



WOMEN LEADING CHANGE

IN POST-CONFLICT GOVERNANCE IN DEMOCRATIC REPUBLIC OF CONGO AND SOUTH SUDAN

EVALUATION REPORT



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OCTOBER 2020

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ACRONYMS

AFDC	Alliance for the Democratic Force of Congo
AFEM	Association des femmes les medias
ARCSS	Agreement on the Resolution of Conflict in South Sudan
CEPO	Community Empowerment for progressive Organization
CIGPJ	Centre for Inclusive Governance Peace and Justice
DAC	Development Assistance Committee
DRC	Democratic Republic of Congo
FGD	Focus Group Discussion
KJN	Karibu Jeunesse Nouvelle
KIIs	Key Informant Interviews
NAP	National Action Plan
OECD	Organization of Economic Cooperation and Development
R-ARCSS	Revitalized Agreement of Resolution of the Conflict in South Sudan
TOR	Terms of Reference
UNC	Union for the Congolese Nation
UNSCR	United Nations Security Council Resolution

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The evaluation team acknowledges the support of the management and staff at the Women's International Peace Centre (The Peace Centre) for coordinating and facilitating the evaluation assignment. We thank the implementing partners in South Sudan and Democratic Republic of Congo (DRC) as well as other partners for mobilizing the respondents and sharing information that informed the evaluation findings. We thank all those that participated for their insights, perspectives, and experiences regarding their participation in the project.

EXECUTIVE SUMMARY

Background

Women's International Peace Centre (The Peace Centre) has been implementing a project on "Women leading change in post-conflict governance in Democratic Republic of Congo and South Sudan" from February 2019 to October 2020. The programme objectives included; 1) To strengthen the capacity of women leaders to engage in and influence post conflict and decision making and governance, demand accountability from policy makers towards actualising the meaningful inclusion of women in governance and decision making; 2) To advocate for the implementation of the National Action Plans (NAPs) on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making; 3) To support reporting on the implementation of the UNSCR National Action Plans (NAPs) for South Sudan and DRC and feed into the continental results framework for monitoring and reporting on the implementation of women peace and security agenda in Africa (2018-2028) and; 4) To build the capacity of the Peace Centre as an institution.

Purpose of the Evaluation

The main objective of the assignment was to conduct an end-line evaluation of the women leading change in post-conflict governance in DRC and South Sudan programme, with the intension of assessing the effectiveness of the programme; track the changes that have emerged as a result of programme implementation; and generate new lessons to inform future programming of the Peace Centre.

More specifically, the evaluation sought to assess the effectiveness, appropriateness, and relevancy of the project intervention in the given context of the project; assess the project implementation approach for efficiency and; assess the extent to which the anticipated overall objectives and project results were achieved in quantitative and qualitative terms. It also sought to identify, and document lessons learned and good practices; areas of improvement and recommendations to mitigate identified challenges for future programming; propose future areas of intervention for continuation of the project and; assess sustainability of the project.

Methodology

The evaluation study was conducted using a mixed methods approach. The evaluation team adopted a convergent parallel mixed methods design. Using this design, the evaluation team collected both quantitative and qualitative data, analysed them separately and later integrated to inform the evaluation findings. The evaluation team used a mixed sampling strategy to arrive at sources of data. For the quantitative data collection, document review was a major source of data and therefore with the support from the client staff, documents were purposively selected to inform the evaluation. The evaluation team purposively selected a total of 27 Key Informants (KIs) from DRC, South Sudan, and the Peace Centre secretariat, as well as 28 participants in 3 Focus Group Discussions (FGDs) in DRC and The Peace Centre Secretariat. The total purposive

sample size for the qualitative approach was 55 participants. Qualitative data was analyzed using thematic analysis model by Braun and Clarke (2006).

Key Findings

From the evaluation, the findings are summarised as follows;

1. The findings indicate that the programme was relevant to mostly the strategic needs of the women across DRC and South Sudan. The interface between women leaders and the communities during this programme enhanced and supported women to be political actors and built their capacity to influence policy and decisions.
2. It emerged that the activities of this programme were effectively implemented and led to enhanced participation of women in political processes within political parties and advocacy for women issues across various platforms. The programme engaged political parties, civil society, religious and cultural leaders as well as government ministries of gender which promotes sustainability of programme benefits and gains in the two countries.
3. The capacity of the Peace Centre and implementing partners in areas of financial management and resource mobilisation, advocacy, and communication as well as programme monitoring and evaluation was built and will continue to be useful to the entities as they implement future programmes in the region.
4. This programme was well resourced with a sizeable grant and the Peace Centre did not have financial gaps during implementation which enabled it and its implementing partners to efficiently implement the programme activities.
5. There is a huge potential for sustainability of the programme, given the capacity built, the networks and relationships created as well as continuous engagement of actors and stakeholders to support the initiative across DRC and South Sudan.

Good Practices and Lessons Learnt

1. Implementing partners in the two countries actively supported the implementation of programme activities amidst COVID 19 pandemic where staff from the Peace Centre could not travel to any of the countries. Therefore, the role of partnership needs to be explored more for future programmes.
2. Engaging political parties is an effective approach in promoting women participation in governance and decision making and therefore future interventions should come up with more innovative ways of empowering women in political parties to actively take up political positions.
3. Working with government agencies and ministries in both countries seemed a very effective and sustainable strategy especially in promoting the implementation of NAP across the countries. Future similar interventions could explore more partnerships with relevant ministries and agencies in these countries.
4. Exchange visits for women leaders were seen as a very effective way of exposing them to other good practices in other countries. It should be explored in future interventions on promoting women participation in decision making.
5. Capacity building for staff on the project enhanced their abilities to implement the project effectively and efficiently. Future interventions should explore having a capacity building

component for staff of implementing partners.

6. Engaging men is an effective strategy in promoting women participation in governance and decision making processes at various levels since often they influence the level and extent to which the women they relate with can participate effectively.
7. This programme had a sizeable grant and there were not funding gaps. Therefore, if a programme is well financed it is easy to roll out and innovatively implement it successfully.

Recommendations

There are several recommendations from the evaluation findings. These include;

8. There is a need to engage the political parties in DRC and South Sudan to effectively promote women participation at all levels of decision making. This will enable the political parties to recognize the key role that women can play in the political processes within the parties but also leverage women's position as political actors in the countries.
9. Working with government agencies especially the ministries of gender across the two countries proved to be a more sustainable way of promoting implementation of the National Action Plans (NAPs). Therefore, there is a need to explore more innovative ways of working with such government agencies and support them to implement NAP at lower levels and enhance inclusiveness.
10. There is a need to have continuous capacity building for the women leaders as well as the implementing partners to push for increased participation of women in decision making at all levels especially in the governance and peace processes in both countries.
11. The COVID 19 pandemic calls for adjustments in the implementation strategies and therefore there is a need to strengthen ICT and managerial capacities of the Peace Centre and implementing partners to adopt creative and innovative approaches to project implementation amidst COVID 19 and other future pandemics.
12. The project needs to be extended to the other regions and provinces within DRC and South Sudan to have more women leaders and young women get their capacities enhanced as well as being supported to effectively participate in decision making at various levels.
13. The people involved, networks and relationships built should be strengthened and preserved for the sustainability of the project. There is a need to consolidate the capacity built and the networks and relationships created for future interventions to succeed.
14. The Peace Centre should consider creating more partnerships with local NGOs and education institutions where many young women are, to enhance sustainability of the programme as well as outreach. Such partnerships will not only help to reach more women but also integrate the programme activities into local practices and indigenous knowledge systems.
15. One of the challenges that affects women to effectively participate in decision making was poverty and lack of resources to compete with their counterparts the men. There is need to develop economic empowerment programmes to support women acquire resources to compete for various leadership positions in their areas.

1. INTRODUCTION AND BACKGROUND

1.1 The women leading change in post-conflict governance programme

The Women's International Peace Centre (The Peace Centre) works in conflict and post conflict countries, providing ground-breaking approaches to the issues of conflict and post conflict reconstruction and what it means to be at peace with oneself, one's community and country. The Peace Centre has over the years emerged as a leader in the feminist discourse for peace and security based on national and international frameworks on peace and security. The Peace Centre has been implementing a project on "Women leading change in post-conflict governance in Democratic Republic of Congo and South Sudan" from February 2019 to October 2020. The programme aimed at addressing several issues;

- A. Despite the assent by South Sudan and Democratic Republic of Congo (DRC) to the UN Security Council Resolution 1325 and 2250 highlighting the important role of women in promoting peace and security, there were insufficient attempts to promote women's meaningful participation in the peace processes and post-conflict recovery, to amplify their voices or influence in favour of their specific priorities.
- B. Since the outbreak of armed conflict in South Sudan in December 2013 as well as the resurgence in July 2016, the women's critical role in formal peace building and conflict resolution had been undermined despite their presence in the peace process and their informal contributions. The women were not adequately supported to participate in the negotiation of processes leading to the Agreement on the Resolution of Conflict in South Sudan (ARCSS).
- C. Women were not adequately included in the peace and security process as well as the current transitional governance in DRC as provided in the Peace, Security and Cooperation Framework for DRC.

Therefore, due to these issues, the Peace Centre developed a programme to build skills of women to enable them effectively participate in decision making processes, support the formation of women leader's peacebuilding network to advocate for women's concerns and sustain the women's peace building movement in DRC and South Sudan.

The programme goal was "to strengthen the capacity of women leaders from DRC and South Sudan to engage in and influence post-conflict decision making and governance as well as demand for accountability from policy makers towards actualising the meaningful inclusion of women in governance and decision making".

The programme objectives included;

- iv. To strengthen the capacity of women leaders to engage in and influence post conflict decision making and governance, demand accountability from policy makers towards actualising the meaningful inclusion of women in governance and decision making.
- v. To advocate for the implementation of the National Action Plans (NAPs) on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making
- vi. To support reporting on the implementation of the UNSCR NAPs for South Sudan and DRC and feed into the continental results framework for monitoring and reporting on the implementation of women peace and security agenda in Africa (2018-2028).
- vii. To build the capacity of the Peace Centre as an institution.

In order to achieve these objectives, several activities were carried out. These included;

- Training of elected women leaders on peace building and gender responsive post conflict recovery planning
- Community dialogues to inform the content, guide planning for joint advocacy and provide a basis for tracking progress.
- Exposure learning visits to Uganda for women leaders in DRC and South Sudan to share experiences and mutual learning in influencing adoption and implementation of UNSCR1325 and creating gender equality in peace and security.
- Regional and global advocacy on identified women, peace, and security issues to amplify women's voices and the role of trained women leaders in highlighting gaps and calling for specific action against relevant policy frameworks like UNSCR 1325, Maputo Protocol, Agenda 2030 and African Union Agenda 2063.
- Strengthen implementing partner's capacities in systems and policies management to enhance effective project implementation.
- Documenting evidence of women's leadership and influence for learning and sharing.

1.2 The Purpose of the Evaluation

The main objective of the assignment was to conduct an end-line evaluation of the Women leading change in post-conflict governance in DRC and South Sudan programme, with the intension of assessing the effectiveness of the programme; track the changes that have emerged as a result of programme implementation; and generate new lessons to inform future programming of the Peace Centre. More specifically, the evaluation sought to;

1. Assess the effectiveness, appropriateness, and relevancy of the project intervention in the given context of the project.
2. Assess the project implementation approach for efficiency (how efficient was the project? Was the method of delivery the most appropriate and efficient?).
3. Assess the extent to which the anticipated overall objectives and project results were achieved in quantitative and qualitative terms
4. Identify and document lessons learned and good practices; areas of improvement and recommendations to mitigate identified challenges for future programming (identify key lessons, stories of change and examples of good practice)

5. Assess adequacy of the programme’s monitoring system, including results frameworks, reporting, field monitoring and review mechanisms
6. Propose future areas of intervention for continuation of the project (with practical recommendations for follow up action)
7. Assess sustainability of the project (assess the probability of continued long-term benefits. How successful has the project been at linking rights holders to longer term development programmes and if not, how can this be successfully achieved?)

1.3 The evaluation questions

The evaluation questions were as follows;

Criteria	Evaluation questions
Relevance	<ol style="list-style-type: none"> 1. How relevant was the intervention of the women leading change in post-conflict governance in DRC and South Sudan project to the needs of its intended beneficiaries? 2. Has the Theory of Change (TOC) of the project, including connections of assumptions, pre-conditions, and project activities, been relevant? 3. How relevant and viable were the strategies of the project in achieving the intended results of the project?
Effectiveness	<ol style="list-style-type: none"> 1. How effective were the approaches and strategies used in delivering the project? 2. How did the implementing partners and technical teams perform in the implementation of the project? 3. To what extent have the primary objectives been achieved? 4. To what extent have the planned or expected results been achieved and the intended population reached? 5. What factors facilitated or hindered the achievement of results 6. What lessons were learned during implementation of the project? 7. What best practices or successful models can the implementors replicate to enhance the effective delivery of ensuring women participation and capacity to engage and influence post conflict decision making and governance? 8. What clear and focused recommendations do you suggest for future programming?

Criteria	Evaluation questions
Efficiency	<ol style="list-style-type: none"> 1. How economically have resources/inputs (funds, expertise, time, etc.) been converted to results? 2. Are the investment and recurrent costs justified as well as value for money? 3. Have Project strategies been efficient?
Impact	<ol style="list-style-type: none"> 4. Did the Women leading change in post-conflict governance in DRC and South Sudan project achieve results as a whole, and by each objective, in terms of reaching the outcomes? 5. What positive and negative, primary, and secondary long-term effects have been produced by the project? 6. What are the intended or unintended effects of the project with special focus on how women participate actively in decision making and governance of their country?
Sustainability	<ol style="list-style-type: none"> 1. Did the project adequately identify and effectively mitigate risks linked to the delivery of the project? 2. To what extent can the project achievements be expected to last when the direct support from the donor is phased out? 3. To what level are the beneficiaries and implementers able to sustain the activities of the project after the funding ends?

2. METHODOLOGY

This section of the evaluation report describes the methodology that was followed. It covers the evaluation design, the sampling and sample size determination strategy as well as the data sources. The section provides the data collection methods, data processing and analysis procedures, quality control and ethical considerations as well as limitations of the evaluation study.

2.1 Evaluation Design

A mixed methods approach was adopted because it allows the use of both qualitative and quantitative approaches to measure the achievements on indicators as well as delve into the perceptions, perspectives, understanding and feelings of participants and how they experienced the phenomenon of the project. The evaluation team adopted a convergent parallel mixed methods design. Using this design, the evaluation team collected both quantitative and qualitative data, analysed them separately and later integrated to inform the evaluation findings¹. The design was selected because of its abilities to provide different types of data informing the evaluation at the same time. The evaluation team also made use of the evaluation design matrix, mainly covering questions under OECD/DAC criteria² for development evaluations (2012).

2.2 Sampling and Sample Size Determination

The evaluation team used a mixed sampling strategy to arrive at sources of data. For the quantitative data collection, document review was a major source of data and therefore with the support from the client staff documents were purposively selected to inform the evaluation. The evaluation team asked The Peace Centre staff to share a number of documents ranging from: continental and national frameworks on women, peace, and security; National Action Plans (NAP) for DRC and South Sudan; project reports, to other project documents. The evaluation team reviewed these documents to inform contextual background and quantitative findings for the end-line evaluation. In addition to the quantitative data, the team purposively selected a total of 27 key informants from DRC, South Sudan, and The Peace Centre secretariat, as well as 28 participants in 3 focus group discussions in DRC and The Peace Centre Secretariat. The total purposive sample size for the qualitative was 55 participants. Participants were mainly women working with partner organisations, political parties and government ministries in DRC and South Sudan. In DRC participants came from the Ministry of Gender, Family and children's Affairs, Karibu Jeunesse Nouvelle (KJN), Association des femmes les medias (AFEM), Union for the Congolese Nation (UNC), Union for Democracy and Social Progress, Alliance for the Democratic Force of Congo (AFDC), the women league of CONAJES and the Congolese Association of

1. Creswell (2014). *Research Design: Qualitative, Quantitative & Mixed Methods Approaches*. 4th Edition, Sage Publications, Thousand Oaks, California.
2. The OECD DAC Criteria (2012) has six major elements: (1) Relevance, (2) Effectiveness, (3) Impact, (4) Sustainability, (5) Efficiency, and (6) Coherence & Coordination.

University Female Graduates (Association Congolaise des femmes diplômés des Universités (ACFDU)). Others were from the Committed Women for Harmony in Congo and DRC Bridges to Justice. In South Sudan, participants came from the Ministry of Gender, Child and Social Affairs, Community Empowerment for progressive Organization (CEPO), Centre for Inclusive Governance Peace and Justice (CIGPJ), and EVE Organization for Women in Development. Other participants were technical managers at The Peace Centre, selected beneficiaries who participated in the trainings, exchange visits, and participant's work colleagues. The distribution of the participants is as follows;

S/No	Participation Category	The Peace Centre Secretariat	South Sudan	DRC	Total
01	Key Informants	04	11	12	27
02	Focus group discussions	03	00	25	28
	Total	07	11	37	55

The participants were purposively selected on account of their perceived knowledge of the project³.

3. Flick (2018). *An Introduction to Qualitative Research*, 6th Edition. Sage Publications Ltd, Thousand Oaks, California

2.3 Data Collection Methods and Tools

Document Review

Quantitative Data was collected using document review to capture performance data against targets per project objective. The team reviewed several documents provided by The Peace Centre staff to capture achievements on each performance indicator per project objective against the targets and baseline values, the reason behind the achievement or non-achievement and any other aspects to inform the evaluation. Numerical data was captured from the various documents (project reports, NAPs from DRC and South Sudan, frameworks and other project related documents including project proposal, work plans and budget) and analysed using excel to inform the evaluation findings. The document review also informed the development of the interview and focus group discussion guides that were used to collect qualitative data.

Semi-structured in-depth Interviews and Focus Group Discussions

The team collected qualitative data using semi-structured interviews and focus group discussions to capture views, perspectives, and opinions of key selected stakeholders and beneficiaries of the project⁴. Semi-structured in-depth interviews were conducted for selected managers of The Peace Centre and implementing partners as well as some beneficiaries. The focus group discussions were conducted to capture data from a cross section of beneficiaries and some of The Peace Centre secretariat staff. The interviews and focus group discussions captured data on achievements of the project based on the OECD criteria, the challenges, the lessons learnt, good practices and proposed areas for future project. Some of the data from DRC was collected in French and later translated into English for analysis. The team developed an interview guide and a focus group discussion guide to support data collection. Data was collected using zoom, WhatsApp calls, and direct calls (recorded) across DRC, South Sudan, and The Peace Centre Secretariat in Kampala Uganda.

2.4 Data Collection Procedures

Data was collected between 21st October and 15th November 2020 via zoom, WhatsApp calls and direct calls from DRC, South Sudan and Kampala, Uganda. Before embarking on data collection, the evaluation team met at The Peace Centre for an inception engagement to finalise and agree on the entire schedule as well as tools for data collection. The team and The Peace Centre agreed to collect data online given the COVID 19 situation and the travel restrictions. In the same meeting, logistical aspects were sorted out and The Peace Centre designated staff agreed to coordinate all the participants across the two countries. The team began with accessing the various documents from The Peace Centre for review and using these, the primary data collection tools were developed and shared with the client for review and input. The evaluation team then pre-tested the tools to ensure validity and reliability. Zoom links were created and shared with participants as well as phone numbers for those who preferred WhatsApp calls and direct calls. The team then engaged the participants in interviews

4. Russell (2018). *Research methods in Anthropology: Qualitative and Quantitative Approaches*. 6th edition. Rowman & Littlefield Publishing Group Inc. Lanham, Maryland.

and focus group discussions while recording the data. Each of the participants was asked to consent verbally and to accept to be recorded. All collected data was transcribed and prepared for analysis to inform the evaluation findings. After every day of data collection, the evaluation team held a meeting to reflect on the day's interviews or FGDs and plan for the next days' schedule.

2.5 Data Processing and Analysis

The quantitative data collected from the document review was analysed using descriptive analysis with the help of excel sheets. The findings were then entered into the evaluation report in tables and graphs. Interview and focus group data was analysed using the thematic analysis method according to V. Braun and V. Clarke (2006)⁵. Audio recordings were listened to several times, transcribed, coded, and prepared for analysis. The team checked all transcripts for consistency and getting familiar with the data. The data was then analysed according to the thematic analysis steps prescribed by the authors. The analysis ensured exploration of patterns of similarities and differences in views and perspectives among participants, methods, and location. The team did code and categorise all data collected and later identified themes for reporting. Direct anonymous quotations were used in reporting, ensuring ethical research and evaluation practices.

Semi-structured in-depth Interviews and Focus Group Discussions

The team collected qualitative data using semi-structured interviews and focus group discussions to capture views, perspectives, and opinions of key selected stakeholders and beneficiaries of the project⁴. Semi-structured in-depth interviews were conducted for selected managers of The Peace Centre and implementing partners as well as some beneficiaries. The focus group discussions were conducted to capture data from a cross section of beneficiaries and some of The Peace Centre secretariat staff. The interviews and focus group discussions captured data on achievements of the project based on the OECD criteria, the challenges, the lessons learnt, good practices and proposed areas for future project. Some of the data from DRC was collected in French and later translated into English for analysis. The team developed an interview guide and a focus group discussion guide to support data collection. Data was collected using zoom, WhatsApp calls, and direct calls (recorded) across DRC, South Sudan, and The Peace Centre Secretariat in Kampala Uganda.

2.6 Quality Control and Ethical Considerations

The Team leader ensured daily reflections on field experiences so as to solve any challenges but also to capture lessons before they get misplaced or mixed up. The team leader regularly checked for consistency and accuracy of responses to minimise on personal bias. Where

5. Braun and Clarke (2006). Using thematic analysis in Psychology. *Qualitative Research in Psychology* 3(2) 77-101.

necessary, the team followed up on responses by making a follow up telephone call to the participants. On the same note, data transcription was done simultaneously with data collection so that it is possible to detect and correct errors resulting from both the instrument and data collectors. Several ethical considerations were ensured during the field work. These include;

- i. During introductions/entry, the evaluators sought consent from participants, after explaining the implications of the participation in the evaluation.
- ii. The Peace Centre managers obtained permission from the relevant authorities of the areas or organizations where the data was collected.
- iii. Confidentiality was ensured during and after data collection.
- iv. Verbal consent was sought from all participants during the interviews and focus group discussions to allow recording of voices.
- v. Overall, the team adhered to the highest research and evaluation ethics and standards in order to protect the client and the respondents.

2.7 Study Limitations

The main limitation of the evaluation study was that it mainly explored views, perspectives, and opinions of staff of The Peace Centre, implementing partners and beneficiaries based on the qualitative approach. The sample size was small and purposively selected which limits the ability to generalise findings. However, the findings could be transferred to future project in similar context. The other limitation is that the study focused on exploring views and perspectives of participants on the OECD DAC criteria, challenges, and good practices with respect to the project being evaluated. Other issues beyond these aspects, were not covered which limits the scope of the evaluation study.

3. KEY FINDINGS

3.1 The participation of women in engaging and influencing post conflict decision making and governance in Democratic Republic of Congo and South Sudan

Women leaders and other project actors participated in a number of activities aimed at promoting their participation in engaging and influencing post conflict decision making and governance in their respective countries. The project began with visits to DRC and South Sudan where the Peace Centre met the gender machineries (Ministry of Gender, Family and children's Affairs in DRC, the Ministry of Gender, Child and Social Affairs in South Sudan, and targeted women rights organisations working on UNSCR 1325) to introduce the project and also gather key information on the status of women participation in post conflict governance and NAP implementation in the two countries. These visits also enabled the Peace Centre to plan for establishing a baseline in both countries. The Peace Centre conducted a baseline study in both countries through consultative meetings to measure the performance indicators before implementation of the project as well as existing structures for implementation of NAP and key issues around advocating for women participation in post conflict governance. The baseline studies focused on exploring;

- The existing data on the implementation of the four pillars of UNSCR namely; participation, protection, prevention, as well as relief and recovery
- Identification of key priorities, challenges, and opportunities in the implementation of the NAP in each of the countries
- What needs to be done in order to further implement UNSCR 1325
- Mapping of organisations that work on women peace and security
- Assessing how the Peace Centre can make a meaningful contribution to the implementation of the project

The findings informed the final project strategies and implementation mechanisms as well as the role of stakeholders in the project.

The Peace Centre also conducted planning meetings in DRC and South Sudan with ministry officials and implementing partners and signed Memoranda of Understanding (MOU) with all partners and line ministries clearly outlining the scope of the work, the roles and responsibilities as well as agreed upon implementation schedule. In DRC, the planning meeting took place on 22nd May 2019 and included the following partners; Karibu Jeunesse Nouvelle (KJN), Association des Femmes des Media (AFEM), and the Ministry of Gender, Family and Children Affairs. In South Sudan, the planning meeting was held on 30th July 2019 and the partners

included; the EVE Organization for Women Development, the Community Empowerment for Progress Organization (CEPO) and Ministry of Gender, Child and Social Affairs.

Among project activities were leadership training institutes in DRC and South Sudan and exchange visits to Uganda by selected women leaders from the two countries. In DRC, the training institute on women's leadership, peace and security was held from the 20th to the 24th June 2019 in Bukavu. The training institute was attended by twenty (20) women leaders including politicians, lawyers, lecturers, social workers, and community leaders. These came from Kalehe, Walungu, Kabare and Bukavu in South Kivu Province. The training institute focused on transformative leadership, women participation in political leadership, the UNSCR 1325 and action planning for engagement of political party leaders and advocacy for women participation in decision making. In South Sudan, the training was conducted from the 7th to the 10th October 2019 at the Royal Palace Hotel in Juba. The training was attended by 25 participants mainly technical staff from line ministries, women members of parliament (the Transitional National Legislative Assembly), women representatives of the civil society working on UNSCR 1325 South Sudan National Action Plan (SSNAP). Several aspects were covered in this training including: gender aspects of the Revitalized Agreement of Resolution of the Conflict in South Sudan (R-ARCSS); updates on the status of implementation of R-ARCSS; progress and achievement of the implementation of NAP for South Sudan; the linkage between NAP and R-ARCSS; women political participation in the transition and; advocacy in realising the UNSCR NAP for South Sudan. The training engaged women on issues of reporting for the African Union Continental Results Framework and provided space for engagement on the common agenda and strategies to engage political parties.



The training engaged women on issues of reporting for the African Union Continental Results Framework and provided space for engagement on the common agenda and strategies to engage political parties.



The other activity implemented was community dialogue in both countries. In DRC, a meeting with organizations working on UNSCR 1325 was held on 24th June 2019 in Bukavu to discuss the 2nd generation NAP for DRC. The meeting aimed at increasing knowledge, skills, and awareness on UNSCR 1325 and the reporting mechanisms as well as the continental results framework for African Union. Two (2) community dialogues on the media were held to sensitise communities on the need for women's participation. In 2020, the community dialogues focused on sensitising the community about COVID-19 and compelling the authorities to take action to stop human rights violations in this period of the pandemic as well as reporting of gender-based violence against women. The Peace Centre and its partners also documented gender-based violence cases from November 2019 to May 2020 in Bukavu Town Council and territories of Walungu, Kabare and Kelehe.

In South Sudan, two (2) community dialogues with women in political parties were held on the 26th and 27th September 2019. The focus was on strategies to enhance participation of women in multi-party-political dispensation and national development. During these community

dialogues, two communiqués were produced urging political parties to nominate influential women in their parties as a way of ensuring that 35% affirmative action is achieved and enforced during nominations and appointments of political positions at all levels. A press conference was conducted on the 25th October 2019, and a radio talk show held on Bakhita radio the following day.

The Peace Centre in partnership with the Uganda Parliament Women Association (UWOPA) organized a regional exchange visit for 15 women leaders in political parties and civil society from DRC and South Sudan. The participants interfaced with Ugandan women political leaders and women leaders from the civil society. They reflected on strategies of growth in multi-party systems, formation of strategic alliances and the legislative processes in Uganda. They also had a wellness session that was an eye opener to them towards commitment to take personal well-being especially stress management, resilience and navigating mental wellness.

Periodical monitoring reports indicate that the other activity implemented under this project was the staff capacity development training on finance management, advocacy and communication, and Monitoring and Evaluation (M&E) as well as team building for both the Peace Centre staff and implementing partners.

3.2 Relevance of the women leading change programme

Evaluation study participants were asked to share their views and perspectives regarding the relevance of the project to the needs of women in both countries. According to them, the project was seen as relevant to mostly the strategic needs of women in both countries. This is because, it was able to engage political actors and empower women to influence policy. Participants argued that though women have practical needs of food, shelter, access to education etc., the strategic needs often once dealt with, will lead to achievement of these practical needs. The project focused on women participation in decision making at various levels which has been a key challenge to women at all levels. One of them said:



This intervention was very relevant. Through the community dialogues, the intervention provided a platform for the women to bring out their issues and have their voices heard. Our issues were not being addressed, but also the space for us to be listened to were very limited. The already existing women leaders in this country were exposed to other leaders, who have made greater strides in the political leadership, and in civil society leadership in other countries. They shared skills and strategies, and also tips on how to manoeuvre around the spaces to ensure that the issues of the community are positioned at a higher level so that in turn their conditions are improved⁶



6. A Key informant from The Peace Centre

Another participant argued that the project was very relevant to the needs of the women since it brought them to the decision-making table and empowered them on their right to participate in governance. In her own words she said;



Very relevant for example the women in DRC, their political participation was very low, especially those at community levels. We engaged those within political parties strengthening their skills to participate at decision making tables and be able to advocate for their issues within the constitution. For example, women did not know that the constitution provides 35% slots for women to participate in governance. In DRC they were at around 6%. The second training conducted in 2020, was about analysing the constitution and being able to know what advocacy areas women can engage their political party leadership.⁷



Another participant reported that the project did empower the women especially in South Sudan who initially due to patriarchal tendencies were not given an opportunity to speak or air out their ideas and views. He said;



In South Sudan, our women were not in power; they were not given responsibility, but with training on UNSCR 1325 and community dialogues, now our local women have been empowered to participate. They can air out their ideas, and get involved in the country's issues, leadership, and political arenas. This program is very relevant and has empowered us a lot in pushing for women involvement in political, security and peace processes across the country⁸



One of those that participated in the training institute in DRC reported having got techniques of empowering others to contest for political leadership positions. In her own words she said;

7. An FGD participant from The Peace Centre

8. Key informant interview from South Sudan



I would say that this training was very important, for me and also for the women in my organisation. You know that in rural areas women know very little, but with this women’s leadership training, we were given some techniques to train ourselves and to train others. And today you see women candidates for some positions for example several of our women are vying for local Councillor positions already and this is very important. It is with a lot of pride that I can say this project was like manna from heaven.⁹



The project engaged women leaders and other actors who make decisions and influence policy in the two countries. The training institutes, community dialogues and the exchange visits were seen as very relevant to the needs of women leaders and their constituents. The women leaders got knowledge, skills and attitudes through the trainings which were relevant to the strategic needs of themselves as women as well as their constituents. Using this knowledge, women went back and empowered others as well as actively participating in the political, peace and security processes in their countries. The community dialogues were very relevant in that women were offered a platform to engage leaders.

3.3 Effectiveness of the women leading change project

The project was reported to have been effective across the countries. Participants noted that all activities were effectively implemented without any difficulties. One of them said:



It was effective especially before COVID. We did implement every activity on time and reached out to the women that really needed the knowledge. In DRC, it was very effective we worked with two organizations. We knew each organization’s strength in terms of reaching out and conducting advocacy. So, we would engage them in that direction. Our partners coordinated the dialogues effectively and mobilized the beneficiaries of the training with ease. Most of the partners were already working on the UNSCR 1325 and were good at working with other CSOs and women groups on ground.¹⁰



9. An FGD participant from DRC

10. A key informant from The Peace Centre

Another participant reported that activities were implemented effectively despite the challenges. She attached a 70% level of effectiveness as indicated in her own words:



That team was very effective, I must say. We were able to implement all our activities well regardless of the challenges that happened, and we strived to work within the goal that we had set. The deliverables are visible, and the women were able to speak; the partners are able to attest to what they did as their contribution for the goals to be achieved. I rate the whole engagement at 70% because we were able to do all the work that we set ourselves to do. We were able to do linkages of advocacy with the African Union and with the continental results framework, with the NAPs across the countries. We were also able to work with government structures, civil society and other actors imparting knowledge and skills. We amplified women voices at various levels.¹¹



Other participants indicated that there were several factors behind the effectiveness of the project. These included; having implementing partners and some staff on the ground; working with government officials and local level leaders as well as the trainings offered to women leaders. In their own words they said;



It was effective because we had a coordinator of the Peace Centre located in Juba, and she was really passionate, telling us all we needed.¹²



11. A Key informant from The Peace Centre

12. A Key Informant from South Sudan.



I think we were effective probably at 50% for the province and 20% for the rest of the country at the national level. Because the project was implemented only in Bukavu. There are people who are in touch with the national level and others are on ground where activities took place. So, probably we need to focus our assessment at the level of Bukavu rather than DRC as a whole.¹³



3.4 Efficiency of the women leading change project

With respect to efficiency of the program, participants agreed that the programme was cost effective and resources were used well. One of the participants reported:



My assurance is that we have utilized appropriately the resources, ensuring the value for money. This is because we ensured that resources are allocated appropriately, and the use of resources was guaranteed¹⁴



The other participants reported that funds were utilized well and accounted for to the donor ensuring that all financial reports are submitted on time as per grant agreement. In her own words she said:



About accountabilities, we do not have anything that really affected that area, because we had mapped the need for the resources, and ensured that we do our proper allocation and utilization of the resources. We have completely complied with grant agreements, as well as keeping in compliance with our organizational policies and procedures, including all the expenses that we have made.¹⁵



13. An FGD participant from DRC

14. A Key Informant from The Peace Centre

15. A key Informant participant from The Peace Centre

Some of the participants reported that resources were adequate and sufficient and therefore enabled smooth implementation of the programme activities. They said:



The resources were sufficient. In a country like DRC and in a province like South Kivu we could not go everywhere. But the few places that we targeted the resources helped and women's groups remained dynamic ¹⁶



I would say the money was adequate. This grant is about \$513,172 for 19 months. Most donors will give you \$100,000 even for two years or \$50,000 for one year. So, the money was adequate, and the period because it could allow you to smoothly implement the programme activities. In terms of management, the money was managed very well. After every six months we submitted our narrative and financial reports to AWDF. Internally, we also do internal quarterly audits that helps us to check and see whether things are going well; If there is something that is not going well, we work towards addressing it on time. In addition, we did our annual institutional audits throughout the entire project period. The funds were managed well ¹⁷



3.5 Impact of the women leading change project

Participants were asked to share their views and perspectives regarding the impact of the project. Some of them highlighted impacts with respect to the specific activities they participated in while others looked at the impact from a holistic point of view. One of them argued that the project had established a platform for exchange of information and ideas where women continue to engage the authority on women issues in both countries. In her own words she said;

17. A key informant from The Peace Centre



We established a platform for exchange of information. Debates are organised between women and authority even at the local level. Women are now empowered, they have travelled to Kinshasa to present their queries, and their issues have been handled by the authorities and politicians. Although implementation is sometimes difficult, women are able to go and get the authorities to commit themselves. Women have become ambitious. After the trainings women see themselves capable of becoming leaders and individuals who can compete for political positions. The ambition has grown within them. The trained women leaders are influencing and informing other women on how they can participate actively in decision making. So, consciousness is something important because before this project, women used to believe that politics was not an area for women and therefore a no-go zone. But now women have started believing that they can stand alongside men and make decisions. ¹⁸



The other participant indicated that the project and specifically the trainings opened up the eyes of many women in South Sudan. According to her, many of the women did not know their rights to participate in governance and therefore it provided a platform for them to realise the various rights for women enshrined in the constitution and the revitalized agreement for South Sudan. One reported;



The training opened the eyes of South Sudanese women many of them did not know that they have rights to participate in the political arena. Many of us got to know that the peace agreement (the revitalized agreement) had a clause that highlighted the affirmative action for women - meaning women can take on any leadership positions including the president or vice president. Both the ruling government and the opposition agreed to have 35% women leaders from the national state down to the local government as recommended. Most of the women are now

18. An FGD participant from DRC

coming up. The training had a very positive impact on South Sudanese women. It promoted women to actively participate in decision making, sensitise as well as mobilise their fellow women to join political parties and contest for political positions in their communities and at national level. It also encouraged us to take advantage of the 35% affirmative action within our political parties using the advocacy skills we got through the training.¹⁹



Some participants reported that the project built their capacity to reach out to other women and authorities on issues affecting them. One of them reported:



The project has built my capacity. We were in the refugee camp early this year to brief the refugees about the peace agreement, which has been signed. We wanted to enlighten the women in the refugee camps so that they should understand the peace agreement and their role in the peace process. Before, I would not stand in front of these women given their suffering and pains. I come from town and look fit physically and mentally, but the women are physically and mentally disturbed in the refugee camp. However, through the women leader's training, I got the confidence and skills to effectively communicate to fellow women and advocate for their rights and issues ²⁰



During a key informant interview with one of the key project implementers who participated in the capacity building activities on advocacy and communication, she reported that through the advocacy activities, South Sudan has reached 29% slots for women which is a big win for the project. She also indicated that many of the implementing partners especially in South Sudan had improved their capability to get funding from other donors because of their involvement in advocacy activities in the project. She shared that:

19. A Key informant from South Sudan

20. A key informant from South Sudan



Through our advocacy, we managed to engage the leadership in South Sudan to be able to nominate women. Though we did not achieve the 35%, but so far, we have achieved the 29% slots for women in the leadership and this is a win, it is a success to us and illustrates the impact of our advocacy work in this project. We believe that these numbers can influence more and more changes in the way the government perceive the role of women and how they can contribute to the governance of their country. Then with the partners, some of them have reported getting more donors because they worked with us and participated in the advocacy work. For example, KJN in DRC reported having got good funding and that they are now more trusted than before their partnership with the Peace Centre on this project. ²¹



Another FGD participant reported that their participation in the training empowered them to go and compete with men on various positions. She indicated that with the knowledge and skills they acquired they were able to advocate for women in parliament to secure big positions and now the deputy speaker and the minority leader in their parliament are women. She indicated that:



The training was excellent because after, women went back and pushed for more influential positions in parliament. We were able to secure some influential positions in the parliament. Now we have the deputy speaker and the minority leader in South Sudan. The training has empowered us thus we were able to strengthen our position in the parliament ²²



21. A key informant from the Peace Centre

22. A key informant from South Sudan

Regarding the impact of capacity building for The Peace Centre staff on advocacy and communication, financial management and resource mobilization as well as Monitoring and evaluation, participants reported that the knowledge and skills acquired have significantly impacted on the communication work, resource mobilization and M&E at the organization including enabling them to develop a communication strategy, M&E framework and plan, as well as a resource mobilisation strategy for The Peace Centre. One of those who participated reported that;



Things have changed internally in terms of the systems. There are improvements in the ways we manage our finances, our accounting package has been improved and now online based, our data is safe. The staff are motivated to a certain level. I cannot say they are at 100% but there is increase in the level of motivation. Our agenda has been profiled further because of the work we have been doing in this organization and in other places. We are on different platforms at the African Union etc. We speak at different spaces at regional platforms on women, peace, and security issues.²³



During a FGD, one of the participants talked about the impact of the trainings she attended on advocacy and communications. She reported that:



After the training, the communication department looked at strengthening the communication strategy for the organization. With the knowledge and skills acquired, the team was able to strengthen the communication strategy for the Peace Centre.²⁴



Another participant who attended the training on Financial management and resource mobilisation reported that;

23. A key informant from The Peace Centre

24. An FGD participant from The Peace Centre.



With the knowledge and skills from the training, the team has been able to harmonise financial and management systems at The Peace Centre. In terms of system coding, we were not emphasising so much on donor codes, we were only looking at our codes as an institution. We thought that every donor that comes on board will fit into our codes, but after the training, we realised the importance of ensuring each donor have their own codes so that it is clear in case you need to report to that donor the respective code will be useful. This makes reporting easy especially where you have to compile a consolidated report as an institution. You can easily report on various donors differentiating their contribution to the various projects implemented by the organisation. ²⁵



The participants on Monitoring and Evaluation training reported that;



The capacity building on M&E created an impact on their work, for example when developing The Peace Centre's M&E framework the knowledge acquired was applied. The framework covers many projects across the countries where the organisation operates like Nepal, Burundi, DRC, Uganda, and South Sudan. This has helped to ensure they are baseline data from all these countries and come up with realistic targets. Before the training, most of the baseline data used was just predicted. The training emphasised that for us to be able to get results, we needed to collect reliable and valid baseline data on ground. We have been able to develop a better M&E framework and plan for our programmes using the knowledge and skills acquired, and we hope to continue doing more professional M&E in future programmes at The Peace Centre. We learnt

25. An FGD participant from The Peace Centre

about the results-based M&E and this approach is what we have adopted for all our programmes at the Peace Centre. The training greatly impacted the way we do our M&E ²⁶



During an interview with one of participants who participated in the training, she reported that her participation in the project made her to realise the importance of managing her health and well-being on top of her political work. She also reported that the training opened their eyes to actively participate in decision making processes. In her own words, she said:



From the training, I realised that I needed to have time for myself as a woman. This is something I never knew. I knew that when you are a politician it is all about politics and there was no minute for myself. The wellness sessions were very helpful, when I tried relaxing and putting myself first, I realised that for so many years I was violating my own rights. And as a woman politician I realised that I was doing so many things without giving myself time and taking care of my health and wellness. So, this training that were brought by KJN, AFEM and The Peace Centre were so helpful. We have also realised that as women leaders and politicians, our failure was mainly due to lack of relaxation and self-reflection. These trainings opened us up and we were able to come out of that position of weakness. ²⁷



3.6 Sustainability of the activities and gains of the Women leading change project

Participants felt that the project had a high potential of sustainability on several fronts. These included: the strong partner organisations on the ground in both countries who continue to work on similar programs; the capacity built for The Peace Centre staff and implementing partners in terms of resource mobilisation, advocacy, and communication as well as M&E. In their own words, they said:

26. An FGD participant from The Peace Centre

27. A key informant from South Sudan



For South Sudan, they are going to continue because we have other projects that are ongoing. So, we are going to continue engaging with the participants in this project. For DRC, our partners on the ground are very solid. AFEM and KJN have different projects and they will also continue engaging. We will also continue engaging them and positioning them to platforms at different levels, so that their voices and issues can continue being visible and amplified. We continue looking for resources, because the journey is not yet complete. We cannot say that we have finished.²⁸



The project can be sustained or is already sustained actually because even after the project ended, meetings are still on. For example, I just came back from Kabare district and found women meeting, those women had gone to liberate one of theirs who was arrested and managed to set her free - a thing which could not be done before.” KJN and AFEM are still going on with activities. Like now they have a project sponsored by the Canadian government for rural women; and they are reaching out to other women, those who did not take part in the first project.²⁹



When you look at sustainability, one good thing is that we worked with partners on the ground. We believe they will keep supporting the women. So, when we work with partners, we encourage them to take lead in everything. The other form of sustainability is reflected in the skills and knowledge that we offered to women leaders. We have given skills and we know that it can sustain women leadership and continuous influence at all levels.³⁰



28. A key informant from The Peace Centre

29. A Key informant from DRC

30. An FGD participant from The Peace Centre

During a key informant interview, a participant called for the establishment of The Peace Centre offices in South Sudan as way of sustainability of project activities. In her own words she said:



In fact, the benefits should continue. However, the only challenge that I have seen is that The Peace Centre has no office or branch here in South Sudan that would align with the Ministry of Gender, Child and Social Affairs and other implementing organizations to continue with the program. So, I recommend that they come and open a branch here and, in that way, there will be sustainability. I recommend that the trainings continue everywhere, not in Juba alone; let the training go to the states so that many empowered women can push for women issues everywhere.³¹



The other participant talked about the various trainings that have been offered to women across the countries as a way of ensuring sustainability. She argued that:



With trainings, women learnt a lot about women's rights, peace, and security; they learnt a lot about advocacy and how to advocate; how to get in touch with other women. And these are the kinds of empowerment we can give in terms of capacity building. Because even when there is no one from outside they can continue alone.³²



However, one of the participants felt that sustainability will be affected by the low capacity of the implementing partners especially in South Sudan given the absence of The Peace Centre local office in Juba. She argued that sustainability would be achieved if either The Peace Centre had an office and staff located in the country or if a local NGO was supported to build capacity to continue the project activities on the ground. In her own words, she reported that;

31. A key informant from South Sudan

32. An FGD Participant from DRC



The sustainability of this project is when the local citizens own this project as their own. The ownership is very important, this project has been implemented by the Women’s International Peace Centre at the end of the day when they go, this project will be gone with them because they are not here in South Sudan but located in Uganda. But that comes to my point when I say that if the local NGOs could be supported to build the capacity of the local people, they would own it. That is what we need. The ownership is very important. ³³



3.7 Coherence and coordination of activities of the women leading change project

Participants felt that the implementers of the project coordinated it well ensuring that all stakeholders at national and sub-national levels in the two countries actively played their roles. The Peace Centre coordinated the implementing partners in both countries well to deliver the project. Participants indicated that due to proper coordination, each of the implementing partners was able to reach out to the targeted women and those in authority to participate in the trainings, community dialogues and the exchange visits. One of the staff in an implementing organisation in DRC said;



This project came at the right time because since the adoption of the National Action Plan we did not see anything. It was well coordinated right from The Peace Centre to the grassroots. We worked with the Civil Society Organizations (CSOs) and media to advocate for women participation in decision making. We also easily coordinated the political parties where women leaders we engaged are members. This helped us to achieve our objectives. ³⁴



33. A key informant from a parntern organization in South Sudan

34. A key informant from DRC

3.8 Challenges faced in implementation of the project

- i. The COVID 19 pandemic that frustrated travels and face to face interaction across the globe
- ii. Insecurity in some areas especially in South Sudan that affected outreaches.
- iii. Political dynamics in government ministries and agencies that were engaged by the project
- iv. Differences in skill and speed of doing things by the implementing partners. Many of them were slow at doing things compared to The Peace Centre which somehow affected timelines.
- v. Limited knowledge and awareness on gender issues by government officials in the two countries. Many of these could not easily support the project due to limited knowledge on gender issues.
- vi. Patriarchal dominance within cultures of the communities where the project was implemented that greatly affected many women to participate actively in decision making at various levels.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The women leading change in post-conflict governance in DRC and South Sudan project was a success despite COVID 19 pandemic and some political instabilities in some areas of South Sudan. The intervention significantly impacted women that participated in terms of building their confidence to participate in leadership, advocate for their issues and asserting themselves as citizens. It also significantly built the capacity of The Peace Centre and implementing partners in the areas of leadership, financial management and resource mobilization, advocacy, and communication as well as programme monitoring and evaluation. With deeper reflections on what worked and did not work, the programme could deliver more benefits in terms of enhanced women participation in decision making in DRC and South Sudan and also promote gendered peace and security across the region.

4.2 Recommendations

There are several recommendations that can be made. These include;

1. There is a need to engage the political parties in DRC and South Sudan to effectively promote women participation at all levels of decision making. This will enable the political parties to recognise the key role that women can play in the political processes within the parties but also leverage women's position as political actors in the countries.
2. Working with government agencies especially the ministries of gender across the two countries proved to be a more sustainable way of promoting implementation of the National Action Plans (NAP). Therefore, there is a need to explore more innovative ways of working with such government agencies and support them to implement NAP at lower levels and enhance inclusiveness.
3. There is a need to have continuous capacity building for the women leaders as well as the implementing partners to push for increased participation of women in decision making at all levels especially in the governance and peace processes in both countries.
4. The COVID 19 pandemic calls for adjustments in the implementation strategies and therefore there is a need to strengthen ICT and managerial capacities of the Peace Centre and implementing partners to adopt creative and innovative approaches to project implementation amidst COVID 19 and other future pandemics.
5. The project needs to be extended to the other regions and provinces within DRC and South Sudan to have more women leaders and young women get their capacities enhanced as well as being supported to effectively participate in decision making at various levels.

6. The people involved, networks and relationships built should be strengthened and preserved for the sustainability of the project. There is a need to consolidate the capacity built and the networks and relationships created for future interventions to succeed.
7. The Peace Centre should consider creating more partnerships with local NGOs and education institutions where many young women are, to enhance sustainability of the project as well as outreach. Such partnerships will not only help to reach to more women but also integrate the project activities into local practices and indigenous knowledge systems.
8. One of the challenges that affects women to effectively participate in decision making was poverty and lack of resources to compete with their counterparts the men. There is need to develop economic empowerment programmes to support women acquire resources to compete for various leadership positions in their areas.

6. APPENDIXES

Appendix 1

Key informant interview (KII) guide

EVALUATION OF THE “WOMEN LEADING CHANGE IN POST CONFLICT GOVERNANCE IN DEMOCRATIC REPUBLIC OF CONGO (DRC) AND SOUTH SUDAN” PROJECT

Relevance

1. How relevant was the project interventions (activities) in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
2. To what extent do you think the project activities were suited to the needs and priorities of women in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
3. Please comment on the appropriateness of the project activities in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
4. What lessons were learned during implementation of the project in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?

Effectiveness

1. To what extent did the project increase and/or improve the participation of women in decision making?
2. How effective was the project in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
3. To what extent do you think the project activities led to the attainment of project objectives in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?

4. What were the major factors that influenced the achievement or non-achievement of the objectives in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
5. To what extent have the planned or expected results been achieved and the intended population reached in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
6. To what extent did the project build the capacity of the Peace Centre as an institution?

Efficiency

1. To what extent was the project implementation approach efficient in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
2. To what extent were project activities cost-efficient?
3. To what extent were the project activities implemented in the most efficient way compared to alternatives?
4. To what extent were the project objectives achieved on time?
5. How economically have resources/inputs (funds, expertise, time, etc.) been converted to results?

Impact

1. What would you say are the effects of the project intervention on the key driving factors and actors of the conflict?
2. What are the desired changes created by the project interventions, both intended and unintended (or unexpected), positive or negative?
3. What would you say are the wider effects produced by this project?
4. What positive or negative, direct or indirect, intentional or unintentional results would you attribute to the Project?
5. What direct or indirect, intended or unintended consequences or results, would you attribute to this project?
6. What would you say are the positive and/or negative changes produced by the project?
7. What has happened as a result of the project?
8. What real difference has the project made to the women and/or the women leaders who participated in the project?
9. How many people, both men and women, boys and girls, do you estimate could have been reached by the Project?

Sustainability

1. To what extent would you say that the gains and benefits of this project are continuing even after the end of the project?
2. What is the probability of continued long-term benefits and women participation in decision making?
3. What capacity has the project left in the community that can enable some key project activities to continue even after donor funding has ceased?
4. What were the major factors which influenced the achievement or non-achievement and sustainability of the project?
5. What legal, policy and institutional mechanisms were put in place to sustain the project?
6. What clear and focused recommendations do you suggest for future programming to ensure more effective participation of women in decision making?
7. What activities do you recommend for purposes of continuing to pursue the project objectives?

Coherence and Coordination

1. To what extent did the project address crosscutting issues particularly gender, youth and use of appropriate learning methodology, particularly related to adult learning techniques?
2. What best practices or successful models can the implementers replicate to enhance the participation of women in decision making?
3. To what extent were the activities of the project coordinated with similar interventions of other organisations?

Appendix 2

Focus Group Discussion (FGD) guide

EVALUATION OF THE “WOMEN LEADING CHANGE IN POST CONFLICT GOVERNANCE IN DEMOCRATIC REPUBLIC OF CONGO (DRC) AND SOUTH SUDAN” PROJECT

Relevance

1. How relevant was the project interventions (activities) in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
2. To what extent do you think the project activities were suited to the needs and priorities of women in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
3. Please comment on the appropriateness of the project activities in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
4. What lessons were learned during implementation of the project in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?

Effectiveness

1. To what extent did the project increase and/or improve the participation of women in decision making?
2. How effective was the project in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
3. To what extent do you think the project activities led to the attainment of project objectives in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
4. What were the major factors that influenced the achievement or non-achievement of the objectives in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
5. To what extent have the planned or expected results been achieved and the intended population reached in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
6. To what extent did the project build the capacity of the Peace Centre as an institution?

Efficiency

1. To what extent was the project implementation approach efficient in terms of advocating for the implementation of the national action plan on the UNSCR (2015-2022), specifically the pillar on participation of women in decision making?
2. To what extent were project activities cost-efficient?
3. To what extent were the project activities implemented in the most efficient way compared to alternatives?
4. To what extent were the project objectives achieved on time?
5. How economically have resources/inputs (funds, expertise, time, etc.) been converted to results?

Impact

1. What would you say are the effects of the project intervention on the key driving factors and actors of the conflict?
2. What are the desired changes created by the project interventions, both intended and unintended (or unexpected), positive or negative?
3. What would you say are the wider effects produced by this project?
4. What positive or negative, direct or indirect, intentional or unintentional results would you attribute to the Project?
5. What direct or indirect, intended or unintended consequences or results, would you attribute to this project?
6. What would you say are the positive and/or negative changes produced by the project?
7. What has happened as a result of the project?
8. What real difference has the project made to the women and/or the women leaders who participated in the project?
9. How many people, both men and women, boys and girls, do you estimate could have been reached by the Project?

Sustainability

1. To what extent would you say that the gains and benefits of this project are continuing even after the end of the project?
2. What is the probability of continued long-term benefits and women participation in decision making?
3. What capacity has the project left in the community that can enable some key project activities to continue even after donor funding has ceased?
4. What were the major factors which influenced the achievement or non-achievement and sustainability of the project?
5. What legal, policy and institutional mechanisms were put in place to sustain the project?
6. What clear and focused recommendations do you suggest for future programming to ensure more effective participation of women in decision making?
7. What activities do you recommend for purposes of continuing to pursue the project objectives?

Coherence and Coordination

1. To what extent did the project address crosscutting issues particularly gender, youth and use of appropriate learning methodology, particularly related to adult learning techniques?
2. What best practices or successful models can the implementors replicate to enhance the participation of women in decision making?
3. To what extent were the activities of the project coordinated with similar interventions of other organisations?

Appendix 3

Respondents' Consent Form

END-TERM EVALUATION OF THE WOMEN LEADING CHANGE IN POST-CONFLICT GOVERNANCE IN DEMOCRATIC REPUBLIC OF CONGO AND SOUTH SUDAN PROGRAMME

Introduction

The Women's International Peace Centre (The Peace Centre) works in conflict and post conflict countries, providing ground-breaking approaches to the issues of conflict and post conflict reconstruction and what it means to be at peace with oneself, one's community and country. The Peace Centre has over the years emerged as a leader in the feminist discourse for peace and security based on national and international frameworks on peace and security. The Peace Centre has been implementing a project on "women leading change in post-conflict governance in DRC and South Sudan" from February 2019 to October. The programme goal was "to strengthen the capacity of women leaders from DRC and South Sudan to engage in and influence post-conflict decision making and governance as well as demand for accountability from policy makers towards actualizing the meaningful inclusion of women in governance and decision making".

Objective of the Evaluation

The objective of this evaluation is to systematically assess progress towards achieving the programme objectives, through documenting successes, challenges and best practices that can be replicated. It will also evaluate each of the components of the project to ascertain the extent to which they were relevant, effective, and efficient as well as the impact created to the target beneficiaries and the potential for sustainability. The evaluation is expected to provide an analysis of observations/findings, present conclusions and suggest recommendations to guide The Peace Centre in the planning and delivery of its future interventions on women and their role in governance around the region.

Seeking your consent to participate in the evaluation exercise

The purpose of this meeting and interview is to seek your expert knowledge and responses regarding the key activities and impact of the women leading change in post-conflict governance in Democratic Republic of Congo and South Sudan, mainly because you have been identified as one of the key stakeholders on this programme. You have also been identified because of the important role you played in the key activities of the project or participated in any of the programme activities.

DECLARATION OF CONSENT TO PARTICIPATE IN THE EVALUATION OF THE PROJECT "WOMEN LEADING IN CHANGE IN POST CONFLICT GOVERNANCE IN DEMOCRATIC REPUBLIC OF CONGO AND SOUTH SUDAN" ACTIVITIES, CARRIED OUT BETWEEN 2019-2020

Statement of consent

I hereby give my consent to the evaluation team of the women leading change in post-conflict governance programme in Democratic Republic of Congo and South Sudan to interview me for the exclusive purpose of systematically assessing the relevance, effectiveness, efficiency, impact, as well as the coordination and coherence of the activities of the programme. I hereby consent to having my responses recorded and my photos taken, if needed, exclusively for purposes of this evaluation.

I do confirm that I have not been coerced in any way to participate in this evaluation exercise, neither have I been given any form of financial, material, or other benefits as an incentive for participation in the evaluation exercise. I am fully aware that I have the right to discontinue my participation in the evaluation exercise at any stage of the interview, with no justification at all.



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