality and women’s empowerment objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women’s rights has a central place in international human rights law<sup>xxiii</sup>. Placing women’s rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.*

- 6.1. To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of Project interventions?
- 6.2. Were there any constraints (e.g. political, practical, and bureaucratic) to addressing women’s participation in political processes and gender equality during Project implementation? What level of effort was made to overcome these challenges?
- 6.3. How are revised or adopted new national policy frameworks in line with the CEDAW and I325 and addressing the needs of women in their participation in political processes as peace building ambassadors in Sierra Leone?
- 6.4. To what extent were capacities of duty-bearers and rights-holders have been strengthened? To what extent were the capacities of women political aspirants, peace building ambassadors and gender equality advocates enhanced by the Project?



## Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

### Key Informant Interview Guide: Implementing Partners

#### General

1. As a civil society organisation, what was your role /specific interventions in the 'Improving Women's Participation in Political Processes as Peace building Ambassadors Project' in Sierra Leone'

#### 2. Relevance

*Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.*

- 2.1. To what extent was the project strategically positioned to enhance Women's Political Participation and Peacebuilding at local and national levels? Exemplify.
- 2.2. Did the RUNOs' approach complement and add value to that of its key Implementing Partners?
- 2.3. Were the Project strategies appropriate to address the identified needs of beneficiaries? Exemplify.
- 2.4. To what extent was the intervention relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks? Exemplify.
- 2.5. Were Project objectives addressing identified needs of the target groups in national and local contexts in order to participation of women in political processes? Did Project strategies appropriate to address the identified needs of beneficiaries? Exemplify.
- 2.6. What Project activities you implemented were the most relevant to advance women's participation in political processes as peace building ambassadors in Sierra Leone?
- 2.7. Has the Project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles? Exemplify.

#### 3. Effectiveness

*Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.*

- 3.1. What were the Project outcomes? To what extent were the expected outcomes achieved and how did the Project contribute towards these? Exemplify.
- 3.2. Are there opportunities for replication and scaling-up Project good practices and innovative approaches? What were the challenges/ limitations?
- 3.3. What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the Project? Exemplify.
- 3.4. Did the Project have effective monitoring mechanisms in place to measure progress towards results? To what extent did the Project approach to engaging with Implementing Partners, Government, Civil Society Organizations been effective? Exemplify.
- 3.5. To what extent were beneficiaries satisfied with the results? Exemplify.

- 3.6. What were the key approaches and strategies the Project used in achieving its outcomes? What worked and what did not and why?
- 3.7. How effective were information sharing, and dissemination activities set up to increase the visibility of the Project among stakeholders? Exemplify.
- 3.8. Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?

#### **4. Efficiency**

*Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.*

- 4.1. Were the outputs delivered in a timely manner?
- 4.2. Did UNDP, UNESCO and UN Women's organizational structures, managerial support and coordination mechanisms effectively support the delivery of the Project? Exemplify.
- 4.3. Were human and financial resources sufficient and efficiently used to serve the Implementing Partners' mandates in delivering the Project? Exemplify.
- 4.4. Were resources (financial, human, technical support, etc.) allocated strategically to achieve the Project outcomes? Exemplify.
- 4.5. Were Project resources managed in a transparent and accountable manner (at all levels) which promoted equitable and sustainable development? Exemplify.
- 4.6. Was the Project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- 4.7. What monitoring measures were taken during planning and implementation to ensure that resources were efficiently used?
- 4.8. What operational mechanisms were needed to make the Project approach more efficient and effective? Exemplify.

#### **5. Sustainability**

*Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.*

- 5.1. What is the likelihood that the benefits from the Project will be maintained for a reasonably period of time after the Project is closed?
- 5.2. Are national partners committed to the continuation of the project (or some its elements) after funding ends? Exemplify.
- 5.3. To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation? Exemplify.
- 5.4. Was the Project supported by relevant national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities? Exemplify.
- 5.5. To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?

#### **6. Programme Outcomes and Impact**

*Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)*

- 6.1. What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from government and civil society to advance gender equality and women's human rights in Sierra Leone? Exemplify.
- 6.2. Which groups did the Project reach the most, and which ones were being excluded?

- 6.3. To what extent did the Project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to? Exemplify.
- 6.4. What mechanisms were put in place by the project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities, i.e. policy formulation, resource utilization, activity planning?
  - 6.4.1. To identify and document key contributions and added value of short term and long term intended and the unintended, positive and negative effects of the Project.
  - 6.4.2. To document the benefits of the Project to society, policy makers and traditional leaders.
  - 6.4.3. To document the Most Significant Changes (MSC)<sup>xxiv</sup>, if any brought by the Project to date

## **7. Gender Equality and Human Rights:**

*Gender equality and women's empowerment objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law<sup>xxv</sup>. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.*

- 7.1. To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of Project interventions? Exemplify.
- 7.2. Were there any constraints (e.g. political, practical, and bureaucratic) to addressing women's participation and gender equality efficiently during implementation? What level of effort was made to overcome these challenges? Exemplify.
- 7.3. How were revised or adopted new policy frameworks in line with the CEDAW and 1325 addressing the needs of women in their participation in political processes as peace building ambassadors in Sierra Leone? Exemplify.
- 7.4. To what extent were capacities of duty-bearers and rights-holders have been strengthened? To what extent capacities of gender equality advocates have been enhanced?



## Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

### Key Informant Interview Guide: (Steering Committee)

#### General

What was your organisation's role/specific interventions in Improving Women's Participation in Political Processes as Peace building Ambassadors in Sierra Leone?

#### 1. Relevance

*Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.*

- 1.1. To what extent was the Project strategically positioned to enhance Women's Political Participation and peacebuilding at local and national levels? Exemplify.
- 1.2. Did the RUNOs' approach complement and add value to that of its key partners? Exemplify.
- 1.3. Were the Project strategies appropriate to address the identified needs of beneficiaries? Exemplify.
- 1.4. To what extent was the Project relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks? Exemplify.
- 1.5. Have the Project objectives been addressing identified needs of the target groups in national and local contexts in order to improve women's participation in political processes as peace building ambassadors? Were the Project strategies appropriate to address the identified needs of beneficiaries? Exemplify.
- 1.6. Has the Project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles? Exemplify.

#### 2. Effectiveness

*Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.*

- 2.1. What were the Project outcomes? To what extent were the expected outcomes achieved and how did the Project contribute towards these? Exemplify.
- 2.2. Are there opportunities for replication and scaling-up good practices and innovative approaches? What are the challenges/ limits? Exemplify.
- 2.3. What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the project? Exemplify.
- 2.4. Did the Project have effective monitoring mechanisms in place to measure progress towards results? To what extent has the project approach to engaging with key partners (Implementing Partners, Civil Society Organizations and others) been effective? Exemplify.
- 2.5. To what extent have beneficiaries been satisfied with the results? Exemplify.
- 2.6. What were the key approaches and strategies the Project used in achieving its outcomes? What worked and what did not and why?

- 2.7. How effective were information sharing, and dissemination activities set up to increase the visibility of the project among stakeholders? Exemplify.
- 2.8. Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?

### **3. Efficiency**

*Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.*

- 3.1. Have the outputs been delivered in a timely manner?
- 3.2. Have UNDP, UNESCO and UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- 3.3. Were human and financial resources sufficient and efficiently used to serve the Implementing Partners' mandate regarding the Project? Exemplify.
- 3.4. Were resources (financial, human, technical support, etc.) allocated strategically to achieve the Project outcomes?
- 3.5. Were project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development? Exemplify.
- 3.6. Was the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- 3.7. What monitoring measures have been taken during planning and implementation to ensure that resources are efficiently used? Exemplify.
- 3.8. What operational mechanisms were needed to make the project approach more efficient and effective? Exemplify.

### **4. Sustainability**

*Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.*

- 4.1. What is the likelihood that the benefits from the Project will be maintained for a reasonably period of time after the project is closed?
- 4.2. Are national partners committed to the continuation of the project (or some its elements) after funding ends? Exemplify.
- 4.3. To what extent were relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation? Exemplify.
- 4.4. Was the project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities? Exemplify.
- 4.5. To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?

### **5. Programme Outcomes and Impact**

*Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)*

- 5.1. What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from government and civil society to advance gender equality and women's human rights in Sierra Leone?
- 5.2. Which groups did the project reached the most, and which were being excluded?
- 5.3. To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to? Exemplify.

- 5.4. What mechanisms were put in place by project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various project activities, i.e. policy formulation, activity planning and implementation?
- 5.4.1. To identify and document key contributions and added value of short term and long term intended and the unintended, positive and negative effect of the Project.
- 5.4.2. To document the benefits of the Project to society, policy makers and traditional leaders.
- 5.4.3. To document the Most Significant Changes (MSC)<sup>xxvi</sup>, if any brought by the Project to date

#### **6.0. Gender equality and Human Rights:**

*Gender equality and women's empowerment objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law<sup>xxvii</sup>. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.*

- 6.1. To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of project interventions? Exemplify.
- 6.2. Were there any constraints (e.g. political, practical, and bureaucratic) to improving women's participation in political processes during Project implementation? What level of effort was made to overcome these challenges? Exemplify.
- 6.3. How revised or adopted new policy frameworks are in line with the CEDAW and I325 are addressing the needs of women in improving their participation in political processes as peace building ambassadors in Sierra Leone?
- 6.4. To what extent were capacities of duty-bearers and rights-holders strengthened? To what extent were capacities of gender equality advocates enhanced? Exemplify.





## Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

### Key Informant Interview Guide: Project Beneficiaries [Political candidates, recipients of capacity development activities]

1. What were your role/specific interventions in the “Improving Women's Participation in Political Processes as Peace building Ambassadors Project?” What were the benefits you received from the Project?

#### 2. Relevance

*Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.*

- 2.1. To what extent was the Project strategically positioned to enhance Women’s Political Participation and peacebuilding at local and national levels? Exemplify in relationship to your needs and level of participation.
- 2.2. Dis the RUNOs’ approach complement and add value to that of its key partners? Exemplify.
- 2.3. Were the Project strategies appropriate to address the identified needs of beneficiaries? Exemplify.
- 2.4. To what extent was the Project relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks? Exemplify in relationship to your needs and level of participation.
- 2.5. Have the Project objectives been addressing identified needs of the target groups in national and local contexts in order to improve women’s participation in political processes as peace building ambassadors? Exemplify in relationship to your needs and level of participation.
- 2.6. Has the project contributed to aligning national strategies, policies, plans and budgets with CEDAW, Beijing +25 and UNSCR 1325 and 1820 principles?

#### 3. Effectiveness

*Effectiveness is the extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.*

- 3.1. What were Project outcomes? To what extent were the expected outcomes achieved and how did the project contribute towards these? Exemplify in relationship to your needs and level of participation.
- 3.2. Are there opportunities for replication and scaling-up good practices and innovative approaches? What are the challenges/ limitations?
- 3.3. What influence have contextual factors (political, social, economic, and other) had on the effectiveness of the Project? Exemplify in relationship to your needs and level of participation.
- 3.4. Did the Project have effective monitoring mechanisms in place to measure progress towards results? To what extent has the project approach to engaging with key partners (Implementing Partners, Government, Civil Society Organizations and others) been effective? Exemplify in relationship to your needs and level of participation.

- 3.5. To what extent have beneficiaries been satisfied with the results? Exemplify in relationship to your needs and level of participation.
- 3.6. What were the key approaches and strategies the Project used in achieving its outcomes? What worked and what did not and why?
- 3.7. How effective were information sharing, and dissemination activities set up to increase the visibility of the project among stakeholders? Exemplify.
- 3.8. Are there any good practices and lessons learned that can be replicated or taken into consideration in future programming by UNDP, UNESCO and UN Women in the region?

#### **4. Efficiency**

*Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.*

- 4.1. Have the outputs been delivered in a timely manner?
- 4.2. Have UNDP, UNESCO and UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the project?
- 4.3. Were human and financial resources sufficient and efficiently used to serve beneficiaries needs regarding planned activities? Exemplify.
- 4.4. Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes? Exemplify.
- 4.5. Were Project resources managed in a transparent and accountable manner (at all levels) which promotes equitable and sustainable development? Exemplify.
- 4.6. Was the project cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- 4.7. What monitoring measures have been taken during planning and implementation to ensure that resources are efficiently used? Exemplify.
- 4.8. What operational mechanisms were needed to make the Project approach more efficient and effective? Exemplify.

#### **5. Sustainability**

*Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.*

- 5.1. What is the likelihood that the benefits from the project will be maintained for a reasonably period of time after the project is closed? Exemplify.
- 5.2. Are national partners committed to the continuation of the project (or some its elements) after funding ends? Exemplify.
- 5.3. To what extent have relevant target beneficiaries actively involved in decision-making concerning project orientation and implementation? Exemplify.
- 5.4. Was the Project supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work after funding ends or replicate activities? Exemplify.
- 5.5. To what extent did the Project reach the planned results and how sustainable are results? What was not achieved in full and why?

#### **6. Programme Outcomes and Impact**

*Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)*

- 6.1. What measurable changes have occurred as a result of supported efforts and strengthened capacities of women candidates, aspirants or elected, as well as other national partners from

government and civil society to advance gender equality and women's human rights in Sierra Leone?

- 6.2. Which groups did the Project reach the most, and which were being excluded?
- 6.3. To what extent did the Project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs incorporated and addressed to? Exemplify.
- 6.4. What mechanisms were put in place by project team to ensure involvement of key beneficiaries and stakeholders in project implementation and articulation of their needs/views in various Project activities, i.e. policy formulation, etc.
  - 6.4.1. To identify and document key contributions and added value of short term and long term intended and the unintended, positive and negative effect of the Project.
  - 6.4.2. To document the benefits of the Project to society, policy makers and traditional leaders.
  - 6.4.3. To document the Most Significant Changes (MSC)<sup>xxviii</sup>, if any brought by the Project to date

## **5. Gender equality and Human Rights:**

*Gender equality and women's empowerment objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law<sup>xxix</sup>. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.*

- 5.1. To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of project interventions? Exemplify in relationship to your needs and level of participation.
- 5.2. Were there any constraints (e.g. political, practical, and bureaucratic) to addressing women's rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?
- 5.3. How were the revised or adopted new policy frameworks in line with the CEDAW and I325 and addressing the needs of women in their participation in political processes as peace building ambassadors in Sierra Leone?
- 5.4. To what extent were capacities of duty-bearers and rights-holders strengthened? To what extent were capacities of gender equality advocates enhanced? Exemplify in relationship to your needs and level of participation.



## Final Evaluation of the Improving Women’s Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

### INFORMED CONSENT FORM

**INSTRUCTION:** Each questionnaire will be accompanied with this consent form.

**Introduction:** My name is [Dr. Godwin Hlatshwayo](#). I have been hired by UN Women, UNDP and UNESCO to evaluate the Improving Women’s Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone. The goal of the evaluation is to investigate the stakeholder perceptions about the contribution of the programme towards an environment that promotes Women’s Participation in Political Processes as Peace building Ambassadors in Sierra Leone. The overall objective of evaluation is to assess progress towards achievement of the objectives of the Project at local, district and national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2017. This instrument solicits information to assess the perceptions of stakeholders and beneficiary individuals and institutions. The lessons learnt from this evaluation will inform the design of United Nations Agencies future work around Women’s Participation in Political Processes as Peace building Ambassadors Sierra Leone. Your information and response to the survey will be protected at all times.

The information you shall provide will be used in strict confidence and your name shall not appear during the analysis of this information as we shall consolidate views from stakeholders, implementing partners and beneficiaries. Furthermore, the information will only be used solely for this evaluation and in no way shall the information you provide us lead to any follow up on personal issues you will raise. It is your right to refuse to participate in this survey, or to answer any of the questions if you feel uncomfortable giving an answer.

Would you like to participate in this survey?

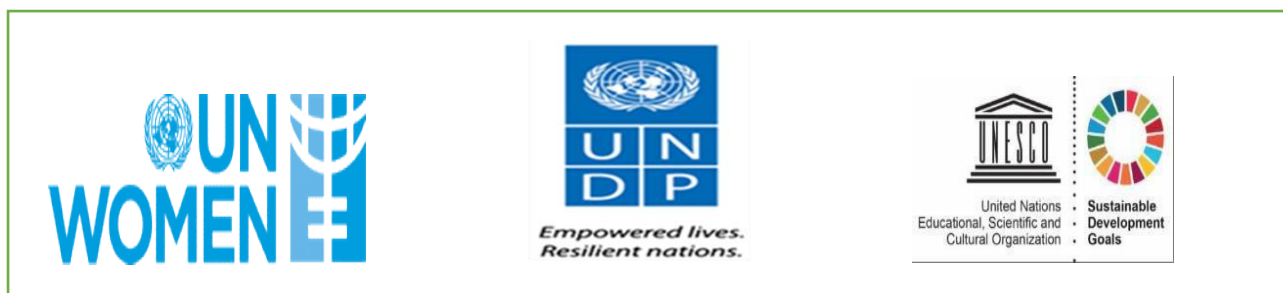
1= Yes

2= No

Sign	Date
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Now that you have agreed to participate in this survey, I shall ask you several questions for which I would like your honest response. If at any time you feel you do not want to continue with the interview, please feel free to let me know and we will stop.

## Annex 6: List of data collection tools at community levels



### Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone

#### Focus Group Discussion and Key Informant Interviews

#### FGDs Community Level: Local Leaders/Institutions

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##### General

*What was the type and level of your engagement with the Project: Improving Women's Participation in Political Processes as Peace building Ambassadors?*

##### 1.0. Relevance

- 1.1. What Project activities did you participate in? What do you still remember most and why?
- 1.2. Why is it important to improve women's participation in political processes as peace building ambassadors in your community?
- 1.3. To what extent were the activities relevant to the needs and priorities as defined by beneficiaries in improving women's participation in political processes as peace building ambassadors in your community?
- 1.4. Were Project objectives addressing identified needs of the target groups the local context in order to improve women's participation in political processes as peace building ambassadors?
- 1.5. Were the Project strategies appropriate to address the identified needs of beneficiaries?
- 1.6. Do you believe the activities you were involved in addressed the problems identified? Exemplify.
- 1.7. What has been the level of adaptability of the Project to shifting local needs? Exemplify.

##### 2.0. Effectiveness

- 2.1. What key results were achieved by the Project?
- 2.2. What were the areas of greatest/least achievements and reasons for achievement/non-achievement (identify constraining and enabling factors) How were constraining factors addressed?
- 2.3. How was the Project appropriately responsive to political, legal, economic, institutional changes in your community?
- 2.4. Did the Project generate positive changes in the lives of targeted and untargeted beneficiaries? Are there key positive changes in the lives of those women? Exemplify.

- 2.5. In which areas the Project have its least achievements? What have been the constraining factors and why? How can they be overcome?

### **3.0. Efficiency**

- 3.1. What resources were used to carry out the Project in your community?
- 3.2. Did the Project use the resources in a cost-effective way? Exemplify.
- 3.3. To what extent did the local governance or management structure support or hinder the efficiency of Project implementation?
- 3.4. Do you believe funds, human resources, time, expertise etc) were allocated strategically to achieve outcomes?
- 3.5. What measures were taken during planning and implementation to ensure that resources are efficiently used?
- 3.6. Were funds delivered and activities conducted a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?
- 3.7. Were there opportunities for implementing the Project differently in way that provided value for money in the future?
- 3.8. What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in improving women's participation in political processes as peace building ambassadors?

### **4.0. Sustainability**

- 4.1. What results were achieved by the Project? How were the needs of women addressed?
- 4.2. What strategies were put place to enhance the sustainability of results accrued?
- 4.3. To what extent has the facilitation of ownership of the results by stakeholders and beneficiaries occurred as well as ensure results will continue?
- 4.4. Does local government have demonstrated ownership of the Programme? Exemplify.
- 4.5. What do you believe will the lasting contribution of this Project in your community?

### **1.0. Impact**

- 1.1. What did this Project bring to your community that was not there it was implemented?
- 1.2. What positive/negative changes took place in women's level of participation in political processes you can attribute to of the Project?
- 1.3.

### **Lessons learnt and Recommendations**

- 1.4. What are the key lessons you have learned in implementing this project?
- 1.5. What really changed in the lives of women that you can attribute to the Project?
- 1.6. If this Project were to continue, what would be your recommendations?



**Final Evaluation of the Improving Women’s Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone**

**INFORMED CONSENT FORM**

**INSTRUCTION:** Each questionnaire will be accompanied with this consent form.

**Introduction:** My name is [Ms. Williette James](#). I have been hired by UN Women, UNDP and UNESCO to evaluate the Improving Women’s Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone. The goal of the evaluation is to investigate the stakeholder perceptions about the contribution of the programme towards an environment that promotes Women’s Participation in Political Processes as Peace building Ambassadors in Sierra Leone. The overall objective of evaluation is to assess progress towards achievement of the objectives of the Project at local, district and national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2017. This instrument solicits information to assess the perceptions of stakeholders and beneficiary individuals and institutions. The lessons learnt from this evaluation will inform the design of United Nations Agencies future work around Women’s Participation in Political Processes as Peace building Ambassadors Sierra Leone. Your information and response to the survey will be protected at all times.

The information you shall provide will be used in strict confidence and your name shall not appear during the analysis of this information as we shall consolidate views from stakeholders, implementing partners and beneficiaries. Furthermore, the information will only be used solely for this evaluation and in no way shall the information you provide us lead to any follow up on personal issues you will raise. It is your right to refuse to participate in this survey, or to answer any of the questions if you feel uncomfortable giving an answer.

Would you like to participate in this survey?

1= Yes                      2= No

Sign	Date
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Now that you have agreed to participate in this survey, I shall ask you several questions for which I would like your honest response. If at any time you feel you do not want to continue with the interview, please feel free to let me know and we will stop.

## Annex 7: The evaluation Management Team and Evaluation Reference Group<sup>69</sup>

The key parties in the evaluation are as follows:

1) The oversight of the evaluation will be conducted by the Evaluation Management Team<sup>30</sup> and Evaluation Reference Group<sup>31</sup>, which include the following members:

Name	Title, Organisation	e-mail contact
<b>Evaluation Management Team</b>		
Baindu Massaquoi	Programme Specialist	
Musu Bangura	Gender Specialist	
Jestina Simba	Project Officer	
Mary Okumu	Country Representative	
Cyuma Mbayiha	Regional Evaluation Specialist	

<b>Evaluation Reference Group</b>		
Name	Organization	E-mail/Phone
Betty Alpha	UNFPA	<a href="mailto:balpha@unfpa.org">balpha@unfpa.org</a>
David Lahai	UN Women	<a href="mailto:David.lahai@unwomen.org">David.lahai@unwomen.org</a>
Josephine Scott-Manga	UNDP	<a href="mailto:Josephine.scott-manga@undp.org">Josephine.scott-manga@undp.org</a>
Adikalie Kamara	UNESCO	<a href="mailto:adikaliekamara@gmail.com">adikaliekamara@gmail.com/</a> +23279474799
Simonetta Rossi	Peace and Development Advisor, RCO (ERG Member)	
Charles Vandi	Ministry of Social Welfare, Gender and Children's Affairs (ERG member)	
David Lahai	Programme Specialist, UN Women (ERG member)	
Betty Alpha	Gender Officer, UNFPA (ERG member)	
Adikaki Kamara,	UNESCO (ERG, member)	

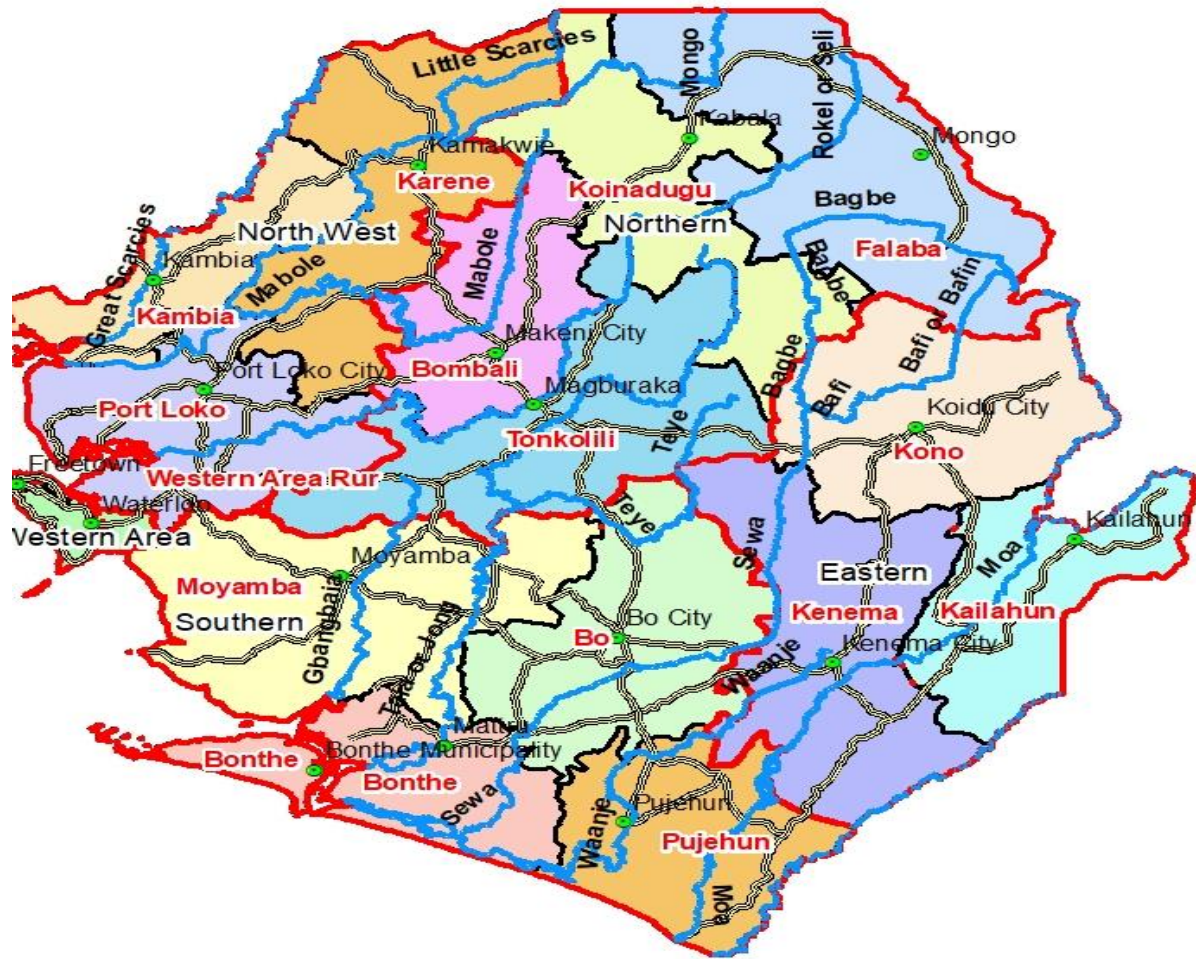
### Evaluation Team

1. Dr Godwin Hlatshwayo - International Consultant- [redroof2009@gmail.com](mailto:redroof2009@gmail.com)
2. Willette James - National Consultant

<sup>69</sup> Actual names are still being confirmed by the Evaluation Manager



**A NEW MAP OF SIERRA LEONE SHOWING REGIONS AND DISTRICTS**



**Legend**

- Major Towns
- Main River
- Main Roads
- Regional Boundary
- District Boundary

## 7. Endnotes

<sup>i</sup>Davies R, Dart J, 'The most significant change (MSC) technique: A guide to its use', United Kingdom and Australia, April 2005, available online at [www.mande.co.uk/docs/MSCGuide.pdf](http://www.mande.co.uk/docs/MSCGuide.pdf).

<sup>ii</sup>UNEG [Standards for Evaluation in the UN System](#) instruct that "the final evaluation report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant for overall analysis. A reader of an evaluation report must be able to understand: the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled." The evaluation report should also explain the context in which the intervention and the evaluation took place.

<sup>iii</sup>Relevance is the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

<sup>iv</sup>Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.

<sup>v</sup>Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.

<sup>vi</sup>Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

<sup>vii</sup>Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

<sup>viii</sup><http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

<sup>ix</sup>The emerging consensus in literature on impact evaluation appears to be that most questions can best be answered by "mixed methods" UNEG, "Impact evaluation in UN agency evaluation systems: Guidance on selection, planning and management," 2013, p.10, available online at <http://www.uneval.org/document/detail/1433>.

<sup>x</sup>Universality and inalienability, indivisibility, interdependence and interrelatedness, equality and non-discrimination, participation and inclusion, and accountability and rule of law. Human rights are related to one's human dignity; they are universal, inalienable, indivisible, interconnected and inter-independent; governments are obligated to enforce such rights in a manner that promotes equality and non-discrimination. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

<sup>xi</sup>including participation of key informants and stakeholders (including implementing partners and their national counterparts) and will visit and interview relevant Ministries and government agencies, implementing partner organizations, community leaders, Programme beneficiaries, key staff of the RUNOs.

<sup>xii</sup>UNEG. Integrating Human Rights and Gender Equality in Evaluations. p105

<sup>xiii</sup>There have been a number of methodological approaches to gender analysis. Information on these frameworks can be found at [policy-practice.oxfam.org.uk/publications/a-guide-to-gender-analysis-frameworks-115397](http://policy-practice.oxfam.org.uk/publications/a-guide-to-gender-analysis-frameworks-115397) and [www.gdrc.org/gender/framework/framework.html](http://www.gdrc.org/gender/framework/framework.html).

<sup>xiv</sup> Bamberger JR, Mabry L, *Real World Evaluation*, Sage Publications, 2006

<sup>xv</sup> Gender analysis is a systematic way of looking at the different impacts of development, policies, programmes and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

<sup>xvi</sup>Triangulation is the use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

UNEG. Integrating Human Rights and Gender Equality in Evaluations. p94.

<sup>xvii</sup>see <http://www.unwomen.org/about-us/accountability/evaluation/>

<sup>xviii</sup> <http://www.unevaluation.org/papersandpubs/>.

<sup>xix</sup> <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

<sup>xx</sup> Source: World Bank, *Using Training to Build Capacity for Development An Evaluation of the World Bank's Project-Based and VBI Training*, 2008

<sup>xxi</sup>Davies R, Dart J, 'The most significant change (MSC) technique: A guide to its use', United Kingdom and Australia, April 2005, available online at [www.mande.co.uk/docs/MSCGuide.pdf](http://www.mande.co.uk/docs/MSCGuide.pdf).

<sup>xxii</sup>Davies R, Dart J, 'The most significant change (MSC) technique: A guide to its use', United Kingdom and Australia, April 2005, available online at [www.mande.co.uk/docs/MSCGuide.pdf](http://www.mande.co.uk/docs/MSCGuide.pdf).

<sup>xxiii</sup>CEDAW details obligations concerning the measures required in different public and private spheres. In particular, States are obliged:

- to incorporate the principle of equality of men and women in their legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women;

- to establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and
- to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.

<sup>xxiv</sup>Davies R, Dart J, 'The most significant change (MSC) technique: A guide to its use', United Kingdom and Australia, April 2005, available online at [www.mande.co.uk/docs/MSCGuide.pdf](http://www.mande.co.uk/docs/MSCGuide.pdf).

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<sup>30</sup>An evaluation management group was established to oversee the evaluation process and was coordinated by the evaluation manager. The group comprises members from senior management, M & E officers or focal points, and the programme officer responsible for the Project.

<sup>31</sup>The evaluation reference group is an effective way to engage stakeholders, as it provided for their systematic involvement in the evaluation process including facilitating the participation of key stakeholders in the evaluation design, defining the objectives, the evaluation scope and the different information needs. providing input on the evaluation products: and providing relevant information (i.e., via surveys, interviews) and documentation to the evaluation team, including disseminating evaluation results