



Norwegian People's Aid
South Sudan

**FINAL MID-TERM REVIEW EVALUATION REPORT OF THE WOMEN
RIGHTS PROJECT ON “ENHANCING PARTICIPATION OF WOMEN IN
LOCAL GOVERNMENT AND CONFLICT RESOLUTION”**

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LIST OF ACRONYMS

AVOWAC	Action against Violence of Women And Children
CBOs	Community Based Organisations
COSWYO	Coalition of Eastern Equatoria State Women and Youth Organisation
CSDP	Civil Society Development Organisation
CSOs	Civil Society Organisations
GBV	Gender-Based Violence
IDPs	Internally Displaced Persons
IMC	International Medical Corps
LGA	Local Government Act
NORAD	Norwegian Agency for Development Cooperation
NPA	Norwegian People's Aid
NSWF	New Sudan Women Federation
POC	Protection of Civilians
SGBV	Sexual and Gender Based Violence
SSWEN	South Sudan Women Empowerment Network
SSWLA	South Sudan Women Lawyers Association
TORs	Terms of Reference
TOTs	Training of Trainers
UNMISS	United Nations Mission in South Sudan
UNYMPDA	Upper Nile Youth Mobilisation for Peace and Development Agency
WCDI	Women Can Do It

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EXECUTIVE SUMMARY

This report relates to a mid-term evaluation of the Norwegian People's Aid (NPA) women's right project on "enhancing the implementation participation of women in local government and conflict resolution" for two years (2014 and 2015). The main goal for this project is to ensure women are participating in local governance and peace building as well as conflict mitigation processes which can enhance their peace dividends. The key purpose of the mid-term evaluation was to identify and analyse the results of the actions within the project intended or unintended and positive or negative. If results were not reached, answers were to be used to draw lessons on what worked, potential difficulties and things in the project that needs to be improved in future interventions. The methodology followed a detailed description involving inception report writing, design of evaluation instruments, collecting the data, and the analysis of the data based on the evaluation questions on relevance, efficiency, effectiveness, impact, sustainability, and equity.

The assessment findings reveal that all stakeholders believe the project was relevant. The survey findings indicated 91% (29% male & 71% female) of the respondents generally agreed that the NPA women's rights project was relevant compared to the only 2% (all female) who didn't agree to the relevance of the project. The relevance of the project linked broadly to its focus on women issues and other marginalised groups. This finding was confirmed by the results from interviews and focus group discussions obtained from various respondents including partners, beneficiaries and NPA staff as well as a review of documents (including the project document and the reports) submitted by partner organisations. Basing on the information gathered from the beneficiaries and partners, the project has achieved increased leadership understanding of the dangers of SGBV, girl child compensation and revival like of Western Equatoria women union. This project has therefore increased participation of women in leadership positions.

The assessment revealed that 82% (71% female and 29% male) of the respondents agreed that the Project was effective as compared to 13% (71% female and 29% male) who disagreed that the project was not effective. It was reported that previously women had no voice, could not effectively participate in peace building and development initiatives because they lacked the skills, knowledge and information. Since the project began, the evaluation found out that, women had been trained in peace building and leadership which gave them confidence and got to know their legal rights. Some of the trained women are now actively participating in decision making and peace building processes and some of them have been elected into leadership positions at the state level.

The assessment however also found out that there were some flaws at both the NPA offices and the implementing partner's level which affected the overall efficiency and effectiveness of the project. The NPA for example lacked a clear monitoring and evaluation mechanism for the various activities. They also lacked interaction in terms of effective communication and feedback between the partners and NPA generally and this affected the organizational effectiveness and efficiency levels.

The assessment found that the project was on track in attaining some of the intended objectives like creating awareness levels among the different stakeholders, empowering women economically and restoring peace to the communities. Partners reported that training of chiefs, police, Local leaders and women Members of Parliament in their respective areas helped in responding to GBV cases especially rape cases, supporting rape survivors. Some partner's capacity to train and supervise, and at times the approaches to some issues were however, not based on clear feasibility analysis.

The evaluation study indicates that 100% (67% female and 33% male) of respondents who agreed that there were emerging positive results from the project on beneficiaries including men and women. Throughout the project, there has been change of behaviour and attitudes towards SGBV. There was increased level of awareness on SGBV prevention, and management among communities in targeted areas and women are increasingly represented in community leadership positions and peace forums which was noted to be in line with 25% of the South Sudan Transition Constitution Provisions. Qualitatively, there was also an increased level of importance of girl child education as there were more girls joining school. Cattle raids in some areas had reduced due to the increased awareness campaigns on peace building created throughout the project. Through the project, women were able to come together and support each other. As a result of this, there has been an improved livelihood options for women especially IDPs, and widows and one combined voice to address issues affecting them and plight of women.

Based on the emerging findings on each of the key evaluation questions, the evaluation concludes as follows:-

- (i) The project was relevant and highly commended by various stakeholders who all agreed that the project was relevant to the situation in areas where it was being implemented, and it was commended for addressing issues that touched the criticality of women's rights and empowerment in the country.
- (ii) The NPA women project was generally effective and on track although there were some strategic, tactical and operational issues that needed to be addressed as they affected the efficiency of the various interventions. Among the major issues were related to the funding modalities, the short term nature of the project and challenges of communication between NPA and the implementing partners. Although there were some problems of accurate performance reporting, some implementing partners had demonstrated a best practice reporting culture where planned activities were compared with actual hence it became easy to determine the degree of effectiveness.
- (iii) There were some impact being created by the project especially regarding change of attitudes and perceptions towards SGBV. There is also evidence that the Women Based Local organisations are actively advocating for SGBV prevention and management, and strengthening the capacity of service providers in SGBV prevention, protection and management. This increased levels of reporting and management of SGBV cases. The partners are increasingly mobilising and bringing women together and empowering them economically as well as their participation in decision making processes and peace building initiatives.

- (iv) The project has chances to succeed but this will depend on NPA ability to attend positively to all factors that appeared to favour sustainability and also addressing the mitigating factors against sustainability. The attention was needed at different levels as these factors are related to different aspects. There were attempts made at addressing equity but in a number of cases, the male involvement is limited and yet men are the perpetrators when it comes to SGBV in most communities.

Despite the positive observations regarding the performance of the project, the evaluation reports the following gaps which are likely to affect the performance of the project and thus needs attention from the NPA's management.

- i. Lack of baseline data and key performance indicators on the core activities of the project. There was no monitoring and evaluation matrix for the project. This undermines the legitimate efforts to effectively assess the changes and efficiency levels which had been created by the project interventions. In addition to this, It was observed that NPA met some partners during signing contracts only, therefore they depended on reports. This indicates lack of onsite supervision of partners. Another major area of weakness was the quality of reports submitted by the partners.
- ii. Funding for the various activities was reported to be insufficient as compared to the workload that had to be carried out. There was also a reported delay in releasing funds to the implementing partners and the given short period for implementing activities.
- iii. The team also observed a communication gap between NPA and its partners as a challenge.
- iv. Poor organizational and group dynamic skills by some implementing partner groups were demonstrated.
- v. Lack of enough personnel, due to insufficient funds to carry out the monitoring effectively.

As a result of this evaluation, the following key recommendations were made to the attention of the NPA team:-

- i. **Institutional arrangements:**-Capacity building for a good M&E system should be developed not only at NPA but at partner organisations as well. Capacity building in this context means upgrading skills in monitoring and evaluation, which include project analysis, design of indicators and reporting systems, socio-economic data collection, and information management; improving procedures to create functional systems that seek out and use information for decisions; and strengthening the organizational processes that are critical for a successful project implementation.
- ii. **Strengthening implementing partner reporting frameworks.** Virtually NPA should aim at harmonising partners reporting arrangements and develop further technical skills required to plan information needed, design data collection, analyse the data, and report results in a format that is relevant to the management of NPA. Also, NPA can develop and scale up its training efforts on best practices on reporting templates for each partner.

- iii. **Funding modality modifications.** The short period funding modalities can be increased to at least six months or a year but with strong mechanisms of following up. The scope of funding to different partner organisations need to consider the geographical disparities and unique background factors. Where two currencies are in use within a particular region, specific modalities need to be agreed upon among all the parties
- iv. **Improved communication and feedback.** NPA staff at all levels needs to improve their communication skills and feedback mechanisms to the partners and vice versa.

The following best practices present some useful lessons which can be adopted in other activities of the remaining period but also of future projects:

- i. The use of music, dance and drama, youth group leaders and local administrators is the best key practice and effective approach to disseminate key messages on GBV prevention and management. The majority of the population is interested in the music industry which helped in reaching more people especially during GBV prevention awareness campaigns. This can be an effective strategy for mobilising and creating awareness on women's rights and GBV prevention. Some partners also used community radios to promote GBV prevention and response.
- ii. Synergy and good coordination among different players in targeted areas is likely to produce sustainable results. The collaboration of partners with local leaders, government institutions, the community, and other CSOs working in similar areas at different levels is likely to produce sustainable results.
- iii. NPA strategy of implementing activities through partners is also a best practice that leads to the project ownership by the local people hence being sustainable. This is in line with the NPA international strategy and South Sudan Programme in general. This is development oriented as opposed to service delivery. This strategy promotes empowerment tools that enable women, men and young people to take control of their own lives.

1.0 GENERAL CONTEXT

1.1 Introduction

This report relates to a mid-term evaluation of the Norwegian People's Aid (NPA) project on enhancing the participation of women in local government and conflict resolution for two years (2014 and 2015). The main goal of the project is to ensure women are participating in local governance and peace building as well as conflict mitigation processes which can enhance their peace dividends.

The project has four outcomes namely: Women being effectively participating in local government structures that prioritize and deliver basic services; Women being organised and holding dialogues on Peace Building and Conflict Resolution with community leaders; a conducive environment for women's participation being created through increased awareness on Sexual and Gender Based Violence, male involvement; and Women's rights including their right to participate and recognized through improved access to justice particularly at a grassroots level. NPA has been partnering with national South Sudanese Community Based organizations and Non-governmental organizations with a small grant to carry out activities under the strategic objectives of the Women's Rights Project. The project is funded by NORAD and one year has been completed and will end in December 2015. It's against this background that this review was conducted.

The evaluation was meant to analyse, whether the results so far attained could be considered sustainable. The mid-term evaluation focused on the outcome of the project, as well as on the overall management of the project including effectiveness, relevance, side effects and sustainability of the results. The intention was that the midterm review would be useful in enhancing the NPA and Partner's internal learning and development of future project activities. The Mid-term evaluation covered the implementation period of year 2014 to provide a general review of the project as a whole and a general analysis of how the project was being managed and follow-up. The report is arranged under three main chapters with each chapter devoted to particular sections. The following are the chapters:-

- Chapter 1: Introduction and background
- Chapter 2: Findings and Assessments
- Chapter 3: Conclusions, lessons learnt and recommendations

1.2 OBJECTIVES OF THE STUDY

1.2.1. Overall objectives of the Evaluation

The key purpose for this mid-term evaluation was to identify and analyse the results of the actions within the project intended or unintended, positive or negative. If results were not reached, answers were to be used to draw lessons on what had worked, potential drawbacks and things in the project that need to be improved in future interventions.

1.2.2. Specific Objectives

The evaluation was intended to achieve the following specific objectives:-

- i. To assess the relevance and progress made in attainment of the project objectives and targets
- ii. To identify enabling factors and obstacles that may have inhibited the progress towards attainment of the project objectives, and how these factors had influenced results either positively or negatively.
- iii. To analyze the potential impact acquired from the interventions and their prospects of sustainability.
- iv. To identify and document important lessons and good practices from the current progress and make recommendations for improvement of future programs and enhancement of organisational learning.
- v. To assess the effectiveness of the implementation approaches with keen focus on participation and inclusiveness of rights holders and make recommendations
- vi. Examine emerging opportunities and risks to our programming and propose possible responses

1.3 Evaluation Questions

The following evaluation questions guided this mid-term review:-

Relevance

- i. Are we relevant to context?
- ii. To what extent has the implementation approach been relevant? Was the set of activities sufficient?
- iii. To what extent did the different categories of activities complement each other
- iv. Did the Project respond to the real needs of the beneficiaries
- v. How valid is the project approach and strategies and their potential to replicate?
- vi. Did the project target the right group of beneficiaries?
- vii. What an unexpected result has the interventions led to?

Effectiveness

- i. Are we on track?
- ii. Has the project accomplished its outputs mid-way?
- iii. Are there any emerging effect of the project on beneficiaries including both men and women?
- iv. What are qualitative and quantitative achievements of outputs and targets as defined in the work-plans and with reference to the project baseline?
- v. Do we have all the capacity needed?
- vi. Are the organizational processes, structures etc appropriate?

Efficiency

- i. Are we efficiently organized?
- ii. Has the organization utilized project funding as per the agreed work plan to achieve the projected targets?

- iii. Are the timelines and quality of the reporting followed by the project teams?
- iv. Are the performance of the Monitoring and Evaluation mechanism of the project and the use of various M&E tools being applied?
- v. Have the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) been provided by the project vis-à-vis achievement of outputs and targets?
- vi. What factors and constraints have affected project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design?

Sustainability

- i. What are the sustainability chances of the project interventions thus far in project implementation?
- ii. What are the preliminary indications of the degree to which the project results are likely to be sustainable beyond the project's lifetime, and provide recommendations for strengthening sustainability?
- iii. What lessons are to be derived from the mid-term evaluation on the sustainability of the interventions?

Impact

- i. What are some of the changes that have resulted from the project interventions mid-way?
- ii. What are the factors accounting for successes or failures?
- iii. Are we causing change? To what extent has the interventions contributed to its long term goals? Why, or why not?
- iv. To what extent have interventions contributed towards observance of project objectives and organizational efficiency? Why or why not?

Equity

- i. Are the most marginalized persons including the poorest of the poor, children, women, and inmates, former IDPs, refugees and persons living with disabilities reached through action aid interventions?
- ii. Are the interventions addressing geographical and non-geographical barriers such as urban/rural disparities, ethnicity etc.?

1.4 SCOPE AND TASKS OF THE CONSULTANT

The Mid-term evaluation covered the implementation period of year 2014. The consultant was expected to perform the following key tasks:-

- I. Carrying out a literature review of secondary data related to the project
- II. Conducting a midterm evaluation including data collection through in-depth interviews and focus group discussions with various stakeholders
- III. Producing a draft midterm evaluation report for review by NPA and its implementing partners.

- IV. Presenting findings of the mid-term evaluation to the NPA.
- V. Completing a full report stipulating the midterm achievements and making appropriate recommendations to the client organization.

1.5 Approach and Methodology

The Mid-term evaluation covered the implementation period of year 2014. The methodology involved review of existing project documents and materials such as the proposal, logical framework, reports, CSDP strategy, South Sudan NPA strategy, NPA NORAD proposals and reports. The key interviews and focus group discussions were conducted with key staff, partners and beneficiaries on what has been achieved through field visits, observation, telephone and email.

The evaluation was participatory to ensure ownership of the process and outputs. The evaluation achieved a reasonable coverage by sampling the selected partners in the project target areas to get an insight into the project implementation process. The Evaluator spent 8 days visiting the project partners and activities in two target States, Central Equatoria and Eastern Equatoria, reviewing project documents, holding meetings and focus group discussions with leaders, members, beneficiaries and government officials to gather information. The study team used purpose sampling method looking at specifically project beneficiaries, staff and implementing partners. We choose to visit Torit and Juba and Western Equatorial states because they had more projects that were actively being implemented. Also, insecurity, resources and time factors could not allow us to visit all the project areas but managed to select a few purposely. Though the field work only took place in two states but all NPA partners (South Sudan Women Empowerment Network, Nile Hope, South Sudan Women General Association, New Sudan Women Federation, Upper Nile Youth Mobilization for Peace and Development Agency) working in Lakes, Western Equatoria, Jonglie, Upper Nile states and Western Bharl el gazel) were interviewed as their headquarter offices are in Juba. The consultant utilized the opportunity of a NPA workshop in Juba on 26th February 2015 and interviewed some of the beneficiaries from Western Equatoria, Jonglie, and Western Bhar el Gazel. 80% of project partners and the beneficiaries from four states were interviewed. The partners that didn't participate in the evaluation are Raise Women Hope, and South Sudan Women General Association. The detailed methodology is attached as annex 1 and list of partners interviewed in Annex 2.

2. FINDINGS AND ASSESSMENT

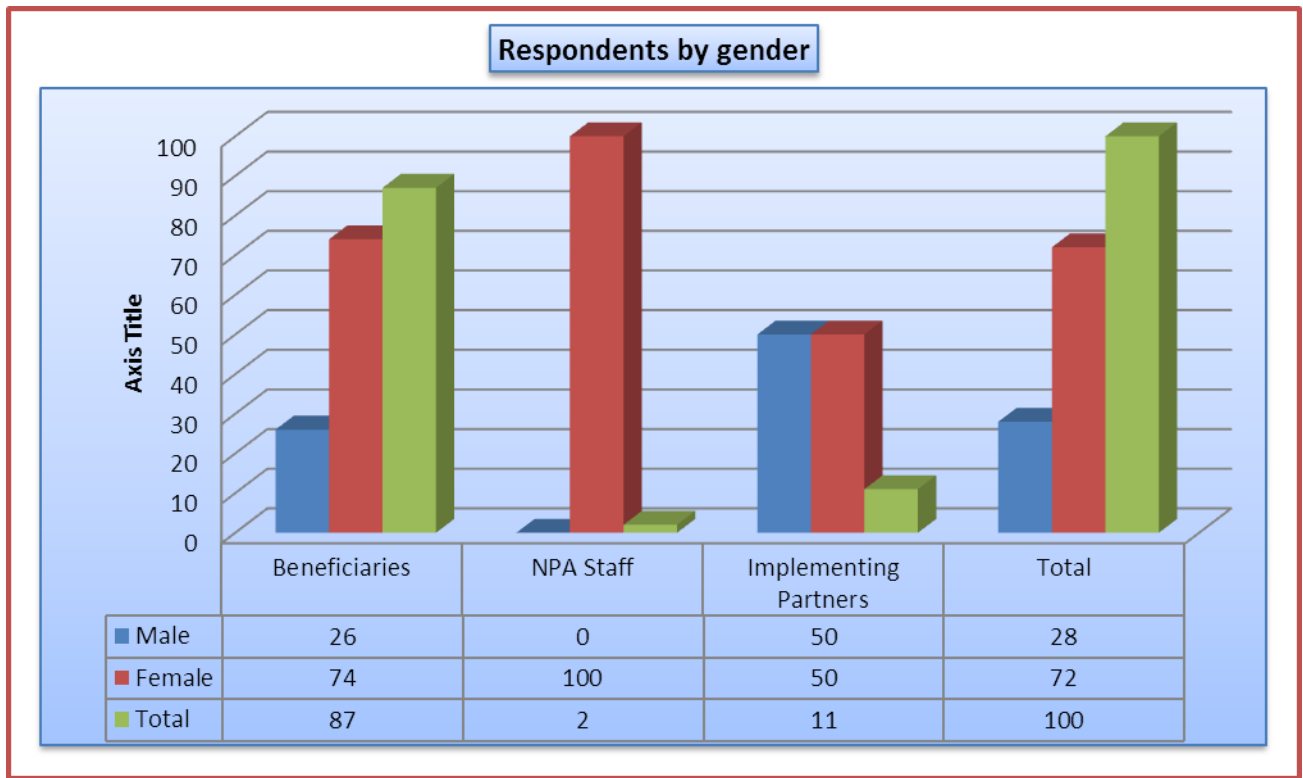
2.1. Introduction

This chapter presents the assessment results for the mid-term review. The assessment results are preceded by a section on the background characteristics of respondents as emerging from the administration of the survey questionnaire. Then the main assessment results are presented according to each of the evaluation questions. These findings are from the survey instrument as well as findings from project documents, the interviews and focus group discussions. The findings from the survey instruments are disaggregated by gender, religion, level of education and age category among other demographic variables.

2.2. Background characteristics of respondents

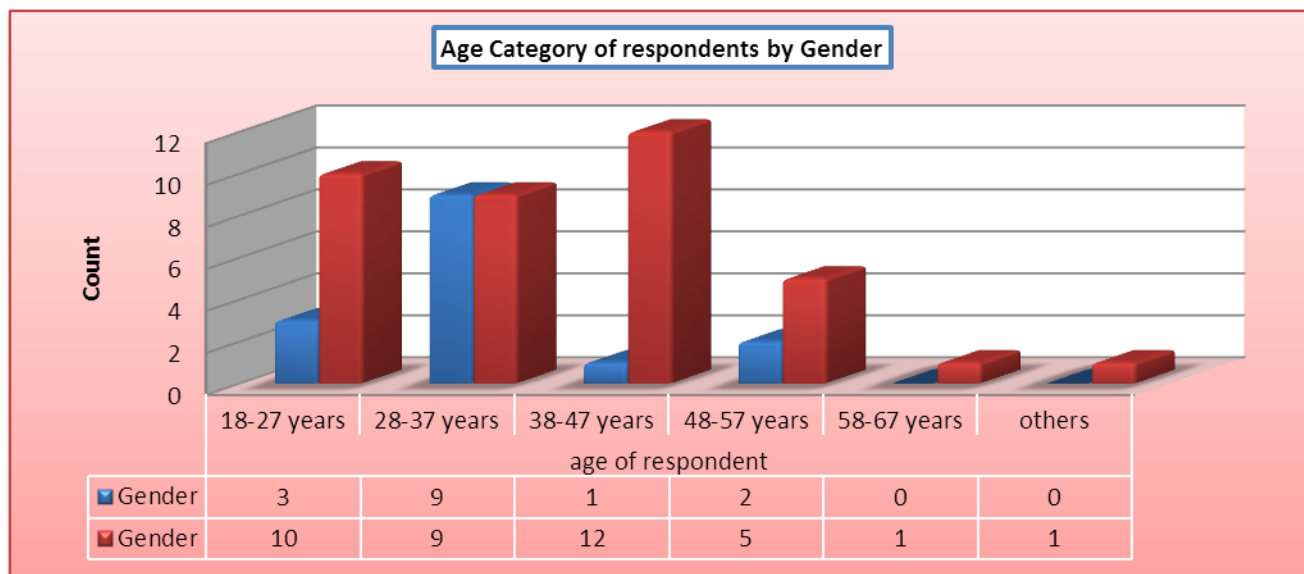
The survey questionnaire was filled in by 53 respondents (72% female and 28% male). The respondents included beneficiaries 87% (74% female and 26% male), implementing Partners 11% (50% female and 50%) and NPA staff only 2% (all female). This suggests that questions measuring the various evaluation questions received more attention from the actual beneficiaries of the services and these were likely to give a true picture on the status of the project.

Figure 1: Gender of the Respondents



In terms of gender distribution of the respondents, analysis revealed that the majority 34% (50% female and 50% male) of the respondents were aged between (28-37) years. Figure 2 shows the age distribution of the respondents.

Figure 2: Age Category of Respondents



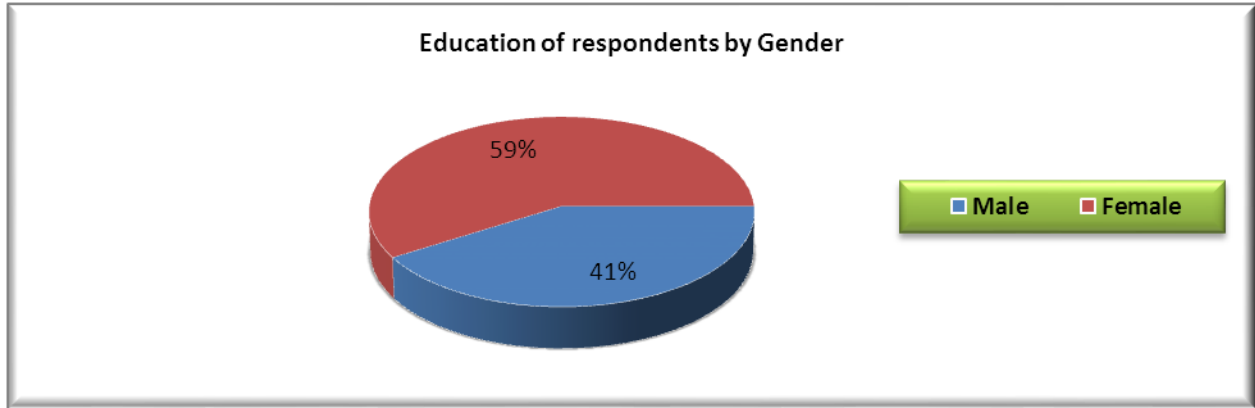
Of the respondents in (28-37) year age category, 15 were beneficiaries (8 female and 7 male), 2 were males from the implementing partners while 1 was an NPA project member of staff as shown in the table below:-

Table 2: Respondents between (28-37 years)

		Stakeholders of NPA Women Rights Project			Total
		Beneficiary	NPA staff	Implementing partner	
Gender	Male	7	0	2	9
	Female	8	1	0	9
Total		15	1	2	18

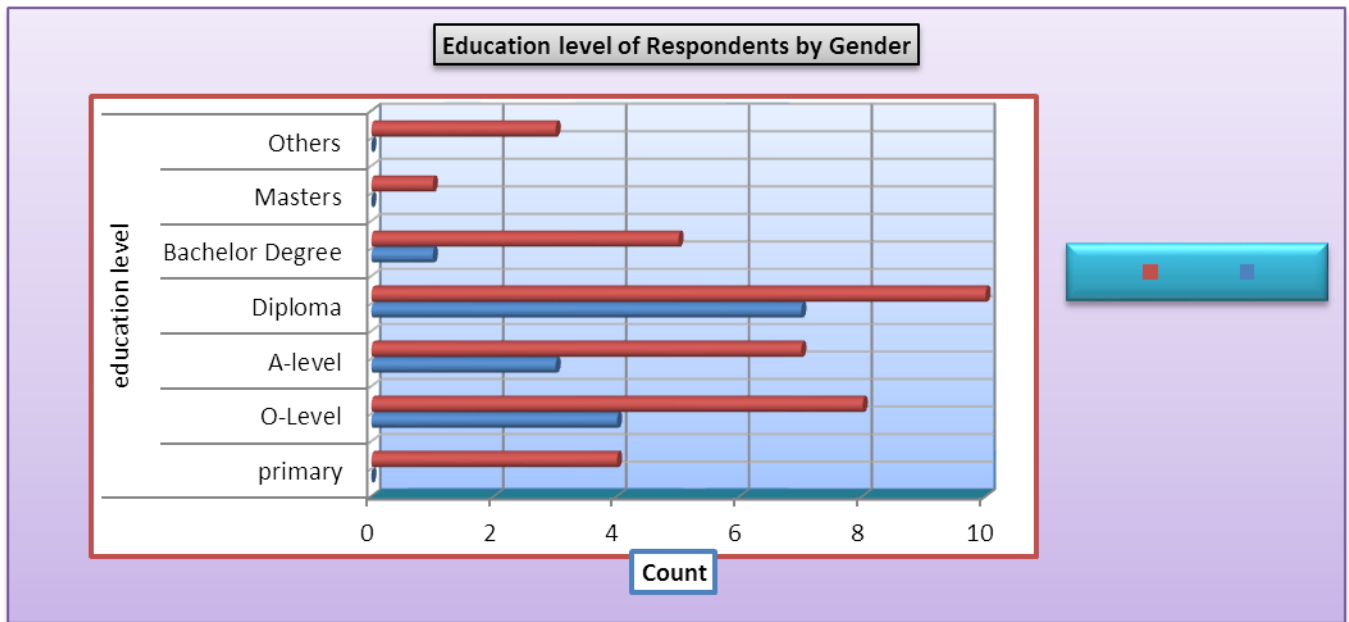
The study showed that 94% of the respondents (30% male and 70% female) had attained different levels of education and this indicates some degree of understanding the questions they were asked during the evaluation.

Figure 3: Respondents with Educational Background



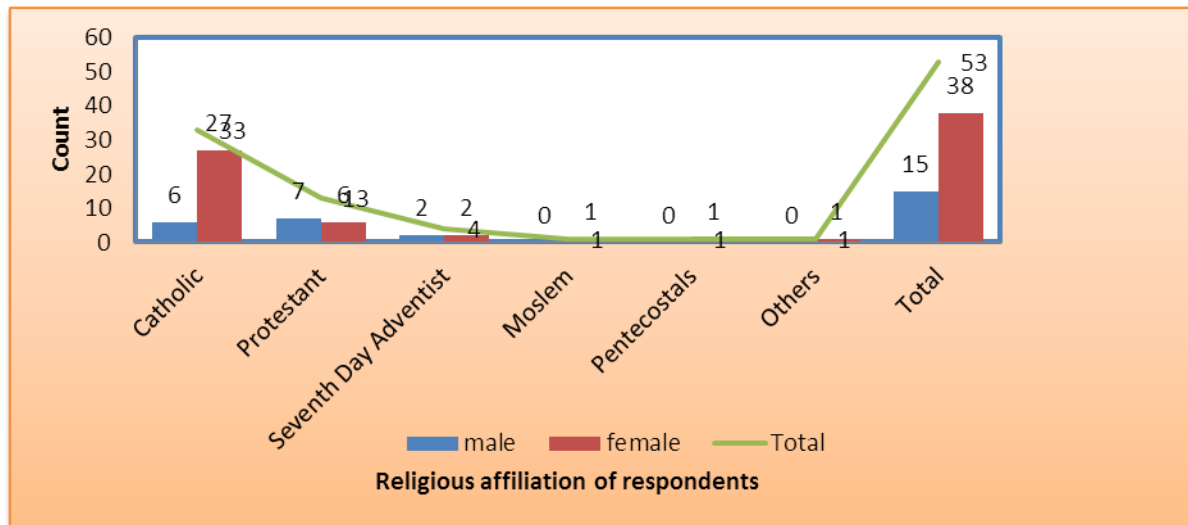
The analysis revealed that the respondents were mainly diploma holders accounting for 32% (59% female and 41% male). These were followed by those who had O-Level qualifications and the Bachelor's degree respectively. Females had more qualifications than men from all levels as summarised in figure 4.

Figure 4: Education Level of Respondents



Analysis further showed that most of the respondents were Catholics accounting for about 62% (82% female and 18% male), followed by Protestants who were 24% (46% female and 54% male) and Seventh day Adventist accounted for only 7% (50% female and 50% male) of the respondents. Pentecostals, Moslems and other religious affiliations all shared 2% each and the respondents were all female.

Figure 5: Religious Affiliation of Respondents



2.3. Project Relevance

The implementation approach for the project was found to be relevant and different categories of activities were found to be complementary to each other. The use of local NGOs to implement the project activities was further found to be an important strategy by NPA and it addressed the real needs of the beneficiaries. The project was found to be imbedded in the local institutions and local community leaders were involved and often participated in the awareness activities by the implementing partners. This had created ownership of the project and was likely to be an important factor for the sustainability of the project outputs.

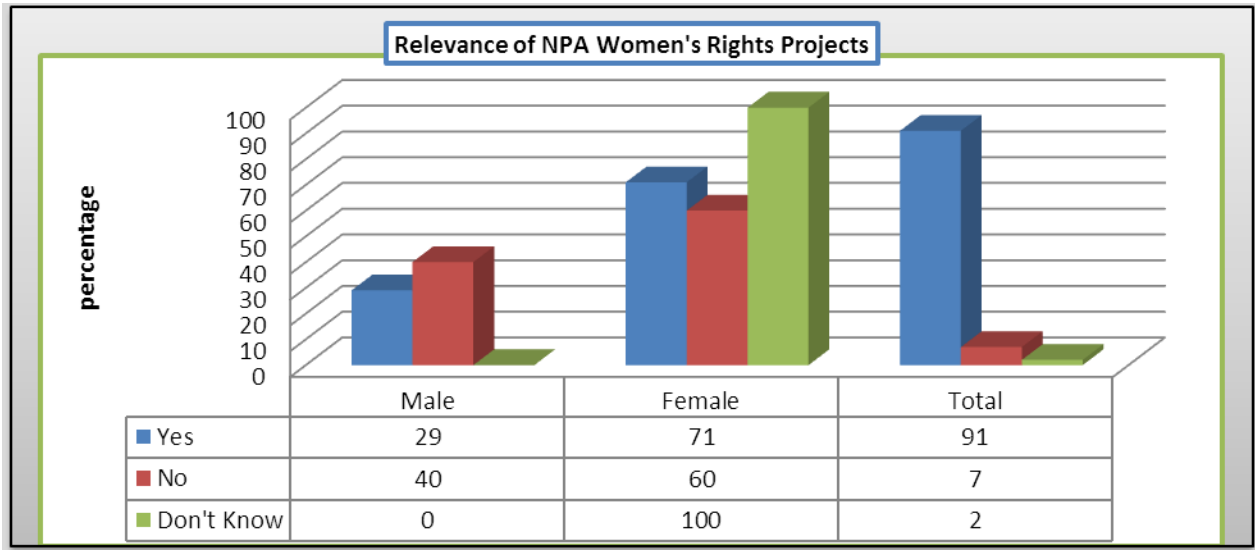
The evaluation team however, found that some approaches and strategies used to implement the various activities could be improved upon. In particular the short-term financing and the mode of delivering finances for project activities needed to be improved upon. The implementation of activities took a short period (3-6 months) and this however, left partners with limited time for planning. The financing modalities also created poor supervision by the implementing partners and these challenges were coupled with lack of monitoring and evaluation systems by both NPA and implementing partners. The modalities of releasing moneys for the different activities for example ignored some unique context factors. In a situation where some areas (Maiwut in Upper Nile state) used different currencies within the same country, the modalities of disbursing funds had to differ due to conversion difficulties. While the NPA was also found to have a similar challenge as money from its funders were released in a particular current and disbursement was done in another currency, this area is worth considering by the NPA team in the remaining project period.

The overall assessment findings however from different sources confirm that all stakeholders (beneficiaries and implementing partners as well as NPA itself) believed the project was relevant to the situation.

The assessment findings from the survey questionnaire reveal that 91% (29% male & 71% female) of the respondents generally agreed that the NPA women rights project was relevant compared to

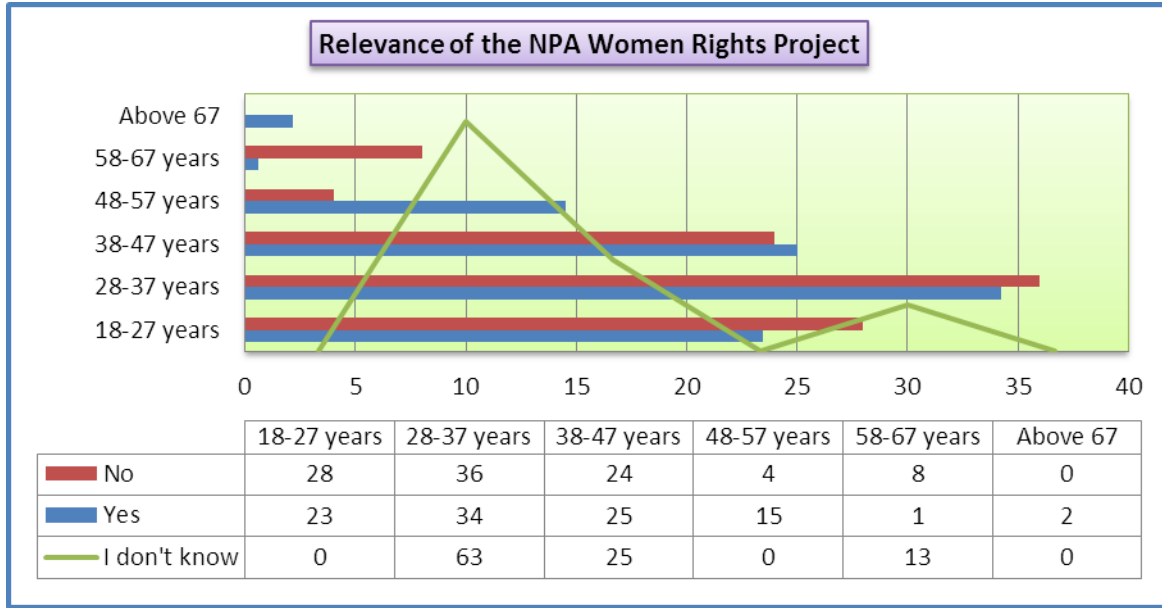
only 2% (all female) who didn't know the relevance of the project. Basing on information gathered from beneficiaries and partners, the project has achieved increased leadership understanding of the dangers of SGBV, girl child compensation and revival of Western Equatorial women union thus increased participation of women in leadership positions.

Figure 6: Relevance of NPA Women Rights Project



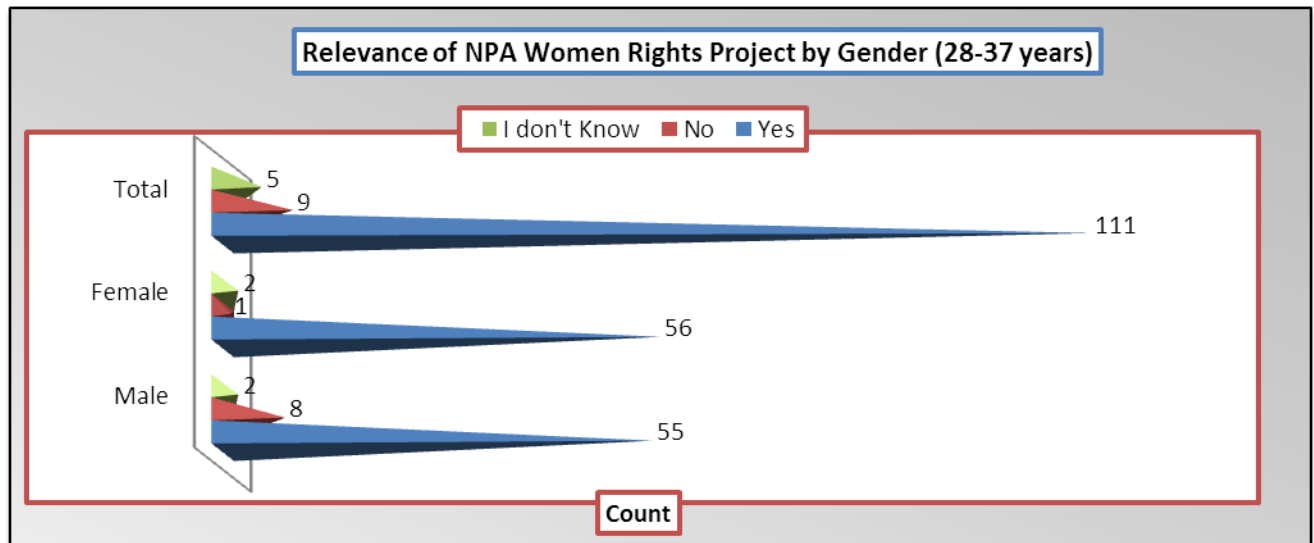
Further analysis showed that majority of respondents (34%) who thought that the NPA women rights project was relevant were in the age category of (28-37 years); which is an important age group of the youth who constitute the majority of the populace. This means that the project can be effectively used to attain societal transformation. The assessment findings revealed that 36% of the respondents who thought that the NPA women rights project was not relevant were outside the age category of (28-37 years). Analysis also revealed that 63% of respondents who did not know whether the NPA women rights project was relevant or not was from the same age category (28-37 years)

Figure 7: Relevance of NPA Women Rights Project by Age Category



A close look at the respondents in the age category (28-37 years) showed that both female and male had about 50% each response in agreement that the NPA Women Rights Project was indeed relevant.

Figure 8: Relevance of NPA Women Rights Project by Age Category



The table below indicates general perceptions of the respondents on the project relevancy that were noted in this evaluation;

Table 1. Respondents views on the project relevancy

The project was relevant to the situation since it had slightly addressed some of problems that the beneficiary's has. Therefore the interventions by the NPA have been relevant and welcomed by the people especially the women who are the beneficiaries. From the various NPA documents, it was also clear the project was relevant as it had been conceived within a particular context. This is supported by beneficiaries and partners response when they generally reported that in South Sudan, communities are still carrying out harmful cultural practices such as girl child compensation, child marriage, and other forms of GBV, and weak institutional systems to prevent and respond to these cases. This is because of the inequalities in roles and property ownership, illiteracy rates, low participation of women in decision making positions at all levels. With these problems that women face, it was perceived that the project is relevant as it is targeting the appropriate beneficiaries and addressing the same problems.

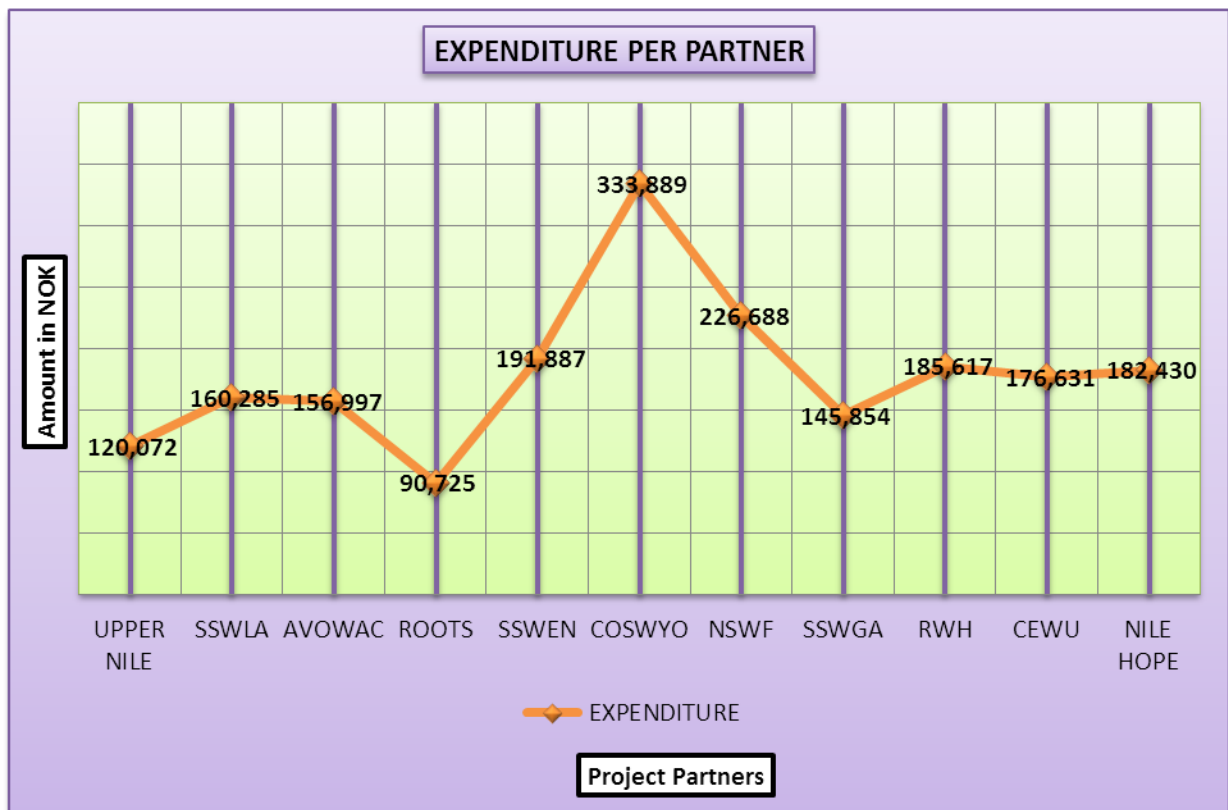
Some partners and beneficiaries also indicated that the project is good and relevant because people are now aware of consequences of SGBV, and its prevention and response as well as existing GBV referral pathways in targeted communities. It was noted that this has resulted into increased reporting for GBV cases, knowledge and attitude among services providers has improved to respond to GBV cases effectively

It was reported that previously women had no voice, could not effectively participate in peace building and development initiatives due to lack of skills, knowledge and information. Since the Women's rights project began, women were trained in peace building and leadership, and confidence building using women can do it as well as on their legal rights. This has enhanced their skills, knowledge and capacity to participate actively. Some of the trained women are now actively participating in decision making and peace building processes and some have been elected into leadership positions at state level. .

The project is relevant because of focusing on women of all categories, educated and non-educated. Women were initially not participating in development programs but now the situation is improving. Women now can speak in public and present their issues. Some women are now aware of their human rights provisions in various legal frame works such as South Sudan Transition Constitution, Local government Act, and the Land Act.

2.4. Project Efficiency

At the core of measuring efficiency of the project was the funding that had been released. For the various activities that had been implemented by partners over the assessment period, the following funds were spent by the project during period:-



- **Total expenditure NOK 1,971,075**
- **Average expenditure NOK 179,189**
- **Minimum expenditure: ROOTS NOK 90,725**
- **Maximum expenditure: COSWYO NOK 333,889**

The evaluation through responses from the field and review of literature indicates that there are some weaknesses at both the NPA offices and implementing partners to promote efficiency of the project. NPA conducted one monitoring visit per implementing partner where they checked the financial systems and confirmed whether the project activities were running as per the plans. The evaluation however found that NPA lacked a project coordinator for some months and this could have affected the monitoring role. The monitoring tool which was being used needed to be reviewed. The NPA thus did not have a clear monitoring and evaluation mechanism for the various activities and follow up reports was rather minimal since the project was understaffed with only one substantive staff. With this low staffing, monitoring 15 partners regularly and give feedback had been limited to only emails yet the country was affected by poor power and internet supply, inaccessible roads and insecurity which meant there was no assurance the partners would actually read the emails. While the logical framework document existed, there should have been a need to systematically and develop a monitoring and evaluation framework. It is this framework that would provide baseline indicators which would be used to measure the project results

The second organizational challenge that affected the efficiency of NPA was the communication gap that existed. The communication problem was raised by both the partners and NPA staff as a

challenge. This particular communication gap emerged from the field interviews where some implementation partners like SSWEN felt that communication was a problem as they didn't get appropriate feedback concerning the termination of their contract before expiry date as it was stipulated in it. There was an issue in the transition from old to new coordinator, also there were changes in policies and this affected the project implementation, for example, abrupt close of contract in December yet it was to be closed in Feb 2015. This affected the implementation negatively because NPA left the work half done. In our analysis, this was an initial poor planning that caused abrupt change and termination of contract. There is a need to train all the partners on the reporting format to avoid such anomalies. There was also a time when the project had no staff from May-August 2014 which deterred its smooth operations most especially communication and release of funding

The project challenges in the figure below are affecting the NPA and its partners internally and externally. These challenges have hindered project efficiency and require redress for the project to achieve its goals and set objectives.



2.5. Project effectiveness

The evaluators further attempted to get information on effectiveness of project through a variety of other sources. Based on the survey instrument that was administered, the assessment revealed that 82% (71% female and 29% male) of the respondents agreed that the NPA women's Rights Project was indeed effective compared to 13% (71% female and 29% male) who disagreed that the project was not effective.

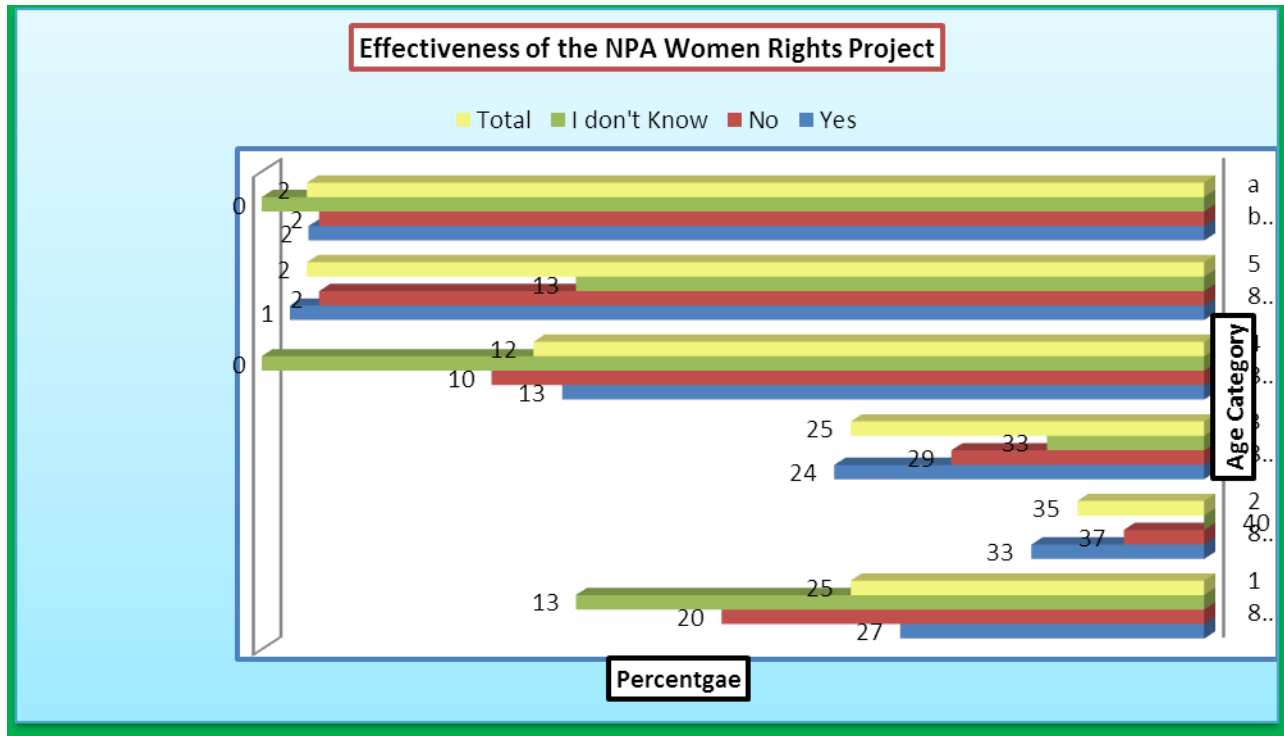
Table 3: Effectiveness of the NPA women Rights Project by Gender

Effectiveness by Gender					
Gender		Responses % (N=52)			
		Yes	No	I don't know	Total= N
	Male	29	29	0	15
	Female	71	71	100	37

Note: - Percentages and totals are based on respondents

When the finding was cross tabulated with the age category of respondents analysis showed that majority of respondents (33%) who thought that the NPA women rights project was effective were in the age category of (28-37 years). On the other hand, 37% of the respondents who thought that the NPA women rights project was not effective were in the age category of (28-37 years). Analysis too revealed that 40% of respondents who did not know whether the NPA women rights project was effective or not was from the same age category (28-37 years).

Figure 9: Effectiveness of the NPA women Rights Project by Age Category



Planned Outputs versus Achieved Outputs

Generally, the assessment found that the project was on track and accomplished its outputs effectively. In reference to partners and NPA monitoring reports, it was noted that the outputs were achieved as outlined in the project document. For instance, the following are some of the outputs that were reported to have been achieved during the project implementation;

NPA simplified LGA by extracting key messages on women’s rights provisions and conducted four day training for 48 TOTs NPA partners (30 women and 18 men) on dissemination of the simplified version.

During evaluation it was noted that women participation in peace building initiatives had improved. This was due to the reason that NPA conducted a desk review report on women’s

traditional roles in peace building and conflict resolution in South Sudan and used the report and developed a training material for women on peace building and conflict resolution. A four day training for 40 TOT (6 male and 34 female) was organised and used the already developed training manual. Nile Hope trained 72 (60 women and 28 men) of 3 counties of Jonglei on peace building with NPA financial support. Nile Hope and Central Equatoria Women Union conducted 3 county community peace dialogues between women and security forces in 2 counties of central Equatoria and 1 county of Jonglei State. NPA supported Nile Hope inter-clan peace dialogues in 3 counties of Jonglei state and 25 chiefs and elders (men) participated.

NPA also conducted a baseline Survey on women participation in local government and modified WCDI Manual as well as trained 39 women leaders as TOTs using the modified manual. NPA supported Raise women Hope and Central Equatoria Women Union and trained 120 county women leaders from 4 counties of Central Equatoria with modified WCDI manual. This has resulted into improved leadership and confidence building skills among women SSWGAs re-organized the two state women unions/associations of Western Equatoria and Western Bahr el Ghazal state and trained the leaders in leadership and resource mobilization skills with the NPA financial support. They are now active.

The findings indicate that NPA developed and printed (1000 copies) of a SGBV manual and graphic materials in form of cartoons and trained all partners on how to use it. Various partners were supported financially and conducted- Training of trainers 134, (50 female & 84 male) as champions to combat gender based violence (GBV) using NPA SGBV manual in five states of Central Equatorial, Eastern Equatoria, Upper Nile, Lakes and Jonglei. Supported Partners trained 210 community leaders on GBV, formed 10 GBV in 10 counties of targeted areas of five states of Central Equatorial, Eastern Equatoria, Upper Nile, Lakes and Jonglie. The Partners conducted community GBV awareness campaigns in the same targeted states and reached 49,965 people (21,928 male & 28,037 male) in targeted areas. This resulted into increase awareness of GBV prevention and response among the targeted communities.

It was found that NPA supported roots and trained 25 women IDPs at UNMISS POC, Juba in making beads for peace and COSYWO for economic empowerment related activities. COSWYO and its 3 member organizations were supported, 60 EBWA women in “Merry go Round” schemes with small grants and entrepreneurship training, provided inputs and tools to 22 female and 7 male in soap, oil and Vaseline production from Shea nut tree(lulu) as well as 30 women in vegetable growing. This has improved women’s livelihoods options and their risk to GBV has been minimized. The evaluation findings also indicate that NPA supported the development of Paralegal curriculum by SSWLA. SSWLA and NSWF trained 26 paralegals using developed paralegal curriculum and NPA SGBV manual and supported their work. Supported Paralegals have provided legal aid, psycho-social support and referral services to 393 people (277 female, 69 male, 4 boys and 43 girls) - with various GBV cases. 80 Chiefs and 120 county leaders were trained on human rights and gender sensitive court proceedings, SGBV, South Sudan laws.

Generally, the evaluation indicates that there are qualitative and quantitative achievements of outputs and targets as defined in the work plans. For instance it was reported that some Women are

in leadership positions, reduced gender based violence; increased girl child school enrolment and awareness creation on human rights and GBV prevention, and response as well as increased women participation in entrepreneurship and income generating activities. Partners and beneficiaries also emphasised that NPA project is on track by the virtue of the targeted population, they focus on the grass root women most of the times which is crucial, the bottom-up approach is important. Some partners also reported that much as the projects have a very short time frame, one can achieve the results depending on the approach used. In our case, we had for example targeted 600 people in our activities but we only managed to reach more people outside POC to a tune of 2000 in raising awareness in churches and other different meetings.

Challenges that affected the project effectiveness;

It was noted the project was on track however there were some strategic, tactical and operational issues noted. These included;

For instance it was difficult to determine the extent to which the outputs contributed to planned results as there was lack of baseline information, indicators and the monitoring and evaluation matrix. Even the partners and monitoring reports had limited information on what was planned in a particular period and what was actually achieved. There were few partners who attempted to comply but the majority had inadequate information.

Another issue was that 10 partners in different states are too many given the resource envelope, the partners are given little money, and it is a short term operation, limited capacity of partners to implement some activities effectively. For the project to succeed there is need to address those challenges if the full objectives of the project were to be attained.

Another challenge that was noted is that women groups are mobilized and trained and reported to have gained skills yet they are not in position to transfer the knowledge due to lack of facilitation to ease their transportation and refreshments while conducting advocacy and follow up to SGBV cases. Women reported insufficient start-up capital to start income generating activities that can improve their livelihoods thus affecting the utilization of skills gained in empowerment trainings.

The previous Project staff used to be on the ground and work was going on well but things have slightly changed. The field trips should be intensified by NPA. On funding of our project activities, there is always a ceiling, though the funds are insufficient and the project timeline of 3 months is short to make a change in society.

Based on the information which was accessed by the evaluation team and the interviews conducted with different stakeholders more so the beneficiaries and the implementing partners, the NPA women project was effectively being implemented. Out of 13 partners, Raise women Hope and Central Equatoria women union are the ones that never implemented their activities as planned because NPA had not finalised with the simplified version of Local Government Act. Also SSWEN had diversion from the planned activities of training social workers whom they realised were not on ground instead used the money for other activities as they agreed with NPA, despite some observed operational challenges which need to be addressed. It is however observed that in

situations where baseline indicators are lacking or where the reporting by different partners fails to indicate what was planned and the actual accomplishments, it is difficult to assess the degree of effectiveness. NPA should therefore strengthen partners reporting systems.

During evaluation, it was also identified that there are the major capacity gaps that may affect the implementation of the project's completion. These include delay in release of funds, poor communication, limited skills in monitoring and evaluation among the project team and partners as well as project management and reporting by partners

The beneficiaries, partners and NPA noted that there were various factors and constraints that have affected projected implementation over the assessment period. These included insecurity, negative cultural influence, poor transport system, limited tools and equipment's among partners, floods, delays in staff replacement of project staff, limited funding and poor reporting systems.

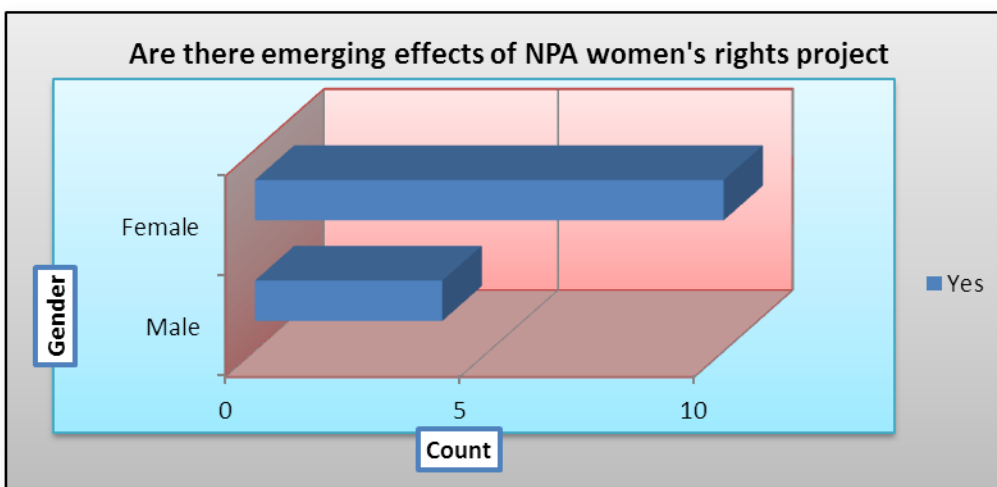
Factors accounting for success of project

Availability of funds, sufficient training, community participation, use of local organisation and structures, skilled project personnel, male involvement; development and use of various and simplified and relevant training manuals with graphic illustrations as well as coordination with local stakeholders were found out as major factors that account for the success of the project mid-way as captured from the views from different stakeholders.

2.6 Project impact

The evaluation study indicates that 100% (67% female and 33% male) of respondents agreed that there were emerging effects of the project on beneficiaries including men and women. The views of both males and females are illustrated in figure below:

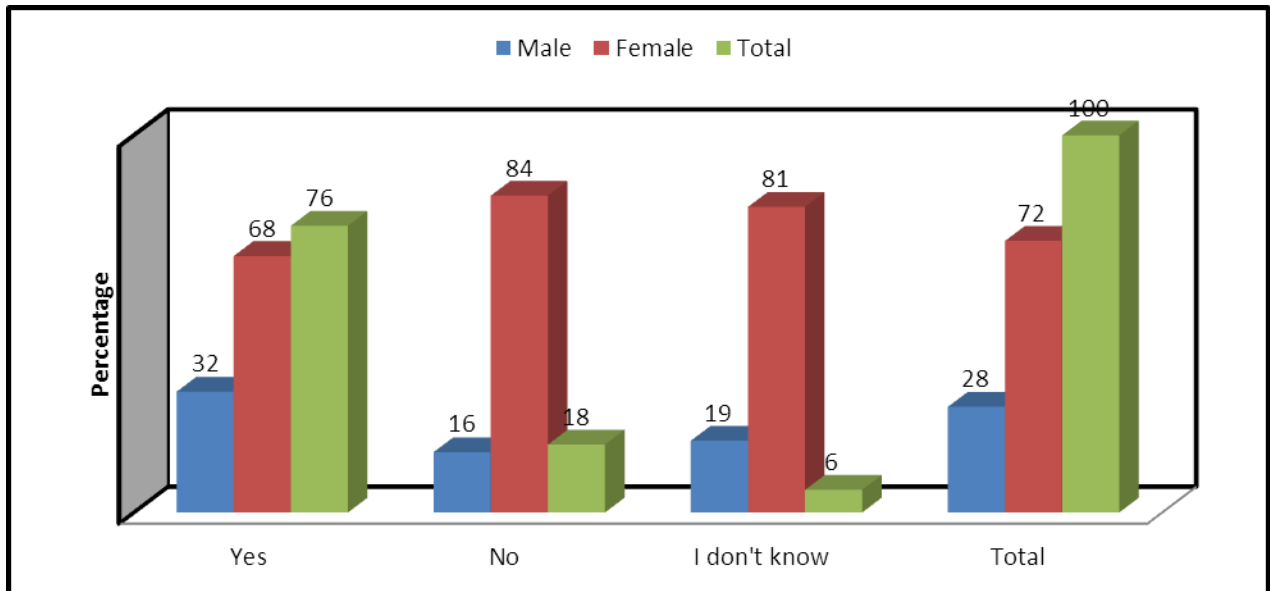
Figure 10: Emerging effects of NPA women's right project



The assessment found that 76% (68% female and 32% male) of the respondents that filled in the survey instrument agreed that the NPA women rights project had so far created some impact in the

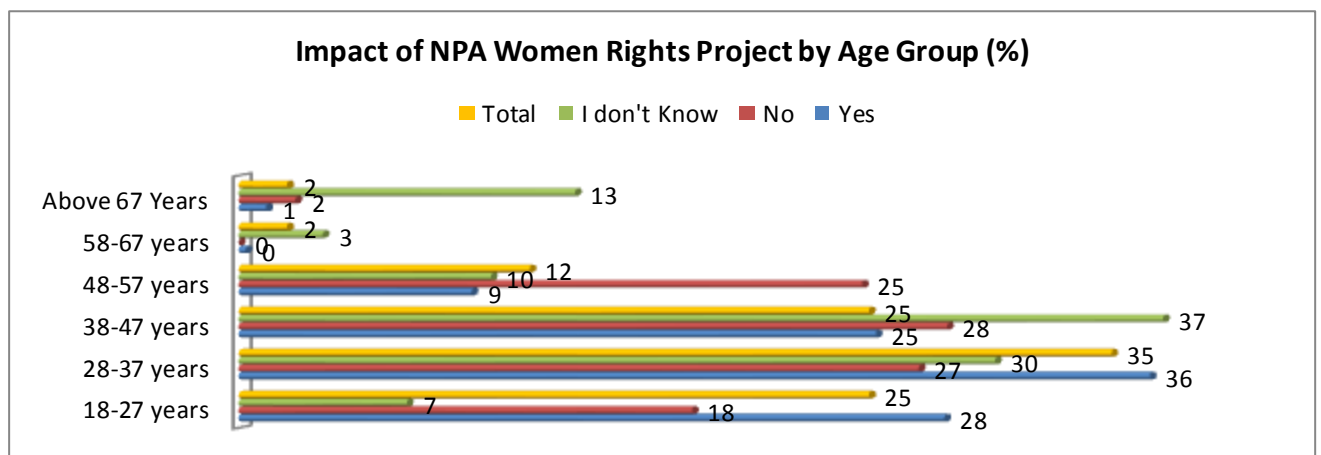
areas where it was implemented. On the other hand, 6% (81% female and 19% male) of the respondents did not know whether the NPA women rights project had made any impact. Figure shows how the respondents reacted towards impact of the project.

Figure 11: Impact of the NPA Women Rights Project by Gender



Further investigation showed that majority of respondents 36% who thought that the NPA women rights project had had an impact were in the age category of (28-37 years). On the other hand, 37% of the respondents who thought that the NPA women rights project had no impact were in the age category of (38-47 years). Analysis also revealed that 37% of respondents who did not know whether the NPA women rights project had had any impact were from the same age category (38-47 years).

Figure 12: Impact of NPA Rights Project by Age Group



The study showed that the majority of respondents 28% who thought that the NPA women rights project had had an impact were in the age category of (28-37 years) composed of (41% female and 59% male) as demonstrated in figure 16.

Figure 13: Impact of NPA Women Rights Project (28-37 years) by Gender

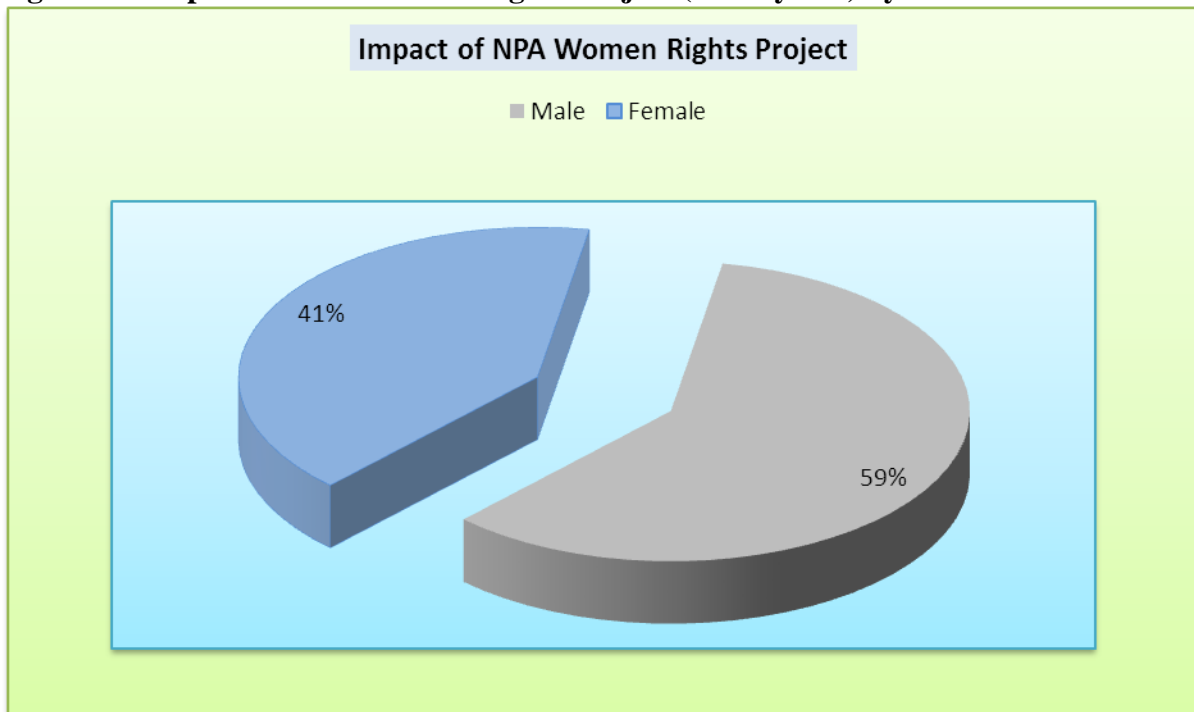
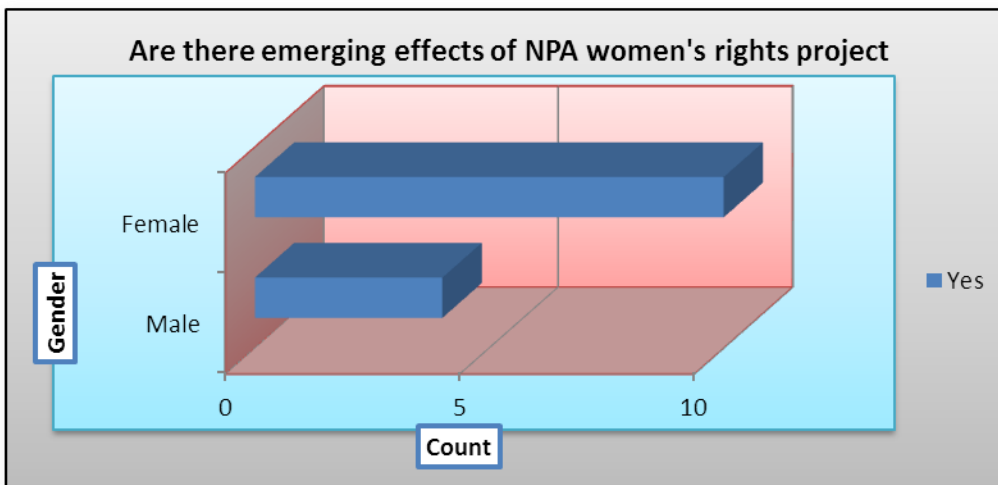


Figure 14: Emerging effects of NPA women’s right project



As indicated in the above figure, the evaluation showed that 100% (67% female and 33% male) of respondents who responded to this section agreed that there are emerging effects of the project on beneficiaries including men/boys and women/girls. Though there was lack of clear baseline

information to assess the extent to which outputs contributed to the desired results, the following were concluded as the emerging effects of the project;

- Increased knowledge and awareness on SGBV prevention, and referral path ways among communities in targeted areas.
- Increased knowledge of the GBV referral pathway in targeted areas due to GBV awareness-raising efforts by NPA
- Women are increasingly and actively participating in community leadership’s positions and peace building initiatives due to women can do it and peace building trainings
- The partner organizations capacity has significantly improved and actively participating in peace building campaigns, forums, dialogues events and national prayers
- Women capacity to organize them has improved and this has contributed to the increase livelihood options for women and having one voice to advocate for women’s rights and protection.
- A significant improvement in the institutional capacity of GBV service providers to respond to GBV, including health, police , traditional courts, and judicial staff due the NPA partner’s trainings
- There has been a steady increase in reporting GBV cases to the police, court and increased access to health and psycho social support service in targeted areas. This had been due to the reasons that paralegals in targeted areas have assisted people with various GBV cases to access court, police and medical services through provision of legal aid, pyscho- social support and referral services.
- The targeted traditional chief’s knowledge has increased in gender sensitive court proceedings and women’s rights provisions in key South Sudan legislations.
- Western Equatoria and Western Bahr el Gazel state women association/unions are now well organized and active as umbrella organizations for promoting and advocating for the rights of women at state level.
- Intermarriages have led to peaceful co-existence among the community members.

In addition to the above; the evaluators were able to capture a list of representative views from different stakeholders on impact of the project as presented in table 3 below;

Table 2: Respondents views on the impact created by the NPA women project

A	Before the project, people were not aware of GBV, prevention and management. For instance women and girls would not report when they are raped or abused because of fear of stigma from the community members and service providers. This is because the cultural beliefs prohibited reporting and there was also lack of information on existing GBV reporting and referral mechanisms but now there are no fears and the cases of violations are being reported which is attributed to various interventions so far implemented under NPA support. Since we were trained by NPA we move around the communities creating awareness on dangers of GBV, prevention and referral mechanism. These days’ people and survivors are in position to report the cases to the relevant service providers such as police, health, and Courts. Partners reported that training of chiefs, police, Local leaders and women Members of Parliament in their area has helped in responding to GBV cases especially rape cases and supported the survivors and followed up the conviction of perpetrators. For instance the trained
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	<p>commissioner of Kapoeta South county of Eastern Equatoria state assisted the 4 female rape survivors to access justice by assisting the police to arrest 4 male perpetrators and was convicted by the court for 7 years in prison.</p> <p>Women are now empowered and in position to express themselves with no fear. A woman in Torit said “We have learnt how to communicate with confidence and convince the people out of cultural harmful practices that abuse women rights”. We also actively participate and influence meeting decisions equally as men which never happened before. There are reduced cases of divorce and separation in our payam, as we have been counseling and mediating in such cases that have improved family life. There are reduced abortions and homicides now days. There is a woman who conceived out of rape after giving birth she wanted to kill the baby but we counseled her and accepted to keep the baby.</p>
B	<p>The NPA funds were used to start bakery as an Income generating activity and women’s incomes have increased and the quality and value addition has steadily improved. Due to peace building training and inter-clan community women led dialogues, cattle raids in our area of operation have reduced hence risks that expose women and girls to GBV has steadily reduced. Through NPA project we have had dialogues with the chiefs, police, youth who are more involved in the activity on peaceful ways of solving problems than revenge, and trained them in peaceful mechanisms of solving problems.</p>
C	<p>The project has had an impact. We have managed to get together as women through this initiative and we are able to get some little income out of project sales and we get vegetables for food as reported by women in Otieno vegetable growing group. However, the vegetable growers have increased in our market so, we sell them cheaply now. We have managed to improve our home nutrition levels by preparing vegetables for the kids and entire family. A few of our group members have managed to sell a piece at 3-5ssp.</p>
D	<p>There are changes in society since the project began. Girl child education has improved and this is demonstrated by increased girl enrollment in schools. Participation of women in community affairs has improved for example 20 women joined leadership positions in their communities. There has been increase in reporting GBV cases, for example, at UNMISS POC, 4 rape cases were reported and referred to IMC for medical examination with in recommended 72 hours and response which was not happening before.</p>
E	<p>Training and raising awareness on SGBV prevention and management has led to change of attitudes among men and youth towards gender issues and women’s rights. Male involvement has led to men advocating and championing GBV prevention and response. The Trained music, dance and drama groups in Awerial are being used by various protection actors to create awareness on SGBV prevention and response.</p>

F	<p>Beads for Peace project brought together the Nuer women who are displaced within Juba PoC. Due to mobility restrictions (IDPs hosted within the PoC cannot move freely outside the PoC due to security threats) women have very limited livelihoods options. ROOTS not only train them on beadwork but also markets and sells the beaded products outside the PoC on behalf of the women. This has enabled IDP women to have some income. But more important, this project brings women together and provides a space for them to talk and share their experiences and hopes and provide psycho social support.</p>
G	<p>Various government institutions in Eastern Equatoria at all levels recognized the efforts made by COSWYO in the state. Because of their efforts and commitment towards women rights protection, Government has always supported the organization and women with security while implementing the activities for women’s empowerment and gender equality. The Minister for Information had also granted permission to COSWYO to use the radio for free whenever there was a need for public awareness.</p> <p>Due to the training interventions on human rights, and the law of South Sudan relating to gender based violence, the beneficiaries were very happy to know that there was a law that was protecting them. And they promised to use the rights to litigation as preserved in the transitional constitution of the Republic of South Sudan, especially the women in case their rights are violated. Chiefs also have learnt that they have been handling criminal cases which aren’t with in their mandate like rape, forced marriages and defilement which is above their capacity and now they are aware of the cases they can handle and make sure women’s voices are listened too. Commissioner, chiefs, men and women who attended were happy and appreciated the training as they lacked information on GBV and rights of women. They noted that there is need for some reforms through practicing and promoting the rights of person from family to the community.</p> <p>Through GBV awareness creation, GBV related cases such as rape were being reported by the survivors, family and community members to the partners and when reported, the partner collaborated with police, leaders and other women protection actors such as UNMISS and assisted GBV survivors to access the services especially the Medical services with in recommended 72 hour and perpetrators were convicted.</p>

2.7. Project Sustainability

This midterm evaluation found that there were some chances of sustainability of the benefits that had so far been attained but at the same time; there were some limiting factors against sustainability that were identified during evaluations as detailed in the chart below. The limiting factors need attention by NPA and partners. Below is a figure summarizing the facilitating and inhibiting factors for sustainability that were identified during the evaluation.



- Proper training in resource mobilisation
- Voluntary training of partners
- Commitment from local players
- Good relationship with the communities
- Changed attitudes of men towards women rights
- Increased community awareness on GBV
- Visibility of our NGO in the community
- Youth Involvement
- Use of churches
- Exploiting any meetings in community
- Combining HIV interventions
- Girl Child education
- Lobbying of more funds from other donors
- Extending project durations
- Increased funding by NPA

- Team Work
- Organisation efficiency
- Short term projects
- Poor communication
- Lack of Monitoring
- Cultural dynamics
- Poor reporting systems
- Equity challenges
- Inconsistencies in release of funds
- Insecurity
- Scattered projects to support

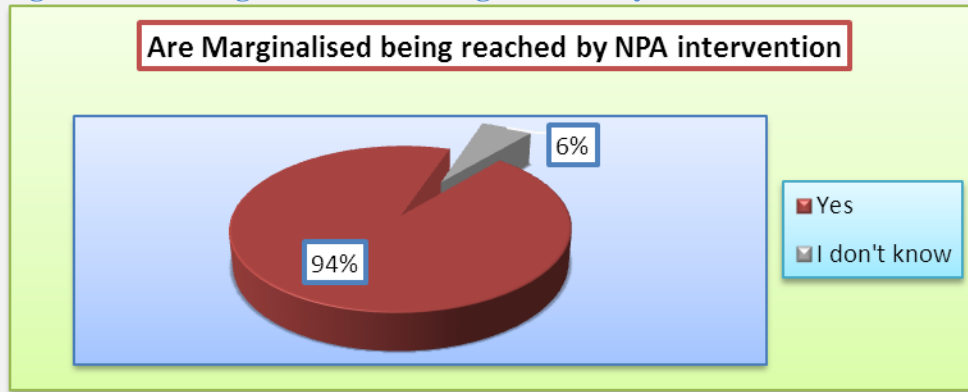
The project paid attention towards factors of sustainability in the project design and during implementation of the project and NPA hopes that the capacity building programmes for partners that has been built into this project shall ensure that there is transfer of knowledge, skills and tools to the NPA partners and also link them with other donors to access funds.

Community based paralegals, volunteers/ TOTs that have been established in communities by the project will ensure knowledge sustainability beyond project assistance. High levels of beneficiary participation along with the support of local and traditional leaders enhanced programme ownership and sustainability.

2.8 Project equity

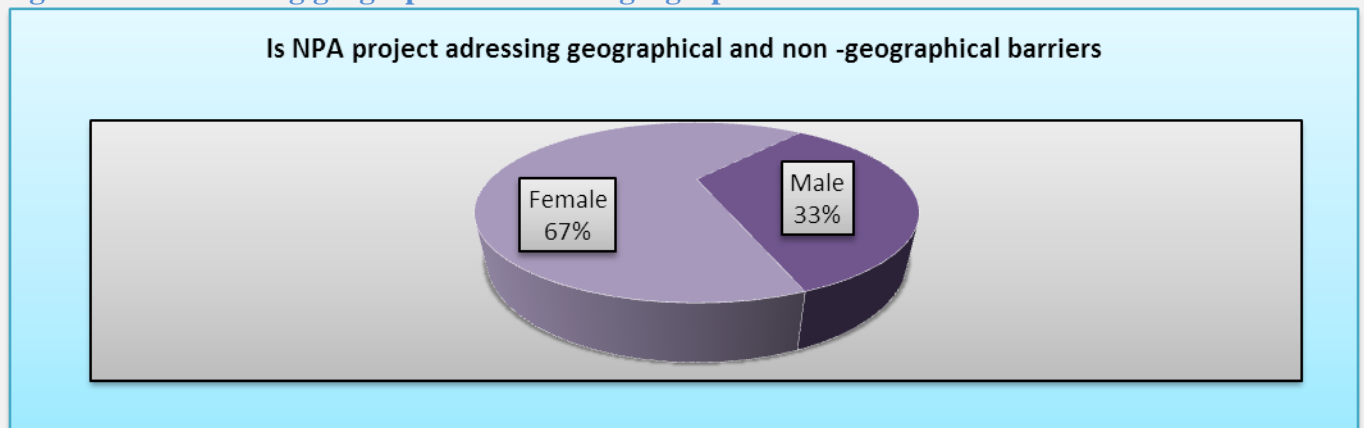
Analysis showed that 94% (59% female and 41% male) of respondents who reacted to this section agreed that the most marginalised persons like the poorest of the poor, children, women, IDPS, and persons with disabilities are reached by the project's intervention. The project adhered to equity principles in service delivery. The project targets all the people in the community without any segregation. Through partners, the project has supported the most vulnerable people such as IDPs, the elderly, the disabled and widows.

Figure 14. If marginalised are being reached by NPA intervention



As indicated in the below figure 15, it is indicated that 100% (67% female and 33% male) of respondents who responded to this section agreed that the project is in fact addressing geographical and non-geographical barriers, including urban and rural disparities and ethnicity. This was supported by views from stakeholders that some interventions covered all geographical and non-geographical barriers such as urban/rural disparities ethnicity.

Figure 15: Addressing geographical and non-geographical barriers



3. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

3.1. Introduction

This chapter draws conclusions based on the findings of the assessments. The conclusions are drawn in accordance with each of the evaluation questions. After the conclusions, some major gaps and issues which were noted by the evaluation team are presented for attention by management. The evaluation team also picks out some exciting best practices still for the attention of NPA before recommendations are given. These recommendations need to be implemented for the success of the remaining activities on the project.

3.2. Conclusions

Based on the emerging findings on each of the key evaluation questions, the evaluation concludes as follows:-

- (i) The NPA woman project was relevant and it was highly commended by various stakeholders who all agreed that the NPA women project was relevant to the situation in areas where it was being implemented and it was commended for addressing issues that touched the centrality of women's rights and empowerment in the country.
- (ii) The NPA women project was generally effective and on track although there were some strategic, tactical and operational issues that needed to be addressed as they affected the efficacy of the various interventions. Among the major issues related to the funding modalities, the short term nature of the project and challenges of communication between NPA and implementing partners. Although there were problems of accurate performance reporting, some implementing partners had demonstrated a best practice reporting culture where planned activities were compared with actual hence it became easy to determine the degree of effectiveness.
- (iii) There was some impact being created by the project especially regarding change of attitudes and perceptions against SGBV. There is also evidence that the Women Based Local organisations are actively advocating for SGBV prevention and management and strengthening the capacity of service providers in SGBV prevention, protection and management. This increased levels of reporting and management of SGBV cases. The same organisations are increasingly bringing together women to empower them economically as well as participation in decision making processes including peace building initiatives
- (v) The project has some chances of success but this dependent on NPA ability to attend positively to all factors that appeared to favour sustainability and also addressing the mitigating factors against sustainability. The attention was needed at different levels as these factors related to different aspects. There were attempts made at addressing equity but

in a number of cases, the marginalised like the persons with disabilities remained untargeted by the different project activities.

3.3. Major Gaps and Issues

Despite the positive observations regarding the performance of the project, the evaluation reports the following gaps/issues which were likely to affect the performance of the project and thus needed NPA management attention.

- I. Lack of baseline data and key performance indicators on the core activities of the project. There was no monitoring and evaluation matrix for the project and this weakness undermines legitimate efforts to effectively assess the changes and efficiency levels which had been created by the project interventions. In addition to this, It was observed that NPA met some partners during signing contracts only and then depended on reports which indicated lack of onsite supervision of partners. Another major area of weakness was the quality of reports submitted by partners.
- II. Funding for the various activities was reported to be small as compared to the volume of work that had to be undertaken. There was also reported delay in release of funds to the implementing partners and the period for implementing activities is rather short.
- III. The team also observed a communication gap between partners and NPA staff. The majority of partners and NPA staff quite substantially regarded it as one of the challenge.
- IV. Some implementing partner groups demonstrated poor organizational and group dynamics skills
- V. Lack of enough personnel, due to insufficient funds in order to carry out monitoring effectively.

4. RECOMMENDATIONS

The evaluation makes the following key general recommendations for the attention of the NPA team:-

- I. **Institutional arrangements:**-Capacity building for a good M&E system should be developed not only at NPA but partner organisations as well. Capacity building in this context means upgrading skills in monitoring and evaluation, which include project analysis, design of indicators and reporting systems, socio-economic data collection, and information management; improving procedures, and all these should be intended to create functional systems that seek out and use information for decisions; and strengthening the organizational processes critical for successful implementation of the project.
- II. **Implementing partner reporting frameworks need to be strengthened.** Virtually NPA should aim at harmonising Partners reporting arrangements and develop further technical skills required to plan information needed, design data collection, analyse the data, and report results in a format that is relevant to the management of NPA.
- III. **Funding modality modifications.** The short period funding modalities can be increased to quarterly funding but with strong follow-up mechanisms. The size of funding to different partner organisations need to consider the geographical disparities and unique contextual factors. Where two currencies are in use within a particular region, specific modalities need to be agreed upon among all the parties
- IV. **Improved communication and feedback.** NPA staff at all levels needs to improve their communication and feedback to the partners and vice versa.

4.1 Lessons learnt and Key best practices

The following best practices present some useful lessons which can be replicated in other activities of the remaining period but also of future projects:

- i. The use of music, dance and drama, youth group leaders and local administrators is a key best practice and effective approach to disseminate key messages on GBV prevention and management. The majority of the population is interested in the music industry which helped in reaching more people especially during GBV prevention awareness campaigns. This can be an effective strategy for mobilising and creating awareness on women's rights and GBV prevention. Some partners also used community radios to promote GBV prevention and response.
- ii. Synergy and good coordination among different players in targeted areas is likely to produce sustainable results. The collaboration of partners with local leaders, government institutions, the community, and other CSOs working in similar areas at different levels is likely to produce sustainable results.

- iii. NPA strategy of implementing activities through partners is also a best practice that leads to the project ownership by the local people hence being sustainable. This is in line with the NPA international strategy and South Sudan Programme in general. This is development oriented as opposed to service delivery. This strategy promotes empowerment tools that enable women, men and young people to take control of their own lives.

Annex 1: Logical steps in executing the assignment

Activity/step	Description of what is involved in each stage
<p>1. Entry meeting</p>	<p>Upon the receipt of the contract award from the client, one of the consultants held an entry meeting in South Sudan NPA office. This meeting was preceded by a series of correspondences which formed the basis for the actual entry meeting. The meeting was used to seek further clarification on unclear issues pertaining to the assignment and was also used to have one face to face interaction with the team critical in the coordination of the assignment.</p>
<p>2. Preliminary literature review</p>	<p>An assignment of this nature required an initial understanding of the context and background to the evaluation assignment. This task was accomplished after reading the various documents that were availed to consultants by the assignment coordinator. There was no programme matrix for monitoring and evaluation that had been developed, so the consultants relied on the project log frame.</p>
<p>3. Inception Report</p>	<p>Based on the outcomes of the review of preliminary documents and the entry meeting consultations through emails, the consultants developed a comprehensive inception report. The report gave the detailed methodology; detailed sampling design and actual selection of sample, data sources and how the data was to be analysed for both qualitative and quantitative information. The inception report further included the survey tools and instruments that were to be used as well as a work plan schedule for conducting interviews among the stakeholders.</p>
<p>4. Presentation and defending the inception report</p>	<p>Once the inception report was submitted to the client, and they presumably internalized it, the consultant was requested to proceed with the assignment.</p>
<p>5. Continuous review documentation</p>	<p>The consultant further identified, received and located more critical documents that related to the evaluation study and reviewed them more extensively. The reports submitted by implementing partners were critical in this regard.</p>
<p>6. Stakeholder Analysis and mapping</p>	<p>The NPA services have been implemented since 2014. A number of stakeholders were involved in each of the areas covered by NPA and quite importantly, NPA worked with many local partners. The views of different stakeholders were thus needed during the mid-term evaluation. To effectively get their views, a stakeholder map was developed to generate the primary and secondary stakeholders who naturally have to be targeted using different strategies. Data collection instruments from each of the stakeholders were differentiated because of the unique information needs of each of the stakeholders.</p>

7. Survey Design	The survey design involved identifying the various types of respondents to be targeted for the mid-term review based on the stakeholder map constructed. To ensure that the results from the survey represented different types of respondents across various groups in each of the regions targeted by the survey, adequate survey planning was necessary.
8. Sample size Determination	Based on stakeholder mapping, an appropriate sample size was determined for each of the categories thus purpose sampling method was used, specifically looking at project beneficiaries, staff and implementing partners. We choose to visit Torit and Juba and Western Equatorial states because they had more projects that were actively being implemented. Also, resources and time factor could not allow the evaluator to visit all the project areas but managed to select a few purposely.
9. Field Survey preparation and data collection	The consultant prepared all needed survey logistics in collaboration with the NPA assignment coordinator. The finalized survey instruments were photocopied, parked and distributed to each of the field teams. Transport and travel arrangements were arranged by NPA. The consultant then proceeded to the field for data collection among the stakeholders.
10. Data Entry, Validation and Analysis	The consultant developed an MS Access data entry template, tested it, and updated it to address identified data entry issues with data collected from the all regions. A preliminary data analysis of the dataset was performed, the results of which were used to validate the dataset and addressed inconsistencies where they occurred. The data was then cleaned and collected to prepare for full analysis once validity and reliability issues had been finalized. The final dataset in MS Access was transferred to MS Excel and SPSS for detailed data analysis. Detailed data analysis was performed using a variety of statistical techniques upon which conclusions and recommendations were drafted.
11. Draft status Findings	Based on the assessment of the key issues above, the consultants prepared a draft status findings report whose lengths was determined by the TORs. The status findings were submitted to the assignment coordinator and a meeting was arranged for formal discussion before a broader audience described below was involved.
12. Presentation of draft Report to key stakeholders	The report that contained the key findings and recommendations based on the survey assessment was presented to all stakeholders for validation in line with the approach proposed for this assignment. The report had a detailed executive summary and the content was structured under the key objectives of the survey as well as the key evaluation questions. It ensured that answers to each of the tasks contained in the TOR were given.
13. Final report and Recommendations	A final report with short, medium and long term recommendations with clear responsibility centres was produced and submitted to the client.

Annex 2. List of people interviewed and participated in FGD

S/N	Name	Organization	Position
1	Rhoda Elisa Tata	Western Equatoria Women Union	Member
2	Christine Joseph	Western Equatoria Women Union	Chairperson
3	Anna Lawa	Western Equatoria Women Union	Member
4	Sarah Jameslam	Western Equatoria Women Union	Member
5	Saida Selim	Western Bhar El Gazel State Women Union	Chairperson
6	Hellen Abure	Central Equatoria Women Union	Member
7	Tereza Pasquale	Western Bhar El Gazel State Women Union	Member
8	Sidonia Germono	Western Bhar El Gazel State Women Union	Member
9	Joyce Adiyu	Central Equatoria Women Union	Member
10	Yien Chaol Tut	UNYMPDA	Executive Director
11	Nyawal Choul Mamuth	UNYMPDA	Project Officer
12	Rev. James Reat Nyosat	UNYMPDA	Board member
13	Munduk jock Paul	UNYMPDA	Volunteer
14	Bele Bol Waul	UNYMPDA	Volunteer
15	Millard Genge Ngen	UNYMPDA	Volunteer
16	Lucia Jovan	Merry-GO- WOMEN GROUP-COSWYO	Women leader
17	Lagha Hellen	Merry-GO WOMEN GROUP-COSWYO	Project Officer
18	Esther WANI	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
19	Rose Auma	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
20	Julian Momoi Choul	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
21	Foni Koma	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
22	Lilly Talakipe	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
23	Misalina Abina	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
24	Regina Adulle	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
25	Chandia Hellen John	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
26	Regina Eiyong Longo	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
27	Anthonia Asienjo	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
28	Vore Ayya	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
29	Ossa Anastazia	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
30	Jackline Philip	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
31	Grace Dudu	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
32	Angel Ayia Juma	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
33	Agnes Foru David	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
34	Rose Ayia	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
35	Sabina Dario	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
36	Grace Utun	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
37	Andru Ima	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
38	Josephine Keria	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
39	Maraclina Dudu	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
40	Nueroniko Odeyo	Merry-GO WOMEN GROUP-COSWYO	Beneficiary
41	Lucia Jovani	COSWYO	Implementing partner-Member

42	Julian Momai Choho	COSWYO	
43	Dina Disan Olweny	COSWYO	Project Coordinator
44	Lilly Acia Tobias	COSWYO	Project Officer
45	Elizabeth Ihart	COSWYO	Board Member
46	Davidika Ikai	COSWYO	Board Member
47	Jane SHEILA	COSWYO	Volunteer
48	Acii Rose Augustine	Abara women group	Chairperson
49	Ociti Jackson	Abara women group	Vice Chairperson
50	Kevin Arach	Abara women group	Secretary
51	Hellen Kasara Oyoo	Abara women group	Sales woman
52	Lucia Lamon	Abara women group	Information
53	Augustine Oloye	Abara women group	Advisor
54	Joska Aryemo	Abara women group	Member
55	Mary Amal	Abara women group	Member
56	Joska Achito	Abara women group	Member
57	Jusphin Achiro Okumu	Abara women group	Member
58	Rose Abalu OPM	Abara women group	Member
59	Anyes Akot	Abara women group	Store Keeper
60	Queen Latu	Abara women group	Sales Woman
61	Santa Achiro	Abara women group	Member
62	Josphin Adul	Abara women group	Member
63	Santa Achola	Abara women group	Member
64	Uenice Akeel	Abara women group	Member
65	Mary Akongo	Abara women group	Member
66	Kilema George	Abara women group	Paralegal
67	Nunu Diana	SSWEN	Project Officer
68	Brenda Nanteza	Nile Hope	Ass Program Coordinator
69	Rael Rugut	Nile Hope	Gender Program Coordinator
69	Rukundo Caroline	NPA	Women Rights Coordinator
70	Rosyline Night	NPA	Project Officer
71	Susan Sebit	SSWLA	Executive Director
72	Jimin Suleiman	AVOWAC	Executive Director
73	Ruth Lugor	Roots Project	Project Coordinator
74	Hilda Otuga	NSWF	Program Officer
75	Jennifer Kujang Abe	Central Equatoria Women Union	Chairperson

Annex 3: Time schedule for data collection with in NPA and partner offices

S/n	Date	Activity	Location
1	17/2/15	Travel to juba, harmonising the tools & meeting with project implementation team	Juba
2	18/2/15	Field work- interviews UNYMPDA and interview project implementation team	Juba
3	19/2/15	Travel to Torit / COSWYO field interviews	Torit
4	20/02/15	Field work Interviews COSWYO partners	Torit,
5	21/02/15	Field interviews/ COSWYO partners-travel back to juba	Magwi
6	22/02/15	Literature review	Juba
7	23/02/15	Field interviews/literature review AVOWAC 2:00pm, SSWLA 10:00am, SSWGGA, 4:00pm	Munuki payam Juba county/ jebel and lologo-juba
8	24/2/15	Field interviews/literature review, , rwh-12:00pm SSWEN, 10:00am and CEWU 3:00pm	Juba
9	25/2/15	Interviews/literature review Nile Hope 10:00am and roots 12:00pm field Final meeting with client	Juba
10	26/02/15	Travelling back	

Annex 4: Beneficiary and Project Staff Survey Tool

Indicate whether you are a beneficiary or a project staff at either NPA Head Office OR implementing partner Office.

1. Beneficiary

2. NPA Head Office Staff

3. Implementing Partner

001	Questionnaire	<input type="text"/>	
002	Beneficiary code	<input type="text"/>	
003	County	<input type="text"/>	
004	Sub county	<input type="text"/>	
005	village	<input type="text"/>	
Section A: Background information			
Serial #	Questions	Options	Response
A01	What is your age category?	<ol style="list-style-type: none"> 1. Less than 18 years 2. 18-27 years 3. 28-37 years 4. 38-47 years 5. 48-57 years 6. 58-67 year 7. Above 67 years 	
A02	What is your Gender category?	<ol style="list-style-type: none"> 1. Male 2. Female 	
A03	What is your highest level of education	<ol style="list-style-type: none"> 1. Primary 2. O-level 3. A-level 4. Diploma 5. Bachelor degree 6. Masters 7. PhD 8. Others specify)..... 	

A04	What is your religious affiliation	1. Catholic 2. Protestant 3. Seventh Day Adventist 4. Moslem 5. Pentecostals 6. Others (specify).....	
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SECTION B: RELEVANCE OF NPA PROJECT

Statement	Yes	No	I don't know
B05. NPA Women rights project interventions are relevant to our context			
B06. The implementation approach of NPA women rights project is appropriate			
B07. The set of activities so far implemented by our implementing agency are sufficient.			
B08. The different activities by each implementing agency complement each other			
B09. The project activities respond to the needs of the beneficiaries			
B10. The project activities target the right beneficiaries			
B11. The project has led to some unexpected results			

B12. Mention some of the unexpected results the interventions have led to so far

- 1.....
- 2.....
- 3.....

SECTION C: EFFECTIVENESS OF NPA PROJECT

Statement	Yes	No	I don't
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			know
B14. The NPA Project implementation activities are on track.			
B15. There are positive key outputs that have been produced by the NPA women rights project mid-way			
B16. The project work-plans have been followed so far by the project			
B17. There is adequate capacity implementing the NPA women rights project			
B18. There are appropriate organization systems for implementing the NPA women rights project			
B19. The organizational processes for implementing the project are functioning well			

B20. What key outputs have been achieved mid-way?

- 1.....
- 2.....
- 3.....

B21. What are qualitative and quantitative achievements of outputs and targets as defined in the work-plans and with reference to the project baseline?

- 1.....
- 2.....
- 3.....

B22. What major capacity gaps exist that may affect implementation of the project to completion?

- 1.....
- 2.....
- 3.....

B23. What organizational processes, structures are not functioning well?

- 1.....
- 2.....

3.....

SECTION D: EFFECTIVENESS OF NPA WOMEN RIGHTS PROJECT

Statement	Yes	No	I don't know
B24. NPA Women rights project efficiently organized			
B25. The organization utilizes project funding as per the agreed work plan to achieve the projected targets			
B26. The reporting timelines followed by the project teams			
B27. The performance of the Monitoring and Evaluation mechanism of the project and the use of various M&E tools are applied			
B28. Budgetary inputs are provided by the project vis-à-vis achievement of outputs and targets			

B29. What factors and constraints have affected project implementation in addition to other external factors unforeseen during the project design?

1.....

2.....

3.....

SECTION E: IMPACT OF NPA WOMEN RIGHTS PROJECT

Statement	Yes	No	I don't know
B30. There some of the changes that have resulted from the project interventions mid-way			
B31. NPA Women Rights project has caused change			
B32. The interventions of NPA Women Rights project contributed have contributed towards women empowerment			
B33. Gender sensitive laws and policies have been enacted and are being implemented			
B34. Women are holding at least 25% of all governance positions in Local Governments			

B35. The number of women engaged in national and international South Sudanese peace building initiatives is increasing			
B36. The number of women’s organizations in targeted areas working to improve the lives of women and their communities is increasing			
B37. There is improved service delivery for communities, especially women from Local Government			
B38. There is now improved justice for women in the local traditional and national courts			
B39. Training in basic business management & Entrepreneurship of CBOs has been undertaken			

B40. What are the factors accounting for successes or failures of NPA Women Rights project so far?

SUCSESSES

- 1.....
- 2.....
- 3.....

FAILURES

- 1.....
- 2.....
- 3.....

SECTION F: SUSTAINABILITY OF NPA PROJECT

B41. What are the sustainability chances of the project interventions thus far in project implementation?

- 1.....

2.....

3.....

B42. What are the preliminary indications of the degree to which the project results are likely to be sustainable beyond the project’s lifetime, and provide recommendations for strengthening sustainability?

1.....

2.....

3.....

B43. What lessons are to be derived from the mid-term evaluation on the sustainability of the interventions?

1.....

2.....

3.....

SECTION G: EQUITY IN NPA SERVICES

B44. Are the most marginalized persons including the poorest of the poor, children, women, and inmates, former IDPs, refugees and persons living with disabilities reached through action aid interventions?

1.....

2.....

3.....

B45. Are the interventions addressing geographical and non-geographical barriers such as urban/rural disparities, ethnicity etc?

1.....

2.....

3.....

B46. Are there any emerging effect of the project on beneficiaries including both men and women?

1.....

2.....

3.....

MAJOR LESSONS LEARNT FROM THE NPA WOMAN RIGHTS PROJECT

1.....

2.....

3.....

MAJOR RECOMMENDATIONS FOR IMPROVING THE NPA WOMEN RIGHTS PROJECT

1.....

2.....

3.....

Annex 5: Interview guide and FGD guide for key informants

Evaluation question	Guiding questions	Category of respondents
Relevance	<ul style="list-style-type: none"> i. Is NPA Women rights project relevant? ii. How relevant has been the implementation approach? iii. Was the set of activities sufficient? iv. Do the different categories of activities complement each other? v. Does the Project respond to the real needs of the beneficiaries? vi. Has the project targeted the right group of beneficiaries? 	
Effectiveness	<ul style="list-style-type: none"> vii. Is NPA on track in its implementation of the project? viii. What key outputs have been achieved mid-way? ix. What are qualitative and quantitative achievements of outputs and targets as defined in the work-plans and with reference to the project baseline? x. Is there the capacity needed to implement the project to completion? xi. Are the organizational processes, structures etc appropriate and functioning well? 	
Efficiency	<ul style="list-style-type: none"> vii. Are they efficiently organized? viii. Has the organization utilized project funding as per the agreed work plan to achieve the projected targets? ix. Are the timelines and quality of the reporting followed by the project implementers? x. Have the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) been provided by the project vis-à-vis achievement of outputs and targets? xi. What factors and constraints have affected project implementation including <u>technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors</u> unforeseen during the project design? 	
Impact	<ul style="list-style-type: none"> v. What are some of the changes that have resulted from the project interventions mid-way? vi. What are the factors accounting for successes or failures? vii. Are we causing change? To what extent has the interventions contributed to its long term goals? Why, or why not? viii. To what extent have interventions contributed towards observance of project objectives and organizational efficiency? Why or why not? ix. What unexpected result has the interventions led to so far? 	

Sustainability	<ul style="list-style-type: none"> iv. What are the sustainability chances of the project interventions thus far in project implementation? v. What are the preliminary indications of the degree to which the project results are likely to be sustainable beyond the project's lifetime, and provide recommendations for strengthening sustainability? vi. What lessons are to be derived from the mid-term evaluation on the sustainability of the interventions?
Equity	<ul style="list-style-type: none"> i. Are the most marginalized persons including the poorest of the poor, children, women, and inmates, former IDPs, refugees and persons living with disabilities reached through interventions? ii. Are the interventions addressing geographical and non-geographical barriers such as urban/rural disparities, ethnicity etc? iii. Are there any emerging effect of the project on beneficiaries including both men and women?