

External Evaluation of
FOKUS PROGRAMME 1325:
COLOMBIA AND SRI LANKA
“GET WOMEN TO THE TABLE”
(2011-2016)

Final Report



Project: Evaluation of FOKUS Programme 1325: Colombia
and Sri Lanka “Get women to the table”
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Abbreviations

ATP	Advanced Training Programme
CBO	Community Based Organizations
CCT	Corporación Colombiana de Teatro (Colombia)
CDG	Community Development Groups (Sri Lanka)
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CPC	Centro de Promoción y Cultura
CSHR	Centre for Studies of Human Rights (Sri Lanka)
DDR	Demobilisation, Disarmament, Reintegration
ESCR	Economic, Social and Cultural Rights
FAU	Fondo de Acción Urgente (Colombia)
FARC	The Revolutionary Armed Forces of Colombia
FOKUS	Forum for Women and Development
FHH	Female Heads of Households
FMW	Fuerza Mujeres de Wayuu (Colombia)
GBV	Gender Based Violence
HHR	Home for Human Rights
ICCPR	International Covenant on Civil and Political Rights
INGO	International Non-Governmental Organization
LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
LIMPAL	Liga Internacional de Mujeres por La Paz y La Libertad (Colombia)
LLRC	Lessons Learnt and Reconciliation Commission (Sri Lanka)
LTTE	Liberation Tigers of Tamil Eelam (Sri Lanka)
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MWDT	Muslim Women’s Development Trust (Sri Lanka)
NGO	Non-Governmental Organization
NPC	National Peace Council (Sri Lanka)
OECD	Organisation for Economic Co-operation and Development
OIDHACO	Oficina Internacional de los Derechos Humanos Acción Colombia
P.C.N.	Proceso de Comunidades Negras (Colombia)
RPK	Rajarata Praja Kendraya (Sri Lanka)
SMART	Specific, Measurable, Attainable, Relevant and Trackable/Time-bound

TJ	Transitional Justice
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNSCR 1325	United Nations’ Security Council Resolution no. 1325 (2000)
UPR	Universal Periodic Review

Partners

Name	Used in report	Phase I (2011-2013)	Phase II (2014-2016)
COLOMBIA:			
Centro de Promoción y Cultura	CPC	V	V
Colective Mujeres al Deerecho	Colemad	V	
Colectivo de Mujeres Excombatientes	Mujerex	V (2012-)	V
Corporacion Colombiana de Teatro	CCT	V	V
Corporación Humanas	Humanas	V	V
Corporación Juridica Yira Castro	Yira Castro		V
Corporación Manigua	Corpomanigua		V
Corporación Otra Escuela	Otra Escuela		V
Escuela de Género de la Universidad Nacional de Colombia	Escuela de Género	V	
Fuerza Mujeres Wayuu	FMW	V	V*
Fondo de Acción Urgente	FAU		V*
Fondo Lunaria Mujer	Fondo Lunaria		V
Liga Internacional de Mujeres por la Paz y la Libertad	LIMPAL	V	V
SRI LANKA:			
Association of War Affected Women	AWAW	V	V (-2015)
Center for the Study of Human Rights, University of Colombo	CSHR	V	V
Center for Women and Development	CWD	V	
Home for Human Rights	HHR	V	V
Yugashakti Women Federation	Yugashakti	V	
Muslim Women’s Development Trust	MWDT		V*
Muslim Women’s Research and Action Forum	MWRAF	V	
National Peace Council	NPC		V
Rajarata Praja Kendraya	RPK	V	V
Suriya Women’s Development Centre	Suriya		V
Viluthu	Viluthu	V	V
Women and Media Collective	WMC	V	

* Strategic ally from Phase II

1 Executive Summary

Forum for Women and Development (FOKUS) is a Norwegian umbrella-organisation that has been implementing a UNSCR 1325¹ programme in Colombia and Sri Lanka since 2011. The current Programme ends in 2016, and a new phase is being planned.

The evaluation found that the FOKUS 1325 Programme has contributed towards an **increased participation** of women working for peace in both countries. The Programme is found to have **impacts** on a *personal level*, as well as on a *relational level* where there have been strengthening of networks and federations of different war-affected community women’s groups. On *the cultural level*, the Programme is found to challenge the patriarchal culture both with regards to consider women as equal rights holders and peace-building protagonists. The Programme is found to have had important impacts on the *structural level*. In Sri Lanka, the systematic work on Female Heads of Households (FHH) has led to the Sri Lanka country office FOKUS WOMEN being asked to draft the national policy on behalf of the Ministry of Women’s Affairs, with input from FOKUS partners. In Colombia, one of the partners² in collaboration with three other organizations succeeded in lobbying for the incorporation of the issue of sexual violence and the exemption of amnesty for sexual perpetrators into the peace accords.

In both countries, the Programme was found to have contributed to the **strengthening of the women’s movement**. Contrary to many donors, FOKUS Colombia does *not* envision creating a separate “FOKUS-network”. Rather, their partners are expected to, and assisted in, developing new alliances, networks and platforms outside the “FOKUS-family”. This enables a gradual strengthening of the women’s movement in Colombia at the same time as it strengthens the individual organizations, and avoids creating dependencies. FOKUS Colombia has facilitated an enabling environment for the development and operations of the platform “Women for peace”, which is composed of 80 women’s organizations from different sectors articulating common input to the peace negotiation process. “Women for peace” is in the executive committee of the UN Women supported “La Cumbre” (summit) that aspires to comprise the entire women’s movement in Colombia. FOKUS Colombia was found to complement UN Women and the bilateral donors in the way that they strengthen the Colombian women’s movement and promote the principles of UNSCR 1325. In Sri Lanka, the women’s movement seems to be more fragmented and polarised than in Colombia. Cultural barriers across a number of dimensions such as ethnicity, language, religion, class and caste hamper the development of a strong movement. Nevertheless, the Programme has succeeded in creating strong vertical linkages, and an increasing number of horizontal linkages appear to be in the making.

The Programme is found to have been highly **relevant** in both countries at the onset of the Programme. In both countries, the relevance of the Programme has increased due to positive shifts in the political context. These shifts open up for new arenas for women’s influence, and are likely to increase the relevance of the Programme in the future.

¹ United Nations’ Security Council Resolution No. 1325 (2000) on Women, Peace and Security.

² Humanas

Duty bearers are addressed in both countries. In Sri Lanka there is an effective relationship between the FOKUS Programme and the Ministry of Women’s Affairs. Also, there are functional relationships established at local level, where the collective action task force set up in Anuradhapura was found to be very effective. In Colombia there has been little engagement between the Programme and the government, but effective relationships have been formed at district level. As long as there are governance challenges in the two countries, the need for further engagement with decision-makers remains key. The potential for successful engagement with duty bearers is expected to increase with the transitional processes taking place in the two countries.

One of the strengths of the Programme in both countries is found to be its ability to grasp window opportunities. This is a result of a high degree of built-in flexibility in the Programme, linked with an ability in both countries to interpret the changing political mood. One effective **strategy** in the Programme was the advanced training on women and peace³ that brought together women (and men in Sri Lanka) from different backgrounds, and provided new theoretical insight to grassroots practitioners and real-life experiences to professionals. In Colombia, it has been interesting to see how the strategic use of art and culture has made the concept of Women, Peace and Security relevant to ordinary people in their everyday lives. The Colombia Programme is characterized by a rich mixture of strategies and approaches. This has created a wealth of synergies through horizontal, vertical and diagonal linkages⁴. In Sri Lanka, most partners follow the community development strategy, and might to a certain extent perceive each other as competitors. FOKUS WOMEN has achieved creating strong vertical links between the micro and macro level in areas where they have carried out research. The strong connection between the needs and demands of women on the ground and the political proposals articulated within the Programme was found to make the Programme unique compared to other women’s organizations in Sri Lanka focusing on similar thematic areas.

In terms of **Programme management**, the country offices were found to have created synergies and value added that would never have become a reality if the Programme had been coordinated from Norway. FOKUS Norway ought to decide whether the country offices shall remain programme offices or become real country offices. The three country offices ought to tap the potential synergies that lie between themselves.

In terms of **cost-efficiency**, 58 per cent of the overall Programme budget is invested in project activities implemented by partners, and roughly 20 per cent of the budget is Programme activities organized by the three FOKUS offices. Project management and office administration is estimated to be roughly 19 per cent in Sri Lanka and 16 in Colombia (excluded staff time invested in common Programme activities). Both country Programmes were found to have solid Programme monitoring, accompaniment and follow-up systems. It is hoped that as partners become gradually strengthened, more staff time can be invested in activities and less in administration and management. While the administrative costs of the

³ “Diplomado” in Colombia and Advanced Training Programme (ATP) in Sri Lanka.

⁴ Between partners and between target populations (horizontal), between target populations, partners and decision-makers (vertical), and between one partner’s target population and another partner (diagonal).

Programme is at the high end, the existence of the two country offices is boosting the effectiveness.

The **products** made under the auspices of the Programme are generally found to be of high quality in both countries. In Colombia, a number of products were made for internal use (internal evaluation calendars, diaries, notebooks, videos). These were appreciated by the Programme participants, but did not have any rippling effects outside the immediate target population.

With regards to **Sustainability**, the Programme in Colombia was found to support and strengthen on-going processes and all partners confirmed that the processes would continue with or without funding from FOKUS. As thus, the Programme in Colombia was found to be highly sustainable. In Sri Lanka the need for continued operational support was expressed by nearly all the partners, although there were positive signs of both community groups and partners preparing for continued operations beyond funding from FOKUS.

FOKUS Norway was found to have had important **value added** by initiating and designing the Programme, followed by the establishment of the two country offices. Politically, FOKUS Norway has had a higher value added with regards to Colombia than Sri Lanka, and at the same time perhaps also a larger untapped potential. Both country offices are found to have high, and important, values added. There is need and room for expansion of both country programmes, provided long-term funding is secured and adequate human resources added. The evaluation does not find it opportune that the Programme be expanded beyond the Women, Peace and Security agenda.

Recommendations to FOKUS Norway

- 1) Consider whether the two country offices should go from being Programme Offices like today, to becoming true FOKUS Country offices handling all the FOKUS engagements in their respective countries.
- 2) Allow country specific bottom-up planning.
- 3) Facilitate meetings between the three offices to enhance cross-country synergies.
- 4) Include the country offices in development of FOKUS strategies.
- 5) Make “SMART”er indicators for Phase III to avoid too much bureaucratization from updating baselines and counting and calculating figures while what the Programmes tend to achieve are broader societal changes on a structural and systemic level.
- 6) Find a way of installing funds to the partners early in the year to avoid idleness during the first months of the year.

Recommendations to FOKUS Colombia:

- 7) Position the Programme as a knowledge hub for rights based gender approach to the peace accords in a post-conflict context
- 8) Aim at identifying a niche for Phase III to avoid overlap by or competition with other donors.
- 9) Tap the advocacy potential of the Programme by developing a common overarching advocacy plan for the entire Programme including dialogue, lobbying, civic education and mobilization, and strategic alliances and collaboration with authorities and other strategic entities.

- 10) Look into ways of developing even “SMART”er indicators that are understood and used in the same way by the FOKUS Office and the partners.
- 11) Make sure productions/products are considered a tool and not an aim in itself

Recommendations to FOKUS WOMEN:

- 12) Continue to focus the Programme around UNSCR 1325
- 13) Continue to organise inclusive partner meetings where best practices can be exchanged and new competence developed.
- 14) Look into ways of developing even “SMART”er indicators to avoid measuring quantitative factors unless they really indicate a qualitative change.
- 15) Take precautions that the National FHH Policy is not given a “FOKUS Policy” label.
- 16) Seek to identify separate alternative funding from other sources than the usual development donors for future research projects.

2 Introduction

Forum for Women and Development (FOKUS) is an umbrella-organisation for women’s organisations based in Norway. FOKUS has been implementing a UNSCR 1325 programme in Colombia and Sri Lanka since 2011. The current Programme ends in 2016. In Phase I of the Programme from 2011 to 2013, there were eight partner organizations in Colombia and nine in Sri Lanka. In Phase II from 2014 to 2016, there are 13 local organizations (both partners and associates) in Colombia and nine (both partners and associates) in Sri Lanka.

The programme is funded by Norad/Ministry of Foreign Affairs (MFA), using UNSCR 1325 funds, and implemented by FOKUS Norway and two FOKUS country offices. The FOKUS country office staff is responsible for the daily running of the Programme in collaboration with partners, financial management and monitoring plans, activities and results. The country offices also engage in advocacy activities with partners and other organizations and link partner organizations to national authorities. The country offices implement activities in order to support partners and create greater visibility to women’s issues at national level.

The Phase II of the FOKUS 1325 Programme on Women, Peace and Security in Colombia and Sri Lanka aims to increase women’s political participation in peace building within the framework of UNSCR 1325 and subsequent resolutions. The Programme endeavours to ensure that women’s peace and security issues are addressed within a broad transitional justice framework.

2.1 Evaluation purposes

The evaluation covers the period from January 2011 to July 2016.

Specific evaluation objectives:

1. Identify and assess the Programme’s progress in achieving specific results and outcomes and in contributing to the ultimate goal of the Programme.
2. Analyse and evaluate the strategies and methodologies used by the program, partnerships and the management model implemented to achieve results, identifying successes, constraints and obstacles encountered during programme development.
3. Identify lessons learned around addressing the central issue (women’s participation and protection), managing the Programme and overcoming challenges or obstacles for programme staff and partner organizations.
4. Analyse and evaluate the added value of FOKUS, the **tri-national** nature of the Programme and its implementation through country offices.
5. Develop specific conclusions and recommendations that are useful to partners and collaborating organizations in order to optimize their opportunities and strengths and to FOKUS for future interventions of women, peace and security-programmes in Colombia, Sri Lanka and other countries.

3 Methodology

3.1 Evaluation methodologies

The OECD DAC Criteria for evaluating development assistance outline the five criteria; Impact, Effectiveness, Relevance, Efficiency, and Sustainability. In addition, the terms of reference (ToR) include the Value Added of FOKUS. The evaluation team has assessed the Programme according to all six evaluation criteria.

Scanteam has used seven different methodologies to gather enough relevant data to answer all the evaluation questions (see Annex A Terms of Reference for all the questions):

- 1) Literature Review
- 2) Theory of Change
- 3) Stakeholder interviews
- 4) Survey
- 5) Value Added diagnosis
- 6) Most Significant Change Technique
- 7) Cost-efficiency analysis

1) Literature review:

The team has read all relevant project and programme documents made available from FOKUS. See Annex B for Bibliography.

2) Theory of Change

The evaluation team has identified some theories of change by looking at the context of the Programme, hereunder the three dimensions: protection for women, women in leadership, and women’s participation in decision-making. The theories of change are identified from the activities of the Programme, and are found to be implicit but not explicit in logical frameworks. The theories of change have been described in the Report as they were found to generate lessons learned for the Programme.

3) Stakeholder interviews

The evaluation team interviewed people belonging to five different stakeholder groups:

- The three FOKUS offices
- The implementing partners
- The target population
- National peace stakeholders
- International peace stakeholders

See Annex C for complete list of all people interviewed.

The selection of which people to include in the different stakeholder interviews, was done together with FOKUS during the inception phase.

Although there was a large overlap in the questions asked to the five different stakeholder groups, five different interview guides were made, one for each stakeholder group. The interviews were semi-structured, i.e. the interview guides were used to ensure comparability between interviews inside and across the two countries within each

stakeholder group. At the same time, the evaluation team was open for upcoming, unplanned issues as and when they arrived. Most interview guides were based on the Appreciative Inquiry Methodology⁵ to set the interview in a positive frame of mind. See Annex H for the interview guides.

Given the broad spectrum of stakeholders, the evaluation team sought to undertake as many interviews as possible in the form of focus group interviews with a maximum of ten people participating in each interview. One target population interview in Sri Lanka however had more than 20 participants, thus it became impossible to get through the full list of questions during the time available. Most interviews with national and international peace stakeholders were individual or small group key actor interviews. Some people were not available for physical meetings at the time the evaluation team visited the country, and these people were interviewed using e-mail questionnaires.

4) Survey

Implementing partners from Phase I that are no longer Programme partners, two from Colombia and five from Sri Lanka, received an e-mail survey with five questions (see Annex H). Of the seven former partners, two provided answers to the questions. One purpose of the Survey was to map the Sustainability of the initiatives that no longer receive funding from FOKUS. Due to few respondents, the Sustainability analysis is mainly based on interviews with partners with an on-going agreement with FOKUS and their target populations.

5) Value Added diagnosis

Written exercises were given to the FOKUS offices and the implementing partners to describe the value added of FOKUS. See Annex H for the Written exercises.

6) Most Significant Change Technique

To identify positive or negative unplanned results or changes, an exercise based on the Most Significant Change Technique⁶ was carried out with the FOKUS offices, the implementing partners, and the target populations.

7) Cost-efficiency analysis

In an attempt to establish the percentage of administration and management versus Programme activities, a cost-efficiency table was made based on figures provided in the audited financial Programme reports to Norad. Each of the three offices was asked to estimate the share of their time they invest in Programme activities. Based on these estimates, the given share was deducted from office administration and entered into Programme activities for each of the three countries. The estimates are subjective. It is probable that the staff have an interest in portraying as low administrative costs as possible, and as thus the figures in the cost-efficiency table (Figure 6.2) cannot be taken for anything but an *indication* of the size of Programme activities versus administration/management.

For all the above methodologies put together, see the Evaluation Matrix in Annex I.

⁵ http://betterevaluation.org/plan/approach/appreciative_inquiry

⁶ http://betterevaluation.org/resources/guide/most_significant_change_technique

3.2 Structure of evaluation

The evaluation has been divided into four different phases:

- 1) **Desk Phase (April 20 – May 20):** Review of programme and external literature. Document analysis of programme documents; evaluations, frameworks, reports etc. on programme activities.
- 2) **Inception Phase (May 20 – June 3):** Development of evaluation framework and methodological tools.
Product: Inception Report.
- 3) **Fieldwork Phase (July 11 – August 5):** The field-work in Colombia and Sri Lanka took five working days in each country. In addition a few interviews were carried out in Norway. The e-mail survey was sent to the former partners from Phase I. E-mails were sent to selected stakeholders that were not available for physical interviews.
Products: Field reports from Colombia and Sri Lanka.
- 4) **Synthesis and reporting Phase (August 5 – September 9):** overall analysis, findings, lessons learned and recommendations drawn together and conceptualized.
Products: Draft Report, Presentation of findings, conclusions and recommendations, and Final Report.

3.3 Report and Language

The structure of the Report (see Content) is slightly changed compared to the structure given in the terms of reference due to the evaluation team wanting to secure the flow of the text and a logical sequence in the analysis⁷. The logic of the Report follows the five OECD DAC evaluation criteria⁸ plus Value Added of FOKUS. The questions given in the Terms of reference (see Annex A) are to a large extent answered under the respective Evaluation Criteria they were asked. Most sections are named according to the evaluation questions they answer.

To provide examples and illustrations of certain evaluation questions, the evaluation team has chosen to make Text Boxes that contain stories and information gathered during the field visits. The Text Boxes are colour coded according to country; Purple for Colombia and Orange for Sri Lanka, Turquoise for FOKUS Norway. The team only met some target populations, and there are therefore many more potential stories that deserve to be told than

⁷ A proposed change of structure was approved by FOKUS via e-mail in July, and then further amended as a response to feedback from FOKUS to the Draft Report.

⁸ Impact, Effectiveness, Relevance, Efficiency, and Sustainability.

the ones that fit into this report. The Text Boxes must therefore not be taken for a comprehensive list of stories, but rather a few examples among many.

In the Report, the name “FOKUS” is used as the whole organization including the three offices; head office in Oslo, and the two country offices in Colombia and Sri Lanka. The office in Oslo is referred to as “FOKUS Norway”, the office in Colombia is referred to as “FOKUS Colombia”, whilst the office in Sri Lanka is referred to as “FOKUS WOMEN” as this is the name they are registered under. For Partners, see separate table on page v.

The Report speaks about three ethnic communities in Sri Lanka:

Sinhalese: Communities that mainly live in the South and Central parts of the country. Most of these are Buddhists and some are Christians.

Tamil: Mostly Hindu and some Christian Tamil speaking people who live in the North, East, Colombo and the Up-Hills in the Central parts of the country.

Muslim: Muslims are mostly Tamil-speaking people scattered across the whole country, but with a strong hold in the East. A large Muslim community was ousted out of Jaffna in the 1990s and have lived internally displaced in Puttalam, a border area between Sinhala speaking Anuradhapura and Tamil speaking Mannar.

The Report does not talk about the many minorities in Sri Lanka such as the indigenous Veddah people, different gypsies or others. Neither does the Report talk about the European descendant that are called Burghers, who are mainly Christian and integrated into both Tamil and Sinhala communities.

The Spanish expression “enfoque diferencial” has been translated into “rights based approach”.

The United Nations’ Security Council Resolution No. 1325 (2000) on Women, Peace and Security is referred to as UNSCR 1325. The UNSCR 1325 and all the follow up resolutions are referred to as the Women, Peace and Security Agenda.

For abbreviations, please see the list on page iii-iv.

4 Impact

This Chapter looks at both impact and effectiveness⁹, it identifies theories of change, and assesses unintended positive and negative changes at impact level, outcome level and organizational level. The chapter also summarises the contributions of the Programme towards the implementation of the UNSCR 1325 as well as strengthening the Women’s Movement on Colombia and Sri Lanka. But first, the chapter starts by giving an introduction to the Programme Partners and their strategies.

4.1 Programme Partners and their Strategies

In Colombia, FOKUS Colombia creates a space for partners and partners’ partners and allies to collaborate, make new initiatives, and carve out proposals for new policy. In addition, the FOKUS Colombia Office also carries out their own activities. In 2015, they published a book on women and peace-building in Central America and Colombia and held a successful seminar on the same topic. The FOKUS Colombia Office has been a vital player in the International Non-Governmental Organization (INGO) platform for peace¹⁰ and their sub-group on gender. Through this participation, FOKUS Colombia has managed to put women’s participation and gender perspective in peace-building on the agenda. Further, FOKUS Colombia is very active and highly appreciated on the international donors’ “Mesa de Género” where FOKUS Colombia and a few other INGOs participate with the bilateral donors (Embassies) and the multilateral donors (the UN agencies). FOKUS Colombia uses this space to underline the importance of women’s participation in peace-building to the donors that are present in Colombia.

FOKUS started out by contacting organizations that were already partners of FOKUS’ members in Norway. Later, they searched for partners with special methodology, special target groups or special membership. In both countries, a call for proposals was sent out to selected potential partners before Phase II started. For Phase III, both country offices have already sent out a new call for proposals.

In Colombia, some partners were chosen due to *the way they work*. The **Corporación Colombiana de Teatro (CCT)** was an old partner of one of FOKUS’ members, and has many decades of experience from creating awareness on social issues through theatre plays. They created the concept “The house of Ursula”, where Ursula¹¹ was a woman who lost her daughter in the conflict and told her granddaughter the story of her mother and the conflict and the situation of Colombian women during 1325 days¹². The story was played by local women’s groups around the country under the instruction of CCT, and helped communities

⁹ Ability to reach planned results.

¹⁰ Espacio de Cooperación para la Paz.

¹¹ The name Ursula is also symbolic, and refers to Gabriel Garcia Marquez 100 years of solitude.

¹² In Sri Lanka, the implementing partner Suriya is working on documenting women’s war experiences for younger generation to learn from. One story book is told through the eyes of a woman and child, where there is one page for each UNSCR 1325 element. The evaluation team does not know if this idea has come from Colombia, but it would have been good if that synergy existed ☺.

to understand women’s issues and the importance of protection of women and women’s participation in decision-making processes. One young girl who had been playing the theatre in a small municipality outside of Cartagena characterized by a forcefully displaced population told the evaluation team that: *“The play was just real. It told our story. We lived our own lives when we played. Everybody acknowledged that this was how it was, and from there we could easily start talking about everything that is UNSCR 1325”*. Later, the CCT developed polyphonic events, Women’s Festival, and various theatre plays that have visualised women’s resistance, struggles and suffering, and have enabled communication between women from different walks of life about peace from a woman’s perspective. Many among the partners and other women’s organizations who have previously never worked with art expressions before, have taken active part in these polyphonic events and worked with murals, theatre, songs, poetry etc.

FOKUS Colombia went looking for a recognised women’s research institute and found **Corporación Humanas - Centro Regional de Derechos Humanos y Justicia de Género** (hereafter referred to as Humanas) a women’s NGO, who had not worked with the UNSCR 1325 before. Nevertheless, Humanas caught interest in carrying out research from a 1325-perspective as this tallied well with their looking into the experiences from the former demobilization process. Humanas made the baseline study for the Programme, mapping the level of existence of UNSCR1325-relevant elements in Colombian law, its level of implementation as well as identifying gaps. They started the Observatory on Women, Peace and Security¹³ that has gained wide acknowledgement. National and international peace stakeholders all knew about and used the observatory frequently as it has everything related to women, peace and security gathered in one place. Humanas carries out policy relevant research to be used for advocacy and through this, helps other organizations with information and positioning in their advocacy efforts. Humanas has put a lot of emphasis on developing communication and presentation tools. Also, Humanas was vital in starting the Women for Peace Platform, and last but not least, and described in Text Box 4.9, Humanas was crucial in putting sexual violence on the agenda with the negotiators in Havana and has greatly contributed to the peace accords now stating that sexual violence will be exempt from amnesty. This is a success that was not to be taken for granted, and despite most women’s organizations being against that Humanas put this demand on the negotiating table, they are now grateful and proud of the achievement.

FOKUS Colombia also went looking for an academic institution that could train women from different walks of life on what the UNSCR 1325 is. A diploma-study was developed that was carried out in Bogota and the Caribbean by the **Escuela de Estudios de Género** (Gender Study School) at the National University of Colombia. The internal evaluation 2011-2013 documents the importance of their academic study by members of different women’s organizations. For some, this was their first time at University. For others, already academically trained, it was a novelty to get to know the experiences and realities lived by women in rural conflict affected areas. The diploma was later replicated in Sri Lanka.

¹³http://www.humanas.org.co/pagina.php?p_a=60&d=observatorio-mujeres-paz-y-seguridad---humanas-colombia--centro-regional-de-rechos-humanos-y-justicia-de-genero

Corporación Jurídica Yira Castro (Yira Castro) is a well-considered human rights organization that works towards vulnerable people’s access to justice. They both help individuals to access the justice sector and advocate for improved collective rights. Yira Castro works strategically towards national authorities as well as relevant international bodies such as the European Parliament, Inter-American Commission for Human Rights, UN Human Rights Committee and others by presenting emblematic cases on land restitution and collective reparation. They also support local women in documenting cases and presenting them and proposals to local authorities as well as the Constitutional Court and the negotiation table in Havana.

Fondo de Acción Urgente (FAU) is a Latin-American programme for temporary exit of women being threatened for their political or social engagement. The level of threats towards the target participation and organizational members within the Programme made it necessary for the Programme to enter into a strategic partnership with the Fondo de Acción Urgente in phase II.

Other partners were chosen due to the *kind of target group* they had. **Liga Internacional de Mujeres por la Paz y la Libertad** (LIMPAL¹⁴) was one of FOKUS’ historic partners. They work with local women in areas that receive displaced women. LIMPAL is worldwide recognised for fighting for national action plans for 1325. Even though the FOKUS Programme decided to let go of the aim of having a National Action Plan installed, LIMPAL has never given up. After years of advocacy with local authorities, the Municipality is signing a contract with LIMPAL to design and implement a municipal action plan for 1325 as part of the 2016-2019 municipal development plan. This example might become a model to be replicated by other local partners in other municipalities.

The **Colective Mujeres al Deerecho** (Women’s Rights Collective – Colemad), is a human rights organisation working with displaced women in Magdalena and Atlántico in the Caribbean region. Coming from a human rights environment, Colemad designed a strategy to work with a gender justice approach on land and conflicts. They found how UNSCR 1325 could be useful by enriching this approach with tools for peace building and citizen participation. Colemad collected stories from 25 different rural women’s organisations in the region of Atlántico and Magdalena, as a means for them to speak up about the violence they have suffered and their collective needs. In addition, Colemad worked to include the women, peace and security agenda into the Multicultural Women’s space, to strengthen women’s capacity to advocate through authorities in charge of women’s protection and humanitarian assistance. There seems to have been unclear communication between FOKUS Colombia and Colemad, and the parties decided in a friendly and respectful way to end the partnership after Phase I. As a lessons learnt, FOKUS Colombia improved their communications standards with partners.

The **Centro de Promoción y Cultura** (CPC) has worked with local and displaced women in the lower social strata area Kennedy at the outskirts of Bogota for decades. As described in the Text Box 4.3, CPC and the women frequenting their communal centre was vital in

¹⁴ Women’s International League for Peace and Freedom, Colombia Chapter.

developing the Municipal Women’s Agenda for Peace in Bogota. A prerequisite for this process has been the trauma-healing process CPC has developed to help the women overcome their hopelessness and redefine themselves as constructive actors for peace. Also, CPC developed an internal school where the women learnt about the peace process and participated in defining peace from a local perspective, that at the end have been shared with the negotiating parties in Havana.

The need for activating young people opened up for a partnership in phase II with **Corporación Otra Escuela** (Otra Escuela) who is using alternative pedagogics to teach how to install a culture of peace in the territories. Otra Escuela has their own target groups, and has also successfully worked with other partners such as Humanas, Yira Castro and Corpomanigua. The evaluation found that other partners have comprehensively appropriated the approach. Further, they have worked with other partners target groups, such as Humanas and Fondo Lunaria. A planned for, or accidental, ripple effect is the synergies created by the connections between the target population of Otra Escuela and the target population of Fondo Lunaria. **Fondo Lunaria Mujer** (Fondo Lunaria) also became a partner in phase II, and has enabled the participation of young women in their local regions to articulate issues regarding peace. Fondo Lunaria favours culture and art as an efficient means of communication, especially for young people. They enable exchanges between different target groups, and have managed to create synergies in this way.

The third type of partners was chosen because of the *type of members* they have. This was the case for the **Fuerza Mujeres de Wayuu** (FMW) who has been a partner from phase I. FMW is an organization for indigenous women in Guajira widely acknowledged for their resistance against the paramilitary presence and the negative effects caused by the mining companies on their collective land. Due to non-compliance on certain management requirements, the formal partnership was ended in 2015. However, the organization is strategically important to the programme, and FOKUS Colombia opted to connect FMW to the Programme by supporting punctual activities instead of an annual project. The evaluation team found this flexibility to be very pertinent, as not all organizations have the nature for becoming NGOs with Western administrative set-ups, but can nevertheless be important political, strategic or thematic players.

A second organization that was elected due to their membership was the female excombatants **Colectivo de Mujeres Excombatientes** (Mujerex), who became a partner in the second year of phase I. The inclusion of this group is said to have been very important for the dynamics within the Programme, as it turned the focus around from looking at women as victims, towards looking at women as active peace advocates. Mujerex have been to Havana and have offered a partnership with the FARC women to help them integrate into civilian life after demobilization (see Text Box 5.2).

A third organizations that appears to have been chosen due to its membership, is the **Corporación Manigua** (Corpomanigua), a woman’s collective in Caquetá that was included in phase II. Caquetá was under FARC rule for many years, and given the special challenges this area has and will have once the FARC cadre give up their arms, there has been little room to focus on peace from women’s perspective. The last organization that was chosen because of the characteristics of their members was the **“Proceso de Comunidades Negras”**

(P.C.N.) composed of Afro-Colombian women. This organization was included in year two of phase II, and has yet to create synergies with the other members.

In Sri Lanka, the Programme was designed according to gaps and needs identified in the Baseline written in 2012. From that, potential partners were contacted and an organizational assessment of all was made upon which partners were eventually chosen to participate in the first phase. The Programme started with focus on the war torn areas and the border villages.

The **FOKUS WOMEN Office** started off with a Tamil director and the present director as an advisor, before the present director took over after a couple of years. The office has initiated a number of research studies characterised by solid academic methodology and access to a representative sample of voices from the target population under study. This same target group is used to validate the findings, conclusions and recommendations, and as thus, the target groups become subjects, rather than objects. FOKUS WOMEN also organizes exhibitions and theatre plays, and they organize seminars, conferences and meetings with decision-makers where they invite partners, other relevant Women, Peace and Security actors, and government officials to participate.

Inspired by the advanced training on gender and peace in Colombia, the Advanced Training Programme (ATP) in Sri Lanka was created by the **Centre for the Study of Human Rights (CSHR)** at the University of Colombo. The course trained NGO staff, community leaders and government officials in human rights, women’s rights, UNSCR 1325 and peace-building. Trained people from the same areas have made local networks that include government officers and civil society people. Some of these networks have multiplied their knowledge locally by training their own community groups and other government officers, such as the police. In a hierarchical society like Sri Lanka, it is quite extraordinary that government agents will sit side by side with poor village women for training, and equally remarkable that they continue to collaborate voluntarily in a network afterwards.

The **Home for Human Rights (HHR)** provides legal advice, access to the legal system and referrals to the legal system. They lobby and advocate, and document and investigate. They have trained the other FOKUS partners to properly document human rights violations. Through the Programme they have started to work with Community Development Groups, (CDG), with war affected people like ex-combatants and former prisoners. The groups are trained to identify violations of human rights and report these to the corresponding level. Through CSHR, HHR has 36 trained paralegals in the groups that facilitate the process.

The local NGO **Rajarata Praja Kendraya (RPK)** in Anuradhapura District was given tools and network during the ATP training with CSHR that enabled them to establish the collective action multi-stakeholder task force to connect communities and rights holders, and hold the former accountable. They have managed to incentivise the government officials in the task force to descend to the village level to meet the rights holders in their own environments. They have also arranged mobile services to map land and to distribute ID-cards to war-affected people who have lost these. See Section 4.5 Theories of Change and Text Box 4.10.

Viluthu is a Tamil organization based in Colombo promoting Women’s rights. They work with Women Rural Development Societies and the Amara Forum federation with whom they have successfully developed the National Widow’s Charter (see Text Box 4.4). Viluthu is highly visible in printed and social media and through that has managed to draw the attention of the public to the situation of war-affected women. The local Amara groups are successfully fundraising for their survival beyond development project support.

Suriya Women’s Development Centre works in Batticaloa District forming women’s groups. They accompany “Shakti groups” for women affected by sexual violence, and “Shangam groups” for collective survival/livelihood. Suriya supports women affected by sexual violence on an individual basis. The cultural taboo and the political sensitivity of sexual violence make the work Suriya does dangerous. Through the Programme, Suriya has been given funds to document their story, and thereby the story of war-affected women. They are making one book in Tamil and English with portraits of women survivors. The book will speak to the future, and is written to attract younger women to become feminist activists in the future. They also make three booklets in Tamil on the stories of the Shakti-groups, the Shangam-groups, and one booklet on the elements of UNSCR 1325 seen through the eyes of a woman and a child. Suriya uses street theatre to raise awareness on different issues, and has a close relationship with cultural institutions in Batticaloa. Suriya and HHR cooperate closely, and Suriya receives 400 women every year who are referred to them by HHR.

As reconciliation was a need of the day, FOKUS WOMEN wanted to also work with the Sinhala speaking community in the second phase, and the **National Peace Council** (NPC) became a new partner from phase II (2014-2016). NPC is present all over the country, and has given the Programme better presence in the South. Instead of building their own network of community groups, they operate through local NGO partners who accompany community groups. As part of the Programme, they train groups on gender and peace-building matters and use UNSCR 1325 as a “transitional justice tool” in nine Districts. The women’s groups have presented recommendations that NPC will make into 6 policy briefs and present to relevant ministries. NPC also works with reconciliation and healing.

After the call for proposals for Phase II (2014-2016) was closed, FOKUS WOMEN identified the **Muslim Women’s Development Trust** (MWDT) with which they have entered into a very fruitful strategic relationship, although on different terms than the other partners. MWDT works with Muslim grassroots women and manage to visualize their needs and make their voices heard, in spite that Muslim women are otherwise a very closed community.

In Phase I (2012-2013), the Programme had five other partners belonging to the Women’s movement (Yugashakthi, Women and Media Collective, Muslim Women Research and Action Forum, Centre for Women and Development and Association for War Affected Women). Although no longer formal partners within the Programme, these organizations continue to be part of the Women’s movement and nurture friendship and partnership, formal and informal with the other FOKUS partners.

4.2 Impact

This section looks at contributions towards impacts as described in the logical frameworks of the Programme. The evaluation team has especially looked for impacts at social level.

The overall development goal of the Programme for Phase I (2011-2013) was: *To contribute to the implementation of UNSCR 1325 and subsequent resolutions in Colombia and Sri Lanka.*

Although neither Colombia nor Sri Lanka has adopted a National Action Plan for the implementation of the UNSCR 1325 and subsequent resolutions, this evaluation has found that the Programme nevertheless has contributed to the implementation of the various elements of the Women, Peace and Security agenda in the two countries. Both countries have undergone positive political changes during its lifespan that have opened up for a more conducive environment to talk about UNSCR 1325 elements. Both country Programmes were equally found to have been effective in maximizing the emerging window opportunities by placing relevant UNSCR 1325 issues on the political table at the right time.

In Colombia, the planned impact in Phase I (2011-2013) was: *To contribute to women's participation in peace-building in Colombia.*

The evaluation has found that the Programme has indeed contributed to women's participation in peace-building activities in Colombia. (See Text Box 4.1 for the FOKUS Colombia office's report on impact level for Phase I.)

Text Box 4.1: Reported impact from Colombia office Phase I (2011-2013):

“Local, regional and national media outlets have become more willing to publish and speak about women's actions and claims for peace, especially those of indigenous women, as a result of the work to raise consciousness, build alliances and carry out advocacy by some of the partners.

Local and community authorities began to recognize and legitimize women as collaborating partners with specific demands on the subject of peace agendas and enforceability of rights. Important sectors of society (youth, indigenous, cultural, urban) know the differential effects that the conflict has on the lives of women and are sensitized and actively support women's specific demands for peace.

An improved position on the resolutions on Women, peace and security, in particular 1325 are observed in Colombia: more people have heard about it, understand it better and consider it useful. In the face of the peace process, it has been important that the existence of Resolution 1325 is understood as an obligatory instrument with which to comply.

Art and artistic expressions have been established as political tools to make women's influence visible in the country's peace building.

The production of quality information on Women, Peace and Security has been improved and used by social movements, university populations and the general public through the Observatory on Women, Peace and Security, together with counterpart organizations.”

In Colombia, the planned impact in Phase II (2014-2016) is: *The peace process in Colombia reflects/includes women's specific demands (proposals)*

As can be seen in Text Box 4.2, the peace accords include proposals from women participating in the Programme or in processes supported and facilitated by the Programme! It is the opinion of this evaluation that the FOKUS Colombia Programme has contributed to this to a considerable extent.

Text Box 4.2: Peace negotiators’ communiqué on gender

“Today, the delegations of the National Government and the FARC–EP presented the results of the inclusion of the gender approach in the agreements reached to date by the Dialogue Table.

The inclusion of a gender approach in a peace process such as this one is unprecedented in the world, and essentially seeks to create the conditions for women and people with diverse sexual identity to have equal opportunity to access a standard of living in a country without an armed conflict.

At the Dialogue Table, we are aware of the fact that the transformations the country needs to build peace will not be possible without a society that recognizes and respects differences, and where stigmatization and discrimination on account of gender are left in the past.

The sub-commission on gender, opened on September 11, 2014 and comprised by women and men from each delegation, reviewed and included the gender approach in items 1: “Toward a New Colombian Countryside: Comprehensive Rural Reform”; 2: “Political Participation, Democratic opening to build peace”; and 4: “Solution to the Illicit Drug Problem”; and accompanied the construction of item 5: “Victims”; and the agreements reached to date on item 3: “End of the Conflict”.

The contributions from the victims who visited the Dialogue Table, 60 per cent of whom were women, from 18 organizations of women and of the LGBTI community, from 10 Colombian experts on sexual violence, from international experts, and from former female guerrilla members from several parts of the world, were fundamental for the enrichment of the work of this sub-commission. We reiterate our gratitude to all of them for helping us in this construction.”

(Official version of Joint communiqué # 82 Havana, Cuba, July 24, 2016)¹⁵

As will be discussed in Chapter 5 Relevance, the FOKUS Programme in Colombia was lucky with its timing, in that the Peace negotiations were declared during the second year of the Programme, hence the partners were able to constructively focus their input towards the negotiation process in Havana. There have been several factors coinciding and working in the same direction in order for the Women, Peace and Security agenda to gather momentum in Havana. Important contributions from the Programme have been made directly by the partners in mobilizing women to participate. The partners have also inspired and influenced other civil society organizations outside the women’s movement to focus on the importance of women’s participation and women’s demands in the peace process. In addition, FOKUS Norway and FOKUS Colombia as well as partners have had an indirect influence through dialogue with Norwegian Embassy and the Norwegian facilitation team to Havana.

¹⁵ <https://www.mesadeconversaciones.com.co/sites/default/files/comunicado-conjunto-82-version-ingles-1469654952.pdf>

This evaluation concludes that the Programme in Colombia has contributed towards a series of important impacts, of which the following are some:

- Important elements from the “Five Keys” platform, where the FOKUS Colombia partner Humanas is one of the four actors, were implemented into the peace accords (agreement on the establishment of special peace tribunal and the agreement on victims), hereunder principle of no amnesty for perpetrators of sexual violence (See Text Box 4.9).
- A municipal Women’s agenda for peace in Bogotá (See Text Box 4.3).

Text Box 4.3: The experience of creating a local women’s agenda for peace

The Centro de Promoción y Cultura (CPC) has promoted women’s civic engagement and development, emphasizing the strengthening of local governance and gender equality as its foundations. This is an NGO working for almost 40 years in Kennedy, one of the most deprived areas in Bogota due to the armed conflict, housing thousands of internally displaced persons. CPC has succeeded in strengthening the identity of grassroots women working as peace-builders, healing those victims affected by displacement, intra familiar or sexual violence in a safe space, supporting them in the process of renouncing their identity as victims to become more assertive in their role of women creating a culture of peace and with their own voice.

CPC has facilitated a process of creating a local women’s peace agenda. When the women’s desk at the municipal authorities looked for local cooperating partners, they became impressed by the work of CPC and invited them into playing a leading role where 28 women’s organizations across Bogotá municipality defined what a future peace would look like seen from their perspective. The process has contributed to a more proactive participation in local scenarios about the peace agenda at the local level, at the Bogota level, and at the national level through the Havana peace talks. It was a collective process of designing messages about the local women’s demands. As a product, CPC women partners –the FOKUS Programme Target Population- have influenced the peace agenda at those three levels.

The involvement of women in participatory processes and/or decision-making scenarios, the incorporation of their demands and a gender approach in participatory budgeting was echoed by the former Bogotá Administration. In addition, new relationships and articulation with the women’s movement have empowered these local women who have given a contribution to democracy in the urban district of Kennedy and in Bogotá that can count on a Municipal Women’s Agenda for Peace.

- A municipal UNSCR 1325 Action Plan in Bolivar.
- The Social and Political Platform for Participation and Advocacy of women in Caquetá has made a Women’s Agenda. Three women’s groups supported by the Programme have been actively involved.
- In 2015, the director of CCT was appointed representative of the arts and culture sector of the National Peace Council¹⁶.
- A document prepared in a process facilitated by Yira Castro on access to land for rural women was included in the Law on rural women (law 731).

¹⁶ Consejo Nacional de Paz

- Humanas, Fondo Lunaria and one of their strategic allies¹⁷ sent a proposal with regards to the establishment of a truth commission to the negotiation process in Havana, and the following was incorporated from their proposal: i) Inclusion of a gender perspective throughout the research, clarification and disclosure processes; ii) Special attention will be paid to acts of sexual violence; iii) An advisory group or expert working group on gender will be established.
- According to FOKUS Colombia, by November 2015, 77 mass medias (newspaper articles, reports radio, TV) at local, national and international level had covered the women’s peace proposals.

The Planned Impact for Phase I (2012-2013) in Sri Lanka was: *To contribute to strengthen the participation of women in peace building and reconstruction in the post conflict situation in Sri Lanka and to ensure their protection and security.*

Although short, the Phase I in Sri Lanka did prepare partner organizations to train grassroots women on UNSCR 1325, human rights and women’s rights, and how to claim their rights and demand protection. However, after the military end of the war, it has to a large extent been the duty bearer itself, especially different representatives of the security forces, that has provided insecurity for women, especially in Tamil speaking areas, and one cannot say that protection and security were “secured”.

The Planned Impact for Phase II (2014-2016) in Sri Lanka is: *Enhanced participation in peace-building, reconciliation and reconstruction processes by Sri Lankan women.*

In Sri Lanka, there are many national and international organizations working on gender and women’s rights who are also likely to have contributed to the impacts observed by the evaluation. Nevertheless, the qualitative evidence gathered by this evaluation, gives reason to believe that the contribution from the FOKUS Sri Lanka Programme has been high towards achieving increased participation by women on peace, reconciliation and reconstruction issues. Below are some examples (the list not exhaustive):

- The programme has contributed to prepare the women to be able to participate in processes like Lessons Learnt and Reconciliation Commission (LLRC) monitoring bodies, in constitutional consultation, in consultations on reconciliation/transitional justice, and have provided input to Missing Persons Office Bill and new Electorate bill etc.
- Community women empowered by the implementing partners as part of the Programme participated to make the shadow report to the Human Rights Committee under the International Covenant on Civil and Political Rights (ICCPR) in 2014.
- Viluthu and the FHH Forums have elaborated a Widows’ Charter based on input from widows from all three communities across the entire country. That they managed to get women from all three communities to agree on sensitive issues like policy on disappeared people, is a reconciliation exercise in itself (see Text Box 4.4).
- The collective action multi-stakeholder task force in Anuradhapura has managed to create a functional level of co-option and inter-dependency that works in the way that empowered community women bring their issues to the task force, who then collectively work to solve the issues (see Text Box 4.10).

¹⁷ Corporación Ensayos para la Promoción de la Cultura Política

Text Box 4.4: Making it to a National Widows’ Charter

The women’s organization Viluthu works with widows and female heads of households including widows in Women Rural Development Societies in the North, East and Puttalam. These community groups have been federated into Amara Forum, and in 2015 set forth to create a Widows Charter. They managed to mobilize widows and female heads of household throughout the whole country, including from the South. In a large national conference with widows and female heads of households from the entire country, they managed to agree on a common text that even included a chapter on disappearances, an issue that is considered highly contentious and politically sensitive even to this day. This reconciling exercise was a great break-through for Viluthu that up to 2015 has concentrated their efforts in Tamil-speaking areas.

In the aftermath of the launch of the National Widows’ Charter, widows from the South have solicited to become included in the Amara Forum. Viluthu has searched funding high and low to be able to expand their area of operations to include the South, but so far, according to them, no donor has been willing to fund a Tamil Women’s organization going into operation in Sinhala areas, despite Sinhala women’s expressed request.

- Women from different ethnic communities have come together and shared their experiences – a step towards reconciliation initiated by women.
- Research on ground level realities has been utilized to make a difference in women’s lives through sharing the research finding with women and government offices. This helped to link women and government officers to address women’s issues
- Working with the three different ethnic communities, FOKUS WOMEN has been able to connect grassroots women’s organizations, groups and activists with policy makers so that the ground realities are taken into consideration in policy and legal reform.
- Muslim women challenge the discriminatory practices of the Muslim Quazi courts. Earlier women had no voice in these male dominated institutions of the Muslim communities.

The active participation by women and the women’s organizations within the FOKUS Sri Lanka Programme have contributed to the following impacts:

- FOKUS WOMEN has been asked by the Ministry of Women and Child Affairs to assist them in drafting a (long overdue) national policy for FHH (previously “National Widow’s Policy) and design an action plan (see Text Box 4.5). If implemented, this national policy will become an important part of peace-building in Sri Lanka’s post-conflict era.
- FOKUS WOMEN lobbied the government on the State Lands Ordinance on the inclusion of co-ownership of state land.
- In war affected border areas in Anuradhapura district, women have been given land deeds for the first time¹⁸ thanks to the collective action task force that was established in two divisions under the FOKUS Programme.

¹⁸ Both government officials and community members told the evaluation team that previously, only males had land titles. Only on the rare occasion where all male relatives in the family turned the offer down, had land titles been given to women prior to the FOKUS Programme.

Text Box 4.5: Female Heads of Households in Sri Lanka

FOKUS WOMEN found that too little information existed on the situation faced by these households, and organized a national conference in 2014 with three Ministries and the United Nations Development Programme (UNDP). Almost 175 government officials from all levels attended this conference as well as Women parliamentarians, which in itself was an impressive achievement bearing in mind that during this period there was a strong animosity between the government and Western NGOs. At the conference, preliminary findings of research on female heads of households in three districts (Puttalam, Ampara and Anuradhapura, one for each of the three ethnic communities) were shared. After the conference, the then Ministry of Child Development and Women’s Affairs requested input from FOKUS WOMEN to a Widows’ Policy they were drafting. The three studies presented new insight into this large group of households in Sri Lanka. Many families are single headed, and most of them are female headed. In a 2012 study that did not include north and east of the country, out of 5.2 million households, 1.1 million households are headed by females. In addition to separation and desertion, the decades long war has also contributed to altering the social dynamics of the country and forced the women to carry the family burden alone due to death, detention, or disappearance of their husbands. The Ministry of Women and Child Affairs approached FOKUS WOMEN in 2014 to ask them to draft a National Policy for Female Heads of Households and an Action Plan.

4.3 Outcomes

This evaluation has assessed the level of monitoring capacity of the two FOKUS country offices (see Chapter 6 Efficiency), and the team has not found any reasons to doubt the quality or correctness of the annual reports from the two country offices. This evaluation therefore strives not to repeat everything that has already been reported, but refer to Annex D where we have summarised the outcomes as per the two country offices reports per the end of Phase I (2013) and in the Annual Report 2015 (latest available report of Phase II).

Colombia Phase I (2011-2013), Outcome I: *To strengthen the partners, grass-root organizations, and women who work the topics of women, peace, and security in the use and application of Resolution 1325 and subsequent resolutions for the construction of peace.*

The evaluation found that partners and communities accompanied by them were indeed strengthened to apply the UNSCR 1325 in their research, communication, capacity building, social mobilization and advocacy activities.

Colombia Phase I (2011-2013), Outcome II: *To contribute to the Colombian State’s effectively implementing Resolution 1325 and subsequent resolutions for the construction of peace.*

The Programme has not succeeded in its advocacy for a National Action Plan for UNSCR 1325. But as one national peace stakeholder said to the evaluations team; “That Colombia does not have a national action plan, is not because FOKUS Colombia and their partners have not tried their best.” Nevertheless, the Programme is found to have contributed to the implementation

of elements of the resolutions¹⁹. See section 4.6 below on the FOKUS Colombia Programme’s contribution to the implementation of UNSCR 1325.

Colombia Phase II (2014-2016), Outcome I: *Women’s peace proposals and agendas gain support at local, regional, national and international level.*

As can be seen in Section 4.1 Impact as well as in Text Box 4.6, this is indeed found to have been achieved.

Colombia Phase II (2014-2016), Outcome II: *Improved quality of the participation of a diversity of women in the peace process and their peace efforts are coordinated.*

The FOKUS Colombia Programme has selected partners partly based on their diversity, and the level of diversity and synergies between these were found to be impressive. As for the improvement of quality, the women themselves told several stories on how capacity building and networking had enabled them to play more constructive roles as peace-builders on a local and national level. Concerning coordination, perhaps the platform “Women for Peace” is the best example of the FOKUS Colombia Programme facilitating a space for different women’s organizations to meet and articulate common policy proposals (see Section 4.8).

Colombia Phase II (2014-2016), Outcome III: *Women’s access to justice and security has increased and their individual and collective rights are promoted and defended.*

Three of the implementing partners are working on access to justice and security. Under the Programme, individual women have gained their rights through access to justice and security, but also collective rights have been addressed, such as land rights for rural women. See Annex D for details.

Text Box 4.6: Outcomes in Colombia:

- FOKUS has been key in bringing knowledge of and interest in the Women, Peace and Security resolutions to the International Cooperation Gender Working Group.
- The programme has contributed to women’s specific demands being included in the peace accords.
- Humanas’ efforts have led to the clear recognition of sexual violence as one of the crimes of the armed conflict, including the principle of no amnesty for these crimes in the peace accords.
- The programme has contributed to increased awareness of women’s needs and challenges in regions where the programme is present (i.e. the adoption of a Women’s agenda for peace in Bogota district, the adoption of an action plan for 1325 in the development plan of Cartagena Municipality).
- Partners have been strengthened to articulate proposals and become invited to present them in Havana (Mujerex, CPC, CCT, Humanas).
- Women have actively participated in local decision-making arenas in some regions (Caquetá, Cauca, Cartagena, Bogotá). The Wayuu women told that due to awareness and training provided through the FOKUS programme, women are now represented in the local decision-making council for the first time.

¹⁹ The Colombian government has declared that most main elements of the UNSCR 1325 have been made public policy, even if there is no specific action plan.

- FOKUS reports on increased and improved media coverage by both television and written media of women’s peace proposals.
- FOKUS has facilitated and assisted the creation of the platform “Women for peace” composed of 80 women’s organizations from different sectors that have worked towards coordinating input to the negotiation process. “Women for peace” is part of the executive committee of the “La Cumbre” and thus has become one of large women’s platforms to be counted on in Colombia.
- The FOKUS programme supports organizations who support women’s access to justice (land restitution) and security (protection), and many women have been assisted during the programme’s phase I and II. Also, Yira Castro, CPC and FAU support women in accessing collective judicial and political rights.
- Some of the partners are mixed human rights organizations that have started to work with a gender focus due to participating in the programme (i.e. Yira Castro). The evaluation learnt that these organizations have inspired other organizations within the human rights movement to broadening their intervention with a gender approach.
- The polyphonic/artistic approach has motivated organizations to include UNSCR 1325 in their operations, a tool that was otherwise not considered relevant by most actors in Colombia.
- New pedagogical methods to install a culture for peace have taught by the expert NGO “Otra Escuela”. The methodologies were found to have been appropriated by various partners and their partners again.

Sri Lanka Phase I (2012-2013), Outcome I: *Facilitate the competency to use UNSCR 1325 and subsequent resolutions to make claims on participation, protection and rights by affected women, FOKUS partners, women’s organizations and networks in Sri Lanka.*

All the partner organizations met showed a high level of understanding for how to use the UNSCR 1325 as a tool to participate in reformative and transformative processes, and they confirmed that their knowledge was there due to the training being offered under the FOKUS 1325 Programme.

Sri Lanka Phase I (2012-2013), Outcome II: *Contribute to the implementation of the UNSCR 1325 and related CEDAW recommendations by government of Sri Lanka.*

There is no national action plan for UNSCR 1325 in Sri Lanka. FOKUS WOMEN and the implementing partners have contributed significantly to emphasize the elements in the Women, Peace and Security resolutions in Sri Lankan reform processes, such as the LLRC and the Land Bill. They put the situation of FHHs on the political agenda at the end of Phase I (see Text Box 4.5). They have provided input to a shadow report to CEDAW as well as commented on the national report to CEDAW.

Sri Lanka Phase II (2014-2016), Outcome I: *Women’s organizations and networks access rights using UNSCR 1325 and subsequent resolutions.*

All partners use the UNSCR 1325 as a framework and tool to train women to claim their rights. This has been done with regards to women’s access to the judicial system on human rights violations, access to land titles and more (see Annex D for details).

Sri Lanka Phase II (2014-2016), Outcome II: *Improved implementation of UNSCR 1325 and CEDAW recommendations by Sri Lankan authorities.*

Phase II of the Programme coincided with a change of government in Sri Lanka that opens up for a scenario where international resolutions are more respected. As opposed to during Phase I, where the FOKUS 1325 Programme in Sri Lanka was working counter current, it

might have become easier to influence the duty bearers after January 2015. It is too early to talk about implementation yet, but important issues related to the UNSCR 1325 are put on the political agenda, the most important so far is perhaps the national policy on FHH (see Text Box 4.5).

See Text Box 4.7 for the most significant changes reported by the implementing partners in Sri Lanka.

Text Box 4.7: Most significant changes reported by implementing partners in Sri Lanka

- *Space for war affected women to raise their voice.*
- *Personal level healing through some interventions as well as community level healing of the wounds of women who participated in the project.*
- *All the networks of Women Rural Development Societies monitor the implementation of the LLRC National Action Plan through participation in LLRC district sub-committees.*
- *More than 700 women in the network assisted have given submissions to the reconciliation mechanism through the public representations committee. They are able to share their ideas on Transitional Justice with journalists and government officers.*
- *National language policy was successfully implemented in Puttalam due to initiatives taken through the FOKUS supported project.*
- *Briefing papers and publications documenting women’s perspective on Transitional Justice, peace-building and security gave grassroots level women a platform to openly express and make recommendations. Giving these documents to decision makers gives them a sense of ownership to the changes taking place.*
- *The information gathered through the project was used to give recommendations to the constitutional reform committee.*
- *Documentation of women’s war experiences that would otherwise have been lost.*
- *Many inner fears of women have disappeared.*
- *Women have come to know the places where they can go to claim their rights.*
- *Breaking the silence around war related atrocities – sharing life stories in a safe environment.*
- *Women survivors of war related violence become leaders of Transitional Justice processes at district and national level.*
- *Awareness of one’s own duties and responsibilities and accomplishing own needs.*
- *Women extend their support for those trying to come out of their difficulties.*
- *Female ex-combatants have shed their fears and come forward to talk about their problems.*
- *Women are taking up advocacy activities on women’s affairs.*
- *Ability to handle issues such as sexual abuse, child abuse, domestic violence and make referrals/ advocacy.*
- *Women’s awareness about their self-worth and the change of belief about their ability to do things.*

4.4 Unintended results

Many of the impacts and results have been achieved due to long strategic processes. But external events, changing contexts and arising window opportunities have also led to some unforeseen and unintended results. In Colombia, the peace negotiations in Havana have boosted the effects of the Programme beyond the expected outcomes. The establishment of the Sub-Commission on Gender greatly helped this to boost, as several women’s delegations

were invited to Havana to present their stories and proposals for peace. Further, partners initiated the platform “Women for Peace”(see Text Box 4.6). See Text Box 4.8 for Unintended changes reported by the partners in Colombia.

Text Box 4.8: Unintended changes reported by the partners in Colombia

- *For Humanas, the possibility for direct presentation to the peace negotiators in Havana opened up for a larger impact than they had hoped and planned for with regards to including sexual violence into the peace accord texts.*
- *Humanas’ updates on the Implementation of the UNSCR 1325 in Colombia has become a living instrument for advocacy.*
- *CPC had not planned that they would be able to link up with the District authorities and 28 other women’s organizations and articulate a women’s agenda for peace in Bogota that was also communicated to the negotiators in Havana.*
- *In Cauca, some daughters of ex-combatants started to work for peace, a positive feature MujereX wants to replicate elsewhere.*
- *CCT was invited to participate with theatre in the roundtable for victims.*
- *Otra Escuela found that the linkages that were created between the different actors during trainings have had important programmatic positive impacts on the individual projects they support.*
- *FMW tells that that being part of the Programme has helped indigenous women to gain a voice, whilst previously only men talked and decided.*

In Sri Lanka, it was not planned that FOKUS WOMEN would be requested to draft the National policy on FHH, or that Viluthu was going to be able to make a Widows’ Charter that included the voices of widows from the south. Also, according to one staff member of RPK in Anuradhapura, the establishment of the task force came up as an idea after they had been to the ATP organised by the CSHR as part of the Programme. At this training there were also government officials, and the common experience of studying together made it possible to collaborate on rights based issues afterwards. CSHR told that it was initially not planned that the students from the ATP would form local networks among themselves.

Also in Sri Lanka, an important external factor, namely the change of government early 2015, has led to unplanned results. According to Viluthu, widows accompanied by them sent in 700 submissions to the constitutional consultation process, a sudden governmental consultation process that had not been planned. Suriya told the evaluation team that thanks to years’ of empowerment and preparations of local women leaders they had actively been participating in the constitutional consultation and the transitional justice reconciliation consultations, both sudden government processes that occurred in 2016.

In Colombia, the partners reported on the following **internal changes in their organizations** as a result of having become partners to the FOKUS 1325 Programme:

- Humanas started to work with young people and have developed a specific methodology for this.
- CPC has worked with internally displaced war-victim women. The Programme has changed the women’s perception of themselves from victims to peace advocates.

- There is a high level of stigma in society against female ex-combatants. Being part of the FOKUS 1325 Programme has enabled the Mujerex to regain their voice and position themselves within the peace movement.
- The director of CCT was appointed representative of the arts and culture sector of the National Peace Council that positions the corporation as a central peace actor.
- FMW has managed to expand from four to seven indigenous communities, and their wider network of indigenous women now includes rural farming women and afro-descendants.

Implementing partners in Sri Lanka reported on the following changes inside their organizations due to their participation in the FOKUS 1325 Programme:

- Academic staff at CSHR has introduced UNSCR 1325 into their curricula for other courses as well. The Programme has made CSHR interested in advocacy. As a university entity they cannot conduct direct advocacy, but they enable others to carry out advocacy, and thus do it indirectly.
- NPC had never looked at gender before. They have now incorporated UNSCR 1325 and gender in all their programmes. They gave gender 1325 training to religious leaders. They hired an international gender expert to train all staff and all partners, and to develop a gender strategy and a gender policy.
- HHR had not worked at the village level previously. Now they have more and more contacts at village level that enable them to identify more women victims of human rights violations.
- RPK made a structural change within their organization. They have developed a gender policy and they have incorporated Gender into their Human Resources manual. In all their human resource decisions, they have a strong focus on female participation.

4.5 Risks and negative effects

The high level of threats towards human rights activists in Colombia has not been reduced during the years with peace negotiations, and many women within the Programme have experienced serious threats due to their peace activism. Activities have also been stopped by male chauvinist attitudes within the communities. The partner organizations have developed different responses to these situations. Most organizations have refused to stop their activities, but some have had to adapt language, and change activities, venues or strategies. Some partners have focused on trauma healing women’s abilities to look after themselves. Some partners choose to have low exposure, and don't even use Facebook whilst others feel increased exposure can provide increased protection²⁰. During interviews, several of the partners solicited more emphasis on protection within the Programme. FOKUS has invited FAU as a strategic ally to the Programme in an attempt to mitigate situations of immediate danger through a “temporary exit”-programme. FAU has visited most of the partners in the field and explained how the programme works. In 2014 and 2015 FAU received several calls, through partners, to provide immediate protection for women who had received threats. The calls were studied by FAU, FOKUS and the partner

²⁰ I.e. Fondo Lunaria partner “Mujeres Campesinas Vida y Territorio” expose women’s situation on a webpage, and have gained wide local recognition and improved protection from visualizing women’s situation.

organizations. One Ex-Combatant was provided temporary exit. One self-protection training against sexual violence was given to women²¹ in a community where 200 paramilitary cadres were being released from prison.

Also in Sri Lanka, some implementing partners reported about negative effects of the Programme on the target population, especially regarding harassment, threats, surveillance and inquiries made by the security forces. HHR found out that the level of harassment increased after they had been present in meetings, so one way of reducing risks was to let the community groups meet without the presence of HHR. In cases where they were present, they made sure to meet in private places below the security force’s radar. In Ampara, HHR had to access ex-combatants separately, as the security forces became too harassing when HHR tried to incorporate the ex-combatants into the CDG. There have been issues at society level as an HHR field worker reported that when a woman victim of domestic violence brought a family issue to her, the husband of the victim got to know and tried to attack her for interfering in family matters.

Staff of both NPC and HHR has been arrested because they have interacted with ex-combatants. Both organizations are well connected at a national level, and managed to get their staff quickly released.

NPC wanted to work with war widows in Hambantota, but were unable to access them, as apparently the widows did not want to collaborate with the local NGO-partner NPC has in the area. They managed to mitigate this situation by accessing the widows through a government office²² dealing with soldiers and their families. This was facilitated by the FOKUS WOMEN that connected NPC with the Deputy Chairperson of the office in mention.

Suriya has always felt threatened due to sensitivities around the nature of sexual abuse. They make sure to package all their messages in human rights language and try to avoid UN terminology that provokes the security forces unnecessarily. They try their level best not to share identities of staff and members to security forces for protection reasons. They also take precautions in the way they archive files and documents.

RPK has received negative reactions by males in the target communities who wanted to become part of the village groups, especially widowers, who felt equally war affected and marginalised as the widows. RPK had not done anything to mitigate this situation themselves, but some of the women’s groups informed the evaluation team that they had integrated men who wanted to become members on their own initiative. RPK mentioned that as some of their target group members had been forced to prostitute themselves for survival, RPK staff that interacted with them had been looked badly upon by community members.

²¹ The women receiving the training were part of the target population of Humanas.

²² Ranaviru Seva Authority

4.6 Theories of Change

This section looks at five theories of change that have been identified by the evaluation team during the stakeholder interviews. The theories of change lie implicit in the Programme, but have not been spelt out in the logical frameworks. The identified theories of change are found to represent *lessons learned* related to achievements in the Programme in the context of UNSCR 1325, i.e. protection of women, women in leadership and women’s participation in decision-making in peace, reconciliation and reconstruction matters.

Theory of Change 1, Colombia: *Women’s fight against violence, exclusion and discrimination need pedagogic and methodological tools to educate, inspire and advocate.*

The UNSCR 1325 has been broadly disseminated using different educational tools in creative and innovative ways such as culture and art. The evaluation found that the Women, Peace and Security Resolutions are in the center of the women’s projects. In one instance, after the CCT had staged the methodology during the first phase, the evaluation saw an impact three years later, where young women in San Jacinto used the gained knowhow to create new theatre plays.

The UNSCR 1325 and subsequent resolutions are valid as a tool for promoting women’s role in conflict resolution and in the near post conflict phase. There are various approaches in which FOKUS partners are promoting the UNSCR 1325 knowledge and implementation as a tool for empowerment, capacity building and partnerships:

- **Awareness raising** among local leaders and public opinion, with a permanent context and conflict analysis is promoted by Fokus with all partners
- **Strategizing** to strengthening organizational structures
- **Advocating** for women’s rights and inclusion of their demands at different levels: local development plans as in Kennedy, indigenous autonomy and identity in Guajira, or women’s protection by sexual violence at a national level.

The “training of trainers” and “multiplication of knowledge” approaches have proven to be effective. Good examples of ripple effects are with Otra Escuela in Caquetá, and in the Caribbean region with LIMPAL. Otra Escuela and Fondo Lunaria have managed to reach small local groups of women and girls who would otherwise not have had access to knowledge about and creating action around UNSCR 1325.

The evaluation has found that this Theory of Change also holds for the Programme in Sri Lanka, although there the context reduces the impact due to cultural hindrances.

Theory of Change 2, Colombia: *A comprehensive peace depends on active and effective women’s participation in the Colombian Peace Process and on transformative change of the role of women in a Post-conflict phase*

The dimension of security for women:

- FOKUS Colombia lent vital moral support to the “Las Cinco Claves” initiative to include the issue of sexual violence in the peace talks (See Text Box 4.9). The fact that “Las Cinco Claves” has been adopted in the peace negotiations is a result in itself. The silence around sexual violence in the conflict has been broken with the parties’ commitment to

ensure victims’ access to truth, justice, reparation and guarantees of non-repetition. If the Colombians accept the peace accords in the referendum²³, the elements are expected to be included in Colombian legislation and become sustainable.

The dimension of women in leadership:

- The key role of FOKUS Colombia was recognized by the UN Women in proposing rules and procedures in the International Corporations Gender Group²⁴ lead by UN Women.

The dimension of women’s participation in decision-making and conflict transformation:

- Women’s capacity to contribute to conflict transformation has been strengthened. There are several women’s networks in Colombia, and the differences between them are evident. FOKUS Colombia, however, has managed to create an environment where these different entities collaborate and articulate common proposals (see Text Box 4.6 and Section 4.8).
- FOKUS Colombia has developed an ‘accompaniment’ strategy with women’s organisations in their advocacy activities and engagement, based on a profound and practical understanding of the political context, while respecting women’s and women’s organizations’ autonomy.
- Dialogue promoted by FOKUS Colombia has improved relations between women’s organizations and local administration, as with Cartagena and Bogotá municipal authorities.

The evaluation also found this theory of change to be true in Sri Lanka.

Theory of Change 3, Colombia: *A sense of belonging and shared identity increases women’s capacity to act and advocate for protection and for a sense of security and a reduction of violence.*

- Networking and articulation at different levels: The Programme has contributed to different organizations getting together to articulate women’s demands (see Section 4.8). The peace negotiations have been an opportunity to validate the articulation with better communication standards than before, and the women have passed advocacy messages regarding their rights in a future post-conflict context.
- *“The Fondo Lunaria has strengthened not only our identity as young women, but as indigenous”* (woman from Resguardo Indígena Zahíno). At the same time, this implementing partner has promoted dialogue amongst diverse groups such as peasants, indigenous, Afro-Colombians, urban young women, people who are lesbian, gay, bisexual, transgender or intersex (LGBTI).
- FOKUS Colombia has been crucial helping promoting the female ex-combatants network, and making visible their identity as peacemakers. Many of them have worked for peace the past 25 years – *“we have spent more time working for peace than for war in our lives”*. FOKUS Colombia has assisted with renewed leadership and a process to heal wounds and build a national community as a National Network of Women Ex-combatants – Mujerex (see Text Box 5.2). They have reached all the way to Havana where they presented their proposal for peace and proposed to assist the Revolutionary Armed Forces of Colombia (FARC) women to reintegrate into society after becoming a

²³ Set to take place on October 2nd 2016

²⁴ Mesa de Género de la Cooperación Internacional

civilian political movement. They have established “La13”, a virtual magazine www.revistala13.com.

Text Box 4.9: The advocacy success of “Las Cinco Claves”

At the end of 2014 most organizations that for years have worked for and hoped for a negotiated solution to the armed conflict in Colombia, were satisfied with all the issues they had managed to bring up to the negotiating Table in Havana. The FOKUS Colombia partner Humanas wanted the peace negotiations to also address the issue of sexual violence. Other civil society organizations, including most women’s organizations and human rights organizations, were strongly against putting yet another tough issue on the negotiating table, as they feared this would prolong and perhaps break the negotiations. Humanas, however, insisted that, “our bodies are not negotiable”! Through insistence, Humanas joined forces with Corporación Sisma Mujer, and Red Nacional de Mujeres and the campaign “No es Hora de Callar”. They collaborated on developing the Five Keys (Las Cinco Claves.) Each of the five keys has five sub-keys. The coalition “Las Cinco Claves” has actively lobbied for these 5 x 5 principles to be included in all the sub-agreements that are discussed in Havana. In a historic process of research, articulation and advocacy around sexual violence in the Colombian conflict, this newly formed coalition of organizations presented their proposal to the parties for a rights based approach to sexual violence as part of the victims’ rights in peace agreements. The proposal was given solid coverage by the media and was included in the specific Gender Sub-Commission agreement on 24th of July. The gender provisions of this particular agreement ensure women a key role in the implementation after the Final Peace Agreement is signed.

The five keys are:

- 1. An explicit and immediate commitment of eradicating sexual violence against women.*
- 2. A Truth Gender Commission about sexual violence against women from all parties should be established*
- 3. A differentiated judicial treatment of sexual violence in conflict should be guaranteed.*
- 4. A special programme for women and girls survivor of sexual violence should be established, including trauma healing measures as well as social, economic and political reparation for them.*
- 5. A plan with structural and concrete measures to avoid the repetition of violence and to promote equitable inclusion of adult women and girls.*

The evaluation found this theory of change to be true also for Sri Lanka.

Theory of Change 1, Sri Lanka: *If communities are organized in small groups and empowered through training to know their rights, they will be able to claim their rights from the duty bearers.*

This community development model is very common in Sri Lanka, and nearly all development organizations have smaller or larger components of community organization as part of their development programme portfolio. As a consequence, in almost every village in Sri Lanka, there is a wealth of groups and organizations being mentored by different organizations and institutions. The membership is crosscutting, and especially women (as they are most often the target group of such programmes) tend to belong to a vast number of different organizations/groups with fully or partly overlapping mandates. However, this evaluation found that in Sri Lanka there are many structural and systemic barriers that pose serious risks to this Theory of Change. Sri Lanka is a very hierarchical society that involves culturally inherent superiority and inferiority complexes along a

number of dimensions²⁵ that allow for discriminatory attitudes and practices on behalf of the duty bearers. The evaluation team found that this creates a “glass ceiling” for how far poor women can reach in claiming their rights from authorities, even when they are well organized and highly empowered. Without exception, all the interviewees we talked with said that above a certain level, there would always be a need for backing by someone that is perceived as stronger and more respected than the women - or the organization - to receive the wanted attention of the authorities.

Due to the highly centralised government structure in Sri Lanka, even small local issues²⁶ must be brought to Colombo for solutions to be found. To bring matters up to the Colombo level, it is perceived as necessary to have a champion or “sponsor”. Within the FOKUS Sri Lanka Programme, such champions are the national partner organizations and FOKUS WOMEN themselves. Without their backing, the grassroots organizations claim that they can only reach to a certain level with their issues.

In addition to the above, women were found to face a security issue when they were dealing with sensitive issues like sexual abuse or disappeared persons. Through the Programme, the women have been made aware on how to denounce such matters to the police. Discriminatory attitudes can however lead to the woman facing serious harassment or worse reactions unless she is backed by a powerful organization.

Finally, the mere poverty of the majority of the grassroots target population of the Programme prohibits that these women exercise advocacy at an extensive level, as they are forced to invest most of their time finding ways to feed their children.

The above issues are beyond the power of the FOKUS Sri Lanka Programme to repair, but the Theory of Change should be changed so that these inherent cultural traits are considered in the Programme design. The evaluation found that the multi-stakeholder task force set up by Rajarata Praja Kendraya (RPK) in Anuradhapura District is a collective action measure that so far has worked by co-opting all parties into compliance. In a reality with weak or non-complying institutions, collective action can prove to be functional, and the RPK experience seems worthwhile replicating in Sri Lanka in general as well as in the FOKUS Programme (see Text Box 4.10).

Text Box 4.10: Collective Action Approach – RPK

Under the FOKUS Sri Lanka Programme, Rajarata Praja Kendraya (RPK) works in two divisions in Anuradhapura district. The two divisions, with the majority Sinhala population, are among some of the worst affected by the war due to their proximity to the front lines. In order to address the multitude of issues faced by the women in the area, RPK assisted the women in the villages to form small groups that are federated into Community Based Organizations (CBOs), divisional networks and district networks. Together with relevant government officials with decision-making powers and

²⁵ Ethnicity, social class, caste, religion, language, political affiliation, social network, gender etc.

²⁶ In Sri Lanka, employment decisions of civil servant are often made at ministerial level. Nearly all public budgets are also managed from Colombo (with the exception of miniscule local budgets available for the elected bodies at provincial and local government level).

other leaders from civil society and business, these women’s networks are part of a multi-stakeholder Task Force. The Task Force is formed under the District Secretary/Government Agent with all the relevant officials of the district. Under this collective action approach, conflict affected women and local duty bearers were trained together on human rights, peace-building and women’s rights as part of the FOKUS Sri Lanka Programme. The common training, the new knowledge and the common Task Force have resulted in the collaborative spirit between the public and duty bearers towards addressing issues faced by the individuals and community. The Task Force meetings that are convened every three month at the district level provide the platform for the public to put forward their issues, as varied as land titles to women, school admission for children, livelihood assistance, housing, water and sanitation, and health directly to the government officials at a round table meeting where solutions are found or referrals are made. Twice, consultative meetings have been held with the Chief Minister (2014 and 2016) to bring issues up beyond the level of the Government Agent.

The evaluation also recognises the cultural hindrances in Colombia for local women to have effective influence on duty bearers. Two good examples visited by the evaluation in the districts of Bogota and Bolivar (Text Boxes 4.3 and 4.6) show that also there, strategic alliances with decision-makers, co-opt the duty bearers to comply – with delight!

Theory of change 2, Sri Lanka: *Civil society can reach the attention of the government if they provide high quality information packaged and presented in a way that is found relevant by decision-makers.*

This theory of change has been found to hold in the case of FOKUS WOMEN who managed to gain the interest of the government around the situation of FHH. In 2014 FOKUS WOMEN organised a conference on FHH. The conference was organized with three ministries, social services, national languages and women’s affairs. They all participated as panellists at the conference. In total, there was an impressive turnout of around 175 civil servants to the conference - in a time when the government had strong aversions against civil society, NGOs and the West in general and Norway in particular. This success is likely to have been achieved due to various simultaneous reasons: The Ministry at a Policy level dialogue announced that they were drafting a widow’s policy. The FOKUS Programme research on the female-headed households from three districts covering Sinhala, Tamil and Muslim FHH had high quality ground level information. FOKUS WOMEN approached the Ministry of Child Development and Women’s Affairs in an appropriate way. It is likely that all of this has convinced the Ministry that FOKUS WOMEN was a resource milieu worth listening to.

In Colombia, there has been little engagement with the national government, but the theory of change holds for what we have seen at district level and the peace negotiation table in Havana.

4.7 Contributions to the implementation of UNSCR 1325

FOKUS Colombia and their partners have managed to use UNSCR 1325 as a tool to create a wide interest for Women, Peace and Security among local women, civil society and local, regional and national authorities. At the onset of the Programme, the resolution was

unknown, or considered irrelevant, by civil society and authorities alike. Authorities did not acknowledge that there was an on-going conflict. In the public discourse, the government was fighting terrorism, and other sources of violence were blamed on “criminal gangs”²⁷. Civil society did not perceive the UNSCR 1325 relevant for their context, as there was no construction of peace going on. Nevertheless, since 2011, the Programme has succeeded in having a vast outreach, convincing local communities, authorities and civil society organizations (CSOs) of the importance of women being active contributors to peace and the future of the country, as well as the importance of ensuring **protection** against gender based violence (GBV). The Programme has succeeded both in developing new **female leadership** and in enhancing **women’s participation** on peace and security. The Programme has succeeded in influencing the peace negotiations in Havana (see Text Box 4.9 and the many examples in Sections 4.1 and 4.2 above)

In Sri Lanka there is not a large focus on the UNSCR 1325, and there is no national action plan for this. Nevertheless, one international peace stakeholder said that: *“There are other organizations working on UNSCR 1325 issue. My assessment is that FOKUS WOMEN is the leading organization working on UNSCR 1325 work in Sri Lanka. They have won the acceptance from the Government authorities for the work that they do. This is not the case in general for the NGOs in Sri Lanka.”* The Programme has a focus on the different elements in the UNSCR 1325 and the subsequent resolutions. The evaluation found that all the partners work on elements embedded in the resolutions. The partners try to link these elements with on-going and upcoming national processes. During the previous government, between 2012 and 2014, the Programme focused on arising opportunities like monitoring the National Action Plan of the LLRC and providing input to include co-ownership into the State Lands Ordinance and writing a shadow report to the UN Human Rights Committee. They have also worked on language issues in many places of the country after it was decided a few years back that all public information should be available in both Sinhala and Tamil, which is far from having been implemented. After the change of government in 2015, new opportunities have arisen, and there is focus on **women’s participation** in all the projects. There has been high enough participation by the target populations to feed into both the National Widow’s Charter and the FHH policy. Also, women have participated actively to provide information to the early marriage research carried out by the Programme, that in turn has fed into the National Policy on FHH. Nearly all the partners work on women’s empowerment and **women’s leadership** training. Many women participate actively around providing information about and curbing sexual violence, both war related, post-conflict related as well as culturally related domestic violence against women and children. Some participation is directly related to peace-building and reconciliation activities as mentioned above, some related to problem solving due to poverty. Some implementing partners work on reconciliation activities such as storytelling and memories, some organise healing-activities, some organise awareness-raising through culture and art, some organise exchange visits for reconciliation. Different partners work differently on **security**: many work to empower women through giving them access to legal aid, training them to stop violence and denounce it to the police and court system. The National Policy for FHH that has been drafted by FOKUS WOMEN and partners has several chapters on security and protection related issues. Given this, it is fair to

²⁷ “Bandas criminales”; “BACRIM”.

say that the Programme has contributed to the implementation of important elements embedded in the UNSCR 1325.

4.8 Contributions to strengthen the national women's movements

The Colombia women's movement is vibrant and diverse with complex networks and relations generated amongst different profiles, personalities, expertise, focus and mandates. These differences sometimes create tensions, as is the case inside most social movements. Most organizations are part of a network, and many are part of several.

In Colombia strong partnerships have been established between some donors and specific networks/organizations. The accompaniment of the different parts of the women's movement from the international cooperation – bilateral, multilateral and international civil society - has given visibility to women's agenda and has allowed women's organizations and networks to gain access to the political arena and advocate for policy changes. At the same time, it is likely that the adoption of preferred organizations as “donor darlings” by some key donors has contributed to maintain the differences and tensions within the women's movement. On the other side, there is reason to believe that the International Corporations Gender Group has played an important role in facilitating dialogue between women's organisations at national and sub-regional level, and between women's organisations and government/public officials. This has been particularly important in helping to build trust between actors at sub-national level on different sides of the political and social spectrum. The Norwegian and Swedish Embassies, as well as UN Women acknowledged that FOKUS Colombia has taken an important leading role within the gender group.

FOKUS Colombia has developed relationships with several of these networks, including at grassroots level. FOKUS Colombia has been vital in facilitating the coming into existence and development of the new women's platform “Women for Peace²⁸” consisting of 80 very different women's organizations that have come together to position themselves around the negotiating process. “Women for Peace” is part of the executive committee of “La Cumbre” and as such is one of the nine most important women's network in the country. The large achievement that FOKUS Colombia has accomplished is to create a conducive environment to bring together women's organizations from the political left (Communist Party) and the so-called “feminist” organizations that historically had an antagonistic view of each other and never cooperated before. The new platform does not only widen the women's movement, but also brings peace within and amplifies the peace scenario of a richer and more effective women's movement towards the post conflict phase.

FOKUS Colombia has also opted to work locally to support grassroots organizations in Colombia. The methodology of having Fondo Lunaria as partner, a fund with small funds for young women in the field, is very innovative. This has increased the women's self-confidence in acting together, in being more strategic in mobilizing for policy change, motivating women to play an active citizen role and advocating for policies affecting them.

²⁸ Mujeres por la paz

A young woman from Choco said: *“The activity I am most proud of is the cultural approach that we call “Communicate with an artistic voice – paint without violence”. It has allowed community women to empower and raise awareness about our rights and the importance not to be hurt by men. To cut violent ties and to build peace ties”.*

FOKUS Colombia has helped their partner women’s organizations to become stronger in several ways, and this organizational strengthening has enabled them to link up with other women’s organizations and civil society organizations, networks and platforms (see chapter 8 Value added). One example of this has been the coming together of Humanas and Sisma Mujer to develop the “Las Cinco Claves” (see Text Box 4.9), that for personal and perhaps ideological reasons for a long time were not on speaking terms. Humanas has told that the process of finding other organizations with which to present the demands regarding sexual violence to the peace negotiations in Havana was painful, as most organizations asked them to let go of their demands in order not to slow the peace process. Humanas told the evaluation team that FOKUS Colombia lent loyal support to them throughout the whole process. The exercise of developing and presenting “Las Cinco Claves” thus did not only end with the success of the demands being adopted into the peace accords, but also made two key national women’s organizations work together instead of competing for positions.

Given all the above, it is reasonable to state that FOKUS Colombia has contributed to strengthen the women’s movement in Colombia.

Many claim that there is no women’s movement in Sri Lanka. However, women in Women’s organizations feel they are part of a movement, although fragmented. One woman said: *“It is a very closed community where everyone know each other. It is incestuous. They are friends and work together, whether they are partners or not.”* Another woman said: *“There is an ethnic polarization in the movement, but one cannot even express these polarities. Actually, there is not a united movement, but rather pockets of women’s movements. To go anywhere, there needs to be an acceptance of the polarities that are there. The leaders of the women’s movement are polarised. Ethnically, but also socially. It is the elite women from Colombo who are the ones who get to speak to politicians and thereby representing the women of the country. Their representative role is not representative, however.”*

Taking as a starting point that the different local and national women’s organizations do compose a movement, however frail, it can be said that the FOKUS 1325 Programme has contributed to strengthening that movement. The Programme has built links between grassroots women’s organizations, national women’s organizations and policy makers. This strengthening of vertical linkages has strengthened the women’s movement. The Programme has been able to bring women whose voices needed to be heard to the mainstream. The Programme has made the experiences of Tamil, Sinhala and Muslim women shared. It creates solidarity and mutual understanding amongst women in different communities, thereby strengthens the Women’s movement. The Programme has connected women’s organizations local-national and local-local. To a certain extent it has also enabled new horizontal national linkages. FOKUS partner organizations and associates collaborate on various aspects of the programme. This forms a central part of the FOKUS programme, and has promoted greater understanding of different issues among women in different ethnic groups as well as an understanding that many issues are similar, and need to be collectivised.

The Programme has helped the women’s movement with conceptual clarities. It has conducted research that has enabled national advocacy. The FOKUS Programme has allowed the grassroots to prepare, to conceptualise, and to dare to present messages. There are strong linkages between the organizations and the grassroots and strong linkages between themselves where they needed to talk together. One example is the recent constitutional consultation process where everyone contributed resources, everyone made district contributions, and some women movement leaders went district by district and helped the women to go through the constitution and collected input from the local women’s groups. All the Women’s organizations from the three ethnic communities came together and consolidated their input.

Although strengthened to some extent through the FOKUS Programme in Sri Lanka, the overall impression is that the Women’s movement in Sri Lanka is under a high level of stress. There seems to be (at least) two reasons for this: lack of funding and lack of new leadership. As free funding tends to dwindle, the historic leadership, many the founders of the organizations, are running around wearing themselves out. Smaller organizations have closed down. Funds are becoming more and more centralised. Donors give co-funding to larger funds that are managed by government bodies. For organizations who want to be advocacy based and have the opportunity to criticise the government and propose policy changes, they need unrestricted funding that is not overlooked by the government. Such funding becomes more and more scarce. Hence, the opportunities provided by FOKUS have been important. FOKUS has enabled advocacy organizations to continue to do their job. Otherwise, the only other option is to become a service delivery subcontractor under one of the UN or other large organizations. In that way, the existence of FOKUS and the availability of funding for research and advocacy have strengthened the partners compared to the situation they would have been in without those free funds. But, as one partner said: *“FOKUS cannot change the situation in this country”*.

One international peace stakeholder said: *“There are several organizations, which are working on Women’s issues. One of the issues we have in this country is lack of coordination among these organizations. As a result, the pressure, which could be built on the state on right issues have not been forceful enough for the state to take serious measures. FOKUS WOMEN as an organization has contributed to strengthening Women’s Movement, but it also needs to strengthen its coordination with other Women’s organizations - which is a challenge in this country.”*

In conclusion; the evaluation has found that although there has been a favourable shift in political context in both countries, it is fair to say that the FOKUS 1325 Programme has contributed towards an increased participation of women working for peace, reconciliation and reconstruction in both countries. The Programme was found to have had many unintended and unplanned effects, mainly positive on different levels. With regards to negative impacts, in both countries human rights defenders and peace activists are persecuted, and in some areas implementing partners and their target population have experienced increased levels of threat as a result of being engaged with the Programme.

Context related Theories of Change have provided the following lessons learned:

- Women’s fight against violence, exclusion and discrimination need pedagogic and methodological tools to educate, inspire and advocate.
- A comprehensive peace depends on the active and effective women’s participation in the Colombian Peace Process and on transformative change of the role of women in a Post-conflict phase.
- A sense of belonging and shared identity increases women’s capacity to act and advocate for protection and for a sense of security and a reduction of violence.
- In Sri Lanka, there are strong cultural barriers that reduces the community development model that says that if communities are organized in small groups and empowered thought training to know their rights, they will be able to claim their rights from the duty bearers. Collective action measurements that co-opt duty bearers into compliance was found to challenge some of the cultural structural hindrances. Collective action measurements are found to be effective in Colombia too.
- In Sri Lanka, civil society can reach the attention of the government if they provide high quality information packaged and presented in a way that is found relevant by decision-makers. In Colombia, there has not been much lobbying towards the national government, but strategic alliances between civil society and duty bearers were found to be effective on district level.

Although neither country has adopted a national action plan for the implementation of the UNSCR 1325, the evaluation nevertheless found that the Programme has contributed to shed public light on important elements of the Women, Peace and Security agenda, some elements are included in the normative framework, others are in the pipeline. In both countries, the Programme was found to have contributed to the strengthening of the women’s movement.

5 Relevance and Synergies

The Chapter discusses to what extent the Programme is found to be relevant, and how the various Partners and the FOKUS offices create synergies within the two country Programmes.

5.1 Relevance

The programme in Colombia appears to be highly relevant for the women’s organizations. Like in any country with a protracted civil war, civil society becomes fragmented and polarized, and this has also characterized the women’s movement composed of women from all walks of life with very different positions, needs, agendas and strategies. FOKUS Colombia has managed to use the UNSCR 1325 and its subsequent resolutions as a tool to put the importance of women’s participation in defining peace on the agenda. Likewise, it has been effectively used to put the question of protection against GBV in general and, in specific, sexual violence on the agenda.

When FOKUS entered Colombia with the idea to develop a UNSCR 1325-programme, the resolution was considered irrelevant by decision-makers²⁹ as well as the women’s movement itself. Through the use of theatre and art under the concept “Casa de Ursula” in processes lead by CCT, the concepts of the resolution got spread to communities affected by war in a way perceived as very relevant to the women taking part in the project, and the interest for the principles of the resolution caught fire and started to spread. To begin with, FOKUS and the partners lobbied for a National Action Plan for UNSCR 1325. The Uribe government had no interest in these issues, however. The subsequent governments of Santos have showed interest in the principles in the resolutions. They claim, however, that there is no need for a separate action plan, as the principles are well founded in the policies being carried out. FOKUS Colombia and partners have taken the decision not to make the existence of a national action plan an end in itself, but have rather used their resources to advocate for the principles of the UNSCR 1325 and subsequent resolutions to be incorporated into policies at local, regional and national level.

The Programme’s relevance increased further with the declaration and initiation of the negotiation process in Havana. The partner organizations had worked several years articulating peace from women’s perspective, and were well prepared to engage themselves actively to provide direct and indirect input to the negotiation process. FOKUS Colombia facilitated the development of the new platform “Women for Peace” (see Text Box 4.6 and Section 2.8).

As Colombia is moving into a post-conflict situation, there is reason to believe that the relevance of the programme will increase even further. The various funds created for the implementation of the peace accords will be managed by the government (within a multi-

²⁹ During the Uribe government (2002-2010), the hostilities were interpreted in the post 9/11-jargon and explained to be “fight against terrorism”. Hence the word “peace” referred to in UNSCR 1325 on Women, Peace and Security did not suit the political discourse of the day.

stakeholder framework). Both national and international peace stakeholders alike have repetitively told the evaluation team about the importance of FOKUS maintaining its stance to allow for autonomous, independent advocacy from the women’s organizations perspective in order for the implementation of the peace accords to take place with a rights based gender approach at local, regional and national level. Neither multilateral nor bilateral international development partners to Colombia will be able to carry out this role with the same level of independence, autonomy and integrity. As such the FOKUS programme is an important and necessary compliment to the bi- and multilateral assistance provided. Thus, there seems to be a strong future need for the FOKUS 1325 Programme to continue to strengthen women’s organizations to be constructive watchdogs and advocates for women’s issues as the implementation of the peace accords start rolling.

It also has to be added that the local target population of the Programme partners appeared to be more than ready to campaign for their neighbourhoods and communities to vote “Yes” in the upcoming popular referendum in Colombia to accept the peace accords. In many of the conflict-affected areas there is a harsh and violent political environment, and it takes courage and focused preparations to dare to carry out yes-campaigns. Years of organizational strengthening as part of the FOKUS programme has enabled these grassroots groups to dare articulating themselves aloud in relation to the peace accords.

In Colombia, there was no women’s approach to the peace process upon starting. Culturally, male chauvinism is the rule of the day, and women’s participation in decision-making outside the domestic sphere is traditionally low or non-existing. Likewise, GBV against women is extremely high, and has been allowed to increase during the conflict, as sexual violence became a systematic weapon for the different armed entities to destroy local communities and the existing social tissues. Thus, focus on women’s participation in decision-making, strengthening women’s leadership and preventing GBV are all very pertinent and needed processes in the Colombian political context. And, as already mentioned, the relevance only seems to increase with the peace accords and the expected implementation of these. The issue of strengthening capacities for promoting education and raising awareness of the agreements amongst FOKUS partners’ communities will be important. Also, the implementation will require a strong rights-based gender focus in the light of the coming transitional justice and state’s reform.

The inclusion of different women (urban, rural, indigenous, afro-Colombian, adults and young women, women who have been displaced and women who are left in conflict affected places where others have left) gives the Programme a wide geographical coverage. A relatively small Programme such as this cannot be everywhere, although there certainly still are places where the need for the Programme is high (for further analysis, reference is made to the discussion on the potential for expansion of the Programme under chapter 9).

This is not to say that there are no other very important women’s issues in Colombia. Women’s needs for access to income, public utilities, infrastructure and social services are enormous. However, with its three different – although connected – outcomes, the programme is quite wide, and it does not seem recommendable to widen it further by entering into economic, cultural and social rights beyond the scope of the implementation of the peace accords (see further discussion on the potential for expanding the Programme under section 8.3 The Future).

Also in Sri Lanka, this evaluation found that the FOKUS 1325 Programme is highly relevant. Due to the negative taint the previous government gave the UN and anything Western, the UNSCR 1325 has not gained its own banner in Sri Lanka, and there is no-one within government that patronizes it. Nevertheless, partners informed that they find the UNSCR 1325 and follow-up resolutions to be useful as a toolkit, and they frame their interactions and thematic focus in the light of elements from the Women, Peace and Security resolutions.

FOKUS WOMEN and the implementing partners have chosen to focus on thematic areas such as economic, social and cultural rights of war affected women, on language, land, early marriages and FHH, all very relevant areas in the present socio-political context of Sri Lanka. They have empowered women to provide input into on-going peace-building and reconciliation relevant processes like amendments to the Land Development Ordinance, the follow up of the National Actions Plans of LLRC and Human Rights, the constitutional consultation process, the Bill for Missing Persons Office and new electoral bill, and most recently also the reconciliation consultation carried out by the task force for the Transitional Justice process³⁰. These are all relevant processes for the future of Sri Lanka, and within a UNSCR 1325 perspective, it is imperative that women take active part in these processes.

Sri Lanka is a highly patriarchal society where little value is put on women’s participation and role outside her home. Sri Lanka has one of the lowest levels of female participation in decision-making in South East Asia (only 13 out of 225 parliamentarians are women, which is below 6 per cent). In addition to participating in all the on-going peace-building and reconciliation relevant consultation and monitoring processes, this evaluation finds it highly relevant that some partners empower local women to take up local leadership and present themselves for local elections.

The FOKUS 1325 Programme’s work on FHH in Sri Lanka has gained broad visibility and recognition among national and international peace stakeholders. It is beyond doubt that Sri Lanka needs a national policy on FHH, and it is a great achievement that FOKUS has been asked to draft the policy and action plan. In this process however, it appears to be extremely important that the Ministry takes real ownership of both the process and the product, in order for the document to become real national policy. If it is perceived as a FOKUS-policy, the chances are lower that it will be implemented. FOKUS therefore needs to continue to take all the measures possible to lower their own degree of ownership and visibility both internally towards the ministry as well as externally, and at the same time make sure to be inclusive in the drafting process.

One international peace stakeholder said: *“FOKUS does invaluable work and substantial research on a number of things. I would say that FOKUS is the single most important partner within the area of women and gender at this time in Sri Lanka. Considering their size and the fact that they are relatively new, it is quite extraordinary that they have reached this level.”* Another informant

³⁰ An 11 person task force was established in January 2016 to carry forward consultations across the country on ways forward for the coming Transitional Justice process Sri Lanka has committed to start as part of their dialogue with the UN High Commissioner for Human Rights.

echoed the above and added that FOKUS achieves far more in Sri Lanka than UN Women does.

Also the security and protection elements of the UNSCR 1325 are well covered by the FOKUS 1325 Programme in Sri Lanka, and this is perceived as highly relevant within the present political and cultural context. International research is rich on evidence that violence increases in post-conflict situations. According to partners, this is also the case in Sri Lanka with regard to GBV and domestic violence. Two strong tendencies seem to work in the same direction, where post-traumatic stress, frustration and desperation link up with strong culturally patriarchal attitudes, resulting in a perceived increase in sexual violence, GBV and domestic violence. The international women’s day 2016 was called “*Dark March*” because of the increased sexual violence on women and children registered by many organizations within the women’s movement. The Programme allows women to meet and share their story to overcome their personal problems and gain strength in knowing they are not alone. They are empowered to know how to denounce violence to the Police and how to complain to the Police Commissioner when Police does not respond correspondingly. All of this is very relevant and pertinent to the context in Sri Lanka. The evaluation however finds that there is an untapped potential in finding ways of collaborating with the male community of the country. There is a limit to how much it helps a woman to know her rights, if the aggressors continue to be ignorant or indifferent to these rights.

Although the content of the Programme is found to be highly relevant by the evaluation, many would have liked the scope of the Programme to go beyond the elements within the UNSCR 1325. Partners feel there are other gender realities or women related issues that are equally important to work on, such as all the economic, social and cultural rights, migrant workers, getting men involved, voting rights, labour rights. Many of the issues women face in the South and the Centre of the country are not conflict related, but equally real and complex. Perhaps most important, is the lack of livelihood opportunity/economic independence that women face across the country. One partner told that they were visited by a very unfortunate war-affected woman that had no shelter and no way of feeding her two children. The partner, however, had nothing to offer her, except training on UNSCR 1325.

5.2 Synergies

This section explores the synergies that have been created within the two country Programmes.

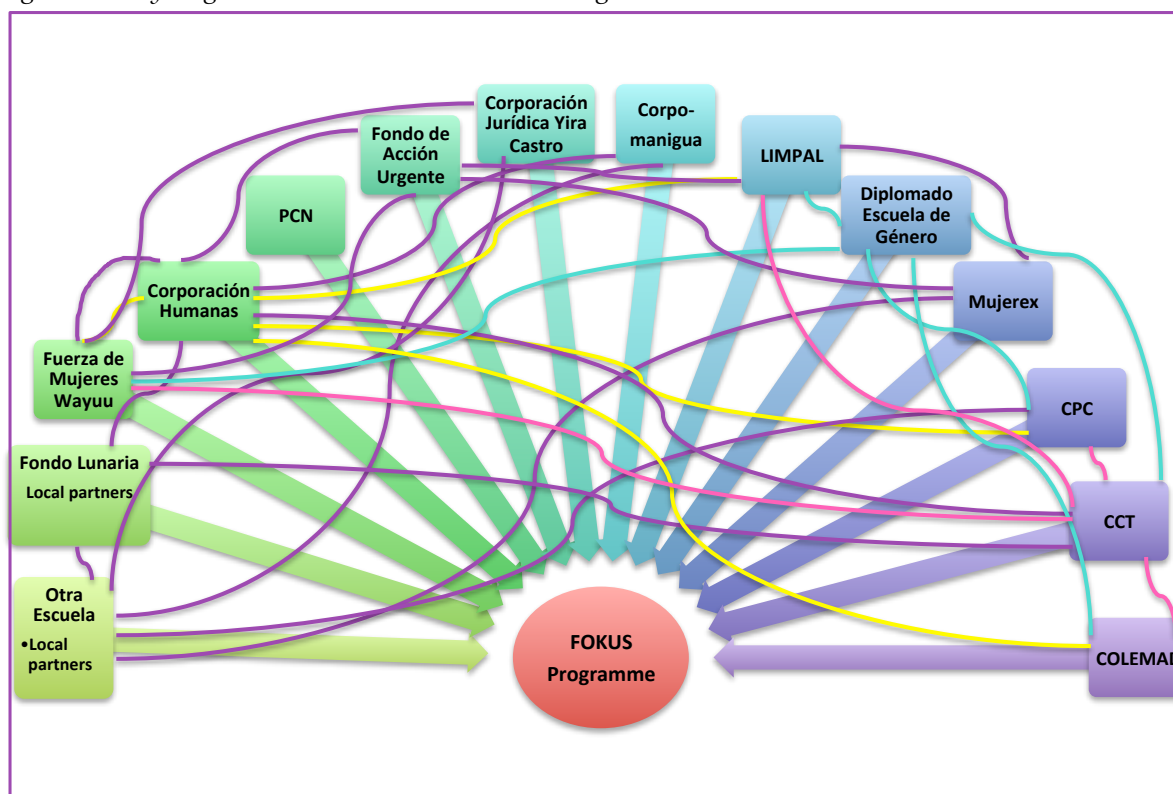
In Colombia, FOKUS Colombia creates a space for partners and partners’ partners and allies to collaborate, make new initiatives, and carve out proposals for new policy.

The synergies created within the programme are rather extraordinary (see Figure 5.1). In the Internal Evaluation 2011-2013³¹ the participants from FOKUS said: “*The idea is that when a programme is carried out, the projects become more than themselves*”. This external evaluation

³¹ “A nosotras también nos cabe el país en la cabeza”. Sistematización del programa FOKUS en Colombia 1325.

confirms that impressive synergies on all levels have been created, and as thus, the programme initiators have succeeded with their vision. Without the stern insistence from the FOKUS programme coordinator in Norway and the country director Colombia to create a different, diverse and untraditional programme, these synergies would never have been realised.

Figure 5.1: Synergies created in FOKUS 1325-Programme in Colombia



In **Sri Lanka**, the FOKUS WOMEN office is active and has a rather large set of activities that they implement within research, advocacy and lobbying, and arranging theatre plays and travelling art exhibitions. In Sri Lanka, most partners follow the community development strategy, and it is the FOKUS WOMEN office that brings in different strategies such as high quality research and cultural expressions. The research carried out by FOKUS WOMEN has been done in close relationship and understanding with partners and the grassroots movements. In fact, the objects of the research has been turned into becoming subjects, as they are asked to validate the synthesizing, conclusions and recommendations coming out of the findings of the research. This strong vertical link between the micro and macro level is found to be the most important strength within the Programme in Sri Lanka, that also makes the Programme unique compared to other women’s organizations programme in Sri Lanka focusing on similar thematic areas. See Text Box 5.1 on how FOKUS WOMEN say they create synergies within the Programme.

Text Box 5.1: How FOKUS WOMEN say they create synergies within the Programme

- Link partners who work in same geographical locations to carry out collective advocacy based on their work plans.
- Facilitate and financially support (from FOKUS WOMEN budget) experience sharing among partners and their networks.

- *Bring community level women and partner organizations to national level advocacy meetings to give them a space to voice their issues at a common platform.*
- *Facilitate and financially support (from FOKUS WOMEN budget) strengthening of partners who require further strengthening by linking them with other partners who are comparatively stronger e.g. resource persons, documentation of human rights violations*
- *Bring staff and network members for every capacity building workshop organized by FOKUS WOMEN so conceptual knowledge is shared with all.*
- *Ensure during project design and implementing stage that issues and views of target groups are incorporated and addressed.*

In Colombia, partners develop their own advocacy strategies autonomously. FOKUS Colombia itself also has its own agenda, but rather than lobbying duty bearers directly, FOKUS Colombia influences the diplomatic corps and the multilateral institutions to influence Colombian decision-makers in their turn. The evaluation found that there is likely an untapped potential in this matter. It seems that more could be done in collectively designing a comprehensive and systematic strategy for the whole FOKUS Programme. Such a strategy should include social dialoguing, debates, and advocacy, with whom (alliances) and where (the map of decision-making space). As a result, in a new III Phase, FOKUS Colombia could drive and accompany the advocacy work to ensure that local and national public policies incorporate the work for peace and security carried out by partners, specially referring to the implementation of the Peace Agreement.

Text Box 5.2: The experience of strengthening capacities for advocacy and peace-building from a new approach

FOKUS has accompanied and supported women’s organisations composed of victims of the conflict. At the same time, it has contributed to strengthening capacities for those former combatants who opted for peace. The Colectivo Mujeres Ex Combatientes -Mujerex has presented their agenda to the negotiation table in Havana, with a proposal of supporting the FARC women in their process of demobilization and reintegration to the civilian life. This activity comes from their experience of building self-confidence in women’s capacity to resilience, healing and building a new identity as civilians in a post-agreement context. As one of them said, “We can help FARC guerrilla women in the same way we have learnt, remaking our life projects, and identifying ourselves as key political leaders based on our option for peace”. FOKUS has strengthened Mujerex’ capacities to taking part of the current peace process context, going to Havana and talking to the women who are part of the Gender Sub-Commission.

The mix between types of implementing organizations in Colombia (women, human rights, judicial, research, arts, advocacy, young, adult, professional, national, local), approaches and methodology is found to be both relevant and successful in creating synergies, and should not be lost in a phase III. The chosen strategies appear to be very appropriate and many valid results have been reached and good processes are being developed. As discussed under the question on duty bearers above, there is room to enhance and systematise the strategy when it comes to advocacy.

The evaluation team believes there are several processes, strategies and actions within the Programme with potential for replication. The way CPC managed to generate a strategic alliance with the authorities in Bogota and LIMPAL in Cartagena can both be models for future private-public relationships. Further, both the Municipal Women’s Peace Agenda in

Bogota and the Municipal Action Plan for 1325 are initiatives worth replicating other places. We also believe the CPC trauma-healing programme would be suitable for replication other places.

The way Humanas managed to collaborate with other likeminded strong actors to advocate for sexual violence to be given special attention in the peace accords is definitively worth replication. Likewise, the way all the different organizations comprising the Women for Peace Platform managed to overcome their differences to articulate common messages to the negotiating parties, also seems worth to remember and replicate net time a similar window opportunity is identified (which is likely to be both during the campaign for the referendum and later on when the different elements are to implemented and organizations want see the need to advocate for a rights based gender approach).

Grassroots communities in many places in Colombia have echoed the CCT approach to use art to raise awareness on women and violence, and the need for healing to go from being a victim to becoming an author of one’s own destiny.

The Programme in Colombia has used strong organizations like CCT and Humanas to strengthen smaller organizations. At the same time, being with the smaller organizations have given the larger organizations access to local realities that have widened their research and advocacy base and understanding of the variations of Colombian women’s realities.

Text Box 5.3: Successful strategies employed in Colombia:

- *Enabling a space to create synergies between research, art and advocacy.*
- *Enabling a space for exchange between different organizations, different women, different expressions, different approaches, different policies and different ideologies.*
- *Supporting and accompanying organizations’ existing processes.*
- *Strengthening the partner organizations according to their own needs.*
- *Creating strategic alliance with an organization³² that assists women under threats to go temporarily abroad.*
- *Using UNSCR 1325 as a strategic tool to achieve awareness, advocacy, popular participation, research on women, peace and security.*
- *Asking an academic institution to develop a course on UNSCR 1325 that included women from both professional national research and advocacy organizations alongside with grassroots peace practitioners and activists and their local experiences.*

As discussed under section 4.5 Theories of Change, nearly all partners in Sri Lanka, including the CSHR, use the strategy of forming and empowering community based groups (women’s development groups, rural women’s development groups, CDG, widows’ groups etc.) to know their rights and to approach duty bearers to claim their rights. These groups are also used for leadership training and some are organized into networks and federations. The strategy of empowering community groups is very culturally apt as such groups exist everywhere and supporting them is what all donors and NGOs do and have always done. The drawback is the possibility of overlap and competition between NGOs, as in most

³² Fondo de Acción Urgente

communities there are several donors doing similar work, and many women belong to a variety of different groups being entertained by different development agents. Sri Lankan civil society, like civil society in most conflict-ridden nations, is highly fragmented and characterized by lack of trust along several dimensions, like ethnicity, religion, and ideology. Historically, there has been a lack of coordination between the different civil society actors. However, FOKUS WOMEN has the potential of functioning as a coordinating body between its partners, to at least make sure that there is no overlap and competition between the Programme Partners. To avoid pitfalls that many other CSOs fall into, it is important that FOKUS WOMEN motivates their partners to create maximum level of linkages among their target populations, ensure complementarity and avoid overlap and competition.

FOKUS Colombia is using more efforts on creating a common platform for partners to create synergies. The dynamics within the two Country Programmes are different. The Programme in Colombia was found to be very process-oriented, perhaps with the exception of the advanced training course on women and peace (“Diplomado”) that was replicated once, but now seems to have stopped. In Sri Lanka the ATP students have formed networks for common local action guided through annual action plans, and the training has been turned into a continuous process of action. In Colombia, there is a wider mixture of strategies and approaches undertaken by the partners than is the case in Sri Lanka. The different strategies used in Colombia have created a wealth of synergies through the established linkages: *horizontal* (between partners and between target populations), *vertical* (between partners and decision-makers, between target populations and decision-makers, and between partners and target populations) and *diagonal* (between partners’ target populations and other partners and strategies allies in the Programme), see Figure 5.1.

One thing that was found unique and successful in Colombia was the way they manage to integrate cultural expressions and art in the Programme. In Sri Lanka, the partners themselves work to a lesser degree with cultural expressions, although Suriya uses street theatre as a way of awareness-raising. FOKUS WOMEN in Sri Lanka has entered into collaboration with a theatre group to make several plays around different UNSCR 1325 relevant topics. Also, artists have made drawings, paintings and sculptures representing different aspects of Women, Peace and Security related issues that have been exhibited in various places across the country. FOKUS WOMEN informed that the travelling exhibition will be done in collaboration with partners and associates, and will form the ground for Phase III where they plan to look at the use of creative arts for reconciliation.

In Sri Lanka, as already mentioned, the collective action approach by RPK to hold duty bearers accountable ought to be replicated by other partners. Also, the NPC approach of not forming their own community group, but make use of some of the many already established groups, seems worthwhile thinking of for organizations expanding their territory.

In conclusion: the Programme is found to have been highly relevant in both countries at the start of the Programme, given the political contexts in the countries that created a high need for protection against conflict related violence and the equal high need for women’s perspectives to be heard in the carving out of the future of the two countries. In both countries, the relevance of the Programme has increased due to shifts in the political context;

the peace negotiations for Colombia and the change of government in Sri Lanka. These shifts open up for new arenas for women’s influence, and make the relevance for the Programme in the future even higher.

Women’s needs in both countries are huge, and go way beyond the elements within the Women, Peace and Security agenda, thus the evaluation cannot conclude that the objectives of the Programme are adequately addressing the main issues of women. Nevertheless, the objectives are needed, and the Programme is relevant, but cannot - and should not - cover all women’s practical and strategic needs in the two countries. One area within the UNSCR 1325 that was found missing within the country Programme in Sri Lanka, was working for a higher female political representation at all levels. Several partners were however found to emphasise this outside of the Programme.

Duty bearers are addressed in both countries. In Sri Lanka there is an effective relationship between the FOKUS Programme and the Ministry of Women’s Affairs as well as functional relationships on local levels, where the collective action task force set up in Anuradhapura was found to be the most effective. In Colombia there has been little engagement between the Programme and the government, but effective relationships have been formed at district levels. As long as there remain governance challenges in the two countries, the evaluation team cannot conclude that duty bearer are addressed adequately. The needs for further engagement with decision-makers are huge and the potential expected to grow with the transitional processes taking in the two countries.

In Colombia, there is a wide mixture of strategies and approaches undertaken by the partners, and has created a wealth of impressive horizontal, vertical and diagonal synergies. In Sri Lanka, most partners follow the community development strategy. The research carried out by FOKUS WOMEN is characterized by a strong vertical link between the micro and macro level, turning the research objects into subjects and peace advocates. Several of the approaches have a potential for being replicated, hereunder the collective action task force in Sri Lanka, the strategic alliances with the district authorities in Colombia and the mixture of culture, research and advocacy in Colombia, as well as the advanced training courses on women and peace.

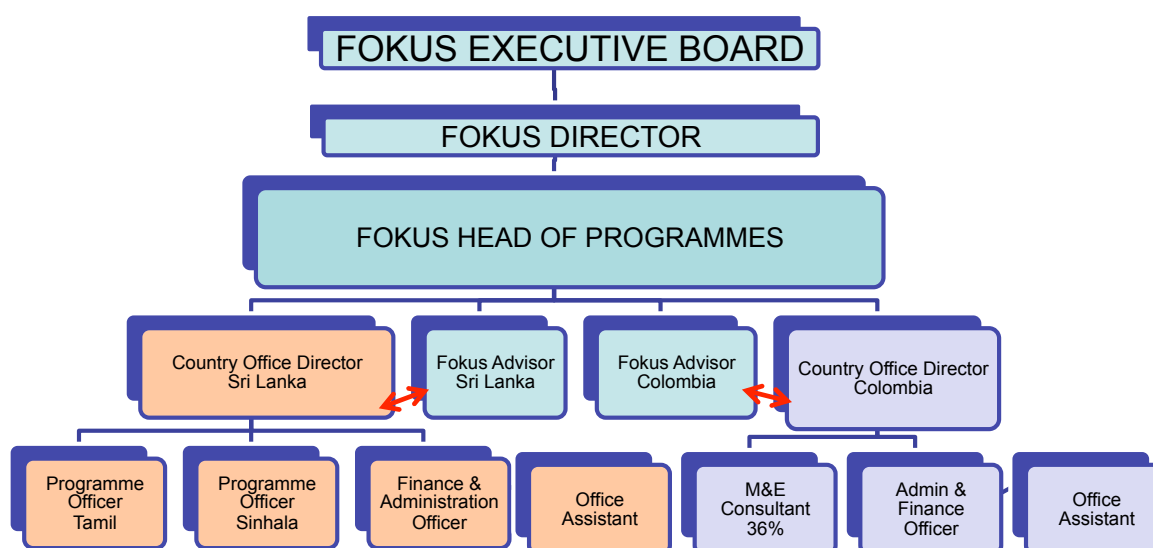
6 Efficiency

This Chapter looks at the adequacy of the institutional structure and the Programme management. It also looks at the cost-efficiency through an analysis of resources used for administrative and managerial purposes versus Programme activities. One section looks at the relevance and timing of products that are produced as part of the Programme, and lastly there is a section on the engagement of local capacities.

6.1 Institutional Structure

At the time when FOKUS decided to create a 1325 Programme in Colombia, FOKUS had few programmes, but mostly projects that were managed through the individual FOKUS member. To create a Programme that was more than a bundle of projects, FOKUS found it would be necessary to establish a local coordinating body. For the sake of efficiency this body would also be carrying out the monitoring locally. Further, it was found that (several of) the partners needed close follow up in terms of financial management and project management, which would have been impossible (or very costly) to carry from Norway. In addition, the diploma study demanded a lot of logistical coordination that was carried out by the country office. This would otherwise have had to be carried out by a separate co-operator. The establishment of a proper office was enabled by the fact that the Programme was given a multi-year financial framework. FOKUS explains that there was no clear strategy behind the establishment of the office, but that “*the road was made while walking*”. Based on the above, the decision made by FOKUS to open the country office in Colombia seems to have been a wise decision. This evaluation has documented synergy effects in the programme in Colombia and impacts in Sri Lanka that most probably would never have occurred if the programme had been coordinated from Oslo.

Figure 6.1: FOKUS 1325-Programme management structure



(Red arrows: day-to-day communication line)

The set-up in Sri Lanka followed the structure in Colombia, as the start-up in Sri Lanka happened one year after Colombia.

It seems to be unclear for all within the FOKUS structure as to whether the two country offices are FOKUS *Country* offices or *Programme* offices. Up to now, their functions have been limited to the 1325 Programme, although in Colombia, FOKUS has other projects that the country office does not engage with. It seems FOKUS as a whole would gain synergies in incorporating the other country engagements into the portfolio of the two country offices, thereby making them real country offices. Turning the country offices into real country offices could also open up for a broader spectre of thematic areas linked to but not necessarily included in the Women, Peace and Security agenda. Making the offices become real country offices would also increase the possibilities for local fund-raising, as FOKUS WOMEN has discreetly initiated.

The two country directors have only met each other once. This was not to discuss strategies, but to celebrate the FOKUS 20 year anniversary and the 15 year anniversary for UNSCR 1325 in 2015. The evaluation team found that there is an untapped potential for synergies between the two Country Programmes.

6.2 Programme Management

During Phase I, the contact between the office in Norway and the two country offices went through the programme coordinator in Norway. Other personnel in FOKUS Norway had little to do with the 1325 Programme and the two offices. The fact that FOKUS did not have a set-up for country offices, nor had adequate operative aid management capacity or competence in Oslo, has made the structure complicated. For years, the Programme was run as an isolated “state within the state”. The Project leader in Oslo at the time was nearly the only person to engage with the two country offices. The Programme was so different in its nature from the rest of the project portfolio of FOKUS that it had its own reporting procedure to the FOKUS executive board. Gradually, this model has changed, and from 2015, there are two Programme advisors, and one Head of Programmes who has now entered the scene acting as the superior of the two country office directors. Also, it is no longer the project leader (now programme advisor) who signs the contracts with the country officers, but the FOKUS director. In 2016, FOKUS Norway is drafting a new organizational handbook that for the first time includes the country offices. With the internal changes within FOKUS Norway made in 2015, the structure became as described in Figure 6.1. With these changes, it appears that the communication has become easier and that the country offices feel more included into the overall FOKUS organization.

In both Colombia and Sri Lanka, the quality of the management appears to be high. In Colombia, there is one M&E Consultant responsible for planning, monitoring and documentation who has designed a package of tools. The tools are found to be very partner-friendly, also for partner organizations without or with little expertise in administrative and finance procedures. Systematic training throughout Phase I and periodic visits to partners from FOKUS Colombia have represented an added value for partners, and were found to have strengthened their project implementation. One partner said that: *“In the administrative issue, several of the tools that have been developed for this project have also been to manage other*

projects with other agencies”. Another partner said: *“The FOKUS office is concerned that what we construct politically is consistent with our administrative and financial order. FOKUS is a close but demanding partner, allowing us to grow as an organization.”* Normally, partners in Colombia deliver two reports per year. In 2015, FOKUS Colombia elaborated the mid-term reports based on the monitoring visits of the M&E consultant. This system was abandoned in 2016, however, and reporting from partners reverted to twice a year.

In Colombia, it seems that a lot of time was invested for the different partners to get to know each other and articulate common interventions during the first phase. These encounters seem to have become somewhat reduced during phase II, which was lamented by a few of the newcomers.

The FOKUS Colombia Annual Work Plan is a quite general framework that, according to the evaluators’ opinion, doesn’t show the full richness of the FOKUS Colombia Programme. It refers to a list of activities, but this does not tend to be accompanied by clear indicators to assess the substance, diversity and quality of the intended change of the programming. The evaluation team feels there is a potential for making the Annual Work Plan become an instrument for *all* the employees at the FOKUS Colombia Office, and that all staff members should participate in elaborating and using the plan in their daily operations.

In Sri Lanka, a consultant was hired at the beginning of Phase I to assist the organizations according to their needs. This process was not successful however, and FOKUS WOMEN needed to break the contract and identify another consultant who undertook capacity building and follow up on a number of administrative issues with each partner. FOKUS WOMEN has developed a number of formats and management tools. They received some tools from Colombia, but often the English translation of the forms was not possible to understand. Some elements from Colombia have been adopted and taken into use in Sri Lanka. FOKUS Norway provided regular responses to the process. Most of the design work was carried out by FOKUS WOMEN according to the level of understanding of the partners and the national legal framework. The FOKUS WOMEN office in Sri Lanka has worked hard to align the partners with regard to financial management and project management.

To encourage partner organizations to prepare better progress reports based on indicators that capture information from the ground, FOKUS WOMEN recently have started a process of participatory monitoring. They hope that this would improve the partners’ understanding of results based participatory monitoring. The purpose is to enhance the role of grassroots level women to monitor the changes in their communities through the programme without limiting their role to passive beneficiaries and to support the sense of ownership among community women on sustaining the changes made through the programme (see Text Box 6.1).

Participatory monitoring is a way of creating ownership for the change processes within communities, thereby securing sustainability of the process. Participatory monitoring is often used as a way of turning “beneficiaries” into active local development agents. This evaluation welcomes the shift to community based monitoring, and encourages FOKUS WOMEN and the partners to find ways to overcome the identified weaknesses.

The two country offices appear to have different takes on the monitoring of the Programme. While Colombia has a consultant who follows up the partners closely, and during 2015 even wrote the half-annual reports for the projects based on her monitoring visits, the Sri Lankan office is making the move towards a decentralised, participatory monitoring system.

Text Box 6.1: Results based participatory monitoring in the Sri Lanka Country Programme
(According to the FOKUS WOMEN office)

Experiences so far with participatory monitoring:

- Colombo based organizations were somewhat oblivious to changes at ground level as a result of the project.
- District level staff and networks including grassroots level women of partner organizations were more interested in being part of participatory monitoring compared to head office staff of partner organization.
- Some branch office staff expressed that the project documents and reporting formats were not shared with them in their language by the head office staff.
- Branch officers have understood how to report on outcomes.
- Some field level officers were not happy with existing reporting formats introduced by head office staff of partner organizations.

Benefits:

- In-house discussion helped all the staff to reflect and revisit the proposal as well as the log frame and indicators.
- Identifying different levels of responsibilities among head office and branch office staff and network members for outcome reporting instead of activity reporting.
- To ease the job of the branch officers to identify the changes at outcome level.
- The importance of writing group stories of change was understood by the staff and network members in addition to the individual stories of change.
- All levels of the staff members and network members understood the annual reporting format and they came to a common agreement/understanding on the information needed from the field level after the implementation of the project activity.
- Reporting on Stories of Change was not discussed with network members including community level before.
- Network members were able to share best practices on reporting with other network members (of the same partner organization) from different districts.

Weaknesses:

- Follow up and incorporation of shared information by networks and branch office staff is dependent on the commitment of staff at head office level.
- Turnover of staff at head office and branch office level who participated at these discussions will limit the documentation of changes.

This evaluation believes that the country office in Colombia could replicate some of the ideas from the participatory monitoring in order to ease the burden of their close, and perhaps costly, follow-up procedures.

At the same time, the Sri Lanka country office staff makes all together five monitoring visits to each partner per year; two for project monitoring, two for financial follow-up and one for a combined financial and project follow-up³³. Unless this frequency is reduced as soon as the participatory monitoring system is fully on track, it might be a bit of an “overkill” using such extensive resources on monitoring. After all, implementation remains the most central part of any development process.

As has been discussed with regards to the community development model in Sri Lanka, many development organizations tend to develop a tight parental ownership of “their” community networks. This was found to be the case also in the FOKUS 1325 Programme, where some partners accompany the community women’s groups during all their meetings. The evaluation team worries that such close accompaniment might create dependency instead of empowerment, and urges the FOKUS partners to allow the community groups to develop by taking responsibility for running their own meetings once they have reached a certain level of maturity. In addition to being a serious sustainability matter, this is also an efficiency issue, as partner staff could use their paid time to expand and form new groups instead of following up the same groups year after year after year.

During Phase I, the partners in Sri Lanka were called for a common meeting to Colombo once a month for capacity building, getting to know each other and experience sharing. This became a burden for partners living far away from Colombo, and they asked FOKUS WOMEN to reduce these meetings, or organise them as Skype meetings. In Phase II, FOKUS WOMEN has changed the dynamics, and is now organizing different capacity building meetings when a need arises or a relevant resource person passes by. It is no longer the director of the partner organization that has to travel to Colombo for these meetings, but the partner organizations the send relevant staff, community members and collaborating government officials according to the thematic area that is being discussed. The partners appeared to be satisfied with this new arrangement.

During Phase I, the overall **programme results framework** had one common development goal and two separate logical frameworks, one per country. In Phase II there is one framework per country without a common development goal. Underneath the two country frameworks, each implementing partner has their own logical framework with their own expected results and indicators. One way for the Programme to avoid having so many different logical frameworks could be for each country Programme to carry out a thorough bottom-up process with their implementing partners. This could allow each partner to commit to certain outcome/outputs/indicators within the overall country framework, thus making it unnecessary with individual partner frameworks. However, the evaluation team was given the perception by the two country offices that it had been difficult to undertake a true bottom-up approach during the planning processes, as FOKUS Norway and/or Norad had been amending the logical frameworks.

³³ FOKUS WOMEN says that for a twelve-month implementation year, it’s five visits, while for a shorter implementation year it’s three visits; one finance, one programme and one combined. FOKUS Women says that this decision is taken by FOKUS Norway.

During Phase II, many of the indicators are quantitative, such as the “% of...” or the “# of...”. Such indicators require detailed baselines for the reporting to be meaningful. In both Colombia and Sri Lanka, the FOKUS Offices update the baselines every year, and the baseline updates are as elaborate as the actual report. This is an important way of capturing the dynamics of the processes of change and a way to assessing outcomes and impact. As we have seen, a lot of resources have been invested in developing proper planning, documentation and monitoring tools. However, the evaluation found that the indicators were difficult to use, including for the FOKUS M&E Consultant in Colombia. For instance, one indicator says “6 agendas incorporated into development plans” and the report says “50% - 3 – agendas designed...”. Here, the chosen indication of “incorporation” is not mentioned.

The evaluation team is fully aware of the difficulties in identifying “SMART”³⁴ indicators for long-term societal change processes. Nevertheless, there seems to be room for identifying indicators that are shared and understood and used in the same way by all. The evaluation team would therefore recommend that indicators for Phase III are made even “SMART”-er. Results management is reliant on some quantitative and output-driven indicators (such as the number of workshops held or the number of cases of land restitution won); but long term social changes are often best measured using qualitative indicators. The participatory monitoring system they are developing in Sri Lanka (see Text Box 6.1), where partners report regularly on “Stories of change”, is a good way of tracking and documenting societal change over time, and might have a potential for being replicated by partners in Colombia.

The elaborate reporting system of the FOKUS country offices does not always receive its merit when the information is synthesized and boiled down to fit the Norad short annual report form. Nevertheless, there seems to be room for FOKUS Norway to provide some more figures and facts and examples to Norad from the rich experiences the country offices and partners report from.

6.3 Cost efficiency

To look at the cost efficiency at Programme level, the evaluation team has chosen to make a rough estimate on how much time and resources is invested into Programme activities versus management and administration. This analysis does not look at the administrative/managerial part of the projects implemented by the many implementing partners, but rather counts all funds directed towards these projects as Programme activities.

³⁴ According to OECD, indicators should be SMART: Specific, Measurable, Attainable (and Affordable!), Relevant and Trackable//Time-Bound.

Figure 6.2: Programme Cost efficiency

	2011 (A)	2012 (A)	2013 (A)	2014 (A)	2015 (A)	2016 (B)	Grand total
Admin Norway	804 034	393 750	385 401	247 500	303 750	315 000	2 449 435
% of grand total	15%	5%	5%	3%	3%	4%	5%
Activities 1)	268 011	131 250	128 467	82 500	101 250	405 000	891 478
% of grand total	5%	2%	2%	1%	1%	5%	2%
Total Norway	1 072 045	525 000	513 868	330 000	405 000	720 000	3 565 913
Admin Colombia	706 389	593 111	575 015	663 410	797 757	723 950	4 059 632
% of Colombia	17%	15%	15%	15%	17%	18%	16%
% of grand total	13%	8%	8%	8%	9%	9%	9%
Activities 2)	603 538	864 007	955 576	905 758	761 597	695 350	4 785 826
% of Colombia	15%	21%	25%	20%	16%	17%	19%
% of grand total	11%	12%	13%	11%	9%	8%	10%
Projects Colombia	2 734 695	2 569 356	2 323 599	2 999 635	3 126 786	2 625 700	16 379 771
% of Colombia	68%	64%	60%	66%	67%	65%	65%
% of grand total	50%	35%	30%	37%	36%	31%	36%
Total Colombia	4 044 622	4 026 474	3 854 190	4 568 803	4 686 140	4 045 000	25 225 229
Admin Sri Lanka	-	608 105	416 038	594 600	760 118	831 600	3 210 461
% of Sri Lanka	0%	22%	13%	18%	21%	23%	19%
% of grand total	0%	8%	5%	7%	9%	10%	7%
Activities 3)	385 122	165 054	593 946	826 628	922 581	850 900	3 744 231
% of Sri Lanka	100%	6%	18%	25%	25%	23%	22%
% of grand total	7%	2%	8%	10%	10%	10%	8%
Project Sri Lanka	-	2 033 124	2 260 317	1 833 491	2 015 991	1 972 500	10 115 423
% of Sri Lanka	0%	72%	69%	56%	55%	54%	59%
% of grand total	0%	28%	30%	22%	23%	23%	22%
Total Sri Lanka	385 122	2 806 283	3 270 301	3 254 719	3 698 690	3 655 000	17 070 115
Grand total*	5 501 789	7 357 757	7 638 359	8 153 522	8 789 830	8 420 000	45 861 257

A: Accounts

B: Budget

*: Before administrative support to FOKUS

1) FOKUS Norway says they use on average 25% of their time on activities other than management.

This evaluation is part of "Activities" FOKUS Norway 2016.

2) FOKUS Colombia estimates that they spend 38% of the collective staff time on activities.

This time is deducted and put on "Activities".

3) FOKUS WOMEN in Sri Lanka estimates that 40% of director and 30% of project coordinators' time is invested in activities. Therefore, on average, it is deducted from office expenses 33% in Phase I and 20% on Phase II (due to two full time administrative staff).

The amounts in Figure 6.2 are calculated from figures in the annual audited financial overall Programme reports. There are slight differences in the set-up in the financial reports from year to year, which means that there are slightly different ways of grouping the different cost categories across the years. The category called “Activities” is value added events organized by the FOKUS offices that are not management and administration. This can be advocacy, training, communication, research etc. “Activities” include expenditures where this was specified in the audited financial reports, as well as a percentage of time (i.e. part of the office salaries) estimated by the three offices. Thus, the percentages given in Figure 6.2 should be taken as an indications rather than exact figures.

As seen in the overview in Figure 6.2, over the six years of the lifespan of the Programme, the Programme coordination in Norway has amounted to 5 per cent on average of the net total Programme cost (before administrative support to FOKUS) and the administration in Colombia has been 9 per cent and in Sri Lanka 7 per cent, a total of 21 per cent on office administration and coordination. Common Programme activities has been 2 per cent in Norway, 10 per cent in Colombia (included estimated time/salary) and 8 per cent in Sri Lanka (included estimated share of salaries) of total costs, or 19 per cent of country costs in Colombia and 22 per cent of country costs in Sri Lanka. In total, 20 per cent of overall Programme costs have been invested in common Programme activities organized by the three offices.

Projects implemented by partner organizations amount to 36 per cent in Colombia and 22 per cent in Sri Lanka, a total of 58 per cent of total costs. Combined with common Programme activities, this means that direct Programme costs are 78 per cent.

That there are now two instead of one Programme advisor in Norway working on this programme, gives hope that there will be an increased value added in terms of time spent in dialogue with relevant Norwegian authorities and decision makers (see Section 8.1 Value added of FOKUS Norway).

In a relatively small development project, there is always a balance of how much funds should be used for organizational strengthening and how much should be used for operations – although, of course, efficiency of the operations will often depend on the relative strength of the organizations, and these elements will thus be inter-dependent. The evaluation found that the efforts invested in strengthening the partner organizations both administratively and in terms of financial and project management, have borne fruits and the partner organizations were very grateful for the efforts made by FOKUS (see Section 8.2 Value Added of country offices).

In Colombia, they invest 16 per cent of their total Programme budget on administration (including monitoring) and in Sri Lanka it is 19 per cent. Sri Lanka has fewer partners and associates, and more staff than in Colombia. However, the country office in Sri Lanka has permanent staff and not consultants, which is likely to be more cost-efficient. This evaluation has high hopes that the participatory monitoring in Sri Lanka will be fruitful with regards to increasing ownership by project participants. It is advised that as soon as the participatory monitoring system is functioning well, FOKUS WOMEN will be able to use more staff resources on activities and less on administration (including monitoring).

Both country offices have invested substantial resources on strengthening the project management capacity of the implementing partners. Despite this, both country offices have had to end the formal partnerships in a few instances as some partners were unable or unwilling to comply. Theoretically, the effort invested by the FOKUS offices in strengthening these organizations could have been considered lost costs, and as thus judged as inefficient. However, as a wider goal of the Programme, although not articulated, appears to be to strengthen the national women’s movements, capacity building of women’s organizations might always become useful for the women’s’ movement and the wider cause as such. In Colombia, one organization that is no longer a formal partner was very grateful for the strengthening they had received and provided many examples of how this had helped them position themselves both within as well as outside of their area of operation.

In terms of efficiency, the fact that the Programme is a multi-year programme rather than a series of one-year-programmes, gives a horizon for better planning, timely adjustments and time to strategize for times to come.

In both Colombia and Sri Lanka, partners complained that there were no funds available from January to April, which highly complicated the implementation of their annual work plan. To operate, partners with several donors had to borrow funds from other projects. However, Norad and FOKUS would not allow the same partners to borrow to the other projects if that became a necessity. Partners without means to borrow, have to wait until the first instalment to start implementing the Programme. It was mentioned that in several rural areas, the agricultural situation was such that the best period of the year for awareness-raising and social mobilization was February-April, but this opportunity was lost because of the late instalment.

6.4 Products

A long list of products such as books, leaflets, videos etc. have been made as part of the FOKUS 1325 Programme, see Annex E. Most organizations are happy with their own products, and have found them both successful and useful.

In Colombia, the products were found to be of high quality. One international peace stakeholder claimed: *“You can easily see when there is a FOKUS publication for its high aesthetic and technical quality”*. Many of these products are testimonies that have been distributed among civil society and in communities. The evaluation team found that these stories have contributed to create awareness of women’s situations and suffering in a society where otherwise female lives are invisible. These products have also given the women’s groups and organizations acknowledgement in their communities, and as such can be considered relevant productions and valid investments. Other products are documentation of programme activities carried out (theatre plays etc.). Such products are necessary, but perhaps not useful in too many copies for external distribution. Further, research reports have been published. These are important background tools for lobbying and advocacy and for INGOs, UN, public servants and other academics, and appear to be valid investments, although one can of course argue that in an academic world, many people will look the information up digitally instead of reading a printed report. There is reason to believe that not all products made have been used strategically to make a change, or were meant for this

(diary books, some internal videos, internal evaluations), in other words, some productions might have been conceived as an aim in itself, instead of being considered a tool to attain a goal.

Also in Sri Lanka, the national and international peace stakeholders interviewed agreed that the products made under the Programme are of high quality. Most revered of all the products are the three FHH studies that received ovations for their thoroughness, their high quality, their novelty and their relevance. One international peace stakeholder commented that some of the recommendations in the National Widows’ Charter were not entirely realistic. See Text Box 6.2 and 6.3 for FOKUS county office staff’s assessment of the success of the produced products.

Text Box 6.2: Products Sri Lanka

The FOKUS WOMEN staff assessment of successful products being made:

- *FOKUS WOMEN research publication done with FOKUS partners on female heads of households and their access to social economic rights and services. Widely circulated with very positive feedback. No other organization has done this research. Donors and civil society use this in their work.*
- *Shadow report on Land rights – gives information required to work in the area.*
- *Report on underage marriages – provides information to build up on the issue.*
- *HHR Ex-combatant video – not many organizations document these issues.*
- *Travelling exhibition arranged by FOKUS WOMEN with partners and associates. Memory component of the Programme, which received very positive feedback.*
- *Study on language issues – access to justice – used for advocacy purposes – police stations should have Tamil speaking officers.*
- *5 short plays performed at district level created awareness on the post war trends – child marriages, ex-LTTE cadres and their issues with reintegration.*
- *Video documentary on military widows – stories narrated by the women themselves – sensitized the Ranaviru Sewa Authority, which is the government institution working with military widows to engage with ministry of defence to discuss women’s issues such as not receiving their husbands pension.*
- *Briefing paper on the baseline survey – has helped understanding of the baseline of the implementation of UNSCR 1325 in Sri Lanka. This has helped communicating what the Programme is about to new stakeholder s.*

The FOKUS WOMEN staff assessment of products being made with less success:

- *RPK study on land rights in phase 1, not well conceptualized.*
- *Female head of households in Northern Province done by centre for women and development – the study was not done in a consultative way.*
- *5 studies compiled by women and media collective. There was no follow-up by the partner organization on the issues revealed by the study.*
- *Video on Muslim FHH. The video took longer than expected to be finalized and therefore could not be used for targeted advocacy.*
- *Bookmarks with pictures of artwork depicted women and peace-building – although they were distributed the usage and impact is yet to be known.*

Text Box 6.3: Products Colombia

The FOKUS Colombia staff assessment of successful products being made:

- *The Systematization/syllabus for the Diplomado facilitated the multiplication process with the target population. It was used to articulate actions. The texts made the partners know and understand each other better.*
- *The document “Contribution on the debate on peace” was used to prepare the partners to influence the negotiators through three workshops held by FOKUS Colombia (Bogotá, Costa Caribe, Guajira).*
- *The book on Centro-American women permitted reflections around peace from a literature perspective.*
- *Women’s peace agendas: have been used to articulate political messages and develop advocacy processes on local, regional and national level, i.e. local development plans etc.*
- *The booklet on the four elements of the negotiations has been fundamental for popularization with an easy language to start information and stop the disinformation.*

The FOKUS Colombia staff assessment of products being made with less success:

- *Notebook made by Corpomanigua: it does not include anything that opens up for reflections around peace for the user.*
- *Notebook by P.C.N: It copies in texts from the negotiations in Havana but does not bring in any analysis on what this text actually means for the target population of the notebook (Afro-Colombians)*
- *Internal evaluation of Phase I: This has not been disseminated broadly as it is an internal document. It was thought to be of use for the partners, but the internal context was rapidly changed and many of the lessons learned became irrelevant.*
- *The 1325 Observatory is of high quality, but is not used to a large extent by the other partners*
- *Some videos and photo albums provide detailed information on the development processes of some of the partner organizations, but do not appear to be of interest beyond their own organization.*

6.5 Use of local capacities

Both Country Programmes were found to make efficient and effective use of local capacities in the form of different implementing partners, partners’ partners, target populations, local decision makers and other organizations belonging to the Women’s Movement. In Sri Lanka, very strong vertical links were created through research projects between local women, research institutions, women’s organizations and policy makers. In Colombia, strong links and synergies are created between the various actors on all levels (see Section 4.2 Outcome, Section 5.2 Partners’ Strategies and also Section 8.2 Value added of the country offices).

In conclusion: the structure of the Programme was not planned, but the “road was made while walking”. The country offices have created synergies and values added that would never have become a reality if the Programme had been coordinated from Norway. The road still appears to be in the making, however, and FOKUS must look into and decide whether the country offices shall remain programme offices or become real country offices.

It must also be decided if the FOKUS 1325 Programme shall become one Programme, or continue to remain two separate country programmes.

58 per cent of the overall Programme budget is invested in project activities implemented by partners, and roughly 20 per cent of the budget is Programme activities organized by the three FOKUS offices. Roughly, project management and office administration is estimated to be 19 per cent in Sri Lanka and 16 in Colombia (excluded staff time invested in common Programme activities). Both country Programmes were found to have solid Programme monitoring, accompaniment and follow up systems. Hopefully, as partners become gradually strengthened, more FOKUS staff time can be invested in activities and less in administration and management.

The Products made under the auspices of the Programme are generally found to be of high quality. In Colombia, a number of products were made for internal use (calendars, diaries). These were appreciated by the Programme participants, but did not have any rippling effects outside the immediate target population.

The evaluation found that important linkages are created to engage local capacities to achieve expected results.

7 Sustainability

This Chapter assesses the capacity of the Implementing Partners to continue with the initiated processes and initiatives under the FOKUS 1325 Programme without further Programme funding.

The partner organizations in Colombia are supported and strengthened with their existing processes and strategies. None of the partners appear to be dependent on the FOKUS Programme. On the contrary, all partners declared that they would continue with their efforts whether or not they receive funds from FOKUS. This is not to say that some target groups wouldn't suffer if funds all of the sudden disappeared from their financing partners, but overall, the activities would continue, but with lower impact. It thus appears that FOKUS Colombia has succeeded in their goal of strengthening their partner organizations based on their own situations. This finding is rather extraordinary and very positive, as unfortunately most international development assistance has a tendency to create dependencies. In this sense, the programme stands out as highly sustainable.

An exception to the sustainability described above, is perhaps the punctual assistance that Fondo Lunaria provides to small young women's groups. However, there is the possibility to gain several small grants in a row, and the evaluation found that some of the target groups for the fund had managed to develop and sustain local processes with the assistance provided by Fondo Lunaria. Also, the funded interconnections between different target groups have enabled a strengthening of the on-going local processes. Further, it was found unplanned positive effects from the target groups meeting each other and developing independent bonds that helped the sustainability of the different processes (see Figure 5.2 on synergies created).

Another important strategy by FOKUS Colombia that led to the sustainability of the programme is the principle of FOKUS Colombia to *not* establish themselves as a competitor to the Colombian women's organizations. Instead of positioning themselves on the Colombian advocacy arena, FOKUS Colombia assists their partners in carrying out their advocacy. Other international agencies might weaken organizations by making them dependent on them politically and financially, but FOKUS Colombia seems to have achieved true strengthening of their partner organizations.

Locally, target populations of partners like LIMPAL multiply and replicate their capacities within their small groups. The evaluation team met one local woman who had taken the diploma, and she was proudly acknowledged by her fellow organization members as someone who had not only managed to become an emancipated women, but also someone who took it upon herself to share all her knowledge with the other members of the organization. The evaluation team also met young girls who were taught by CCT in 2011 to set up theatre plays under the “Casa de Ursula”-project who continue to develop and stage new plays to this day on a volunteer basis on issues important to young people in the area such as machismo, violence, drug-addictions and teenage marriages. These are all good examples of local sustainability of the programme.

When asked the question “What will happen if FOKUS closes down” most partners in Sri Lanka claimed that the groups they accompany would continue to meet and carry out their

regular activities without them providing further accompaniment. This was to a large extent verified by the target group representatives interviewed by this evaluation. Some implementing partners said they had started to think along sustainability lines, and had prepared the community groups to conduct meetings on their own. Some village groups were generating their own funds. Some partners said that they were generating funds from new sources, hoping to bring elements from the FOKUS 1325 Programme into new projects.

However, for the groups’ advocacy recommendations to trickle up towards the national decision makers, there would still be a need for accompaniment to synthesize the ideas and assist in presenting them to the correct instances. Also, both the target groups members as well as the partners talked at length about all the cultural hindrances that reduced the possibility that government officials would listen to community women unless they were accompanied by a respected organization (*“in our society it is very difficult to be heard by a government official unless you are a big person”*) (see further discussion on this under section 4.5 Theories of Change). One way to overcome these cultural hindrances might be to establish collective action multi-stakeholder responses (see Text Box 4.10 on RPK’s collective action task force). For these to become sustainable, it is important that they are not dependent on an externally funded development agency. In the case of RPK in Anuradhapura, the task force meetings had to be reduced from once a month to once every three months due to the exchange rate loss in the Programme in 2015. Such external funding renders an otherwise promising response to a complex problem highly vulnerable. It is recommended that RPK negotiate with the local government or the multi-stakeholder task force to finance its own existence. Local or national businesses should also be contacted to be included into the task force and participate financially to secure its existence and functioning.

Some partners said that they required accompaniment to carry out certain tasks, and that they would feel wing-clipped if the Programme were to end. Many partners said that if the FOKUS Programme were to close, the planned expansions of their projects would not happen.

Several partners told that finding funding for long-term advocacy processes is difficult. There is money available for (fancy) events and printing nice reports, but not for preparing the events/reports or following them up afterwards.

One national based NGO said that even if all the women’s groups continue their operations, there would be a loss on behalf of the national NGO not to be able to accompany them on a close level, as accompanying a large network legitimises the lobbying and advocacy work that is done from Colombo. Another organization reported that they needed funding for their secretariat to consolidate work done and push for structural change. If funding stops, they can’t make the big push and the bigger advocacy work, policy and structural change work would be put on hold.

As commented in Chapter 6 Efficiency, some partners accompany the village groups during all their meetings. This is likely to create dependency instead of independency and empowerment, and all partners are strongly recommended to “let go” of the community groups once they are formed and function satisfactorily.

In Sri Lanka, the FOKUS WOMEN office implements more activities than the FOKUS Colombia office. During some interviews, the evaluation team was given the impression that FOKUS WOMEN was perceived by some national and international peace stakeholders to be a local NGO rather than a Norwegian INGO. There is a potential risk that the successful establishment of FOKUS WOMEN can enter into competition with, or crowd out, national NGOs. This fine balance between creating high value added and occupying space that *might* compete with local forces ought to be carefully watched.

If the FOKUS 1325 Programme closes, normally, the FOKUS country offices would be closed too. In Sri Lanka, the office has gained solid reputation within a very short time for doing relevant, highly needed high quality research and advocacy. If the Programme closes down, FOKUS WOMEN might look for alternative funding possibilities to survive as a research and resource centre for war affected women, making sure not to compete or crowd out Sri Lankan entities.

In conclusion; the Programme in Colombia was found to support ongoing processes and all partners confirmed that the processes would go with or without funding from FOKUS, and as thus was found to be highly sustainable. On the other hand, in Sri Lanka, the need for continued operational support was expressed by nearly all the partners, although there were positive signs of both community groups and partners preparing for continued operations beyond funding from FOKUS. The community development model used in Sri Lanka by most development NGOs is found not to hold, as there are cultural barriers that reduce the level of success in holding duty bearers accountable. Collective action, as implemented by the Sri Lanka partner RPK, is a worthwhile effort to replicate to co-opt duty bearers into compliance.

FOKUS Colombia was found to have an untapped potential of facilitating more advocacy and other common activities with the partners, whilst in Sri Lanka, the balance between accompanying local organizations and being operational must be carefully watched to avoid a situation of potential competitiveness between FOKUS and local civil society.

8 Value added

This Chapter looks at the added value of FOKUS Norway, FOKUS Colombia and FOKUS WOMEN in the achievement of results and impacts of the Programme. It also looks at the future prospects of the Programme.

8.1 Value added of FOKUS Norway

FOKUS Norway’s value added to the two country offices is many-fold. First, the Programme was designed and created by them. Unlike many development programmes that come into being based on a proposal from an implementing partner organization, the FOKUS 1325 Programme was entirely conceived by FOKUS Norway. Often, this way of conceiving development initiatives leads to challenges regarding true buy-in and ownership on behalf of the local stakeholders. However, the evaluation team did not identify lack of local ownership as a challenge, neither in Sri Lanka nor in Colombia. What the team did find, was a weakness in the bottom-up approach in both countries with regards to planning (see Section 6.2 under the discussion on Programme framework). One reason for this appeared to be that FOKUS Norway wants coherence between the two country programmes. Such coherence might have been ensured by bringing the three offices together to discuss similarities and differences, possible synergies, learning points and potential replicable initiatives. However, this does not seem to have happened. Instead, FOKUS Norway has, to some extent, instructed the two country offices regarding their outcomes and outputs.

Although there are a number of challenges for a small organization like FOKUS by having country offices (see Text Box 8.1), the FOKUS Norway staff were also clear that they would never have been able to create the same level of synergies and value added if the two country programmes had been coordinated from Oslo.

Text Box 8.1: Assessment by FOKUS Norway on having country offices

Some challenges:

- *Lack of Norwegian-speaking staff in local offices with knowledge on Norwegian policies and politics can make it challenging to give input to Norwegian authorities on relevant issues where project expertise could be used.*
- *Administrative costs are relatively high.*
- *Challenge that FOKUS “takes space” from local/national women’s organizations.*
- *Integrating the country offices with head office.*
- *Cultural differences can make communication and planning a challenge.*
- *Everyone is in their own “bubble” - three different realities and cultures.*
- *Different languages – easy to create misunderstandings.*

Areas where FOKUS Norway could improve its accompaniment:

- *More strategic communication and thinking.*
- *Administrative routines, staff hand book etc.*
- *More contact with the offices for documentation and synergies.*
- *Better collaboration on international processes (like Universal Periodic Review (UPR) hearings).*

- *Involve them more in FOKUS as an organization, and include them in policy development.*

How country offices could be of more use to FOKUS Norway:

- *Sharing stories and lessons learned.*
- *More input to FOKUS Norway’s advocacy work towards Norwegian authorities and international fora.*
- *Input to FOKUS overall strategy.*
- *Contribute more in info/communication work.*

Both country offices were happy with the way the relationship with FOKUS in Norway had developed the last years, but at the same time, both country offices reported that it had been hard to start with, as both the Programme and administrative routines needed to be established at the same time. See Text Box 8.2 for FOKUS WOMEN in Sri Lanka’s assessment of the value added of FOKUS Norway.

Text Box 8.2: Value Added of FOKUS Norway to Sri Lanka

Value added:

- *Help seek funding from other sources*
- *Regular Skype meetings to make important decisions*
- *Assistance in team meetings and one to one meetings*
- *Discussions on deadlines to keep everyone on the same page*
- *Feedback on calls for proposals*
- *Guidance on programmes and projects*
- *Finalizing budgets*

Potential for improvements:

- *Financial management and monitoring*
- *Feedback on partner programme reports*
- *Guidance on a timely manner*
- *Visits to country office in Colombia*
- *Communications should not be changed from time to time*
- *Realistic deadlines*

FOKUS WOMEN expressed special gratitude to FOKUS Norway for the high degree of independence and autonomy they had been granted since they were established.

That FOKUS is a civil society network composed of Norwegian women’s organizations is a value added to the Programme in several ways. It gives a legitimization towards the women’s organizations in Colombia and Sri Lanka for being women to women, civil society to civil society. In Colombia, international stakeholders told that they perceived it a comparative advantage for FOKUS that they were civil society, and as thus could act with impartiality, independence and autonomy without being tied to the government’s agenda. This allows for FOKUS to strengthen women’s organizations capacity to hold the authorities accountable.

Further, international stakeholders in Colombia perceived it to be a value added that FOKUS was Norwegian, and as such had access to the peace negotiation facilitators both

from Norway and through the Embassy in Bogotá. Here, the evaluation team found that there were untapped potentials. The facilitating team in Oslo would have liked to talk with FOKUS on a more regular basis about the situation on the ground and their thinking and strategies. Likewise, despite regular contact between the FOKUS Colombia office and the Embassy in Bogotá, there seems to be potential for more regular contact and a tighter, strategic relationship as both are operating within the UNSCR 1325 framework, but with somewhat different, complimentary agendas.

Politically, the Programme seems relevant for Norway, given that Norway is one of the countries spear-heading the Women, Peace and Security agenda internationally, and that Norway has taken special interest in peace-building in both countries. The timing has been very different, however. The Programme started in Colombia in 2011, when there was no peace process. One year later, Norway was asked to become the facilitator of a negotiated peace-process. This gave FOKUS and the Programme unique possibilities for two-way communication that had potential for both FOKUS and the FOKUS 1325 Programme to inform the Norwegian delegation in Havana, and also for them to feed back to the Programme. There has been close communication throughout the years between FOKUS and the Peace and Reconciliation unit³⁵ in the Norwegian Ministry of Foreign Affairs. In spite of this golden opportunity for close dialogue, the potential has been untapped to some degree. Both the office in Bogotá and the office in Oslo have been very busy setting up administrative and managerial systems, and this seems to have been prioritized over nurturing a close relationship with the negotiation delegation members in Oslo and the Embassy in Bogotá. There have always been open communication lines, and the MFA and the Embassy have been invited to all events and have been given all products produced. However, both the MFA and Embassy staff have been too busy to sit down and read all the books and watch all the videos and attend all the events coming from the Programme. It could perhaps have been a better strategy by FOKUS to call in regularly to MFA and the Embassy for quick updates on recent findings, upcoming events, planned strategies, results achieved and challenges identified. It seems to be a lost opportunity, both for the Embassy in Bogotá and for the FOKUS 1325 Programme, that FOKUS is not a strategic ally in the Embassy’s 1325 Action Plan.

In Sri Lanka, the Programme started up two years after the war had ended through military victory by the security forces. Although Norway had been the facilitating partner in an attempt to find a negotiated peace in Sri Lanka from 2002, Norway had withdrawn a substantial part of its development aid and strategic interest in Sri Lanka by the time FOKUS entered with the 1325 Programme. Nevertheless, there has been close contact between the FOKUS WOMEN Office and the Embassy in Colombo the whole time, and the Embassy confirmed that they are impressed with the achievements and the quality of the work of FOKUS WOMEN. The work that FOKUS WOMEN has done on FHH has given the embassy new insight, however the Embassy also underlined that there are many different actors working on war affected women out there. As the FOKUS Norway office pointed out (Text Box 8.1) there could have been a tighter collaboration between FOKUS Norway and FOKUS WOMEN in Sri Lanka on international processes like the UPR on Human Rights. In 2015,

³⁵ This unit is facilitating the peace negotiations in Havana on behalf of Norway, together with Cuba.

there was a change of government, and the political tone changed from animosity to lenience towards the Western community. The new government has agreed to initiate a national reconciliation process, named Transitional Justice³⁶ (TJ), in which the international community has slightly higher hopes than the on-going LLRC-process (that was initiated by the previous government to keep the international community at bay). The change of attitude within the government has made the international community, including Norway, linger in Sri Lanka for yet another while to see whether there is likely to be any real change or not. These recent developments make the FOKUS 1325 Programme more relevant today than what it was when it started, as it will become very important to make sure that the UNSCR 1325 principles become part and parcel of all the Transitional Justice pillars.

FOKUS Norway has since 2011 been the coordinator of “Colombia Forum”, a civil society network in Norway working for a negotiated solution of the armed conflict in Colombia. Through this network, FOKUS Norway disseminates information from the FOKUS 1325 Programme, and also gets to know other members’ partners and their processes in Colombia, which in its turn has a potential to enrich their own Programme and implementing partners. FOKUS Norway is also an active member on the executive board of the European civil society network for peace in Colombia “OIDHACO”, where they have worked actively to put women’s situation and the Women, Peace and Security framework on the agenda. The FOKUS Colombia Office and some of the implementing partners have participated in venues organised by OIDHACO in Europe.

Politically, FOKUS Norway has had a higher value added in Colombia than in Sri Lanka, although perhaps also a higher untapped potential.

8.2 Value added of the country offices

In Colombia, partners were found to highly appreciate the close and respectful accompaniment offered by FOKUS Colombia. Partners claim that FOKUS is not only a financial partner but also an important political ally. FOKUS Colombia was found to assist partners with their own processes, something that both partners as well as national and international stakeholders noted as quite unique. FOKUS Colombia assists their partners to strengthen their organizations in terms of administrative and financial matters as well as politically. They were found to enable a space for different women’ organizations to meet and exchange and create synergies, a space that is highly valued by all partners. Several partners have developed bilateral and trilateral relations that are mutually strengthening their strategies and processes. Many partners report that the strengthening of their organizations have allowed them to enter into new alliances and collaborative relations with other actors outside the FOKUS-family. See Text Box 8.3 to see what partners say about the assistance they receive from FOKUS Colombia.

³⁶ The long anticipated UN investigation report into alleged war crimes committed during the last phase of Sri Lanka’s war was released in September 2015 by the Office of the UN High Commissioner for Human Rights, and Sri Lanka agreed to set forth with a Transitional Justice mechanism with four pillars: Truth, Justice, Reparations, Non-Recurrence. The government will report to the UN Human Rights Council.

Both national and international peace stakeholders find the mix of organizations, methodologies and approaches to be a large strength of the FOKUS Colombia programme, and most stakeholders acknowledge the synergies created. The target population values the close and respectful follow up and accompaniment provided by partners such as Fondo Lunaria and Otra Escuela. FOKUS Colombia is perceived as a strong player within the Colombian INGO arena that has promoted and carried forward the women, peace and security agenda within the international bilateral and multilateral cooperation. Further, it is perceived as a value added that FOKUS is Norwegian in the present setting when Norway has been one of the facilitating partners to the negotiation process. According to other INGOs from the so called Platform for Peace³⁷, FOKUS treats the thematic issue of women’s rights in a non-radical, non-excluding way that opens up for dialogue and mutual understanding. This has transformed the way other INGOs see women’s role in peace-building. That FOKUS has succeeded in insisting on having a platform for international CSO that can advocate multilateral and bilateral donors to uphold support to women’s organizations has inspired other INGOs to create similar platforms for other target groups, such as children. International peace stakeholders underscored the importance of the fact that FOKUS is a civil society organization that allows them to accompany women’s organizations in a way impossible for bilateral or multilateral donors. FOKUS Colombia can strengthen their partners to become constructive political actors while maintaining their autonomy and independence. This added value will increase, as there will be a concentration of government controlled post-conflict funds after the peace accords have been signed and accepted.

Text Box 8.3: What partners say they receive from FOKUS Colombia

- *The office is always ready to assist!*
- *Visits to partners and dialogues with participants*
- *Invited partners to relevant events*
- *Helped us to connect and articulate women’s rights and peace issues with other organizations*
- *Trained our staff*
- *Helped us to position ourselves as a women’s organization working for peace*
- *Linked us up with key people to help us build peace*
- *They respect our autonomy and this has helped us to become a stronger organization*
- *Strengthened our ability to systematize and publish our findings*
- *Contributed to new leadership in the organization which has been very positive*
- *Boosted our capacities and helped increase our self-esteem*
- *Accompanied us to improve administrative and accounting capacity*
- *Trained our staff in planning, monitoring, evaluation*
- *Participated in local events on women and peace*
- *Facilitated spaces for dialogue and alliances*
- *Been a fundamental support throughout the advocacy process*
- *Visualized and disseminated our work*
- *Trained us within the current context and political update*

³⁷ Espacio de Cooperación para la Paz

In Sri Lanka, FOKUS WOMEN is mentoring the partner organizations according to their own requests, and this role seems to be appreciated by the partners. Even though the UNSCR 1325 is not a recognised document within Sri Lanka, all partner organizations appreciated to have learnt about the resolution, and were keen to show how their projects were designed with a UNSCR 1325 perspective. The knowledge dissemination of research findings, and common opportunities for advocacy work, like the CEDAW shadow report, are also appreciated. As mentioned in Chapter 6 Efficiency, the monthly partner meetings organized during Phase I was perceived as burdensome by partners from outside of Colombo, but the new way of organizing capacity meetings, where different people are sent according to the topic of the day, seems to be highly appreciated and serve the purpose of both capacity building and strengthening of horizontal and vertical linkages through networking. See Text Box 5.3 for FOKUS WOMEN own assessment on how they create synergies among partners and partners’ partners, and Text Box 8.4 for partners’ stories of the value added they feel FOKUS WOMEN brings.

Text Box 8.4: What partners say they receive from FOKUS WOMEN

- *Staff capacity building has always been a key component through which we have grown. Particularly ministry linkages and regional women’s networks have been extremely useful for organizations. Really appreciate this and the importance given for internal goal setting.*
- *Being part of large women’s movement and documentation. First time the organization was asked to be part of CEDAW shadow report.*
- *To select consultants on different subjects related to the project.*
- *To review and revise the project budget.*
- *Linking with other FOKUS partners and likeminded organizations.*
- *Report writing.*
- *By conducting a workshop with experts.*
- *To understand the documentation process.*
- *Assisting to conduct the research.*
- *To create the common space for sharing and lessons learnt and experiences.*
- *Capacitating project staff on reporting and project and finance management.*
- *Sharing their information and experiences on the project related areas as well as providing opportunities for other partner organizations for the same.*
- *Capacity building on social media for young women.*
- *Support to theatre work of young women.*
- *Sharing sessions on lessons learnt and best practices.*
- *Sharing from other countries – Nepal and South Africa.*
- *Monitoring activities and meeting beneficiaries, discussing with staff.*

FOKUS WOMEN has organized meeting where different partners have exchanged their best practices. It seems to be a potential for doing more of this. Additionally they organize larger conferences and seminars where partner organizations, community women, decision-makers and the larger Women, Peace and Security agents are invited. These events also serve for knowledge dissemination, networking and advocacy, thereby strengthening the Women, Peace and Security agenda in the country. Common training opportunities brought to partners, community women and duty-bearers, offer a platform where people from different steps of the socio-cultural hierarchy ladder meet on equal footing, perhaps for the

first time. This can potentially open up for new insight and mutual understanding between community people and decision-makers, and might also lead to new ways of collaboration as was seen in Anuradhapura district within the RPK project and the establishment of the task force.

FOKUS WOMEN has organized a travelling exhibition as part of the Phase II theme of memorialization. The aim is to create awareness on Women and Peace, and is also building on the use of creative art for reconciliation as planned for Phase III.

Although the FOKUS WOMEN Office is doing what they can to create a common platform and synergies within the Programme, partners were found to be reluctant to embrace the opportunities (see also Figure 8.1). The evaluation team believes that this is partly due to language, partly due to cultural reasons such as the afore mentioned ethnic and social polarization within the women’s movement, geographical differences, a tradition to work alone due to security concerns, etc. Even now, with the new government, women’s organizations feel surveilled and are never sure whom they can trust. One partner said: “Partners will cooperate when they find it useful.” When enticed, however, the implementing partners came up with a number of positive things they had experienced from meeting each other, see Text Box 8.5.

Text Box 8.5: Synergies from meeting other implementing partners in Sri Lanka

- *Working on issues that need joint action such as language rights.*
- *We have shared referral systems with other partners*
- *Sharing ideas and best practices*
- *Opportunities for advocating on burning issues*
- *Collective action*
- *Information from different geographical areas on diverse topics*
- *Helped build women’s movement and activism by having opportunities to meet and share experiences and have conceptual inputs*
- *Network activities – justice for the affected*
- *Ability to compare project activities with those of the others*
- *Increased connectivity*
- *Consultations and observations relevant to our work*
- *Ability to help beneficiaries in a comprehensive way*
- *National level organizational structure through which issues are solved*
- *Knowledge gained through different organizations*
- *Understanding of the effect of war on minorities through visiting to Yugashakthi*
- *Training given by CSHR was very useful to the organization*
- *Knowledge gained from others*
- *Having had the opportunity to be a core team member of the paralegal leaders (1325 programme)*

Figure 8.1: value added of FOKUS WOMEN as assessed by partners

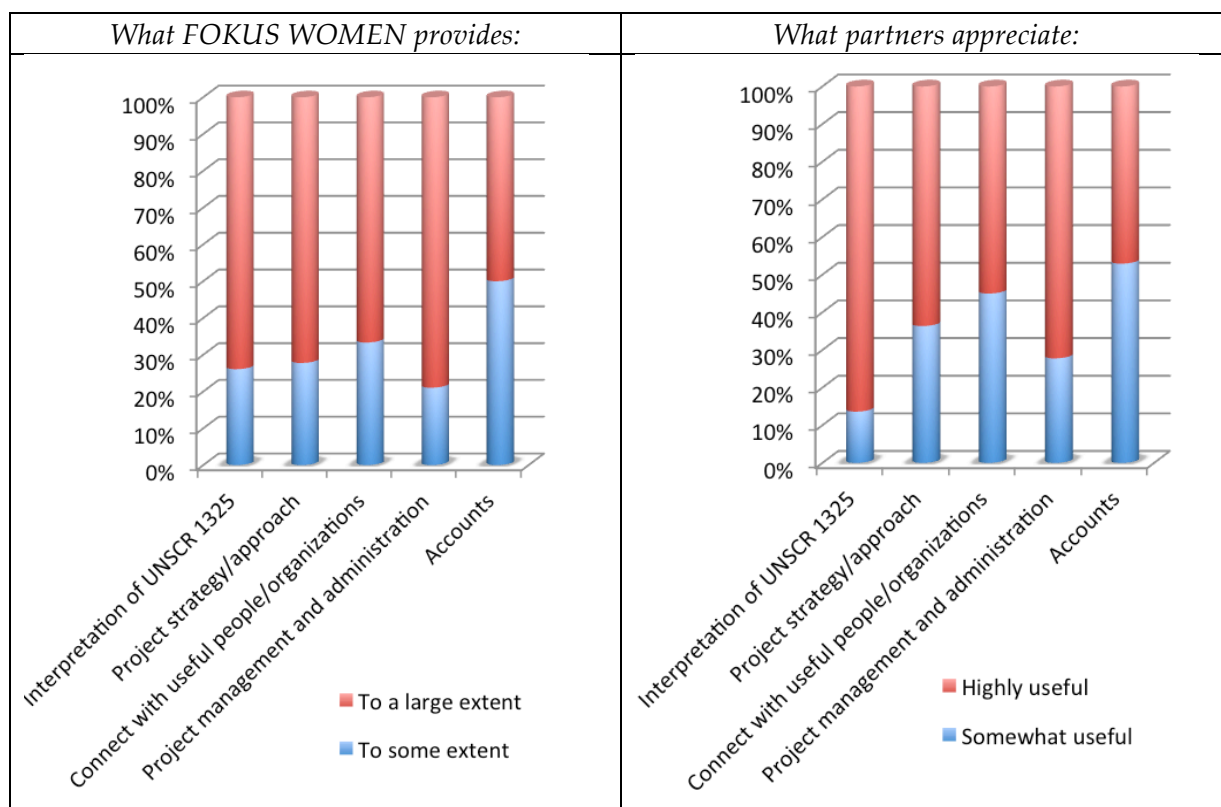
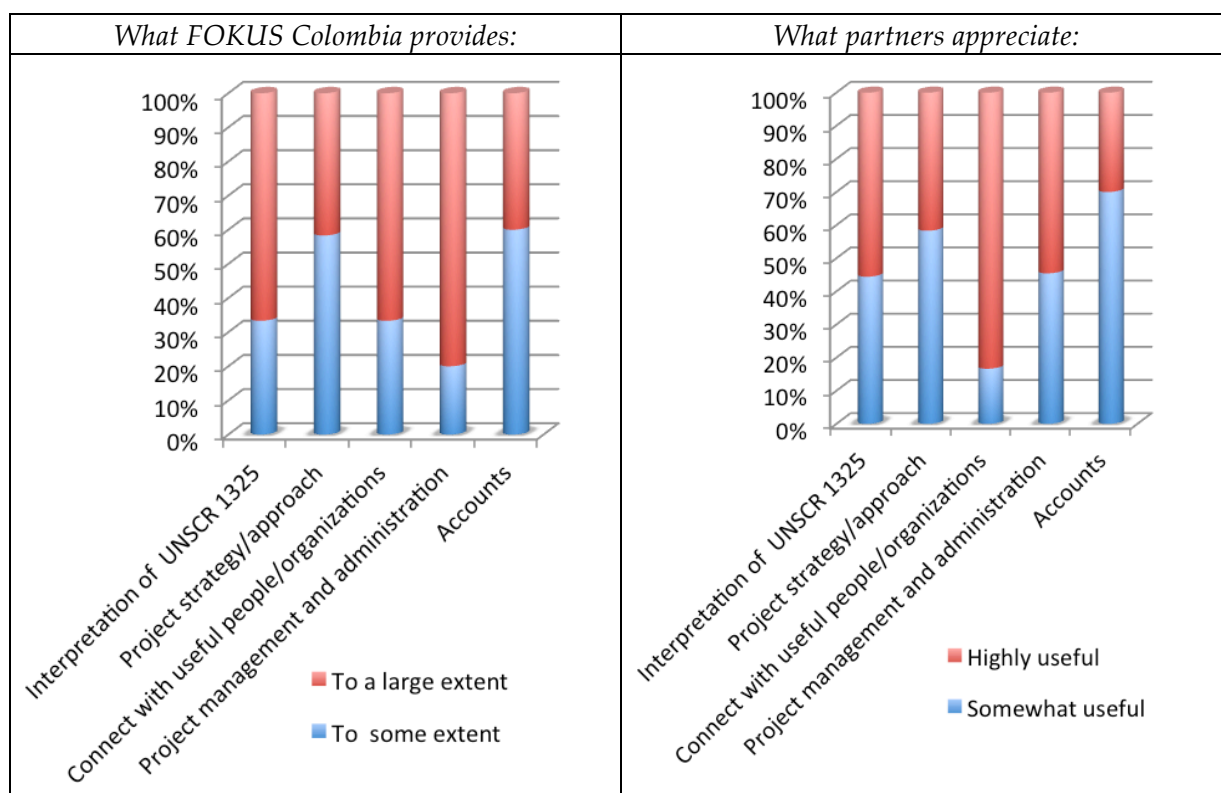


Figure 8.2: Value added of FOKUS Colombia as assessed by partners



Partner organizations in Sri Lanka appreciate that the programme addresses issues that are not spoken about like sexual violations, marginalisation, single mothers, ex-combatant experiences, domestic violence etc. which there is an absolute silence around in society. One local organization has been granted funds from the Programme to make a book to give a voice to war affected women to tell their stories, and document the cost on war on the lives of women. Women’s struggles, survival from sexual violence, abuse, and utter poverty are topics that are not spoken of in Sri Lanka. In addition to be culturally taboo, it was considered politically too sensitive during the previous government. Nevertheless, FOKUS WOMEN immediately accepted to fund the book without further ado. In this sense, partners have found FOKUS WOMEN to be very understanding and at the same time very courageous.

As we can see by Figure 8.1, partners in Sri Lanka find the accompaniment they are provided by the FOKUS WOMEN office mostly “highly useful”. From dialogue with the office staff, the evaluation team was given the feeling that the FOKUS office invests a lot of time and resources into monitoring and mentoring the implementing partners on accounting and financial management.

The evaluation is a little surprised by the implementing partners’ assessment that the office only provides accompaniment on accounts to a certain extent, but the reason for this is most probably that the accompaniment is given to other people than the ones the evaluation interviewed. Another surprise is the relatively low ranking on the importance to partners of being connected with useful people or organizations. The evaluation believes this is a cultural trait as well as an inheritance from a decade long conflict in a country where there has never been reconciliation. Looking at the partners’ suggestions for improved accompaniment (Text Box 8.6), there seems to be room to continue to invite people into an inclusive space, and hopefully, little by little, trust will be built and more synergies created.

The largest difference between the two countries’ implementing partners’ perceived usefulness of accompaniment from FOKUS seems to be the connection with other organizations. The evaluation team believes this has to do with the diversity of partners in Colombia (see Figure 8.2), that are not competitors in any way, that have enticed everybody to get to know each other as they all learn new methodology and approaches. In Sri Lanka, there is a certain fight between the NGOs to be the best accompanier with the community groups and make the largest networks and federations. As they all use very similar strategies, they perhaps see more competition than synergies in each other.

For Phase III, FOKUS WOMEN in Sri Lanka ought to continue to create an inclusive platform for CSOs working for war-affected women, or working for war-affected people with a gender perspective. There is reason to believe that the Programme would benefit from working more with men as allies, on ESCR, but firstly on protection against GBV. If GBV is to stop, men must be allies. This evaluation also supports FOKUS WOMEN wish to work more on cultural expressions, but it should be done as a process together with partners and the rest of the women’s movement in order to create synergies and avoid single standing events. Enhanced coordination between all partners to avoid overlapping and potential competition is also important. To the extent possible, it is recommended that FOKUS WOMEN continue to create common inclusive advocacy opportunities and processes.

For specific wishes by implementing partners on how to improve the accompaniment, see Text Box 8.6 for Sri Lanka and 8.7 for Colombia.

Text Box 8.6: Where partners feel FOKUS WOMEN could improve their accompaniment

- *More trust building and communication with partners to explore where they need support. Sometimes initiatives from FOKUS' side will help solve a challenge or mitigate a problem.*
- *Important to support us to determine what kind of support we need.*
- *More capacity building exercises for partners to build more synergy.*
- *Respond to emails and phone calls faster*
- *Give more concern to the local networks for supporting.*
- *Capacity building for local partners.*
- *Improve connections with other partners.*
- *Help in report writing in a simple format.*
- *Sharing work plan with partner organizations to reduce congestions in the work of partner organizations.*
- *Improved Skype based meetings to avoid travelling 16 hours.*
- *Increasing presentations of the work of other partners.*
- *The activities should be for all, not just for women.*
- *Convening some meetings at local offices – avoiding Colombo.*
- *Increasing the number of CDGs and transport facilities.*
- *English language training for district level staff.*

8.3 Future Prospects of the Programme

Historically, in Colombia, there is a high level of mutual distrust between civil society and the government. There is little or no culture or capacity for, or interest in, dialogue and compromise. One can hope that the four years of peace negotiations have reduced the level of distrust a little, as the peace negotiations have opened up for a variety of civil society organizations to present their stories and proposals for peace. The peace accords so far talk about setting up financing funds for implementation that will be highly centralised and managed by the government and representatives of the FARC. For CSOs to play a relevant role in monitoring how the accords are implemented and lobby for improved modalities, it seems important to be able to enter into constructive dialogue with responsible institutions for the implementation of the peace accords. For many CSOs, this implies a paradigm shift from keeping a healthy distance and demonstrating to entering into spheres where they run the risk of being co-opted, or being accused of being co-opted. Nevertheless, for peace to become a reality, there needs to be constructive dialogue between the government on all levels and the citizens of the country. The antagonism needs to stop, and true dialogue with capacity for compromise and win-win-solutions needs to become the new language of the day. Therefore, this evaluation recommends FOKUS in Colombia focuses on building capacity for constructive social dialogue on the agenda for the third phase.

Also, there will be a need for strengthening the capacity and competence within the different public institutions on how to implement the peace accords within a rights based gender framework. Emphasis should be put on entering into strategic alliances for mutual

benefit of both the advocating women’s organization and public institutions at local, regional and national level (here, the collaboration between CPC and the women’s office in Bogota, and LIMPAL and the women’s office in Cartagena can serve as models). Also, access to justice and the promotion of individual and collective rights, should be sought to a much larger extent through political advocacy and lobbying and via strategic alliances and collaboration with relevant public instances.

Text Box 8.7 on areas where partners would like (more of) FOKUS’ accompaniment:

Colombia:

- *Strengthening the institutional capacity for women’s participation and peace-building in a post-conflict scenario*
- *Accompany the partners to understand the current political context and assist in prioritizing the local initiatives*
- *Present partners and target groups to other donors*
- *Strengthening of women who begin to develop projects within the national women’s movement*
- *Disseminate the peace accords with experiences from women who have participated in peace-building*
- *Protection issues for women*
- *Immediate action in cases of threats where protection is required*
- *Connect with other relevant organizations and institutions*
- *Strengthen FOKUS media strategy to help positioning the partners in their efforts*
- *Strengthen the partners within management and administration*
- *Strengthen the partners within planning, monitoring and education*
- *Strengthen the partners within project design*

During the interviews with the partners it was discovered that several partners wished FOKUS Colombia could help more with protection issues. It is recommended that FOKUS Colombia enters into other strategic alliances in addition to Fondo de Acción Urgente, to assist women’s organization with protection issues. As statistically, violence increases after peace accords are signed, the evaluation team feels that this value added is particularly important to enhance.

It seems that after a lot of time was invested in the partners coming together during phase I, this has been somewhat reduced during phase II. Partners coming together and articulating common initiatives has been found to be a very successful strategy (see chapter 10) that has created firm synergies, thus it is advised to continue to facilitate space for common meetings, hereunder regional exchange visits, not only between partners, but also between the partners’ target groups (see Figure 5.2 on synergies).

Although FOKUS is cautious in its strategy of promoting local/national voices in the public arena, both partners and some national and international peace stakeholders were of the opinion that FOKUS had an untapped potential using its weight as a Norwegian actor, as a door-opener to decision-makers for the partner organizations. There is of course a fine balance here, and the evaluation team acknowledges the principles FOKUS has on not competing with local organizations in the advocacy field.

Since 2012, Norway has played a facilitating role together with Cuba in the Colombian peace negotiations in Havana. It seemed that both facilitators in the Norwegian Ministry of

Foreign Affairs and the Norwegian Embassy in Bogotá would have wanted a closer relationship with FOKUS and the Programme, to better understand the chosen strategies and the obtained results. It seems there is a potential for FOKUS in Norway to increase its level of dialogue with Norwegian authorities. As the country offices consolidate their management model to a larger degree every year, there ought to be time freed up for the Norwegian Programme advisors to engage more in dialogue with geographically and thematically relevant offices within Norwegian authorities

In Colombia, in a post-conflict situation, there will have to be slight changes in the Programme, moving from advocacy on proposals to the peace-agreements, towards monitoring the implementation of the accords. There will be a need for strengthening more local groups to participate in this. Further increasing the links between the macro level research and micro level monitoring and advocacy will be important. Local women’s capacity should also be strengthened to participate with a gender perspective in making the local development. An area of thematic expansion could be to strengthen women within women’s organizations to become lay judges to new peace tribunals that shall include civil society representatives. There will be a need for partners to have capacity to lobby for and monitor that processes like Disarmament, Demobilization, and Reconstruction (DDR) and Transitional Justice are implemented with a rights based gender approach.

With the FARC cadre laying down their arms, it is expected that new conflicts will emerge, among others conflicts between investors of mega projects within infrastructure, extractive industries and agro-industry. It is not recommended that FOKUS Colombia enters into mediation of these kinds of conflict, but rather be prepared to assist local partners with linking them up to organizations who can assist local communities with reliable stakeholder consultation processes.

Both international peace stakeholders as well as several partners emphasised the importance of also working with men and mixed organizations to gain a wide acceptance for gender sensitive approaches in the implementation of the peace accords. Collaboration with men also seems important to create a local culture for peace and succeed in enhanced protection schemes.

It is important that FOKUS Colombia continues to complement and not overlap with other international agencies. When the peace accords are signed (by September) and eventually accepted (the referendum will be on October 2), there is likely to be a change of scene in terms of international presence. Geographically, many funds and programmes are likely to be destined to the areas where the FARC will disarm. Due to the special environment in these areas, it can be more difficult to find civil society partners here than elsewhere in the country. FOKUS Colombia might have a comparative advantage due to their partnership with the Ex-combatants³⁸ that are looking for a partnership with female FARC cadres, and this might serve as a an entry point to introduce other FOKUS Colombia partners into these areas. FOKUS Colombia can also capitalize on their presence in Caquetá. If many other actors enters the disarmament areas, and it becomes a competition between donors to

³⁸ Colectivo de Mujeres Excombatientes-Mujerex

partner up with the best local organizations, FOKUS Colombia should work to influence these actors to work within a rights based gender approach, rather than entering into a competition. On the other hand, if many of the other agencies supporting local capacities within a rights based gender approach choose to enter into the areas of the disarmament, FOKUS Colombia should consider continuing to reinforce their actions in other areas with conflict affected women present.

In terms of partners, the evaluation team considers that the Programme should be careful not to enter into many more partnerships than it has now, for efficiency reasons. However, in terms of expansion, as long as the grant sizes are kept at a sustainable level that does not develop economic dependencies, there should be room to expand the amounts and thereby the outreach of each of the partners. Another possibility would be to expand the outreach of the Programme by promoting coalitions with key partners and others, in order to complement each partner’s institutional capacity or technical expertise, as well as achieving synergy to reducing duplication of actions.

Given the recommendations above on how FOKUS Colombia can further enhance their value added, it is recommended to add human resources to the local FOKUS Colombia office within lobbying, advocacy and social dialogue. Further, there might be a need for in-house capacity or strategic alliances within specific areas like DDR and Transitional Justice.

See Annex F for the three FOKUS offices and the implementing partners’ wishes for the Programme for the future.

The needs of war-affected women are huge in Sri Lanka. So are the needs of war affected men and children. In addition, the needs of non-war-affected but nevertheless poor and marginalised populations like the up-country Tamils and others are also large. Nevertheless, the evaluation team believes that the Programme will have a larger impact if there is a clear focus instead of spreading resources thinly across geographic areas and thematic fields. The evaluation team therefore recommends that the Programme remain within the limits of the Women, Peace and Security agenda.

Although narrow compared to all the needs of women in Sri Lanka, a holistic UNSCR 1325 including women’s economic, social and cultural rights is rather wide. The evaluation team believes there will be enough to do for the Programme within the realms of the UNSCR 1325 elements of political participation for peace-building, Transitional Justice, reconciliation and protection against gender-based violence.

Though the evaluation team understands the frustrations on behalf of the implementing partners for all the basic needs provisions the Programme cannot make, it is still not recommended to expand into livelihood with Programme funding. Rather, it is recommended to do what the FOKUS WOMEN office suggests (Annex F), to link up with organizations, institutions or companies that can offer economic empowerment, but do this through referral rather than with a proper Programme budget so that a sustainable local mechanism is put in place to address such issues.

For Phase III, it is important to continue to fill gaps and fill a niche, and work in a way and with thematic issues that other organizations don't do. In Sri Lanka, female political

participation is low, and there is a need to change this. There are two important upcoming processes where it seems pertinent that the FOKUS 1325 Programme invests resources: one is the upcoming Electoral Reform where the Women’s Quota *must* be increased (Sri Lanka has one of the lowest female parliamentarian women caucus in South East Asia); the second is the local elections in 2017 where a maximum of empowered community local female leaders ought to be motivated and inspired to run (Viluthu is in the front here, other partners may follow their examples).

Although not an innovative thought, the FOKUS 1325 Programme still *must* work along all the four pillars of the Transitional Justice process, pushing for maximum weight to be given to women’s rights and women’s perspectives. It is important to acknowledge, however, that reconciliation is only possible if both parties really want to reconcile. Reconciliation involves not only expecting that the other party acknowledges the wrongs they did to you, and ask you to forgive them, but also that you acknowledge that you also did wrong, and you also should be prepared to – from your heart – to ask for forgiveness. Unless these premises are there, reconciliation will be hard (impossible) to reach. But, of course, a Programme such as FOKUS 1325 has no choice but to invest their level best for society to come to that level. Here, starting with youth might be an idea. They are the future. It is with them one must focus for non-recurrence. On both sides.

It is recommended to continue to fund partners who want to do national policy development and advocacy, work on war affected women’s rights, protection, reconciliation and peace-building. Having learnt that funds for advocacy are hard to get hold of for Sri Lankan women’s organizations, the evaluations team recommends that the FOKUS 1325 Programme continue to fill this needed rare niche. However, the evaluation team urges FOKUS to look for new types of partners that represent different approaches and methodologies that can add something new beyond geographical presence. On the other hand, having said that, the evaluation team would urge FOKUS to consider to continue the ATP with a mixture of community leaders, civil society staff and governmental officials as we have seen remarkable results and spin-off effects from this training.

As previously discussed, there is a need to identify male allies across the country to work for inclusiveness, non-discrimination, equal participation and protection. National campaigns and male peer-to-peer-work against GBV is a possibility. Also, the Programme would benefit from including the younger generation of women into defining the Sri Lanka of tomorrow. Along that line, the evaluation team has taken note of comments from representatives of the women’s movement about the movement suffering from a tired leadership, and perhaps inspiring towards a renovation of leadership would be a way to reinvigorate the movement?

For the ones who continue work under the community development model, it is recommended to enter into a collective action model to hold duty bearers responsible (see Text Box 4.10). Finally, it is recommended to continue to identify knowledge gaps and carry out quality research followed by advocacy and policy dialogue from grassroots level up to national level. For research, the evaluation recommends that the FOKUS WOMEN try to identify separate alternative funding from other sources than the usual development donors.

In conclusion, FOKUS Norway was found to have had a high value added by conceiving and designing the Programme, followed by the establishment of the two country offices. Politically, FOKUS Norway has had a higher value added with regards to Colombia than Sri Lanka, and perhaps also a larger untapped potential. Both country offices are found to have high and important value added towards their partners and towards achieving impacts and results, although slightly different. In Colombia, the country office has supported partner organizations with their own processes, and created a common space for the women’s organizations where impressive synergies have been created. In Sri Lanka, the partners are more similar and less synergy is created between them. On the other hand, strong vertical linkages are developed between the micro and macro level within selected areas of research, such as FHH. There is need and room for expansion of both country programmes, provided long-term funding is secured and adequate human resources added. The evaluation does not find it opportune that the Programme be expanded beyond the Women, Peace and Security agenda.

9 Conclusions and recommendations

9.1 Conclusions

The evaluation found that the FOKUS 1325 Programme has contributed towards an **increased participation** of women working for peace in both countries, as well as increased focus on sexual violence and the need for protection and measures for non-repetition. There have been positive shifts in the political context in both countries, and the Programme was found to have benefited from these shifts and at the same time managed to maximize the new opportunities deriving from these shifts. Although neither country has adopted a national action plan for the implementation of the UNSCR 1325, the evaluation nevertheless found that the Programme has contributed to shed public light on important elements of the Women, Peace and Security agenda. Some elements are already included in the normative frameworks, other are in the pipeline.

The Programme is found to have **impacts** on a *personal level*, where through community organizations and empowerment, women have overcome the feeling of abandonment and loneliness and have started to perceive themselves as rights holders and advocates for peace. On the *relational level*, there have been strengthening of networks and federations of different war-affected community women’s groups, and linkages have been created, mostly vertical in Sri Lanka and both vertical, horizontal and diagonal³⁹ in Colombia. On the *cultural level*, the Programme is found to challenge the patriarchal culture both with regards to consider women as equal rights holders and peace-building protagonists. In addition, women have helped raise the issue of sexual abuse out of the private sphere and the national security framework into the sphere of national political debate. In Sri Lanka, the Programme is found to challenge cultural hierarchical divides by allowing government officials, civil society staff, and community women to participate side by side in the same advanced training on women and peace. Last, but not least, the Programme is found to have had important impact on the *structural level*. In Sri Lanka, the systematic work on Female Heads of Households had led to FOKUS WOMEN being asked to draft the national policy on behalf of the Ministry of Women’s Affairs. In Colombia, one of the partners⁴⁰ in collaboration with three other organizations succeeded in lobbying for the incorporation of sexual violence into the peace accords and the exemption of amnesty for sexual perpetrators.

The Programme was found to have had many unintended and unplanned effects, mainly positive, on different levels. With regards to negative impacts, in both countries human rights defenders and peace activists are persecuted, and in some areas implementing partners and their target populations have experienced increased level of threats as a result of being engaged with the Programme.

Context related Theories of Change have provided the following lessons learned:

- Women’s fight against violence, exclusion and discrimination need pedagogic and methodological tools to educate, inspire and advocate.

³⁹ Between partners (horizontal), between target populations, partners and decision-makers (vertical) and between one partner’s target population and another partner (diagonal).

⁴⁰ Humanas

- A comprehensive peace depends on the active and effective women’s participation in and transformative change of the role of women in a post-conflict phase.
- A sense of belonging and shared identity increases women’s capacity to act and advocate for protection and for a sense of security and a reduction of violence.
- In Sri Lanka there are strong cultural barriers that reduces the effect of the community development model that says that if communities are organized in small groups and empowered through training to know their rights, they will be able to claim their rights from the duty bearers. Collective action measurements that co-opt duty bearers into compliance was found to challenge some of the cultural, structural hindrances. Collective action measurements are found to be effective in Colombia too.
- In Sri Lanka, civil society can reach the attention of the government if they provide high quality information packaged and presented in a way that is found relevant by decision-makers. In Colombia, there has not been much lobbying towards the national government, but strategic alliances between civil society and duty bearers were found to be effective on district level.

In both countries, the Programme was found to have contributed to the **strengthening of the women’s movement**. FOKUS Colombia has managed to create a space where different women’s organizations can meet, strengthen and develop their own processes, exchange ideas, ideologies, and methodologies, create synergies and develop new relations and actions. Contrary to many donors, FOKUS Colombia does *not* envision creating a separate “FOKUS-network”. Rather, their partners are expected to and assisted in developing new alliances, networks and platforms outside the “FOKUS-family”. This enables a gradual strengthening of the women’s movement in Colombia at the same time as it strengthens the individual organizations, and avoids creating dependencies. FOKUS Colombia has also managed to connect micro-level experiences and realities with macro-level political processes and vice versa. Last, but not least, FOKUS Colombia has facilitated an enabling environment for the development and operations of the platform “Women for peace” composed of 80 women’s organizations from different sectors articulating common input to the peace negotiation process. “Women for peace” occupies one out of nine spaces in the executive committee of the UN Women supported “La Cumbre” (summit) that aspires to comprise the entire women’s movement in Colombia. FOKUS Colombia was found to complement UN Women and the bilateral donors in the way they strengthen the Colombian women’s movement and promote the principles of UNSCR 1325.

In Sri Lanka, the women’s movement seems to be more fragmented and polarised than in Colombia. Cultural barriers across a number of dimensions such as ethnicity, language, religion, class and caste hamper the development of a strong movement. Nevertheless, the Programme has succeeded in creating strong vertical linkages, and more and more horizontal appear to be in the making.

The Programme is found to have been highly **relevant** in both countries at the onset of the Programme as in both countries there is a huge need for female leadership and women’s participation in defining the future, as well as protection against war related violence. In both countries, the relevance of the Programme has increased due to positive shifts in the political context; the peace negotiations in the case of Colombia and the change of government in Sri Lanka. These shifts open up for new arenas for women’s influence, and are likely to increase the relevance of the Programme in the future. In Colombia there will be

a need for monitoring that the peace accords in Colombia are implemented within a rights based gender framework, and in Sri Lanka there is a need to advocate for a rights based gender approach of the Transitional Justice and Reconciliation process that is being carved out.

Women’s needs in both countries are huge, and go way beyond the elements within the Women, Peace and Security agenda, thus the evaluation cannot conclude that the objectives of the Programme are adequately addressing the main issues of women. However, one programme cannot and should not aim to cover all women’s practical and strategic needs in the two countries. It is therefore recommended to continue to stay within the Women, Peace and Security agenda. One area within the UNSCR 1325 that was found missing in the country Programme in Sri Lanka, was working for a higher female political representation at all level. Several partners were however found to emphasise this outside of the Programme.

Duty bearers are addressed in both countries. In Sri Lanka there is an effective relationship between the FOKUS Programme and the Ministry of Women’s Affairs as well as functional relationships on local levels, where the collective action task force set up in Anuradhapura was found to be the most effective. In Colombia there has been little engagement between the Programme and the government, but effective relationships have been formed at district levels. As long as there remain governance challenges in the two countries, the evaluation team cannot conclude that duty bearer are addressed adequately. The needs for further engagement with decision-makers remain huge and the potential is expected to grow with the transitional processes taking place in the two countries.

One of the strengths of the Programme in both countries is found to be its ability to grasp window opportunities. This is a result of a high degree of built in flexibility in the Programme, linked with an ability to interpret the changing political mood. In both countries, the advanced training course on women and peace⁴¹ that brought together women (and men in Sri Lanka) from different realities and backgrounds and provided new theoretical insight to grassroots practitioners and real life experiences to professionals was found to be an innovative and effective **strategy**. In Colombia, it has been interesting to see how the strategic use of art and culture has made the concept of Women, Peace and Security something relevant for ordinary people in their ordinary lives, helping to move the understanding of the UN Resolution from the narrow corners of the specially interested into the communities, streets and spaces where people live their lives. The Colombia Programme is characterized by a rich mixture of strategies and approaches undertaken by the different partners that has created a wealth of impressive horizontal, vertical and diagonal synergies. In Sri Lanka, most partners follow the community development strategy, and might to a certain extent perceive each other as competitors. Next to CSHR, it is mainly FOKUS WOMEN who bring in different strategies. The methodology used in the research carried out by FOKUS WOMEN is characterized by a strong vertical link between the micro and macro level, where the research objects are turned into subjects and peace advocates. This methodology was found to make the Programme unique compared to other women’s organizations in Sri Lanka focusing on similar thematic areas. One International peace

⁴¹ “Diplomado” in Colombia and Advanced Training Programme (ATP) in Sri Lanka.

stakeholder referred to FOKUS WOMEN as the “*the single most important partner within the area of women and gender at this time in Sri Lanka*”.

Several of the approaches have a potential for being replicated, hereunder the collective action task force in Sri Lanka, the strategic alliances with the district authorities in Colombia and the mixture of art, research and advocacy in Colombia, and the advanced training courses on women and peace in both countries.

In terms of **Programme management**, the establishment of the country offices was not planned, rather the “road was made while walking”. However, the country offices were found to have created synergies and values added that would never have become a reality if the Programme had been coordinated from Norway. The road still appears to be in the making, and FOKUS must look into and decide whether the country offices shall remain programme offices or become real country offices. Also, the three country offices ought to tap the potential synergies between themselves.

58 per cent of the overall Programme budget is invested in project activities implemented by partners, and roughly 20 per cent of the budget is Programme activities organized by the three FOKUS offices. Project management and office administration is estimated to be 19 per cent in Sri Lanka and 16 in Colombia (excluded staff time invested in common Programme activities). Both country Programmes were found to have solid Programme monitoring, accompaniment and follow-up systems. Hopefully, as partners become gradually strengthened, more FOKUS staff time can be invested in activities and less in administration and management. While the cost-efficiency in the Programme is on the low end, the existence of the two country offices is boosting the effectiveness.

Both country Programmes have decided to put an end to certain partnerships due to a low degree of compliance of management requirements. In Sri Lanka, the Programme learned the lesson to avoid “One-woman”-organizations. In Colombia, the country Programme adopted a new way of communicating with their partners. In Phase II, both country Programmes have entered into collaboration under other modalities than the partnership modality. The lesson learned is that different actors have different strengths and can be connected to the Programme based on this, rather than everybody being moulded into a specific partner framework.

The **Products** made under the auspices of the Programme are generally found to be of high quality. In Colombia, a number of products were made for internal use (internal evaluation calendars, diaries, notebooks, videos). These were appreciated by the Programme participants, but did not have any rippling effects outside the immediate target population.

The evaluation found that important linkages are created to engage **local capacities** to achieve expected results.

With regards to **Sustainability**, the Programme in Colombia was found to support and strengthen on-going processes and all partners confirmed that the processes would continue with or without funding from FOKUS. As thus, the Programme in Colombia was found to be highly sustainable. In Sri Lanka the need for continued operational support was expressed by nearly all the partners, although there were positive signs of both community

groups and partners preparing for continued operations beyond funding from FOKUS. Some of the implementing partners’ accompaniment was found to be too close and too frequent, thereby risking creating dependency instead of independence. The community development model used in Sri Lanka by most development NGOs is found not to hold, as there are cultural barriers that reduce the degree of success in holding duty bearers accountable. Collective action, as implemented by the Sri Lanka partner RPK, was found to co-opt duty bearers into compliance, and seems worthwhile to replicate by other civil society organizations.

FOKUS Norway was found to have had a high **value added** by initiating and designing the Programme, followed by the establishment of the two country offices. Politically, FOKUS Norway has had a higher value added with regards to Colombia than Sri Lanka, and at the same time perhaps also a larger untapped potential. Both country offices are found to have high and important values added. There is need and room for expansion of both country programmes, provided long-term funding is secured and adequate human resources added. The evaluation does not find it opportune that the Programme be expanded beyond the Women, Peace and Security agenda.

9.2 Recommendations

Recommendations to FOKUS Norway

- 1) Consider whether the two country offices should go from being Programme Offices like today, to becoming true FOKUS Country offices handling all the FOKUS engagements in their respective countries. From what this evaluation has seen, widening the mandate of the country offices is likely to increase effectiveness, synergies, value added and eventually efficiency within the two country portfolios.
- 2) Allow country specific bottom-up planning. FOKUS Norway should consider reducing their emphasis on consistency between the two country Programmes, and instead allowing for bottom-up planning by implementing partners in each country. This would enable each partner to buy into specific parts of the logical framework, thereby avoiding the need for everyone to make their own logical frameworks.
- 3) Facilitate meetings between the three offices to enhance cross-county synergies. FOKUS Norway should facilitate translations in order to prevent language from being a barrier.
- 4) Include the country offices in development of FOKUS strategies. Make clear strategies for both countries with clear messages from the Norwegian civil society/women’s organizations.
- 5) Make “SMART”er indicators for Phase III to avoid too much bureaucratization from updating baselines and counting and calculating figures while what the Programmes tend to achieve are broader societal changes on a structural and systemic level.
- 6) Find a way of installing funds to the partners early in the year to avoid idleness during the first months of the year.

Recommendations to FOKUS Colombia:

- 7) Position the Programme as a knowledge hub for rights based gender approach to the peace accords in a post-conflict context
 - Develop pedagogic tools to disseminate knowledge about the peace accords and avenues for women’s participation.
 - Monitor the implementation of the peace accords from a UNSCR 1325 perspective.
 - Advocate for the implementation of the new institutional structure of the state, both at a national and territorial level.
 - Continue to work with security and protection in the post-conflict situation (when violence has a tendency to increase) with an increased emphasis on protection issues. Enter into local, regional and national strategic alliances (like Fondo de Acción Urgente) with other and different actors (incl. national and international security forces) within the protection arena. Strengthen all partners’ capacities to advocate for increased and relevant protection measures.
 - Document and carry out research on sexual violence against women during the conflict, to bring evidence to the Truth Commission.
 - Continue to disseminate and incorporate the UNSCR 1325 into the women’s agenda, using it to heal and empower women from their collective memories, promote self-care, psychosocial attention and emotional recovery, use art and culture as a way to strengthen women’s political capacities.
 - Strengthen the communication work of the Programme.
 - Continue to facilitate exchanges between partners to maintain and develop linkages and synergies.

- 8) Aim at identifying a niche for Phase III to avoid overlap by or competition with other donors.
 - Continue to compliment other actors’ actions (with different strategies and approaches that have a clear value added) if in the same geographic or thematic areas.
 - Enter into strategic alliances to inspire and influence other actors within overlapping sectors or geographic areas to undertake their actions with a rights-based gender focus.
 - Continue to motivate mixed organizations to work with a rights-based gender perspective.
 - Look into the possibility of working more with young men (a wish expressed by several young women met during the evaluation).
 - Uphold the combination of different partners and different methodologies.
 - Continue to seek and enter into strategic alliances, and different collaboration modalities.
 - Continue to build a culture of peace from a local approach.

- 9) Tap the advocacy potential of the Programme by developing a common overarching advocacy plan for the entire Programme including dialogue, lobbying, civic education and mobilization, and strategic alliances and collaboration with authorities and other strategic entities.

- Systematize and intensify the Programme advocacy and lobbying work, including towards national government.
 - Strengthen partners’ ability to enter into political dialogue and/or strategic alliances with different authorities (like CPC in Bogota and LIMPAL in Cartagena).
 - Tap the potential of being more active, using the FOKUS name and “weight” as an international (Norwegian) actor to open doors for partners whenever this proves necessary and helpful (while maintaining the respect for the autonomy of the partners).
 - Position FOKUS Colombia to become a strategic ally to the Norwegian Embassy in their Action Plan for 1325.
 - Look into the possibility of funding strategic alliances or coalitions to enhance outreach and effectiveness.
 - Seek to achieve access to justice and the promotion of individual and collective rights through political advocacy, lobbying, strategic alliances and collaboration with relevant public instances rather than through accompaniment of individuals.
- 10) Look into ways of developing even “SMART”er indicators that are understood and used in the same way by the FOKUS Office and the partners.
- Combine qualitative and quantitative indicators in a way that reduces unnecessary administrative tracking and updating, and provides insight into the progress of the projects and the Programme.
 - Use the Annual Work Plan in the daily operations.
 - Consider adopting elements from the participatory monitoring undertaken in Sri Lanka.
- 11) Make sure productions/products are considered a tool and not an aim in itself.
- Tools should be part of a strategic plan to achieve results.

Recommendations to FOKUS WOMEN:

- 12) Continue to focus the Programme around UNSCR 1325
- Maintain programmatic flexibility in order to grasp future window opportunities for knowledge production, dissemination, advocacy and political reform.
 - Emphasise on women’s political participation.
 - Look into opportunities to work more in alliance with men, especially on protection issues.
 - Consider continuing the Advanced Training Programme with a mixture of community leaders, civil society staff and governmental officials as we have seen remarkable results and spin-off effects from this training.
 - Accentuate the practice of keeping a balanced mix of grassroots/field level organizations with academic bodies such as CSHR to complement the work of each other.
 - Motivate all partners who empower community people to engage with duty bearers to replicate the RPK experience and set up collective action responses that co-opt duty-bearers to comply.
 - Formulate an approach to link local women’s groups to actors involved in economic empowerment activities (such as non-governmental organizations and private

sector) to reduce the pressure to turn the Programme into an economic empowerment programme.

- Include war-affected women with disabilities, their rights and protection needs into the Programme.
- Look into the possibility of targeting youths.
- Seek to achieve access to justice and the promotion of individual and collective rights through political advocacy, lobbying, strategic alliances and collaboration with relevant public instances rather than through accompaniment of individuals.

13) Continue to organise inclusive partner meetings where best practices can be exchanged and new competence developed.

- Continue to create inclusive spaces for common advocacy processes with the partners.
- Consider organising partner meetings in different places around to country to include an exchange element to the meetings.
- Maximize synergies within the Programme and the women’s movement while working with art and culture.
- Motivate partners to coordinate among themselves to avoid geographic competition and overlap (NCP’s approach to deliver training to groups already formed by others instead of forming their own network, should serve as an example).
- Convince partners to allow community meetings, network meetings, task force meetings etc. happen without external (Programme) funding to minimize vulnerabilities and maximize potential for sustainability. Allow community meetings to be conducted by members without the presence of implementing partner – for dependency, sustainability and efficiency.
- Consider organizing a “*Do No Harm*” training for partners to understand the effect of projects on the surrounding environment.
- Inspire to renovate leadership within the women’s movement.
- Enhance outreach by facilitating a conducive environment for all Women’s organizations, including those outside the Programme, to meet and articulate input to the different Transitional Justice processes. Strive towards coordination within the Women’s movement to avoid overlap and competition, and identify and fill gaps.

14) Look into ways of developing even “SMART”er indicators to avoid measuring quantitative factors unless they really indicate a qualitative change.

15) Take precautions that the National FHH Policy is not given a “FOKUS Policy” label.

16) Seek to identify separate alternative funding from other sources than the usual development donors for future research projects.

- Avoid a situation of potential competition between FOKUS WOMEN and local civil society.

Annex A: Terms of Reference

**External Evaluation of
FOKUS PROGRAMME 1325 - COLOMBIA AND SRI LANKA
GET WOMEN TO THE TABLE (2011-2016)
TERMS OF REFERENCE**

General objective	To evaluate the FOKUS 1325 PROGRAM, its implementation and results.
Locations	Norway, Colombia & Sri Lanka.
Audience	FOKUS staff, implementing partners and donors.
Time scope	January 1, 2011 to the time of completion. This includes Phase 1 (2011-2013) and Phase 2 (2014-2016).
Timeframe	The evaluation, including writing of the report, is expected to be finalized by September 9 th 2016.
Expected outputs	A report that describe the evaluation, the evaluation findings, lessons learned and recommendations.

1. INTRODUCTION

FOKUS, Forum for Women and Development is an umbrella-organisation consisting of 66 women’s organisations based in Norway. FOKUS is a knowledge and resource center with an emphasis on the spreading of information and women-centered development cooperation. FOKUS’ primary goal is to contribute to the improvement of women’s social, economic, and political situation internationally. FOKUS builds partnerships with sister organisations internationally to realize women’s rights and improve their situation.

Women, Peace and Security is one of FOKUS priority thematic areas. The objective is to strengthen women’s organisations advocacy for peace and increase women’s participation in peace building. FOKUS also aims to create stronger alliances, at both local, regional, national and international level, fostering political influence and pressure on authorities to further implement SCR 1325 and subsequent resolutions. FOKUS considers it crucial to increase women’s organizations’ influence on peace processes, supplementing initiatives implemented by Norwegian authorities to follow up Norway’s National Action Plan on Women, Peace and Security.

FOKUS has been implementing a SCR 1325 program in Colombia and Sri Lanka since 2011. The current program ends in 2016. For the end report to donor, and to assist in planning the next phase, we call for an independent assessment of the implementation of the program.

2. DESCRIPTION OF THE PROGRAMME

FOKUS has supported several projects in both Colombia and Sri Lanka through the years. In 2009, FOKUS got support from the Norwegian MFA, to design a more holistic program in both countries aiming at strengthening women’s organizations knowledge and use of SCR 1325 to improve the situation of war-affected women, promote their participation in peace

building and to advocate for the implementation of the Resolution by the state. The program was designed in collaboration with selected partner organizations in both countries.

The first phase of the program was from 2011-2013. In Phase 1, the Program had eight partner organizations in Colombia and nine in Sri Lanka. The program is now at its last year of phase 2 (2014-2016) and collaborates with 13 local organizations (both partners and others) in Colombia and 9 (both partners and others) in Sri Lanka.

The program is funded by Norad/MFA (SCR 1325 funds) and implemented by the FOKUS secretariat and two local offices. The local FOKUS staff are responsible for the daily running of the program in collaboration with partners, financial management and monitoring plans, activities and results. In addition, the offices engage in advocacy activities with partners and other organizations and link partner organizations to national authorities. In addition, the Program offices implement activities in order to support partners and create greater visibility to women’s issues at national level.

By the end of phase 1, FOKUS carried out a systematization exercise of the 1325 Program in Colombia, keeping in mind that the Program was a pilot project, both in its execution and its thematic and strategic focus. The systematization included different views, knowledge and insights of the women who participated in the Program, and assessed strengths weaknesses, and points of learning in order to enhance women’s contribution to peace building in Colombia.

Also the Sri Lanka program was evaluated by the end of phase 1. The evaluation mainly focused on the realization of defined objectives under each program area. While ascertaining the achievement of the targeted results and outcomes, the evaluation also identified the program areas, which had not produced the expected outcomes. The institutional and human resources strengths, capacities as well as weaknesses were also examined. Conclusions and recommendations were included in the design of the second phase of the program.

The phase 2 of the FOKUS’ program on women, peace and security in Colombia and Sri Lanka aims to increase women’s political participation in peace building within the framework of UNSCR 1325 and subsequent resolutions. The program also endeavours to ensure that women’s peace and security issues are addressed within a broad transitional justice framework. In Sri Lanka, the programme takes into account women’s vulnerable situation in the post war context and create awareness among women of the means of accessing justice so that they are able to access remedies in an informed manner. Within the framework of UNSCR 1325, the Sri Lanka programme also addresses women’s access to socio economic rights. In Colombia, the programme seeks to increase collaboration among different women’s organizations and networks, following up the peace negotiations and strengthen the impact of women’s proposals in the peace process. The FOKUS program also promotes legal actions to claim the rights of victims of dispossession of land and sexual violence with the aim to create a benchmark for redress in transitional justice processes.

IMPACT AND OUTCOMES OF THE PHASE 2 OF THE PROGRAMME

COLOMBIA

Impact: The peace process in Colombia reflects/includes women’s specific demands (proposals)

<p>Outcome 1 Women’s peace proposals and agendas gain support at local, regional, national and international level</p>	<p>Outcome 2 Improved quality of the participation of a diversity of women in the peace process and their peace efforts are coordinated</p>	<p>Outcome 3 Women’s access to justice and security has increased and their individual and collective rights are promoted and defended.</p>
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SRI LANKA

Impact: Enhanced participation in peacebuilding, reconciliation and reconstruction processes by Sri Lankan women

<p>Outcome 1 Women’s organizations and networks access rights using SCR 1325 and subsequent resolutions.</p>	<p>Outcome 2 Improved implementation of SCR 1325 and CEDAW recommendations by Sri Lankan authorities</p>
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3. PURPOSE OF THE EVALUATION

The evaluation aims to obtain an independent assessment of the implementation of the FOKUS 1325 Program and its progress, effects and achieved impacts, based on the Program’s planned goals and results. The evaluation will also determine the Program’s relevance, efficiency, effectiveness, and sustainability, as well as provide specific recommendations to FOKUS and implementing partners for future interventions. The assessment will cover the period from January 2011 to the date of completion.

EVALUATION AUDIENCE

The primary audience for evaluation review is the FOKUS secretariat, the Sri Lanka and Colombia offices, implementing partners and organizations and donors. The evaluation is considered an internal review but options for sharing learning externally will be discussed based on the final report

SPECIFIC OBJECTIVES

- 1) Identify and assess the program’s progress in achieving specific results and outcomes and in contributing to the ultimate goal of the program
- 2) Analyse and evaluate the strategies and methodologies used by the program, partnerships and the management model implemented to achieve results, identifying successes, constraints and obstacles encountered during program development
- 3) Identify lessons learned around addressing the central issue (women’s participation and protection), managing the program and overcoming challenges or obstacles for program staff and partner organizations.
- 4) Analyse and evaluate the added value of FOKUS, the **tri-national** nature of the Program and its implementation through country offices.

- 5) Develop specific conclusions and recommendations that are useful to partners and collaborating organizations in order to optimize their opportunities and strengths and to FOKUS for future interventions of women, peace and security-programs in Colombia, Sri Lanka and other countries.

4. METHODOLOGY

The evaluation will be conducted through a combination of deskwork and fieldwork, and will include the following activities:

- Literature review of all central documents of the Program.
- Interviews with key players/actors: a. FOKUS team in the three countries; b. implementing partners and collaborating organizations with specific support. c. Stakeholders and other relevant actors
- Focus groups with target population of the program, Methodological aspects will be refined from the technical proposal approved and initial meetings with selected consulting team.

THE EVALUATION WILL COVER THE FOLLOWING CRITERIAS:

1. Assess the impacts:

Analyse the Program’s real and potential impact, measuring positive and negative aspects, as well as intended and unintended changes on women, institutions and society.

- What are the impacts that can be observed at this stage? To what extent has the Program and its inventions contributed to these changes?

The assessment may include the following questions:

- ✓ Are there unforeseen and unintended positive impacts on final beneficiaries?
- ✓ If there have been negative impacts on the target population, has the Program taken appropriate measures to mitigate such?
- ✓ How has the Program contributed to the implementation of SCR 1325 and subsequent resolutions?

2. Assess the relevance:

Analyse the consistency of the program, its strategies and expected results to the social, political and economic contexts of Colombia and Sri Lanka and the challenges faced.

- Are the objectives of the Program adequately addressing the political context and the main issues of women?

The assessment may include the following questions:

- ✓ Assess the role and function of collaborating organizations (local and national). Identify organizations that have made strategic contribution to the program.
- ✓ Are duty bearers addressed adequately?
- ✓ Is the strategy implemented the most appropriate?
- ✓ Do proposed innovations have a potential for replication?

3. Assess the efficiency

Analyse the adequacy of the institutional structure and program management for achieving defined results

- Assess the quality, the capacity and the model of the management structure

The assessment may include the following questions:

- ✓ To which extent has planning and implementation of the Program ensured efficient use of resources?
- ✓ Assess the relevance and timing of products/deliverables produced/developed in the programme, and their contribution to achieving results.
- ✓ How has the program engaged local capacities of the organizations involved to achieve the expected results?

4. Assess the added value of FOKUS, including local offices in the achievement of results and impact of the program

- What is the added value of the Program’s organizational model, with a FOKUS secretariat, local offices, partner organizations and collaborating organizations?
- How can the added value of FOKUS be improved in a phase 3 of the Program?
- Analyse/assess FOKUS’ potential for expanding the SCR 1325 Program in Colombia and Sri Lanka in Phase 3.

5. DOCUMENTATION

All supporting documentation will be available to the evaluation team and include:

- Terms of reference of the external evaluation
- Program/ projects application, logical framework, activities matrix, timeline and budget for phase 1 and phase 2
- PME systems
- Narrative and financial reports phase 1
- Systematization document for Colombia phase 1, Evaluation report Sri Lanka phase 1
- Narrative and financial reports 2014 and 2015
- Semi annual report 2016
- Publications and audio visual products financed by the Program
- Reports done by partner organizations and their networks on the programme.

6. EXPECTED PRODUCTS

- A specific methodological proposal for the evaluation, with designed methodological techniques and tools.
- An inception report
- An evaluation report in Word and PDF. The main sections of the evaluation report shall include:
 1. Introduction
 2. Explanation of applied methodology, scope, limitations and contents of the evaluation
 3. Executive Summary (achieved results, lessons learned and main conclusions and recommendations)
 4. Description, analysis and assessment of the Program on the basis described in the specific objectives of the evaluation.

5. Program analysis based on core evaluation criteria: relevance, efficiency, impact and sustainability.
6. Qualitative analysis of the contributions made by the Program to national women's movements.
7. Conclusions and recommendations about program implementation and achievements as well as other assessed areas according to the elements of the evaluation. Recommendations should be practical and if necessary divided for various actors and stakeholders.
8. Annexes: methodological proposal, work plan, list of activities, interviews and sessions for evaluation; and other relevant documents prepared for evaluation

7. EVALUATION TIMETABLE

The evaluation, including writing of the report, is expected to be finalized by **September 9th 2016**.

A preliminary estimation of the timetable for the evaluation process follows bellow. The dates mentioned in the table may be changed with the agreement of all parties concerned.

MARCH 16 th	Announcement of evaluation assignment	
APRIL 10 th	Deadline for submission of proposals	
APRIL 28 th	Selection of Evaluation team	OSLO
MAY week 19	Initial preparation, reading of documents, inception report	
	Interviews FOKUS staff, Colombiaforum, Peace and Reconciliation Unity at MFA, Norad, ambassadors, etc	OSLO
	Interviews with FOKUS staff in local offices Interviews/discussions with partner organizations Interviews/discussions with target groups Interviews with stakeholders (the scope of relevant stakeholders will be defined in the initial meetings with FOKUS)	COLOMBIA AND SRI LANKA
AUGUST 28.8	Submission of draft report	
AUGUST Week 35	discussion with FOKUS on draft report, findings and recommendations	OSLO
AUGUST Week 35	Feedback/comments from FOKUS.	
SEPTEMBER 9 th	Submission of final report	

8. BUDGET

A total of up to NOK 350 000, approximately USD 40 000 incl. VAT and taxes will be allocated for the total evaluation. Estimate includes travel costs of the evaluation team, the total number of working days needed for the evaluation team, per diem, accommodation, and any other relevant cost.

9. AUTHORSHIP AND PUBLICATION

The final report will be the property of FOKUS, and shall not be circulated to other parties by the author or any other parties without prior consent by FOKUS.

10. THE EVALUATION TEAM

The team shall have a designated team leader. The team must be gender balanced. The evaluation team will need extensive knowledge on SCR 1325 and subsequent resolutions on Women, Peace and Security, and on women’s rights and must:

- Have demonstrable experience of producing high quality, credible evaluations (examples required)
- Have knowledge and understanding of the Sri Lankan and Colombian context and Norway’s role in peace and reconciliation processes
- Have demonstrable experience of working with/evaluating development cooperation through NGO work
- Be familiar with participatory and partnership approaches and women’s empowerment strategies
- Be fluent in English and Spanish (spoken and written).

11. RESPONSIBILITY OF FOKUS AND THE EVALUATION TEAM

FOKUS’ responsibility

FOKUS reference group for this evaluation will represent FOKUS during the evaluation process. The program advisors for the 1325 program in Colombia and Sri Lanka will be responsible – on behalf of FOKUS - for supporting the evaluation team when necessary. Specifically, the reference group will be responsible for the following action/s,

- Inputs to design the evaluation, key questions for research, providing information materials, providing feedback of the evaluation
- Arrange field activities with partner organizations, and other stakeholders and acting as the liaison with the evaluation team
- Logistical arrangements
- Comment and provide input to the report
- Approve all the products

Evaluation team’s responsibility

- Carrying out the evaluation
- Day-to-day management of the evaluation process
- Logistical arrangements for field visits if necessary
- Regular progress reporting to FOKUS program advisor
- Development of results and recommendations
- Production of deliverables in accordance with contractual requirements.

12. EVALUATION PREMISES

The evaluator must be free of any conflict of interests regarding the writing and submission of the evaluation and must be prepared to confirm that they are evaluating independently of external influences. Additionally, the evaluation team will adhere to the following principles at all times during the evaluation process:

- Anonymity and confidentiality of informants’ opinions and assessments will be respected, including but not limited to: stakeholders, beneficiaries, CSOs and corporate sector companies.
- Responsibility: any disagreement within the evaluation team or between them and the program coordinators, regarding the evaluation conclusions and recommendations, will be mentioned in the final report.
- Integrity
- Independence
- Information check: the evaluation team will ensure and is responsible for the validation of the information received
- Correct and timely submittal of reports: if the reports (interim draft and final reports) are not submitted in due time and fashion (with an emphasis on quality and professionalism of the report) FOKUS may decide to apply penalties as outlined in the contract between the parts.

13. PRESENTATION OF THE TECHNICAL PROPOSAL

The technical proposal should contain:

- Profile of the evaluation team.
- Proposed approach, methodology, timing and outputs – detailed description of the manner in which the evaluation team would respond to the ToR. Include the number of persons-days in each specialization considered necessary to carry out all work required
- A detailed work plan
- Proposed team structure and team members (include CVs)
- Professional fee quotation indicating envisaged actions, the requested fee for the work in the job description
- Letter of interest (max one page)

Any request for clarifications should be referred to cmj@fokusvinner.no with copy to mh@fokusvinner.no, iv@fokusvinner.no and rtn@fokusvinner.no

Deadline for submission of the technical proposal: **APRIL 10th 2016**.

After careful review of the proposals received, a final decision will be communicated no later than **APRIL 20th**.

Proposals should be sent to:

cmj@fokusvinner.no with copy to mh@fokusvinner.no and rtn@fokusvinner.no

FOKUS, FORUM FOR WOMEN AND DEVELOPMENT

MARCH 16th 2016

Annex B: Bibliography

Programme documents:

- Programme Proposals Pilot Phase, Phase I and Phase II to MFA/Norad
- Annual Plans to Norad 2011-2016
- Annual Programme Report to MFA/Norad 2011-2015
- Annual Financial Reports and Audit Letters to Norad 2011-2015
- Proposals from implementing partners Phase I and Phase II Colombia and Sri Lanka
- Annual Reports from implementing partners 2011-2015 Colombia and Sri Lanka
- Programme and financial project management systems Colombia and Sri Lanka
- Systematization documents for Colombia phase 1
- Evaluation report Sri Lanka phase 1
- Baseline and updated baselines Phase II Colombia and Sri Lanka
- Call for Proposals Phase II and Phase II Colombia and Sri Lanka
- Annual cooperation Contracts with implementing partners Colombia 2012-2016

Publications and audio visual products financed by the programme: See Annex E

Other literature:

- UNSCR 1325 and subsequent resolutions
- Norwegian National Action Plan on Women, Peace and Security 2011-2013
- Norwegian National Action Plan on Women, Peace and Security 2015-2018
- Colombian Law 1448 on Victims and Land Restitution (2011)
- Colombian Law 975/2005 on Justice and Peace
- Colombian National Policy on Gender Equality and Women’s Rights
- Colombian National Strategy for Women Peace and Security 2014-2017
- Law 1719 on Sexual Violence against Women in the Colombian Conflict (2014)
- UN Secretary-General Strategic Results Framework on Women, Peace and Security, 2011-2020 (2011)
- Report UN General Secretary on Sexual Violence in Conflicts visit to Colombia (2015)
- www.mesadeconversaciones.com.co
- Published parts of Peace accords Colombia
- GOSL: The Role of Women in Peace-building: a Sri Lankan Perspective (2015)
- Pawns of Peace: Evaluation of Norwegian peace efforts in Sri Lanka, 1997-2009
- <https://theglobalobservatory.org/2015/11/sri-lanka-tamil-tigers-resolution-1325-united-nations/>
- <https://theglobalobservatory.org/2015/11/sri-lanka-tamil-tigers-resolution-1325-united-nations/>
- <http://www.childwomenmin.gov.lk/resources/30/REPORT.pdf>
- Thee Maatram Foundation: Understanding Post-War Land Issues in Northern Sri Lanka

Annex C: People interviewed

Norway

Carolina Maira Johansen Programme advisor Colombia, FOKUS
Magnus Holtfodt, Programme advisor Sri Lanka, FOKUS
Ragnhild Therese Nordvik, Head of Programme, FOKUS
Gro Lindstad, Director, FOKUS

Colombia

FOKUS office

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Partners

Patricia Briceño, Project coordinator, Corporación Colombiana de Teatro-CCT
Marisol Avendaño A., General coordinator, Centro de Promoción y Cultura
Bexi Cruz Torrado, Project coordinator Bolivar, LIMPAL
Angelica Ortiz, Project coordinator, Fuerza de Mujeres Wayuu
Taína Trujillo, Project coordinator, Colectivo y Red de Excombatientes de la Insurgencia
July Samira Fajardo, Research coordinator, Corporación Humanas
Christina Papadopoulou, Capacity building coordinator, Fondo de Acción Urgente
Natalia Hernandez, Programme Coordinator, Fondo de Acción Urgente (e-mail)
Viviana Polo R., Student, Proceso de Comunidades Negras
Mar Maque Diaz, Education Coordinator, Corporación Otra Escuela
Christina Lopez Aristizábal, lawyer, Corporación Jurídica Yira Castro
Fanny Gaviria, Project Coordinator, Corpomanigua
Elena Rey, Executive Director, Fondo Lunaria
Adriana Maria Benjumea Rúa, Executive Director, Corporación Humanas
Paola Leottau, lawyer, LIMPAL Cartagena
Dora Isabel Diaz Susa, Coordinator “Diplomado”, School for Gender Studies (e-mail survey)

Target populations

Assisted by Fondo Lunaria:

Heydiz Mena Córdoba, Red Juvenil de Mujeres Chocoanas
Karina Santos Matis, Cartografía Sur
Mona Alt, Corporacion Anne Frank
Aminta Peláez Guariyu, Colectivo de Jóvenes del Resguardo Indígena de Zahino-Barrancas/La Guajira
Estefanía Jaimes Garzon, Grupo de Acción y Apoyo a Personas Trans
Leidy Yohana Correa Gironza, Mujeres Campesinas Vida y Territorio

Assisted by Otra Escuela:

Mariella López Mejía, Ruta Pacífica de Mujeres (regional Valle de Cauca)
Sandra Buitrago Gonzales, Colectivo Juana Julia Guzmán
Joghis Seudyn Arías Delgado, Fundación Casa del Pensamiento

Angie Pino, Actora Social para la Actoría Zonal

Assisted by Centro de Promoción Cultural:

Julia del Socorro Alvarez, FASOL
Isabel Camacho Posada, FUNDECOM
Maria Mercedes Maluche Chacón, FASOL
Flor Marina Acero, FASOL
Soledad Cubillos, FASOL
Maria Gladys Arevalo, FASOL
Yeimmy Johanna Manrique Fernandez, FASOL
Elsa Moreno Cubillos, FASOL
Dora Pineda Hernandez, FASOL
Nuhelia Merchan, FASOL
Rebeca Gómez, Tiempo de Mujeres Colombia

Assisted by LIMPAL Cartagena:

Melissa P. Rodas Puello, Mis Esfuerzos, Bostón
Maria Fernanda Baquero, Mis Esfuerzos, Bostón
Luzdary Fernandez, Mis Esfuerzos, Bostón
Wendy P. Acuña B, Mis Esfuerzos, Cebaló
Josefa Cedeño C, Mujeres Firmes, Turbaco
Rosmery Moreno R, Asociación Comunitaria Mujeres Dezplazadas, San Jacinto
Griselda Martinez M, Asociación Comunitaria Mujeres Dezplazadas, San Jacinto
Yolienes Lopez Moreno, Asociación Comunitaria Mujeres Dezplazadas, San Jacinto
Liliana Velásquez Torres, Asociacion Comunitaria Mujeres Dezplazadas, San Jacinto
Gladys Martinez, Amafrodespla, La Borja

National peace stakeholders

Marco León Calarcá, FARC delegation in Havana (Skype)
Victoria Sandino, FARC delegation in Havana (Skype)
Cecilia Barraza, former deputy director for presidential body on gender issues
Astrid Daza Gomez, former advisor to Municipal Women’s desk in Bogota
Angelica Acosta Tautiva, former advisor to “Access to Peace”-office, Bogota Municipality
Carolina León Núñez, Coordinator for women’s issues, Cartagena Municipality

International peace stakeholders

Hilde Salvesen, Gender advisor to facilitation team to Havana, Norwegian MFA (Oslo)
Lars Vaagen, Ambassador, Royal Norwegian Embassy in Bogota
Catalina Rodríguez, Project Coordinator, Royal Norwegian Embassy in Bogota
Luisa Fernanda Reyes, Political Advisor, Royal Norwegian Embassy in Bogota (e-mail)
Maria Cristina Umbarilla, Secretary, Espacio de Cooperación para la Paz
Mildrey Corrales Ch., Country Representative, Consejería en Proyectos PCS
Claudia Arenas, Country Representative, Forum Syd
Natalia Amaya Gomez, Assistant to National Coordinator, CoMundo
Efrain Botero R, National Coordinator, Terre des Homme Suisse
Diana Espinosa, National Programmes’ Officer, UN Women Colombia
Silvia Liliana Arias Y, WPS-Programme Coordinator, UN Women Colombia
Emmanuel Fontalvo Portiño, Technical Assistant “Mesa de Género”, UN Women Colombia

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FOKUS Office:

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Wasantha Seneviratne, Acting Deputy Director, Centre for the Study of Human Rights

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E. W. Jeyashanthini, Project officer, Suriya Women’s Development Centre

Kalyani Suntharalingam, Project assistant, Suriya Women’s Development Centre

R. Anuratha, Coordinator, Suriya Women’s Development Centre

Marylin Weaver, Coordinating committee member, Suriya Women’s Development Centre

S. Vijayaluxmy, Coordinator, Suriya Women’s Development Centre

Sheela Rathnayake, Executive Director, RPK

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R. Janaki Amarasinghe, President, Apsara Kantha Samithiya
N.N. Sangeetha, Secretary, Ranliya Prajamoola Sanvithana
D.B. Swarnalatha, President, Sangamiththa Samithiya
K. Karunawathi, President, Mahamaya Kantha Samithiya
K. Sisila Eranthiniya, President, Thiriya Kantha Samithiya
Sutharma Renuka Ratnayake, President, Pubudu Kantha Samithiya
Rupa Chndrakanthi, President, Thilena Tharu Samithiya
M. Mallikawathi, President, Yakawawe Pubudu Samithiya
A. Kusumawathi, CBO Sec. District Network Secretary, Yakawawe Pubudu Samithiya

National Peace stakeholders:

C. A. Azeez, Regional Coordinator, Human Rights Commission of Sri Lanka
S. Samithamby, Provincial Diplomacy, National Police Commissioner
S. Arunalini, District Women Development Officer, Batticaloa
K. Kandeepan, Deputy chairperson, zonal consultation task force reconciliation Batticaloa
Hon Sathasivam Viyalanderan, Member of Parliament, Tamil National Alliance

U. P. Chandana Anuruddha Piyadasa, Divisional Secretary, Kebithigollewa
M. A. Wimalarathna, assistant director planning, Mahavilachchiya
I. K. B. Illangadingha, Grama Nildadari, Mahavilachchiya
E. S. R. M. U. Lenawala, land division, Mahavilachchiya
R. M. Thakshala, District Women Development Officer, Anuradhapura
A. Inoka Damayanthi, Women Development Officer, Kebithigollewa
K. B. Sanduni Seuwandi Bandara, Women Development Officer, Mahavilachchiya

International Peace stakeholders:

Alain Sibenaler, Representative Sri Lanka, UNFPA
Grethe Løchen, former ambassador to Sri Lanka, MFA (Oslo)
Knut Nyfløt, Counsellor, Royal Norwegian Embassy in Colombo
Vidya Perera, gender adviser, Royal Norwegian Embassy in Colombo (e-mail)

Annex D: Reported Outcomes 2011-2015

Outcome	Indicators	Reported results
Colombia phase 1		Final Report Phase I from Colombia Office
To strengthen the partners, grass-root organizations, and women who work the topics of women, peace, and security in the use and application of Resolution 1325 and subsequent resolutions for the construction of peace	<p>At the end of the programme, the partners, grass-root org., and women working on the topics of women, peace, and security, have appropriated Resolution 1325 and subsequent resolutions</p> <p>At the end of the programme, FOKUS and the partners have individual and collective impact on matters of women, peace, and security.</p>	<p>The level of appropriation and knowledge on resolution 1325 and subsequent resolutions has been improved and expanded, empowering the women involved in the Program to recognize themselves as political subjects and peace builders. Women are thus identified by social organizations and institutions as actively participating in the development of actions that favor women's rights and publicly positioning their own specific demands for peace at the international, national, regional and/or local levels.</p> <p>As part of the Program's areas of intervention, the actions carried out during the course of the Program made a political contribution from women and women's organizations in favor of a peace process in Colombia.</p> <p>The women involved in the Program identified the resolutions on Women, Peace and Security, as useful and necessary tools for peace building in Colombia and above all, to obtain and demand women's effective participation in this process.</p> <p>Counterpart women's organizations implement actions on the subject of women, peace and security based on resolution 1325, through education and advocacy.</p> <p>The female participants of the Program have increased their capacity to organize, advocate and train and they are more empowered and ready to have a presence in political spheres of participation and decision-making inside their communities and at an institutional level.</p> <p>An understanding of the indigenous woman's roll as a political subject and peace builder in conflict situations has increased, reflected by greater participation of women in local spaces and in social organizations that defend life and territory.</p>
To contribute to the Colombian State's effectively implementing Resolution 1325 and subsequent resolutions for the construction of peace	At the end of the programme, the State, international cooperation, and the UN System have broadened their knowledge of Resolution 1325 and subsequent resolutions	The International Cooperation Gender Working Group has carried out in-depth discussions and analysis on women's participation in the peace building process in Colombia and is sensitized to the necessity of supporting and driving this participation within the framework of Resolution 1325 and subsequent resolutions. In this sense, FOKUS' roll has been key, by driving Resolution 1325, and after ten years since its creation, it has gained more force in the Gender Working Group

	<p>At the end of the program, actions are carried out to advocate for the Colombian government to develop policies and plans for the full and active participation of women</p>	<p>Local authorities in the Caribbean region: Cartagena, Barranquilla and the locality of Kennedy (Bogota) have incorporated into their public policies, specific strategies to guarantee women's effective participation in work being done on land restitution, defense of territory, enforceability of women's rights.</p> <p>The Program's counterparts have designed specific strategies of women peace makers, have debated and positioned themselves at the international, national and local levels on issues such as: territory, transitional justice, violence against women, reparation, among others.</p> <p>The Program's counterparts (with the exception of FMW) participate in dialogue as part of the Havana Negotiations, which has been created together with the High Commissioner on Women's Equality, since her appointment as a government delegate in the negotiations.</p>
<p>Colombia Phase II</p>	<p>Indicators</p>	<p>Annual Report 2015 Colombia Office</p>
<p>Women's peace proposals and agendas gain support at local, regional, national and international level</p>	<p>% of peace building proposals promoted by women are included in official plans at various levels</p>	<p>Women's organizations and women in particular have developed agendas and proposals for peace building where are collected and concretize the specific demands of women around the building peace in the territories and with respect to the central themes of the negotiating agenda of the negotiating Table of Havana. These Agendas and proposals have been submitted to various political stakeholders locally, regionally, nationally and at the same negotiating table Havana, making getting to be included in the plans and / or government programs some of the specific proposals presented. These achievements show how women's organizations and women in particular have become recognized political interlocutors and legitimized by actors in the political arena and negotiating authorities, a sector of the population that is actively contributing to building peace in the territories and at the same level of formal negotiations. The same women have empowered these processes definition and construction of specific agendas and processes of dialogue and advocacy with various players in the State.</p> <p>Meanwhile the mass media relevantly increased visibility and media coverage given to the agendas and proposals of women around peace, especially on television and written media. Similarly, the treatment has been carried information by the media has improved its quality and what the approach presented refers.</p>

	<p># media coverage (newspaper articles, radio/TV reports) of women's peace proposals</p>	<p>All this has made the impact of the proposals of women around peace be known by more people in Colombia and increasingly become more legitimate as important actors in building peace in the country with capacity to contribute with proposals specific and quality information on the most important issues of the political moment.</p> <p>Act 731 on Rural Women in Colombia was made in regard to matters of credit document: Guidelines for Public Policy for Access to Land of Rural Women prepared by the Advocacy Bureau of Rural Colombian Women (accompanied by CJYC). Meanwhile it was also integrated into the operating regime of the Evaluation Committee Monitoring and Enforcement 731 the proposal prepared by the same table Regulatory Committee.</p> <p>There has been included in the "Political Agenda of the various Women Bogota: Inclusion of the interests of women in the various district development plan 2016-2020" an axis called: Bogotá peace materializes in the bodies of Women as a result of the impact made from the CPC along with other women's organizations in the Consultative Council Women- autonomous space.</p> <p>During 2015, 55 media (mass and alternative), have covered the proposals of women on peace through different communication pieces (newspaper articles, reports radio / TV, etc.) at local, national and international. Canal Capital highlights in 1 special program, broadcast live for 2 hours where women socialized agendas of women who presented in the Subcommittee on Gender and the Bureau of Havana. Coverage the International Seminar Women and Peace through national media television: Canal Capital and written media: El Espectador.</p>
<p>Improved quality of the participation of a diversity of women in the peace process and their peace efforts are coordinated</p>		<p>The various women who are part of the program especially young women, indigenous and African descent have acquired theoretical knowledge on various subjects: their rights as citizens, the process of peace building, tools for advocacy, analysis of territorial context in all areas, building strategic alliances, among other topics. Such theoretical knowledge has been applied and used by these women in their personal, political and organizational with the consequence that are recognized as subjects of rights and policies subject to other women and men allies. It has achieved such women to participate actively and with recognition in wider spaces of the women's movement and in some mixed areas, making their proposals and demands are heard and integrated into broader Agendas. In that sense the level of political empowerment has increased in these women.</p>

	<p># of broad and inclusive arenas for women's debate about the peace process is created at local, regional and national level.</p> <p>% increase of organizations behind advocacy initiatives</p>	<p>The program has strengthened through its partner the following broad and inclusive spaces: i). The Platform "Five Keys" where the Human Corporation with Sisma Women, the National Women's Network and the Campaign Not Time Callar aim to influence the talks in Havana as far as sexual violence is concerned, particularly in the areas of justice. ii). 4 regional nodes Women for Peace in Guajira, Medellin, Barranquilla, Cauca where debate and proposals from the territorial articulated around the central themes of the negotiation process of Havana. iii). Has strengthened the kuagro Ri Changaina box made up of black women 4 palenques: Kurrulao, Kusuto, Alto Cauca and Valle Aburra for participation with proposals from women on the issue of peace in the broad and mixed space Process of Black Communities . iv). The Bureau of Women's Social Movement of Cartagena and Bolivar, where actively involved the "Articulate, Women Building Peace in the Territory". v) has been formed the Transitional Group for Joint Actions to participation of women in peace-building Caqueta as an international meeting place and dialogue among institutions, local authorities, civil society and agencies that contribute to the promotion and guarantee women's rights). The Bureau of Women's Organizations Kennedy Walking Towards Citizen Encounters, performing diffusion processes and positioning of the various agenda for peace-building in settings such as forums, debates with candidates, discussions with officials) Popular Women.</p> <p>28 organizations / groups of women-displaced, peasant, indigenous, young artists- who are accompanied by the program have made articulately at least 36 political advocacy in their territories (Bolivar, Caqueta, Bogota, Uraba, Medellin, Valle del Cauca, Cauca) promoting a culture of peace in the territories and making visible the role of women in building peace in Colombia. These actions have resulted in Forums, Meetings, Conversations, Marches, Demonstrations, among others.</p>
<p>Women's access to justice and security has increased and their individual and collective rights are promoted and defended.</p>	<p># of positive responses and interventions from local, regional or national authorities and other stakeholders to women's claims on protection, participation and land rights</p>	<p>In 54 cases of rural women related to land reclamation processes accompanied by CJYC, court decisions have been obtained. Meanwhile, 26 women displaced in Bogota and advised by the CPC have received positive feedback on their demands to the State and 7 are in the process of restitution of their rights. FAU has provided a total of 11 rapid response support for women defenders of human rights in Colombia, of which 4 have been FOKUS program resources</p> <p>Accompanied women are increasingly aware of their rights as citizens and initiate legal proceedings so that their rights are protected and when necessary, restored by the state as guarantor thereof.</p>

Sri Lanka Phase I	Indicators	Final Report Phase I from Sri Lanka Office
<p>Facilitate the competency to use UNSCR 1325 and subsequent resolutions to make claims on participation, protection and rights by affected women, FOKUS partners, women's organizations and networks in Sri Lanka</p>	<p># of FOKUS partners have competence to use SCR1325 as a tool for analysis of status of affected women</p> <p># of women groups, organizations and networks using SCR1325 as an advocacy tool</p>	<p>Partner organizations show a significant development in their competency to use SCR 1325 despite that some used a framework such as SCR 1325 for the first time.</p> <p>Partner organizations have increased collaboration with each other and with other organizations and authorities at both district level and national level.</p> <p>The social status of Muslim women participating in the Programme has improved in participation and decision-making at grassroots level. Women representation on the Mediation Boards have increased and women also included in mosque committees. DS officers, journalists, teachers and civil society groups show increased interest in their role in their constituencies. See ANNEX 7 page 26-27.</p> <p>Advanced Training Programme, ATP participants belonging to government authorities and civil society are individually and collaboratively ensuring that issues related to women, peace and security are addressed through the use of SCR 1325.</p> <p>There's a significant collaboration between local government officers such as Women Development Officers and NGOs who have participated in the ATP to find solutions to issues of war-affected women.</p> <p>CBO leaders who have been trained on Gender and SCR 1325 are identifying land issues in their own communities and bring them to the attention of authorities.</p> <p>Trained women at the ATP are enabled to conducting community level discussions in their respective villages to identify and advocate for issues related to SCR 1325. They also participate at Development Planning meetings at the local government level.</p> <p>Women's leadership and commitment in Mulaitivu have increased. They have also expanded their collaborations for advocacy to the provincial level women's networks. They have advocated with local government authorities and police, and also with international community to find solutions to identified women's issues.</p> <p>Capacity and knowledge of women's networks such as Team 1325 (district level NGO leaders), and Regional Committees has increased. Together with ATP participants and politicians from the Club 1325, they have developed a collective advocacy road map for the full implementation of SCR 1325. The engagements with Club 1325 have improved the awareness among politicians for the WPS agenda.</p>

		<p>The engagement with men at local government and police in the consultations for the Advocacy Road Map on SCR 1325 – an issue which is not normally of interest to men – has paved way for a more participation of men to claim implementation of SCR 1325.</p> <p>26 Community Development Groups, CDGs are acting for the redress of human rights violations faced by women in 6 districts (Kilinochi, Mulaitivu, Jaffna, Batticaloa, Ampara and Nuwara Eliya).</p>
<p>Contribute to the implementation of the SCR1325 and related CEDAW recommendations by government of Sri Lanka.</p>	<p># of issues of women’s protection, participation and land rights brought to the attention of the authorities</p> <p>A solid network of grassroots women established to monitor the implementation of SCR1325</p> <p># of positive responses and interventions from local, regional and national authorities</p>	<p>The panel discussion on 'Operationalizing the Women and Peace Agenda' at the policy dialogue organized in collaboration with government and UN Women has created a basis for collective advocacy and lobbying on policy level actions such as Widows' Chart</p> <p>The trained CDG members and the partners, ensure the protection, prevention, participation and relief and rehabilitation of war affected women in the North, East and Hill country through the provision of legal support and community actions. Women have improved access to remedies by relevant stakeholders due to improved documentation of human rights violations and referrals.</p> <p>Findings and recommendations of the 5 thematic reports have contributed to the dialogues with government at local and national stakeholder meetings (Women Parliamentarians' Caucus, National Committee on Women, Ministry of Land and Land Development, Ministry of Child Development and Women's Affairs, Human Rights Commission). This has contributed to increased number of advocacy initiatives.</p> <p>The surveys on Land and Female Headed Households, FHH have provided local and provincial government with a more nuanced understanding on Land and FHH issues in the North. Women are able to access local government authorities in order to claim their land rights. The provision of legal documents to FHH and their families has also contributed.</p> <p>1000 women from Kebithigollewa and Vilachchiya are capacitated and formed in to a district level alliance. Their attitudes have shifted from a dependency mentality to ownership to claim their rights. 23 women have received temporary land permits and 12 have received title deeds through a process of negotiations and advocacy. The constant engagements with the government officers on issues faced by women have brought about attitudinal change in government officers.</p> <p>Women in Women Rural Development Societies, WRDS, FHH and widows (also Muslim women) in Puttalam, Batticaloa, Jaffna, Ampara and Trincomalee are organized to advocate on their issues with stakeholders. At least 35 women have obtained title deeds in Trincomalee with the advocacy done by the FHH networks. In addition, 72 women have obtained title deeds in the village Tirumaalpuram.</p>

	National women symposium on the status of war affected women and the implementation of SCR1325 and CEDAW obligations in Sri Lanka	<p>The Programme has contributed to gender sensitive attitudinal changes of religious and community leaders who are influential men with the ability to make a change in their communities. Mulavis are now including women’s issues in their Friday Sermons and Quazi judges are incorporating gender dimensions into Quazi judgments.</p> <p>Presentation of the civil society monitoring report on the implementation of UNSCR 1325 that contributed to the UN Secretary General’s report on UNSCR 1325 in October 2013 has enabled international level advocacy. Information from the Women Claiming Rights report was used to prepare a Shadow Report to the CEDAW Committee on the situation of women in post-war Sri Lanka. These reports have enabled increased collective advocacy with the international community on WPS issues.</p>
Sri Lanka Phase II	Indicators	Annual Report 2015 Sri Lanka Office
Women’s organizations and networks access rights using SCR 1325 and subsequent resolutions.	# of occasions women’s networks participate in decision making at local or national level	<p>FW: CSHR (1.a) By the end of 2015, there were approximately 843 instances (<i>descriptions of issues</i>: Issues relating to obtaining and re-obtaining lost basic legal documents, Issues relating to marriage, Family matters, School dropout of girl children, Psychological issues, Domestic violence, Financial issues, Maintenance, Issues relating to access to essential services, Physical harassments, girl child abuse) where conflict affected women have had access to paralegals and non-paralegal ATP participants regarding seeking remedies for their ESCR issues</p> <p>CSHR (1.a) Target groups: By the end of 2015, 12 paralegals and ATP participants have been informed by approximately 163 conflict affected women in the Northern and Eastern provinces and in Anuradhapura and Puttalam districts that they (these women) were able to enhance their socio-economic status with the assistance of paralegals and ATP participants (See Annex 14-16: Stories of Change from the community)</p> <p>HHR (2.b): 40.4% (for the year 2015) of non-CDG members have become aware about the local referral systems which are available at the community level.</p> <p>HHR (2.b) Target groups: Non-CDG members such as FHH, WRDSs, teachers and parents access services from government institutions and Human rights Commission.</p> <p>Suriya (1.b): 5 women, have built confidence and have taken initiative to change their situation.</p>

	<p>Suriya (1.b) Target groups: One woman is seriously considering taking leadership at the political level and standing for local government elections. Another woman had enough confidence to argue in the quazi courts for her rights in relation to her divorce. Another woman is now feeling more confident to speak in the courts about the murder of her daughter when the case is called again. The young women who are part of this process from the cultural group have learned about the histories of their own communities and neighboring communities. They have started asking from their mothers and grandmothers about their own family histories. One woman ex carder felt more confident to talk about her experiences during war time.</p> <p>Viluthu (1.a): 212 Amara forums have been officially formed and functioned with 17,575 members in the districts of Jaffna, Kilinochchi, Mullaitivu, Mannar, Trincomalee, Batticaloa & Puttalam.</p> <p>Viluthu (1.a) Target groups: There are 7882, 2732, 3082, 1672, 315, 1104, 788 members from the respective districts of Jaffna, Batticaloa, Trincomalee, Puttalam, Mannar, Kilinochchi and Mullaitivu.</p> <p>Viluthu (2.a): 278 WRDS members have joined newly to work together in the seven districts</p> <p>Viluthu (2.a) Target groups: 210 LLRC sub-committee members have formed the groups for advocating the burning issues. Through this way they are able to monitor the LLRC/NAP implementation in their own districts. (Networks monitoring mechanism). Further, they have started to prepare the constitutional reforms recommendations to submit the PRC in the public sittings.</p> <p>Viluthu (2.b): Jaffna, Trincomalee, Batticaloa, and Puttalam district networks have documented the progress of LLRC NAP. Recently LLRC district sub-committees of Mannar, Mullaitivu & Kilinochchi have started to identify their issues for documenting after the follow-up trainings. The District networks have started to approach the stakeholders to solve their issues.</p> <p>Viluthu (2.b) Target groups: District Networks have started to attend the district level meetings and CSOs meetings to share the information with others. Further, they have a link with the south based CSOs to get more support and ensure the implementation of the NAP.</p> <p>Jaffna, Mullaitivu, Trincomalee and Puttalam Districts Networks were sharing their findings and gaps of LLRC implementation with the Prime Minister, MPs & Provincial council members.</p> <p>Trincomalee and Puttalam Networks have approached and got an appointment with the Ministry of Public dialogue to discuss about the language issues identified by WRDSs in October 2015.</p>
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	<p># of positive responses and interventions from local, regional or national authorities and other stakeholders to women’s claims on SCR 1325 and CEDAW, including protection, participation and land rights</p>	<p>The Rehabilitation Ministry has considered the disappearances issues and land issues in Trincomalee.</p> <p>Seruvila Divisional Secretariat has done a land survey in December 2015.</p> <p>The details of the death certificates for 60 Ex-cadres were submitted to the District secretariat by District level LLRC sub-committee in Batticaloa</p> <p>Jaffna district WRDS District sub- Committee have complained to Human Rights Commission of receiving the Election Monitoring Application forms distributed to the monitors only in Sinhala language.</p> <p>FW: As a result of the snap opinion poll on the issue of joint ownership (JO) of state land that was conducted in an IDP camp in Chunnakkam in the North, Women Action Network for Transformation (WANT), a FOKUS associate women’s organization based in Jaffna, was able to highlight the importance of having JO of land at the district level NGO Council meeting.</p> <p>FW: The Law and Society Trust, a civil society organization working on law and policy reform, invited the CD of FOKUS WOMEN to be a member of a lawyer’s collective to examine amendments to the land laws in Sri Lanka.</p> <p>FW: Concluding Observations by the Human Rights Committee under the UN Convention on Civil and Political Rights after Sri Lanka was reviewed in 2014 (where FOKUS WOMEN and 2 partners: HHR, RPK attended to submit a Shadow report on Land) has contributed to the government examining the need for amendments to land laws that discriminate against women.</p> <p>FW: Concluding Observations by the Human Rights Committee under the UN Convention on Civil and Political Rights after Sri Lanka was reviewed in 2014 (where FOKUS WOMEN and 2 partners: HHR, RPK attended to submit a Shadow report on Land) has contributed to the government taking steps to amend discriminatory land laws to be reported to CEDAW when Sri Lanka is reviewed in 2017.</p> <p>CSHR (1.b) By the end of 2015, there were approximately 509 instances where conflict affected women have obtained remedies for their ESCR issues</p> <p>CSHR (1.b) Target Groups: By the end of 2015, paralegals and ATP participants have been informed that approximately 544 conflict affected women in the Northern and Eastern provinces and in Anuradhapura and Puttlam districts that these women were able to obtain solutions for their socio- economic issues from the service providers to whom they have been referred by paralegals and ATP participants.</p> <p>CSHR (2.a): ATP participants including paralegals have expressed their commitment to work through networks to resolve ESCR issues of conflict-affected women (e.g. through action plans prepared at 5-day residential camps).</p>
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<p>Improved implementation of SCR 1325 and CEDAW recommendations by Sri Lankan authorities</p>	<p># of proposals on how to improve implementation of SCR 1325 (and subsequent) and CEDAW, including protection, participation and land rights brought to the attention of authorities and relevant stakeholders</p>	<p>FW: As a follow up to the 2014 meeting with Corporates Hatton National Bank and Brandix, a major apparel exporter in Sri Lanka proposed to develop targeted interventions for women in post war areas through their Corporate Social Responsibility (CSR) projects. Further proposals through telephone conversations between John Keells Holdings, a major corporate in Sri Lanka and FOKUS WOMEN were held to design a strategy mapping document that will include FOKUS partners’ work, geographical coverage and issues faced by grassroots women’s networks.</p> <p>FW: Approximately 2300 copies (hard and soft copies) of 3 studies on Female Heads of Households (FHH) and their access to economic, social and cultural rights were distributed among national level stakeholders, regional and international level stakeholders such as FOKUS partner networks, civil society, academia, university students, politicians, UN agencies, diplomatic missions, regional and international women’s rights activists including CEDAW committee members and a member of UN Working Group on Discrimination Against Women, regional networks, creative artists, US Ambassador at Large for Global Women’s issues, ICRC, think tanks, research organizations etc.</p> <p>FW: At the meeting organized by Radhika Coomaraswamy, the lead author for the High Level 1325 Global Report that was compiled for the 15th anniversary of UNSCR 1325, CD of FOKUS WOMEN pointed out that the global study should use terminology such as female heads of households, including widows in the report as it is more definitive and reflects reality. This suggestion was included in the report.</p> <p>http://wps.unwomen.org/~media/files/un%20women/wps/highlights/unw-global-study-1325-2015.pdf</p>

	<p>FW: CD of FOKUS WOMEN was invited as a resource person to be a panelist at a conference on Sexual Violence in Armed Conflict organized by the ICRC in Kathmandu, Nepal where she made links between sexual violence in armed conflict and UNSCR 1325 for better implementation of UNSCR 1325 to military, lawyers, Ministry officials from the South Asian region.</p>
	<p>FW: CD of FOKUS WOMEN was invited to give inputs to vision and mission statement for the establishment of the Office for National Unity and Reconciliation (ONUR). She included FHH as a target group and also included women’s rights to Land & violence against women as part of the mandate of ONUR. ONUR works under the patronage of former President Ms. Chandrika B. Kumaranatunga.</p> <p>FW: CD of FOKUS WOMEN did a presentation on defining FHH and their status at the forum on ‘Realizing women’s ESC rights in post-war Sri Lanka’ organized by PWESCR and ICES for South Asian women activists and local civil society organizations.</p> <p>FW: FOKUS WOMEN was asked for a meeting by the Australian High Commission to provide information to feed into their report on underage marriage in Sri Lanka and their Gender Strategy.</p> <p>FW: The Country Director (CD) of FOKUS WOMEN made a presentation on Sexual violence in Armed Conflict and UNSCR 1325 at the International Humanitarian Law South Asian Conference organized by ICRC with the participation of military personnel, Ministry of External Affairs, Attorney Generals Department and Armed forces personnel and other South Asian participants in Sri Lanka.</p> <p>FW: The CD of FOKUS WOMEN participated in the meeting organized by World Bank on their country planning and contributed information on women affected by war from the FOKUS programme.</p> <p>FW: The CD of FOKUS WOMEN participated and was in a panel at the South Asia Women’s Network (SWAN) seventh Annual Conference on Empowering the Women of South Asia in the Maldives in October 2015 where she spoke on the definition of female heads of households.</p> <p>RPK (2.a): 10 dialogues between women and government officers that resulted in positive responses regarding property, land and other ESC related issues.</p> <p>RPK (2.a.) Target group: Government officers: Relevant government officers of the district/local level have been more co-operative, supportive and committed to resolve land and other ESCR related issues of women from border villages. They (e.g. Grama Niladharis and Land Development Officers) have also built better rapport among each other to provide better services for these women</p> <p>RPK (2.a) Target groups - Women and the community: Spaces within district and national level is created for FHH including widows of former border villages whose ESCR were violated.</p>

		<p>Viluthu (1.b): Existence of a national widows charter prepared through FHHs consultations in Jaffna, Puttalam, & Batticaloa with FHHs of Jaffna, Puttalam, Batticaloa, Kilinochchi, Mullaitivu, Vavuniya, Ampara, Moneragala, Polonnaruwa, Galle, Trincomalee, Anuradhapura, Kurunegala (13 districts).</p>
	<p># of spaces created for advocacy dialogue between organizations representing a diversity of groups and relevant stakeholders at local, national and international level</p>	<p>Viluthu (1.b) Target Groups: Perspectives of both Sinhala speaking widows and Tamil speaking widows were brought to the mainstream during the submission of the National Widows’ Charter during the widows’ conference in 2015.</p> <p>FW: The post war trends in early marriage report received global coverage in the WUNRN List Serve. It was reported together with the OHCHR Investigation Report (OISL) on Sri Lanka and got maximum publicity. The Centre for Reproductive Rights (CRR) also carried this report in their List Serve, which has coverage globally and regionally.</p> <p>FW: The following articles were published in mainstream and social media on issues of FHH that have been raised by FOKUS WOMEN</p> <p>FW: A blog post was written by Deputy High Commissioner at the British High Commission, Laura Davies for International Women’s Day 2015 on the three FHH studies conducted by FOKUS WOMEN (FW) http://blogs.fco.gov.uk/lauradavies/2015/10/13/women-peace-and-security-3/</p> <p>FW: Creation of a twitter account, blog page and Facebook account that taps into the fast growing social media arena has provided the general public with the space to engage in all three languages and discuss issues related to FHH. See link below along with the summary of public engagement: Following the launch of 3 studies on FHH with BHC support, articles and blog posts were published on social media (Tweets: 94, Profile visits: 2,265, Followers: 124, Tweet impressions (Number of time content of page displayed): 36,261, Mentions: 17)</p> <p>A total of ten blog posts were published under the following titles</p> <ul style="list-style-type: none"> *New Studies on Female Heads of Household in Sri Lanka are out! *Female Heads of Households: Falling Through the Cracks? *Female heads of household in the North and East of Sri Lanka *What does it mean to be a Female Heads of Household? *Land rights and Female heads of household in the North and East of Sri Lanka *Status of “military Widows” *Launching of studies on the status of Female Heads of Households and their access to Economic Social and Cultural Rights *Displacement and return *A research across 8 districts in the North and East *High percentage of underage marriage

	<p>FW: CD of FOKUS WOMEN conducted a training workshop session on implementation of UNSCR 1325 drawing examples from FOKUS Programme for community leaders who are part of religious diversity project organized by the International Centre for Ethnic Studies (ICES) that was done in collaboration with Equitas Canada.</p> <p>FW: Article on post war trends in early marriage by a journalist published online - http://roar.lk/reports/child-marriage-in-sri-lanka/</p> <p>NPC (1.a): Approximately 80% of the women trainers (including core group members) participated in the healing activities.</p> <p>NPC (1.a) Target group: Women’s lives have been positively affected by the healing activities decided by the larger group of women (trained ToTs, 9 district level orientations on gender dimensions of TJ and 9 district level follow up consultations) Refer Annex 6 & 7: Group Stories of Change from Vavuniya & Puttalam</p> <p>NPC (1.b) 26 Stories of Change have been documented</p> <p>NPC (1.b) Target groups: After the many successes in the healing activities many women are now mobilized to actively work together to create solutions within their communities (Refer Annex 1 to 5: Individual Stories of Change).</p> <p>NPC (1.c) In all the 8 healing activities concluded it has been with collaboration with local/national level civil society organizations. None of the district level core groups are interested in formalizing their partnerships with local/national level civil society organisations due to lack of funding and initiative.</p> <p>NPC (1.c) Target groups: Women including members from district level core groups (other than Hambantota) collaborated with local and national level civil society organisations such as Centre for the Protection and Promotion of Human Rights, Karadeniya Rural Women’s Organization, CSHR, Viluthu, Kalmunai Rural Women’s Organization, Ampara Mother’s union, Human Development Organization-Kandy, Sarvodaya-Nuwareliya, Rural Women’s Union Vavuniya and Legal aid commission when engaging in community level healing. Most of our partner organizations and core group members now also directly work with these civil societies to help resolve issues raised at grass root level</p> <p>Suriya (1.a): 12 women have started to share their histories across communities.</p>
	<p>Suriya (1.a) Target groups: These sharing has helped the local women’s network to learn and understand the new processes coming in place in relation to transitional justice in Sri Lanka. And also to think about how they want to engage with the consultations being planned.</p> <p>Suriya’s 16 days of activism event created a space for women who were involved in the sharing process to confidently share their process of documentations with a bigger group of women’s organisations and community women.</p>

	<p>Suriya (2.a): 10 women have agreed to write and publish their stories collectively and 5 women have agreed to publish their stories with some certain conditions</p> <p>Suriya (2.a) Target groups: 5 women have expressed willingness to publish their stories as one booklet which will generate new knowledge and histories on truth, justice and accountability</p> <p>Viluthu (2.c): The women have led 32 public demonstrations and media conferences.</p> <p>The members of Amara have met the UN working committee and other UN persons to share the progress of LLRC and HR. The district networks of the seven districts have advocated to increase the 1/3 quota for women in the LG election in 2016.</p> <p>Viluthu (2.c) Target Groups: During the reporting period, the members of District LLRC sub-committee have participated in the public demonstrations and media conferences on disappeared persons, detainees, land issue, VAW, water issue, housing, language issue and Muslim IDPs.</p> <p>The leaders profiles of Amara forums and WRDSs have been submitted to the party organizers and meetings was held.</p> <p>The District federation of Trincomalee has the opportunity to influence media to give newspaper coverage on their demands to increase the 25% quota for women in the LG election</p>
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Annex E: Products Produced by the Programme

Colombia	Phase I 2010-2013	Phase II 2014 - 2016
FOKUS Office	<ul style="list-style-type: none"> - Calendario 2012 - Calendario 2013 - Calendario 2014 - Publicación: destejendo la guerra, tejiendo la paz - Diplomado UN. - Libro: Aportes para el debate sobre la paz - Boletín para la visita de la relatora sobre violencia sexual. - Documento Sistematización del Proceso Administrativo. - Sistematización del Programa FOKUS 1325 Colombia (2011-2013) "A nosotras también nos cabe el país en la cabeza" 	<ul style="list-style-type: none"> - Nos tomamos la vida en serio- Voces de mujeres que reflexionan sobre guerra y paz en Centroamérica - Programadores 2016. - Doc. Final Víctimas Mujeres - Mujeres por la Paz - Lourdes Castro - Nos tomamos la vida en serio : voces de Mujeres que reflexionan sobre guerra y paz en centroamerica. - Videos de panelistas Centroamericanas y Colombianas, registro fotografico, memoria digital del evento y video general. - Memoria seminario mujeres y paz Centroamerica Colombia
CCT	<ul style="list-style-type: none"> - Mujeres al poder casa ursula - Video-multimedia: Diálogo polifónico de mujeres por la paz de Colombia. - “Mujeres por la paz de Colombia: Materiales Polifónicos para la paz” - Libro: Mujer de largas trenzas. - Cartilla: La casa de Úrsula - Vídeos de Mujeres por la paz de colombia (Las Mujeres del Catatumbo, Historias de Úrsula y La Hija de Celia) - Una historia contra el silencio y el olvido. - Libro: Historias de Úrsula - Agenda de mujeres para la paz - Video: Mujeres, paz y seguridad 	<ul style="list-style-type: none"> - Mujeres Arte y Parte en la Paz de Colombia - 1 cd sobre los performances y polifonías en el marco de sus acciones 2015. - 1 version del libro producido por el teatro la máscara de la CCT laboratorio de creacion teatral y pensamiento feminista. - libro Ursulas, mujeres constructoras de una cultura de paz. Performances y Polifonías, publicado por la CCT. - Un libro de memoria fotografica 2015

<p>CPC</p>	<ul style="list-style-type: none"> - Libro: Sistematización: Consulta: situaciones vividas por las mujeres de las UPZ 80, 81 y 82 de la localidad de Kennedy - Bogotá y su relación con el conflicto armado colombiano. - Libro: Autocuidado reflexiones y Herramientas - "Las Mujeres construimos la Paz. Agenda de Mujeres de Kennedy para la Paz" 	<ul style="list-style-type: none"> - Cartilla: Mujeres Constructoras de Paz-Autocuidado: Reflexiones y Herramientas. - Autocuidado reflexiones y herramientas 2a. Edición - Boletinas 2014 Por los Derechos Humanos de las Mujeres y la Paz
<p>ESC GEN</p>		
<p>EXCOMB</p>	<ul style="list-style-type: none"> - Video: Mujeres excombatientes soñadoras y constructoras de paz - "Constructoras de Paz" Red Nacional de Mujeres Excombatientes de la Insurgencia. 	
<p>FMW</p>	<ul style="list-style-type: none"> - Video-documental "Noti-Wayuu" - Revista: Informe CEDAW para mujeres indígenas. 	<ul style="list-style-type: none"> - Informe sobre la situación de mujeres indígenas Wayuu relacionado con la violación a sus derechos humanos y colectivos. - Video Mujeres constructoras de paz. 10 cds el proceso de la fuerza mujeres wayuu-mujeres constructors de paz - NotiWayuu
<p>HUMANAS</p>	<ul style="list-style-type: none"> - Libro: Diez años de la Resolución 1325 en Colombia. Doc completo - Libro: Tierra y territorio: Afectaciones y retos para las mujeres. - Libro: Mujeres en territorios urbanos de inseguridad. - Libro: Cumplimiento del Estado colombiano con la Resolución 1325. - Diez años de la Resolución 1325 en Colombia. Doc completo Informe ejecutivo. - Libro: Obligatoriedad y Exigibilidad de la Resolución 1325 en Colombia. - Boletines No.2 A 20 - Las trece de la 1325 en Colombia. - "Mujeres en territorios urbanos de inseguridad" - Boletín humanas del 1 al 6 	<ul style="list-style-type: none"> - Cartilla: Manual pedagógico al comPaz con los y las jóvenes. - Entre parches y recorridos. Herramientas de educación para la paz con justicia de género. Educar para la paz con justicia de género. Un reto político, cultural y pedagógico - CAMPAÑA: SÍ, SUCEDIÓ EN COLOMBIA.

<p>LIMPAL</p>	<p>- PDF: Veeduría: participando ando a la sombra de la Resolución 1325 - Libro: Agenda de Mujeres, Paz y Seguridad: Mujeres Rompiendo el silencio, exigiendo la paz.</p>	<p>- ANEXO 11: PROPUESTA FORO DE VICTIMAS. ENCUENTRO DE REDES Y ORGANIZACIONES DE MUJERES DEL DEPARTAMENTO DE BOLIVAR (RELATORIA) - 1 ejemplar de la publicación 100 años LIMPAL. El poder de las mujeres construyendo Paz</p>
<p>CORPO-MANIGUA</p>		<p>Agenda: Memorias de Mujeres- 1 cuaderno de trabajo Caminar y reconocer otros territorios - Intercambio 1 Concluye Intercambio Finalizo seminario con servidores y servidoras publicas Foro reencuentro para encender tus sentimientos Grupo Transitorio Imágenes sobre los derechos de nosotras Plantando Violetas Proyecto Muteama Seminario Tejiendo Alternativas Pedagógicas Soy mujer tengo derechos 25-Nov-15 Artículos publicados en la Web y Redes</p>
<p>COLEMAD</p>	<p>- Libro: El activismo de las mujeres por la paz en la región caribe: La experiencia del espacio de confluencia multicultural de mujeres - Boletín: ENTERATE - Video: Mujeres Paz-os y estrategias para una paz con derechos. Una experiencia de mujeres participando y construyendo para una paz en Colombia.</p>	
<p>CJYC</p>		<p>Sobre el proyecto de ley de restitución de tierras</p>
<p>LUNARIA</p>		<p>1. Vida y territorio: -fotos - dialogando la habana para soñarnos colombia-la cartilla Boletín SUCRE de MUJERES</p>

		<p>2. La gran parada: fotos, registro gráfico talleres, video</p> <p>3. Cartografía sur: mujeres indomables (vídeo)</p> <p>4. GAAT: FOTOGRAFIAS, MANIFIESTO NUESTRAS VOCES, TRANSFORMANDO la PAZ</p> <p>Agenda pedagógica mujeres caminando por la verdad</p>
P.C.N.		
Sri Lanka	Phase I 2010-2013	Phase II 2014 - 2016
AWAW	<ul style="list-style-type: none"> - Advocacy Road Map - Report on the Workshop to develop Advocacy road map - Project Completion Report 	<ul style="list-style-type: none"> - Bi-Annual Narrative report 2014 - Annual Narrative Report 2015
CSHR	<ul style="list-style-type: none"> - Final follow up Report on ATP - Advanced Training Programme on Women and Peace Building- Trainer Guide - Study pack for Advanced Trainign Programme on Women and Peace Building participants - Project Completion Report 	<ul style="list-style-type: none"> - Research proposal - Literature Survey - Database containing the data collected from the field - Research report - Research publication in 3 languages - Case studies and materials for interactive consultations with government officers, military and police in North, East and North Central provinces. - Follow up report on the interactive consultations with government officers. - Training materials for residential camps - Provincial Action plans of ATP participants - M&E report on the action plans of ATP participants - Update reports of the ATP Alumni working committee - Training material for paralegals - Monthly progress reports of the interventions by paralegals - Follow up (findings from trained paralegals) reports of CSHR

		<ul style="list-style-type: none"> - Advocacy documents - Follow up reports of discussions, dialogues and advocacy initiatives through emails and social media interactions. - Facebook page - Assessment report of dialogue forums in North, East and North Central provinces. - A pictorial leaflet of best practices and challenges in implementing UNSCR 1325 in relations to ESCR at provincial level. - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014 - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
CWD	<ul style="list-style-type: none"> - Study on Women headed families in the Northern Province - Study on Land Rights and Women in the Northern Province - Comparative study on LLRC report, Land rights report and study on WHH - Project Completion Report 	
HHR	<ul style="list-style-type: none"> - Report on the discussion on land issues - Project Completion Report - Video documentary on female Ex-LTTE combatants - Survey Report on Land Rights - Situation Report on Ex-combatants 	<ul style="list-style-type: none"> - Curriculum for paralegal training - CDG meeting minutes - Incident report of case wise - Referral reports - Beneficiaries satisfaction questionnaire - Client data sheet - Case file - Analysis of legal redress - Database containing 2970 cases - 9 advocacy papers based on the nature of HR violations - Reports published by international stakeholders with due acknowledgement of HHR - Briefing papers on conflict affected women - Minutes of network meetings

		<ul style="list-style-type: none"> - Pictures of local level advocacy campaigns by CDGs and youth group members - Updated database on land issues for RPK’s advocacy (FOKUS partner) - Details of referrals made by HHR categorized based on type of institution and type of issue - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014 - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
MWRAF	<ul style="list-style-type: none"> - Report on Incorporating UNSCR 1325 into Quazi court system - Document on finding gender sensitive judgements - Analysis and Findings by the diverse group at ground level on 1325 - Report on People's forum: On Achievements of regional advocacy for UNSCR 1325 - Media advocacy - Project Completion Report 	
NPC		<ul style="list-style-type: none"> - Working document (module) on Transitional Justice (TJ) - Training materials used for training (in Colombo) on Gender dimensions on TJ - Activity report (with pictures) of training (in Colombo) on Gender dimensions on TJ (including pre and post test scores annexed to the report). - Updates on WPS issues on social media platforms - 9 documents capturing the steps of transition/ women’s perspectives of transitional justice - Training materials used for district level orientations on Gender dimensions on TJ

		<ul style="list-style-type: none"> - 9 Activity reports (with pictures) of district level orientations on Gender dimensions on TJ - 9 Activity reports (with pictures) of district level follow up consultations on Gender dimensions on TJ - 9 Activity reports of core group planning meetings (for healing activities) with profiles of core group members - 9 Activity reports (with pictures) including case studies (capturing women’s perspectives) of healing activities - Documented experiences of women - shared by women - during exchange visits - Activity report (with pictures) of the preparatory meeting - Women’s Manifesto on healing - Activity reports (with pictures) including the national level meeting to share and ratify the women’s manifesto with different stakeholders. - 5 short documentaries uploaded on Youtube - Publications on case studies/stories of change/stories of impact/impressions (of healing activities and exchange visits), manifesto - Briefing paper - Feedback and comments on the documents through post, email and social media - Materials (e.g. photographs, video documentaries) for the traveling exhibition - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014 - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
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<p>RPK</p>	<ul style="list-style-type: none"> - Survey Report on women's Land rights in former border villages - A leaflet on issues faced by war affected women in former border village - Project completion Report 	<ul style="list-style-type: none"> - Summary of progress on women's ESCR (including land rights) - Individual and Group Stories of Change from Task Force members (women's network representatives) - Summary of progress on women's ESCR (including land rights). - Updates on WPS issues on social media platforms - Individual and Group Stories of Change from Task Force members (women's network representatives and government officers) - Final Questionnaire - FHH report in all 3 languages - List of stakeholders/authorities the reports was circulated - A database containing information on FHH with land and other ESC issues. - Media articles and social media updates on feedback, impressions, comments, photographs, videos of street and forum theatre, poetry forums (in collaboration with FOKUS Colombo Office) - Profiles of women (including FHH) with ESC issues including land maintained by DS network officers and members - Summary of progress on women's ESCR (including land rights) - Individual Stories of Change of women including FHH who have claimed their ESCR including land rights. - Activity report with pictures, feedback, impressions, challenges etc of the exchange visit to Jaffna in collaboration with FOKUS Colombo Office.
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		<ul style="list-style-type: none"> - Minutes/Activity reports (with pictures) of 9 advocacy meetings on ESCR including land rights (with list of names of women’s networks members, politicians and government officers at divisional, district level and provincial level – including task force members - annexed to each report) - Advocacy documents prepared by Task Force members (e.g. letters, statements, presentations etc) - Group Stories of Change from Task Force members (women’s network representatives and government officers) - Campaign names with list of campaign participants - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014 - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
<p>Viluthu</p>	<ul style="list-style-type: none"> - Memorandum on Women Headed Households - WOMEN IN POST-WAR Sri Lanka: Research on War affected Female Heads of Families Districts of Jaffna, Vavuniya&Batticaloa. - Project Completion Report 	<ul style="list-style-type: none"> - Summary (‘xl’ sheet) of instances (with sponsor, amount, district, how many members, purpose) Amara Forum members have received ESC support at local, district and national level (with annexed scanned copies of Amara Forum log books and field officers’ reports) - Pre and post test scores on improvement of knowledge on service providers available at divisional, district, and national levels on ESCR - 2 Curricula/Syllabi on gender and advocacy - Use friendly handbook on service providers - Scanned copies of Amara Forum membership registry - Individual and Group Stories of Change from Amara Forum members

		<ul style="list-style-type: none"> - Summary (who, where and what/response) of positive responses from policy makers at the national FHH conference (with links to social media responses) - Summary ('xl' sheet) of local and district level collective and individual advocacy initiatives by FHH (with annexed scanned copies of field officers' reports on FHH initiatives) - Articles (print and online) published by district and provincial level journalists on local and district level advocacy initiatives by FHH (with links to online articles) - Activity report with pictures, feedback, impressions, challenges etc of the RPK exchange visit in Jaffna in collaboration with FOKUS Colombo Office. - 10 reports on consultations with WHHs in the South (Puttalam, Kurunegala, Moneragala, Galle and Anuradhapura) - Advocacy documents on FHH: Widows Charter, Memorandum of WHH from the North and East, Case Studies from other countries, a booklet on success stories and lessons learnt by Amara Forums, CDs, letters, statements, presentations etc) - Media articles (print and online) and social media updates on feedback, impressions, comments, photographs, videos of national level advocacy on FHH including FHH conference (with links to online articles and social media pages) - Individual and Group Stories of Change from Amara Forum members
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	<ul style="list-style-type: none"> - Pre and post test scores on improvement of knowledge on relevant provisions of the LLRC report, NAP on LLRC and NHRAP - Summary ('xl' sheet) of ESC issues of FHH collected and documented by WRDSs District Sub Committees (categorized in to districts) - Articles (print and online) published by district and provincial level journalists (with links to online articles) - Updates on WPS issues on social media platforms by trained staff and District Sub Committees (with links to social media pages) - Curriculum/Syllabus for LLRC training workshops for WRDSs - Interviews and videos of WRDSs District Sub Committee members published on mainstream and social media - Scanned copies of WRDSs membership registry - Individual and Group Stories of Change from Amara Forum members - Action plans of WRDSs District Sub Committees - Summary ('xl' sheet) of documented ESC issues of FHH followed up by WRDSs District Sub Committees with local government authorities (categorized in to districts) - Summary ('xl' sheet) of documented ESC issues of FHH followed up at the national level by WRDSs District Sub Committee leaders in collaboration with South based organizations (national level CSOs)
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		<ul style="list-style-type: none"> - Photographs, videos of meetings, scanned copies of letters, petitions, statements submitted to local and district level government officers/institutions and identified CSOs in the South by the WRDSs District Sub Committees - Individual and Group Stories of Change from Amara Forum members - Summary (who, where and what/response) of positive responses – on issues related to reconciliation - from key government officials and parliamentarians (with links to social media responses) - Joint statement/s prepared by 15 WRDSs District Sub Committee leaders and 5 CSOs - Summary (who participated, where, on what issues/s, decisions/follow up) of instances the local and national coalition engages with relevant stakeholders on issues related to reconciliation - Articles (print and online) published by journalists (with links to online articles) on the round table with ministries, Parliamentary Women’s Caucus, media and FOKUS partners - Photographs, videos of the round table meeting, scanned copies of letters, petitions, statements submitted to key government officials and parliamentarians : Individual and Group Stories of Change from Amara Forum members - “Summary of progress on ESC issues of FHH monitored by WRDS District Sub Committees” containing relevant information under each output. - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014
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		<ul style="list-style-type: none"> - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
Suriya		<ul style="list-style-type: none"> - Home visits follow up reports with Stories of Change' - Final publication on on Suriya's history of activism - Quarterly meeting minutes of women's histories with signature sheets including Stories of Change (Individual & Group) - 3 Booklets including a booklet on UNSCR 1325 including audio/visual materials - Bi-Annual Narrative Report 2014 - Annual Narrative Report 2014 - Bi-Annual Narrative Report 2015 - Annual Narrative Report 2015
WMC	<ul style="list-style-type: none"> - Responses to Concluding Observations of the CEDAW Committee dealing with Conflict - Shadow report - 2013 Civil Society Monitoring Country Report to GNWP - Five monthly medium specific outputs - Women Claiming Rights Using Normative framework of UNSCR 1325 and CEDAW. Study on Women Affected by Conflict in Post war Sri Lanka - A blog- Women Claiming rights - Project Completion Report 	
YUGASHAKTHI	<ul style="list-style-type: none"> - Reports on Trainings on UNSCR 1325 to the community groups - Report on cluster level reflexion-prioritized issues of FHHs - Report on Federation Meeting - Project Completion Report 	
FOKUS WOMEN Office	<ul style="list-style-type: none"> - Baseline Study on UNSCR 1325- Women in Times of Transition - Briefing Paper on Baseline Study 	<ul style="list-style-type: none"> - Conference Report- Milti-Stakeholder Dialogue on FHHs in SL: From Discourse to policy implementation - Video- Milti-Stakeholder Dialogue on FHHs in SL: From Discourse to policy implementation

	<ul style="list-style-type: none"> - Video documentary- Women in Times of Transition - Evaluation Report of First Phase - 9 partner assessments - Reports on partners' capacity building 	<ul style="list-style-type: none"> - A study on the FHHs and their ESC Rights in Ampara District - A study on the FHHs and their ESC Rights in Anuradhapura District - A study on the Muslim FHHs and their ESC Rights in Puttalam District - ToR for Quazi courts - Briefing Paper- Post War Trends: Child Marriage in Sri Lanka - Report- Launch of the study on Post War Trends: Child Marriage in Sri Lanka - Catalogue-Launch of Traveling Exhibition - Reports on the meeting-Building partnerships for CSR: Corporate Sector and Grassroots Women - Shadow report on women's land rights- to Human Rights council - Reports on partners' capacity building - Briefing Paper on Joint Ownership of land - Advocacy documents on Joint ownership of land - Report on Opinion poll on Joint ownership of land in the North
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Annex F: Future Wishes

Wishes for the future by implementing partners in Colombia

- Achieve the participation and inclusion of the proposals of women in territorial development plans and other spaces proposed agreements from Havana
- Accompany the women stripped in the process of land restitution
- Inclusion of women from the FARC
- Strengthening monitoring of the peace agreements
- Exchange with other regions
- Generation of security strategies for women threatened by their labour work
- Strengthen the capacity of advocacy of youth and women
- Develop a communication strategy for peace
- Develop a programme for cultural repair and transitional justice
- More exchange between partner organizations
- More exchange between target populations of the partner
- Working more with men and mixed organizations
- Articulate with partner organizations in each of the territories
- Strengthen local women’s incentives for peace in the municipalities intervened
- Strengthening local capacities for peace building promoted by the broader human rights movement in the city
- Redirect work towards local level
- Building alliances with other social actors to influence peace from territories
- Reduce violence against women to open space for their participation and political action
- Disseminate information in the agreements in order to get women to monitor them
- Have a reading of the implications for women of the new of post-agreement reality
- Develop protocols for preventing violence in the new scenario.
- Inform the society on the implementation of the agreements
- Influence the new institutional framework that is believed to implement agreements, particularly special jurisdiction for peace, to ensure that the realities of women are taken into account, especially victims of sexual violence.
- Monitor the implementation of the agreements from the logic of 1325.
- Documenting processes through research the situation of women victims of sexual violence in the territories and deliver reports to the commission of enlightenment and truth.
- Articulate more actions between organizations
- Protection against new risks

Wishes for the future by FOKUS Colombia staff

- Women as political actors acting and leading the implementation and monitoring agreements
- Strengthened Organizations viewing and build peace agendas from women, managed to state actors
- Presence of women and organizations in ongoing dialogue and advocacy in the institutions for peace
- Process enforceability of women initiators
- Geographic concentration
- Consider reducing the number of partner organizations

Wishes for the future by implementing partners in Sri Lanka

- Including women in all decision making processes in phase 3 and ensuring their ESCR. Any progress in civil and political rights should be accompanied by advancement in socio-economic rights.
- Phase 3 should create linkages between these sets of rights and their inter-relational aspects. Equitable and sustainable development for women can only happen where there is a shift away from providing livelihood to economic empowerment as a whole. Ability to contesting elections or participating in public forums is severely limited by women’s disadvantage in this area. Therefore phase 3 should combine these under SDG no 5 gender equality.
- A broader mandate that addresses issues such as labour rights, more interaction with men, sexual and reproductive rights. 1325 mandate is not broad enough.
- A programme with networks of women’s groups more and better than it already is doing. Eg. Not just link women through the organization in which she works for but create a network of women activists that can act as resource and consultative body create a mandate for this women’s movement/ organization.
- Economic and sustainability will be achieved by Sanjeevi
- Amara network will become as a women’s movement in the country
- LLRC sub-committee will be directly reported to the government. The progress of the LLRC implementations in the districts
- National widow’s charter will be accepted by the government.
- Reach to the women in the community directly and empower them on leadership and decision-making, peace-building.
- Create linkages among women in the service providers, media, civil society to find an opportunity for their voices.
- Sensitize government officers, law enforcement officers, military on women’s role in decision-making, peace-building and as rights activists.
- The community will understand about the reconciliation process. They will decide what they want. Eg. They want truth commission or prosecution or both. The opinion of community about the TJ process/ mechanism.
- Planned to go to North Central province
- Young girls and boys in the communities are actively responding to injustice and gender discrimination in the communities and claim their rights.
- Acknowledgement and knowledge creation among women and young girls and boys on gendered perspective of reconciliation and peace.
- Linkages among 3 communities.
- Economic empowerment.
- Women’s participation in politics.
- Including the entire area in the selected division.
- Reconciliation.
- Livelihood development activities.
- Safe house for abused women.
- Self-employment training.
- Reconciliation/ all communities to enjoy their rights
- Stage two by CSHR for more communities to gain knowledge.
- Programme on improving reconciliation among the ethnic groups.
- Capacity development training to government officials.
- Implementing livelihood development project.
- Programmes to address issues of widowers.

- More awareness for early marriage.
- Make strong/ develop the capacity of the Task Force.
- Focus on health issues (kidney, nutrition, drinking water).
- Grant/ relief for GBV victims and marginalised youth to uplift their lives.
- A focus on including innovative approaches to address economic challenges. Women have to be encouraged to become pioneers in sustainable development & climate change as they are to gain from responding to these issues.
- Ability and flexibility to work on issues other than those related to women, peace and security.
- Regular meeting with members of women’s group to create platform to discuss and work together. That way the women’s network in Sri Lanka will be much stronger.
- SDG’s should be considered with 1325.
- Amara network will be extended and expanded to the other parts of the country via FOKUS WOMEN.
- The next LLRC-NAP for 5 years will be included in the FOKUS advocacy.
- Open government partnership will be motivated and civil society activism will be concerned.
- More interaction with district based women’s organizations/ societies to identify their issues and role models.
- More practical strategies to transfer knowledge into practice by government officers, law enforcement officers, military.
- Expand networks with policy makers.
- More technical support.
- Group work centres.
- Enhanced knowledge in TJ.
- Research.
- Expertise on working with young people need to be further developed and incorporated with the programme.
- More focus on Task Force activities.
- Increased knowledge on language and culture.
- Networking of all the organizations working in this project.
- Address all the issues in the village.
- Ability to conduct year-long activities.
- Covering the entire DS division of Anuradhapura.
- More training on Human Rights.
- Funds to run the Task Force.
- Funds to be received in the beginning of the year to run the project successfully.
- FOKUS should cover all the villages in the districts affected by war.
- Facilitate to establish Task Force in other 5 DS divisions.
- More exposure visits between women’s networks and organizations.
- Facilitate awareness campaigns on kidney diseases and clinics.
- Awareness for communities and government officials on national reconciliation.
- Change the point of view focusing on female/ male into that of gender equality.

Wishes for the future by FOKUS WOMEN staff in Sri Lanka:

- TJ processes will incorporate women’s needs and report their experiences.
- Focus on reconciliation of 3 communities.

- Reconciliation through theatre, art, song, poetry and dance rather than workshop activities.
- Women will continue to work with government officers at local level.
- Women access and get justice under the TJ mechanism.
- Close linkage with women's organizations and corporate sector is developed and corporate sector have more projects targeting women.
- Women's voices are heard in the state led reconciliation programme.
- Financial reporting improvements in the organizations.
- Qualitative financial reports in the future with the knowledge gathered during phase 1 & 2.
- The programme should focus to improve the results of the beneficiaries & the impact to the grassroots level women so that they reap maximum benefits.
- Should concentrate on issues of other communities (estate sector) to add quality to programme.
- Programme should continue to link with Sinhala, Tamil and Muslim women.
- Programme should bring in economic cultural, social, civil and political rights of women. This includes litigation and legal aid for Sinhala, Tamil and Muslim women.
- Finding new organizations who work closely with military and police at district level.
- Expand the mandate of the programme to link with organizations who provide livelihood support.
- To have more flexibility working with partners.
- To have a diverse range of partner organizations and collaborating organizations.
- To bring in ESC rights into the TJ process
- To focus on civil and political rights of women thus the need to bring in organizations that work on such themes.
- To bring in art forms to bring about reconciliation into the programme.
- More activities within the programme to work on land rights of women.
- The 1325 programme should view as broad area should include TJ and reconciliation.
- Should be flexible to work with corporate sector.
- Need to work with southern women's organizations so that a holistic approach will be there.
- The modality should be activity based organizations so that it will be easy to work with organizations on their expertise.
- Domestic violence should also be seen as post war issues faced by women.
- More district based organizations who work directly with grassroots level women.

Wishes for the future by staff in FOKUS Norway

- An explicit and strong women's perspective in transitional justice – processes in both countries
- Visible and vocal women from diverse backgrounds (age, ethnicity, social class, rural/urban, ex-combatant etc) influencing public debate on transitional justice, reconciliation and peace at local, regional and national level.
- Solid (as in sustainable) locally based platforms/organizations/coalitions of women in both countries who have the skills, competencies/resources to follow up the peace processes in a long term perspective (15-20 years)
- Successful transitional justice processes in both countries -> lessons learned from both but also for others

- Implementation of the agreements with larger women’s perspective where more actors support women
- Strengthening and development of women’s perspectives at all levels
- Less violence and increased security
- SL: gender sensitive transitional justice mechanisms have been implemented by the government
- Women’s organisations cooperate with government in creation of national action plan on 1325
- Advocacy/cooperation between the two country offices to influence international policies
- Implement work connected to reconciliation phase in both countries
- Lobby for inclusion of gender perspective in all future processes
- Work for processes in NAP on WPS to create strengthened government ownership
- Add on pilot for programming to be developed in MENA regions. Syrian women – empowerment and inclusion of peace process and possible rebuilding.
- Maybe a stronger focus on organizational strengthening, a good analysis + subsequent project components on what the organizational needs of the most relevant platforms/women’s organizations/coalitions are, to ensure sustainability. Combined with specific (more targeted) projects ensuring women’s participation in different aspects of the “peace processes”: capacity building, skills / ensuring safety, protection / communications etc (Like today’s programme)
- Work with partners’ scepticism towards national authorities
- Ensure long-term financing
- More synergies with other actors such as the human rights movement, indigenous etc
- Fewer partners/geographical areas/thematic issues
- More cooperation/communication between Sri Lanka and Colombia
- Better cooperation between organizations in Sri Lanka and better understanding of how all are working towards the same result/goals.
- Good quality partners
- Broad inclusion – ethnic, geography, diverse women’s organizations
- Continues strong local ownership
- Strengthen/further developed structures of cooperation between FOKUS HQ and country offices and partner organizations

Annex G: Fieldwork itinerary

Colombia: July 11th-18th

Date	Time	Venue	Activity
Monday	09:00–12:00	FOKUS office	Meeting with FOKUS team in Bogota
			Lunch
	14:00-15:00	Norwegian embassy	Norwegian embassy – Lars Vaagen and Luisa Fernanda Reyes
	15:00-18:00		Meetings with national/international stakeholders
Tuesday	08:30-09:30	FOKUS office	Meeting Corporacion Humanas
	09:30-13:30		Meeting with partner organizations Phase I
			Lunch
	14:30-17:30	FOKUS office	Meeting with partner organizations Phase II
Wednesday	09:00-12:00	CPC-Kennedy	Meeting with women beneficiaries (CPC)
	12:00-13:00		Meeting with local authorities (district and local)
			Lunch
	15:00-18:00	FOKUS office	Meeting with beneficiaries (Fondo Lunaria and Otra Escuela)
Thursday	09:00-12:00	FOKUS office	Meeting with Espacio de Cooperacion Internacional para la paz
	15:00-17:00	UNWomen	Meeting with UNWomen, Mesa de Genero
			Travel to Cartagena
Friday	08:00-09:00	Cartagena	Meeting with responsible on women issues at the municipality of Cartagena.
	09:00-12:00	Cartagena LIMPAL office	Meeting with women beneficiaries from San Jacinto, San Juan and Cartagena (LIMPAL)
			Lunch
Monday	09:00-11:00		De-briefing with FOKUS office

Sri Lanka: August 1st to 5th

Date	Time	Venue	Activity
Monday	09:00-12:00	FOKUS office	Meeting with FOKUS team in Colombo
			Lunch
	13:00-17:00	FOKUS office	Meeting with partner organizations from Colombo (HHR, Viluthu, NPC, CSHR)
Tuesday	09:00-12:00	FOKUS office	Meeting with beneficiaries (CSHR trainees)
	12:30-19:30		Travel to Batticaloa
Wednesday	8:30-10:30	Suriya	Meeting with Suriya (possibly also local staff)

		office	from HHR)
	11:00-12:00		Meeting with local authorities/decision makers targeted by Suriya, NPC, Viluthu and HHR
			Lunch
	13:00-16:00	Suriya office	Meeting with women beneficiaries (HHR, Viluthu, Suriya, NPC)
	16:00-19:00	Suriya office	Meetings with four different national peace stakeholders
	19:00-20:00	PM’s House	Meeting with TNA PM (Viluthu contact)
Thursday	06:00-10:00		Travel to Anuradhapura
	10:30-12:30	RPK office	Meeting with RPK
			Lunch
	13:30-14:30	RPK office	Meeting with local authorities targeted by RPK
	15:00-17:00	RPK office	Meeting with women beneficiaries (RPK)
	17:00-23:00		Travel to Colombo
Friday	09:00-10:00	Norwegian Embassy	Meeting with Vidya Perera and Knut Nyfløt
	10:30-11:30		UNFPA
	12:00-13:00		Ministry of Women’s Affairs
			Lunch
	14:00-16:00	FOKUS office	De-briefing with FOKUS office

Annex H: Evaluation Tools

INTERVIEW GUIDES

FOKUS Offices

- 1) Written exercise: Most significant changes FOKUS Offices
- 2) Are there unforeseen and unintended positive impacts on final beneficiaries, and what are these?
- 3) If there have been negative impacts on the target population, has the Programme taken appropriate measures to mitigate such?
- 4) Which collaborating organizations have made strategic contributions to the Programme and what does that consist of?
- 5) Written exercise: Products FOKUS Offices
- 6) How does your office address duty bearers?
- 7) How did you choose partners?
- 8) How did you choose thematic areas?
- 9) How did you choose geographical areas?
- 10) How did you choose strategies?
- 11) Written exercise: Value added local FOKUS offices
- 12) Is there a clear division of roles, functions and decision-making between your office and FOKUS Norway?
- 13) Describe the Women’s Movement in Sri Lanka?
- 14) How has the Programme contributed to strengthening the Womens Movement?
- 15) What kind of administrative, management, planning, monitoring and documentation tools does the Office use?
- 16) Written exercise: Future local FOKUS Offices

Implementing partners

- 1) Presentation: Name, Organization, thematic focus in this Programme
- 2) Written exercise: Most significant change partners
- 3) Are there unforeseen and unintended positive or negative impacts on final beneficiaries, and what are these?
- 4) Have there been any negative impacts on the target population? What has the Programme done to mitigate the negative impacts?
- 5) Are the objectives of the Programme adequately addressing the political context and the main issues of women?
- 6) Written exercise: Value added partners
- 7) How would you say that the Programme strengthens the Women’s movement in Sri Lanka?
- 8) Written exercise: Products partners
- 9) Describe what changes within your organization being part of the FOKUS 1325 Programme has caused.
- 10) How has your organization engaged local capacities to achieve the expected results?
- 11) Have the target populations within your project been empowered to bring Women, Peace and Security issues forward in the communities where they work? Please describe.
- 12) If this Programme closes, would you still work on Women, Peace and Security related issues? What would you be carrying forward and what would you discontinue?
- 13) Written exercise: Future partners

Target Populations

- 1) What do you do as part of this project?
- 2) Since you joined the project, what have been the most significant changes for yourself and for your community? (Each woman mentions one item, and we do several rounds) (If not already mentioned; has your project addressed the relationship between men and women in the family/society, and have been any changes after the project started? Increased participation in decision-making by women? Increased protection of women? Institutional changes? Did you learn something new? Did you change attitude or behaviour? Do you cooperate with any other institution or organization? How did this benefit?)
- 3) Does your project achieve what it wants?
- 4) Are the changes you are working to achieve important for local women? In what ways?
- 5) Are there other important issues the project should have addressed in stead of or in addition to the activities you carry out now?
- 6) Have there been any negative effects because of the project? If so, did (the Implementing partner) do anything to assist?
- 7) Have you addressed local or regional decision-makers as part of the project? What did you do? What came out of it?
- 8) How does (the Implementing partner) assist your actions?
- 9) Is there something (the Implementing partner) could do differently to be of better assistance?
- 10) Is there any cooperation between yourselves and other partners of the FOKUS Programme, and what has come out of this?
- 11) Have you produced any product (book, report, CD, pamphlet, play, radio programme) within your project? How was this used/will it be used? Did the use of the product lead to any changes/what are the changes you believe this product can lead to?
- 12) Do you think participating in this programme has had an effect on your social profile within your community?
- 13) Do you think you can continue all or some of the activities you had done so far under this programme after its closure? If so, what?
- 14) What kind of changes do you hope you and your peers can achieve in your community in the long run?

National Peace Stakeholders

- 1) Describe your relationship with (FOKUS/the Implementing partner/target population)
- 2) What has been the contribution of (FOKUS/Implementing partners/target population) towards change (information, policy, outreach, increased trust, changed behaviour/attitudes)?
- 3) (FOKUS/Implementing partner/target population) informs that their actions have contributed to (X) changes, to what degree do you share this understanding?
- 4) How has the Programme contributed to the improvement of the situation for war affected women in the country/region?
- 5) Have you, after engaging with (FOKUS/implementing partner) brought the issues of concern to a higher level of decision-making, and did any change come through?

- 6) Are the objectives (explain) of the Programme adequately addressing the political context and the main issues of women?
- 7) Has the Programme contributed to strengthening the Women's Movement in Sri Lanka?
- 8) Have you received any products from (FOKUS/Implementing partner/ target population)? How did you find the quality of the product? Has the product been of use for you/your institution? (How? Why not?)
- 9) Is there anything unique in this Programme that other actors don't do?
- 10) According to your understanding, should the Programme of (FOKUS/Implementing partner/ target population) be expanded geographically or thematically?
- 11) According to your knowledge, have there been any negative effects on the target group caused by this Programme? If yes, what mitigating measures have been used?

International Peace Stakeholders

- 1) What is your relation with (FOKUS/Implementing partners)?
- 2) What has been the contribution of (FOKUS/Implementing partners) towards change (information, policy, outreach)?
- 3) To what degree are these changes lasting?
- 4) (FOKUS/Implementing partner) informs that their actions have contributed to changes, to what degree do you share this understanding?
- 5) How has the Programme contributed to the implementation of SCR 1325 in Sri Lanka?
- 6) Has the Programme contributed to strengthening the Women's Movement in Sri Lanka?
- 7) Have you received any products from (FOKUS/Implementing partner)? How did you find the quality of the product? Has the product been of use for you/your institution? (How? Why not?)
- 8) According to your understanding, should the Programme of (FOKUS/Implementing partner) be expanded geographically or thematically?

E-MAIL SURVEY

- 1) Please describe changes on community level or society level that have occurred as a consequence of activities carried out by your organization under the FOKUS Programme.
- 2) To what extent is your organization still carrying out activities related to Women, Peace and Security?
- 3) To what extent is the target population your organization worked with under the FOKUS Programme bringing forward Women, Peace and Security relevant messages and activities?
- 4) Do you believe that the FOKUS Programme addresses the main political issues of women in your country?
- 5) To what degree has the FOKUS office in Norway and the FOKUS office in your country assisted your organization, apart from funding?

WRITTEN EXERCISES

To FOKUS Offices:

1) Most significant changes FOKUS Offices

Write down the 5 most significant changes the Programme has achieved.

2) Value added local FOKUS offices

FOKUS Norway assists the local FOKUS Office with (please tick off one box per row):

	No	To some extent	To a large extent
Interpretation of UNSCR 1325			
Programme strategy/approach			
Connect with important/useful people			
Office management and administration			
Accounts			

The assistance from FOKUS Norway is (please tick off one box per row):

	Highly useful	Somewhat useful	Not applicable
Interpretation of UNSCR 1325			
Programme strategy/approach			
Connect with important/useful people			
Office management and administration			
Accounts			

Please note down other important ways where FOKUS Norway accompanies your local FOKUS office

Please note down areas where FOKUS Norway has a potential to improve their accompaniment to the local office

The local FOKUS office assists the implementing partners with (please tick off one box per row):

	No	To some extent	To a large extent
Interpretation of UNSCR 1325			
Project strategy/approach			
Connect with useful people/organizations			
Project management and administration			
Accounts			

Please note down other areas where the FOKUS office assists the implementing partners to improve

Please note down areas where you believe that your FOKUS office has a potential to improve your assistance to the implementing partners

3) Products FOKUS Offices

Mention three products that have made an impact and describe why you think the products were important.

Mention three products that have been made that did *not* produce any impact, and describe your understanding of why that was the case.

4) Future FOKUS Offices

Please write down the main results you will envision the Programme to achieve in Phase III

Which changes inside the programme would be needed in order for your envisioned results to come through?

To Implementing Partners:

1) Most significant change partners

Name of your organization:

What are the five most significant changes on women’s lives that your project has brought about?

2) Value added partners

The local FOKUS Office helps you with (please tick off one box per row):

	No	To some extent	To a large extent
Interpretation of UNSCR 1325			
Project strategy/approach			
Connect with useful people/organizations			
Project management and administration			
Accounts			

For you, the assistance from the local FOKUS Office is (please tick off one box per row):

	Highly useful	Somewhat useful	Not applicable
Interpretation of UNSCR 1325			
Project strategy/approach			
Connect with useful people/organizations			
Project management and administration			
Accounts			

Please note down other important ways where the local FOKUS Office assists your organization.

Please note down if there are any areas where the local FOKUS Office could improve their accompaniment.

Please note down all the positive things that have come to your organization from meeting and working with the other implementing partners of the 1325-Programme.

Please note down if there have been any hurdles/challenges regarding the cooperation and coordination with the other implementing partners of the 1325-Programme.

3) Products partners

Name of your organization:

Please mention any product(s) that your organization has produced under this Programme that have made an impact, and describe the impact.

Please mention any product(s) that have been made that did *not* produce an impact, and describe your understanding of why that was the case.

Please list good practices/strategies/activities that your organization has brought to the Programme that have made a change.

4) Future partners

Please write down the main results you will envision the Programme to achieve in Phase III

Which changes inside the Programme would be needed in order for your envisioned results to come through?

Annex I: Evaluation Matrix

Evaluation Questions	Criteria	Literature Review	Survey	Stakeholder interviews
What are the impacts that can be observed at this stage?	Impact Sustainability	✓	✓	FOKUS offices Implementing partners Target population National peace stakeholders International peace stakeholders
To what extent has the programme and its inventions contributed to these changes?	Impact	✓	✓	FOKUS Implementing partners Target population National peace stakeholders International peace stakeholders
Are there unforeseen and unintended positive or negative impacts on final beneficiaries?	Impact	✓		FOKUS offices Implementing partners Target Population National Peace Stakeholders
If there have been negative impacts on the target population, has the programme taken appropriate measures to mitigate such?	Impact	✓		FOKUS offices Implementing partners Target population
How has the programme contributed to the implementation of SCR 1325 and subsequent resolutions?	Impact (Effectiveness)	✓		FOKUS offices Implementing partners National peace stakeholders International peace stakeholders
Are the objectives of the programme adequately addressing the political context and the main issues of women?	Relevance	✓	✓	Implementing partners Target population National peace stakeholders
What has been the role and function of collaborating local and national organizations?	Relevance	✓		FOKUS offices Implementing partners Target population
Which collaborating organizations have made strategic contributions to the Programme?	Relevance	✓		FOKUS offices Implementing partners
Are duty bearers addressed adequately?	Relevance			FOKUS offices Implementing partners Target population National peace stakeholders International peace stakeholders
Is the strategy implemented the most appropriate?	Relevance			FOKUS offices Implementing partners Target population National peace stakeholders

Do proposed innovations have a potential for replication?	Relevance			FOKUS offices Implementing partners Target population National peace stakeholders
To what extent are the quality, the capacity and the model of the management structure efficient?	Efficiency	✓ Finance		FOKUS offices Implementing partners Target population
To which extent has planning and implementation of the programme ensured efficient use of resources?	Efficiency	✓ Finance		FOKUS offices Implementing partners Target population
How has the relevance and timing been of products and deliverables produced/developed by the Programme? To what extent have the product and deliverables contributed to achieving results?	Efficiency	✓		FOKUS offices Implementing partners Target population National peace stakeholders International peace stakeholders
How has the programme engaged local capacities of the organizations involved to achieve the expected results?	Efficiency	✓		FOKUS offices Implementing partners Target population
What is the added value of the programme’s organizational model, with a FOKUS secretariat, local offices, partner organizations and collaborating organizations?	Value added		✓	FOKUS offices Implementing partners Target population
How can the added value of FOKUS be improved in a phase 3 of the programme?	Value added		✓	FOKUS offices Implementing partners Target population
What is the potential for expanding the SCR 1325 Programme in Colombia and Sri Lanka in Phase 3?	Value added			FOKUS offices Implementing partners Target population National peace stakeholders International peace stakeholders
Have the target populations been empowered to bring UNSCR 1325 forward in the communities and countries?	Sustainability	✓	✓	FOKUS offices Implementing partners Target population