

End Evaluation  
Women and Girls for Change (WG4C) programme

2016 -2020



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## Executive Summary

The Women and Girls for Change (WG4C) Alliance 2016-2019 is a collaboration of four Dutch NGOs, respectively Plan Internationals as lead, PAX, HealthNet TPO (HNTPO), and STAD and their implementing partners Plan International South Sudan, HealthNet TPO South Sudan, AMA, and EWO in South Sudan. The programme was extended to 2020 without STAD and EWO and will be followed up by the Leaders of Peace programme. The Alliance aimed to foster structural change of norms, laws and institutions, giving women and men equal rights, fostering security and safety for women and girls and enabling them to participate fully in inclusive conflict prevention and resolution and peacebuilding.

The total budget for the WG4CA 2016 - 2019 was € 1.700.092 (€1.5 million from the Dutch Ministry of Foreign Affairs) and another € 375.000 for 2020.

This assignment is commissioned to review the existing report, fill identified gaps and develop a final evaluation report using all data that is available and some new data to be collected. The focus of the evaluation is on effectiveness, efficiency, sustainability and relevance.

The main findings and conclusions are summarized here:

The programme had very ambitious goals. The WG4C Alliance has contributed to some important outcomes, notably the establishment of community based support systems and a network of caregivers; boys and girls have increased capacity to voice their concerns; women's CBOs have increased capacity to address GBV in the community and to advocate for participation in peacebuilding; and the meaningful participation of women in local peacebuilding mechanisms.

The service maps and referral pathways - if updated - will remain useful to the communities, especially where PFPs are still using their skills and refer cases. Partner organizations have benefited from the increased skills of staff and have institutionalised this at least partly. It could not be verified if the programme contributed to better functioning and gender sensitive courts, the access of women and girls to services or their decreased vulnerability.

Interventions aiming at an enabling environment for gender equality, contributed to empowered youth and women, which should be an objective in itself and not part of the second pathway. The Champions of Change programme has helped girls and boys to become more confident and youth have created their own platform: the Children and Young People's Parliament. The continuation of the CoC programme depends on Plan International and has not been transferred to the schools. Several male leaders have publicly stated their support of women's protection but this is still far from an enabling environment for gender equality.

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Under the third pathway, the WG4C created and supported two women's organisations who are now capable of advocating for gender equality in peace building in Nimule and Ganyiel. Women's participation in the nine peace committees in Yirol increased because of AMA's insistence and capacity building, and women meaningfully contributed to the Yirol peace conference when they were given a space to set their priorities. The WG4C programme has also increased AMA's capacity to address gender issues in their peace building work.

Each of the partners brought in specific expertise which was, to some extent, adopted by others in the coalition. Reflection and exchange was not built in the programme and not budgeted for, and did not happen sufficiently. Therefore, the coalition did not make optimal use of the diversity and projects remain a bit separated. The consortium partners were not equal and did not have the same capacities to participate in such a consortium.

Generally speaking, during 2017-2019, the programme implemented the activities according to planning and within the agreed timeframe and budget. The budget was however tight and cost savings had to be made. The collaboration in the Alliance has led to some efficiency gains but mostly tended to complicate procedures and increase communication challenges.

The coalition partners have been able to adapt to contextual challenges, notably conflicts, floods, and COVID-19. The R-ARCSS and its 35% quota for women representation created an opportunity to promote female leadership through the WG4C programme.

Sustainability was a bit of an afterthought that received more attention in 2020 and is built into the follow up programme. Many of the achievements - such as strengthened CBOs and Children and Young People's Parliament - still need support. Existing institutions such as the ABC courts and the peace committees have increased the number of women which is expected to remain and hopefully will be a good starting point to further transform these institutions.

Recommendations are made with regard to partnership, coordination and exchange; strategies and focus of the programme; programme design and the involvement of beneficiaries; learning and sharing; monitoring and reporting.

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## Acronyms

AMA	Assistance Mission for Africa
CBO	Community Based Organization
CoC	Champions of Change
CYPP	Children's and Young People's Parliament
EWO	Equatorial Women's Organisation
FGD	Focus Group Discussion
GBV	Gender Based Violence
GPS	Gender Peace and Security
IDPs	Internally Displaced Populations
M&E	Monitoring and Evaluation
NAP	National Action Plan
PFP	Psychosocial Focal Point
R-ARCSS	Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan
STAD	Support Trust for African Development
ToC	Theory of Change
UNSCR	United Nations Security Council Resolution
WG4C	Women and Girls for Change
WPS	Women Peace and Security

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# 1. Introduction

The Women and Girls for Change (WG4C) Alliance 2016-2019 is a collaboration of four Dutch NGOs which include Plan International Netherlands (Lead), PAX, STAD and HealthNet TPO. Plan, PAX and HealthNet TPO continued the WG4C programme during a one-year extension in 2020. In-country, the implementing partners are Plan International South Sudan, Assistance Mission for Africa (AMA), HealthNet TPO South Sudan and Equatorial Women's Organisation (EWO) (Until 2020).

The Alliance aims to foster structural change of norms, laws and institutions, giving women and men equal rights, fostering security and safety for women and girls and enabling them to participate fully in inclusive conflict prevention and resolution and peacebuilding. The Alliance was established in 2016 under the framework of the Dutch National Action Plan (NAP) on UN Security Council Resolution 1325 Women, Peace and Security.

The programme is being implemented in Juba, Eastern Equatoria State, Lakes and Unity States (later changed into Nimule payam, Pageri County, Eastern Equatoria State, former Unity and Lakes States, and Torit, in Torit County of Imatong State).

The WG4C programme has been granted a follow-up grant of another five years starting in January 2021: the Leaders of Peace programme.

The evaluation of the WG4C programme has been conducted by two evaluation teams. The draft evaluation report, submitted in December 2020 was of insufficient quality and was not approved. A second evaluator was therefore commissioned in January 2021 to develop a final evaluation report.

In the next chapter (2), the methodology is explained. Chapter 3 describes the context, the programme logic and the partners. The findings are presented in chapter 4, according to the evaluation criteria effectiveness, relevance, efficiency and sustainability. This is followed by lessons learnt (5), conclusions (6) and recommendations (7), as well as annexes.

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## 2. Methodology

This assignment is commissioned to review the existing report, fill identified gaps and develop a final evaluation report using all data that is available and some new data to be collected. The focus of the evaluation is on effectiveness, efficiency, sustainability and relevance. The Terms of Reference included the following evaluation questions (see annex F for the evaluation matrix):

### **Effectiveness**

1. What observable changes can be identified relating to the three different programme objectives, and how did WG4C contribute to these changes?
2. What (context specific) challenges and issues have influenced programme achievements and expected outcomes, and how has the consortium handled these challenges?
3. Has the work in a consortium, with different organisations, contributed to the effectiveness of the program?

### **Efficiency**

4. To what extent have changes in the context (e.g. security wise) influenced the cost-efficiency of the programme?
5. What can be concluded on the costs versus benefits of coordination and collaboration within a diverse consortium?

### **Relevance** (from the first evaluation ToR)

6. To what extent were the interventions and the approaches with a special focus on women and girls as driver of change- suitable and valuable for the peace process in South Sudan?
7. To what extent did the intervention objectives and activities respond to beneficiaries needs and priorities?
8. Was the programme able to adapt to changing context/ changing needs?

### **Sustainability**

9. What evidence exists to suggest that the benefits of the project will continue after project closure and contribute to long-lasting effects on the peace process in South Sudan?

### **Lessons learned and recommendations for the program**

10. Which main lessons learned can be identified?
11. What recommendations can be provided for improvements in a possible future program?

The evaluation of the WG4C programme has been conducted by two evaluation teams. The first team started in April 2020 and held a total of 41 interviews with 93 persons and groups, of which 84 in South Sudan. The draft evaluation report, submitted in December 2020 was of insufficient quality - both methodological as well as the presentation itself - and was not approved.

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A second evaluator was therefore commissioned in January 2021 to develop a final evaluation report using all data that is available and some new data to be collected and analysed. Furthermore, the final evaluation report needed to include: an assessment of 2020 programme activities, additional assessment of sustainability, efficiency and more lessons learned. For the finalization, field visits were not foreseen and interviews were held by phone and online meeting tools.

Methodologies for this evaluation have been adapted from Outcome Harvesting (see Wilson-Grau and Britt, 2012, Outcome Harvesting). Unlike some evaluation methods, Outcome Harvesting does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change. The methodology is therefore very useful especially since there is no baseline information and the context in which the programme works is highly complex and unpredictable.

The WG4C alliance started to apply the Outcome Harvesting methodology to monitor results mid 2018. Staff were trained and forms were created to fill in outcomes. 38 draft outcomes were collected, or “harvested”, by the coalition partners between the end of 2018 and mid-2020 in an excel sheet. Of these 38 outcomes, 12 were selected by the first evaluation team based on practicability and representativeness: 4 outcomes per geographical area, 3 per implementing partner; they had to relate to different key changes, and all 12 had to match with meetings of the consultant with the respondents. The team visited locations where these outcomes happened and interviewed key stakeholders that were all selected by the implementing organisations.

These 12 outcomes were presented in the draft evaluation report, but they were not analysed and they were not related to the findings and recommendations.

The second evaluator continued with the same 12 outcomes assuming there would be data available on these outcomes (interview notes). The original outcome descriptions were reformulated, using existing sources (programme reports and other documentation) as well as data collected in the original evaluation. The outcomes were formulated based on observable and verifiable changes. Three more outcomes were added, and two dropped off the list as they could not be verified at all (since STAD and EWO were no longer available to review outcomes). The implementing partners reviewed the 13 remaining reformulated outcomes in an (online) interview.

Aiming to triangulate the information, the outcomes were substantiated with external stakeholders/third parties as well as other data sources. For this step, the evaluator used meeting notes with 10 stakeholders interviewed by the first team and interviewed an additional 11 stakeholders proposed by the change agents or the evaluator (list of all interviews: Annex E). 7 proposed stakeholders could not be reached: they were either not available, did not pick up their phone or their contacts were lost or incorrect. Some outcomes, such as 16 (The Yiol Communal

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Peace and Trade Agreement was signed in 2018 with women setting their priorities) are more sufficiently validated than others (2: The Town Clerk for Nimule publically condemns sexual violence against women and stated that rape in South Sudan is punishable up to 14 years imprisonment).

For each of the 13 final outcomes, the evaluator wrote a detailed outcome statement (annex D) that includes information on how changes have happened, an analysis of the (relative) contribution of the programme and significance in relation to intended objectives and sustainability, and information about the verification (the process of reviewing and substantiating). A summary table of all outcomes, the partners, location, and verification is added to annex D.

None of the partners reported negative changes, or changes that didn't happen. This is quite common when self-reporting. Such outcomes were neither harvested by the first or second team of evaluators, which does not mean that there were no set-backs or negative outcomes. A few outcomes have been harvested that indicate that change is not yet institutional or at the level the programme aimed at.

After the outcome descriptions were finalized and substantiated, the outcomes were grouped in clusters and visualized in an outcome map (annex B). In the validation meeting (15 March) with all partners, the draft outcome map and one cluster (protection services) was discussed.

The final outcomes have been used to verify statements made in the draft report. The findings and conclusions are therefore based on a combination of statements made in the draft evaluation report, primary data re-analysed and the analysis of the harvested outcomes.

The final evaluation was supposed to integrate attention to 2020. The first evaluation team collected data between april and october 2020. Updates regarding harvested outcomes were discussed with the partners as well as with the other stakeholders. The partners were asked to share specific information about activities and outcomes in 2020. Only Plan International shared outcomes harvested in 2020 (three quarterly reports) and an activity report (M&E overview). Only after the validation meeting (15 March), draft narrative reports from partners were shared. The combined annual report including activity and finance report were not yet available. Therefore, data is incomplete and there was little time to analyse the reports.

## Limitations

The evaluation thus had a number of limitations and shortcomings that need to be considered when presenting the findings:

The initial selection of outcomes was done based on practicability and representativeness. Although the decision to ensure outcomes are included from each location and pathway is a valid one, a next

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step could have been to select key outcomes in each location that contain important lessons, or that are related to other outcomes in the other locations.

The selection of stakeholders visited and interviewed for the field visit was done by the coalition partners; instead of through a sampling method by the evaluator. This has probably led to biases and the selection thus is more likely to include stakeholders who are (very) supportive to the programme.

The primary data itself had some shortcomings: the first team interviewed stakeholders but usually did not discuss the outcomes and did not follow the evaluation matrix developed by the first team. The interview notes were not always clear. In the draft evaluation report, certain statements were made that could not be verified as they were not logically linked to an observation. These statements and related recommendations have been left out of this report.

The programme did not conduct a specific needs analysis or baseline study, as was planned. Also, quantitative information is hardly collected. This severely limits the analysis of effectiveness and relevance.

The partners STAD and EWO left the consortium at the start of 2020 and could not be interviewed by the evaluator. They did participate in the first evaluation and to a limited extent, their views have been included in this report. The outcomes reported by STAD/EWO were excluded from the analysis since STAD/EWO and neither other stakeholders could be interviewed to verify the statements.

Because of COVID, it was not possible to travel to South Sudan. Two national consultants were therefore subcontracted in the first phase of the evaluation to do the fieldwork.

Finally, the second evaluator conducted short interviews with external stakeholders through phone and this made communication not always easy. Not all stakeholders could be reached (they did not pick up their phone or were not available).

The evaluation matrix (Annex F) contains more detailed limitations with regard to methodology and sources.

To conclude, the evaluation had a lot of limitations which means that findings are often quite general. Statements such as with regard to specific outcomes, are therefore carefully and conservatively worded.

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## 3. Programme background

### Context in South Sudan

Key features of South Sudan society are pervasive insecurity and deeply entrenched gender inequality, both of which are linked to various ongoing cycles of violence. Aside from the ongoing national political conflict, the country has for many years experienced concurrent inter- and intra-communal conflicts.

Although a peace agreement was signed in 2015, in July 2016 fighting broke out again, causing new streams of refugees and Internally Displaced Populations (IDPs). This was just before the WG4C programme started.

In September 2018, the Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) ended the war. An important component of the agreement is a quota of 35% women in the composition of important transitional and Governmental structures<sup>1</sup>.

The normalization of the political situation and the improved security situation have encouraged voluntary returns of South Sudanese IDPs to their place of origin. High-level political conflict however continued as well as concurrent inter- and intra-communal conflicts<sup>2</sup>.

In February 2020, the transitional Unity Government in South Sudan was formed. The COVID-19 pandemic however led to a full stand-still of the government formation and the implementation of the 35% quota, leaving a fragile governance vacuum<sup>3</sup>.

The health effects of the pandemic in South Sudan have been much less pronounced than expected. It has however had negative effects on the economy. The informal sector, the largest of the private sector, has immensely contracted<sup>4</sup>. Women and girls, especially from vulnerable groups such as IDPs, elderly, and disabled have been disproportionately affected by the pandemic, the measures taken and the long term socio-economic impacts. Domestic violence and early marriages and pregnancies have increased. The pandemic has exacerbated the already existing exclusion of women from peace processes<sup>5</sup>.

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<sup>1</sup> WG4C Annual Narrative and financial progress report 2018

<sup>2</sup> Women and Girls for Change Proposal 2020

<sup>3</sup> Women and Girls for Change 2020 programme modification request

<sup>4</sup> The SUDD institute 2020 The Economic Impacts of COVID-19 Pandemic in South Sudan: An Update ([web](#))

<sup>5</sup> International Peace Institute (2020) Peacebuilding during a Pandemic: Keeping the Focus on Women's Inclusion

## Intervention logic

In the program's analysis it is stated that "women and girls in South Sudan are [...] hampered to fully contribute to sustainable peace processes due to:

- High levels of insecurity, where women and girls are often victims of sexual and gender based violence;
- A non-conducive environment, where women and girls are often structurally discriminated against and deprived of their rights;
- Internalized harmful gender norms, impeding women and girls to have a voice in decision making fora".

The idea was therefore that more resilient and better protected women and girls (Pathway 1), the existence of an enabling environment for the promotion of gender equality (Pathway 2) and meaningful engagement of women and girls in peace and security-related processes (Pathway 3) would lead to "an empowering and inclusive environment, where women and girls feel safe<sup>6</sup> and are enabled to realize their own rights and opportunities to play a significant role towards sustainable peace."<sup>7</sup>.

The pathways, each with a long term objective (impact), medium term objectives (outcomes) and short term objectives (outputs) are all depicted in a Theory of Change (annex A).

### **Pathway 1: women and girls are more resilient and better protected**

This pathway had two medium term objectives: A<sup>8</sup>. Women and girls are less vulnerable to physical and emotional harm and B. Women and girls have access to and use psychosocial and legal protection services.

### **Pathway 2- An enabling environment exists for the promotion of gender equality**

This pathway had the following medium term objectives: A. Attitudes and beliefs on Sexual Gender Based Violence and gender discrimination have changed, and B. Men and boys advance gender equality. A third outcome appears in the picture but not in the M&E framework: C. Women and girls are empowered and claim their rights.

### **Pathway 3- Women and girls are meaningfully engaged in local decision making related to conflict prevention and resolution, and peacebuilding**

This pathway had the following medium term objectives: A. Women and girls have access to decision making fora; B. Local actors are supportive of women participation in conflict prevention and

<sup>6</sup> In the 2020 proposal: "feel safer".

<sup>7</sup> Proposal "Women and Girls for Change: Building sustainable peace and gender equality in South Sudan" 2016-2019

<sup>8</sup> The numbering of outcomes and objectives is not consistently done in proposals and reports; the evaluator therefore decided to use letters for medium term objectives and numbers for short term objectives.

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peacebuilding and C. Women leaders demonstrate leadership in peacebuilding. Outcome A was replaced in 2020 with Attitudes and beliefs on Sexual Gender Based Violence and gender discrimination have changed.

Key assumptions (see annex G) were mentioned in the proposal but did not receive explicit attention in the annual reports.

The medium term objectives were never operationalised with indicators nor have any data been collected for them. The short term objectives are linked to activities, and each have outreach indicators (such as: number of communities reached, number of women trained, etc). The programme collects data on activities in an excel spreadsheet and reports on the outreach indicators following the M&E framework which is annexed to the Annual Reports 2018-2019.

The Theory of Change and the M&E framework were revised slightly in the inception phase and in the Mid Term meeting in August 2018.

In July 2017, a consultant was hired to conduct a baseline study for the program. The report was however considered unsatisfactory and the programme therefore did not have baseline information that would be used for monitoring and evaluation. A planned external Mid Term review did not take place.

In August 2018, in the Mid Term meeting with all Dutch and South Sudanese partners, the M&E framework was revised for a second time and it was decided to use Outcome Harvesting methodology. In March 2019 all partners were trained in Outcome Harvesting. Outcome Harvesting forms were developed and used quarterly by Plan International and HealthNet TPO (not by AMA), and all outcomes were collected in an excel sheet. There was no coordinating M&E officer at programme level until 2020.

## Locations

The names of the counties of the implementation have changed during the implementation due to the restructuring/renaming of states and counties in South Sudan. This report uses the location's new names. The programme focused implementation in the following three areas (counties): Nimule, Torit, Ganyiel and Yirol.

**Nimule** has been impacted and continues to be impacted by the conflict in South Sudan as Nimule town continues to host Internally Displaced Persons (IDPs). During the programme period, Nimule enjoyed a form of relative stability, although communal tensions and other forms of conflict persisted.

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The neighboring communities of **Ganyiel** - predominantly Nuer - and **Yirol** - predominantly Dinka - experienced intra and intercommunal violence across communities with cattle raiding and counter revenge killings. Cattle raiding is interlinked with dowry and strongly associated with toxic or violent masculinities. The gender norms are highly patriarchal and often harmful. The high levels of militarization across the conflict frontlines of Unity and Lakes, combined with armed conflict-related trauma, the absence of viable livelihoods and high rates of alcohol abuse, have all negatively influenced the social environment with severe repercussions on the treatment of especially women and girls. Lake state has the highest number of GBV cases in South Sudan.

**Torit** has been relatively peaceful but suffers from high unemployment rates and opium abuse, particularly among young men (the so-called Monyomiji) which imposes GBV risks. Key elements that hamper enabling environments for women and girls are access to education, girl-child compensation, early forced marriage and dowry. Compared to other areas Torit state has a high percentage of female community leaders.

## The implementing partners

The Women Girls for Change Alliance 2016-2019 is a collaboration of four Dutch NGOs: Plan International Netherlands (Lead), PAX, STAD and HealthNet TPO. PAX and STAD implemented the programme through national NGOs: Assistance Mission for Africa (AMA) and Equatorial Women's Organisation (EWO). Plan International and HealthNet TPO have South Sudanese offices.

Each of the partners is active in a specific location: Plan International South Sudan in Nimule; AMA in Ganyiel and Yirol and EWO in Torit. HealthNet TPO is active in all locations but is located in Juba. HealthNet TPO focuses on pathway one. The other partners contribute to all three pathways.

The distinct characters and roles of the Alliance partners are described hereunder:

**Plan International** has long-term expertise on advocating for girls' rights and gender equality. Plan International has been present in South Sudan since 2006, and the WG4C programme is anchored on an existing child protection project targeting internally displaced persons (IDP) and host communities aiming particularly at girls. Plan International engages youth as agents of change for gender equality through its Champions of Change method. Within the WG4C, Plan International Netherlands is the lead organisation.

**HealthNet TPO** specializes in psychosocial and basic mental health care. HealthNet TPO has been working in South Sudan since 1996. HealthNet TPO is the technical partner tasked with training and mentoring of selected community members commonly referred to as Psychosocial Focal Points (PFPs), so that they are able to address and refer cases of distress and gender based violence in the community. Many of the PFPs are staff members of the Alliance partners.

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**PAX** has been supporting local peace processes in South Sudan since 1995 – in Jonglei, Upper Nile, Eastern Equatoria States. PAX, through its partner Assistance Mission for Africa (**AMA**), was already implementing a peacebuilding programme (Portals 2 Peace) in the same communities in Lakes and Unity States. The WG4C would complement this programme and ensure the strengthening of women’s roles in local peacebuilding. PAX and AMA would contribute specifically their expertise on peacebuilding, lobby and advocacy and mainstreaming of gender in their conflict prevention and peacebuilding programs<sup>9</sup>.

**STAD** (Support Trust for African Development) is a Dutch diaspora organisation specialised in capacity building of local organisations and women’s leaders on the prevention of sexual gender-based violence (SGBV), peace education and women’s empowerment, political participation as well as lobby and advocacy for gender equality. STAD already partnered with Equatoria Women’s Organization (**EWO**) and trained women leaders on the NAP 1325.

STAD and EWO would build the capacities of women leaders in the community and strengthen their networks and influence, amongst others by organising the Annual Women Gathering and training members of the 1325 Advocacy Network on lobbying.

## Extension 2020

For the extension in 2020, the Theory of Change remained generally intact. The program would continue with the three pathways with a strong focus on sustainability.

The WG4C programme was extended in 2020 without STAD. STAD received a restrictive and an adverse audit opinion in 2017 and 2018, and could not improve the 2018 audit opinion at the time of submission of the WG4C proposal 2020<sup>10</sup>.

Initially, the relationship with EWO was to be managed by PAX. In 2020, the partnership with EWO ended as well, due to a pending investigation on misconduct and the sudden closure of EWO’s office in Torit<sup>11</sup>.

Due to sustainability considerations and restricted movements related to COVID-19 it was decided the only remaining activity in Torit would be to supervise the remaining PFP’s, to be managed by Plan International South Sudan.

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<sup>9</sup> Proposal “Women and Girls for Change: Building sustainable peace and gender equality in South Sudan” 2016-2019

<sup>10</sup> Letter Plan International 7 Oct 2019. Annex 4\_Revised partnership approach Women and Girls 4 Change Alliance[32632].pdf and Women and Girls for Change Proposal 2020

<sup>11</sup> Women and Girls for Change 2020 programme modification request

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The remaining budget would be used in the other locations for the implementation of new activities related to COVID-19 and Women, Peace and Security<sup>12</sup>.

## Budget and expenditures

The total budget for the WG4CA 2016 - 2019 was € 1.700.092 for a period of three years and two months, consisting of a €1.5 million grant of the Dutch Ministry of Foreign Affairs and € 200.092 additional funding of Plan International Netherlands. In 2018, the Ministry's grant was increased with € 10.000 (for auditing costs) - totalling the grant to €1.510.000. In 2019, the Ministry approved a no cost extension till december 2020<sup>13</sup>. For the bridge year 2020, the Alliance submitted a new proposal to which the Ministry of Foreign Affairs contributed € 375.000<sup>14</sup>.

PAX contributed 26.309 euro from its own resources to support the WG4C implementation. This contribution is not reflected into the overall budget or financial report<sup>15</sup>.

The actual spending of the 2016-2019 programme is 1.633.169 euro which is 97% of the available budget (both MoFA's grant and Plan's International contribution). Since the programme started late in 2016, most expenses were made in 2017-2019 as planned, with an underspending in 2017 (78% of the budget). Plan International requested to use the under expenditure of 46.582 euro for the 2020 programme<sup>16</sup>.

Actual expenditures in 2020 were not known by the time of this evaluation.

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<sup>12</sup> Women and Girls for Change 2020 programme modification request

<sup>13</sup> Ministry of Foreign Affairs no cost extension letter dd 28 november 2019

<sup>14</sup> WG4C Proposal 2020

<sup>15</sup> WG4C Annual Narrative and financial progress report 2019

<sup>16</sup> Ibid

## 4. Findings and analysis

### Effectiveness

This chapter presents key outcomes that were harvested by the partners, and then analysed with regard to the contribution of the programme and the significance of the outcomes in relation to the programmes' objectives. Many outcomes could be clustered with similar outcomes harvested in other areas.

### Pathway 1- Protection

Main activities<sup>17</sup> have been:

- Training and mentoring of 41 community based Psychosocial Focal Points (PFPs) (46% female); the development and distribution of community referral systems in 13 communities; training of 8 supervisors on supervision and mentorship skills in 2020.
- Capacity building of 694 (32% female) members of 30 ABC courts in the three project areas; Plan International developed and distributed a pocket guide in 2020.
- Community mobilization activities such as community dialogues, radio messaging and distribution of materials in 16 communities reaching 24 thousand community members.

Under this pathway, two clusters of outcomes are identified:

#### **Traditional (ABC) courts include more women as members**

In 2018, **the Nyang chairperson of the ABC courts ensured two women are included into the court**, which previously consisted of only men. This happened after he participated in a training by AMA in June 2018 which included the 35% quota for women representation.

The female court members in Nyang have similar positions as the men and participate actively. Women members of the court in Ganyliel and Nyang indicated that their participation was very positively received and their perspectives were usually acknowledged and respected<sup>18</sup>.

The inclusion of women is also reported to have happened at other courts: in Ganyliel, Payinjar, Nyal, Yiról West, Nimule and Torit; but for none of these courts, baseline information is available. At the time of the evaluation it is unknown how many of the 30 courts that the programme intended to work with, have included women.

<sup>17</sup> Numbers are based on annual reports 2017, 2018, 2019 from the Alliance. For 2020 was only a first draft report available at the time of the evaluation. Final achieved results reported in the final report may vary from this evaluation.

<sup>18</sup> Portals 2 Peace evaluation report 2019

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The inclusion of women, together with the creation of referral pathways and capacity development of court members, is assumed to contribute to the short term objective (1.2) traditional courts are gender sensitive and better functioning. The Annual Reports (2018, 2019 and 2020) claim that more gender related cases are being brought to court. There is no evidence for this, as the programme did not monitor such data and the draft evaluation team did not verify this either. In fact, the opposite - a reduction of GBV case reporting - was reported by Chief Charles Abele from Anzara.

### **Community based caregivers (PFPs) manage and refer GBV and psychosocial cases**

41 **community based psychosocial caregivers** (referred to as Psychosocial Focal Points - PFPs) (46% female) in 12 communities in all project locations, **manage and refer GBV and psychosocial cases**. They are able to respond to cases of domestic violence and are better able to deal with people affected by psycho-social problems such as with alcoholics. The trained PFPs work closely with the traditional court leaders. Since 2019 service maps and referral pathways are available that assist in referral of cases.

Information about the effectiveness of these PFPs is scattered. The PFPs handled 111 cases but it is unknown how many cases are handled effectively or what the recipients' appreciation is.

The contribution of the programme is high: HealthNet TPO trained and supervised the PFPs who were themselves selected by the partners Plan, AMA and EWO; and the majority were staff.

The interventions of the programme have thus clearly contributed to achieving the short term objectives (1.3) Community members have improved knowledge of mental health distress and available psychosocial services (PSS) and knowledge on available legal protection services as well as (1.1) Community based (psychosocial) support mechanism is established for women and girls; in the 12 communities. These short term objectives are under control of the programme and could be considered outputs.

Ultimately, the two outcome clusters are assumed to lead to women and girls having access to the right services (medium term objective 1.B). The programme assumed working with customary justice systems, which are often the only means for accessing justice in South Sudan but are often reinforcing harmful gender norms/ traditional practices, and engaging their representatives is necessary to foster better access to justice for women and girls (4). This statement cannot be evidenced with quantitative or qualitative data, such as the number of women and girls having accessed services, or any qualitative assessment of the effect of this access, a socioeconomic analysis of the women and girls who access services and their needs. The same holds for medium term objective 1.A: women and girls are less vulnerable. The assumption (2) that appropriate mental health and psychosocial support will help affected women and girls to build resilience and participate fully to community life is plausible but cannot be validated.

## Pathway 2- Enabling environment

Main activities have been:

- training and engaging 120 (50% girls) youth from 3 schools (senior 1 and 2 classes) as “Champions of Change”,
- training of 80 local leaders and gatekeepers (unknown gender balance) and 970 (42% women) community members on gender equality;
- training and mentoring 940 women leaders on gender, leadership and advocacy skills;
- community mobilization activities such as community dialogues, radio messaging and distribution of materials in 12 communities.
- AMA engaged schools and ensured girls participation in sports for awareness raising.

Four clusters of outcomes are identified:

### Male leaders publicly state their support of women’s protection

Several outcomes have been harvested by the partners that indicate public support from male community leaders:

- The **Boma chief of Anzara** speaks several times publicly about GBV and commits to promote gender equality in 2019. The Chief reported six cases of violence against women and girls in his Boma.
- The **Town Clerk for Nimule** publically condemns sexual violence against women and stated that rape in South Sudan is punishable up to 14 years imprisonment, during a speech he made in 2019. The outcome seems limited to a singular statement.
- A **male community leader in Ganyiel** acknowledged that marrying too many wives is a burden. This outcome happened in a PFP supervision meeting and there is no information on any follow up.
- An influential **youth member of Torit State** started to influence youth to advocate for the rights of women. This outcome reported by EWO could not be verified.
- A **Chief and youth leader from Torit** started to work against negative behavior towards women among people in the community. This outcome reported by EWO could not be verified.
- Lastly, the **Minister of Gender** vowed to fight gender based violence on Yirrol Community Radio. There is no information on any follow up in terms of policies or actions by this Ministry.

The programme likely contributed to the first three outcomes as all these actors participated actively in activities.

The harvested outcomes are limited to what people say they will do and not what they actually do to protect women and girls. Only the boma Chief from Anzara has acted upon his statements. Another

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observation is that the statements are focused on women's protection and not on their role in peacebuilding.

The outcomes are signs of short term objectives (2.2) key local actors are gender aware and more committed to women and girl protection, gender equality and women's and girls' role in sustainable peacebuilding. The local actors are male chiefs and youth leaders: influential figures and "gate keepers" in their community.

Not all chiefs are yet convinced about gender equality. The Chief of the B court in Torit, although it has been reported that he involves more women in the court, in an interview showed resistance to include women and to pass a gender sensitive judgement, both based on patriarchal beliefs.

The outcomes are limited to individuals who change and do not indicate institutional change (such as: new policies in place, a change in institutional direction) or broad change in the community. This may have happened; and it would be very relevant to monitor broad changes in attitudes and practices of men and boys (for example by ways of sampling before and after intervention, organising annual FGDs with sampled community members).

### **Individual youth increase capacity as leaders and advocates**

**A girl in Fulla secondary school became the Champions of Change (CoC) chairperson for girls,** gave two speeches and was elected as assistant head girl of the school in 2018. A similar outcome happened, for example a boy at the same school promoted gender equality at the school, on 4 September 2019.

The CoC programme is implemented by Plan International staff who facilitate weekly sessions and provide materials to the children, and the particular girl participated in all activities. There is most probably a high contribution from the programme.

These outcomes are examples of what participating in the CoC programme can do with individual beneficiaries, but there is no information available about other girls and boys who may not have changed. The outcome is too incidental to provide evidence regarding the achievement of the short term objective (2.1) Women, men and youth have increased capacity to act as agents of change.

The outcome is followed up by:

### **Youth create a space to voice issues**

By the end of 2019, the **Champions of Change created the Children's and Young People's Parliament (CYPP)**. In the CYPP, issues such as online sexual harassment, covid, early and forced marriage, are discussed that are important to the youth and girls taking up leading roles. The members use the platform to voice their concerns to the community; some of the debates were aired and listeners responded actively.

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The contribution from the programme is very high: the group organized themselves in the CYPP with support of Plan International, are mentored by the programme, receive communication materials and other support. The school does not facilitate the CYPP. The CYPP hopes that Plan International can support them with a meeting space but otherwise are confident that they will continue by themselves.

A similar outcome has not happened in the other areas: although AMA started to work with youth in schools as well, their approach was very different.

The two outcomes related to the CoC indicate that the short term objective (2.1) Women, men and youth have increased capacity to act as agents of change is achieved for the active CoCs of these 3 schools.

The empowerment of girls and boys is valuable as an outcome in itself and does not necessarily create an enabling environment for gender equality, as the youth are not gatekeepers with power to affect decision makers in the community.

#### **Women's groups increase their capacity to address GBV**

Alezoka Women group is a local women's CBO from Nimule that started out as a self help group with the primary objective to improve the livelihoods of women, mostly through their VSLA. In 2017, **Alezoka started to integrate attention to GBV and gender equality in their group and in their economic activities**. The group now conducts small community awareness activities, assists women in need and refers GBV cases to the relevant authorities.

A similar outcome happened with Kokura, another women's group in another Boma. The contribution of the programme is high: both groups were trained and mentored from 2017-2019 by Plan International.

The outcome provides evidence for the achievement of the short term objective 2.1 Women, men and youth have increased capacity to act as agents of change; leading to women and girls are empowered to claim their rights (which appears in the ToC drawing under pathway 2 but not in the M&E framework).

The activities with Kokura and Alezoka Women group are followed up by the outcome: women's groups have increased capacity to advocate for participation in peacebuilding described under pathway 3.

Of these four outcomes clusters, only the first one is an indication that a more enabling environment is created, as men and boys (male leaders) advance gender equality (medium term objective 2 B). The inclusion of women at Nyang and Torit courts (reported under pathway one),

happened because of deliberate action from (male) gatekeepers. These findings confirm the assumption that to transform gender norms successfully, new ideas need to be endorsed/supported by influential decision makers and key local actors (5). This is however one step and not sufficient to change gender norms.

The assumptions were that local women's rights organisations can challenge the power relations underpinning gender inequality (7) and that when adolescent girls and boys have improved knowledge concerning their rights, and have the skills to lobby for it, they want to organise themselves to influence others (8). These assumptions are all valid, but the outcomes are related to the empowerment of girls, boys, and women and do not necessarily contribute to an enabling environment for gender equality. The harvested outcomes are relevant though, since empowered women and girls indeed are better able to participate in decision making, they are more resilient and less vulnerable and through their actions, challenge the status quo.

### Pathway 3- Meaningfully participation in peacebuilding

Main activities have been:

- training of 102 participants of (unknown number) 1325 advocacy groups on lobbying on UNSCR 1325; mentoring of 3 Women associations (Women Vision Network in Nimule; Alezoka Women group in Nimule; Beam of Hope Women's association in Ganyiel) on organizational skills (55 planned);
- two Annual Women's Gatherings on the UNSCR 1325 (in 2019 and 2020);
- training and mentoring 9 peace committees to become gender sensitive; organize community forums and community dialogues.
- In 2020, AMA organized a workshop with women parliamentarians for the implementation of 35% quota.

Three outcome clusters were harvested that indicate progress with regard to women's meaningful engagement in peacebuilding processes:

#### **Women's groups advocate for inclusive peacebuilding**

At the start of 2020, **women in Pageri form the Vision Women advocacy Network** that aims to promote the inclusion of women in peacebuilding as well as livelihood improvement.

Members of Kokura and Alezoka women's group are part of this Network. The contribution of Plan International to the creation and continuation of the Network is very high: it is composed of gender advocates trained by Plan International and was formed during a training by Plan International. Plan International provided mentorship and meeting space for the group in 2020. The group is not (yet) ready to be completely on their own.

A similar outcome happened in Ganyiel, Former Lakes State:

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Mid 2018, **fifteen women from Beam of Hope in Ganyiel, formed an advocacy group** to promote gender equality and participate in peace building decision making and any other committees in the community. This is the first advocacy group of women in the community.

The contribution of AMA is very high: AMA was directly involved in the formation of Beam of Hope and continued to support the group. These activities were done under the Portals 2 Peace project. Out of this group, 15 women were selected by AMA to lead the advocacy work. Since Beam of Hope has established itself in the community, and is able to generate income, it is expected that the organisation will continue.

The outcomes happened in two different States and provide sufficient evidence for the achievement of the short term objective 3.1 Civil society undertakes lobby and advocacy to support implementation of UNSCR 1325. The planned activity was to mentor 55 women's associations on organizational skills (3.2.2) aiming at 20 CSOs. The coalition partners ended up supporting less organizations than planned but appeared to have done more and actually created two women's organisations who are now capable of advocating for gender equality, protection and peace building.

The outcomes support the assumption that through increased skills and rights awareness, people will take action to change their social environment (9) - although more is needed than skills and awareness.

### **Women contribute meaningfully in peace committees**

On the 14th November 2018, **the peace committee in Nyang (Yirol) saved a cattle raiding suspect from being killed** and thereby avoided inter-community conflict. The deputy chairwoman of the committee played a significant role in this interference. Although the outcome describes one incident; it is observed that the gender-inclusive peace committees effectively address intra-ethnic revenge killings and women's participation is accepted and meaningful.

Between 2016 and 2018, women's representation in all nine peace committees in Yirol has increased from 0% to 35%<sup>19</sup>. The border peace committees have also started to include women.

The contribution of AMA is high: AMA revitalized the Peace Committees that were formed in the Wunlit Peace process and built their capacities under the other PAX/AMA project, Portals 2 Peace. The WG4C project specifically added gender sensitization activities: AMA trained and mentored the peace committees in gender sensitivity and organised monthly women forums). AMA insisted on 25 – 35% women participation in the peace committees and has been encouraged by the quota for women's representation agreed under the R-ARCSS.

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<sup>19</sup> Portals to Peace evaluation

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A second and related outcome happened in the same period:

### **Women meaningfully contribute to peace conference**

Two peace conferences to resolve the issue of cattle raiding resulted in the signing of a Communal Peace and Trade Agreement in September 2018 in Yirol. During the first conference in May 2018, in Ganyiel, women were present but they did not meaningfully contribute and were sitting at the back. The second conference, in August 2018 in Yirol, greatly improved: a separate one-day meeting was conducted with **women-only to set their priorities for the general conference**. Women presented their demands in the general meeting and were taken seriously. The key difference was to create a women's only preparatory meeting space.

The organisation of the peace conferences falls under AMA's P2P programme. The improvement of the second conference can be contributed to the WG4C programme and PAX' gender team intervention; and of course the women themselves who complained about their lack of involvement to PAX and the 35% quota.

The three outcome clusters imply that the programme has contributed to the meaningful participation of women in peacebuilding. Existing, community based peacebuilding mechanisms - conferences and committees - are becoming more gender sensitive (short term objective 3.3) although this may not yet be fully institutionalized and is limited to one project area. The WG4C programme furthermore created women's organizations that advocate for women's participation in peace building.

The 10th assumption, implementation of laws and policies requires citizen's influence and oversight in the form of appropriate organization and capacities of civil society was not relevant.

### **Challenges and issues that influenced effectiveness**

The programme has been highly affected by the conflict in-country, especially with regards to the inaccessibility of project areas due to security concerns. Civic space in South Sudan is extremely limited which restricted the work of the national NGOs. Due to conflict and insecurity, the first annual women's gathering only occurred in May 2019.

The measures to curb the COVID-19 outbreak affected the implementation of many activities and activities were delayed (such as the Annual Women's Gathering and supervision training). New approaches to reach out to target groups were used as well such as smaller gatherings and radio messaging. Nevertheless, COVID-19 related restrictions in movement and interactions hugely impact the work and peacebuilding efforts.

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Conflict and restrictions in civic space were to be expected; the COVID-19 outbreak was the most unexpected challenge for the programme. Despite these challenges, each implementing partner continued to follow the intended methodology and implemented activities according to planning – with some exceptions and some delays.

The R-ARCSS and its 35% quota for women representation created an opportunity to promote female leadership through the WG4C programme.

## Working in a consortium

The WG4C program has been developed by organisations that were already working for some years in South Sudan, and who had existing separate programs, with different approaches and working in quite different contexts. Decisions were often taken by the lead partner which led to some frustration as local partners had to follow up on those decisions.

Participation in the WG4C programme has been particularly effective for AMA. It has helped to make existing peacebuilding initiatives by AMA more gender sensitive and more effective. The contribution seems to be coming more from the availability of funding and training by PAX and some motivated staff that needed the legitimacy, than from specific coalition partners. AMA has also integrated psychosocial support, working with ABC courts and with youth and at schools as an important element of their work.

PAX and AMA would contribute specifically their expertise on peacebuilding, lobby and advocacy and mainstreaming of gender in their conflict prevention and peacebuilding programs<sup>20</sup>. The two organisations clearly contributed to outcomes in the third pathway, which is focused on women's and girls' participation in peacebuilding. There are no indications that they influenced the other partners or increased their capacity to do the same.

For HealthNet TPO, the collaboration with the partners has been crucial to get access to communities. Many of the PFPs were staff of the partner organizations and the organizations have therefore all benefited from the increased skills of staff. HealthNet TPO staff feels they have been giving mostly.

Aside from the benefits Plan International South Sudan gained from the psychosocial support skills, the programme may not have affected much of the organization and its functioning; the same holds for PAX in the Netherlands. Plan International provided institutional support to STAD on finance and bookkeeping, and to all partners on IATI and outcome harvesting, and did most of the coordinating work.

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<sup>20</sup> WG4C proposal 2016-2019

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The specific contribution of STAD and EWO is less clear to the evaluator. Some of the specific activities planned to be implemented by STAD and EWO; the Annual Women's Gathering and supporting the NAP 1325 group, were heavily affected by the contextual challenges.

The relationship between STAD/EWO and the other partners was never at an equal basis<sup>21</sup>. As a much smaller organisation, with mostly volunteers, STAD did not have the same capacity. Towards the end of the programme, communication between STAD/EWO and the other partners worsened.

Each partner worked in their own area and with their own method, except for HealthNet TPO who would interact closely with the other partners and selected staff members. Joint meetings and training sessions were not consistently organised and attended. Reflection and exchange was not built in the programme and not budgeted for; and did not appear in the consolidated annual reports.

## Efficiency

### Implementation within the agreed time and budget

The expenditures of the 2016-2019 programme were generally according to the budget. For the first pathway, expenses were slightly higher than planned and for the third pathway it was lower than planned. This correlates with certain activities under this pathway that could not be implemented (the Annual Women's Gathering for example). For 2020, no conclusion can be made as a report has not been shared. For 2016-2019 the actual implementation could be compared with the planned activities.

With regard to pathway 1, out of the 5 activities, 4 were implemented according to planning. Community mobilization, an activity implemented under pathways one and two, was implemented in more communities (16 and 22) than planned (11 and 12) but reaching less community members (24 thousand and 28 thousand) than planned (45 thousand for both). It is unknown how these community members are counted.

With regard to pathway 2, six activities were planned. The programme trained more women leaders (940) and community members (970) than planned (256 and 561 respectively) but less local leaders and gatekeepers (80) than planned (120). The planned number of Champions of Change were trained.

For the third pathway, which had nine activities, three were implemented as planned, three activities engaged more people than planned and three did not meet the planning (notably the Annual Women's Gathering and mentoring of Women associations (3 instead of 55).

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<sup>21</sup> Ministry of Foreign Affairs in evaluation inception report 2020, annex A

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This comparison could not be made for 2020 since there were only reports from partners available that did not all follow the M&E framework. Based on the narratives, it seems that most activities could be implemented as planned, though with some delay due to COVID-19.

It can therefore be concluded that, generally speaking, the programme implemented the activities according to planning and within the agreed timeframe and budget.

There are nevertheless indications from partners that the budget was not sufficient. In various interviews implementing partners made it clear that there are problems related to a necessary follow up or maintenance of the program and there is no budget left.

The coordination costs show a 42% over-expenditure in 2018 and has proven more intense than originally planned for.

Some interventions are not very cost effective: supervision by HealthNet TPO is considered expensive since the supervisors need to fly in from Juba. In 2020, HealthNet TPO trained local supervisors that can take over this work.

## Changes in the context that influenced efficiency

Working in South Sudan is expensive (flights, rent, salary), the context of the past three years have not made operating in South Sudan less expensive<sup>22</sup>.

The project did not take into consideration the inflation and increased costs due to security restrictions. Therefore, in 2018, all partners face challenges with executing the activities within the agreed budget, which was solved through cost-saving and cost-sharing.

## Coordination and collaboration within a diverse consortium

There is an important efficiency gain of working in an Alliance. The trainings given by HealthNet TPO, being of high expert quality, could not have been realized without the presence of local staff of the other organisations in the areas of implementation of the project. Each partner added its own expertise to the project, and collaboration meant that the Alliance could target many different stakeholders and geographical areas.

The collaboration in the Alliance on the other hand tended to complicate procedures and increase communication challenges. The many communication layers (Netherlands – Juba – 3 project locations), multiplied by the four implementing partners who had their own ways of working,

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<sup>22</sup> P60 WG4C PAX Specifying evaluation questions

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presented a special challenge to efficiency with regard to planning, decision making, monitoring, reporting and coordination.

## Relevance

### Relevance to the peace process in South Sudan

The third pathway focuses completely on women's meaningful engagement in decision making in relation to peacebuilding; with a strong relation with interventions in the second pathway that aim to change attitudes and beliefs towards a more enabling environment.

The approaches were valuable and suitable: the gender-inclusive peace committees effectively address intra-ethnic revenge killings and women do not just participate in the committees and the conference but their perspectives are included. The outcomes are limited to the two locations and deserve to be deepened and scaled up. With regard to the women's (advocacy) organisations; their contribution to the ultimate goal of inclusive peacebuilding is not yet visible.

Interventions under the second pathway contributed to male chiefs and youth leaders promoting gender equality in public. Statements and acts by these leaders are assumed to be very relevant for inclusive peacebuilding, however, evidence has not been found to support this assumption. All harvested outcomes focus on the need for protection of women and not on gender equality in peacebuilding.

The empowerment of girls and boys (the Champions of Change) is valuable as an outcome in itself but does not contribute much to inclusive peacebuilding, as these youth are hardly considered to be gatekeepers with power to affect decision makers in the community. The CYPP so far has focused mostly on girls' protection issues and not specifically on peacebuilding.

### Relevance to beneficiaries' needs and priorities

The programme aimed to achieve lasting changes in the lives of women and (adolescent) girls. These are quite broad beneficiary groups. The WG4C 2016-2019 programme proposal includes a Gender Sensitive Context, Actors and Conflict Analysis which briefly describes women and (adolescent) girls primarily as victims and passive agents.

The programme lacks an intersectional analysis that would have enabled a more specific understanding of women and girls from different socio-economic backgrounds, and positions in terms of power. Gender minorities "are mentioned once in the proposal 2016-2019; and "rather theoretical and not applied to local context, neither to the project interventions"<sup>23</sup>. Certain target

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<sup>23</sup> approval letter MoFa

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groups, such as youth, IDPs and returning refugees are mentioned, but without intersectional analysis.

The programme planned to do an updated participatory, localised gender sensitive conflict, actors and context analysis, involving all partners, as part of the inception phase which was later changed into a joint baseline study, which unfortunately was never finalized.

AMA did ensure that the perspectives of the beneficiaries were included in programme design. EWO used a similar approach in Torit, on a more limited scale. Plan International's approach was less clear to the evaluator. HealthNet TPO engages the PFPs in planning and adapts the training design to their needs and capacities. HealthNet TPO, nor the other partners, have a strategy to engage the recipients of the psychosocial support, the women and girls in distress, and to understand their needs.

Nevertheless, the programme did implement activities that responded to women's and girls needs:

- The PFPs handled (111) cases with a focus on women and girls affected by violence. The programme only caters for psychosocial support and not financial or business support - a direct need of many of these women according to interviews held.
- Some members of women's CBO's in Nimule (Alezoka and Kokura) themselves experience domestic violence. Therefore, the acquired skills are very relevant for these groups and their constituency. These groups may also be better able to cater for the direct financial needs of survivors.
- According to CYPP members, girls are increasingly staying in school, although during the lockdown in 2020, there was an increase of early marriage and pregnancy. The supplementary feeding programs helped girls also to stay at school. Girls are still challenged by lack of sanitary wear.
- Women requested specifically to be included in the peace conference. The peace committees are not yet inclusive with regard to youth and IDPs, especially female youth and female IDPs.

### Ability to adapt to changing context and needs

The coalition partners have been able to adapt to contextual challenges, notably conflicts, floods, and COVID-19. The partner organizations are used to working in the challenging context of South Sudan and are able to cope with changes. They also collaborate closely with other NGOs in their areas, such as in the protection clusters.

The Theory of Change was not aligned to new developments and the PM&E framework did not facilitate flexible planning and monitoring.

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## Sustainability

### Continuation of the benefits of the project after closure

As a general remark, the type of interventions and expected outcomes such as behavioral and attitude change require long term follow up and adequate budget. The extension year 2020 was supposed to strengthen sustainability of the achievements.

Alezoka and Kokura Women Groups continue with their advocacy work, partly through the Vision Women Advocacy Network. Vision Women Advocacy Network is not (yet) ready to be completely on their own but Beam of Hope, which manages to create income, is expected to be able to continue.

The engagement with youth at the schools in Nimule school is at this point not expected to continue without the project's intervention. Fulla secondary school has not embedded the curriculum in its system, and the teachers are not trained or engaged. The Children and Young People's Parliament is not facilitated by the school either and although the creation of the Parliament by the youth, in itself is a sign of sustainability and institutionalization, its effectiveness will still depend on Plan' support. AMA works with Ganyiel primary school, and trained teachers and headmasters in peacebuilding, gender and GBV, which is a more sustainable approach.

The Alliance worked with existing institutions such as the ABC courts and the peace committees and aimed to increase their gender sensitivity. These institutions have increased the number of women which is expected to remain and hopefully will be a good starting point to further transform these institutions.

Women's participation in peace conferences may not yet have become institutionalized; it is quite common to see setbacks in this area and women's meaningful participation needs constant attention and a strong local women's movement.

With regard to protection services, service maps and referral pathways have been disseminated to stakeholders including court members and will remain useful to the communities. Also, a gender desk has been created at the police station in Nimule which is able to handle GBV cases. Work still remains to be done to further institutionalize the achievements in the courts.

The programme intended to increase sustainability of the work with the PFPs in 2020. Due to COVID, the supervisor training was moved to September and a lot of mentoring was done remotely. Out of the four trained supervisors at Plan International, who were trained in September, only one is left as a staff member. The manual is not yet finalized. Not all PFPs are fully retained but all of them are based in the community, and are assumed to still use their skills and refer cases, but this may be

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more incidental. Partner organizations have benefited from the increased skills of staff and have institutionalised this at least partly.

The most important sustainability measure is the new five year program on Women, Peace and Security: Leaders of Peace, in which sustainability should be part of the design from the start and should allow the institutionalization and scaling up of the achievements.

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## 5. Lessons learned

### **Realistic planning**

The programme had very ambitious goals combining different aspects of the WPS agenda (access to protection services, male engagement, women's and girls empowerment and meaningful inclusion in peacebuilding), in three locations, by four different partners in-country and in only four years time. Partners mention several times that the budget was not sufficient. This could also be prevented by less ambitious planning.

### **Partnership**

The consortium consists of partners who are supposedly equal to one another, with one taking the lead. In practice, the organisations were not equal and do not have the same capacities to participate in such a consortium. The tasks were unevenly shared. The follow up programme Leaders of Peace 2021-2025 is expected to have a stronger collaboration and leadership from South Sudan<sup>24</sup>.

### **Learning**

Working in a diverse partnership in an Alliance brings new perspectives and methods, partners are encouraged to apply other approaches and work with new target groups. These effects would have been greater with more attention to sharing, learning and reflection, amongst others by organising meetings specifically for that purpose.

### **Selection of beneficiaries and participants**

AMA effectively included beneficiaries in planning and design and ensured that their needs and perspectives were considered. Their methods can be adopted by the partners. In some regions, like Nimule, collaboration can be sought with the various different organisations that provide humanitarian assistance in the communities.

### **Monitoring**

The M&E framework seems more aimed at accountability and much less at learning and adapting. Also the Theory of Change became a fixed framework without much reflection on why change happens (or not). The planned baseline study never produced a useful report. The partners nevertheless could have collected some relevant data themselves (such as, women's participation in the institutions the programme intended to work with) or through local partners. The formulation of outcome indicators may have helped to increase understanding of the envisaged change for example: how to measure gender sensitive courts?

The ToC identifies short term objectives (outputs) and medium term objectives (outcomes). Usually, outputs are formulated as deliverables that fall within the sphere of control and can be monitored

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<sup>24</sup> Consortium meeting november 2020

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by the programme. Outcomes are within the sphere of influence and what we are most interested in: changes in the behavior, relationships, actions, activities, policies, or practices of an individual, group, community, organization, or institution.

Some of the planned short term objectives (outputs) are not within the sphere of control and not all of them could be verified (for example, better functioning and gender sensitive courts) by the programme itself, and neither by the evaluation. Neither could all the medium term objectives (outcomes) be verified. To measure results such as increased access to services; or change in attitudes and beliefs, a baseline study is quite crucial; as well as other methods to triangulate reported outcomes (for instance, FGDs and interviews with a randomized sample of the target groups).

### **Outcome Harvesting**

Outcome based methodologies - like Outcome Harvesting - are very suitable for projects focusing on gender equality, as these projects aim to bring about complex changes in areas of resource distribution and power relationships. A single training, towards the end of the programme, not involving all relevant staff, is clearly not sufficient to make full use of the potential of Outcome Harvesting. The methodology was not applied fully, and the majority of outcomes were focused on short term outcomes (outputs) and on individual changes. The outcomes were not jointly analysed to understand the contribution to the planned objectives.

### **Sustainability**

Sustainability was a bit of an afterthought that received more attention in 2020 and in the follow up (Leaders Of Peace) programme. When creating institutions such as women's CBOs, it is important to be clear from the start that the programme will not forever support them, and mentor these organizations towards (financial) independence such as Beam of Hope. When working with existing institutions such as schools, the programme needs to be integrated into the regular work.

### **Intersectionality**

The programme lacked an intersectional analysis that would have enabled a more specific understanding of women and girls from different socio-economic backgrounds, and positions in terms of power.

### **Gender transformation**

The Alliance aims towards gender transformative change. Gender transformation is not clearly defined by the programme, but is usually understood as a structural change in power relations and norms towards gender equality and the empowerment of groups marginalised based on gender. In relation to gender, peace and security, a transformative approach implies going beyond the protection of women and girls, and really affecting the gender norms, patriarchal systems and power relations that are at the roots of gender inequality and conflict.

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Men and boys have been actively engaged by the programme. However, their expressed interest is often more on the need for protection of women. The project participants have not yet embraced a transformation of norms and values - which is a long process that needs to be embedded in and owned by the community itself.

## 6. Conclusions

### Effectiveness

*1. What observable changes can be identified relating to the three different programme objectives, and how did WG4C contribute to these changes?*

The programme has contributed to some important outcomes, notably the establishment of community based support systems and a network of caregivers; boys and girls have increased capacity to voice their concerns; women's CBOs have increased capacity to address GBV in the community and to advocate for participation in peacebuilding; and the meaningful participation of women in local peacebuilding mechanisms. The inclusive peacebuilding interventions, the community based support systems and local caregivers; strengthening women's CBOs, are valuable and deserve to be scaled up. Outcomes have been achieved in all three pathways.

For the majority of medium term objectives, no evidence could be found that these have been achieved, or evidence is limited. This is largely due to ambitious planning and a lack of clear indicators / targets.

With regard to the short term objectives, all have been achieved at least partly. Only 1.1 and 1.3 can be considered fully achieved (green). The partially achieved objectives are limited in scope (2.1; 3.1; 3.2; 3.3: yellow); or evidence is incidental or insufficient (1.2; 2.2; 2.3: orange). Contribution of the partners is high for most of these objectives (1.1; 1.3; 2.1; 3.1; 3.2; 3.3) or partial (1.2; 2.2; 2.3). See table below for details:

<b>1: women and girls more resilient and better protected</b>	<b>Target 2016 - 2020</b>	<b>Actual results by 2020 (verified)</b>
1.A Women and girls are less vulnerable to physical and emotional harm	?	No evidence
1.B Women and girls have access to and use psychosocial and legal protection services	615 accessing PFPs, 415 receiving follow up support, 200 using traditional courts	People - 75 % female, age unknown - (less than planned) have accessed services through PFPs. No specification or further understanding possible.
1.1. Community based (psychosocial) support mechanism is established for women and girls	11 communities	Mechanisms have been established in 12 communities because of HNTPO support in collaboration with partners
1.2 Traditional courts are gender sensitive and better functioning	30 ABC courts	At least 7 traditional courts have included women (no baseline). There is no evidence that women's inclusion leads to more gender related cases brought to court; neither if traditional courts are more gender sensitive and better functioning. Partly contribution.

1.3 Community members have improved knowledge of mental health distress and available psychosocial services (PSS) and knowledge on available legal protection services.	402 community members in 11 communities	41 community care givers (PFPS) in 12 communities have knowledge because of HNTPO support. Unknown about other community members.
<b>2: Enabling Environment for promotion of gender equality</b>		
2 A. Attitudes and beliefs on SGBV and gender discrimination have changed	?	No evidence
2 B. Men and boys advance gender equality	22 communities	Some incidental cases are documented, not yet institutionalized
2 C. Women and girls are empowered and claim their rights		Achieved but limited in scope.
2.1 Women, men and youth have increased capacity to act as agents of change	8 communities	120 youth - 1 community - created a platform and 2 local women's groups increase their capacity to address GBV, high contribution Plan International. These outcomes are relevant but do not necessarily contribute to an enabling environment for gender equality.
2.2 Key local actors are gender aware and more committed to women and girl protection, gender equality and women's and girls' role in sustainable peacebuilding	11 communities	Some key local actors are gender aware and committed (6 cases are documented with partly contribution) - not all act upon their stated support
2.3 Community members have improved knowledge about human rights and gender equality	11 communities	Aside from 6 male leaders - unknown if the general community members improved knowledge
<b>3: Women and Girls meaningful engaged in local decision making related to peacebuilding and conflict prevention and resolution.</b>		
3 A. Women and girls have access to decision making fora	11 communities	Women - not girls - have accessed peace committees in 9 communities in Yirol and Ganyiel
3.B. Local actors are supportive of women participation in conflict prevention and peacebuilding	11 communities	In Ganyiel and Yirol local leaders have shown support
3 C. Women leaders show leadership in peacebuilding	94 women	Some evidence but limited scope
3.1 Civil society undertakes lobby and advocacy to support implementation of UNSCR 1325	20 CSOs	2 womens advocacy groups are created that undertake lobby (less than planned); high

		contribution Plan and PAX
3.2 1325 Advocacy Group: women, men and youth leaders have increased skills for lobby and advocacy	20 CSOs	2 womens advocacy groups have increased skills (less than planned); both trained and mentored by Plan and PAX
3.3 Peacebuilding mechanisms are gender sensitive and better functioning	11 communities, 4 mechanisms meetings	2 mechanisms (9 peace committees and peace conference) are more gender sensitive (women - not girls - participate meaningfully) although this may not yet be fully institutionalized and is limited to one project area. PAX contribution high.

Most of the key assumptions could not be validated. This is partly because they refer to changes at the level of medium-term objectives; at this level there is little evidence regarding the achievement of these objectives. A list of the key assumptions and their validation is added as Annex G.

*What (context specific) challenges and issues have influenced programme achievements and expected outcomes, and how has the consortium handled these challenges?*

The coalition partners have been able to adapt to contextual challenges, notably conflicts, floods, and COVID-19. The R-ARCSS and its 35% quota for women representation created an opportunity to promote female leadership through the WG4C programme.

*Has the work in a consortium, with different organisations, contributed to the effectiveness of the program?*

Each of the partners brought in specific expertise which was, to some extent, adopted by others in the coalition. Reflection and exchange was not built in the programme and not budgeted for, and did not happen sufficiently. Therefore, the coalition did not make optimal use of the diversity and projects remain a bit separated. The consortium partners were not equal and did not have the same capacities to participate in such a consortium.

### **Efficiency**

*To what extent have changes in the context (e.g. security wise) influenced the cost-efficiency of the programme?*

Generally speaking, during 2017-2019, the programme implemented the activities according to planning and within the agreed timeframe and budget. The budget was however tight and cost savings had to be made.

*What can be concluded on the costs versus benefits of coordination and collaboration within a diverse consortium?*

The collaboration in the Alliance has led to some efficiency gains but mostly tended to complicate procedures and increase communication challenges.

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## Relevance

*To what extent were the interventions and the approaches with a special focus on women and girls as driver of change- suitable and valuable for the peace process in South Sudan?*

The approaches with regard to women's meaningful engagement in decision making in relation to peacebuilding were valuable and suitable.

*To what extent did the intervention objectives and activities respond to beneficiaries needs and priorities?*

There was no programmatic or shared approach to include beneficiaries in design and monitoring and the needs of specific target groups are not documented. The programme implemented activities that responded to at least some of women's and girls needs - but it is unknown which women and girls may have been left out or which needs may not have been responded to, for instance the need for direct financial assistance.

*Was the programme able to adapt to changing context/ changing needs?*

The coalition partners have been able to adapt to contextual challenges, notably conflicts, floods, and COVID-19.

## Sustainability

*What evidence exists to suggest that the benefits of the project will continue after project closure and contribute to long-lasting effects on the peace process in South Sudan?*

Sustainability was a bit of an afterthought that received more attention in 2020 and is built into the follow up programme. Many of the achievements - such as strengthened CBOs and Children and Young People's Parliament - still need support. Existing institutions such as the ABC courts and the peace committees have increased the number of women which is expected to remain and hopefully will be a good starting point to further transform these institutions.

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## 7. Recommendations

### Partnership

- At the start of developing a partnership, discuss possible power inequalities between partners (related to their differences in size, budgets, experience)
- Avoid that all accountability and other coordinating tasks be assigned to only one accountable partner. Each partner needs to be responsible for at least one piece of the coordinating tasks alongside its own work. For example: facilitating meetings; solving urgent problems and irregularities; preparing field visits of visitors; informing stakeholders; promoting the program in South Sudan; celebrating success; organizing staff training; etc.
- Organize reflection meetings between the partners to address challenges and support partners who have difficulties.

### Programme strategies and focus

- Maintain the focus on the fruitful combination of effective methodologies: strengthening grassroots women leaders and their organizations, establishing community based referral systems; strengthening women's participation in peace building structures at all levels.
- The engagement of girls and boys needs to be more linked to the overall objectives and strategies of the programme.
- The engagement with schools need to be institutionalized so that the schools, or authorities, can take over the programme after closure
- More focus on strengthening CBOs and enabling them to continue after project ending, including through access to funding.
- Take adequate provisions to improve the position of volunteers, especially those who work as PFPs, so to retain them
- Develop a plan to roll out and upscale successful activities.
- Ensure local PFPs supervisors are engaged from the beginning, develop training of trainers and supportive materials; a final report on the effects of the trainings, including quantitative information.

### Programme design

- Involve interested stakeholders at national and state level (education, health, the judiciary, university and women's networks) in the formulation of programmes, and assure that they get regular reports on activities and results of the program.
- Included beneficiaries in planning and design and ensure that their needs and perspectives are considered.
- Include sustainability as part of the design at the start of the programme

### Learning and sharing

- 
- Build in attention to sharing and reflection, amongst others by organising meetings specifically for that purpose.
  - organize exchange visits and monitoring visits at field level.
  - Document learning about the methodologies applied in the interventions, what works and what not.
  - The monitoring system should be used primarily for learning purposes

### **Monitoring**

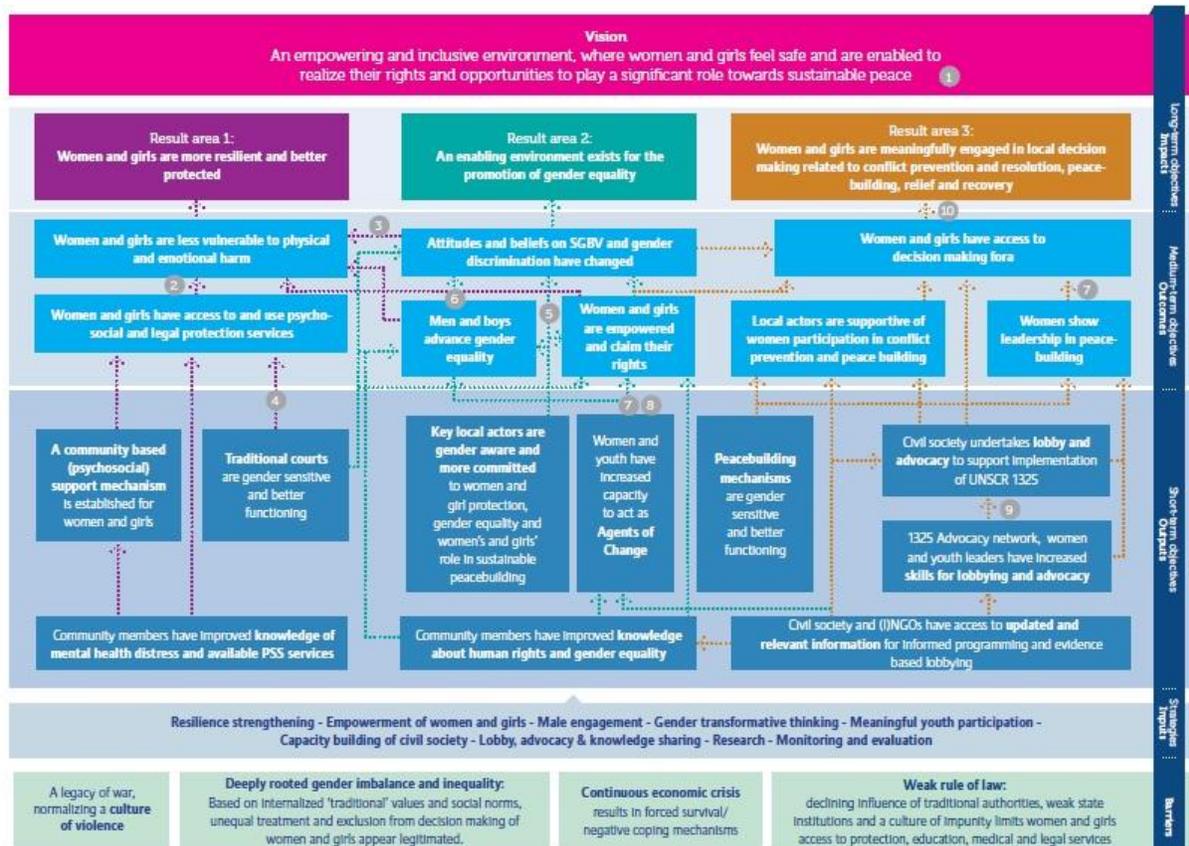
- The first principle to improve monitoring is realistic planning.
- Decide on specific relevant indicators that can relatively easily be collected by the partners throughout the programme and at the start (for instance: women's representation in institutions; GBV cases that are successfully referred and solved and cases that are not)
- Apply the Theory of Change as a learning tool and not as a straightjacket
- More and consistent training Outcome Harvesting and annual meetings to validate them and learn.
- Include beneficiaries in M&E. For example, annual FGDs with representatives from the different target groups to discuss progress and setbacks
- To measure results such as increased access to services; or change in attitudes and beliefs, a baseline study is quite crucial; as well as other methods to triangulate reported outcomes (for instance, FGDs and interviews with a randomized sample of the target groups).

### **Reporting**

- Agree with all partners on a reporting format - taking a bit distance from the house style of the lead partner.
- Reports should include learning and reflection
- The report (or a summary of it) could also be used to inform and engage other stakeholders in the country.

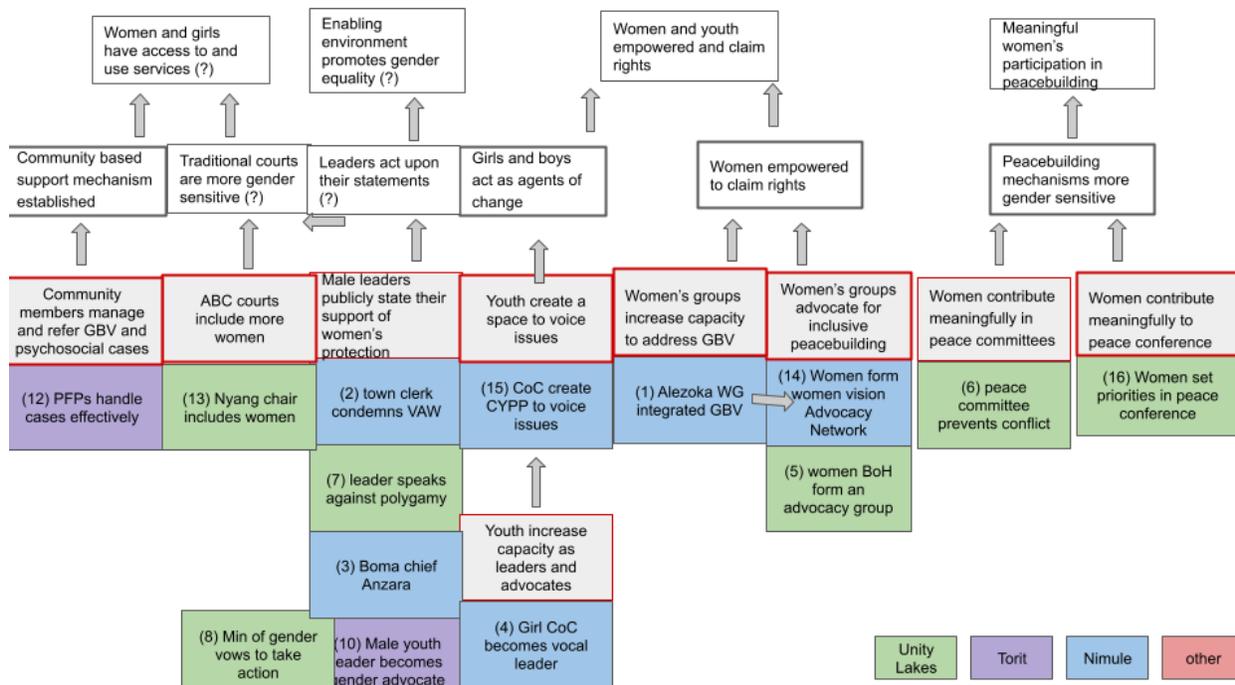
# Annexes

## A. Theory of Change



From: Guidance for WG4C Outcome Harvesting Analysis Meeting - March 2019.

## B. Outcome map



## C. Outcomes

Nr	Outcome <sup>25</sup>	Partner	Location	Pathway	Verification
12 (27-30)	The Psychosocial Focal Points (PFPs) in Torit, Nimule and Ganyiel manage and refer GBV and psychosocial cases.	Health Net TPO	Torit	1	Strong
13 (45)	The Nyang chairperson of the ABC courts ensured two women are included into the court, which previously consisted of only men.	PAX	Ganyiel / Yiroi	1	Medium
1 (9)	Alezoka Women group has integrated attention to GBV and gender equality in their economic activities and community awareness	Plan International	Nimule	2	Strong
2 (32)	The Town Clerk for Nimule publically condemns sexual violence against women and stated that rape in South Sudan is punishable up to 14 years imprisonment	Health Net TPO	Nimule	2	Weak
3 (13)	The Boma chief of Anzara speaks publicly about GBV and commits to promote gender equality	Plan International	Nimule	2	Medium
4 (12)	A female Champion Of Change becomes a vocal chairperson and assistant head girl of the school.	Plan International	Nimule	2	Medium
7 (35)	A male community leader in Ganyiel acknowledged that marrying too many wives is a burden and makes men abandon their wives and children.	Health Net TPO	Ganyiel / Yiroi	2	Not possible
8 (41)	The Minister of Gender vowed to fight gender based violence on Yiroi Community Radio.	PAX	Ganyiel / Yiroi	2	Weak
10 (20)	An influential youth member of Torit State changed his attitude to women's rights and started to influence youth to advocate for the rights of women.	STAD	Torit	2	Not possible
15	Champions of Change created the Children's and Young People's Parliament (CYPP) and use this platform to voice their issues and speak to authorities	Plan International	Nimule	2	Strong
5 (44)	Women from Beam of Hope in Ganyiel have formed an advocacy group to promote gender equality and women's participation in peace building and decision making. This is the first advocacy group of women in Ganyiel.	PAX	Ganyiel / Yiroi	3	Medium
6 (43)	The Nyang peace committee, with the active participation of women, intervened in a suspect killing and thereby prevented inter-community conflict.	PAX	Ganyiel / Yiroi	3	Medium
14	Women in Pageri form the Vision Women advocacy Network that aims to promote the inclusion of women in peacebuilding	Plan International	Nimule	3	Strong

<sup>25</sup>

All descriptions are here: <https://docs.google.com/document/d/1YgMwEvF1Rm2N8u67ADkl8qE6I25UrkoYDqpweEeEXEOc/edit?usp=sharing>

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	as well as livelihood improvement.				
16	The Yiroi Communal Peace and Trade Agreement was signed in 2018 with women setting their priorities	PAX	Ganyiel / Yiroi	3	Strong

## D. Documents

Women and Girls for Change, building sustainable peace and equity 2016-2019, 2016

Inception Report, 2017

Inception Report Annexes, 2017

Annual Plan and budget 2018, 2017

Annual Plan and budget 2019, 2018

Program Proposal for 2020, 2019

Leaders of Peace proposal 2020

UNDP, Peace, Security and Gender Based Violence in South Sudan, endline study, 2017

UNDP, Pocket Guide... to SGBV in South Sudan, Human Rights Division, 2017

MoFA, Multiannual Strategic Plan South Sudan, 2012-2016, 2011

MoFA, Multiannual Country Strategy 2019-2022, sheet only, 2018

MoFA, Field visit report, excerpt unofficial and confidential, Anneke Zwetsloot, march 2020

WG4CA, South Sudan Gender Sensitive Context Joy Mbaabu, Actors and conflict analysis, 2016

WG4CA, Reflection on criteria and risks, 2019

PAX, Portals 2 Peace Evaluation, Marvin Koop, Report January 2019

WO=MEN, NAPIV consultation themes participants, 2020

WG4CA, Annual narrative and financial progress report 2017, 2018

WG4CA, Annual narrative and financial progress report 2018, 2019

WG4CA Mid year report 2020

STAD/EWO, Narrative Reporting WG4C 2016-2018, 2019

STAD/EWO, EWO quarterly report WG4C 2019, 2019

PAX, Annual Report WG4C 2018, 2019, 2020

AMA, NAP 1325 report 2019 outcome harvesting, 2020

Plan International Annual Report 2020

HealthNet TPO Annual Report WG4C 2017, 2018

HealthNet TPO Annual Report WG4C 2018, 2019

HealthNet TPO Annual Report WG4C 2019, 2020

HealthNet TPO, Training WG4C Paulina Acosta, Oct 2018

HealthNet TPO, Supportive Supervision and Mentorship, Boniface Duku, April 2019

MoFA, Approval of Reports 2017 2018, Anneke Zwetsloot, March 2019

MoFA, Approval of Report 2018, Anneke Zwetsloot, August 2019

2014, World Bank, Outcome Based Learning field guide

2013, Outcome Harvesting, Wilson Grau and Heather Britt

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2015, WG4CA, Logframe and workplan per partner  
2016, PAX, PME Peace from Below  
2016, MoFA, Guidelines How to use the IATI Standard  
2017, WG4CA, WG4CA Consigned contract base line  
2017, WG4CA, Terms of Reference for a base line study, mid-term review and evaluation  
2017, Consultant, Confidential progress report  
2017, WG4C, Report baseline + feedback  
2018, WG4CA, Letter from Plan to consultant base line, confidential  
2018, PAX, memo on Monitoring  
2018, HealthNet TPO, Outcome Harvesting Analysis Meeting  
2019, WG4CA, Output Harvesting quantitative analysis  
2019, STAD/EWO, EWO Outcome Signs Logbook August  
2020, STAD/EWO, EWO Outcome Signs Logbook February  
2020, WG4CA, Outcome Harvesting list updated April 2020

2019, WG4CA, Annual Women Gathering, Affex Hotel Juba, May  
2019, STAD/AGA, Annual Women Gathering, comments by Amandru Stella Wawa, June  
2019, WG4CA, Mid Term meeting in Juba August, minutes  
2019, WG4CA, Exchange session WG4CA Juba, December

## E. Interviews

<b>Interviews Desk Study Evaluation WG4C<sup>26</sup></b>				
<b>date</b>	<b>code<sup>27</sup></b>	<b>Organisation, place, function</b>	<b>Person, name</b>	<b>Subjects</b>
April 8	AN	PLAN NL, coordinator consortium	Christel Mulder	Organisation of the evaluation
April 13	AN	Healthnet, NL, program coordinator	Tamara van der Putten	Main results Priorities evaluation (11 questions) Learning points Assumptions
April 16	BN	MoFa/DSO, Taskforce Women's Rights and Gender Equality	Anneke Zwetsloot	Landengroep Zuid Soedan Relevance of evaluation Value of TOC – what worked? Monitoring and indicators Added value of consortium Rapport van dienstreis in 2019
April 16	AN	PAX, NL, program coordinator	Pritha Bella	Main results Priorities evaluation (11 questions) Learning points Assumptions
April 17	AN	STAD NL, program coordinator	Florence Andrews	Main results Priorities evaluation (11 questions) Learning points Assumptions Organisation of the evaluation in Torit
April 20	SN2	WO=MEN, NAP 1325 coordinators	Karin de Jonge, Anne-Floor Dekker	Breach with STAD Monitoring and evaluation, IATI Added value of consortium
April 22	AN	PLAN NL, M&E officer	Mathilde Vandenbooren	Outcome harvesting
April 24	AN	PLAN NL, Chief International Programs	Joke Langbroek	Breach with STAD Safeguarding incident Relation to MoFA Monitoring and evaluation, IATI
April 27	AJ	PAX Juba, specialist gender and law	Elizabeth Atong	Geographical setting Organisation of the field visit Points of attention
April 27 Sep 15	AJ	PLAN Juba, coordinator Alliance Juba	Agnes Wajaras	Geographical setting Organisation of the field visit Points of attention
April 27	AJ	PLAN Nimule, coordinator office	Henry Drabuga	Geographical setting Organisation of the field visit

<sup>26</sup> Conducted by Joke Oranje and Rosien Herweijer

<sup>27</sup> Interviews with program staff is marked by an "A" for actors; interviews with chiefs and authorities are marked with an "S" for stakeholders; and interviews with volunteers, community members, CBO's are marked with a "P" for participants. Netherlands is marked by "N"; Juba by "J"; Nimule by "N"; Ganyiel by "G"; and Torit by "T". If it is a meeting with more than one person, the number of respondents is added.

				Points of attention
April 28	AJ2	Healthnet Juba, technical expert and coordinator	Nawaraj Upadhaya and Boniface Duku	Geographical setting Organisation of the field visit Points of attention Learning
April 28	AN	PLAN NL, program coordinator	Clare Lofthouse	Main results Priorities evaluation (11 questions) Learning points Assumptions
May 7	AN2	WG4C Alliance, Coordinator and M&E officer	Christel Mulder and Mathilde Vandenbooren	Draft report, preview
May 12	AN	WG4C Alliance, Coordinator	Christel Mulder	Feedback Desk Report Organisation of the field visit
Email	AT	EWO Torit, project coordinator	John Kubako	Organisation of the field visit
May	AN	STAD, director	Florence Andrews	Organisation of the field visit
Jun 25	AN	WG4C Alliance, Coordinator	Christel Mulder	Organisation of the field visit
Sep	AT	STAD, volunteer to organize program evaluation in Torit	Peter Onek	Organisation of the field visit

<b>Interviews Field Visit Evaluation WG4C</b>				
<b>Date</b>	<b>code</b>	<b>Organisation, function</b>	<b>name</b>	<b>Subjects</b>
Sep 23	AJ	PAX, program officer	Elizabeth Atong	Technical support to AMA Activities and targets Achievements Challenges Consortium assessment Breach with STAD Sustainability
Sep 28	AJ2	Plan International, coordinator Alliance in Juba and finance manager	Agnes Wajaras and Gitacha	Functioning of alliance Purpose of evaluation Criteria for selecting beneficiaries Project success in Nimule Challenges Nimule Annual Women's conference
Sep 30	AJ2	HealthNet, programme manager and country director	Boniface Duku and Jitendra Nath Panda	Positive Changes Challenges Sustainability
Sep 30	AJ2	Assistance Mission for Africa, executive director, coordinator	Reverend James and Laban Mutwiwa	Success histories Number of beneficiaries Synergies between partners Strengths and weaknesses sustainability, challenges
Oct 16	BJ2	RNE, policy officer gender	Night Roselyn Mikaya Gama, Charles Luganay Ronyo Jibi	efficiency, relevancy, effectiveness and sustainability of the project Involvement of the Embassy Challenges
Oct 19	SJ2	Min of General Education, Director	Ester Akumu Achire	Implementation of WG4C Relevance and impact Challenges Sustainability
Sep 21	PN	International Peace Day at	Charles Tarkou	Champions 4 Change

		Fulla Secondary High School, headmaster 150 participants, 15 Champions of Change		Objective, methodology Positive impact Challenges Policy adopted by the school to support girls
Sep 22	AN	PLAN-Nimule, Program Officer at Plan International Nimule, community mobilizer	Henry Draguba and Alice Kulabako	IDP camps in Melijo 1 and 2 Peer to peer meetings, Young Peoples Parliament, Support women groups, training gender advocates PFP referral pathways, ABC courts, Media outreach technical support from Juba office
Sep 22	PN6	Kokura Women's Group, team leader and song composer, members	Agnes Drate, Grace Asienzo, Natalina Asienzo, Achan Florence, Annet Asienzo, Grace Toruwa	CBO 35 members, 4 men PLAN advocacy training Vision Women Advocacy Success 2 radio programs priorities of the group
Sep 22	PN4	Psychosocial Focal Point Persons, all members	Joseph Nyizanyi, Betty Bayuwa Santos, Cecilia Aziku and Lilian Masudio	About the PFP Trainings of PI Achievements Methodology for SGBV Challenges
Sep 23	SN	Boma Chief Anzara, Committee Chiefs 4M 3F	Charles Abele	Training attended Awareness in churches and villages female chief now in Anzara Mobile courts Steward Women High turnover of court clerks institutional capacity mapping trainings and participants
Sep 24	SN9	Nimule Central Court, Deputy Chair of the Quarter Council, Chiefs, Women Representatives Malakia East, Youth Rep, Student reps, Loso Gordon Court Clerk	Kennedy Andruga, Geoffrey Mata Rose Abau, Asunta Kide Caroline Martin, Boji Kalisto, Lilian Achan, Topista Winnie, Lucy Amir and Mundua	Members of the council 9M 6F Achievements female chief Rose Abau Referral pathways Psychosocial training remains critical, institutionalization, synergies with other NGO's.
Oct 5	PG1 8	Beam of Hope, members	18 persons, names are recorded in list for transport payment	Facts about Ganyiel Appreciation Assessment to identify needs and priorities 120 women were mobilized Village loaning scheme Trainings attended Women's centre Trauma healing sessions Success of the project Challenges
Oct 6	PG7	Psychosocial team, headmaster Ganyiel Primary School, pupils group 8	Lino Kiir Par, Luka Galong Duop, Mary Naykuoth, Peter Buoy Malual, Sarah Nyajima, Peter Marol Maker, Elizabeth Nyalaath	Training of trauma healing and counselling Intergenerational dialogue 3-4 trainings every year forced marriages of both boys and girls Success of the project Disciplinary committee at school payam adopted SGBV policy Gum boots training modules for COC
Oct 6	SG5	Chiefs, Administrators Payam	John Baak Mabor, John Kuon, Gabriel Manyuon Juong, John Tong Chienche, Peter Macher	9 Peace Committees 2 peace conference in Ganyiel and Yirol signing of the Communal Peace 27 women in the 9 peace committees Lack of communication in Ganyiel Armed gangs and robbers Hunger and flooding lack of laws dignity kits to the girls

Oct 8	AG2	AMA coordinator and coordinator other program	Michael Lot and Romano Nimred	Conflict analysis Communities for reconciliation peace conference compensation practices Trained youth on peace building Releasing perpetrators Inter communal conference Yirol peace agreement Monthly forum meetings of women leaders
Oct 14	ST	Chief	Chief Mathew Oduma	Female chiefs Child act Maputo protocol Resistance against "peoples wives to join the abc courts"
Oct 14	PT5	Youth Group, Youth Union, General CSO Network, Art group secretary, Registrar of Lands at the Judiciary	John Lobi, Ochen Philip, Komakech Joel, Oryem Bosco, William Okech	3 trainings of EWO Women groups empowered, started owning land, became leaders and participate in politics and government SGBV cases reduced Local domestic violence resolved Judiciary policy to recruit more female staff Administrative issues with EWO: Lack of trust No transparency in recruitment of staff
Oct 14	ST	Ministry of Gender, Child and Social Welfare, Director General	Dominica Iduwa	History of EWO program training empowered women international women days & 16 days of activism 2 women got promoted at director general at ministry of gender and ministry of local government SGBV cases especially rape is high still Alcoholism Girl Child compensation practiced Young Ambassadors of Peace Conducted needs assessment
Oct 15	ST	Women's association (AWA), Chair lady	Mama Angelina	Agnes Loks was doing good job 3 trainings in Torit, Nimule and Juba Women association has 4 PFP trained by HealthNet PFPs at the women's centre School enrolment girls increased 30 to 180 SGBV cases now referred to the statutory court
Oct 15	ST3	CSO network and former Ministry of Information staff, DG ministry of Information, DG local government	Florence Night, Agapeto Alikayi, Arkangelo Sebit	Overcome SGBV Peoples attitudes changed Beneficiary selection remains challenge No motivation for volunteers Take program to grassroot level Activities outside Torit town
Oct 16	ST	Paramount Chief	Madelina Tito	3 trainings Mp's received no support Feedback on workshops in nimule missing Office ewo closed Xx runs a private club selling beer in town where young girls are abused

## Internal stakeholders

22 Feb 2021	Henry Drabuga, Plan International SS Nimule office
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23 Feb 2021	Elizabeth Atong (PAX-Juba), Laban and Gertrude (AMA) and Hilde van der Draai (PAX NL)
26 Feb 2021	Jitendra Panda and Boniface Duku, Juba (HealthNet TPO)
8 March 2021	Anke Kluppels. Gender Team PAX

#### External stakeholders

<b>Date</b>	<b>Stakeholder</b>	<b>Topic</b>
24 feb 2021	Children's and Young's People Parliament The speaker (f) and dep speaker (f)	outcome 15 Children's and Young's People Parliament and Outcome 4 (12) A female Champion Of Change
24 feb 2021	Inyani Martin (m) from HUMAES	outcome 15 Children's and Young's People Parliament
25 feb 2021	Taban James (m) (SPEDP: support peace education development program)	outcome 14: Vision Women Advocacy Network
3 March 2021	Alezoka WG (f)	Outcome 1 Alezoka Women group and outcome 14 Vision Women Advocacy Network
3 March 2021	War Child Holland (m) in Nimule	Outcome 1 Alezoka Women group
4 March 2021	Joyce Amito (f) PFP in Torit	Outcome 12 PFPs in Torit
4 March 2021	Steward women Oyango Galdine (m) - team leader	Outcome 1 Alezoka Women group; outcome 14 Vision Women Advocacy Network; outcome 2 Town Clerk for Nimule, Outcome 12 PFPs
8 March 2021	Professor Marisa Ensor	Outcome 16 The Yirol Communal Peace and Trade Agreement
10 March 2021	Nyachangkuoth Tai	Outcome 16 The Yirol Communal Peace and Trade Agreement

10 March 2021	Honorable Angelina Mario Then peace advisor to the governor of Eastern Lakes	Outcome 16 The Yiol Communal Peace and Trade Agreement
11 March 2021	Nyang county community and Nyang paramount chief (Chief Andrew)	Outcome 6 female peace committee member

## Stakeholders that could not be reached

n/a (did not pick up phone)	Interchurch Pastors forum	Outcome 3 Boma chief of Anzara
n/a (did not pick up phone)	Drop in the bucket	Outcome 4 female Champion Of Change and outcome 15 Children's and Young's People Parliament
n/a (has left Ganyiel)	The male community leader in Ganyiel	Outcome 7 A male community leader in Ganyiel
n/a (has left CARE)	Stella Mindaa CARE Torit	Outcome 12 PFPs in Torit
n/a	Margret Peter - Coalition for Humanity in Ganyiel	Outcome 12 PFPs in Torit
n/a (not available during period)	UNMISS Rebbekka Sprenger	Outcome 16 The Yiol Communal Peace and Trade Agreement
n/a (Nr does not exist)	The Town Clerk for Nimule	outcome 2 Town Clerk for Nimule,

## F. Evaluation Matrix

### Effectiveness

Sub questions	Data sources	Methods	Limitations + solution
<p>What observable changes can be identified relating to the three different programme objectives, and how did WG4C contribute to these changes?</p>	<p>Outcomes reported by the program</p> <p>Program reports (narrative and M&amp;E framework)</p> <p>Reports from field visit</p> <p>Interview external stakeholders</p> <p>Interviews consortium partners</p>	<p>Selected outcomes were reviewed / reformulated based on information from various sources, validated with external stakeholders (what was the objectively verifiable outcome, how did the programme contribute, what else contributed); organized in clusters and discussed with partners</p> <p>Comparison of planned and implemented activities</p> <p>Attribution analysis based on: reported activities, stakeholders' participation in activities, contribution by others</p>	<p>Selection of outcomes by consortium partners and then 1st evaluator → outcomes have been added from reports and descriptions were reformulated based on gathered data from reports, external stakeholders</p> <p>Field visit reports hardly focused on evaluation questions (matrix) or outcomes</p> <p>Selection of stakeholders for field visit done by partners (and may be biased) → 2nd round of stakeholders proposed by evaluator</p> <p>Interviews done by telephone / skype</p> <p>Absence of baseline → outcome harvesting could partly solve this</p> <p>Quantitative data is not collected which limits understanding of effectiveness</p>

What (context specific) challenges and issues have influenced programme achievements and expected outcomes, and how has the consortium handled these challenges?	Program reports (narrative and M&E framework)  Reports of interviews with consortium partners	Comparison of planned and implemented activities, checking with explanations and context description, validating with consortium partners	
Has the work in a consortium, with different organisations, contributed to the effectiveness of the program?	Proposal 2016 and 2019  Program reports (narrative)  Reports of interviews with consortium partners	Comparison of expected with reported contribution	

### Efficiency

Sub questions	Data sources	Methods	Limitations + solution
Implementation within the agreed time and budget	Program reports (narrative and M&E framework)  Financial reports	Comparison of planned and implemented activities (according to plan / less or more than planned)  Comparison of budget planning with actual expenditures	Activities and outputs were not consistently reported on → an overview (table) was made based on information from reports  For 2020, no report has been shared.
To what extent have changes in the context (e.g. security wise) influenced the cost-efficiency of the programme?	Program reports (narrative)  Reports of interviews with consortium partners	Description of the changes and how these have influenced efficiency	

What can be concluded on the costs versus benefits of coordination and collaboration within a diverse consortium?	<p>Program reports (narrative)</p> <p>Reports of interviews with consortium partners</p>		

## Relevance

Sub questions	Data sources	Methods	Limitations + solution
To what extent were the interventions and the approaches with a special focus on women and girls as driver of change- suitable and valuable for the peace process in South Sudan?	<p>Outcomes linked to peace building</p> <p>Program reports (narrative and M&amp;E framework)</p> <p>Reports from field visit</p> <p>Interview external stakeholders</p> <p>Interviews consortium partners</p>	<p>Selected outcomes were reviewed / reformulated based on information from various sources, validated with external stakeholders (what was the significance of the outcome, how does it relate to the aim of inclusive peacebuilding); and discussed with partners</p>	
To what extent did the intervention objectives and activities respond to beneficiaries needs and priorities?	<p>Outcomes reported by the program</p> <p>Program reports (narrative and M&amp;E framework)</p> <p>Proposal and (actor) analysis</p>	<p>Selected outcomes were reviewed / reformulated based on information from various sources, validated with external stakeholders (what was the</p>	<p>Needs of beneficiaries were not analysed well and not specified for the various beneficiary groups</p> <p>No baseline study</p> <p>→ for some (4) outcomes, it was</p>

	<p>Reports from field visit</p> <p>Interview external stakeholders</p> <p>Interviews consortium partners</p>	<p>significance of the outcome, how does it relate to beneficiaries (needs) with partners and stakeholders</p> <p>Analysis of the partners' approaches towards stakeholder involvement</p>	<p>possible to link them clearly to beneficiary needs</p>
<p>Was the programme able to adapt to changing context/ changing needs?</p>	<p>Programme proposal and reports, specifically ToC and M&amp;E framework</p>	<p>Analysis of adaptations made</p>	

### Sustainability

<b>Sub questions</b>	<b>Data sources</b>	<b>Methods</b>	<b>Limitations + solution</b>
<p>What evidence exists to suggest that the benefits of the project will continue after project closure and contribute to long-lasting effects on the peace process in South Sudan?</p>	<p>Outcomes reported by the program</p> <p>Program reports (narrative and M&amp;E framework)</p> <p>Reports from field visit</p> <p>Interview external stakeholders</p> <p>Interviews consortium partners</p>	<p>Selected outcomes were reviewed / reformulated based on information from various sources, including interview notes from field visits, validated with external stakeholders (including on sustainability and institutionalization); and discussed with partners</p> <p>an outcome map was drafted with a differentiation</p>	

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		between early outcomes" (a direct result of intervention (to be expected / sphere of control)) and outcomes that reflect institutional changes or sustainability? (Eg: beyond individual behavioral changes: eg a broad change in local stakeholder groups; change in legislation and policies; an organization that is operating more effectively)	
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## G. Key assumptions

1. Only a gender sensitive, integrated and community-based approach will induce behaviour change towards gender equality.  
*Assumption is vaguely stated and cannot be validated.*
2. Majority of people affected by disasters, conflicts and chronic adversities experience normal psychological distress. Appropriate mental health and psychosocial support will help affected women and girls to build resilience and participate fully to community life.  
*Plausible but cannot be validated (lack of data)*
3. Promoting gender equality is a critical part in increasing women and girls protection.  
*There is no evidence for broad attitude change or decreased vulnerability so this assumption cannot be validated.*
4. Customary justice systems are often the only means for accessing justice in South Sudan but are often reinforcing harmful gender norms/ traditional practices. Analyse of the customary justice mechanisms from a women's rights perspective and engaging with their representatives is necessary to foster better access to justice for women and girls:  
*Cannot be evidenced with quantitative or qualitative data, such as the number of women and girls having accessed services, or any qualitative assessment of the effect of this access, a socioeconomic analysis of the women and girls who access services and their needs*
5. To transform gender norms successfully, new ideas need to be endorsed/supported by influential decision makers and key local actors.  
*The findings confirm the assumption. This is however one step and not sufficient to change gender norms.*
6. Engaging boys and men in gender-equality efforts is critical to lasting social change. *No evidence: there is not yet lasting social change. Important to define who exactly should be engaged and what engagement means (what is most effective).*
7. Local women's rights organisations in conflict and post-conflict environments represent agents of change that can challenge the power relations underpinning gender inequality.  
*The assumptions are valid, local women's groups have taken up more of an advocacy role, and are challenging some power relations.*
8. When adolescent girls and boys have improved knowledge concerning their rights, and have the skills to lobby for it, they want to organise themselves to influence others.  
*The assumptions are valid; capacitated girls and boys have organized themselves.*
9. Through increased skills and rights awareness, people will take action to change their social environment.  
*The outcomes support the assumption although more is needed than skills and awareness.*
10. Implementation of laws and policies requires citizen's influence and oversight in the form of appropriate organization and capacities of civil society.  
*There has been no policy or legislative change.*

