

**END-OF-PROJECT**  
**EVALUATION**  
**OF THE**  
**PROGRAMME ON WOMEN,**  
**PEACE AND SECURITY**  
**IN NIGERIA**





ASSESSMENT

END-OF-PROJECT  
EVALUATION OF THE  
PROGRAMME ON WOMEN,  
PEACE AND SECURITY IN  
NIGERIA



**NIGERIA COUNTRY OFFICE**  
**UN WOMEN**  
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SP Ann Ameh, Gender Desk Officer, Nigeria Police Force, at the Benue SAP development workshop in Makurdi, Benue State, 2020.  
Photo: UN Women Nigeria.

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# ACRONYMS AND ABBREVIATIONS

<b>AFN</b>	Armed Forces of Nigeria
<b>CEDAW</b>	Committee on the Elimination of Discrimination against Women
<b>COVID-19</b>	coronavirus disease 2019
<b>CSO</b>	civil society organization
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FGD</b>	focus group discussion
<b>IPCR</b>	Institute for Peace and Conflict Resolution
<b>KII</b>	key informant interview
<b>LGA</b>	Local Government Area
<b>MDAs</b>	ministries, departments and agencies
<b>M&amp;E</b>	monitoring and evaluation
<b>NAP</b>	National Action Plan
<b>NGO</b>	non-governmental organization
<b>NPF</b>	Nigeria Police Force
<b>NSCDC</b>	Nigeria Security and Civil Defence Corps
<b>PWAN</b>	Partners West Africa Nigeria
<b>SAP</b>	State Action Plan
<b>SDG</b>	Sustainable Development Goal
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSCR</b>	United Nations Security Council Resolution
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WPS</b>	women, peace and security

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Minister of Women Affairs HE Dame Pauline Tallen, Minister of Interior HE Ogbeni R. A. Aregbesola, UN Women Country Representative Comfort Lamptey and other stakeholders at the official launch of the NSCDC Gender Policy, Abuja, 2021. Photo: UN Women/Faremi Olanrewaju.



Bauchi State women mediators engaged in community-based training on conflict prevention and peacebuilding, Bauchi State, 2020. Photo: UN Women Nigeria.

# EXECUTIVE SUMMARY

## Background and Introduction

This report is the product of the final evaluation of the Programme on Women, Peace and Security (2019–2021). UN Women implemented the Women, Peace and Security (WPS) Programme from January 2019 to June 2021 with funding from the Government of Norway, with the broad goal of achieving gender-inclusive and sustainable peace in Nigeria. The programme's initiation was informed by several factors, including the negative differentiated impacts of conflicts around the country on women, as well as the limited participation of women in peace and security processes and the insufficient recognition of women's important role in these processes. Programme implementation focused on Bauchi and Benue States. An end-of-programme evaluation was planned to be conducted by an independent consultant. The overall objective of the final evaluation is to assess the extent to which the Women, Peace and Security Programme has achieved intended and/or unintended outcomes; provide in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred; analyse the challenges encountered; learn from the current COVID-19 crisis; and document lessons for improving other ongoing WPS programmes and future country office programming in general.

## Methodology

The evaluation applied Organization for Economic Cooperation and Development/Development Assistance Committee evaluation criteria: relevance, effectiveness, efficiency, sustainability and coherence. In addition to these criteria, the evaluation took into consideration gender equality, human rights and disability inclusion as separate standalone criteria. The evaluation used a mixed-method approach involving document review, interviews, focus groups and survey techniques to collect qualitative and quantitative data. Respondents included representatives of the programme's recipients, including the Women Mediation Network; HeForShe champions; ministries, departments and agencies (MDAs); the judiciary; and security actors. Survey respondents were purposively selected based on accessibility and the security context of the Local Government Areas (LGAs).

Quantitative data were analysed using descriptive statistics, and thematic coding was used to analyse qualitative data. The findings from the qualitative and quantitative data analysis were thus triangulated by the source before concluding. The primary users of the evaluation will be UN Women, the

Federal and State Ministries of Women Affairs, State Houses of Assembly, decision makers in security sector institutions (in particular the Nigeria Police Force, the Nigerian Army and Nigeria Security and Civil Defence Corps), and justice-related bodies and other MDAs in Bauchi and Benue States. The evaluation will enable an understanding of the extent of gender mainstreaming in their respective institutions and why women should be involved in peace and security decision-making processes, peace negotiations, and conflict prevention and resolution.

## Findings

### Relevance

Findings from this evaluation show that the WPS Programme was locally, nationally and globally relevant, as well as being aligned to national and international agreements and conventions on gender equality and women's empowerment. The programme objectives addressed the identified rights and needs of the target groups, which included conflict-affected women, MDAs, members of the State Houses of Assembly, the judiciary and security actors. The WPS Programme

built the capacity of women to effectively engage in peace and security processes. All beneficiaries of the programme at the national and state level concurred that the WPS Programme was relevant to their needs. To a large extent, the activities and outputs of the programme were found to be consistent with the provisions of United Nations Security Council Resolution (UNSCR) 1325 and Nigeria's National Action Plan (NAP) on UNSCR 1325. The two outcome results of the programme were also found to be aligned with pillar one of UNSCR 1325 and pillar two of the NAP. The outputs and respective activities of the programme also addressed the problem of the low participation of women in peace and security processes.

### Effectiveness

The evaluation found that the WPS Programme was effective in strengthening the capacity of duty bearers to respond better to women's participation in peace and security processes. The programme contributed to increasing the awareness of women, men, and security and judicial actors on gender equality and the important role of women in peace and security in Bauchi and Benue States. Through the programme, UN Women was able to produce State Action Plans (SAPs) on UNSCR 1325 in Bauchi and Benue States and enable their adoption; produce legislative guides for the Bauchi and Benue State Houses of Assembly and other legislators in Nigeria; and develop gender policies for security sector institutions (the Armed Forces of Nigeria and Nigeria Security and Civil Defence Corps). The programme has also established gender desks at MDAs, a Women Mediation Network and a HeForShe network in the two states.

All the targeted outputs of the programme were achieved. The evaluation found that the level of satisfaction with the programme results is high among the programme beneficiaries. The vast experience of the UN Women programme team in the implementation of the WPS Programme, the collaborative style in the programme design and implementation, and the cooperation of the project beneficiaries contributed to the achievements recorded. In addition, the implementation of gender assessments in the security and judicial sectors, the implementation of

gender capacity assessments in the State Houses of Assembly, and the technical support and oversight functions provided by the UN Women programme team to the implementing partners collectively contributed to the success of the programme in increasing women's participation in peace and security processes.

### Efficiency

Evidence from the review of documents confirmed that programme resources were allocated strategically to achieve the programme outcomes. All planned activities under the two outcomes of the programme were implemented and completed at the end of the programme. Due to the absence of financial records at the end of the programme, it was difficult to establish the absorption rate of the programme. The financial report is prepared at UN Women headquarters and is due for submission on 31 December 2021, as per agreement with the donor. However, the absorption of 42.7 per cent of the planned budget after 18 months of programme implementation indicates a good absorption rate for the programme. UN Women's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the programme objectives through the provision of technical support and oversight functions, but there is room for improvement.

Several measures were taken during implementation which ensured that resources were efficiently used. First, UN Women recruited a sufficient number of qualified staff for the programme; implementing partners provided competitive technical and financial offers. The use of the financial resources of the programme by the implementing partners was also constantly monitored by the UN Women programme team, and the budget allocation for activities was based on the need and scope of work to be done. Other cost-reduction practices were adopted, including sourcing facilitators of different training programmes from local communities and using volunteers such as HeForShe champions and Women Mediation Network members to conduct activities such as mediation and advocacy visits to community leaders at no additional cost to the project.

## Impact

The evaluation found that the programme produced a number of positive effects among the target groups and wider society. Progress towards achieving gender-inclusive peace was also achieved through increased women's participation in peace and security processes in the targeted states. At the institutional level, the Women Mediation Network played an active role in the settlement of land disputes between two communities in Ayati Gwer in Gwer East LGA of Benue State. Further, in Bauchi LGA 45 women were initiated into local leadership councils to actively participate in the traditional dispute resolution mechanism, and a woman mediator was turbaned and appointed to the traditional council of Ningi LGA. In addition, in Benue State the Nigeria Security and Civil Defence Corps (NSCDC) established an armed female squad, which was initially solely reserved for male officers.

At the individual level, a significant change was recorded in the level of knowledge and awareness of participants regarding the important role of women in peace and security processes, as well as in participants' step-down knowledge acquired in the area of WPS, women's rights and gender equality. The evaluation also noted an increase in women's capacity to speak confidently at home and speak out about peace and security issues at the community level.

## Sustainability

The evaluation found that the requirements for national ownership were satisfied by the programme. As part of sustainability measures, the programme targeted the development of local ownership and the gender equality and women's empowerment capacities of national and state-level stakeholders, especially members of the legislature, judiciary, security institutions and MDAs, among others, as a key strategy for the sustainability of peace and security programmes. The involvement of stakeholders across sectors, the passion demonstrated by members of the Women Mediation Network, the production of policy framework documents, including the development of gender policies for the Armed Forces of Nigeria (AFN), the Nigeria Police Force (NPF) and

NSCDC, as well as the establishment of gender desks at the MDAs of the target states contributed to the institutionalization of the benefits of the programme across sectors and increased the likelihood that the benefits from the programme will be maintained for a reasonably long period after the end of the WPS Programme.

## Coherence

The UN Women WPS Programme demonstrated a high level of coherence with similar interventions for promoting women's protection and participation in the peace and security agenda in Nigeria. The WPS Programme properly fitted with the FAO-UNDP-Peacebuilding Support Office project titled Integrated Approach to Building Peace in Nigeria's Farmer–Herder Crisis; the UN Women and United Kingdom Foreign and Commonwealth Development Office project tagged Strengthening State Capacities and Women's Participation in COVID-19 Response and Broader Peacebuilding Initiatives in Nigeria, which assessed women's mediation capacities and the role and extent of women's engagement in addressing the farmer–herder conflict in Plateau and Kaduna States; and the Mercy Corps Nigeria project titled Community Initiatives to Promote Peace in Four Local Government Areas of Benue State.

The WPS Programme was also found to be coherent with a Global Network of Women Peacebuilders and West Africa Network for Peacebuilding project in terms of focusing on the localization of UNSCR 1325 and other WPS resolutions. The evaluation equally found the WPS Programme to be coherent with the Search for Common Ground project titled WAY Forward for Peace: Women and Youth Unite for Peace and Violence Prevention in Bayelsa State, funded by the United States Department of State's Bureau for Conflict and Stabilization Operations. All the above-mentioned projects' objectives aligned with the WPS Programme and objectives; they therefore complemented one another in the operational area.

## Gender Equality and Human Rights

Gender and human rights considerations were integrated throughout the programme cycle to a

large extent. All objectives, strategies, approaches and activities of the WPS Programme were designed and implemented to address the root causes of gender inequalities in government MDAs, security sector institutions, the judiciary and communities, among others. With this design, the programme targeted women and aimed to improve their capacity to participate in peace and security processes. The programme also targeted men as one of its strategies to achieve its set goals and objectives. This is very important given the cultural context of the intervention areas, where women are under the direct control of their men. The WPS Programme was also designed to support gender equality and women's empowerment in response to the poor participation of women in peace and security processes. Different categories of stakeholders (women, men, boys and girls), including people with disabilities, were involved in the implementation of the programme.

### Disability Inclusion

Persons living with disabilities were included in activities at different stages of the programme, including baseline studies, capacity-building programme activities and SAP development (including the establishment of SAP implementation committees in the two target states). Persons with disabilities (three males and two females) were also included as stakeholders for data collection for the evaluation, which promoted inclusiveness and the wide participation of all stakeholders in the evaluation. However, the participation of people with disabilities in programme events was limited due to several barriers: the absence of ramps at the venues, the lack of sign language interpreters and the limited number of organized support groups or associations that make it easier to facilitate their engagement. However, there is no evidence of a negative impact on the programme results as a consequence.

### Lessons Learned

**Lesson 1: The design of a new programme based on experience and lessons from previous similar programmes in the same context can contribute significantly to the effectiveness of the new programme.**

The design of the WPS Programme was based on lessons learned from the European Union-funded WPS programme implemented in northern Nigeria. This ensured that the good practices in the old programme were mainstreamed into the WPS Programme, while at the same time avoiding the pitfalls the earlier programme experienced. This ultimately contributed to the successes recorded by the WPS Programme in Bauchi and Benue States towards promoting women's participation in peace and security processes.

**Lesson 2: The use of available local resources in the implementation of programme activities is critical to the promotion of stakeholders' ownership and the sustainability of achievements.** The WPS Programme has prioritized the use of existing local capacities, including rights holders and duty bearers, in both Benue and Bauchi. The programme deployed local resource persons for the radio programme and members of the Women Mediation Network and HeForShe groups for the implementation of the programme activities in the targeted communities. This did not only promote a participatory approach to programme implementation, but also contributed to promoting local ownership and the sustainability of the programme benefits in the communities.

**Lesson 3: Capacity-building activities for programme beneficiaries are a necessity for promoting both ownership and the sustainability of programme benefits.** The implementation of the WPS Programme has also promoted local ownership and the sustainability of the results through capacity-building activities for MDAs, security actors, members of the communities and State House of Assembly members in the intervention states. The capacity-building activities for MDAs focused on UNSCR 1325 and WPS training for gender focal points, who in turn stepped down the training to people in the respective MDAs of the two target states. As for members of the State Houses of Assembly, capacity-building interventions included providing deep knowledge about gender issues; global and national WPS frameworks; the key pillars of UNSCR 1325 and its domestication in Nigeria through the NAP; and the implications of the UNSCR 1325 NAP for their legislative, oversight and constituency engagement functions.

**Lesson 4: Engaging relevant institutions and sectoral leaders in the intervention communities is important for the success of programme implementation.** The successful implementation of the WPS Programme has depended on the engagement of relevant institutions such as the Federal and State Ministries of Women Affairs and the Ministry of Budget and National Planning, as well as religious leaders and community rulers as key stakeholders of the programme. Also engaged in the early phase of the WPS Programme were the security institutions at the national level. This programme approach provided strong entry points for removing potential barriers to the introduction of the WPS Programme and the implementation of programme activities in the targeted states. Similarly, working with various community leaders in the targeted LGAs created easy access to local communities and contributed to the inclusion of women in the community leadership structure in some of the targeted communities.

**Lesson 5: The duration of an intervention focusing on behavioural change in a peacebuilding context is an important factor for the sustainability of the programme's benefits.** The WPS Programme is a 24-month programme, and one of the key objectives is changing people's perceptions on the importance of the role of women in the peace and security process. While the programme was highly successful in meeting its set objectives, the sustainability of the results may be affected due to the programme's limited time frame. The programme would achieve more successful results if the implementation period was longer, in order to uproot the deeply ingrained negative perceptions about women's participation in peace processes in Bauchi and Benue States. Nevertheless, the programme provided a very strong basis for similar future interventions.

**Lesson 6: Needs assessment or analysis plays a significant role in the success and sustainability of projects.** Findings from this evaluation showed that the implementation of a capacity and institutional needs assessment informed the design of relevant training programmes and allowed the programme to target the right institutional capacity gaps, including limited knowledge of gender mainstreaming and a poor understanding of UNSCR 1325.

**Lesson 7: Compared with other approaches, mass media campaigns have the potential to reach a large audience at a relatively low cost.** Among the behaviour change interventions implemented by the WPS Programme, mass media campaigns have proved to be of higher efficiency in reaching out to a large audience compared to advocacy visits and capacity-building workshops. Evaluation participants communicated that the WPS radio programme in Bauchi and Benue reached numerous community members and positively influenced public perceptions on the role of women in peace and security.

**Lesson 8: Policy-level interventions and institutional strengthening are fundamental strategies for addressing both the underlying causes and the symptoms of development problems.** The implementation strategy of the WPS Programme was grounded in ensuring a policy environment conducive to WPS and strengthening related individuals' and key sectors' institutional capacities to sustain the implementation of Resolution 1325. The WPS approach therefore focused on gender policy development for key security sectors and the NAP at the state level, as well as capacity building of stakeholders on gender mainstreaming and UNSCR 1325. This approach did not only address the manifestation of the problem but also the underlying causes of the problem, such as the absence of policy frameworks and the poor public perception of the role of women in peace and security activities.

## Specific Recommendations

The evaluation has identified nine recommendations that are critical for UN Women's contribution to WPS in Nigeria (see the following table). They have been sequenced by their importance, as perceived by the evaluation team. The recommendations are based on the evaluation framework, the analysis that informed findings and conclusions. They were validated by key stakeholders in an exit workshop carried out at the end of the field mission, and also through the review of the evaluation report.

## Recommendations

<b>Programmatic Recommendations</b>		
1. There is a need for the programme team to consider the full involvement of key stakeholders, including governments and project beneficiaries, especially at the design stage of the programme, as well as the development of the theory of change (Findings 2 and 7).	UN Women	Immediate
2. There is a need for future interventions to consider the early implementation of baseline studies and capacity assessments as part of the design and conceptualization processes of the programme rather than at the implementation stage (Finding 2).	UN Women	Immediate
3. The UN Women programme team should consider the provision of a capacity-building programme in the area of resource mobilization skills for MDAs, members of the Women Mediation Network, and HeForShe members (Finding 8).	UN Women	Immediate
4. There is a need to strengthen the monitoring and evaluation system for the WPS Programme in the future to ensure proper tracking of activities and programme results (Finding 8).	UN Women	Immediate
5. Ensure that the implementing partners have an adequate number of staff for programme implementation at the state level (Finding 18).	UN Women	Long term
<b>Financial Management–Related Recommendations</b>		
6. Consider making financial provisions for the continuous airing of the radio programme for at least one year after the end of the programme to sustain programme activities for a longer time (Finding 22).	UN Women, Ministries of Women Affairs	Immediate
7. Consider making changes to the financial reporting system to ensure that WPS financial reports are generated directly from the UN Women Country Office rather than at headquarters to ensure the timely availability of project financial reports (Finding 21).	UN Women headquarters	Long term
8. UN Women Nigeria should consider having another phase of the programme to cover more LGAs and have more rights holders in capacity building for peace mediation and reconciliation. It will also provide an opportunity for the programme team to support and monitor the implementation of the SAPs in the states (Finding 21).	UN Women headquarters	Immediate
9. UN Women should, in upcoming programming, consider developing a coordination mechanism for WPS actors across the states to synchronize WPS activities going forward (Finding 24).	UN Women, Ministries of Women Affairs	Immediate

# 1. CONTEXT OF THE WOMEN, PEACE AND SECURITY PROGRAMME

## 1.1 Background

The goal of the WPS Programme was to increase women's effective participation in peace and security processes, peace negotiations, and conflict prevention and resolution in Bauchi and Benue States. The WPS Programme also planned to improve the public perception of the role of women in peace and security. Through the WPS Programme, the UN Women Nigeria Country Office supported strengthening the capacities of key institutions to mainstream gender into peace and security activities. The programme prioritized working with the legislature, the judiciary, MDAs and the security sector at the national and state level. Over the 30 months of implementation of the WPS Programme, it contributed to the substantive enhancement of gender equality and the establishment of frameworks for developing gender-responsive approaches for securing women's rights and increased participation in peace and security processes, peace negotiations, and conflict prevention and resolution. The results of the programme additionally contributed to Sustainable Development Goals (SDGs) 16 and 5, the domestication of UNSCR 1325, and the national gender policies' targets and priorities.

## 1.2 Programme Context

The Federal Republic of Nigeria, with an area of 923,769 square kilometres, has a population of more than 211 million. Nigeria operates a three-tier federal government system of 36 states, a Federal Capital Territory and 774 Local Government Areas. Females and males constitute 49.2 per cent and 50.8 per cent of the population respectively.<sup>1</sup> In the WPS Programme target states, Benue and Bauchi, women and girls constitute 48.9 per cent and 49 per cent of the total population respectively.<sup>2</sup> The demographic scenario of an almost equal proportion of women to men in the total population demonstrates the need for women's equal involvement in peace and security decision-making processes at both national and sub-national levels.

<sup>1</sup> *Statistical Report on Women and Men in Nigeria, 2017.*

<sup>2</sup> Source: National Population Commission and National Bureau of Statistics Estimates. (Kindly note that estimates are based on the population census conducted in 2006 by the National Population Commission.)

### 1.2.1 Gender Inequalities in Nigeria

Despite ongoing efforts of the government to address gender inequalities in Nigeria, including the ongoing review of the Nigeria National Gender Policy (2006) by the federal government through the Federal Ministry of Women Affairs, widespread gender inequalities are still experienced. These have been attributed to several factors, including patriarchy, an imbalance in socioeconomic opportunities, cultural and religious factors, and inadequate enabling legal and policy frameworks. A review of the Gender Inequality Index shows that Nigeria has not made much progress as at 2019 and 2020. In terms of reproductive health, Nigeria had the second highest rate of maternal mortality globally, at 512 deaths per 100,000 live births in 2019.<sup>3</sup> Measuring empowerment by the share of parliamentary seats held by each gender, women in elective positions were as low as 6.5 per cent in the 2019 elections. The nation has a very low

<sup>3</sup> National Population Commission and ICF International (2019). *Nigeria Demographic and Health Survey 2018*. Abuja, Nigeria, and Rockville, Maryland, USA: NPC and ICF.

Gender Development Index (0.881 in 2019),<sup>4</sup> as well as a Gender Inequality Index of 0.63 in 2020, which represents a 63 per cent loss in human development potential due to gender inequality.<sup>5</sup>

The political participation of women in Nigeria is still very low. During the 2019 general elections, the 91 registered political parties nominated at least one candidate each. Despite the high number of candidates,<sup>6</sup> gender and age diversity was missing, as reflected by the low proportion of female candidates (12.8 per cent) in all races.<sup>7</sup> The number of female lawmakers decreased from eight in 2015 to seven in 2019 in the Senate, and from 18 per cent to 11 per cent in the House of Representatives. The proportion of women in elective positions was 6.5 per cent in the 2019 elections, well below the 30 per cent recommended by the Beijing Declaration and Platform for Action and the 35 per cent affirmative action minimum provided for in the National Gender Policy.

Gender-based violence, in particular violence against women and girls, remains dominant in Nigeria, with 30 per cent of girls and women aged between 15 and 49 reporting having experienced sexual abuse.<sup>8</sup> Harmful practices are predominant in Nigeria, with 43 per cent of girls married before the age of 18

(including 17 per cent married before they turn 15). Female genital mutilation occurs among 20 per cent of women aged 15 to 49,<sup>9</sup> and there are 20,000 new cases of obstetric fistula occurring every year.<sup>10</sup> Trafficking in persons occurred mostly in the age group of 16–25, with females constituting about 77 per cent.<sup>11</sup>

Gender inequalities are also reflected in economic participation. As of 2019, women made up 45.6 per cent of the national labour force.<sup>12</sup> Most employed Nigerian women work in informal, low-skill, low-wage or unpaid jobs, predominantly in subsistence farming. Women comprise 21 per cent of the non-agricultural paid labour force nationally. Women are also at particular risk of being employed in dangerous, underpaid positions, with some factories favouring hiring women because they are perceived as unlikely to complain.<sup>13</sup> As of 2014, only 4 per cent of women in Nigeria owned agricultural land compared to 23 per cent of men. Less than 2 per cent of women owned at least one plot solely, compared to almost 17 per cent of men.<sup>14</sup>

The gender inequality situation for Nigeria is reflected at the state level in Benue and Bauchi States; in most cases, indexes at the state level are worse

4 [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/NGA.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/NGA.pdf).

5 <https://knoema.com/atlas/Nigeria/topics/World-Rankings/World-Rankings/Global-gender-gap-index>.

6 Seventy-three candidates for the presidency, 1,899 for 109 Senate seats, and 4,680 for the 360 House of Representative seats for federal-level elections; 1,046 candidates for the 29 governorships, and 14,609 candidates for the 991 State Assembly seats.

7 *European Union Election Observation Mission: Nigeria 2019 Final Report*, available at [https://eeas.europa.eu/sites/eeas/files/nigeria\\_2019\\_eu\\_eom\\_final\\_report-web.pdf](https://eeas.europa.eu/sites/eeas/files/nigeria_2019_eu_eom_final_report-web.pdf).

8 *Nigeria Demographic and Health Survey 2018*.

9 *Ibid.*

10 Spotlight Initiative, Country Programme Document, Nigeria.

11 National Bureau of Statistics, February 2018.

12 World Bank. World Bank Open Data – Nigeria. <https://data.worldbank.org/country/nigeria>. Accessed 7 February 2020.

13 Mayah, E., C. Mariotti, E. Mere and C. O. Odo (2017). *Inequality in Nigeria: Exploring the Drivers*. Oxfam International.

14 Slavchevska, V., A. P. De la o Campos, C. Brunelli and C. Doss (2016). *Beyond Ownership: Tracking Progress on Women's Land Rights in Sub-Saharan Africa*. Working Paper No. 15. Food and Agriculture Organization of the United Nations.

TABLE 1

### Proportion of Men to Women in Decision-Making Positions in Bauchi State

Gender	Commissioners (Nominees)	Bauchi State House of Assembly	Judiciary (High Court Judges and Magistrates)	Local Government Chairs	Permanent Secretaries	NSCDC	Police
Male	19	31	35	20	25	903	1,138
Female	1	0	14	0	4	40	73
<i>Total</i>	<i>20</i>	<i>31</i>	<i>49</i>	<i>20</i>	<i>29</i>	<i>943</i>	<i>1,211</i>

Source: Institute for Peace and Conflict Resolution (2019). *Women, Peace and Security in Bauchi and Benue States Baseline Survey 2019*.

TABLE 2

**Women in Formal Decision-Making Positions in Benue State**

Gender	Commissioners	%	Benue State House of Assembly	%	Judiciary (High Court Judges)	%	Local Gov't Chair	%	NPF (%)	Permanent Secretaries	%
Male	12	80	28	93	12	67	16	70	84.4	14	70
Female	3	20	2	7	6	33	7	30	15.6	6	30
Total	15	100	30	100	18	100	23	100	100	20	100

Source: Institute for Peace and Conflict Resolution (2019). *Women, Peace and Security in Bauchi and Benue States Baseline Survey 2019*.

than those at the national level. For instance, in 2016 Benue and Bauchi States had Gender Inequality Index values of 0.640 and 0.698 respectively, indicating higher levels of gender inequality than the national average, which stood at 0.635.<sup>15</sup> In 2017, the percentage of women aged 15–24 years who were literate in Bauchi and Benue States were 25.6 and 69.9 per cent respectively, compared to men at 39.8 and 90.5 per cent. Also, the female population with at least secondary education was 9.5 per cent and 40 per cent for Bauchi and Benue States respectively, compared to 22.6 per cent and 59.5 per cent for men.<sup>16</sup> Only 2.8 per cent and 6.5 per cent of parliamentary seats are held by females in Bauchi and Benue respectively.<sup>17</sup> Evidence also shows that women are conspicuously marginalized from the top tiers of decision-making structures and mainstream peace and security organizations in the two states (Tables 1 and 2). With regard to employment, 45.5 per cent of the Nigerian labour force is female.<sup>18</sup> The average percentage of women employed in the state civil service from 2010 to 2015 in all categories (junior and senior) was 38.16 per cent, while it was 68.84 per cent for men.

### 1.2.2 Conflicts, Insecurity and Natural Disasters

Nigeria has continued to witness intractable conflicts, insecurity and natural disasters that have triggered population displacements across the country. The

<sup>15</sup> National Bureau of Statistics (2018). *Computation of Human Development Indices for the UNDP Nigeria Human Development Report 2016*.

<sup>16</sup> *Statistical Report on Women and Men in Nigeria, 2017*.

<sup>17</sup> *Ibid.*

<sup>18</sup> Enfield, S. (2019). *Gender Roles and Inequalities in the Nigerian Labour Market*. K4D Helpdesk Report. Brighton, UK: Institute of Development Studies.

Internal Displacement Monitoring Centre reports that in December 2019, violence and conflict led to about 2,583,000 internally displaced persons, while disasters created another 143,000. According to the centre, the displacements in Nigeria are primarily due to insurgency in the North East zone, the surge of inter-communal conflicts and massive flooding, among others.<sup>19</sup> Bauchi is located in North East Nigeria, the zone most affected by the violent Boko Haram insurgency. Between 2011 and 2018, over 35,000 people were killed in the insurgency; at least 1.7 million people remain internally displaced, an overwhelming majority of whom are women.<sup>20</sup>

Bauchi has been affected by the violence and has also received many of the internally displaced persons due to its location just south of Borno State – the home base of Boko Haram. The impact of the violence in the two states is strongly gendered. Due to gender norms and stereotypes, women have been targeted by Boko Haram, sexually violated and recruited as suicide bombers. Those who returned have faced rejection from their communities. On the other hand, women associated with Boko Haram play multiple roles that provide the group with significant advantages. They constitute strategic human resources, act as vessels for recruitment, facilitate the sustenance of the group, contribute to active operations and ensure their survival.

Evidence from the grey literature reveals three main avenues for women's association with Boko Haram: i) voluntary, ii) coercion by a family member and iii)

<sup>19</sup> <https://www.internal-displacement.org/database/displacement-data>.

<sup>20</sup> <https://gnwp.org/nigeria-localization-2019/>.

kidnapping by group members.<sup>21</sup> There are diverse and interconnected reasons for women's association with the group. Among these, family and marital ties with male relatives who are group members were key. Additional reasons include the need to preserve their lives and those of their loved ones, find a husband, learn the Koran or commit jihad. Association also provides women with much-needed protection and enables them to preserve economic activity and even exact revenge.<sup>22</sup> A lot of women and girls join the Boko Haram sect by either coercion or persuasion. Some women even engaged in influencing other women and girls to join the sect. These girls and women were brainwashed by the sect to carry out suicide bombing attacks, with the purported teaching that they are fighting for God and paradise would be their reward.<sup>23</sup>

The insecurity in Bauchi is further fuelled by land disputes and violent conflict between farmers and pastoralists, as well as by political violence stemming from rivalry between key political parties.<sup>24</sup> Similarly, in Benue State the ongoing conflict between herders and farmers over scarce resources has led to more than 400,000 displaced persons, according to news sources. Evidence also shows that women are more susceptible to abuse and exploitation than men in conflict, insecurity and natural disaster settings. For instance, out of 2,184,254 internal displaced persons in North East Nigeria as at May 2021, 53 per cent were women.<sup>25</sup> Also, evidence from literature shows that widespread violence discourages women from participating in politics and other decision-making processes in their respective communities.<sup>26</sup> In addition, the conflict in the two states has resulted in an increase in female-headed households due to consistent targeting of men by the armed group.<sup>27</sup> Given the patriarchal nature of Bauchi and Benue States,

where men traditionally head their households and solely manage finances, women and girls who head their households are doing so for the first time. This scenario places women as important stakeholders and calls for their full involvement in the peace and security processes in the two targeted states.

The objective of building and sustaining peace and security across the country is critical for Nigeria. Apart from the aforementioned insurgency in the North East and the farmer–herder conflict in the Middle Belt, there are conflicts over natural resources in the oil-rich Niger Delta region and increasing cases of armed banditry and kidnapping for ransom across the country. UNSCR 1325 is a landmark resolution on women, peace and security that affirms the importance of the participation of women and the inclusion of gender perspectives in peacebuilding, peace-keeping operations, post-conflict peacebuilding and governance, and humanitarian planning. However, current initiatives aimed at mitigating or resolving conflicts have limited the participation of women at all levels. Women are often seen only as victims of conflicts who need to be protected rather than agents of change for peace and security.<sup>28</sup> This leaves untapped the potential and capacities of women whose contributions can be harnessed to promote transformative change and sustainable peace.<sup>29</sup>

In 2013, the Government of Nigeria developed its first National Action Plan through the coordination of the Federal Ministry of Women Affairs and Social Development, and it was implemented for the period 2013–2017. In the course of implementing the first NAP, several gaps were observed; this formed the basis, among other reasons, to review the plan in order to incorporate emerging issues in Nigeria (e.g. there was no inclusion of violent extremism, and limited consideration of post-conflict and reintegration issues) and address the gaps identified (e.g. the absence of crisis management and recovery strategies, ambiguous language, and inadequate monitoring and evaluation architecture).<sup>30</sup>

21 <https://issafrica.s3.amazonaws.com/site/uploads/war-35.pdf>.

22 Ibid.

23 Abdu, Abinoam and S. Shehu (2019). "The Implication of [the] Boko Haram Insurgency on Women and Girls in North East Nigeria". *Journal of Public Administration and Social Welfare Research*. Vol. 4, No. 1.

24 Ibid.

25 *Northeast Nigeria: Displacement Report 36* (May 2021). Available online at <https://reliefweb.int/report/nigeria/northeast-nigeria-displacement-report-36-may-2021>.

26 Charles, I. E. and M. A. Ikenna (2009). "Electoral Process and Gender Discrimination in Nigeria: A Case Study of 2003 and 2007 General Elections". *Journal of Sustainable Development in Africa*. Volume 10, No.4, ISSN: 1520-5509.

27 UNHCR (2018). *The Impact of the Conflict on Female-Headed Households in the Northeast*.

28 West Africa Network for Peacebuilding (2012). "Development and Implementation of National Action Plans on UNSCR 1325 and Related Resolutions: The Guideline" (online). Available at: [www.wanep.org/wanep/files/pub/1325\\_guideline/1325\\_guideline\\_en.pdf](http://www.wanep.org/wanep/files/pub/1325_guideline/1325_guideline_en.pdf).

29 UN Women WPS Programme.

30 <http://1325naps.peacewomen.org/index.php/nigeria/>.



UN Women Deputy Country Representative Lansana Wonneh with stakeholders at the official launch of the Women, Peace and Security Programme in Benue State, 2019. Photo: UN Women Nigeria.

Nigeria adopted its most recent NAP in 2017 for the period 2017–2020. The NAP was developed by the Federal Ministry of Women Affairs and Social Development with the support of the Nigerian Stability Reconciliation Programme, the European Union and UN Women. The NAP's objectives are compiled under five overarching thematic pillars: prevention and disaster preparedness; participation and representation; protection and prosecution; crisis management, early recovery and post-conflict reconstruction; and partnerships, coordination and management. The NAP has been further cascaded to 11 states with the development of State Action Plans. However, as of the end of 2018, no State Action Plan existed for either Bauchi or Benue. Nigeria reported on the implementation of its NAP, as well as its WPS commitments, in its national reporting for Beijing+25 and in preparation for the 64th session of the Commission on the Status of Women (2020). Specifically, the country indicated that there has been inclusion of women in councils of traditional rulers and periodic gender training for security sector agencies; the social investment budget has been formally introduced into the government budget; and there has been a marginal uptick in women's political participation.<sup>31</sup>

<sup>31</sup> Ibid.

The gaps in harnessing the capacities of women towards the goals of sustainable peace and security can be reduced through strengthened accountability frameworks, the creation of an enabling environment for the participation of women, capacity building for all actors (both women and gatekeepers), protection from violence, and targeted measures to benefit women during peacebuilding and recovery.

The UN Women Nigeria Women, Peace and Security Programme (2019–2021) was developed to address the above-identified gender equality gaps in Nigeria with a focus on Bauchi and Benue States, with the ultimate goal of achieving the broad goal of gender-inclusive and sustainable peace in Nigeria.

### 1.3 Description of the Programme

In partnership with the Government of Nigeria, UN Women expanded the women, peace and security portfolio by designing and implementing several strategic initiatives in line with its five-year flagship programme (2016–2020). One such initiative was a two-year WPS Programme in Bauchi and Benue States. The two states were selected for the

intervention due to the non-domestication of UNSCR 1325 and the observed low participation of women in peace and security processes in the states. The initiative was funded by the Government of Norway, with funding support of USD 1,704,743 for the entire duration of the programme. The programme aimed to support the achievement of the SDGs, particularly Goals 5, 16 and 17. The programme also supported the Government of Nigeria's efforts to meet its commitments on the second NAP for UNSCR 1325. The initial duration of the initiative was two years, from January 2019 to December 2020, but it was given a no-cost extension of six months (to 31 June 2021) to allow for completion of programme activities due to COVID-19 disruptions. The evaluation therefore covered 36 months instead of the initial 24 months of the programme.

The WPS Programme was designed to achieve the broad goal of gender-inclusive and sustainable peace in Nigeria. The programme sought to do the following:

- Enhance the skills of legislators and decision makers in the security sector and the judiciary at the state level to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation.
- Create a platform for women's active involvement in conflict prevention and peacebuilding processes in both formal and informal settings, including specifically training women to acquire practical mediation skills.
- Sensitize the population in both states more broadly about the roles women play in peace negotiations and conflict prevention and resolution through the most accessible media channels (local radio stations).

The specific objectives of the programme included the following:

1. To increase women's effective participation in peace and security processes, peace negotiations, and conflict prevention and resolution.

2. To improve the public perception of the role of women in peace and security, at all levels.

### 1.3.1 Overview of the Programme Results Areas

#### Impact: Gender-inclusive, sustainable peace in Nigeria

##### *Outcome 1: Women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution*

Output 1.1: Increased number of lawmakers at the national level and in selected states are sensitized, trained and mentored to adopt the women, peace and security commitments of UNSCR 1325 and apply gender-mainstreaming skills and knowledge in formulating and reviewing laws and performing legislative oversight functions.

Output 1.2: Decision makers in security sector institutions at the state level (in particular the police and the judiciary) are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.

Output 1.3: Platform for women's involvement in peace processes and peacebuilding is created.

##### *Outcome 2: Improved public perception of the role of women in peace and security*

Output 2.1: Broader Nigerian population, specifically men, sensitized about the positive role women play in peace negotiations and conflict prevention and resolution.

The WPS Programme implementation strategy was underlined by policy-level interventions, capacity building and institutional strengthening of key sectors, as well as public sensitization to facilitate the sustainable implementation of Resolution 1325 in the target areas of Bauchi and Benue States. Based on a set of criteria endorsed by stakeholders, the programme was implemented in 4 selected LGAs and 16 communities per state. The key stakeholders of the

WPS Programme involved in the implementation, including the implementing agency(s) and partners as well as other stakeholders, are discussed below.

**Ministries of Women Affairs at federal and state level and Ministries of Budget and National Planning:** The Ministry of Women Affairs has the constitutional mandate for promoting, coordinating and ensuring gender equality and gender mainstreaming at the national level. The Ministry of Budget and National Planning has the mandate to determine and advise the government on matters relating to national development planning and overall management of the national economy. Collectively, these ministries were included in the programme in order to secure government buy-in while also providing entry points in the target states. The two ministries were included in the evaluation in order to assess the programme's relevance, effectiveness and sustainability; they serve as the Government of Nigeria points of contact for the programme. The evaluation team had face-to-face meetings and group discussions with ministry representatives.

**Security actors (AFN, NPF, NSCDC) and the judiciary:** Security actors were major beneficiaries of the WPS Programme, as they were trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector. The security actors were included in the evaluation in order to assess the programme's relevance, effectiveness and sustainability. The evaluation team had face-to-face meetings and group discussions with their representatives. Stakeholders from these security institutions served as key informant interviewees during data collection, and will also use the evaluation findings for programme and policy development and implementation.

**Institute for Peace and Conflict Resolution (IPCR):** IPCR is a government institution with a constitutional mandate for peacebuilding research and activities in Nigeria. IPCR was therefore given the responsibility of conducting the baseline survey for the WPS Programme in both states.

**Partners West Africa Nigeria (PWAN):** PWAN is a non-governmental organization (NGO) in Nigeria and one of the implementing partners; it supported the conduct of the gender assessment of target security institutions and the judiciary in Nigeria.

**HeForShe and the Women Mediation Network:** The HeForShe groups and the Women Mediation Network were major beneficiaries of the WPS Programme, as members were trained on conflict mediation and reconciliation. The programme established the networks in the two states to carry out peacebuilding activities. They were included in the evaluation in order to assess the programme's relevance, effectiveness, sustainability and impact. The evaluation team had face-to-face meetings and group discussions with their representatives. Members/representatives served as key informant interviewees during data collection.

**Government of Norway:** The Government of Norway is the donor of the programme and provided the funding for the implementation of programme activities. Its inclusion in the evaluation was very important for the purpose of assessing the programme's performance and compliance with the programme's agreed terms. The Government of Norway was engaged at all stages: inception, data collection, reporting and validation.

**Globe FM and Radio Benue:** These radio stations represented the media in the WPS Programme. They were charged with the responsibility of undertaking gender-sensitive programming and promoting the WPS agenda via the media. As active partners, Globe FM and Radio Benue were involved in the evaluation in order to assess the effectiveness, impact and sustainability of the project.

## 1.4 Theory of Change

Based on the review of the project documents, the WPS Programme was anchored on two theories of change (ToC), with each outcome having a separate ToC.

## Outcome 1 Theory of Change

If (1) women leaders and women civil society organizations have more capacity, resources and access to engage in peace and security processes and if (2) an enabling policy and legislative environment for women's participation exists, then (3) peacebuilding in Nigeria will be more effective and sustainable (4) because not only does the evidence show the positive impact on women's participation, more engagement of women in peace and security processes broadens the base of stakeholders in society who are engaged and working towards transformative outcomes. Increasing women peacebuilders' engagement with and influence on decision makers and duty bearers will also increase the likelihood that services delivered by security and justice institutions respond to the needs and capacities of women and girls (Annex 1).

## Outcome 2 Theory of Change

If (1) women peacebuilders and gender-sensitive approaches to peace and security gain visibility and credibility among the populace, then (2) opportunities for women's participation will be increased because the public and decision makers will have increased knowledge and recognition of the added value of women's role in peace and security (Annex 1).

The two ToCs are relevant, as they show a plausible, clear and logical flow to describe how the programme strategy intends to contribute to the desired changes at the outcome and impact level without any knowledge gap. The ToCs are also based on knowledge and lessons learned from credible sources, especially *Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325* (2015) and the UN/World Bank conflict prevention study Pathways for Peace. Also, the assumption and risks most relevant to whether the change will be realized were clearly stated in the ToCs. However, there is no evidence to show that the ToCs were developed based on a collaborative and participatory process involving multiple stakeholders' perspectives.

## 1.5 Existing Data Availability

To understand the theory of change and make a robust analytical review of the results framework, the evaluation team relied on data shared by the UN Women WPS Programme team. The evaluator grouped the documents into five categories: reports from implementing partners, the WPS project document, donor annual reports, gender assessment reports, and baseline and midterm evaluation reports. The available documents and data for review were generally good and provided a clear picture and road map of the programme design and implementation in the target states. Reports from the implementing partners were also of good quality.

However, the baseline and the midterm evaluation reports did not focus on the programme's results framework indicators. Although the results framework included indicators and targets for the programme, these were different from the indicators used in the baseline report. The midterm report also did not show what percentage of the targets for the various indicators was achieved at midterm implementation. To address this challenge, the evaluator liaised with the programme team to provide the data related to the achievement of the various indicators in the results framework.

Overall, the programme was not designed to reach beneficiaries of a particular sex, but broadly to facilitate women's participation in peace and security processes, peace negotiations, and conflict prevention and resolution, as well as to improve the public perception of the role of women in peace and security. Of the various progress reports from implementing partners and the annual reports reviewed by the evaluators, a few show a disaggregation by sex of participants in activities, and this evaluation was able to track and show such disaggregation wherever possible.



Above: Norwegian Ambassador to Nigeria HE Jens-Petter Kjemprud and UN Women Country Representative Comfort Lamptey on a WPS advocacy visit to community leaders in Bauchi State, 2019.

Right: UN Women Programme Specialist (WPS) Peter Mancha at a WPS advocacy meeting with senior military officers in Bauchi State, 2020.

Photos: UN Women Nigeria



## 2. OBJECTIVES OF THE FINAL EVALUATION

The overall objective of the final evaluation is to assess the extent to which the WPS Programme has achieved the intended and unintended outcomes, provide in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred, analyse the challenges encountered, learn from the current COVID-19 crisis, and document lessons for improving other ongoing programmes in the WPS area and the Nigeria Country Office's future programming in general. The programme was implemented as planned, but with a minor disruption of implementation as a result of COVID-19. To address these gaps in project implementation, a no-cost extension was approved by the donor to ensure that all planned activities were completed. Also, there were minor changes in the logical framework in line with the changing context occasioned by the COVID-19 outbreak. These changes were taken into consideration in the design and implementation of the evaluation.

The progress of the WPS Programme was measured against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and coherence. The evaluation also took into consideration gender equality, human rights and disability inclusion as separate standalone criteria. The lessons learned from this evaluation will inform the design of UN Women's future work around peace and security in Nigeria. The specific objectives of the evaluation are as follows:

- To analyse the relevance of the programme's implementation strategy and approaches to the implementation of UNSCR 1325 and Nigeria's NAP, as well as the needs and priorities of conflict-affected women in the target states.
- To assess the programme's effectiveness and organizational efficiency in advancing the WPS agenda and supporting conflict-affected women's participation in peace and mediation processes.
- To assess the impact of the programme in the two states and the extent to which cross-cutting issues of gender, human rights, climate change, environment and corruption were mainstreamed into the project implementation.
- To assess the mechanisms put in place for the sustainability of the programme's results,

including the level of local ownership, accountability, capacities, partnerships and coordination on the WPS agenda in target states.

- To determine the efficiency of strategies for ensuring the effective and efficient implementation of the programme under the COVID-19 crisis in the target states and country at large.
- To document lessons learned, best practices, success stories and challenges to inform the implementation of similar ongoing programmes and future programming for UN Women in the area of women, peace and security.
- Based on findings, to provide recommendations for a possible second phase of support after the completion of the current programme.

### 2.1 Scope of the Evaluation

The geographical scope of the evaluation will cover Bauchi and Benue States, focusing on two outcome areas and four output areas. The evaluation will focus mainly on the food security and livelihoods and water, sanitation and hygiene components of the project. The respondents for the evaluation will be selected from the beneficiaries of the intervention across the LGAs. The period covered by the evaluation

is January 2019 to 31 June 2021. The programme was evaluated through an analysis of the progress towards achieving the expected results, measured against the logical frameworks (log frames) and targets, and through the use of programme indicators. The evaluation identified and documented short-term, intermediate and long-term results achieved by the WPS Programme. It also assessed progress towards achieving the WPS Programme outcomes and potential impacts at the end of the programme's implementing period.

## 2.2 Stakeholders of the Evaluation

Using the UN Evaluation Group Matrix (Annex 2), this evaluation has included three main levels of stakeholders. The first category involved stakeholders in the Evaluation Reference Group. These included the country representatives of UN Women and the donor; the Ministries of Women Affairs at the federal and state level; and implementing partners, who also played a close role in the implementation of the WPS Programme. The Evaluation Reference Group provided an oversight function in the validation of the inception report by reviewing the draft report; it also participated in the validation workshop and contributed to the finalization of the evaluation report.

The evaluation also involved stakeholders at the national level, such as security structures, the Federal Ministry of Women Affairs, the Ministry of Budget and National Planning, the UN Women WPS Programme team, implementing partners (International Alert, PWAN and IPCR) and the donor. This stakeholder category facilitated the implementation of the project in Bauchi and Benue States and constituted the main source of the evaluation data as key informants.

The third category of stakeholders included those that participated in implementing project activities at the state level: civil society organizations (CSOs), state government entities, security actors and beneficiaries. This stakeholder category helped to identify key respondents with whom in-depth and semi-structured interviews were conducted during the evaluation. A detailed stakeholder analysis matrix is attached to this report as Annex 2, and it highlights the categories of stakeholders, their roles in the intervention, and how the evaluation team involved them in the evaluation process.

## 2.3 Users of the Evaluation

The WPS Programme final evaluation report will be used by different stakeholders to inform the design and implementation of future similar interventions. Specific users of the evaluation findings and lessons learned include the UN Women Nigeria Country Office, other UN Women offices and other UN agencies working in crisis-affected areas. Findings from the report will also be used for future programming in the area of WPS. The Government of Nigeria, specifically the Federal Ministry of Women Affairs, will also use the findings for their future programming on WPS and other gender issues in Nigeria. The findings will also be useful to the State Houses of Assembly, decision makers in security sector institutions (in particular the police, the army, and Nigeria Security and Civil Defence Corps), State Ministries of Women Affairs, justice-related bodies and other MDAs in Bauchi and Benue States in understanding the extent of gender mainstreaming in their respective institutions and the importance of women's involvement in peace and security decision-making processes, peace negotiations, and conflict prevention and resolution.



Norwegian Ambassador to Nigeria HE Jens-Petter Kjemprud and UN Women Country Representative Comfort Lamptey with team members and representatives of women's networks in Bauchi State, 2019. Photo: UN Women Nigeria.



Speaker of the Bauchi State House of Assembly Rt. Honourable Abubakar Suleiman and other members of the Bauchi State House of Assembly at a capacity-building training on UN Security Council Resolution 1325 facilitated by UN Women, Abuja, 2020. Photo: UN Women Nigeria.

# 3. APPROACH AND METHODOLOGY

## 3.1 Results-Based Management Approach: Theory of Change

The WPS Programme was evaluated against the Results-Based Management Theory of Change Approach. Relevant documents were reviewed and used to derive information for an updated Theory of Change Model. The revised ToC diagram (Annex 1) and notes offer a clear understanding of the WPS Programme logic, including inputs, outputs, planned outcomes, risks and underlying assumptions. The refined ToC was used as a basis to develop detailed evaluation questions and related methods and protocols, as well as in analysing broader progress towards the achievement of outcomes through the aggregation of available evidence on a broader scale and with longer-term results. The analysis matrix (Annex 3) lists the key evaluation questions, indicators, data sources and methods of data collection.

## 3.2 Evaluation Criteria Elaboration of Key Questions

The final evaluation of the WPS Programme applied Organization for Economic Cooperation and Development/Development Assistance Committee evaluation criteria: relevance, effectiveness, efficiency, sustainability and coherence. The evaluation also took into consideration gender equality, human rights and disability inclusion as separate standalone criteria. These were used as the main analytical frameworks in line with the UN Women evaluation policy.<sup>1</sup> The evaluation questions developed around the thematic evaluation areas of relevance, effectiveness, efficiency, sustainability and impact, gender equality and human rights, and disability inclusion are presented in Annex 4.

## 3.3 Methodological Approach

This evaluation has both formative and summative purposes (i.e. to inform UN Women Nigeria future programming in gender equality and women's empowerment, and to determine the extent to which the WPS Programme has met its planned goals and

<sup>1</sup> <https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/evaluationhandbook-web-final-0apr2015.pdf?la=en&vs=4246>.

objectives). Accordingly, the evaluation adopted a mixed design, relying heavily on both quantitative and qualitative research methods and a desk review of secondary data documents. The use of a combination of qualitative and quantitative data was key to the evaluation, as this ensured that the limitations of one type of data were balanced by the strengths of another. Findings of the evaluation were sourced from primary and secondary sources of data.

## 3.4 Secondary Data Collection

A desk review of all relevant documentation on the programme was carried out. Documents related to the UN Women WPS Programme team were complemented by other sources where necessary. The document review process was conducted in line with key evaluation questions and indicators from the project log frame using the content analysis method. This provided useful background information to the evaluation team for understanding the programme and assessing its implementation. The information was also used to verify and validate (triangulate) data obtained from other sources. The review therefore helped to provide evidence against the log frame indicators and the evaluation questions at inception, during data collection, and at the triangulation stage.

### 3.5 Data Collection Tools

The main instruments used for primary data collection were key informant interview guides, focus group discussion (FGD) guides and semi-structured questionnaires. Five different interview guides were developed for different categories of stakeholders: the WPS Programme team, security sector and MDA beneficiaries, the Women Mediation Group, community leaders, and implementing partners. One FGD guide was developed for the Women Mediation Network/HeForShe group (see Annex 10 for the tools). The data collected assessed the relevance of the WPS Programme to the target states, the effectiveness of the programme, and the efficiency of the programme concerning the use of resources. Certain data captured the impact of the WPS Programme in the target states as well as the sustainability of the programme benefits in the target states. The use of interviews and FGDs helped to have a captive audience when collecting information from stakeholders who have been involved in or reached by the WPS Programme. The use of a questionnaire was helpful in generating relevant quantitative data to complement the qualitative data from the interviews.

The key informants and focus group discussants were representatives of the recipients of various interventions of the WPS Programme, including the Women Mediation Network, HeForShe, MDAs, the judiciary and security actors. The information obtained consists of both individual and institutional responses to the evaluation questions. This hybrid approach enriched data management and resulted in a comprehensive assessment of the impact of the programme. The approach ensured that the evaluation was utilization focused and gender responsive, and that it explicitly integrated human rights-based approaches to data management. The evaluation utilized gender-sensitive participatory methods to capture relevant case studies. Data were further disaggregated by sex and categories of stakeholders. These research methods were chosen to be complementary; they allow for cross-verification, corroboration and triangulation of evidence collected from different sources, thus enhancing the reliability and validity of the data collected. The methodology was process and outcome based, and the consultant employed triangulation in data analysis procedures.

### 3.6 Sampling and Data Collection

Using the stakeholder analysis matrix that defined the roles and nature of participation of stakeholders in various interventions, evaluators were able to purposively select key stakeholders for data collection. The evaluators employed purposive sampling for high-level officials for in-depth interviews. At the state level, the evaluation sampled four LGAs out of the eight LGAs covered by the WPS Programme areas. The four sampled LGAs are Bauchi and Tafawa Balewa LGAs in Bauchi State, as well as Gwer West and Guma LGAs in Benue State. These LGAs were purposively sampled after discussions with the WPS Programme team based on accessibility and the security context. The respondents for the questionnaire were also purposively selected based on their availability. A total of 510 beneficiaries were targeted by the intervention: 60 legislators, 225 security actors, 45 judicial actors, 120 women mediation actors and 60 HeForShe members. Out of this total, 123 were sampled in the two states (81 females and 46 males) for questionnaire administration. However, due to security challenges, selected beneficiaries from the inaccessible LGAs were brought to the state capital for questionnaire administration.

Key informant interviews (KIIs) were held with implementing partners in each of the states before any interviews with other stakeholders in the LGAs were conducted. This was to have the implementing partners provide a clear overview of the programme activities in each state. In each LGA, selected key stakeholders were interviewed based on their participation in the programme. KIIs were conducted with sampled key stakeholders, as well as beneficiaries. Core members who participated in the programme – MDA staff, security actors (the army, police and NSCDC), legislators in the Bauchi and Benue State Houses of Assembly, and members of the judiciary, the Women Mediation Network, Globe FM, Radio Benue and HeForShe – were interviewed as key informants using purposive sampling, guided by the nature and role of their involvement. Four FGDs were also conducted in each state, targeting members of the Women Mediation Network, the HeForShe campaign, security actors, MDAs and the judiciary. In all, eight FGDs were conducted. A total of 50 KIIs were conducted: 22 at the national level and 28 at

the state level. The FGDs and KIIs were managed in a manner that ensured the participation of both men and women and other categories of respondents. Annex 3 shows the list of stakeholders consulted and the rationale for their selection as participants in the programme.

Stakeholders were consulted at different stages of the evaluation. In the inception phase, the stakeholders participated in the validation workshop for the inception report. During the data collection phase, the stakeholders participated in providing the needed data and are expected to participate in the validation of the final report. Tables 3 and 4 below provide details of participants by sex and category. In all, 181 stakeholders were consulted during the field mission. The stakeholders were representative of the recipients of various interventions of the programme, and gave both individual and institutional responses to the evaluation questions. The stakeholders from the four sampled LGAs were mobilized and transported to the state capital for interviews and questionnaire administration, while stakeholders at the national level were reached by telephone. The evaluation team also physically visited some stakeholders, including the Federal Ministry of Women Affairs and the Ministry of Budget and National Planning for interviews. Also visited were stakeholders in the judicial sector. However, some stakeholders such as members of the State Houses of Assembly were also reached by telephone, as the two State Houses of Assembly were on break at the time of the field mission.

Fieldwork for the evaluation was carried out in Abuja and in Benue and Bauchi States. An initial interview was conducted with stakeholders in Abuja from 2 to 5 August before the team moved to Benue State on 6 August. Interviews were then conducted with implementing partners, beneficiaries and stakeholders in Makurdi from 7 to 12 August before the team travelled to Bauchi. The fieldwork was completed on 20 August. The team took detailed notes on all interviews and discussions. The evaluation used UN Women and partner staff to help manage the logistics of the evaluation, including introducing the evaluators to stakeholders and beneficiaries.

### 3.7 Gender and Human Rights Considerations

To foster gender and human rights in this evaluation, a full range of stakeholder groups (including duty bearers and rights holders) were carefully analysed to avoid biases related to gender, distance (in order to include the less accessible), power (in order to support less powerful interviewees to be able to speak freely by addressing privacy and confidentiality concerns), etc. One method used to foster this inclusion was to include women and individuals/groups who are marginalized and/or discriminated against. The evaluation team also explored barriers to participation these groups may face and devised strategies to address these, including identifying and visiting people with disabilities during the data collection process and providing transportation to

TABLE 3

#### Evaluation Participants by Sex and State

Evaluation Participants	Female		Male		State		Abjua	Total
	No.	%	No.	%	Bauchi	Benue		
					No.	No.	No.	No.
Key informant interview	39	78	11	22	14	14	22	50
Focus group discussion	5	62.5	3	37.5	4	4	0	8
Perception survey	81	65.8	42	34.2	67	56	0	127
<i>Total</i>	<i>125</i>	<i>69</i>	<i>56</i>	<i>31</i>	<i>85</i>	<i>74</i>	<i>22</i>	<i>181</i>

TABLE 4

**Evaluation Participants by Category of Respondents**

Evaluation Participants	KII		FGD		Perception Survey		Total	
	No.	%	No.	%	No.	%	No.	%
<i>State Ministries of Women Affairs</i>	4	8	-	-	4	3.3	8	4.4
<i>Women Mediation Network</i>	4	8	2	25	37	30.1	43	23.7
<i>Globe FM and Radio Benue</i>	2	4	-	-	-	-	2	1.1
<i>HeForShe Network</i>	4	8	2	25	24	19.5	30	16.6
<i>Security Actors</i>	5	10	2	25	19	15.4	26	14.4
<i>State Houses of Assembly</i>	2	4	-	-	2	1.6	4	2.2
<i>Judiciary</i>	3	6	2	25	15	12.2	20	11
<i>CSOs</i>	4	8	-	-	-	-	4	2.2
<i>Others</i>	-	-	-	-	22	17.9	22	12.2
<i>UN Women Nigeria Country Office</i>	4	8	-	-	-	-	4	2.2
<i>Institute for Peace and Conflict Resolution</i>	4	8	-	-	-	-	4	2.2
<i>Partners West Africa Nigeria</i>	2	4	-	-	-	-	2	1.1
<i>International Alert</i>	4	8	-	-	-	-	4	2.2
<i>Donors</i>	1	2	-	-	-	-	1	0.5
<i>National Institute for Legislative Studies</i>	1	2	-	-	-	-	1	0.5
<i>Armed Forces of Nigeria (headquarters, Abuja)</i>	2	4	-	-	-	-	2	1.1
<i>Federal Ministry of Women Affairs</i>	4	8	-	-	-	-	4	2.2
<b>Total</b>	<b>50</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>123</b>	<b>100</b>	<b>181</b>	<b>100</b>

respondents from remote locations to come to the state capital to participate in the evaluation process. Also, some rights-based and gender-sensitive indicators were incorporated into the evaluation questions to ensure the evaluation is gender and human rights responsive.

### 3.8 Validity and Reliability of Data

To increase the chances of data validity and reliability, the evaluators administered different tools

containing similar wording for the same question. More importantly, data collection tools were pre-tested on a group of HeForShe and Women Mediation Network members. The responses obtained helped to determine respondents' levels of understanding of the questions and led to the rewording of some questions for simplification. These selected groups of respondents used for pre-testing were left out during the main data collection. To increase the generalizability of the findings, representative samples were selected from all stakeholder groups. The use of multiple methods of data collection and analysis

(triangulation) allowed for the validation of findings from data gathered across the four different methodologies (document review, KIIs, FGDs and survey) and information collected from different sites through these methods.

### 3.9 Data Analysis and Reporting

The analysis of information and data ran throughout the various evaluation stages. The analytical process involved the systematic organization, comparison and synthesis of information and data derived across and through all methods<sup>2</sup> to ensure robust findings based on the evidence. Data were analysed using quantitative and qualitative methods. Quantitative data were analysed using descriptive statistics to meet the objectives of the evaluation. Relevant tables and columns were developed showing disaggregated data by gender, age, state and disability. This provided more clarity on the various dimensions of the impact of the WPS Programme on the target beneficiaries.

Thematic coding was used for qualitative data analysis. The codes and themes were determined by the evaluation objectives and criteria to include relevance, coherence, effectiveness, efficiency, impact and sustainability, as well as cross-cutting issues such as disability inclusion. The content analysis method was employed in the desk review of all available reports, documents and collected data sets. All relevant WPS Programme documents were reviewed

<sup>2</sup> UN Women, *Evaluation Handbook: How To Manage Gender-Responsive Evaluation*, p. 76.

and the findings triangulated by source and method to obtain descriptive findings and conclusions relevant to the objectives of the evaluation. Finally, findings were refined based on the comments of key informants and through cross-checking to ensure factual credibility.

The perception survey was conducted among the beneficiaries at the state level, covering HeForShe and Women Mediator Network members, MDA staff, CSO staff, legislators and security actors. The respondents were selected using the purposive sampling technique. Attention was paid to make the list of respondents inclusive from gender and social inclusion perspectives. Respondents were carefully selected from different categories. Out of the total (123) perception survey respondents, 45.5 per cent were based in Benue State, while 54.5 per cent were based in Bauchi State; 65.9 per cent were female and 34.1 per cent were male. The majority (59.3 per cent) of the survey respondents fell within the age bracket of 40 years and above (Figure 1), followed by the age brackets of 30–39 years (28.5 per cent) and 18–29 years (8.1 per cent). The majority (88.6 per cent) of the respondents had tertiary education qualifications, while only 1.6 per cent had no formal education.

This finding shows that the beneficiaries are highly literate and therefore suitable for the various capacity-building activities planned for the programme. By category, 19.5 per cent and 12.2 per cent of respondents were members of the HeForShe group and judiciary respectively. Also, 30.1 per cent, 3.3 per cent and 15.4 per cent were members of the Women Mediation Network, Ministries of Women Affairs and

**FIGURE 1**  
**Perception Survey Participants by Age Group**

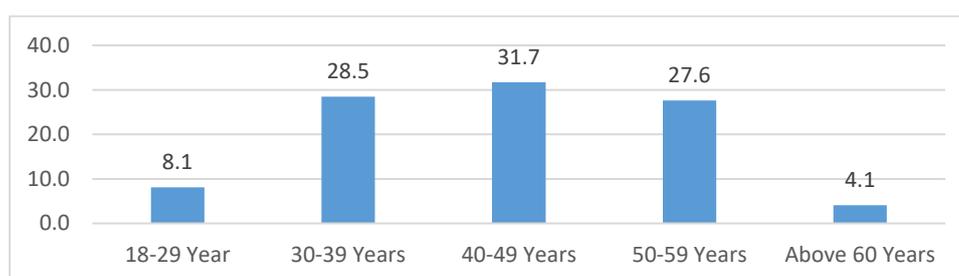
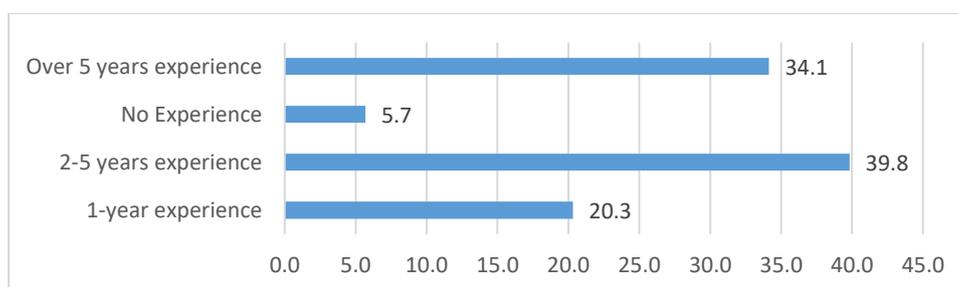


FIGURE 2

**Participants' Years of Experience on Gender-Related Issues**

security actors respectively, while 1.6 per cent were members of the legislatures.

Evidence shows that respondents' experience with gender-related issues is low. About 20.3 per cent of the selected beneficiaries had one year of experience in gender mainstreaming, while 39.8 per cent had between two and five years of experience. This suggests that most beneficiaries had come to know more about gender issues only after their participation in capacity-building initiatives under the WPS Programme (Figure 2).

### 3.10 Ethical Considerations

The consultant adhered fully to the ethics and principles for research and evaluation. In addition, the consultant also adhered strictly to the UN Evaluation Group standards for evaluation, the UN Women evaluation policy and the ethical guidelines for evaluations in the UN system. This evaluation adopted the following ethical guidelines: 1) respect for dignity and diversity; 2) right to self-determination; 3) fair representation; 4) alignment with codes for vulnerable groups; 5) redress; 6) confidentiality; and 7) avoidance of harm. The evaluation team sought permission first if direct quotes were being attributed. Specific safety considerations were put in place to promote the safety of both the respondents and the evaluation team during data collection. To facilitate more transparent and participatory processes, enable more equitable gender-balanced contributions by all stakeholders, and ensure that all stakeholders

could contribute freely, the evaluators sought to address transparency, privacy and confidentiality issues, including sensitivity to language use. Relevant critical measures during data collection included gathering appropriate stakeholder groups in sessions in which they could express themselves freely. Evaluators also visited stakeholders in their localities and used the most appropriate cultural approaches and local languages to facilitate easy access and increase participation. Among them, the evaluation team possessed the necessary cultural, language and ethical competencies to address these considerations. Critical ethical considerations for data collection incorporated into the evaluation design included the following:

- Data collection tools were designed in a way that is culturally appropriate and does not create distress for respondents.
- Data collection visits were organized at the appropriate times and places to minimize risk to respondents.
- Interviewers provided information on how individuals in situations of risk can seek support.

Due to the sensitivity of rights, peace and security issues, respondents' anonymity and the non-attribution of individual answers were carefully safeguarded. The evaluators created a "safe space" during interactions with respondents for different categories of beneficiaries who may have felt excluded from ongoing peace and security processes or were otherwise vulnerable and concerned about



UN Women Programme Specialist (WPS) Peter Mancha with military participants at a capacity-building training on UN Security Council Resolution 1325, Bauchi State, 2020. Photo: UN Women Nigeria.

speaking up. The evaluation team also obtained informed consent from all key informants and focus group discussion participants. The team emphasized that all information provided in discussions and interviews would not be linked to any specific person and would be kept confidential. Programme team members and implementing partners were excluded from all meetings with the beneficiaries for maximum confidentiality.

### 3.11 Limitations of the Evaluation

The evaluation was faced with a number of limitations, mostly linked to security and the limited availability of respondents. The unpredictable security situation in some intervention LGAs meant that the team had to rely on the security architecture of UN

Women and the implementing partners in the programme states, and requested respondents to meet at the state capital to minimize the security risk. Also, the evaluation was conducted during the rainy/farming season, during which many respondents at the community level were busy with farming activities. This challenge was addressed by increasing the number of days for data collection; at the same time, a large number of enumerators were recruited to cover as many programme locations as possible until the planned total number of beneficiaries was met. Reaching out to some high-profile stakeholders also posed some challenges due to their busy schedules and location. Telephone interviews were conducted in such cases to ensure their participation at their convenience. Overall, these limitations were mitigated and did not compromise the required sample size or quality of the findings.

## 4. EVALUATION FINDINGS

This section presents the findings of the evaluation based on the analysis of various data collected. The findings of the evaluation were structured according to the Organization for Economic Cooperation and Development/Development Assistance Committee's evaluation criteria, with a focus on the key priority questions identified for this evaluation.

### 4.1 Relevance

**Finding 1:** The extent to which objectives of the WPS Programme are consistent with the evolving needs and priorities of beneficiaries, partners and stakeholders

Evaluative evidence from document reviews and key informant interviews confirmed that, to a large extent, the programme objectives addressed the identified rights and needs of the programme's target groups, including conflict-affected women, MDA staff, State Houses of Assembly members (legislators), and justice and security actors.

In contrast to the programme baseline information, which showed a low level of awareness among the different groups in Bauchi and Benue States about women's participation in peace and security, the WPS Programme built the capacity of women to effectively engage in peace and security processes, peace negotiations, and conflict prevention and resolution, and therefore contributed to increasing their awareness level about women's important role in peace and security processes. As noted previously, women and men are impacted differently and disproportionately in conflict situations. Also, various scientific studies such as *Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325* (2015)<sup>1</sup> and the UN/World Bank conflict prevention study *Pathways for Peace*<sup>2</sup> demonstrate the added value of women's contribution to peace and security and the centrality

of gender perspectives in the effectiveness and sustainability of peace agreements. Other studies show that women's participation raises the likelihood of a peace deal lasting at least two years by 20 per cent and a peace accord lasting at least 15 years by 35 per cent.<sup>3</sup> Despite this proven positive influence of women in peacebuilding processes, evidence from the UN Women baseline assessment showed a very low level of women's involvement in such activities in Bauchi and Benue. The WPS Programme in the two states was found to be both relevant and useful as a way of addressing the underlying factors hindering women's effective participation in peace and security processes. Also, all of the Women Mediation Network members who participated in the perception survey noted that the WPS Programme was relevant to the needs of conflict-affected women in Bauchi and Benue States.

At the federal and state institutional levels, the evaluation findings show that the WPS Programme objectives addressed the needs of the security sector and MDAs. The implementation of the second NAP (2017–2020) of UNSCR 1325 ended in 2020, with plans underway for the development of the third NAP. The involvement of the Federal Ministry of Women Affairs and the Ministry of Budget and National Planning in the WPS Programme provided the opportunity for synergy between key government institutions at the federal and state levels, while also building the capacity of staff in the ministries in preparation for the development of the third NAP. Through these trainings, the WPS Programme raised the awareness and capacity of key government officials and their partners in Nigeria to respond to WPS concerns. In addition, during consultative meetings with MDAs in

<sup>1</sup> [http://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20\(1\).pdf](http://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20(1).pdf)

<sup>2</sup> <https://olc.worldbank.org/system/files/Pathways%20for%20Peace%20Executive%20Summary.pdf>

<sup>3</sup> <https://wps.unwomen.org/participation/>

Bauchi and Benue States, it was clear that numerous participants at the institutional level had minimal knowledge of UNSCR 1325, the NAP and the need for localization. Thus, gender desk officers from across MDAs and civil society organizations were mobilized for training. The training increased their capacities on understanding gender dynamics, managing resistance and communication on gender, the UNSCR 1325 WPS agenda, networking, and cross-agency collaboration among gender focal points.<sup>4</sup> Most of the key informants at the MDAs confirmed that the WPS Programme objectives addressed their needs. Some of the women key informants in the ministries that participated in the programme noted the following:

The programme allowed me to participate in four training programmes on women, peace and security. In the last two years, this programme was an eye-opener for men, and it has broadened my knowledge about [the] women, peace and security agenda.<sup>5</sup>

For sure the programme was good for me when it comes to capacity building. I attended most of the training programmes in Benue and Bauchi States as a chief social welfare officer in my ministry. Issues relating to women, peace and security were adequately discussed, as well as gender mainstreaming, during the various capacity-building programmes.<sup>6</sup>

Desk review information and interviews with programme beneficiaries also confirmed that the WPS Programme objectives addressed the identified rights and needs of legislatures. Under its tripartite function of law-making, oversight and representation, the legislature has a critical role to play in achieving the provisions of UNSCR 1325. However, evidence from the capacity needs assessment of the legislatures at national and state levels indicated limited in-depth knowledge of gender and WPS issues among legislators, as the bulk of respondents had never encountered WPS and were unaware of UNSCR 1325.<sup>7</sup> The WPS Programme contributed to filling this gap by

organizing a capacity-building activity to deepen the knowledge of legislators on gender, women, peace and security frameworks. Also, findings from the gender assessment of the judiciary sector revealed an almost total lack of knowledge among the judicial officers and judicial staff about the existence and normative provisions of the Resolution 1325 and the NAP. Similarly, in the security sector, the findings show poor awareness of the essence and provisions of UNSCR 1325 and the NAP, very low representation of women, both in terms of numbers and positions in state security institutions, and a prevalence of societal factors that exacerbate the marginalization of women in state security institutions.<sup>8</sup>

The WPS Programme objectives were designed with full consideration of the targeted beneficiaries' rights and needs. Evidence from the quantitative survey revealed that 98.8 per cent and 97.6 per cent of the female and male respondents noted that the programme objectives were relevant to their needs. Additional evidence from the quantitative survey showed that 97.5 per cent and 100 per cent of the female and male participants of the capacity-building programme maintained that the training on gender and UNSCR 1325 were very relevant to them. However, the short duration of the programme was a major limitation to the programme's capacity to fully address the identified rights and needs of the target beneficiaries.

**Finding 2:** The extent to which targeted state partners were involved in the conceptualization and design process

The involvement of the targeted state partners in the conceptualization and design process of the WPS Programme (including women and men at LGA and community levels, as well as MDAs, legislators, and judiciary and security actors at national and state levels) was rated as fair by this evaluation. Stakeholders' involvement at a certain stage of programme implementation at the conceptualization and design level was only noted during needs assessments, baseline studies and stakeholder consultation meetings. Findings from the desk review of documents

4 International Alert Nigeria, *Quarter Three Report on WPS*.

5 Excerpt from KII at the Federal Ministry of Women Affairs, Abuja.

6 Excerpt from KII at the Ministry of Budget and National Planning, Abuja.

7 *Institutional and Capacity Needs Assessment of the National Assembly, Bauchi State Assembly and Benue State Assembly on Women, Peace and Security* (consultant's report submitted to UN Women Nigeria).

8 *Report of the Gender Assessment of the Security Sector in Nigeria at the Federal and State Levels (Benue and Bauchi)*.

and interviews from stakeholders revealed that the security actors, judiciary and general public participated in baseline studies conducted for the WPS Programme in Bauchi and Benue States. Capacity needs assessments were conducted for the legislators as well as for the gender desk officers of NSCDC. However, these came into the programme at a point when preliminary programme activities had started in the two states.

Despite the limited involvement of partners at the design level of the WPS Programme, their involvement prior to the implementation of individual activities led to successful outcomes. This was mostly noted in relation to the partners' involvement in gender assessments, whose findings informed the design of the WPS Programme. The capacity and need assessments conducted for target partners and beneficiaries of the programme informed appropriate intervention strategies for each, thus enhancing local ownership and the achievement of set goals and objectives. These beneficiaries included legislators in the Bauchi and Benue State Houses of Assembly, target security agencies, the judiciary and the Women Mediation Network. The development of gender policies for the AFN and NSCDC was informed by the findings of gender assessments conducted for these institutions that revealed the necessity of gender policies for the two security agencies. Also, findings from the gender assessment of the security sector highlighted the significance of the judiciary in peace and security processes and recommended their inclusion in the WPS Programme implementation. This again informed the inclusion of the gender assessment of the judiciary as part of the programme activities implemented.

Additional evidence of partners' involvement in the design of the WPS Programme activities comes from the participation of the Programme Steering Committee in the selection of LGAs for programme implementation. However, some of the targeted beneficiaries noted that their level of involvement at the design and conceptualization stage was poor, as revealed in these excerpts:

We were informed about the programme in October 2019, and there was a meeting in our office to introduce the programme to us about the overall goal of the project, but we were not involved at the conceptualization and design stage.

[It is] agreed that the project made a significant impact in the target states, and several stakeholders in the states testified to that during my attendance in one of the meetings at the end of the programme, but the involvement of my Ministry of Budget and National Planning in programme design and conceptualization is very low.<sup>9</sup>

**Finding 3:** Consistency of activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the resolution, and the attainment of the NAP's objectives

The review of programme documents and interviews with stakeholders confirmed that the activities and outputs of the WPS Programme were, to a large extent, consistent with the provisions of UNSCR 1325, Nigeria's National Action Plan on the resolution, and the attainment of the NAP's objectives. Outcome 1 of the WPS Programme (Women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution) and Outcome 2 (Improved public perception of the role of women in peace and security) are aligned with pillar one of UNSCR 1325, which calls for the increased participation of women at all levels of decision making in mechanisms for the prevention, management and resolution of conflict; in peace negotiations; and in peace operations as soldiers, police and civilians.<sup>10</sup> The two outcomes are also aligned with pillar two of Nigeria's National Action Plan, which calls for increasing the participation and engagement of women and the inclusion of women's interests in decision-making processes related to conflict prevention and peacebuilding.

Output 1.1 of the WPS Programme focuses on increasing the number of lawmakers at the national level and target states who are sensitized, trained and mentored to adopt the women, peace and security commitments of UNSCR 1325; apply gender-mainstreaming skills and knowledge to formulating and reviewing laws; and perform legislative oversight functions. Output 1.2 focuses on ensuring that decision makers in security sector institutions at the state level are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector. Output 1.3 focuses on creating a platform for women's

<sup>9</sup> Excerpt from KII at the Federal Ministry of Women Affairs, Abuja.

<sup>10</sup> [https://www.usip.org/gender\\_peacebuilding/about\\_UNSCR\\_1325](https://www.usip.org/gender_peacebuilding/about_UNSCR_1325).

involvement in peace processes and peacebuilding. The last output (Output 2.1) focuses on sensitizing the entire population, especially the men, about the positive role women can play in peace negotiations and conflict prevention and resolution. All the above outputs of the WPS Programme are consistent with pillar one of UNSCR 1325, whose target is to foster the increased participation of women in mechanisms for the prevention, management and resolution of conflict.

The document review also showed that all the WPS Programme activities are geared towards the promotion of women's participation in mechanisms for the prevention, management and resolution of conflict, and are therefore consistent with the provisions of UNSCR 1325. These activities included the development of *The Nigerian Legislature's Role in Advancing Women, Peace and Security*, the training of State Houses of Assembly to share and mainstream the UNSCR 1325 legislative guide into their legislative work, and the provision of technical support for the development of State Action Plans in the two states and their domestication. According to 88.7 per cent and 88.1 per cent of the female and male respondents who participated in the quantitative survey, the activities and outputs of the programme are consistent with the provisions of UNSCR 1325, Nigeria's NAP and the attainment of the NAP's objectives. Key stakeholders of the programme also maintained that there was a high level of consistency between WPS Programme activities and outputs and the provisions of these frameworks, as reflected in the excerpt below:

I will say here that the different elements of the WPS Programme such as the SAPs, the legislators' guide on women, peace and security, gender policies for the armed forces and the NSCDC, as well as the women mediators and negotiators group established by the programme, are all consistent with the provisions of UNSCR 1325 and the NAP.<sup>11</sup>

**Finding 4:** The extent to which the intervention is aligned with national and international agreements and conventions on gender equality and women's empowerment in the context of women, peace and security

The WPS Programme intervention was found to be in total alignment with national and international agreements and conventions on gender equality and women's empowerment in the context of women, peace and security. National and international agreements and conventions on gender equality and women's empowerment are the foundation on which the WPS Programme in Bauchi and Benue States was built. The various outputs of the WPS Programme fall under the pillars of several UN Security Council resolutions as well as the pillars of the NAP. In addition, the WPS Programme contributed to the state's capabilities in meeting its obligations concerning its international and national commitments. It also contributed to the capacity of rights holders to demand their participation and engagement in peace and security processes. Key relevant obligations that the WPS Programme is directly aligned with include UNSCR 1325, which obliges all member states to engage women in all aspects of peacebuilding, including ensuring women's participation in all levels of decision making on peace and security issues. The WPS Programme also fits within UNSCR 1889 (2009), as it calls for the development of indicators to measure the implementation of UNSCR 1325, both within the UN system and member states.

Other international agreements relevant to the WPS Programme include UNSCR 2122 (2013), which calls for stronger measures and monitoring mechanisms to allow women to engage in conflict resolution and recovery; Committee on the Elimination of Discrimination against Women (CEDAW) General Recommendation 30 (2015), which calls for linkages to the women, peace and security agenda and provides for measures to ensure the protection of women during and after conflict and promote reporting on progress; as well as SDG 5 (achieve gender equality and empower all women and girls) and SDG 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). At the national level, the WPS Programme aligns with the aspirations of the National Gender Policy to promote gender equity and sustainable human and economic development in Nigeria.

<sup>11</sup> Excerpt from KII with UN Women WPS Programme team member.

**Finding 5: Consistency of activities and outputs of the WPS Programme with intended impacts and effects, and how they address the problems identified**

The evaluation confirmed that the WPS activities and outputs are consistent with the intended impacts and effects, and adequately addressed the problems identified to a large extent. The review of documents and interviews with partners confirmed that all the programme activities and outputs were consistent with the intended impacts and effects of the programme. The programme aims at increasing women's participation in peace and security processes as well as improving the public perception of the role of women in peace and security. Accordingly, all the activities and outputs of the programme were channelled in this direction, as reflected in Annex 5.

Output 1.1 targets the training and sensitization of lawmakers to adopt the women, peace and security commitments of UNSCR 1325, apply gender-mainstreaming skills and knowledge in formulating and reviewing laws, and perform legislative oversight functions. The activities under this output included the preparation of *The Nigerian Legislature's Role in Advancing Women, Peace and Security* and State Action Plans. All these activities were found to be consistent with the intended impact of the programme. Outputs 1.2, 1.3 and 2.1 and their respective activities (Annex 5) were also found to be consistent with the intended impacts of the programme. These outputs and respective activities also addressed the problems identified, which relate to the low participation of women in peace processes. This was achieved through the development of the legislators' guide and the SAPs, which provide the framework for increasing women's participation in peace and security processes at federal and state levels. The programme's development of gender policies for the AFN and the NSCDC is also expected to help address the identified problems by mainstreaming gender into security sector interventions.

**Finding 6: The extent to which human rights are recognized and addressed as priorities through the programme and its implementation in order to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments**

Findings from the document review and interviews with stakeholders demonstrated a conscious and systematic integration of human rights and rights principles in all aspects of the WPS Programme. The United Nations General Assembly in 1986 adopted the Declaration on the Right to Development. Article 1 of the declaration states the following:

The right to development is an inalienable human right under which every human person and all peoples are entitled to participate in, contribute to and enjoy economic, social, cultural and political development in which all human rights and fundamental freedoms can be fully realized.

UNSCR 1325 (2000) reaffirmed the important role of women in peace negotiations, peacebuilding, the prevention and resolution of conflict, peacekeeping, humanitarian response, and post-conflict reconstruction. It also stressed the importance of their equal participation and full involvement in all efforts towards the maintenance and promotion of peace and security.<sup>12</sup> As per its design, the WPS Programme identified rights holders (women and girls) with their specific right to participate in peace and security processes and duty bearers (security actors, the judiciary and legislators) with the obligation to respect, protect and fulfil those rights. Findings from various assessments revealed a deliberate intent on the part of the programme to strengthen the capacity of rights holders to enjoy and claim their rights, including their human rights, and duty bearers to meet their obligations, as evidenced by various capacity building-activities targeting the Women Mediation Network, HeForShe champions, security actors, the judiciary, and State Houses of Assembly in Bauchi and Benue.

The WPS Programme was designed and implemented with full consideration of human rights as a priority. The two objectives of the WPS Programme, as previously stated, comply with the CEDAW recommendations by contributing to reducing opposition to women's participation in peace and security processes in Bauchi and Benue States. The WPS Programme was also found to be compliant with SDG 5 on gender equality and SDG 16 on peaceful and inclusive societies. The development of SAPs on

12 <https://www.un.org/womenwatch/osagi/wps/>.

women, peace and security in the target states constitutes a strong basis for the promotion of gender equality and the empowerment of women, as well as the promotion of peaceful and inclusive societies. The development of gender policies for the AFN and NSCDC also promoted inclusive institutions in the security sector in Nigeria.

**Finding 7:** Coherence in the structure of the programme design; clarity in the articulation of the definition of goals, outcomes and outputs; and validity of the theory of change

The review of documents conducted for this evaluation showed that the programme design was articulated coherently. The programme was designed to address the relevant priorities and needs of duty bearers and rights holders identified through gender and capacity needs assessments. The various sectoral assessments revealed low participation of women in peace and security processes in the two states, as well as a poor perception of the role of women in peace and security processes at both state and community levels. A policy framework for gender mainstreaming was absent, and there was a poor understanding among duty bearers about national and international agreements such as UNSCR 1325. To address these challenges, the WPS Programme had two outcomes. Outcome 1 contributed to increasing women's participation in peace and security through increasing the amount of legislation reformed from a gender perspective and adopted in the target states, and the number of legislators in target states publicly supporting the adoption of gender-sensitive laws with specific provisions of UNSCR 1325. Outcome 2 of the WPS Programme built on to Outcome 1 by focusing on improving the public perception of the role of women in peace and security.

Accordingly, the outputs of the programme related to the development of the Women Mediation Network, the HeForShe groups, gender policies for the AFN and NSCDC, the legislators' guide, and State Action Plans. All the outputs were relevant, as they contributed to the two outcomes. Beyond this, the duty bearers' and rights holders' priorities and needs were well articulated in the programme's objectives and the underlying theory of change based on findings from

baseline and needs assessments conducted under the programme. Also, the Programme's definitions of its goal, outcomes and outputs were smart and clearly articulated.

The theory of change is relevant, as it shows a plausible, clear and logical flow that describes how the programme strategy intends to contribute to the desired changes at the outcome level without any knowledge gap. The ToC is also based on knowledge and lessons learned from credible sources, especially *Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325* (2015) and the UN/World Bank conflict prevention study *Pathways for Peace*. Also, the assumption and risks most relevant to whether the change will be realized were clearly stated in the ToC. Overall, the ToC is very germane to the goal of the WPS Programme and has remained valid to date. However, there is no evidence to show that the ToC was designed collaboratively with the stakeholders of the programme.

**Finding 8:** Capacities and skills the United Nations should prioritize and further develop to bring greater coherence and relevance to its interventions

Findings from interviews and the desk review confirmed that the WPS Programme prioritized capacity-building interventions targeting various institutions and actors in policymaking the security sector, as well as women leaders, community rulers and media practitioners at the state level. Desk officers from different MDAs have significantly benefited from the programme's capacity-strengthening activities in the areas of gender, UNSCR 1325 and the NAP. However, participants' skills to mobilize the resources required to ensure the continuity of the WPS Programme have remained a challenge. Some of the key informants noted that resource mobilization skills are needed, particularly for the Women Mediation Network and HeForShe members, to enable them to mobilize funds to carry out their roles independently after the end of the WPS Programme. While the Ministries of Women Affairs intend to create budget lines to support the activities of the various WPS networks in the states, the extent to which that promise will be fulfilled remains uncertain. Thus, the provision of

capacity building in the area of resource mobilization skills for created networks is indispensable. On the part of UN Women, there is a need to strengthen the monitoring and evaluation (M&E) system for the WPS Programme, as evidence shows no M&E plan. This may be attributed to the absence of a dedicated M&E officer for the programme.

**Finding 9:** The extent of implementing partners' comparative advantage in the programme's area of work in comparison with other partners in Nigeria

Information from interviews and document reviews indicated that the implementing partners' comparative advantage in terms of their institutional mandate and capacity-building experience in the WPS Programme's area of work was significant in comparison with other partners in Nigeria. PWAN, a partner that implemented the gender assessments of the target security institutions and the judiciary, is experienced in enhancing citizen participation and improving security governance in Nigeria. The organization does this through research, collaborative advocacy, capacity building, and integrating the implementation of international agreements and government policies, including UNSCR 1325 and the second NAP. PWAN has engaged with the key stakeholders of the WPS Programme (security actors, the judiciary and the legislature) in the past. This has facilitated easy entry into the programme areas of work, specifically the gender assessment task.

The comparative advantage for IPCR lay in the fact that the institute is a government agency experienced in improving capacity for the promotion of peace and conflict prevention, management and resolution. The institute was assigned the responsibility of conducting the baseline survey for the WPS Programme and facilitated the programme's easy access to various government agencies, including the Ministry of Women Affairs, the security sector and the judiciary, during the gender assessment conducted for these institutions. Finally, International Alert is experienced in capacity building for peace mediators and SAP development. The partner was assigned the responsibility of developing the SAPs and training the Women Mediation Network and the HeForShe campaign group on UNSCR 1325 and women, peace

and security. The success of the WPS Programme was largely linked to these strong partnerships.

## 4.2 Effectiveness

This criterion measures the extent to which the programme's objectives were achieved or are expected/likely to be achieved. The following evaluation questions were used to measure the effectiveness of the WPS Programme.

**Finding 10:** Assessing the success of the programme in terms of the progress made towards the achievement of the expected results (outputs and outcomes and results achieved)

Progress on results at outcome and output levels was measured in line with indicators in the results framework. Progress on outcomes and outputs is discussed below.

### **Outcome 1: Women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution**

Annex 6 indicates that progress on Outcome 1 was measured through five indicators. Indicator 1 on the number of pieces of legislation reformed from a gender perspective and adopted in selected states, with a baseline value of 0 and a target of 2, was achieved, as the overall achievement for each state was 2. Indicator 2 on the percentage of legislators in target states publicly supporting the adoption of gender-sensitive laws with specific provisions of UNSCR 1325, with a baseline value of 0 and a target of 30 per cent, was also achieved, as the overall achievement in each state was 100 per cent. Indicators 3, 4 and 5 were also achieved, with the programme exceeding the targets for these three indicators (Annex 6).

### **Outcome 2: Improved public perception of the role of women in peace and security**

Evidence from Annex 6 shows that progress in Outcome 2 was measured by one indicator (indicator number 6: percentage of the population in target



Benue State Ministry of Women Affairs Director HE Dooshima Ageh and UN Women Programme Specialist (WPS) Peter Mancha with military participants at a capacity-building training on UN Security Council Resolution 1325, Benue State, 2020. Photo: UN Women Nigeria.

states having a positive perception about the role of women in peace and security). The indicator has a baseline value of 43 per cent and 36 per cent for Bauchi and Benue States respectively, and a target of a 20 per cent increase. Evidence shows that this indicator was achieved by the programme, as overall achievements were 97 per cent and 98.2 per cent for Bauchi and Benue States respectively.

***Output 1.1: Increased number of lawmakers in the selected states are sensitized, trained and mentored to adopt the women, peace and security commitments of UNSCR 1325 and apply gender-mainstreaming skills and knowledge in formulating and reviewing laws and performing legislative oversight functions.***

There are three indicators to measure progress towards Output 1.1 under Outcome 1. Indicator 1.1A relates to the number of legislators trained and mentored on WPS commitments through project support, with a baseline of 0 and a target of 20 legislators per state. It was achieved by the programme, with overall achievement of 30 per state. Evidence shows that all the 30 members of the State Houses of Assembly were trained and mentored on WPS commitments, which suggests the programme exceeded the target.

The second indicator (1.1B: number of WPS guidelines developed for legislators through project support), with a baseline of 0 and a target of 1, was also met by the programme, with overall achievement standing at one in each state. Apart from providing capacity-building opportunities for the legislators on key gender-related issues, the programme facilitated *The Nigerian Legislature's Role in Advancing Women, Peace and Security* for the state legislatures.<sup>13</sup> The guide is expected to provide direction to the Nigerian legislature (the National Assembly and State Houses of Assembly) on their role in supporting the UNSCR 1325 agenda. Specifically, it is expected to provide information to legislators on the global women, peace and security agenda and how it applies to Nigeria.<sup>14</sup> The third indicator (1.1C) was on the number of SAPs strengthened and/or developed with UN Women's support to facilitate action and accountability to WPS commitments, including provisions for a gender-sensitive response to COVID-19 and other pandemics. With a baseline of 3 and target of 5, this was also achieved by the programme, although it did not exceed the target (Annex 6).

<sup>13</sup> *Bauchi State Legislative Training Mission Report.*

<sup>14</sup> UN Women report: *Capacity and Institutional Needs Assessment.*

**Output 1.2: Decision makers in security sector institutions at the state level (in particular the police, the army and the Nigerian Security and Civil Defence Corps) and the judiciary are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.**

There are three indicators to measure progress towards Output 1.2. The first indicator (1.2A) is the number of gender assessments conducted for the judiciary and security agencies, including on the impact of COVID-19, with a baseline of 0 and targets of 2 at the federal level and 3 at the state level. It was achieved by the programme. The programme conducted a gender assessment for the judiciary at the federal level and in Bauchi and Benue States, as well as a gender assessment for three security agencies (the army, the police and NSCDC) at federal and state levels. The second indicator (1.2B) is the number of decision makers/gender desk officers/human rights officers/public relations officers in the target security sector at the federal level and in the selected states sensitized and trained on gender mainstreaming through project support, with a baseline value of 0 for both states. Seventy-five persons each were set as the targets for NSCDC, AFN and NPF, with 40 for the judiciary. Evidence shows that these indicator targets were met by the programme for the all the security actors (Annex 6). The third indicator (1.2C) on the number of capacity-building tools/guidelines developed for policymakers in the targeted security sector institutions through project support, with a baseline of 0 and a target of 3, was met, with an overall achievement of 5.

**Output 1.3: Platform for women's involvement in peace processes is created.**

There are three indicators to measure progress towards Output 1.3. The first indicator (1.3A) is on the existence of the multi-state platform for women's involvement in peace processes in Nigeria. This indicator was achieved through the establishment of the Women Mediation Network and the HeForShe campaign groups in both Bauchi and Benue States. The second indicator under Output 1.3 (1.3B) measures

the number of women trained by the project who have increased capacity in early warning, conflict prevention mechanisms and peacebuilding, with a target total of 120 for both states. Overall, 200 women were trained by the programme, exceeding the target. The third indicator (1.3C) measures the number of women mediators in the target region in Nigeria with increased/certified mediation skills. The target for this indicator was 120, but 200 women mediators were trained on mediation skills at the end of the programme in both states.

**Output 2.1: Broader Nigerian population sensitized about the positive role women play in peace negotiations and conflict prevention and resolution.**

There are three indicators to measure progress towards Output 2.1. The first indicator (2.1A) on the number of weekly radio programmes discussing WPS issues supported by the project, with a baseline of 0 and a target of 1 per state, was achieved, with one radio programme each set up in Bauchi and Benue States. About 90 episodes of the programme were aired in each state, on a schedule of two episodes per week. The second indicator under Output 2.1 on the number of male leaders engaged in the context of the programme (target population: young men in youth groups and male champions from the police, the judiciary, the NSCDC, and religious and traditional leaders) to promote the WPS agenda. The target of the indicator was at least 60 per state, but 75 and 80 were achieved in Bauchi and Benue States by the end of the programme. Indicator 2.1C was the number of dedicated websites created for the promotion of the WPS agenda in Nigeria supported by the programme. This was achieved, as one website was created by the programme.

Overall, the WPS Programme made significant progress towards the achievement of the expected outputs and outcomes. In summary, the following results were achieved:

1. Development of SAPs for Bauchi and Benue States, including the establishment of Implementation and Monitoring Committees for the policy documents in both states

2. Enhanced capacity for the implementation of the provisions of UNSCR 1325 by the 60 legislators in the Bauchi and Benue State Houses of Assembly, including adoption of a WPS legislative guide
3. Gender policies for the security sector (Armed Forces of Nigeria and NSCDC) developed and officially launched
4. Establishment of gender desks at MDAs
5. Establishment of the Women Mediation Network and HeForShe campaign groups

**Finding 11: Reasons for the achievement or non-achievement of the programme objectives**

Findings from document reviews and interviews with the programme team revealed multiple internal and external factors that influenced the achievement of the intended programme objectives. The first positive influencing factor was the vast experience of the UN Women programme team in the implementation of WPS-related programmes, as exemplified by the EU-funded programme Promoting Women's Engagement in Peace and Security in Northern Nigeria. The experience and lessons learned from the implementation of that programme informed the implementation of the WPS Programme in Bauchi and Benue States, ensuring that the necessary activities of the programme related to the identification of stakeholders and implementing partners, as well as the target LGAs for programme implementation, were completed in a timely manner. Similarly, the experience also ensured that various trainings were delivered at the right time and with the right facilitators.

Secondly, the collaborative approach in the programme implementation and the cooperative attitude of project beneficiaries contributed to the programme achievements recorded. The programme was implemented collaboratively, involving multiple stakeholders: the government at the state and national level, traditional and religious leaders, CSOs, the media, student leaders, and implementing partners. This approach brought diverse perspectives and experiences into the programme implementation

and therefore contributed to the success it recorded. Also, the will of beneficiaries to contribute and participate in transformational change regarding the lingering conflict in their communities has remained very high. They actively participated in the programme activities and networks, such as the Women Mediation Network, the HeForShe campaign group, the Programme Steering Committee and the SAP Implementation Committees. This is evident in the enthusiasm demonstrated by the Women Mediation Network and the HeForShe group members in both states in the registration of the network and group with the Corporate Affairs Commission. The cooperation of external stakeholders, mostly community leaders, provided entry points for communities and local governments. Indeed, a key informant at the national level noted the following:

The high level of commitment by the project beneficiaries was a fundamental factor to the successes recorded by the programme. They were all committed to it. They saw it as their own, even up to the traditional institutions, [who] accepted it fully.<sup>15</sup>

Thirdly, the implementation of gender assessments in the security and judicial sectors and the capacity needs assessment in the State Houses of Assembly was another key factor in the programme's success. The various assessments helped in identifying gender needs and gaps at both the community and institutional levels in Bauchi and Benue States. This ensured that the priority needs of the targeted beneficiaries were accurately met by the programme. The technical support and oversight functions provided by the UN Women programme team to the implementing partners throughout the implementation of the various activities were acknowledged by various implementing partners as a major success factor that provided the needed technical support necessary for programme implementation. This ensured that all aspects of the programme were adequately implemented. Key challenges addressed by the programme team included facilitating access by implementing partners to high-level stakeholders in the security sector and government.

<sup>15</sup> Excerpt from KII at the Ministry of Budget and National Planning, Abuja.

The WPS Programme was seen by the targeted beneficiaries as an opportunity to tackle the protracted conflict in the target states. Bauchi and Benue States have over the years recorded reoccurring conflicts despite past peace efforts by the government and other stakeholders. The programme was therefore seen as another opportunity to address the conflict. As a result, the WPS programme was unanimously accepted, which further contributed to its success.

The interest and political will demonstrated by the two state governments contributed to the successes recorded by the WPS Programme. In 2018, the Bauchi State government requested UN Women to provide the technical support needed to develop the State Action Plan for the domestication of UNSCR 1325. In Benue State, the government extended its partnership to the United Nations Country Team in Nigeria to support efforts to address and prevent the escalation of the farmer–herder conflict. Thus, when UN Women initiated the WPS Programme, the respective state governments participated actively in the programme. For instance, the Ministry of Women Affairs coordinated the WPS activities at state and community levels.

Another critical factor that contributed to the achievement of the programme objectives was the accurate selection of the Women Mediation Network and HeForShe members. The members were selected with the support of the government based on their activities over the years related to WPS objectives at the state level. This ensured that members were able to participate in training programmes and also carry out their advocacy and peace mediation activities with little or no remuneration. An additional success factor was funding. Evidence from the document reviews and interviews with implementing partners indicates that funds were readily available for the timely implementation of programme activities. All programme activity implementation requires funding, and nothing would have been achieved without the release of the funds from UN Women.

On the other hand, the evaluation also identified several factors that influenced the non-achievement or delayed the achievement of the intended outputs of the WPS Programme. Interviews with the project

team and the review of documents revealed that the 2019 general elections delayed the meetings with the Governors of Bauchi and Benue States, the official launch of the programme, and the inauguration of the Programme Steering Committee. Further, security challenges influenced the level of achievement of the programme objectives. Some target LGAs in both Bauchi and Benue States were inaccessible due to the incessant attacks and high level of insecurity. For instance, most training activities at the community level were moved to the state capital, while a limited number of participants were brought in from the local communities to participate in the programme. Furthermore, the outbreak of the COVID-19 pandemic, which resulted in movement restrictions imposed by the federal and state governments, delayed the implementation of programme activities across the targeted LGAs for almost six months due to the inability of staff to access beneficiary communities and local participants. During this period, programme teams worked from home, while on-site activities were suspended, which threatened the delivery of the programme within the timeline.

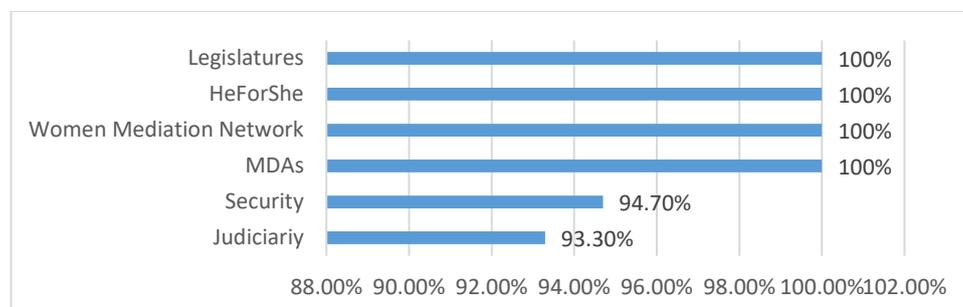
Finally, the programme had a short duration; a longer programme would have seen more successes. Beneficiaries of the capacity-building programme on gender mainstreaming and UNSCR 1325 expressed low satisfaction with the short duration of the training programmes, which in most cases lasted only two days and were seen to be rushed. FGD respondents also noted that the number of participants in the majority of the training sessions was very low; most gender desk officers from MDAs and the security sector were not able to participate in the training. This limited the number of beneficiaries of the capacity-building activities of the WPS Programme. Despite these challenges, the programme was able to meet all its set objectives to a large extent as planned.

**Finding 12:** The extent to which beneficiaries have been satisfied with the results and the capacities of relevant duty bearers and rights holders have been strengthened

Findings from the survey and interviews with beneficiaries show that about 95 per cent of WPS Programme beneficiaries were satisfied with the

FIGURE 3

### Perception of Beneficiaries on Capacity Strengthening by the Programme



results achieved by the programme in the area of enhancing women's participation in peace and security processes at the state level. Key informants and FDG participants noted this satisfaction:

This WPS Programme came at the right time to the state and has contributed so much, especially in changing the mindset of people in the state on the role women can play in peace and mediation processes. I am very satisfied with the programme, and we need more of it in our state. In the state, there is now a plan to transfer women to the Sharia Court of Appeal, which has no single woman despite [its] staff strength of over 900 people.<sup>16</sup>

Given the recognition of the role women can play in peace processes and the various training programme I have gone through as a result of this programme, I will say I am very satisfied with the programme. Most of the things I have learned are very useful to me, and I am using them on a daily basis in my home and community.<sup>17</sup>

Evidence also revealed that the capacities of relevant duty bearers and rights holders have been strengthened successfully in both states (confirmed by the rights holders and duty bearers themselves, as discussed in Finding 1). Findings from the quantitative survey of beneficiaries also confirmed that over 93 per cent of all categories of beneficiaries were satisfied with the gender and UNSCR 1325 knowledge acquired (Figure 3).

<sup>16</sup> Excerpt from women FGD participants in the justice sector in Bauchi State.

<sup>17</sup> Excerpt from KII with a community leader from Gwer West LGA.

**Finding 13:** Assessment of the effectiveness of monitoring mechanisms in place to measure progress towards results, and the extent to which monitoring data were objectively used to inform management action and decision making

The monitoring of the WPS Programme's progress towards the achievement of results was rated fair due to the absence of an M&E plan. Starting from the programme design, the issues of monitoring were mainstreamed. The programme had planned for a robust monitoring plan that would be underpinned by specific data collection exercises and monitoring. However, this was hardly done, as the programme utilized Activity Progress Reports as the main form of programme monitoring. The progress reports focused mostly on project activities (inputs and outputs) and any delays or deviations based on the project's logical framework. In the progress reports, the analysis of programme outcomes or impact (intended and unintended) and the reasons they have or have not led to the desired results are negligible or missing, thereby weakening the chances of informing the assessment of good practice and capturing lessons learned from the implementation of the programme.

For the purpose of benchmarking, the programme had carried out baseline assessments in the two states. However, the baseline report did not specifically focus on the key indicators of the programme results framework, even though the various indicators were assigned baseline values as stated in the results framework. Similarly, the midterm evaluation

of the WPS Programme did not provide progress on the WPS Programme indicators.

As noted, evidence from a review of programme documents revealed the absence of a monitoring and evaluation plan. An M&E plan would have helped to define, implement, track and improve the M&E strategy for the programme. Its absence is a major limitation to the effectiveness of the programme monitoring mechanisms put in place to measure progress towards results. Evidence also shows that there was no M&E staff specifically dedicated to the WPS Programme by the UN Women Country Office, which may have contributed to the use of progress reports as the main monitoring framework for the WPS Programme. Management decisions to improve the programme implementation, including decisions to take over a number of activities from the implementing partners for implementation by the UN Women programme team in case of challenges, were, for instance, not based on evidence from monitoring data. Despite these challenges, the performance of the programme in terms of progress towards its objectives was tracked to a large extent by the programme. Going forward, there is a need for the engagement of an M&E officer specifically dedicated to the WPS Programme.

**Finding 14:** The extent to which the programme approaches and strategies for achieving the provisions of UNSCR 1325 are innovative, as well as the types of innovative good practices introduced into the programme for the achievement of results

The evaluation found that several innovative practices were mainstreamed in both the design and implementation of the WPS Programme. The recognition of the important role of legislators in the successful implementation of the NAP and SAPs and their integration into the programme implementation was innovative. It is crucial to state that this programme was the first to include legislators in the SAP development processes out of all the states that have developed their SAPs. The programme trained them and produced a guide for mainstreaming gender in both policymaking and the implementation of legislators' constituency projects and oversight functions.

The second innovation identified by the evaluation was the development of the WPS website to address the gap of coordinated information on actors and interventions in the area of women, peace and security. The WPS Programme provided the website, which helped in filling this gap by serving as a repository of knowledge for WPS activities in Nigeria. In addition, the WPS radio programmes in Bauchi and Benue provided an opportunity for innovative interactions between listeners and the panel through live calls in both states. This provided an appropriate medium to reach out to a large section of the public simultaneously on the important role of women in peace and security, and therefore helped in positively influencing related community perceptions.

Having the governors of the two states sign the SAP documents and make a commitment to their implementation was also considered an innovation on the part of the programme. This will ensure that the SAPs get the required funds for their full implementation, given that implementation challenges are one of the banes of policy development in Nigeria. In addition, the programme approach of first engaging with senior officers in the security sector at the national level to get their endorsement was considered an innovation by the evaluation, along with bringing their technical staff to join in the training conducted for Bauchi and Benue State security actors. This provided an entry point for the programme to operate in the states and created increased state-level ownership of the programme and the gender policies developed for the security sector.

The targeting of the states, LGAs and political wards for programme activities was considered a good practice by the evaluation. Evidence shows that both states, selected LGAs and wards have experienced sustained conflict over the last decade, despite all efforts from the government and other peacebuilding actors in the states. The two states also had not domesticated UNSCR 1325 until the project was implemented. The targeting of these two states by the programme, therefore, provided an opportunity to address the lingering conflict through women's participation and the domestication of UNSCR 1325 in the states.

As earlier stated, the programme was design based on the lessons learned from the EU-funded WPS programme in northern Nigeria. Also, key resource persons, including individuals and groups who were trained under the EU-funded programme, were mobilized to support and reinforce programme activities under the new flagship WPS Programme. This again was considered a good practice by the evaluation, as the exchange visit of the Women Mediation Network in both states provided an opportunity for experience sharing and learning, and was considered an innovation as it had never been practiced before.

Furthermore, the programme strategy of creating linkages with existing programmes implemented by other partners in the same operational context was found to be a good practice by the evaluation. In Benue State, the programme was linked with the FAO-UNDP Peacebuilding Support Office project and the Mercy Corps Nigeria intervention project Community Initiatives to Promote Peace in Four Local Government Areas of Benue State. In this context, the platforms in the WPS Programme such as the Women Mediation Network were connected with the peacebuilding networks created under these various interventions for collaboration and sharing of ideas.

In Bauchi State, the WPS Programme was linked with the Global Network of Women Peacebuilders and West Africa Network for Peacebuilding project that focused on the localization of UNSCR 1325 and other WPS resolutions. In addition, the programme implementation strategy underlined by policy-level interventions, capacity building and institutional strengthening of key sectors to facilitate the sustainable implementation of UNSCR 1325, as well as the utilization of non-traditional sectors, particularly the media, was innovative and was considered a good practice. The programme approach did not only address the manifestation of the problem, but also addressed the underlying causes of the problem, such as the poor public perception of the role of women in peace and security.

As stated previously, this programme is very replicable (as was the EU-funded programme in northern

Nigeria). In terms of a replication approach, subsequent programmes on WPS should be designed and implemented based on the lessons and innovative practices from this Government of Norway-funded WPS Programme in Bauchi and Benue States. It is also important to consider using key resource persons from this programme who are trained under this programme in programme implementation activities. This will enhance effectiveness in programme implementation, as these persons are already familiar with the concept, design and targets of the various components of the programme.

### 4.3 Efficiency

This is a measure of how economically resources/ inputs (funds, expertise, time, etc.) were converted to results.

**Finding 15:** Assessment of how resources (financial, human, technical support, etc.) have been allocated strategically to achieve the programme outcomes and measures taken during planning and implementation to ensure that resources are efficiently used

The review of programme documents and interviews with the programme team confirmed that available resources were allocated strategically to achieve the programme outcomes. The WPS Programme had a total duration of 30 months with a planned budget of USD 1,704,743 allocated under two heads in the financial statement: programme costs and human resources and other costs. Of this, USD 1,128,800 (66.2 per cent) was budgeted for programme activities, while actual spending on programme activities was USD 437,702.64 as of 31 July 2020, which is 38.7 per cent of the actual budget for programme activities (Annex 7). Also, about 26.3 per cent of the total budget was allocated to personnel (including international and national staff) and other support costs (including communication and monitoring and evaluation costs). This is quite reasonable given the high-level technical staff (national and international) required for the implementation of programme activities across the two states and the number of activities implemented. In 18 months of the

programme implementation period (January 2019 to 31 July 2021), the programme had utilized 45.3 per cent of the budget that was initially committed.

Due to the absence of financial records at the end of the programme, it was difficult to establish the absorption rate at the end of the programme. However, the absorption of 45.3 per cent of the planned budget after 18 months of programme implementation indicates a good absorption rate for the programme.

Findings from this evaluation show that the UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme objectives, but that there is room for improvement. UN Women could have performed more efficiently and effectively with more staff to deliver on the programme objectives in such a short planning and delivery period. This evaluation concluded that, although the human and financial resources were used sufficiently and efficiently, in the medium to long term those resources are not adequate to serve UN Women's mandate regarding the WPS agenda in the intervention states and in Nigeria at large – the ongoing conflicts across the federation demand immediate resolution. In addition, evidence from the document reviews and interviews suggests that goods and services were competitively procured, ensuring value for money.

A review of the WPS Programme Activity Progress Reports shows that the programme targets were all achieved. Also, all the expenditures were made in line with the WPS approved budget, as confirmed by the donor and various partners to the evaluation team.

Financial resources were adequately allocated and spent to achieve the programme outcomes. Evidence shows that all the planned activities under the two outcomes were implemented and completed by the end of the programme. Technical support was rated good by the evaluation. The State Ministries of Women Affairs coordinated the WPS agenda in their respective states. UN Women also provided continuous capacity-building and technical support to the programme's implementing partners, especially in project management, monitoring and reporting, in addition to regular and consistent monitoring of programme planning and the implementation of activities. This ensured that the programme activities were executed as planned.

Several measures were taken during the planning and implementation phases to ensure that resources were efficiently used. The UN Women programme team was not bloated; in most cases, they were multitasking, which ensured that not too many financial resources were spent on personnel, but actual programme implementation, in compliance



Participants at a training of male gender champions (HeForShe Campaign) in Bauchi State, 2020. Photo: UN Women/Faremi Olanrewaju.

with the donor requirements. Also, the implementing partners were competitively selected based on the budget they submitted for activity implementation. This ensured value for money for the WPS Programme. In addition, the UN Women programme team constantly monitored how the financial resources were being used through monthly meetings and the quarterly submission of financial reports by the implementing partners. Evidence also shows that the budget allocation for each activity was based on need and the scope of work to be done. For instance, the development of the SAPs in both states received the highest allocation (USD 280,000) from the budget due to the numerous activities that were done to ensure their development.

As stated in Section 4.2, most of the targets for the WPS Programme were achieved, and the expenditure for each budget line was within the approved limit. Also, most of the facilitators of the training programmes conducted were drawn from the local communities, which undoubtedly contributed to a reduction in implementation costs while promoting ownership of the project and boosting the local economy. The WPS Programme's use of volunteers such as the HeForShe and Women Mediation Network members at no cost contributed to the efficiency of programme implementation. All these measures ensured that there was good utilization of resources. Given the level of achievement of the targeted outputs by the programme team, it is appropriate to conclude that the intervention achieved the programme objectives economically, while the implementers efficiently utilized programme inputs.

**Finding 16: Assessing the prompt delivery of outputs**

Different sources, including interviews with stakeholders and FGDs with beneficiaries, revealed that the programme outputs were delivered promptly to a large extent, despite the delays in the delivery of some outputs due to the COVID-19 pandemic. The affected outputs included the gender assessment report from IPCR and other capacity-building activities initially planned for implementation within the lockdown period. This led to an extension to 31 June 2021 to ensure that all activities were implemented as planned. As noted in Annex 6, most of the outputs targeted by the programme were exceeded at the

end of the implementation period. Evidence from the FGDs and KIIs confirmed that the outputs were delivered promptly:

The programme activities were implemented without any delay. Many of us here in the Women Mediation Network participated in several training programmes, and they were all delivered in a timely manner.<sup>18</sup>

We did not experience any delay in Bauchi State. All planned activities were completed on time as planned.<sup>19</sup>

**Finding 17: Assessing how the programme and its components were cost-effectively implemented and if the activities and outputs have been delivered with fewer resources without reducing their quality and quantity**

The WPS Programme team's approach to activity implementation was efficient according to the evaluator's assessment. Evaluative evidence from interviews with the programme team indicated that all goods and services were competitively procured to ensure value for money, and were negotiated to ensure savings where possible and cost-effectiveness. There is also evidence that the programme converted the available inputs into results, as revealed by the number of outputs achieved by the programme. Given the achievements so far, the WPS Programme has already realized measurable results in a cost-effective manner. As previously mentioned, actual expenditures were reasonable, well within the approved budget and in conformity with the UN financial management regulations. Also, most of the members of the Women Mediation Network and the HeForShe group were drawn from the local communities; they undertook voluntary peacebuilding activities at no extra cost to the programme.

**Finding 18: Assessing how the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme, as well as key successes and recommendations for improvement**

<sup>18</sup> Excerpt from FGD with the Women Mediation Network in Benue State.

<sup>19</sup> Excerpt from KII with staff of Ministry of Women Affairs in Bauchi State.

The organizational structure, managerial support and coordination mechanisms put in place by UN Women effectively supported the programme's delivery, despite the few challenges reported at various levels. The evaluation found that the WPS Programme set up a Project Management Board composed of the UN Women Country Representative, the Deputy UN Women Country Representative, the WPS Programme Manager, the Senior International Consultant/Advisor, a WPS Programme Analyst, a finance associate, a WPS Programme UN Volunteer and a WPS intern.

UN Women led the programme implementation. The Programme Manager coordinated, managed and supervised the programme implementation and provided technical guidance to the implementing partners. He also regularly reported to the programme board on the implementation of activities, achievement of results and financial accountability of the programme. The Programme Manager also coordinated various activities and worked closely with the implementing partners, the Ministries of Women Affairs and the Programme Steering Committee. The implementing partners, mainly International Alert, had project managers as focal persons for the oversight and implementation of the activities assigned to them under the programme. A programme management meeting was organized every month to review progress towards the programme objectives and helped to ensure successful programme management.

The only challenge noticed in the structure was the absence of M&E focal persons, at both the UN Women level and the implementing partner level. Also noticed was a limited number of programme staff at the field level. There were only two staff stationed by International Alert per state for the implementation of activities, while there were no UN Women staff stationed in the two states to monitor activity implementation. This limited number of staff at the state level does not effectively support the delivery of programme objectives.

**Finding 19:** How the programme utilized the existing local capacities of rights holders and duty bearers to achieve its outcomes

Findings from interviews and FGDs with beneficiaries proved that the WPS Programme utilized the existing capacities of rights holders and duty bearers in the two target states to a great extent. Specifically, during the development of the SAPs, the programme deliberately engaged a local consultant to lead the process for the development of the plans in both states. This approach promoted ownership of the programme at the local level.

Similarly, in establishing the Women Mediation Network and the HeForShe networks, the programme looked inward by identifying and integrating women and men from the targeted states who already have some capacities acquired from previous projects on WPS. For the radio programme, the WPS Programme also extensively utilized local capacities by drawing resource persons from the states. Accordingly, most of the resource persons for the radio programme in Benue State were from the network of civil society organizations, and the WPS Programme engaged staff of the Nigerian Bar Association and Nigerian Medical Association from both states as resource persons to deliver the radio programme. Similarly, the state programme managers in both states were locally recruited, which ensured that the capacity built by the programme will remain with the community.

The programme has further worked closely with duty bearers, including the Ministry of Women Affairs, at the national and state level. All the coordination meetings in both states were led and chaired by the ministry, which, in some cases, assumed a secretariat function. Additionally, the evaluation consultants leveraged the capacities of the Ministry of Women Affairs to mobilize key stakeholders to participate in the evaluation. All these elements are good evidence of the programme's utilization of local capacities.

**Finding 20:** Key opportunities and/or challenges in the operational context of the programme

Evidence from the document review and interviews with the programme team and beneficiaries showed that the WPS Programme leveraged several opportunities in its operational context (design and implementation), including the presence of other organizations (UNDP and various CSOs and

international NGOs) implementing peace and security programmes in Bauchi and Benue States. This provided the WPS Programme with an opportunity for synergy building. The political will of the state governments to develop the SAPs was also a good opportunity for the programme. An additional opportunity was the presence of existing capacities among duty bearers and rights holders on peace and security issues, which the programme leveraged. The conflict situation in the intervention states and the absence of SAPs in the two states in a sense presented another opportunity in the operational environment that the programme leveraged.

The security challenges during the implementation period were fluid at different times in the life of the programme and limited the implementation of activities, especially at the LGA level. The constant changing of commissioners and directors at the MDAs was another major challenge. In some cases, this happened after their capacities had been built or advocacy activities had been completed. This reality constitutes a big challenge for the programme. For instance, in Bauchi State, the Commissioner of Police was transferred and replaced with another, which meant that the programme team had to make a repeat advocacy visit to the new commissioner.

The other visible challenge found by the evaluation was the wrong perception of some non-participating stakeholders that their colleagues were making money from participating in the WPS Programme. This resulted in conflicts in some situations. However, the programme team was able to address this through advocacy visits to MDAs to explain the main purpose of the WPS Programme, the roles of participating staff and (when necessary) the level of remuneration.

**Finding 21:** Changes/interventions that could have been emphasized to capitalize on opportunities for improving programme delivery

The evaluation identified several changes/interventions that the programme should have emphasized to maximize the opportunities presented in the operational context of the programme. The first change relates to the need to extend the duration of the

programme. This was widely echoed by most stakeholders in the intervention states, as this affected the implementation activities. In both states, the programme ended immediately after the launching of the SAP, and therefore there was no opportunity to monitor the implementation of the SAP by the state government.

Similarly, capacity-building activities for duty bearers and rights holders should have been extended up to five days to ensure that facilitators have enough time to cover essential themes. This would also give the participants enough time to digest the various training activities. Most participants of the training programmes complained that the facilitators rushed through the curriculum, as most training programmes were only two days. Another significant change/intervention that should have been emphasized is the integration of funding mobilization strategies into the programme's capacity-building activities. This is very important, especially for the Women Mediation Network and the HeForShe groups. These two platforms are voluntary groups expected to carry out advocacy and peace mediation activities beyond the end of the WPS Programme. However, without resource mobilization capacities and actions, financial constraints may pose a challenge to their interventions. A training session on strategies to mobilize funds would have been useful for the groups to address this challenge and contribute to their financial independence.

In addition, the programme should have made financial provision for the continuous airing of the radio programme for at least one year after the end of the WPS Programme. This would have helped to sustain programme activities for a longer time and increase the overall impact and sustainability of the programme at the state level. Furthermore, while the programme documents and the narrative reports submitted by UN Women are easy to comprehend, the UN's financial management system is complex. As a result, the financial reports are generated directly from UN Women headquarters and shared with donor focal persons at headquarters. This has made it impossible to have an up-to-date financial record at the end of programme implementation. The available certified financial records of the programme

were as of July 2020, which is almost mid-way into the programme implementation.

**Finding 22:** Future considerations suggested to address emerging challenges

There is a need for UN Women to consider other opportunities for capacity building of the Women Mediation Network and the HeForShe groups in the area of resource mobilization. This is critically important to enable the groups to source funds for their activities and remain active for a long time. In addition, a formal handover of various platforms such as the Women Mediation Network and the HeForShe groups to the State Ministries of Women Affairs is suggested to support the coordination of the groups and ensure their continuity at the state level. The UN Women programme team should also consider making financial provisions for the continuous airing of the radio programme for at least one year at the end of the project. Also, UN Women Nigeria should consider having another phase of the programme in both Bauchi and Benue. This will provide an opportunity for the programme to cover more LGAs and more rights holders. It will also provide an opportunity for the programme team to support and monitor the implementation of the SAPs in the target states.

## 4.4 Impact

This relates to the various effects of the programme on the target groups and wider society.

**Finding 23:** Effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society)

The evaluation found that the WPS Programme had several positive effects on the target group and larger society. These included the successful development and launch of the SAPs in both Bauchi and Benue States. The programme also contributed to the establishment of gender desk offices across the MDAs in the two states. At the national level, the programme contributed to the production of gender policies for the AFN and NSCDC, and the revision of the NPF

gender policy. The programme also contributed to the domestication of the Violence Against Persons (Prohibition) Act, which was passed by the Bauchi State House of Assembly and signed into law by the governor. Evidence from FGDs with beneficiaries also confirmed that the programme contributed to a large extent to increasing women's participation in peace and security processes in the targeted states. Accordingly, the Women Mediation Network played an active role in the settlement of land disputes between two communities in Ayati Gwer in Gwer East LGA of Benue State that had resulted in human casualties and damage to property.

The WPS Programme has contributed to changes in the public perception of the role of women in peace and security processes, as shown by the increased involvement of women in peace and security processes. In Logo LGA of Benue State, women mediators advocated for an increase in the participation of women in peace and security mechanisms, and at least 45 women had already been inaugurated into local leadership councils to actively participate in traditional dispute resolution mechanisms at the time of this evaluation. Moreover, one of the mediators was turbaned and appointed to the traditional council of Ningi LGA in Bauchi State.<sup>20</sup> In Benue State, the NSCDC has established an armed female squad for the first time after their participation in a capacity-building programme organized under the WPS Programme. In the past, such a squad was solely reserved for male officers. In Bauchi State, female staff and judges were also introduced into the State Sharia Court of Appeal for the first time after the participation of the Chief Judge in the capacity-building activities of the WPS Programme.

At the individual level, there was a significant change in the level of knowledge and awareness of beneficiaries on the important role of women in peace and security processes. It was noted that members of the Women Mediation Network gained the capacity to speak confidently at home and make their voices heard on peace and security issues at the community level. They gained increased prestige at home and in the community, and people and agencies began

<sup>20</sup> *Programme on Women, Peace and Security in Nigeria Project End Report*, April 2021.

FIGURE 4

### Perception of Beneficiaries on the Extent the Programme Contributed to Its Intended Impacts

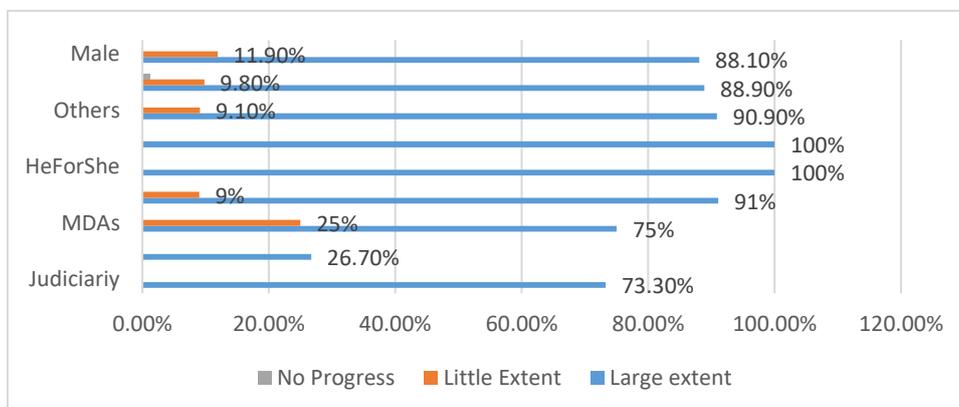
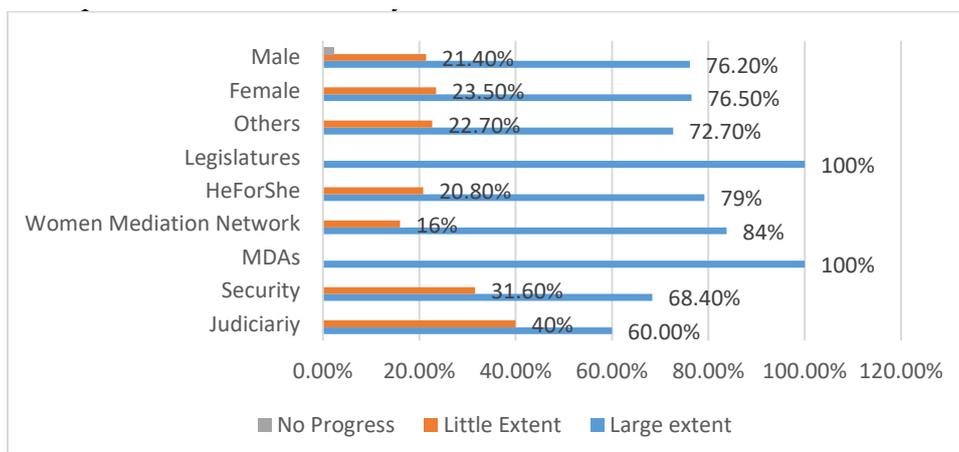


FIGURE 5

### Perception of Beneficiaries on the Extent the Programme Contributed to Increasing Women's Participation in Peace and Security Processes



listening to them. Individually they experienced significant empowerment. FGDs with the Women Mediation Network and HeForShe groups substantiate that women leaders and women's groups can now participate in peace and security processes in their respective communities. The perception survey conducted during this evaluation also indicated that over 73 per cent of beneficiaries believed that the programme contributed to its intended impacts to a large extent (Figure 4), and that over 60 per cent of

beneficiaries believed that the programme contributed to increasing women's participation in peace and security processes (Figure 5).

It is important to state that the evaluation found no negative effects of the programme, either from document reviews or interviews of relevant stakeholders. Also, there was no evidence of any negative effects of the programme on the four cross-cutting issues of gender, human rights, climate and the environment,

and corruption. On the other hand, 79 per cent and 85.7 per cent of females and males respectively indicated that the changes achieved can be attributed to the activities of the WPS Programme to large extent (Figure 6).

### 4.5 Sustainability

This refers to the likelihood of a continuation of benefits for women from a development intervention after the intervention is completed, or the probability of continued long-term benefits.

**Finding 24:** Assessment of the national ownership requirements, national/local institutions’ support to the programme, leadership commitment and technical capacity of these institutions, including government and civil society, to continue to work with the programme or replicate it

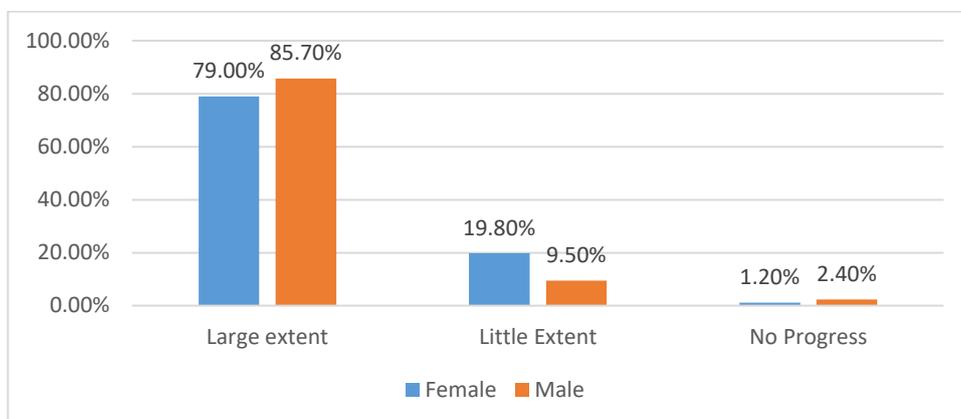
The evaluation found that the requirements for national ownership were satisfied by the programme. The programme design recognized that governments at national and state levels more readily assume ownership when initiatives are built on participation, consultation and government visions, strategies and frameworks. During the WPS Programme implementation, consultations were held with

different categories of stakeholders from the launch of the programme onwards. Evidence collected in this evaluation shows that security actors, legislators, the judiciary and members of the public in the two states were consulted through baseline assessments and institutional capacity needs assessments, and that the findings of these assessments were used to inform the design of the programme. Evidence also shows that over 80 stakeholders drawn from different sectors participated in the launch of the programme in each state. These included top government officials, traditional and religious leaders, and representatives from MDAs, security agencies, CSOs, women’s groups/networks, and the media, among others.<sup>21</sup>

The WPS Programme was also aligned with the national priorities of the Government of Nigeria, especially the National Gender Policy and the second-generation NAP. The programme supported the government’s efforts in implementing its NAP on UNSCR 1325 by working with the Ministry of Women Affairs at federal and state levels through institutional strengthening and policy-level support. Beyond this, the programme utilized the NAP as its framework for implementation.<sup>22</sup>

<sup>21</sup> Report on the Official Launch of the WPS Programme (Bauchi and Benue States).  
<sup>22</sup> UN Women Nigeria Country Office Proposal for Programme on Women, Peace and Security 2018–2020.

**FIGURE 6**  
**Perception of Beneficiaries on the Extent the Changes Achieved Can Be Attributed to the Activities of the WPS Programme, by Gender**





Norwegian Ambassador to Nigeria HE Knut Eiliv Lein, Country Director of International Alert Wangari Wanjau and UN Women Programme Specialist (WPS) Peter Mancha with key partners and beneficiaries of the WPS Programme, Abuja, 2021. Photo: UN Women Nigeria.

The WPS Programme established a solid governance structure at different levels of the programme, which included the Programme Steering Committee, the SAP Implementation Committee and the Evaluation Reference Group, to ensure national ownership and sustainability. These structures have contributed to democratizing decision making and facilitating the flow of information, dialogue, better coordination and stronger ownership of the programme, at both state and national levels. The evaluation also found that ownership of the programme was reflected in the support provided by the government through the Federal Ministry of Women Affairs and Ministry of Budget and National Planning at the national level and the Ministries of Women Affairs at the state level during implementation. The Ministries of Women Affairs coordinated the implementation activities of the WPS Programme at the state level.

The evaluation also confirmed the government's leadership commitment to implement the SAPs at the state level through the establishment of gender desk offices across MDAs, the will to build technical capacity to continue to work with the programme,

and the endorsement of the SAP documents in the two states. The governors of the two states signed the SAP documents with a commitment to provide funds for their full implementation. This implied that high-priority attention was expected to be given to the SAP documents by all stakeholders in the states until their full implementation.

The evaluation concluded that the likelihood of lasting national ownership rests with the Ministries of Women Affairs (who have a gender equality mandate) at the state level. To sustain national ownership of the WPS agenda into the future, UN Women should, in future programming, consider developing a coordinating mechanism for WPS actors across the states to synchronize WPS activities.

**Finding 25:** The likelihood of the benefits from the programme to be maintained for a reasonably long period if the programme were to cease

Starting from the design of the WPS Programme, there is evidence of sustainability measures having been mainstreamed into the programme. The

programme has targeted the development of local ownership and capacities as a key strategy for the sustainability of its benefits. As earlier stated, the WPS Programme promoted national ownership through wide consultations with local institutions, its alignment with the national priorities of the government at state and national levels, the establishment of solid governance structures that include government and non-government actors, and the establishment of a firm framework for stakeholders' participation in peace and security processes at both state and national levels. This approach of promoting ownership of the programme by duty bearers and rights holders enhanced the likelihood of the benefits from the programme being sustained for a reasonably long period beyond the end of the programme.

Another factor that contributed to programme sustainability relates to the various capacity-building programmes that targeted different stakeholders, including duty bearers and rights holders. The programme enhanced the gender equality and women's empowerment knowledge and capacity of national and state-level stakeholders, especially members of the legislature, the judiciary, security bodies and MDAs, as demonstrated by responses from beneficiaries of various trainings who reported that 91 per cent of respondents felt well equipped and have gained the confidence to advance gender equality and women's empowerment within their institutions. NSCDC members who benefited from training on gender mainstreaming in the security sector have started to advocate for gender mainstreaming in the relevant institutions.

The WPS Programme provided capacity building for rights holders, including members of the Women Mediation Network and HeForShe groups, and have also contributed to a change in the mindset of the public on the important role of women in the peace and security processes. All these capacity-building components of the programme contributed to strengthening the capacities of both duty bearers and rights holders to promote and advocate for women's participation in peace and security processes. Respondents to interviews, particularly at the operational level, maintained that the outcome of

the programme will be sustained at the community level when the WPS funding ends, as shown in the following excerpts:

On our part, I think we are maintaining our activities whether the programme ends or not. We have been meeting and planning our activities because it is very important to us. Very soon everything about our registration with the Corporate Affairs Commission will be completed, and we are ready for more action in peace mediation in our state.<sup>23</sup>

The capacity-building activities were very good; what we learned will remain with us, and we will continue to run with it in supporting women's participation in peace and security issues and also talking to other men to change their perceptions.<sup>24</sup>

Evidence from the quantitative survey also supports the above finding, as 70.4 per cent and 64.3 per cent of the beneficiaries maintained that the benefits of the programme are likely to be sustained to a large extent when the programme ends (Figure 7).

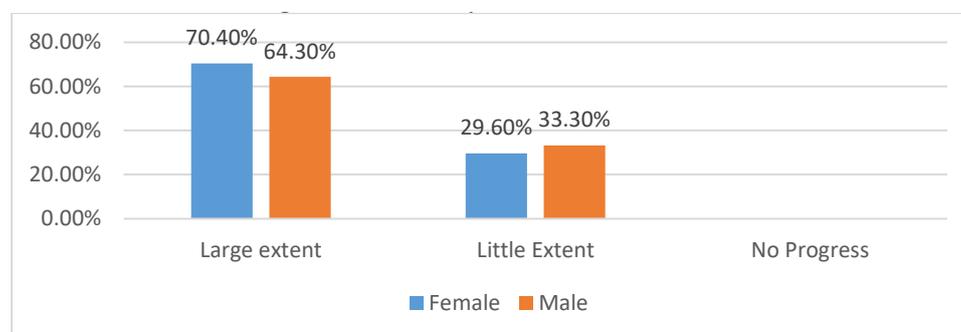
The involvement of participants across sectors such as the security and judicial sectors is another key factor that increased the likelihood of WPS Programme benefits being sustained. Target beneficiaries were actively involved in the design of activities, from the baseline assessment to the gender assessments to the implementation of various programme activities. Their involvement promoted ownership among participants, which ensured that programme benefits were not truncated at the end of the implementation period. Also, the involvement of the State Ministries of Women Affairs will ensure that the gains of the programme are sustained since the ministries have a constitutional mandate to support and implement WPS-related activities in the respective states. For instance, the ministries have planned to include a budget line in the 2022 budget for continuous support of the WPS Programme activities. Also, the engagement of men as members of HeForShe groups at the community level is a deliberate effort to promote

<sup>23</sup> Excerpt from FGD with Women Mediation Network members, Bauchi State.

<sup>24</sup> Excerpt from FGD with HeForShe members, Benue State.

FIGURE 7

### Perception of Beneficiaries on the Extent to Which Benefits of the Programme Are Likely To Be Sustained when the Programme Ends, by Gender



long-term change and sustain the achievements of the programme.

To address the influence of patriarchy in the intervention states, traditional and religious institutions were identified as both enablers and blockers of gender-equitable social change and then involved in the programme so that negative social norms that disadvantage women are addressed. For instance, the traditional and religious leaders participated in the capacity-building programme on gender mainstreaming and the importance of the role of women in peace and security processes. This promoted buy-in from the traditional rulers. Evidence shows that women are now being involved in the traditional local council, as shown in this quote:

I am a district head in my community, and after the training by International Alert I returned to the community and met with my ward heads and explained to them why women should be involved in the resolution of conflict in our community. Today we have 10 women in the council for conflict resolution in my district.<sup>25</sup>

The extent that this will be sustained at the community level is uncertain, as the programme has ended. However, the passion demonstrated by Women Mediation Network and HeForShe group members is additional evidence of the programme's long-term durability. The Women Mediation Network in Bauchi

<sup>25</sup> Excerpt from FGD with HeForShe members in Bauchi State.

State was already formally registered with the Ministry of Women Affairs and was in the process of completing the registration with the Corporate Affairs Commission at the time of the final evaluation. This was done without any external financial support and indicates the determination of the group, which is a product of the WPS Programme in the state.

The development of gender policies for the AFN, NPF and NSCDC, as well as the establishment of gender desks at the MDAs, contributed to the institutionalization and sustainability of the WPS Programme benefits. The operationalization of these strategies and policies will however depend on the availability of adequate human and financial resources in the beneficiary institutions.

**Finding 26:** The extent to which the financial capacities of partners are likely to maintain the benefits of the programme, and what might be needed to support partners to maintain these benefits

While it may be difficult to assess the financial capacities of government to maintain the benefits of the programme, it is important to state that when there is political will in government, the financial capacity to sustain the benefits of the programme will be available to a large extent. The partners' capacity to mobilize funds from various sources, particularly the Ministries of Women Affairs, should

be strengthened so that they can source funds externally without relying solely on government funding. A mapping of NGOs and CSOs in the states with an interest in WPS should be conducted and linked with the Ministries of Women Affairs. This will allow for keeping the existing WPS platforms (such as the Women Mediation Network) alive, as they can work with these NGOs and CSOs to sustain the benefits of the WPS Programme. It is also important to consider working with the partners for another phase of the programme to consolidate the gains and benefits of the programme at the state level.

**Finding 27:** Assessing how the programme succeeded in promoting replication and/or the scaling up of successful practices

The evaluation found that the programme was successful in promoting the replication of successful practices. As earlier mentioned, the WPS Programme built on lessons from UN Women's previous peace and security interventions in northern Nigeria. This provided the foundation for the successful replication of good practices in the WPS Programme. For this purpose, the programme utilized key resource persons, including individuals and groups who were trained under the previous EU-funded programme, to support and reinforce programme activities. Also, key partners and stakeholders in the three states of the EU-funded programme were included in the WPS Programme in Bauchi and Benue States, which helped to enhance continuity and consolidate learnings. Equally, the women peace mentors trained under the previous programme were included as members of the broader Women Mediation Network created in Bauchi and Benue States. In addition, the general acceptance of the programme in the intervention states among a broad spectrum of stakeholders, including the state governments, undoubtedly contributed to the success recorded by the programme in promoting replication.

## 4.6 Coherence

The extent to which other interventions support or undermine the intervention and vice versa, including

aspects of complementarity, harmonization and coordination.

**Finding 28:** The extent to which the WPS Programme is coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda

The review of documents and interviews with the programme team show that the UN Women WPS Programme demonstrated a high level of coherence with similar interventions. The WPS Programme fits properly with the FAO-UNDP Peacebuilding Support Office project, as well as the Mercy Corps Nigeria project Community Initiatives to Promote Peace in Four Local Government Areas of Benue State. The WPS Programme was also coherent with the Global Network of Women Peacebuilders and West Africa Network for Peacebuilding project that focused on the localization of UNSCR 1325 and other WPS resolutions. The WPS Programme was also coherent with the Search for Common Ground project titled WAY Forward for Peace: Women and Youth Unite for Peace and Violence Prevention in Bayelsa State (funded by the United States Department of State's Bureau for Conflict and Stabilization Operations). It was also in line with the United Kingdom's WPS project and the G7 WPS Partnership Initiative in Nigeria. At the national level, the UN Women WPS Programme was coherent with interventions by the Women's Peace and Humanitarian Fund in Nigeria. The fund is supporting women in Nigeria to contribute to lasting peace through their participation in peace and security processes in Nigeria.

**Finding 29:** The extent to which the WPS Programme is coherent internally in UN Women and within the UN system in Nigeria

Overall, the WPS Programme was found to be coherent internally in UN Women and within the UN system in Nigeria, as the programme's specific objectives aligned with key gender equality-related international agreements and legal instruments that guide the work within the UN system. The women, peace and security agenda originated from the Beijing Platform for Action (1995) adopted at the Fourth

World Conference on Women. Of the 12 areas of critical concern identified at the conference, women and armed conflict emerged as a thematic area connecting peace with gender equality and women in power and decision-making, which is coherent with the WPS Programme in Bauchi and Benue States. UNSCR 1325 (2000) calls for women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision making concerning conflict prevention and resolution. Resolution 1325 and subsequent resolutions (namely 1820 [2008], 1888 [2009], 1889 [2009], 1960 [2010] and 2016 [2013]) constitute the formative framework for women, peace and security objectives and activities for the UN system. The WPS Programme aligns with UN Women's Strategic Plan (2018–2021). Outcome 5, which focuses on strengthening and supporting women's and girls' contribution to and greater influence in building sustainable peace and resilience, is very coherent with the WPS Programme's specific objectives.

**Finding 30:** The extent to which the WPS Programme is coherent with the donor policy

The WPS Programme was funded by the Government of Norway. The review of documents and interviews with donor representatives confirmed that the WPS Programme was coherent with wider donor policy. The WPS Programme aligned with Norway's fourth National Action Plan (2019–2022) on women, peace and security, which promotes women's participation and rights in both initial informal peace talks and formal peace negotiations. Norway's fourth NAP prioritizes supporting women's organizations that are active in conflict areas and are strengthening women's participation in peace and reconciliation processes. The NAP also prioritizes supporting the Women's Peace and Humanitarian Fund. The fund supports women peacebuilders and women's civil society organizations to effectively influence and participate in peace processes through its new Rapid Response Window on women's participation in peace processes and the implementation of peace agreements. The objectives of the UN Women WPS Programme reflect all these priorities from the donor.

**Finding 31:** The extent to which the WPS Programme is coherent with international obligations on women's human rights, other human rights conventions, and other international frameworks for gender equality and the empowerment of women

Evaluative evidence confirmed that the WPS Programme is coherent with several international obligations on women's human rights, other human rights conventions, and other international frameworks for gender equality and the empowerment of women. Prominent among them are the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW 1979), the Beijing Declaration and Platform for Action, the African Union Gender Policy, and the Solemn Declaration on Gender Equality in Africa (2004), among others. For instance, CEDAW provides the basis for realizing equality between women and men through ensuring women's equal access to and equal opportunities in political and public life, including the right to vote, the right to stand for election, and the right to education, health and employment.

One of the 12 critical areas of the Beijing Declaration and Platform for Action was the recognition that wars and armed conflict destroy families and societies and leave women and girls particularly vulnerable. The Windhoek Declaration and the Namibia Plan of Action on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations (2000) called for a gender perspective to be adopted in peace support operations. The WPS Programme in Bauchi and Benue States aligned with the commitments of the above international conventions.

## 4.7 Gender Equality and Human Rights

**Finding 32:** Evaluation Question – To what extent have gender and human rights considerations been integrated into the programme design and implementation?

Evidence from the FGDs and KIIs with beneficiaries confirmed that gender and human rights

considerations were integrated into the programme design and implementation. All objectives, strategies, approaches and activities highlighted in the WPS Programme are focused on addressing the root causes of gender inequalities in MDAs, in the security sector, in the judiciary, and at the community level in Bauchi and Benue States. As per the design, the programme has targeted women by aiming to improve their capacity to participate in peace and security processes. The programme also targeted men in order to address the cultural challenge in which women are under the direct control of their spouses. The engagement of men at the community level was a deliberate effort to promote long-term change in the communities concerning women's participation in peace and security processes.

The WPS Programme was therefore inclusive and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels, in line with the principle of "leave no one behind". The programme was conceived and formulated to support national priorities on and commitment to gender equality and women's empowerment in response to the poor participation of women in peace and security processes. Evidence also shows that different categories of stakeholders – including women, men, boys and girls, as well as people living with disabilities – were involved in the design and implementation of programme. The programme's involvement of people with disabilities further demonstrates that gender and human rights were integrated into the programme design and implementation to a large extent.

## 4.8 Disability Inclusion

**Finding 33:** Evaluation Questions – Were persons with disabilities included in the design and implementation of the project?

Findings indicate that persons with disabilities were included in the design and implementation of the programme. This was accomplished through their participation in baseline studies and capacity-building activities. During field missions to the two states, persons with disabilities were also included as stakeholders for data collection. However, the number of participants was limited, as noted by one of the key informants:

Persons with a disability were included in some of the programme activities, but the number is few compared to other categories of persons invited for the programme.<sup>26</sup>

**Finding 34:** Evaluation Question – What proportion of beneficiaries were persons with disabilities? What were the barriers persons with disabilities have had to face?

Although the evaluation was unable to establish the proportion of beneficiaries who are persons with disabilities, evidence shows that the main barriers persons with disabilities had were physical barriers related to the absence of ramps and sign language interpreters for persons with disabilities, as well as a limited number of organized support groups or associations that can make it easier to facilitate engagement.

<sup>26</sup> Excerpt from KII with person with disability.



Participants at a training of male gender champions (HeForShe Campaign) facilitated by UN Women, Benue State, 2020.  
Photo: UN Women/Peter Mancha.



Minister of Women Affairs HE Dame Pauline Tallen, Minister of Interior HE Ogbeni R. A. Aregbesola, UN Women Country Representative Comfort Lamptey and other stakeholders at the official launch of the NSCDC Gender Policy, Abuja, 2021. Photo: UN Women/Faremi Olanrewaju.

# 5. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

## 5.1 Conclusions

The overarching conclusion of this evaluation is that the WPS Programme was successful in increasing women's effective participation in peace and security processes, peace negotiations, and conflict prevention and resolution, as well as improving the public perception of the role of women in peace and security in the target states. This happened because of the changes in capability and understanding of duty bearers and rights holders at the national and state level on the importance of women's participation in peace and security processes. The findings above provide the basis for the overall conclusions and emerging recommendations resulting from this evaluation. Building on the above findings, these conclusions aim to provide UN Women with actionable suggestions and recommendations to support its ability to deliver on its women, peace and security response mandate, with specific reference to women's leadership and participation. The specific conclusions are given below.

Relevance of the WPS Programme to beneficiaries and its alignment with national and international agreements and conventions on gender equality and women's empowerment

### Conclusion 1 (Based on Findings 1–3 on Relevance)

**The WPS Programme implemented in Bauchi and Benue States with the support of UN Women was relevant locally, nationally and globally, as well as being aligned to national and international agreements and conventions on gender equality and women's empowerment.**

Needs assessments, various gender audits, a gender analysis and the baseline survey conducted highlighted the fact that there was and is a need to empower officials from the MDAs, the State Houses of Assembly, and the security and justice sectors on WPS and UNSCR 1325, as well as to equip them to be more gender responsive in their daily work and to ensure better representation of women across the sectors and in peace and security processes in the targeted

states. The WPS Programme successfully addressed the needs and priorities of women and men by providing actions to reinforce the capacities of officials in these bodies, developing gender policies for the AFN, NPF and NSCDC, and supporting the development of the SAPs for the two targeted states. The activities and outputs of the programme to a large extent are consistent with the provisions of UNSCR 1325 and Nigeria's National Action Plan. The two outcomes of the programme are aligned with pillar one of UNSCR 1325 and pillar two of the NAP. However, the short duration of the programme was a major limitation of the programme in effectively addressing the identified needs of the targeted beneficiaries.

### Conclusion 2 (Based on Findings 8–10 on Relevance)

**The WPS Programme's underlying strategy is the capacity building of key targeted institutions and actors, namely policymakers, security sector personnel, women leaders, community leaders and media practitioners at the state level.**

Policymakers, security sector personnel, women leaders, community leaders and media practitioners at the state level require the capacity to mainstream gender into their various activities and responsibilities. One of the crucial findings of the gender assessment across the intervention institutions was the almost total lack of knowledge of the existence of UNSCR Resolution 1325 and the NAP as well as their normative provisions. Thus, the WPS Programme provided a capacity-building programme for the security institutions, the judicial sector, gender desk officers at the MDAs, and HeForShe/Women Mediation Network members as a way of filling the knowledge gap. This strengthening of technical and human capacity has created well-equipped officials within the targeted institutions who are now advocating for gender equality and the advancement of WPS. However, one capacity that still needed to be developed by the UN Women programme team was resource mobilization skills to enable some beneficiaries, particularly the Women Mediation Network and the HeForShe groups, to mobilize funds to carry out their roles independently as the WPS Programme comes to an end. On the part of UN Women, there is a need to strengthen the M&E system for the programme, as evidence shows that there is no M&E plan for the programme, which may be attributed to the absence of a dedicated M&E officer for the programme.

*Effectiveness of the programme in terms of the progress made towards the achievement of the expected results*

### **Conclusion 3 (Based on Findings 11–13 on Effectiveness)**

**The WPS Programme made an important contribution in promoting gender-inclusive and sustainable peace in Bauchi and Benue States.**

The WPS Programme was effective in strengthening the capacity of duty bearers, enabling them to become more responsive to women's participation in peace and security processes. It brought a heightened level of awareness on gender and the important role women can play in peace and security in the state. For instance, in Logo LGA, Benue State, at least 45 women

have already been inaugurated into local leadership councils to actively participate in the traditional dispute resolution mechanism. After their participation in the capacity-building programme organized under the WPS Programme, the NSCDC established an armed female squad previously reserved for male officers. The results achieved by the programme include the development of the SAPs for Bauchi and Benue States, the legislative guide for the Bauchi and Benue State Houses of Assembly, and gender policies for the security sector (AFN, NPF and NSCDC), as well as the establishment of gender desks at MDAs and the Women Mediation Network and HeForShe groups in the two states. The vast experience of the UN Women programme team, the collaborative style in the programme design and implementation, and the cooperative attitude of the project beneficiaries contributed to the programme achievements recorded. However, as earlier mentioned, the short duration of the programme was a major limitation.

*The efficiency of the programme in terms of resource allocation measures taken to ensure that resources are efficiently used*

### **Conclusion 4 (Based on Findings 16–19 on Efficiency)**

**The WPS Programme resources were allocated strategically and were efficiently utilized to achieve the programme outcomes.**

The WPS Programme demonstrated efficiency in the allocation and utilization of both human and material resources. UN Women's organizational structures, managerial support and coordination mechanisms effectively supported the delivery of the programme objectives, but there is room for improvement. UN Women could have performed more efficiently and effectively with a dedicated M&E staff member for the WPS programme. Although the human and financial resources were used sufficiently and efficiently, in the medium to long term those resources are not adequate to serve UN Women's mandate regarding the WPS agenda in the intervention states and Nigeria at large given the lingering conflicts across the federation that demand immediate resolution.

### Conclusion 5 (Based on Findings 21–24 on Efficiency)

**The WPS Programme’s use of radio as an advocacy tool to inform and influence the public on the realities of women’s role in peace and conflict situations was highly innovative as it enabled the programme to reach a large audience across the target states.**

Given the size of the intervention states and the important role culture plays in shaping perceptions, the WPS Programme innovatively collaborated with the media (radio) to develop programming at the community level. This served as an advocacy tool to inform and influence the public on the realities of women’s role in peace and conflict situations. Radio undoubtedly remains the most important medium in the intervention states given the low levels of literacy, newspaper distribution problems and high cost of televisions, which is beyond the target beneficiaries, especially those in rural areas. The WPS Programme therefore leveraged the wide and simultaneous coverage that a radio programme brings. However, the radio programme was short-lived due to the absence of a financial provision for the continuous airing of the radio programme for at least one year after the end of the WPS Programme. This would have helped to sustain programme activities for a longer time and increase the overall impact of the programme as well as the sustainability of the programme benefits at the state level.

*The impact produced, positive and negative, intended and unintended, directly (target groups) and indirectly (larger society)*

### Conclusion 6 (Based on Finding 25 on Impact)

**The WPS Programme contributed significantly to increasing women’s participation in peace security processes, peace negotiations, and conflict prevention and resolution, as well as changing the public perception of the role of women in peace and security.**

The WPS Programme contributed to a large extent to increasing women’s participation in peace and security processes in the targeted states. The Women Mediation Network is already playing an active role

in peace negotiations and conflict prevention. For instance, the network played an active role in the settlement of land disputes between two communities at Ayati Gwer in Gwer East LGA of Benue State. In Bauchi LGA, 45 women are already inaugurated into local leadership councils to actively participate in the traditional dispute resolution mechanism, and one woman mediator was turbaned and appointed to the traditional council of Ningi LGA. At the individual level, there was a significant change in the level of awareness and knowledge of participants regarding the important role of women in peace and security processes. Women have also gained the capacity to speak confidently at home and make their voices heard on peace and security issues at the community level. However, given that the programme only covered six LGAs, it is important to consider another phase of the programme. This will also provide an opportunity for the programme team to support and monitor the implementation of the SAPs in the state.

### Conclusion 7 (Based on Findings 27–30 on Sustainability)

**The WPS Programme strengthened the capacities of national partners in both technical and operational areas. The programme played a critical role in building the capacities of MDA staff, legislators, security actors and the judiciary on gender concepts, the WPS agenda, and procedures for the domestication of the WPS agenda and the implementation, monitoring and evaluation of the SAPs.**

As part of sustainability measures, the programme targeted the development of local ownership and capacities as a key strategy for the sustainability of peace and security programmes. The WPS Programme performed well in building the capacity of national- and state-level stakeholders, especially members of the legislature, the judiciary, security bodies and MDAs, among others, whose knowledge and capacities on gender equality and women’s empowerment were enhanced. The involvement of stakeholders across sectors, the passion demonstrated by members of the Women Mediation Network, the provision of a policy framework through the development of gender policies for the AFN, NPF and NSCDC, and the establishment of gender desk officers at the MDAs contributed to the institutionalization of the benefits



The UN Women WPS team with stakeholders and partners at a Bauchi SAP development workshop, Bauchi State, 2020.

Copies of the Bauchi State Action Plan displayed at the official launch event, 2021.



The UN Women WPS team with stakeholders and partners at a Baenu SAP development workshop, Baenu State, 2020.

Stakeholders at the official launch of the Baenu State Action Plan.

Photos: UN Women Nigeria



of the programme across the sectors and promoted the likelihood that the benefits from the programme will be maintained for a reasonably long period if the programme ceased. However, the partner's capacity for fund mobilization is limited. The Ministries of Women Affairs' capacity for fund mobilization should be strengthened so that they can source funds externally without relying solely on government funding. A mapping of NGOs and CSOs with an interest in WPS in the state should be conducted and linked with the Ministries of Women Affairs, thereby keeping existing platforms such as the Women Mediation Network alive and allowing them to work with these NGOs and CSOs. It is also important to consider working with the partners for another phase of the programme to consolidate the gains and benefits of the programme at the state level.

Gender equality and human rights mainstreaming in the WPS Programme

### Conclusion 8 (Based on Finding 36 on Gender Equality and Human Rights Mainstreaming)

**The WPS Programme's involvement of men as members of the HeForShe group as well as people living with disability demonstrates that gender and human rights were integrated into the programme design and implementation to a large extent.**

The integration of gender and human rights into programmes implies that all programmes of development cooperation, policy development and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments. Secondly, the human rights standards contained in and principles derived from these instruments guide all development cooperation and programming in all sectors and all phases of the programming process. Lastly, development cooperation contributes to the development of the capacities of duty bearers to meet their obligations and those of rights holders to claim their rights. Gender and human rights considerations were integrated into the WPS Programme design and implementation. The programme was gender focused. It's involvement of men as members of the HeForShe group as well as people

living with disability demonstrates that gender and human rights were integrated into the programme design and implementation to a large extent. However, the number of persons with disabilities was limited due to several barriers, including the absence of ramps and sign language interpreters for persons with disabilities at the venues of the WPS Programme.

## 5.2 Lessons Learned

**Lesson 1: The design of new programmes based on experience and lessons learned from previous similar programmes in the same context contributes to the effectiveness of the new programme.**

The design of the WPS Programme was based on the lessons learned from the EU-funded WPS programme in northern Nigeria. This ensured that the good practices in the old programme were mainstreamed into the WPS Programme, while at the same time avoiding the pitfalls. This ultimately contributed to the successes recorded by the WPS Programme in Bauchi and Benue States.

**Lesson 2: The use of available local resource persons in supporting programme implementation activities is critical to promoting the ownership and sustainability of programme benefits.**

The WPS Programme has utilized the existing capacities of rights holders and duty bearers in both states in the implementation of programme activities. The programme deployed local resource persons for the radio programme, and members of the Women Mediation Network and HeForShe groups for the implementation of programme activities in the targeted communities. This did not only promote a participatory approach to programme implementation, it contributed to promoting local ownership and the sustainability of the programme benefits in the intervention communities.

**Lesson 3: Capacity-building activities for programme beneficiaries are a necessity for promoting both ownership and the sustainability of programme benefits.**

The WPS Programme implemented capacity-building activities for MDAs, security actors, community members and State Houses of Assembly members

in the intervention states. Each activity was unique. The capacity-building activities for MDAs focused on the training of gender focal points on UNSCR 1325 and WPS. The gender focal points were supported in stepping down the training in their respective MDAs. The capacity-building programme for the members of the State Houses of Assembly aimed at deepening the knowledge of the legislators in Bauchi State on gender and the WPS frameworks globally and nationally, including the key pillars of UNSCR 1325, its domestication in Nigeria through the NAP, and its implications for the members' legislative, oversight and constituency engagement functions. The approach of the programme ensured that the knowledge gain remains with the beneficiaries after the close of the programme.

**Lesson 4: Engaging relevant government institutions and sectoral leaders in the intervention communities is important for successful programme implementation.**

The WPS Programme team deemed it important to engage relevant government institutions such as the Federal and State Ministries of Women Affairs and the Ministry of Budget and National Planning, as well as religious and community leaders, as key stakeholders of the programme. Also engaged in the early phase of the programme were the security institutions at the national level. This programme approach provided entry points into the targeted states for programme implementation. It would have been nearly impossible to access the security institutions at the state level without this level of engagement at the national level. Similarly, working with the various community leaders in the targeted LGAs did not only provide easy access to the local communities, but also contributed to the achievement of the programme objectives. This is evident in the inclusion of women in the community leadership structures in some of the targeted communities.

**Lesson 5: The duration of an intervention focusing on behavioural change in a peacebuilding context is an important factor that contributes to the sustainability of the benefits of the programme.**

Behaviour change interventions are coordinated sets of activities designed to change a specified behaviour pattern. Because certain behaviours are deeply ingrained

in the minds of people, changing such behaviours requires a considerable amount of time. The WPS Programme was a 24-month programme, and one key objective was changing people's perception regarding the importance of the role women can play in peace and security processes. While the programme was highly successful in meeting its set objectives, the sustainability of the results is in doubt due to the limited time frame given by the donor for the programme's implementation. However, the programme provided a very strong basis for impact and had positive results that will serve further interventions.

**Lesson 6: Needs assessment or analysis plays a significant role in the success and sustainability of projects.**

Needs assessments are a methodical process of ascertaining priorities; it is a way of asking a group what they see as the most important needs of that group or community. This ensures that intervention activities are aligned with the priority needs of the targeted beneficiaries. In the WPS Programme, the implementation of capacity and institutional needs assessments for gender desk officers and members of the State Houses of Assembly informed the kinds of training provided for the targeted beneficiaries, thereby ensuring that it met their needs.

**Lesson 7: Compared with other approaches, mass media campaigns have the potential to reach a large audience at a relatively low cost.**

Behaviour change interventions encompass a wide range of approaches, including interpersonal, community-based, media and social-marketing approaches. Compared with other approaches, mass media campaigns have the potential to reach a large audience simultaneously. The WPS radio programme in Bauchi and Benue provided an appropriate medium to reach out to a large section of the public at the same time on the important role women can play in peace and security, and therefore helped in positively influencing their public perception, which is one of the key outcomes of the programme.

**Lesson 8: Policy-level interventions and institutional strengthening are fundamental strategies for addressing both the underlying causes and the symptoms of development problems.**

Addressing the underlying cause of a problem is one of the shortest paths to arriving at the solution rather than focusing on the manifestations. When the root causes are addressed, the symptoms are eradicated. This is particularly important for interventions focusing on peacebuilding such as the WPS Programme. The programme implementation strategy of the WPS Programme was underlined by policy-level interventions, capacity building and institutional strengthening of key sectors to facilitate the sustainable implementation of Resolution 1325. This approach did not only address the manifestation of the problem, but also addressed the underlying causes of the problem, such as the absence of policy frameworks and the poor public perception of the role of women in peace and security activities.

## 5.3 Recommendations

The evaluation has identified nine recommendations that are critical for UN Women's contribution to WPS in Nigeria (Table 5). They have been sequenced by their importance, as perceived by the evaluation team. The recommendations are based on the evaluation framework, the analysis that informed findings and conclusions. They were validated by key stakeholders in an exit workshop carried out at the end of the field mission and also through the review of the evaluation report.

**TABLE 5**  
**Recommendations Specifying Actions and Time Frame**

Recommendations	Responsibility	Priority
<i>Programmatic recommendations:</i>		
1. The programme team to consider the full involvement of key stakeholders, including governments and project beneficiaries, especially at the design stage of the programme and in the development of the theory of change (Findings 2 and 7).	UN Women	Immediate
2. Consider the early implementation of baseline studies and capacity assessments at the design and conceptualization stages of the programme rather than at the implementation stage (Finding 2).	UN Women	Immediate
3. The programme team to consider the provision of a capacity-building programme on resource mobilization skills for MDAs and members of the Women Mediation Network and HeForShe groups (Finding 8).	UN Women	Immediate
4. Strengthen the M&E system for the WPS Programme in the future to ensure proper tracking of activities and programme results (Finding 8).	UN Women	Immediate
5. Ensure that implementing partners have an adequate number of staff for programme implementation at the state level (Finding 18).	UN Women	Long term
<i>Financial management-related recommendations:</i>		
6. Consider making financial provisions for the continuous airing of the radio programme for at least one year after the end of the programme to sustain programme activities for a longer time (Finding 22).	UN Women, Ministries of Women Affairs	Immediate
7. Consider making changes to the financial reporting system to ensure that WPS financial reports are generated directly from the UN Women Country Office rather than at headquarters to enable the timely availability of project financial reports (Finding 21).	UN Women headquarters	Long term
8. Consider having another phase of the programme to cover more LGAs and build the capacity of more rights holders on peacebuilding and conflict resolution. This will also provide an opportunity for the programme team to support and monitor the implementation of the SAPs in the states (Finding 21).	UN Women headquarters	Immediate
9. For future programming, consider developing a coordination mechanism for WPS actors across the states to synchronize WPS activities going forward (Finding 24).	UN Women, Ministries of Women Affairs	Immediate

# ANNEX 1: REVISED THEORY OF CHANGE

Figure 1.2: Outcome 1 TOC

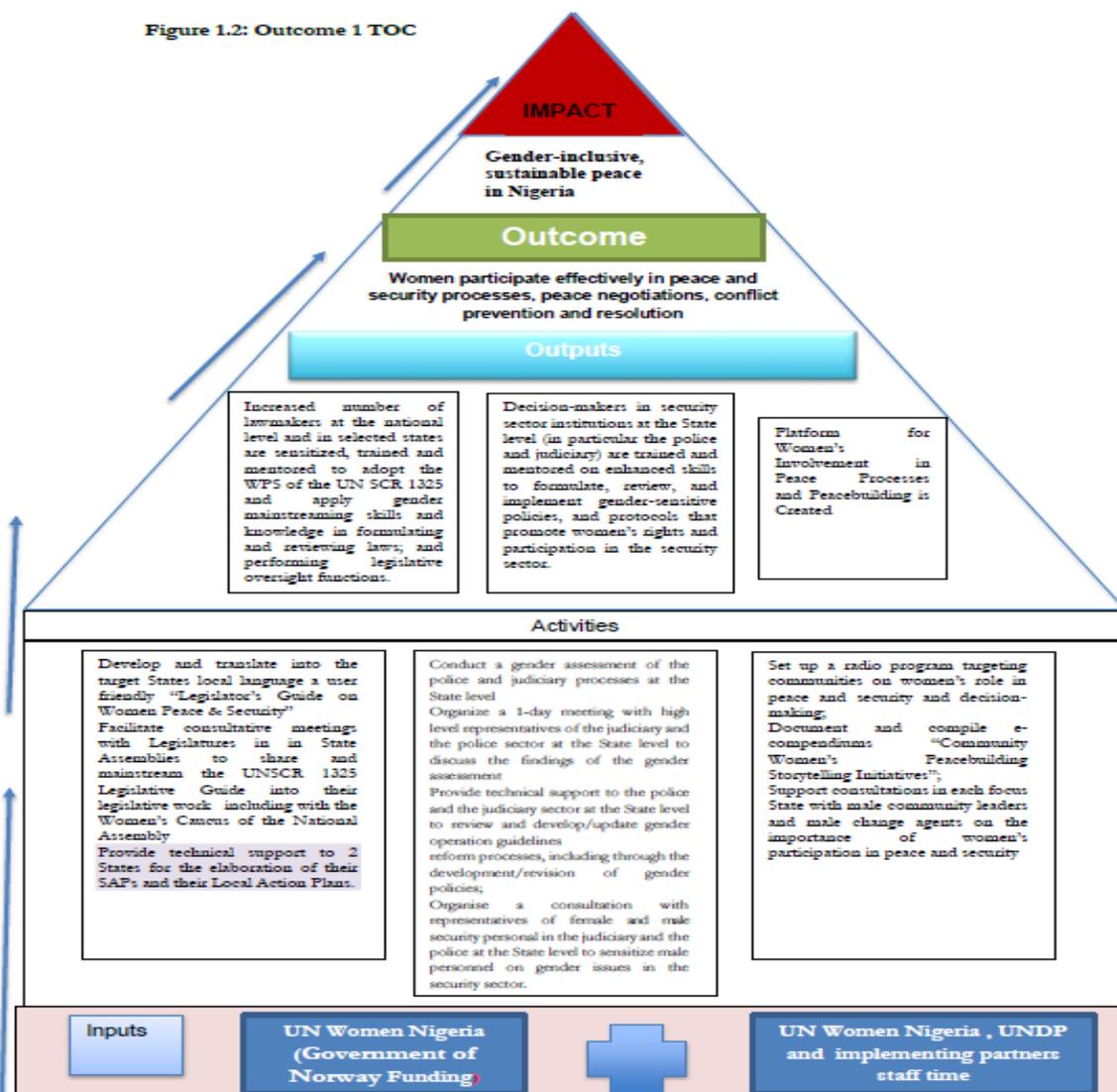
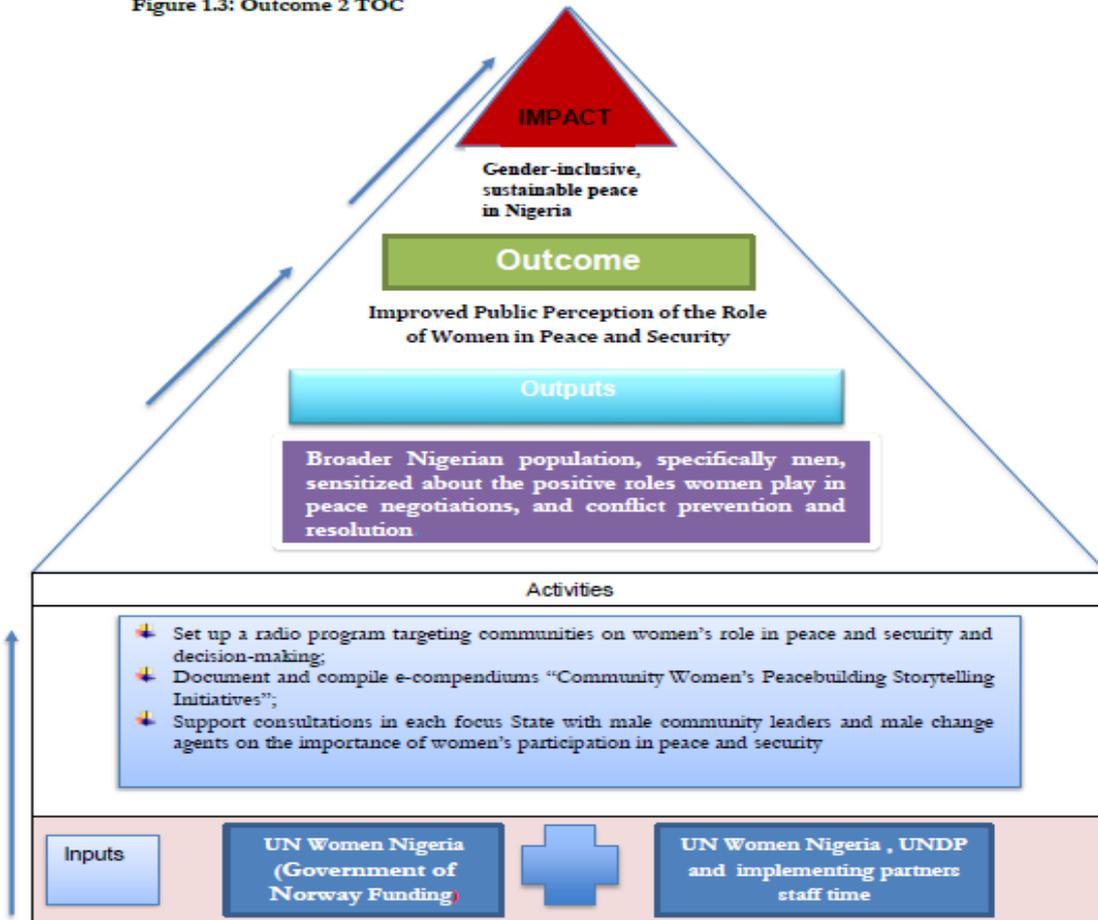


Figure 1.3: Outcome 2 TOC



# ANNEX 2: ROLES OF STAKEHOLDERS

<b>WHO</b>	<b>WHAT</b> Role in the WPS Programme	<b>WHY</b> Purpose of involvement in the evaluation	<b>PRIORITY</b> Level of importance in the evaluation	<b>WHEN</b> Stage of their involvement in the evaluation	<b>HOW</b> Extent to which they participated
<i>UN Women Nigeria</i>	The programme was implemented by UN Women, who also took part in its design and implementation.	UN Women programme team was engaged during the evaluation in order to assess the programme achievements, implementation challenges and lessons learned.	Their involvement was extremely important for the purpose of assessing the context in which the programme was designed and implemented.	UN Women was engaged at all stages of the evaluation.	They participated in inception meetings and data collection and supervised the evaluation. They provided input to the evaluation report and will use the findings for future interventions.
<i>Ministries of Women Affairs at the federal and state level and the Ministry of Budget and National Planning</i>	The Ministry of Women Affairs has the constitutional mandate for promoting, coordinating and ensuring gender equality and gender mainstreaming at the national level. The Ministry of Budget and National Planning has the mandate to determine and advise the government on matters relating to national development planning and the overall management of the national economy. Collectively, these ministries were included in the programme in order to secure government buy-in into the programme, while also providing entry points in the intervention states.	The two ministries were included in the evaluation in order to assess the programme's relevance, effectiveness and sustainability. The evaluation team had face-to-face meetings and group discussions with their representatives.	These ministries were actively involved in the evaluation, as they serve as the Government of Nigeria's points of contact for the programme.	The ministries were engaged during data collection and will be reviewing the evaluation report, particularly its findings and recommendations.	Stakeholders from these ministries served as key informants during data collection and will also use the evaluation findings for programme and policy development and implementation.
<i>Security actors (AFN, NPF, NSCDC and the judiciary)</i>	Security actors were the main beneficiaries of the WPS Programme, as they were trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.	The security actors were included in the evaluation in order to assess the programme's relevance, effectiveness and sustainability. The evaluation team had face-to-face meetings and group discussions with their representatives.	These security actors were actively involved in the evaluation, as they were key beneficiaries of the programme's capacity building for gender mainstreaming.	The security actors were engaged during data collection.	Stakeholders from these security institutions served as key informants during data collection and will also use the evaluation findings for programme and policy development and implementation.

WHO	WHAT Role in the WPS Programme	WHY Purpose of involvement in the evaluation	PRIORITY Level of importance in the evaluation	WHEN Stage of their involvement in the evaluation	HOW Extent to which they participated
<i>Implementing partners (PWAN, International Alert, IPCR)</i>	<p>The implementing partners were responsible for implementing the various activities of the WPS Programme. The Institute for Peace and Conflict Resolution (IPCR) conducted the baseline survey for the programme. Partners West Africa Nigeria (PWAN) conducted the gender assessments of target security institutions and the judiciary.</p> <p>International Alert implemented activities under the following components in Bauchi and Benue States: State Action Plan development, Women Mediation Network development, and WPS radio programme and WPS website development.</p>	The implementing partners were included in the evaluation in order to assess the programme's relevance, effectiveness and sustainability. The evaluation team had face-to-face meetings and group discussions with their representatives.	The implementing partners were actively involved in the evaluation due to their critical role in the programme.	The implementing partners were engaged at all stages of the evaluation.	The implementing partners served as key informants during data collection.
<i>HeForShe and the Women Mediation Network</i>	HeForShe and the Women Mediation Network were the main beneficiaries of the WPS Programme, as they were trained on conflict mediation and reconciliation.	They were included in the evaluation in order to assess the programme's relevance, effectiveness, sustainability and impact. The evaluation team had face-to-face meetings and group discussions with their representatives.	They were actively involved in the evaluation, as they were key beneficiaries of the programme's capacity building for conflict mediation.	The two bodies were engaged during data collection.	They served as key informants during data collection.
<i>Government of Norway</i>	This donor provided the funding for the implementation of programme activities.	The Government of Norway was actively involved in the evaluation in order to assess the effectiveness, efficiency and sustainability of the project from the donor's perspective.	The Government of Norway's inclusion in the evaluation was very important for the purpose of assessing the programme's performance and compliance with the terms of the programme agreement.	The Government of Norway was engaged at all stages: inception, data collection, reporting and validation.	Government of Norway staff took part in key informant interviews, participated in reviewing the findings, attended presentation meetings, commented on reports and provided input to the evaluation report.
<i>Globe FM and Radio Benue</i>	These radio stations were charged with the responsibility of undertaking gender-sensitive programming and promoting the WPS agenda via the media.	Globe FM and Radio Benue were actively involved in the evaluation in order to assess the effectiveness, impact and sustainability of the project.	Globe FM and Radio Benue were actively involved in the evaluation, as they were responsible for gender-sensitive programming and the promotion of the WPS agenda via the media.	The radio stations were engaged during data collection.	They served as key informants during data collection.

# ANNEX 3:

## EVALUATION MATRIX

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
<i>Relevance</i>	To what extent are the objectives of the WPS Programme consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders?	To what extent do the programme objectives address the identified rights and needs of the target groups (e.g. conflict-affected women, government MDAs, the legislature, the judiciary and security actors)?	Evidence that the programme objectives address the identified rights and needs of the target groups	-Document analysis of situational analysis/ studies undertaken -KIs and FGDs with programme beneficiaries -Beneficiaries survey	UN Women Nigeria baseline studies and gender assessment reports in the judiciary and security sector	All reports are readily accessible.
		To what extent were target state partners involved in conceptualization and design process?	Evidence of involvement of target state partners in the conceptualization and design process	KIs with programme implementing partners	Implementing partners	All implementing partners are ready and willing to provide needed data.
		How consistent are the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the Resolution and the attainment of the NAP's objectives?	Evidence of alignment of the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's NAP and the attainment of the NAP's objectives	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	UN Women Nigeria baseline studies and gender assessment reports in the judiciary and security sector	UN Women Nigeria is compliant with UN Women headquarters standards.
		To what extent is the intervention aligned with national and international agreements and conventions on gender equality and women's empowerment in the context of women, peace and security?	Evidence of alignment of the intervention with national and international agreements and conventions on gender equality and women's empowerment in the context of WPS	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	UN Women Nigeria baseline studies and gender assessment reports in the judiciary and security sector	UN Women Nigeria is compliant with UN Women headquarters standards.
		Are the activities and outputs of the programme consistent with the intended impacts and effects? Do they address the problems identified?	Evidence of alignment of programme activities and outputs with the intended impacts and effects	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	-UN Women Nigeria baseline studies and gender assessment reports in the judiciary and security sector - Implementing partners	All reports are readily accessible.
		To what extent are human rights recognized and addressed as priorities through the programme and its implementation to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments?	Evidence that human rights were recognized and addressed as priorities throughout the programme and its implementation to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	-UN Women Nigeria baseline studies and gender assessment reports in the judiciary and security sector - Implementing partners	UN Women Nigeria is compliant with UN Women headquarters standards.

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
		Is the programme design articulated in a coherent structure? Is the definition of the goal, outcomes and outputs clearly articulated? Is the theory of change still valid?	Evidence that the programme design was coherent, with its goal, outcomes and outputs clearly articulated	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	UN Women Nigeria	All reports are readily accessible.
		What capacities and skills should UN prioritize and further develop to bring greater coherence and relevance to its interventions?	Evidence of skill gaps for UN project team, implementing partners and target beneficiaries	-Document analysis of situational analysis/ studies undertaken -KIs with UN Women programme team and implementing partners	UN Women Nigeria	All reports are readily accessible.
		To what extent did the implementing partners possess a comparative advantage in the programme's area of work in comparison with other partners in Nigeria?	Evidence of a comparative advantage among implementing partners in the programme's area of work in comparison with other partners in Nigeria	KIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent has the programme's design process included a collaborative process, a shared vision for delivering results, and strategies for joint delivery and sharing of risks among implementing organizations?	Evidence of a collaborative process, a shared vision for delivering results, and strategies for joint delivery and sharing of risks among implementing organizations in the programme design process	-KIs and FGDs with programme beneficiaries -Beneficiaries survey -KIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners and beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.  All programme locations are accessible.
<i>Effectiveness</i>	To what extent have the programme's objectives been achieved or are expected/likely to be achieved?	How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?	Number of targets on indicators met by the programme at the end of implementation	-Document reviews -KIs and FGDs with programme beneficiaries -Beneficiaries survey	UN Women Nigeria, implementing partners and beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.  All programme locations are accessible.
		What are the reasons for the achievement or non-achievement?	Evidence for the achievement or non-achievement of the indicator targets	-Document reviews -KIs and FGDs with programme beneficiaries -KIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners and beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.
		To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty bearers and rights holders been strengthened?	Percentage of beneficiaries that are satisfied with the results of the programme  Evidence of capacity strengthening among duty bearers and rights holders	-KIs and FGDs with programme beneficiaries -Beneficiaries survey	UN Women Nigeria, implementing partners and beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.  All programme locations are accessible.

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
		To what extent did UN Women build the capacity of implementing partners to deliver results and set targets?	Evidence of capacity strengthening by UN Women Nigeria among implementing partners to deliver results	-KIIs and FGDs with programme beneficiaries -Beneficiaries survey -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners and beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.  All programme locations are accessible.
		Does the programme have effective monitoring mechanisms in place to measure progress towards results?	Evidence of effective monitoring mechanisms in place to measure progress towards results	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?	Evidence of effectiveness of the programme's organizational structure, managerial support and coordination mechanisms in the delivery of the programme results	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
<i>Efficiency</i>	How economically were resources/ inputs (funds, expertise, time, etc.) converted to results?	Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?	Evidence that resources (financial, human, technical support, etc.) have been allocated strategically to achieve the programme outcomes	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		What measures have been taken during planning and implementation to ensure that resources are efficiently used?	Evidence of measures put in place during planning and implementation to ensure that resources are efficiently used	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		Have the outputs been delivered in a timely manner?	Evidence that the outputs have been delivered in a timely manner	-KIIs and FGDs with programme beneficiaries -Beneficiaries survey -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners, beneficiaries and the programme team are ready and willing to provide needed data.  All programme locations are accessible.
		Were the programme and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?	Evidence of cost effectiveness of the programme and its components	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme? What are the key successes and recommendations for improvement?	Evidence that the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
		How did the programme utilize existing local capacities of rights holders and duty bearers to achieve its outcomes?	Evidence of programme utilization of existing local capacities of rights holders and duty bearers to achieve its outcomes	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		Has the programme built synergies with different ongoing programmes at national and state levels, including those implemented with other actors (e.g. the Government of Nigeria, CSOs, mediators' groups, etc.)?	Evidence of complementarity and synergies with different ongoing programmes at national and state levels	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent were the programme's monitoring mechanisms in place and implemented to effectively measure and inform the management of the project's performance and progress towards targets? To what extent were monitoring data objectively used to inform management action and decision-making?	Number of monitoring reports on programme performance from the beginning of implementation to the end  Availability of indicator performance tracking table  Evidence of utilization of monitoring data to objectively inform management action and decision-making	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent were follow-up actions taken to address challenges, obstacles and risks associated with the programme, and what has been done to mitigate these in order to reach planned outcomes?	Number of follow-up actions taken to address challenges, obstacles and risks associated with the programme	-KIIs with UN Women programme team and implementing partners -Document reviews	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		What were (if any) key opportunities and/or challenges in the operational context of the programme?	Evidence of challenges in the operational context of the programme	-KIIs with UN Women programme team and implementing partners -Document reviews	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		What changes/interventions would have been emphasized to capitalize on the opportunities for improving the programme delivery?	Evidence of changes/interventions that would have been emphasized to capitalize on the opportunities for improving the programme delivery	-KIIs with UN Women programme team and implementing partners -Document reviews	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
<i>Impact</i>	What are the various effects of the programme?	What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society)?	Evidence of effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society) by the programme	-Document reviews -KIIs and FGDs with programme beneficiaries -Beneficiaries survey -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
		Have there been any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption?	Evidence of any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption	-Document reviews -KIIs and FGDs with programme beneficiaries -Beneficiaries survey -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	Sampled key informants are found and are willing to participate in the evaluation exercise.
<i>Sustainability</i>	What is the likelihood of a continuation of benefits for women from a development intervention after the intervention is completed or the probability of continued long-term benefits?	Were requirements of national ownership satisfied? Was the programme supported by national/local institutions? Do these institutions, including government and civil society, demonstrate the leadership commitment and technical capacity to continue to work with the programme or replicate it?	Evidence that requirements of national ownership satisfied  Evidence that the programme was supported by national/local institutions  Evidence that institutions, including government and civil society, demonstrate the leadership commitment and technical capacity to continue to work with the programme or replicate it	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	Sampled stakeholders are able to speak truthfully about sustainability issues.
		What capacities of national partners, both technical and operational, have been strengthened?	Evidence of capacity building for national partners, both technical and operational  Evidence of strengthening of national partners, both technical and operational	-Document reviews -KIIs with UN Women programme team and implementing partners -KIIs with programme beneficiaries at the national level	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent have the capacities of duty bearers and rights holders been strengthened?	Evidence that capacities of duty bearers and rights holders have been strengthened	-Document reviews -KIIs and FGDs with programme beneficiaries -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	Sampled stakeholders are able to speak truthfully about sustainability issues.
		To what extent were relevant national stakeholders and actors included in the WPS programming, implementation and policy advocacy processes?	Evidence that relevant national stakeholders and actors were included in the WPS programming and implementation	-Document reviews -KIIs with programme beneficiaries -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	Sampled stakeholders are able to speak truthfully about sustainability issues.
		What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?	Evidence that the benefits from the programme will be maintained for a reasonably long period of time when the programme closes	-Document reviews -KIIs and FGDs with programme beneficiaries -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	Sampled stakeholders are able to speak truthfully about sustainability issues.

Evaluation Criteria	Key Question(s)	Sub-question(s)	Indicators for Measuring Progress	Collection Method(s)	Data Source	Assumptions
		To what extent are the financial capacities of partners likely going to maintain the benefits from the programme?	Evidence that the financial capacities of partners will likely continue to maintain the benefits from the programme	KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
<i>Coherence</i>	What was the level of complementarity, harmonization and coordination of the intervention with other interventions in the operational area?	To what extent is the WPS Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?	Evidence that the WPS Programme is coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent is the WPS Programme coherent internally in UN Women and within the UN system in Nigeria?	Evidence that the WPS Programme is coherent internally in UN Women and within the UN system in Nigeria	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent is the WPS Programme coherent with wider donor policy?	Evidence that the WPS Programme is coherent with wider donor policy	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		To what extent is the WPS Programme coherent with international obligations for women's human rights, other human rights conventions, and other international frameworks for gender equality and the empowerment of women?	Evidence that the WPS Programme is coherent with international obligations for women's human rights, other human rights conventions, and other international frameworks for gender equality and the empowerment of women	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, Ministry of Women Affairs	All implementing partners and the programme team are ready and willing to provide needed data.
<i>Gender Equality and Human Rights</i>		To what extent have gender and human rights considerations been integrated into the programmed design and implementation?	Evidence that gender and human rights considerations have been integrated into the programme design and implementation	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.
		How has attention to/ integration of gender equality and human rights concerns advanced the area of work?	Evidence that integration of gender equality and human rights concerns have advanced the area of work	-Document reviews -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners	All implementing partners and the programme team are ready and willing to provide needed data.

<b>Evaluation Criteria</b>	<b>Key Question(s)</b>	<b>Sub-question(s)</b>	<b>Indicators for Measuring Progress</b>	<b>Collection Method(s)</b>	<b>Data Source</b>	<b>Assumptions</b>
<i>Disability Inclusion</i>		Were persons with disability included in the design and implementation of the project?	Evidence that persons with disability were included in the design and implementation of the project	-Document reviews -KIIs and FGDs with programme beneficiaries -KIIs with UN Women programme team and implementing partners	UN Women Nigeria, implementing partners, programme beneficiaries	All implementing partners, the programme team and beneficiaries are ready and willing to provide needed data.
		What portion of beneficiaries were persons with disabilities?	Number of persons with disabilities that benefited from the WPS Programme	KIIs and FGDs with programme beneficiaries	Programme beneficiaries	Programme beneficiaries are ready and willing to provide needed data.
		What were the barriers persons with disabilities have had to face?	Evidence of barriers that persons with disabilities have had to face	KIIs and FGDs with programme beneficiaries	Programme beneficiaries	Programme beneficiaries are ready and willing to provide needed data.

# ANNEX 4:

## EVALUATION QUESTIONS

### **Relevance: The extent to which the objectives of the programme are consistent with the evolving needs and priorities of the beneficiaries, partners and stakeholders**

1. To what extent do the programme objectives address the identified rights and needs of the target groups (e.g. conflict-affected women, government MDAs, the legislature, the judiciary and security actors)?
2. To what extent were target state partners involved in the conceptualization and design process?
3. How consistent are the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the resolution, and the attainment of the NAP's objectives?
4. To what extent is the intervention aligned with national and international agreements and conventions on gender equality and women's empowerment in the context of women, peace and security?
5. Are the activities and outputs of the programme consistent with the intended impacts and effects? Do they address the problems identified?
6. To what extent are human rights recognized and addressed as priorities through the programme and its implementation to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments?
7. Is the programme design articulated in a coherent structure? Is the definition of the goal, outcomes and outputs clearly articulated? Is the theory of change still valid?
8. What capacities and skills should the UN prioritize and further develop to bring greater coherence and relevance to its interventions?
9. To what extent did the implementing partners possess a comparative advantage in the programme's area of work in comparison with other partners in Nigeria?
10. To what extent has the programme's design process included a collaborative process, a shared vision for delivering results, and strategies for joint delivery and sharing of risks among implementing organizations?

### **Effectiveness: The extent to which the programme's objectives were achieved or are expected/likely to be achieved**

1. How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. What are the reasons for the achievement or non-achievement?
3. To what extent have beneficiaries been satisfied with the results? To what extent have the capacities of relevant duty bearers and rights holders been strengthened?
4. To what extent did UN Women build the capacity of implementing partners to deliver results and set targets?
5. Does the programme have effective monitoring mechanisms in place to measure progress towards results?
6. Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
7. To what extent are the programme approaches innovative, and how innovative are the strategies for achieving the provisions of UNSCR 1325? What, if any, types of innovative good practices have been introduced into the programme for the achievement of results?

### **Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) were converted to results**

1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
2. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
3. Have the outputs been delivered in a timely manner?
4. Were the programme and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
5. Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme? What are the key successes and recommendations for improvement?
6. How did the programme utilize existing local capacities of rights holders and duty bearers to achieve its outcomes?
7. Has the programme built synergies with other ongoing programmes at national and state levels, including those implemented with other actors (e.g. the Government of Nigeria, CSOs, mediators' groups, etc.)?
8. To what extent were the programme's monitoring mechanisms implemented to effectively measure and inform the management of the programme's performance and progress towards targets? To what extent were monitoring data objectively used to inform management action and decision-making?
9. To what extent were follow-up actions taken to address challenges, obstacles and risks associated with the programme, and what has been done to mitigate these in order to reach planned outcomes?
10. What (if any) were the key opportunities and/or challenges in the operational context of the programme?
11. What changes/interventions could have been emphasized to capitalize on the opportunities for improving programme delivery?
12. What future considerations should be made to address any emerging challenges?

### **Impact: The various effects of the programme**

1. To what extent was gender equality and women's empowerment advanced as a result of the intervention?
2. What were the unintended effects, if any, of the intervention?
3. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society)?
4. Have there been any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption?

### **Sustainability: The likelihood of a continuation of benefits for women from a development intervention after the intervention is completed, or the probability of continued long-term benefits**

1. Were requirements of national ownership satisfied? Was the programme supported by national/local institutions? Do these institutions, including government and civil society, demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?
2. What capacities of national partners, both technical and operational, have been strengthened?
3. To what extent have the capacities of duty bearers and rights holders been strengthened?
4. To what extent were relevant national stakeholders and actors included in the WPS programming, implementation and policy advocacy processes?
5. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?

6. To what extent are the financial capacities of partners likely going to maintain the benefits from the programme? What might be needed to support partners to maintain these benefits?
7. How successful was the programme in promoting replication and/or the scaling up of successful practices?
8. Which innovations (if any) have been identified and how can they be replicated?

### **Coherence: The extent to which other interventions support or undermine the intervention and vice versa, including aspects of complementarity, harmonization and coordination**

1. To what extent is the WPS Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?
2. To what extent is the WPS Programme coherent internally in UN Women and within the UN system in Nigeria?
3. To what extent is the WPS Programme coherent with wider donor policy?
4. To what extent is the WPS Programme coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

### **Gender Equality and Human Rights**

1. To what extent have gender and human rights considerations been integrated into the programme design and implementation?
2. How has attention to/integration of gender equality and human rights concerns advanced the area of work?

### **Disability Inclusion**

1. Were persons with disability included in the design and implementation of the project?
2. What proportion of beneficiaries were persons with disabilities?
3. What were the barriers persons with disabilities have had to face?

# ANNEX 5: OUTPUTS AND ACTIVITIES OF THE PROGRAMME

Outputs	Activities
<p><i>Output 1.1:</i> Increased number of lawmakers at the national level and in selected states are sensitized, trained and mentored to adopt the omen, peace and security commitments of UNSCR 1325 and apply gender-mainstreaming skills and knowledge in formulating and reviewing laws and performing legislative oversight functions.</p>	<ul style="list-style-type: none"> <li>• Develop and translate into the target states' local language a user-friendly legislator's guide on WPS.</li> <li>• Facilitate consultative meetings with the legislatures in the State Houses of Assembly to share and mainstream the UNSCR 1325 legislative guide into their legislative work, including with the Women's Caucus of the National Assembly.</li> <li>• Provide technical support to the two states for the elaboration of their SAPs and their Local Action Plans.</li> </ul>
<p><i>Output 1.2:</i> Decision makers in security sector institutions at the state level (in particular the police and judiciary) are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.</p>	<ul style="list-style-type: none"> <li>• Conduct a gender assessment of the police and judiciary processes at the state level.</li> <li>• Organize a one-day meeting with high-level representatives of the judiciary and the police sector at the state level to discuss the findings of the gender assessment.</li> <li>• Provide technical support to the police and the judiciary sector at the state level to review and develop/update gender operational guidelines.</li> <li>• Reform processes, including through the development/revision of gender policies.</li> </ul>
<p><i>Output 1.3:</i> Platform for women's involvement in peace processes and peacebuilding is created.</p>	<ul style="list-style-type: none"> <li>• Support a consultative meeting with the State Ministries of Women Affairs and Social Development and selected women's groups in the targeted states to develop the mandate, roles and responsibilities of a women mediators and negotiators group at the state level, as well as the criteria for nominations.</li> <li>• Support the assessment and selection of women to become members of the mediators group.</li> <li>• Commission the development of conflict analysis, mediation and negotiation training tools and support a one-week training workshop for members of the Women Mediation Group.</li> <li>• Support a meeting to formally inaugurate the group and present the group to the respective governors and other stakeholders in both Benue and Bauchi States.</li> </ul>
<p><i>Output 2.1:</i> Broader Nigerian population, specifically men, is sensitized about the positive role women play in peace negotiations and conflict prevention and resolution.</p>	<ul style="list-style-type: none"> <li>• Set up a radio programme targeting communities on women's role in peace and security and related decision-making.</li> <li>• Document and compile e-compendiums titled "Community Women's Peacebuilding Storytelling Initiatives".</li> <li>• Support consultations in each focus state with male community leaders and male change agents on the importance of women's participation in peace and security activities.</li> </ul>

# ANNEX 6:

## ACCOMPLISHMENT

### OF MAIN LOG FRAME

#### INDICATORS

Result Level	Indicator	Baseline	Target	Actual Achievement
<i>Impact: Gender-inclusive, sustainable peace in Nigeria</i>	WPS Inclusion Index	128/153 Index value: 0.583	Improved ranking by at least 20 points	145/167 Index value: 0.604*
<i>Outcome 1: Women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution</i>	1. Number of pieces of legislation reformed from a gender perspective and adopted in selected states	0	At least two at national level and five in the selected states by 2020	Bauchi: 2 Benue: 2
	2. Percentage of legislators in target states publicly supporting the adoption of gender-sensitive laws with specific provisions of UNSCR 1325	0	30% by 2020	Bauchi: 100% Benue: 100%
	3. Percentage of women in decision-making bodies actively engaged in conflict resolution and peacebuilding in target states	0	30% by 2020	Bauchi: 100% Benue: 100%
	4. Percentage of the trained women mediators in Bauchi and Benue States engaging in formal and informal conflict resolution and prevention and peacebuilding in their respective states	0	At least 50% of trained women mediators	Bauchi: 100% Benue: 100%
	5. Examples of demonstrable changes in policy and/or practice of targeted security and justice sectors in support of the provisions of UNSCR 1325, at the federal level and in target states	National: 0 Bauchi: 0 Benue: 0	Adoption of at least one major policy in line with the provisions of UNSCR 1325 by these sectors	<ul style="list-style-type: none"> <li>• Two gender policies adopted (Armed Forces of Nigeria and NSCDC)</li> <li>• Standard terms of reference for gender desk officers validated and adopted by the army, police and NSCDC</li> <li>• NSCDC established and strengthened the capacity of gender desk units across the 36 states, including Abuja.</li> <li>• The judiciary in Bauchi and Benue States developed workplans to enhance gender mainstreaming, including the setting up of gender desk units.</li> </ul>

\* <https://giwps.georgetown.edu/wp-content/uploads/2019/12/WPS-Index-2019-20-Report.pdf>

Result Level	Indicator	Baseline	Target	Actual Achievement
<i>Outcome 2: Improved public perception of the role of women in peace and security</i>	6. Percentage of the population in target states having a positive perception about the role of women in peace and security	Bauchi 43%; Benue 36%	At least 20% higher than baseline value	Bauchi 97%; Benue 98.2%
<i>Output 1.1: Increased number of lawmakers in the selected states are sensitized, trained and mentored to adopt the WPS commitments of UNSCR 1325 and apply gender-mainstreaming skills and knowledge in formulating and reviewing laws and performing legislative oversight functions.</i>	1.1A. Number of legislators trained and mentored on WPS commitments through project support	0	At least 20 legislators per state	Bauchi: 30 Benue: 30
	1.1B. Number of WPS guidelines developed for legislators through project support	0	1	1
	1.1C. Number of State Action Plans (SAPs) strengthened and/or developed with UN Women's support, to facilitate action and accountability on WPS commitments, including provisions for a gender-sensitive response to COVID-19 and other pandemics	Three SAPs developed in 2017	Five SAPs by 2020	Five SAPs
<i>Output 1.2: Decision makers in security sector institutions at the state level (in particular the police, army and NSCDC) and in the judiciary are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.</i>	1.2A: Number of gender assessments conducted for the judiciary and security agencies, including the impact of COVID-19	Federal: 0 Bauchi: 0 Benue: 0	Judiciary at the federal level and in two target states  Three security agencies at the federal level and in two target states	Gender assessment for the judiciary at the federal level and in Bauchi and Benue States  Gender assessment for three security agencies (army, police and NSCDC) at the federal level and in Bauchi and Benue States
	1.2B: Number of decision makers/ gender desk officers/human rights officers/public relations officers in the target security sector at the federal level and in selected states sensitized and trained on gender mainstreaming through project support	Bauchi: 0 Benue: 0	Police: 75 per state Army: 75 per state NSCDC: 75 per state Judiciary: 40 per state	Police: Bauchi 90; Benue 82 Armed forces: Bauchi 110; Benue 225 NSCDC: Bauchi 80; Benue 180 Judiciary: Bauchi 50; Benue 45
	1.2C: Number of capacity-building tools/guidelines developed for policymakers/gender desk officers and targeted units in the army, police, and NSCDC through project support	0	At least three by 2020	5
<i>Output 1.3: Platform for women's involvement in peace processes is created.</i>	1.3A: Existence of the multi-state platform for women's involvement in peace processes in Nigeria	Not existing in 2018	Existing by 2020	Women Mediation Network established and strengthened in target states
	1.3B: Number of women trained by the project who are demonstrating increased capacity in early warning, conflict prevention mechanisms and peacebuilding	Bauchi: 0 Benue: 0	120 (all trained by project)	Bauchi: 100 Benue: 100 Total: 200
	1.3C: Number of trained women mediators in the target region in Nigeria with increased/certified mediation skills	Bauchi: 0 Benue: 0	120 mediators by 2020	Bauchi: 100 Benue: 100 Total: 200

Result Level	Indicator	Baseline	Target	Actual Achievement
<i>Output 2.1: Broader Nigerian population is sensitized about the positive role women play in peace negotiations and conflict prevention and resolution.</i>	2.1A: Number of weekly radio programmes set up that are discussing WPS issues, including the gender dimension of COVID-19, supported by the programme	Bauchi: 0 Benue: 0	At least one radio station per state for the weekly broadcast	Bauchi: 1 Benue: 1 Total: 2
	2.1B: Number of male leaders engaged in the context of the programme (target population: young men in youth groups; male champions from the police, judiciary and NSCDC; religious and traditional leaders) promoting the WPS agenda	Bauchi: 0 Benue: 0	At least 60 men per state	Bauchi: 75 Benue: 80
	2.1C Number of dedicated websites created for the promotion of the WPS agenda in Nigeria, supported by the programme	0	One functional WPS website with updated resources and success stories	One WPS website in place (wpsnigeria.net)

Source: WPS Result Framework document (2019–2021).

# ANNEX 7:

## TOTAL BUDGET SPENT

### BY SECTOR (USD)

Activity	Total Budget	Actual Expenditure	% Spent
<b>Outcome 1: Women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution</b>			
<i>Output 1.1.: Increased number of lawmakers at the national level and in the selected states are sensitized, trained and mentored to adopt the WPS commitments of UNSCR 1325 and apply gender-mainstreaming skills and knowledge in formulating and reviewing laws and performing legislative oversight functions.</i>			
1.1.1: States Action Plans (SAPs) for two states	280,000	149,376.91	
1.1.2: Legislator's guide on WPS	100,000	57,361.02	
<i>Output 1.2.: Decision makers in security sector institutions at the state level (in particular the police and judiciary) are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector.</i>			
1.2.1: Gender assessment of security sector reform	100,000	76,828.98	
1.2.2: Gender operational guidelines	50,000	-	
1.2.3: Consultation with representatives of female and male staff	30,000	-	
<i>Output 1.3.: Platform for women's involvement in peace processes is created.</i>			
1.3.1: Developing the role of the network and validation meetings with State Ministries of Women Affairs and Social Development	80,000	35,453.88	
1.3.2: Assessment and selection of women mediators	50,000	37,849.06	
1.3.3: Conflict analysis, mediation and negotiation training tools and one-week training	150,000	20,962.18	
1.3.4: Formal inauguration of the group	45,000	-	
1.3.5: Regional peer learning workshops (multi-state level)	50,000	-	
1.3.6: Preventive diplomacy visits (multi-state level)	50,000	-	
<b>Outcome 2: Improved public perception of the role of women in peace and security</b>			
<i>Output 2.1.: Broader Nigerian population is sensitized about the positive role women play in peace negotiations and conflict prevention and resolution.</i>			
2.1.1 Setting up radio programmes	90,000	44,920.31	
2.1.2 Documenting and compiling e-compendiums	33,800	7,264.63	
2.1.3 Consultations with male leaders	20,000	7,685.67	
<b>Total programming</b>	<b>1,128,800</b>	<b>437,702.64</b>	<b>38.7</b>

<b>Activity</b>	<b>Total Budget</b>	<b>Actual Expenditure</b>	<b>% Spent</b>
<b>Other Costs</b>			
Technical staff (NOC level)	194,556	126,111.44	
Technical staff (international UN Volunteers)	103,612	81,433.66	
Programme/finance associate (SB4 contract)	83,770	31,053.74	
Communication (3% of programme budget)	33,864	18,219.61	
Monitoring and evaluation costs (3% of programme budget)	33,864	20,605.18	
<b>Total</b>	<b>449,666</b>	<b>277,423.63</b>	<b>61.7</b>
<b>Total programming and other costs</b>	<b>1,578,465.90</b>	<b>715,126.27</b>	
Support costs (8%)	126,277.30	57,210.10	
<b>Grand total</b>	<b>1,704,743.20</b>	<b>772,336.37</b>	<b>45.3</b>

# **ANNEX 8:** **LIST OF STAKEHOLDERS** **CONTACTED**

## **UN Women Programme Team**

1. Aurdal-Vold Trygve
2. Peter Mancha
3. Semiha Abdulmelik
4. Deodata Mukazayire
5. Dan Nengel

## **HeForShe Benue State**

1. Prof. Armstrong Matiu Adejo
2. Barr. Joseph Mtemdoo Gbagyo
3. Michael T. Assoh
4. Oryiman Gwaza
5. Nathaniel Msen Aeruapila
6. Tine Agernor

## **FGD Benue State**

1. Felicia Tseyina
2. Esther Igwue
3. Dr. Comfort Abaa
4. Kparenzun Reo Mnen
5. Yakubu Meremi Phd
6. Christy O. Adokwu
7. Erdoo Bumba

## **FGD State Implementation Committee Benue State**

1. Regine M. Chichi-Agir
2. Ruth Dooterson Johnny
3. Ogbaji E. Johnson
4. Mustapha Isyaka
5. Ibrahim Abu

### Women Mediation Network LGA Benue State

1. Kwaghtsule Roseline, Gwer West
2. Eunice O. Bogoh, Gwer West
3. Elaigwu Azumi Winifred, Agatu
4. Yakubu Meremu, PhD, Makurdi
5. Chief Ademu Jonah, Agatu
6. Comfort Ikyahemba, Gwer West
7. Nev Regina Fateman, Logo
8. Comfort Asongu, Guma
9. Zipporah Ayem

### KiIs

1. Igba Evehyo Iverew, Nigeria Correctional Service
2. Grace Ityosaa, journalist, Radio Benue Maurdi
3. Isa Catherine Kenger, Nannm Benue State Council
4. Alunna Elizabeth, State Implementation Committee, Makurdi
5. Mrs. Shimenengte Kyaagba, Bengonet Rural Development Initiative (Network of CSOs)
6. Victoria Daaor, Elohim Development Foundation
7. Dr. Helen Teghtegh, CSO, Benue
8. Anzam Anna, CSO, Benue
9. Hannaty Abba, National Orientation Agency
10. Eriyi Peter Echo, Radio Benue Makurdi
11. Thomas Yange, Radio Benue

### Judiciary, Benue State

1. Hon. Justice Theresa M. Shija
2. Hon. Justice Engo Eliabeth Aleje
3. Felicia M. Ikyegh
4. Trenia Favour
5. Alashi Damkwa Regina
6. Hanneh I. Ekirigwe
7. Justice Gbagir
8. Nigerian Bar Association, Makurdi Branch
9. Debbie Amine
10. Federation of Women Layers, Benue Chapter

### Security (Nigerian Army)

1. Captain Muazu Hassan, Nigerian Army College of Science and Technology
2. Lieutenant Fatuna Suleiman
3. E. T. Ezekiel Osaomahee Dike
4. S. P. Ameh Onyaema Ann
5. Adanu A. James, Deputy Commandant of Corps
6. Ochor Chinasa Deputy Superintendent of Corps, NSCDC

### **HeForShe Group, Bauchi State**

1. Masud Sarki, Sarkin Nasaru
2. Yunusa Musa, Ajiya Riro
3. Sagir Adamu Shatu, Youth
4. Joel Timothy, HeForShe
5. Daniel Gambo, HeForShe
6. Zailasi A. Mahmud, HeForShe
7. Sagir S. Mustapha, HeForShe
8. Molid A. Sadiq, HeForShe
9. Atuba Lurh, HeForShe
10. Kabiru Shettu, HeForShe
11. Harina Terima, HeForShe
12. Kapkai Joseph, HeForShe
13. Jeffrey Tenebe, HeForShe
14. Iliya Emmanue, HeForShe
15. Molid Aliyu, Permanent Secretary, Ministry Women Affairs and Social Development
16. Idris A. Wunti, HeForShe
17. Sani Atiku, HeForShe

### **Women Mediation Network, Bauchi State**

1. Fibi Stephen Zamba, Mediator
2. Blessing Mathias Gidado, Mediator
3. Binta Uba Shehu, Mediator
4. Binta Sabo Haruna, Mediator
5. Lami Babagadam, Mediator
6. Alonge Bunmi Deborah, Mediator
7. Temenbu S. Ahmed, Teacher/Med.
8. Esther Ugwuoke, Student/Med.
9. Victoria Ugwuoke, Student/Med.
10. Tantse Yusuf, Mediator
11. Comfort Attah, Mediator
12. Hajia Ruda Adamu, Mediator
13. Linda Stephen, Mediator
14. Rabi Wabida, Mediator
15. Aishatu Umar, Mediator
16. Hadiza Isu Ahmed, Mediator
17. Milinda Isaac, Mediator

### **Ministries, Departments and Agencies and Civil Society Organizations, Bauchi State**

1. Maryamu Gazo, Mediator
2. Panlina B. Loga, Gender Desk Officer
3. Lami Musa, CEO
4. Rilwanu Malia Ghani, Representative, State Emergency Management Agency, Bauchi
5. Keziah I. Choyi, Alheri
6. Monica Fricley, Mowaco

7. Sirjo Musa Disima, Mowaco
8. Aishatu Saidu Abubaka, Mediator
9. Ladi Damina, Social Welfare
10. Abubakar Baba Ahmed, Presenter, Globe FM

### Judiciary

1. Subilim Emmauel Danjuma, CR (High Com.)
2. Shafau L. Yinuf, DR
3. Laraba Hamidu, Magistrate
4. Esther Nachi Hamidu, Desk Officer
5. Dakup Bala J., Office in Charge of Legal
6. Anna Joseph Abbah, NPF
7. Muhgiddeen Mohammed, DCR/SCA
8. Yachcit S. Dala, NHRC
9. Dache Manmak Jennifer, Intel Alert

### Security Actors

1. Aishetu Jafaru Badim, Gender
2. Esther A. Abbah, Gender
3. Ruth L. Moses, Officer in Charge of Gender
4. Ababe Bako, Officer in Charge of Gender
5. Roseline Okorowkwo, R&S
6. Victoria Danbaki, SOJ
7. Suzie Emmadia, Provost
8. Abdullahi Ramatu A., Gender
9. Zainab Mohammed, 33 AS RRO CO4 Bauchi
10. Samuel Millions, 33 AB Bauchi
11. Ahmad Aliyu Nasir, 33 AB Bauchi

# ANNEX 9:

# LIST OF DOCUMENTS

# REVIEWED

*European Union Election Observation Mission Nigeria 2019 Final Report*, available at [https://eeas.europa.eu/sites/eeas/files/nigeria\\_2019\\_eu\\_eom\\_final\\_report-web.pdf](https://eeas.europa.eu/sites/eeas/files/nigeria_2019_eu_eom_final_report-web.pdf).

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# ANNEX 10: TOOLS USED FOR THE EVALUATION

## **Focus Group Discussion Guide for the Women Mediation Network/ HeForShe Groups**

### **Relevance**

1. How were you involved in the design of the WPS Programme in Nigeria?
2. Were the activities relevant to the priority needs of the target groups (e.g. conflict-affected women)?
3. To what extent were you involved in the conceptualization and design process?
4. How satisfied are you with the WPS Programme?

### **Effectiveness**

1. How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. How satisfied are you with the results of the programme?
3. How would you rate the WPS Programme in terms of strengthening the capacities of women in participating in peacebuilding and security issues in your community?
4. To what extent has the WPS Programme made sufficient progress towards its planned objectives and results?
5. Has the programme achieved its planned objectives and results within its specified period?
6. To what extent have the capacities of women mediator groups members been strengthened by the WPS Programme?

### **Efficiency**

1. Have the activities and outputs of the programme been delivered in a timely manner?
2. What changes/interventions could have been made to the programme to improve the achievement of the programme objectives?
3. What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)?
4. Are there unintended positive or negative results produced by the activities of the programme?

### **Impact (the various effects of the programme)**

1. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society), by the programme?
2. In which ways did the WPS Programme
  - strengthen the capacity of the Women Mediation Network at the state level?
  - improve the public perception of the role of women in peace and security?
3. How did the WPS Programme promote women's participation in key decisions regarding peace, security and related policymaking?

## Sustainability

What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?

## Disability Inclusion

1. Were persons with disability included in the design and implementation of the project?
2. What proportion of beneficiaries were persons with disabilities?
3. What were the barriers persons with disabilities have had to face?

## Key Informant Interview Guide for Implementing Partners

### Relevance: The extent to which the objectives of the programme are consistent with the evolving needs and priorities of the beneficiaries, partners and stakeholders

1. To what extent do the programme objectives address the identified rights and needs of the target groups (e.g. conflict-affected women, government MDAs, the legislature, the judiciary and security actors)?
2. To what extent were target state partners involved in the conceptualization and design process?
3. How consistent are the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the resolution, and the attainment of the NAP's objectives?
4. To what extent is the intervention aligned with national and international agreements and conventions on gender equality and women's empowerment in the context of women, peace and security?
5. Are the activities and outputs of the programme consistent with the intended impacts and effects? Do they address the problems identified?
6. To what extent are human rights recognized and addressed as priorities through the programme and its implementation to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments?
7. Is the programme design articulated in a coherent structure? Is the definition of the goal, outcomes and outputs clearly articulated? Is the theory of change still valid?
8. What capacities and skills should the UN prioritize and further develop to bring greater coherence and relevance to its interventions?
9. To what extent did the implementing partners possess a comparative advantage in the programme's area of work in comparison with other partners in Nigeria?
10. To what extent has the programme's design process included a collaborative process, a shared vision for delivering results, and strategies for joint delivery and sharing of risks among implementing organizations?

### Effectiveness: The extent to which the programme's objectives were achieved or are expected/likely to be achieved

1. How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. What are the reasons for the achievement or non-achievement?
3. To what extent have beneficiaries been satisfied with the results? To what extent have the capacities of relevant duty bearers and rights holders been strengthened?
4. To what extent did UN Women build the capacity of implementing partners to deliver results and set targets?
5. Does the programme have effective monitoring mechanisms in place to measure progress towards results?

6. Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
7. To what extent are the programme approaches innovative, and how innovative are the strategies for achieving the provisions of UNSCR 1325? What, if any, types of innovative good practices have been introduced into the programme for the achievement of results?

### **Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) were converted to results**

1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
2. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
3. Have the outputs been delivered in a timely manner?
4. Were the programme and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
5. Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme? What are the key successes and recommendations for improvement?
6. How did the programme utilize existing local capacities of rights holders and duty bearers to achieve its outcomes?
7. Has the programme built synergies with other ongoing programmes at national and state levels, including those implemented with other actors (e.g. the Government of Nigeria, CSOs, mediators' groups, etc.)?
8. To what extent were the programme's monitoring mechanisms implemented to effectively measure and inform the management of the programme's performance and progress towards targets? To what extent were monitoring data objectively used to inform management action and decision-making?
9. To what extent were follow-up actions taken to address challenges, obstacles and risks associated with the programme, and what has been done to mitigate these in order to reach planned outcomes?
10. What (if any) were the key opportunities and/or challenges in the operational context of the programme?
11. What changes/interventions could have been emphasized to capitalize on the opportunities for improving programme delivery?
12. What future considerations should be made to address any emerging challenges?

### **Impact: The various effects of the programme**

1. To what extent was gender equality and women's empowerment advanced as a result of the intervention?
2. What were the unintended effects, if any, of the intervention?
3. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society)?
4. Have there been any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption?

### **Sustainability: The likelihood of a continuation of benefits for women from a development intervention after the intervention is completed, or the probability of continued long-term benefits**

1. Were requirements of national ownership satisfied? Was the programme supported by national/local institutions? Do these institutions, including government and civil society, demonstrate leadership commitment and technical capacity to continue to work with the programme or replicate it?

2. What capacities of national partners, both technical and operational, have been strengthened?
3. To what extent have the capacities of duty bearers and rights holders been strengthened?
4. To what extent were relevant national stakeholders and actors included in the WPS programming, implementation and policy advocacy processes?
5. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?
6. To what extent are the financial capacities of partners likely going to maintain the benefits from the programme? What might be needed to support partners to maintain these benefits?
7. How successful was the programme in promoting replication and/or the scaling up of successful practices?
8. Which innovations (if any) have been identified and how can they be replicated?

### **Coherence: The extent to which other interventions support or undermine the intervention and vice versa, including aspects of complementarity, harmonization and coordination**

1. To what extent is the WPS Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?
2. To what extent is the WPS Programme coherent internally in UN Women and within the UN system in Nigeria?
3. To what extent is the WPS Programme coherent with wider donor policy?
4. To what extent is the WPS Programme coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

### **Gender Equality and Human Rights**

1. To what extent have gender and human rights considerations been integrated into the programme design and implementation?
2. How has attention to/integration of gender equality and human rights concerns advanced the area of work?

### **Disability Inclusion**

1. Were persons with disability included in the design and implementation of the project?
2. What proportion of beneficiaries were persons with disabilities?
3. What were the barriers persons with disabilities have had to face?

## **Key Informant Interview Guide for Community Leaders and Other Key Informants**

### **Relevance**

1. Is the mainstreaming of gender into peace and security a welcome move in your community? Explain.
2. How has the mainstreaming of gender into peace and security impacted your community?
3. Do you think the WPS Programme has addressed WPS issues in your community?
4. What has been your level of participation in WPS forums? In what ways was it helpful to you and in your work as a community leader?

5. Was the information provided adequate for you? How have you used the knowledge gained in your community?
6. On a scale of 1 to 5, how satisfied are you with the work of WPS with regard to mainstreaming gender in peace and security issues at the community level?

### Effectiveness

When you compare the time before the WPS Programme interventions in this community, on issues of mainstreaming of gender into peace and security do you see any difference in:

- women's involvement in decision-making in peace and security issues at the community level?
- women's and girls' knowledge of WPS?

### Sustainability

1. Do you think the results you mentioned above will be there for a long time to come? Why?
2. How will the benefits of the WPS Programme be sustained in your community after the official UN Women programme is over? What are your next steps after the programme has ended?
3. What else needs to be done to ensure that the mainstreaming of gender into peace and security is strengthened in the traditional court system?
4. If the WPS Programme intervention was to be scaled up elsewhere, what change in the programmes of the partners would you recommend?

### Lessons Learned

What is most significant story of change you would like the world to know about from your area as a result of the WPS Programme?

## Key Informant Interview Guide for the Women Mediation Network

### Relevance

1. How were you involved in the design of the WPS Programme in Nigeria?
2. Were the activities relevant to the priority needs of the target groups (e.g. conflict-affected women)?
3. To what extent were you involved in conceptualization and design process?
4. How satisfied are you with the WPS Programme?

### Effectiveness

1. How successful was the programme in terms of the progress made towards the achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. How satisfied are you with the results of the programme?
3. How would you rate the WPS Programme in terms of strengthening the capacities of women for participating in peacebuilding and security issues in your community?
4. To what extent has the WPS Programme made sufficient progress towards its planned objectives and results?
5. Has the programme achieved its planned objectives and results within its specified period?
6. To what extent have the capacities of women mediator group members been strengthened by the WPS Programme?

### Efficiency

1. Have the activities and outputs of the programme been delivered in a timely manner?
2. What changes/interventions could have been made to the programme to improve the achievement of the programme objectives?
3. What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)?
4. Are there unintended positive or negative results produced by the activities of the programme?

### Impact (the various effects of the programme)

1. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society), by the programme?
2. In which ways did the WPS Programme
  - strengthen the capacity of the Women Mediation Network at the state level?
  - improve the public perception of the role of women in peace and security?
3. How did the WPS Programme promote women's participation in key decisions regarding peace and security and related policymaking?

### Sustainability

What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?

### Disability Inclusion

1. Were persons with disability included in the design and implementation of the project?
2. What proportion of beneficiaries were persons with disabilities?
3. What were the barriers persons with disabilities have had to face?

## Key Informant Interview Guide for WPS Programme Beneficiaries in the State Ministries of Women Affairs, Justice Sector, Police and National Security and Civil Defence Corps

### Relevance

1. How were you involved in the design of the WPS Programme in Nigeria?
2. Were the activities relevant to the priority needs of the target groups (e.g. conflict-affected women, government MDAs, the legislature, the judiciary and security actors)?
3. To what extent were you involved in the conceptualization and design process?
4. How consistent are the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the Resolution, and the attainment of the NAP's objectives?

### Effectiveness

1. How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. How satisfied are you with the results of the programme?

3. How would you rate the WPS Programme in terms of strengthening the capacities of the security sector actors to respond to gender and insecurity?
4. To what extent has the WPS Programme made sufficient progress towards its planned objectives and results?
5. Has the programme achieved its planned objectives and results within its specified period?
6. To what extent have the capacities of your institution been strengthened by the WPS Programme?

### Efficiency

1. Have the activities and outputs of the programme been delivered in a timely manner?
2. What changes/interventions could have been made to the programme to improve the achievement of the programme objectives?
3. What are the areas of greatest/least achievement and the reasons for the achievement/non-achievement (identify constraining and enabling factors)?
4. Are there unintended positive or negative results produced by the activities of the programme?

### Impact (the various effects of the programme)

1. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society), by the programme?
2. In which ways did the WPS Programme
  - strengthen the capacity of legislators in the State Houses of Assembly on gender-sensitive legislation, and strengthen the capacity of lawmakers at the national level to adopt the WPS commitments of UNSCR 1325?
  - strengthen the capacity of decision-makers in security sector institutions at the state level (in particular the police, the judiciary and NSCDC) to promote women's rights and participation in the security sector?
  - strengthen the capacity of the State Ministries of Women Affairs to establish a women mediators and negotiators group in the state?
  - improve the public perception of the role of women in peace and security?
3. Have there been any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption?
4. How did the WPS Programme promote women's participation in key decisions regarding peace and security and related policymaking?

### Sustainability

What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?

### Disability Inclusion

Were persons with disability included?

## Key Informant Interview Guide for UN Women WPS Programme Team

### Relevance

1. To what extent do the programme objectives address the identified rights and needs of the target groups (e.g. conflict-affected women, government MDAs, the legislature, the judiciary and security actors)?
2. To what extent were target state partners involved in the conceptualization and design process?
3. How consistent are the activities and outputs of the programme with the provisions of UNSCR 1325, Nigeria's National Action Plan on the Resolution, and the attainment of the NAP's objectives?
4. To what extent is the intervention aligned with national and international agreements and conventions on gender equality and women's empowerment in the context of WPS?
5. Are the activities and outputs of the programme consistent with the intended impacts and effects? Do they address the problems identified?
6. To what extent are human rights recognized and addressed as priorities through the programme and its implementation to comply with CEDAW, the SDGs, UNSCR 1325 and other international commitments?
7. Is the programme design articulated in a coherent structure? Is the definition of the goal, outcomes and outputs clearly articulated? Is the theory of change still valid?
8. What capacities and skills should the UN prioritize and further develop to bring greater coherence and relevance to its interventions?
9. To what extent did the implementing partners possess a comparative advantage in the programme's area of work in comparison with other partners in Nigeria?
10. To what extent has the programme's design process included a collaborative process, a shared vision for delivering results, and strategies for joint delivery and sharing of risks among implementing organizations?

### Effectiveness

1. How successful was the programme in terms of the progress made towards achievement of the expected results (outputs and outcomes)? What are the results achieved?
2. What are the reasons for the achievement or non-achievement?
3. To what extent have beneficiaries been satisfied with the results? To what extent have the capacities of relevant duty bearers and rights holders been strengthened?
4. To what extent did UN Women build the capacity of implementing partners to deliver results and set targets?
5. Does the programme have effective monitoring mechanisms in place to measure progress towards results?
6. Have the programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
7. To what extent are the programme approaches innovative, and how innovative are strategies for achieving the provisions of UNSCR 1325? What, if any, types of innovative good practices have been introduced in the programme for the achievement of results?

### Efficiency

1. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programme outcomes?
2. What measures have been taken during planning and implementation to ensure that resources are efficiently used?

3. Have the outputs been delivered in a timely manner?
4. Were the programme and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
5. Has the programme's organizational structure, managerial support and coordination mechanisms efficiently supported the delivery of the programme? What are the key successes and recommendations for improvement?
6. How did the programme utilize existing local capacities of rights holders and duty bearers to achieve its outcomes?
7. Has the programme built synergies with different ongoing programmes at national and state levels, including those implemented with other actors (e.g. the Government of Nigeria, CSOs, mediators' groups, etc.)?
8. To what extent were the programme's monitoring mechanisms implemented to effectively measure and inform the management of the project's performance and progress towards targets?
9. To what extent were monitoring data objectively used to inform management action and decision-making?
10. To what extent were follow-up actions taken to address challenges, obstacles and risks associated with the programme, and what has been done to mitigate these in order to reach planned outcomes?
11. What (if any) were the key opportunities and/or challenges in the operational context of the programme?
12. What changes/interventions could have been emphasized to capitalize on the opportunities for improving project delivery?
13. What future considerations should be made to address any emerging challenges?
14. How efficient were the strategies put in place for ensuring the effective and efficient implementation of the programme during the COVID-19 crisis in target states?
15. What are the lessons learned, best practices, success stories and challenges to inform the implementation of similar ongoing programmes and future programming for UN Women in the area of WPS?

### Impact (the various effects of the programme)

1. What are the effects produced, positive and negative, intended or unintended, directly (target groups) and indirectly (larger society)?
2. In which ways did the WPS Programme
  - strengthen the capacity of legislators in the State Houses of Assembly on gender-sensitive legislation, and strengthen the capacity of lawmakers at the national level to adopt the WPS commitments of UNSCR 1325?
  - strengthen the capacity of decision-makers in security sector institutions at the state level (in particular the police, the judiciary and NSCDC) to promote women's rights and participation in the security sector?
  - strengthen the capacity of the State Ministries of Women Affairs to establish a women mediators and negotiators group in the state?
  - improve the public perception of the role of women in peace and security?
3. Have there been any negative effects of the programme on the four cross-cutting issues: gender, human rights, climate and the environment, and corruption?
4. What are the lessons learned that would improve on the relevance, effectiveness and impact of the programme at various levels?

### Sustainability

1. What strategies have been put in place to enhance the sustainability of the programme results?
2. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period after the end of the programme?

3. In terms of funding for the programme, to what extent has the programme generated political support for the participation of women in peacebuilding, security, leadership, politics, etc.?
4. Were the requirements of national ownership satisfied? Was the programme supported by national/local institutions? Do these institutions, including government and civil society, demonstrate the leadership commitment and technical capacity to continue to work with the programme or replicate it?
5. What capacities of national partners, both technical and operational, have been strengthened?
6. To what extent have the capacities of duty bearers and rights holders been strengthened?
7. To what extent were relevant national stakeholders and actors included in the WPS programming, implementation and policy advocacy processes?
8. What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?
9. To what extent are the financial capacities of partners likely going to maintain the benefits from the programme? What might be needed to support partners to maintain these benefits?
10. How successful was the programme in promoting the replication and/or scaling up of successful practices?
11. Which innovations (if any) have been identified and how can they be replicated?

### Coherence

1. To what extent is the WPS Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?
2. To what extent is the WPS Programme coherent internally in UN Women and within the UN system in Nigeria?
3. To what extent is the WPS Programme coherent with wider donor policy?
4. To what extent is the WPS Programme coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

### Gender Equality and Human Rights

1. To what extent have gender and human rights considerations been integrated into the programme design and implementation?
2. How has attention to/integration of gender equality and human rights concerns advanced the area of work?
3. To what extent does the WPS Programme undertaken by UN Women address the underlying causes of inequality and discrimination in women's participation in peace and security activities at the state and local government levels?
4. To what extent were the cross-cutting issues of climate change, the environment and corruption mainstreamed in the project implementation?

### Disability Inclusion

1. Were persons with disability included in the design and implementation of the project?
2. What proportion of beneficiaries were persons with disabilities?
3. What were the barriers persons with disabilities have had to face?

# ANNEX 11: BIOGRAPHY OF THE EVALUATOR

Prof Andrew Onwuemele is a senior consultant and a research fellow with 12 years of experience in international evaluation, humanitarian assistance and peacekeeping/peacebuilding. He has extensive knowledge of evaluation techniques, results-based management programming/operations, institutional and organizational assessment and strategic diagnosis/planning.

Over the past 12 years, Prof Andrew has led major evaluations in Nigeria and other African countries for UNDP, UN Women, UNICEF, FAO and several INGOs. Prof Andrew has over the years proved to have a sound understanding of evaluation principles and methodologies, including capacity in a range of qualitative and quantitative evaluation methods. He has research and implementation expertise in stabilization and post-conflict recovery, as well as awareness on gender, social and conflict analysis in evaluation.

Prof Andrew holds a PhD in regional development planning and has published widely in both local and international outlets.

# ANNEX 12: NATIONAL CONSULTANT TO CONDUCT END PROJECT EVALUATION TERMS OF REFERENCE

**Advertised on behalf of:** UN Women

**Location:** Abuja, Nigeria

**Application Deadline:** 25-May-21 (Midnight New York, USA)

**Type of Contract:** Individual Contract

**Post Level:** National Consultant

**Languages Required:** English

**Starting Date:** (date when the selected candidate is expected to start) 28-Jun-2021

**Duration of Initial Contract:** 45 working days over 4-month period

**Expected Duration of Assignment:** 45 working days over 4-month period

## **BACKGROUND**

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The active participation of women and girls in shaping their future, based on a recognition of their dignity and capacities, is posited in several global policy frameworks as a basic condition to promote gender equality and women's rights. SDG 16 (Peace, justice and effective, accountable, inclusive institutions) and SDG 5 (Gender equality and empower all women and girls) are understood and implemented together, as interdependent and synergic goals. Placing women's rights at the centre of all its efforts, UN Women leads and coordinates the United Nations System efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts to build effective partnerships with civil society and other relevant actors.

In Nigeria, gender inequality is widespread due to patriarchy, imbalance in socioeconomic opportunities, cultural and religious factors, and inadequate enabling legal and policy frameworks, among other factors. The violence or threat of violence that women and girls face, including domestic violence, traditional harmful practices, fear of standing for elected office, sexual harassment of girls and young women, among others, is a consistent thread, with consequences that constrain women's autonomy and life chances.

Against this backdrop, UN Women works to support the Government of Nigeria's national priorities, namely the empowerment of women and girls and their contribution to all areas of economic, political and social development. The objective of building and sustaining peace and security across the country is critical for Nigeria, which faces several security challenges, including the Boko Haram insurgency in the North East, the farmer–herder conflict in the Middle Belt, conflicts over natural resources in the oil-rich Niger Delta region, and increasing cases of armed banditry and kidnapping for ransom across the country, among others.

Current initiatives at mitigating or resolving conflicts have limited participation of women, at all levels. Women are often seen only as victims of conflicts who need to be protected rather than as agents of change for peace. This leaves untapped the potential and capacities of women whose contributions can be harnessed to promote transformative change and sustainable peace. Through its just-concluded Programme on Promoting Women's Engagement in Peace and Security in Northern Nigeria (2014–2018), UN Women has worked to support the Nigerian government (federal level), three northern states (Adamawa, Plateau and Gombe) and selected constituent Local Government Areas (LGAs) to strengthen women's leadership, advance gender equality, and improve protection for women and children in conflict settings, by ensuring the implementation of UN Security Council Resolution 1325 (UNSCR 1325). The programme supported the government in the development and implementation of Nigeria's second National Action Plan (NAP) on UNSCR 1325 and its domestication in target states by developing and implementing State Action Plans (SAPs) and Local Action Plans (LAPs) and engaging in institutional strengthening and the establishment of functional structures to enhance implementation, monitoring and reporting of the action plans.

To further expand the scope of support to the Government of Nigeria in fulfilling its commitment to UNSCR 1325, UN Women is implementing a two-year Programme (2019–2021) on Women, Peace and Security in Nigeria, with a focus on Bauchi and Benue States, funded by the Government of Norway. The project's implementation was extended to June 2021 to cover for the implementation lapse created by the COVID-19 outbreak. A participatory final evaluation of the programme is proposed to be undertaken in May–June 2021, involving key stakeholders at the national level and in the two target states. To this end, UN Women is seeking to contract a National Evaluation Consultant to facilitate the end-of-programme evaluation.

## I. DESCRIPTION OF THE PROGRAMME

In partnership with the Government of Nigeria, UN Women is expanding its women, peace and security (WPS) portfolio by designing and implementing several strategic initiatives in line with its five-year flagship programme. One such initiative is a two-year WPS Programme in Bauchi and Benue States. The programme aims to support the achievement of the Sustainable Development Goals, particularly Goals 5, 16 and 17. The programme also supports the Nigerian government's efforts to meet its commitments on the second NAP on UNSCR 1325.

The programme was designed to achieve the broad goal of gender-inclusive and sustainable peace in Nigeria. The specific objectives of the programme are:

1. Increase women's effective participation in peace and security processes, peace negotiations, and conflict prevention and resolution.
2. Improve the public perception on the role of women in peace and security, at all levels.

The programme seeks to:

- Enhance the skills of legislators and decision makers in the security sector and judiciary at the state level to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation.

- Create a platform for women's active involvement in conflict prevention and peacebuilding processes in both formal and informal settings, including specifically training women to acquire practical mediation skills.
- Sensitize the population in both states more broadly about the roles women play in peace negotiations and conflict prevention and resolution through the most accessible media channels (local radio stations).

The programme implementation strategy underlines policy-level interventions, capacity building and institutional strengthening of key sectors, as well as public sensitization to facilitate the sustainable implementation of Resolution 1325 in the target areas of Bauchi and Benue States. Based on set criteria endorsed by stakeholders, the programme is being implemented in 4 selected LGAs and 16 communities per state. A baseline survey for the programme was conducted in target areas by the Institute for Peace and Conflict Resolution. International Alert and Partners West Africa Nigeria are the two NGOs engaged by UN Women as programme implementing partners, with each focusing on specific components of the initiative. A midterm evaluation for the programme was conducted by an expert consultant in June/July 2020. The midterm evaluation has assessed the progress made towards the achievement of the set outcomes and objectives, analysed the output results achieved and challenges encountered, and recommended adjusting implementation modalities as needed, especially in the current COVID-19 crisis. Findings from the midterm evaluation were used to incorporate changes throughout all programme components for the remaining implementation period.

The programme has reached its final phase of implementation, and as established in the project document, a final review is to be conducted by an expert consultant to be engaged by UN Women. The participatory review will serve as a primarily formative (forward-looking) evaluation to support the country office and national stakeholders' strategic learning and decision-making for the ongoing programme implementation and enhanced accountability for development effectiveness. To facilitate this task, UN Women seeks to engage the services of a national programme/project evaluation expert.

## II. OBJECTIVES OF THE FINAL EVALUATION

The overall objective of the final evaluation is to assess the extent to which the Women, Peace and Security Programme has achieved the intended and/or unintended outcomes, provide an in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred, analyse the challenges encountered, learn from the current COVID-19 crisis, and document lessons for improving other ongoing programmes in the WPS area and the country office future programming in general.

The specific objectives of the evaluation are:

1. To analyse the relevance of the WPS Programme's implementation strategy and approaches to the implementation of UNSCR 1325 and Nigeria's National Action Plan, as well as the needs and priorities of conflict-affected women in the target states.
2. To assess the programme's effectiveness and organizational efficiency in advancing the WPS agenda and supporting conflict-affected women's participation in peace and mediation processes.
3. To assess the impact of the programme in the two states and the extent to which cross-cutting issues of gender, human rights, climate change, environment and corruption were mainstreamed in the project implementation.
4. To assess the mechanisms put in place for the sustainability of the programme's results, including the level of local ownership, accountability, capacities, partnerships and coordination on the WPS agenda in the target states.
5. To determine the efficiency of strategies for ensuring the effective and efficient implementation of the programme under the COVID-19 crisis in the target states and country at large.

6. To document lessons learned, best practices, success stories and challenges to inform the implementation of similar ongoing programmes and future programming for UN Women in the area of women, peace and security.
7. Based on findings, to provide recommendations for a possible second phase of support after the completion of the current programme.

## Duties and Responsibilities

The consultant will directly report to the WPS Programme Manager on issues requiring daily supervision or information. However, the Evaluation Management Group, composed of the WPS Programme Specialist, the Country Office M&E Specialist, the Regional Office Evaluation Specialist and the Country Office Deputy Representative, will provide quality assurance and approve all evaluation products (ToR, inception report, draft and final reports). The Regional Evaluation Specialist will chair the Evaluation Management Group, and thus holds final responsibility for the quality assurance process and approval of deliverables (to be assessed against UN Women's Global Evaluation Report Assessment and Analysis System or GERAAS parameters). An Evaluation Reference Group chaired by the Country Representative will also be set up to facilitate the participation and systematic involvement of key stakeholders in the evaluation, ensuring quality by providing inputs on evaluation products and ensuring dissemination of the evaluation results.

The national expert consultant will be responsible for the following tasks:

- Within the current COVID-19 crisis, develop and submit a detailed methodology for the final evaluation, including desk review, analytical work, data collection techniques, key activities and timeframe for the assignment, in close cooperation with the UN Women office in Nigeria.
- Undertake a desk review of relevant documents, including Nigeria's NAP and WPS Programme documents, including logical and monitoring frameworks and progress reports, among others.
- Conduct field missions to the target states and hold consultation meetings with the programme's key stakeholders, partners and beneficiaries, including relevant government institutions, security agencies, civil society organizations, women's groups/networks and the donor, among others, to review the programme in line with the set objectives of the final review. The process of conducting consultation meetings is expected to use high-standard methods to maximize the collection of quality information and ensure the safety of respondents, including conformity to the applicable COVID-19 prevention protocols.
- Develop and submit a final evaluation report of the programme, with relevant recommendations based on the interpretation of the evaluation findings and key lessons identified.

The information generated by the evaluation will be used by UN Women and different stakeholders to:

- Contribute to the building of the evidence base on effective strategies for strengthening the support to the government, conflict-affected women and other stakeholders in advancing the WPS agenda in Bauchi and Benue States and Nigeria at large.
- Facilitate the strategic reflection, learning and further planning for programming in the areas of strengthening the capacity of the Government of Nigeria and national stakeholders and structures on WPS, with the aim of increasing workable solutions for gender-responsive peacebuilding, security and recovery processes.

The main evaluation users include the UN Women Country Office in Nigeria, the Government of Nigeria (including Bauchi and Benue States), the Government of Norway (programme donor), and national stakeholders – key government MDAs, the legislature, the security sector, the judiciary and NGO implementing partners. These stakeholders will be closely involved in the evaluation process to increase ownership of findings, draw lessons learned and make greater use of the final review results. The findings of the evaluation are expected to contribute to effective programming, efficient programme delivery and the creation of strong partnerships and ownership for sustainable results.

### III. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation will apply Organization for Economic Cooperation and Development/Development Assistance Committee evaluation criteria: relevance, effectiveness, efficiency, sustainability and coherence. The evaluation will also take into consideration gender equality, human rights and disability inclusion, as separate standalone criteria.

The review will seek to answer the established **key evaluation questions and sub-questions** [see **Annex 3: Evaluation Matrix**].

Based on these findings, what are the recommendations for possible new programmes after the completion of the current programme? This should include necessary follow-on interventions identified, components that require continued investments, new entry points identified, and the level of engagement (state/federal, policy/operational). It is expected that the national consultant will develop an evaluation matrix that will relate to the above questions (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means of verification as a tool for the evaluation. The final evaluation matrix will be approved by UN Women along with the final methodology/inception report.

### IV. STAKEHOLDERS PARTICIPATION

The final evaluation will be gender-sensitive and consultative, and will apply inclusive and participatory processes as reflected in the UN Women's guidelines for gender-responsive evaluations and the UN Evaluation Group Evaluation Handbook. Throughout the evaluation process, the consultant will ensure the participation of relevant institutions, women and CSOs representing various groups of women from the WPS Programme target areas. Special attention will be given to representativeness of all target groups and beneficiaries. The consultant is expected to validate findings through engagement with stakeholders at workshops, debriefings or other forms of engagement.

The consultant is expected to discuss during the inception workshops how the process will ensure the participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives at all stages of the evaluation process. The evaluation team is encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise and representatives of excluded groups)
2. Gender roles (intersections of sex, age, household roles, community roles)
3. Human rights roles (rights holders, principal duty bearers and primary, secondary and tertiary duty bearers)
4. Intended users and uses of the respective evaluation

The consultant is encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to the participation of rights holders – in particular, women and vulnerable and marginalized groups – to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed. The consultant is expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

The primary stakeholders of the evaluation are the Government of Norway (donor partner), members of the Programme Steering Committee, SAP Implementation Committees (SICs), the Bauchi and Benue State Ministries of Women Affairs and other MDAs, the security sector (army, police and NSCDC), the judiciary, legislators in the Bauchi and Benue State Houses of Assembly, the Women Mediation Network, Globe FM and Radio

Benue, the HeForShe groups, International Alert and Partners West Africa Nigeria (implementing partners), other institutions working in the WPS area, and key beneficiaries.

## V. SCOPE OF THE EVALUATION

The WPS final evaluation will cover the key components of the WPS Programme in Nigeria, namely: women participate effectively in peace and security processes, peace negotiations, and conflict prevention and resolution; an increased number of lawmakers in the target states are sensitized, trained and mentored to adopt the WPS provisions; decision-makers in security sector institutions at the state level and in the judiciary are trained and mentored on enhanced skills to formulate, review and implement gender-sensitive policies and protocols that promote women's rights and participation in the security sector; a platform for women's involvement in peace processes is created; and there is an improved public perception of the role of women in peace and security in the target areas.

The evaluation will focus on the activities of the programme between January 2019 and June 2021, and will review the programme documents, including the results and logical framework, the baseline survey report, the midterm evaluation report and other relevant documents. The participatory approach to the evaluation will focus on mobilizing key stakeholders, partners and target beneficiaries in each state to respond to set questions and share the benefits, good practices, challenges and lessons learned from the programme. The results and findings from field missions will also form a critical component of the data available for the review.

The geographic scope of the evaluation will include key stakeholders and beneficiaries' representatives at the state level, target LGAs and communities in Bauchi and Benue States. The review will include field missions to these states. The evaluation will measure against evaluation criteria that will be used – as per Organization for Economic Cooperation and Development/Development Assistance Committee standard practices (e.g. relevance, efficiency, effectiveness, sustainability, etc.).

The evaluation should draw on and serve to complement the previously conducted and ongoing northern Nigeria WPS final programme evaluation and UN Women country portfolio evaluation, respectively.

## VI. EVALUATION PROCESS AND METHODOLOGY

The evaluation methodology will deploy a participatory mixed method, including quantitative and qualitative data collection methods and analytical approaches to account for the complexity of gender relations and to ensure participatory and inclusiveness processes that are culturally appropriate. The evaluation will apply a theory-based approach. The theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework of this programme and how this has contributed to promoting the WPS agenda. Assumptions should explain both the connections between early, intermediate and long-term WPS programme outcomes and the expectations about how and why the programme has brought them about. A participatory review workshop with all key stakeholders involved in the programme implementation, including but not limited to the UN Women Programme team, government MDAs, NGO partners, legislative bodies, the judiciary, the security sector, women groups/networks and the media, among others, will be conducted in each of the target states.

Phases for which the consultant will be responsible for submitting quality deliverables entail the following:

- Inception Phase: At the beginning of the assignment, the consultant will be provided with key sources of information for an initial desk review. The online inception meetings will be conducted with the UN Women programme team. At the end of this phase, an inception report, including a refined evaluation methodology, will be delivered. The inception report will be validated and approved by UN Women.

- Data Collection Phase: Based on the inception phase, the consultant will carry out an in-depth desk review, and field missions will be conducted to complete data collection and triangulation of information. To this end, a one-day participatory review workshop with key stakeholders and beneficiaries will be conducted in each of the target states. A debriefing meeting will be organized where the consultant will present preliminary findings to UN Women and key stakeholders at the conclusion of the data collection phase.
- Data Analysis and Synthesis Phase: The collected information will be analysed, and a final review report will be delivered.

The final review is expected to be conducted according to the following time frame.

### Mid-Time Review Task and Time Frame

<b>Task</b>	<b>Time Frame</b>	<b>Responsible Party</b>
Final ToR (after consultations with donor and regional office) and recruitment processes	April–May 2021	UN Women Deputy Representative, M&E Specialist, WPS Programme Manager, Regional Evaluation Specialist
Engagement of the National Consultant for the assignment	28 June 2021	UN Women Country Representative and Deputy Representative
Inception meeting with UN Women, and desk review of relevant documents	28–30 June 2021	National Consultant and UN Women Country Office and Regional Office team
Facilitate meetings with stakeholders, partners and selected beneficiaries of the programme in target states	5–16 July 2021	National Consultant; logistics by UN Women Country Office team
Reporting stage (presentation of preliminary findings and analysis of data)	19–27 July	National Consultant
First draft report submission	9 August 2021	National Consultant
Review of draft report by UN Women	9–13 August 2021	UN Women
Review draft report based on inputs	20 August 2021	National Consultant
Final evaluation report submission	27 August 2021	National Consultant
Use and follow-up; management response	September 2021	UN Women programme team; representative final approval
<b>Total number of calendar days</b>	<b>45</b>	

### EXPECTED DELIVERABLES

The National Consultant is expected to submit and facilitate the following deliverables events:

1. Inception report, outlining the refined scope of the work, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for an in-depth desk review and fieldwork to be conducted in the data collection phase. The report will include an evaluation matrix and a detailed workplan.
2. Facilitate participatory meetings with stakeholders, partners and selected programme beneficiaries at national level and target states (Bauchi and Benue) to collect relevant data.
3. Presentation of preliminary findings report (conducted in target states). A presentation detailing the emerging findings of the review will be shared with UN Women and key partners for feedback. The revised presentation will be delivered to key stakeholders for comments and validation. The consultant will address the feedback received into the draft report.

4. Draft evaluation report, which will be shared with UN Women for initial feedback.
5. Final review report, taking into consideration comments and feedback collected from UN Women. The report shall include the following chapters: Executive Summary, Introduction and Background, Evaluation Approach and Methodology (including limitations), Findings, Conclusions, Lessons Learned, Recommendations, and relevant Annexes, including Evaluation Brief (3–4 pages).

A model Evaluation Report will be provided to the consultant based on the below outline.

1. Title and opening pages
2. Executive summary
3. Background and purpose of the evaluation
4. Programme/object of evaluation description and context
5. Evaluation objectives and scope
6. Evaluation methodology and limitations
7. Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
8. Conclusions
9. Recommendations
10. Lessons and innovations
11. Annexes:
  - Terms of reference
  - Literature – documents consulted
  - Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
  - Analytical results and methodology-related documentation, such as evaluation matrix
  - List of findings and recommendations

All payments to the consultant will be made subject to the approval of deliverables by the evaluation management group, in line with conformity to GERAAS evaluation guidelines. Payments will be effected as follows:

<b>Deliverables</b>	<b>% to be paid</b>
Submission of an approved inception report	15%
Submission of approved draft report (meets GERAAS evaluation standards)	35%
Submission of the approved final evaluation report (meets GERAAS standards and incorporates inputs by the Evaluation Management Group and Evaluation Reference Group)	50%

The consultant will serve as the evaluation facilitator and will have the overall evaluation responsibilities and accountability for data collection, data analyses and report writing.

## Competencies

### Required competencies and qualifications

#### *Functional Competencies:*

1. Extensive experience in conducting evaluations; gender-sensitive evaluation certification or experience preferred
2. Excellent knowledge and experience in gender equality and women's empowerment programming and implementation
3. In-depth experience and excellent knowledge of results-based management
4. Ability to actively seek information, offer new and different options for problem solving, and meet client's needs

5. Excellent and effective communication (verbal and written) skills, including preparation of official email invitations, reports and presentations with clear and succinct formulation of findings, observations, analysis and recommendations.
6. Excellent interpersonal skills; ability to establish and maintain effective working relations with people in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.

## Required Skills and Experience

### Qualifications:

Advanced university degree (master's degree or equivalent) in relevant social sciences (Gender Studies, Economics, Development Studies, Human Rights, Political Science, International Relations, Peace and Conflict Studies or any related field).

1. At least seven years of work experience in programme/project development and management (results-based management approach), including WPS and or other gender-related fields
2. Strong technical competences in gender and the women's empowerment agenda
3. Strong technical knowledge, skills and expertise in conducting gender-responsive evaluation, including designing and leading programme/project evaluations; gender-sensitive evaluation certification or experience preferred
4. Proven experience of successfully conducting gender-responsive evaluations
5. Extensive knowledge of, and experience in, applying qualitative and quantitative evaluation methods to research works
6. Process management skills such as facilitation and data analysis skills
7. Experience in gender analysis and human rights (e.g. expertise in women, peace and security will be considered an asset)
8. A detailed knowledge of and familiarity with the UN and its programming processes and coordination mechanisms, and or other international development organizations
9. Fluency in English

## Ethical Code of Conduct

The United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System are available at: <http://www.uneval.org/document/detail/100>. Norms for evaluation in the UN system: <http://unevaluation.org/document/detail/21>. UN Evaluation Group standards for evaluation (updated 2016): <http://unevaluation.org/document/detail/1914>.

## EXISTING INFORMATION SOURCES

1. Nigeria National Action Plan on UNSCR 1325
2. Programme Document, including Result and Logical Framework
3. Programme Baseline Survey Report and Summary of Key Findings
4. Programme First Interim Narrative Report and other relevant reports
5. Programme Steering Committee meeting minutes
6. Monitoring Reports (2019–2021)
7. Gender Assessment of the Security Sector and Judiciary at national level and target states
8. Implementing partner reports
9. UN Women Strategic Note (2018–2022)
10. Final Evaluation Report of UN WPS Programme (2014–2018) funded by European Union
11. Other studies related to Nigeria, as applicable



United Nations Entity for Gender Equality  
and the Empowerment of Women

*With support from*



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