

October 15, 2015



1.1 UN Women

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

- 1.13 The 'activism' of women in Sudan was fostered through i) the [redacted] a country with the highest women parliamentary representation in the world (63.8%), and a functional democracy, ii) the [redacted] which had three outputs: a common agenda, a ratified Sudan women's charter and a manifesto for Sudan women caucuses. The two activities, the study tour and the women's convention facilitated change at the structural and cultural levels through creation of structures and common values to guide the "women's movement".
- 1.14 Constraints affecting effectiveness included lack of risk assessment,

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

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

The objectives of the evaluation were to;

- i. Assess the relevance of the project in regard to (fu)11(to3nb)94(in)g0s0l7d0 1 20ho94(i7199ip a5(Wo)d

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

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

Inter- Parliamentary Union 2015

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

The UN Democracy Fund (UNDEF) project was implemented from 2012 to 2014. The project was designed for implementation in the border regions of South Kordofan in Sudan and Northern Bahr El Ghazal in South Sudan. Hostilities across the border in 2014 resulted in revision of plans, focusing only on Sudan. A budget of \$325,000 was funded by UN Democracy Fund (UNDEF) with co- finance of \$24,500 provided by European Commission (EuropeAid Grant). The project implemented by Search for Common Ground in partnership with the Badya Centre, applied the S

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

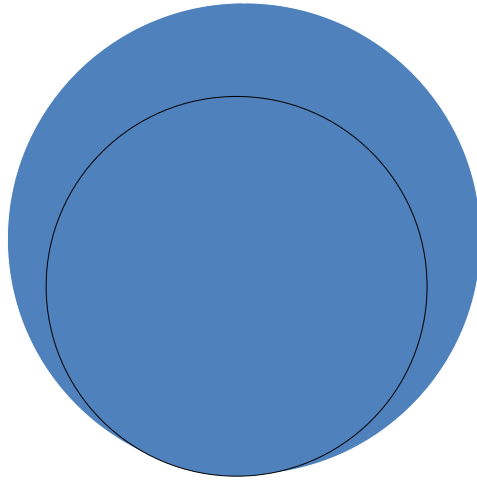
Outcome 2: Increased cohesion and collaboration among women leaders to influence development and peace-building processes.

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

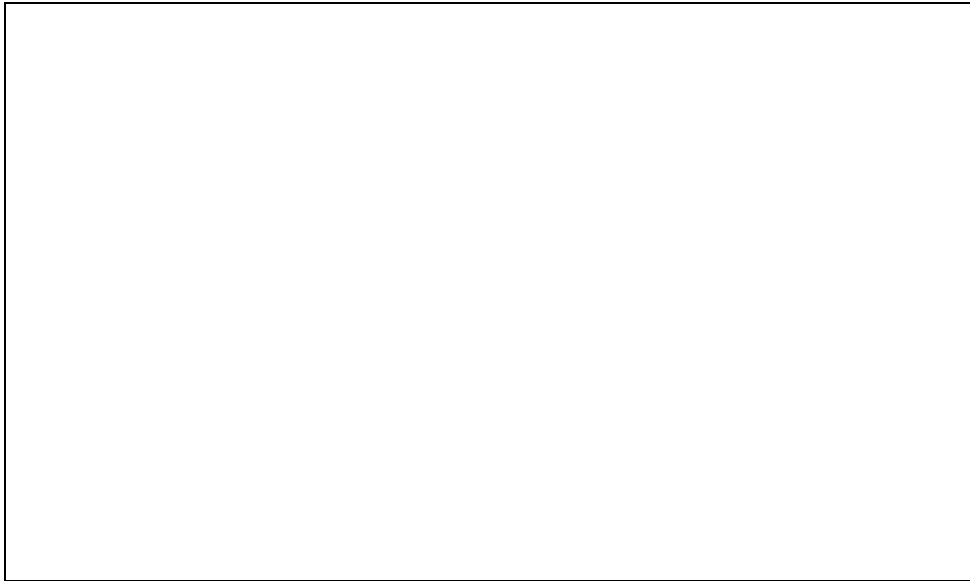
Analysis of the TOC was based on 4 questions:

Is it clear what the project intended to achieve?:

structures, yet did not acknowledge the community level structures identified in the baseline i.e. peace committees, community security police, Judiciary and others where women's representation or their influence



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



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

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

It was noted the project had two administrative no-cost extensions in November 2014 and February 2015.

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



The program took place against a backdrop of post conflict period and secession of South Sudan when the engagement of women in post conflict and reconciliation was limited. The theory of change was empirical, based on a baseline survey that documented the perceptions, knowledge, challenges and opportunities of women in seven districts in South and Western Kordofan. The theory was implicit; it was uncovered through review of documents, interviews with SFCG staff and other

The project was effective institutionalizing activism, creating systems and structures that would foster organic changes through the networks, dialogue groups and women's convention. However change in behavior is more difficult to measure with evaluation using evidence "anecdotal", to support behavior

communities while other provided evidence of replication of models from Rwanda

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

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

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

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

The reliance on women leaders was a good strategy that sought to empower existing leaders as a resource for other women. To counteract the constraints that institutions impose upon women's exercise of power, the women leaders were supported with the networks and relationships built with



Key Evaluation Criteria and Questions to be addressed:

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

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

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

Assess the relevance of the project in regard to:

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

Effectiveness of the project

- The extent to which (progress towards) the project achieved its stated objectives – effectiveness (the results achieved both qualitatively and quantitatively)

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

Impact of the project

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

Partnership Principles

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

Underlying factors

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

	Women's Charter on questions of Development, Political Empowerment and Peace-Building in Sudan 2014 Advanced Training Of Trainers Manual UNDP/Sudan)		
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