

EVALUATION REPORT

**FINAL EVALUATION  
OF THE ENHANCING  
GENDER-RESPONSIVE SECURITY  
OPERATIONS AND COMMUNITY  
DIALOGUE PROJECT IN NIGERIA**





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AND COMMUNITY  
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**WOMEN LEADERSHIP IN POLITICS,  
PEACE AND SECURITY**

**UN WOMEN**

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# LIST OF ACRONYMS

APC	All Progressives Congress	OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
COAS	Chief of Army Staff		
COVID-19	Coronavirus Disease 2019	PDP	Peoples Democratic Party
CSO	Civil Society Organization	PWAN	Partners West Africa Nigeria
FCT	Federal Capital Territory	SDGs	Sustainable Development Goals
FGD	Focus Group Discussion	SIECs	State Independent Electoral Commissions
FGM	Female Genital Mutilation		
GBV	Gender-Based Violence	SSRP	Security Sector Reform Project
GII	Gender Inequality Index	TOR	Terms of Reference
IDMC Centre	Internal Displacement Monitoring Centre	UN	United Nations
IMN	Islamic Movement of Nigeria	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
INEC	Independent National Electoral Commission	UNDP	United Nations Development Programme
IP	Implementing Partner	UNEG	UN Evaluation Group
IPOB	Indigenous People of Biafra	UNEG	United Nations Evaluation Group
IR	Inception Report	UNSCR	United Nations Security Council Resolution
KII	Key Informant Interview	UNSDPF	United Nations Sustainable Development Partnership Framework
LGA	Local Government Area		
MDAs	Ministries, Departments and Agencies	VAWG	Violence Against Women and Girls
NAP	National Action Plan	WPS	Women, Peace and Security
NDC	National Defence College		
NGO	Non-Governmental Organization		
NSCDC	Nigeria Security and Civil Defence Corps		

# EXECUTIVE SUMMARY

## Background and introduction

The present report is the product of the final evaluation of the “Enhancing Gender-Responsive Security Operations and Community Dialogue Project (2020-2021)” implemented by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) from April 2020 to December 2021 with funding support from the Government of Germany amounting to €1,858,720.81. The project was implemented in Federal capital Territory (FCT) and the states of Borno and Yobe in Nigeria. The objective of the evaluation was to assess the extent to which the SSRP has achieved the intended and/or unintended outcomes, provide in-depth analysis and understanding of why certain intended or unintended outcomes have or have not been achieved. The key inputs to the project included UN Women’s staff time, that of the project’s implementing partners and other stakeholders. Major outcomes from the project include strengthened enabling, gender-responsive policy environment of key security sector institutions, enhanced capacity of security sector personnel for gender-responsive operations and meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security. These levels of results are expected to contribute to the broad goal of human security-centric, accountable, and gender-responsive security sector. Specific users will include UN Women Nigeria Country Office and other UN Women offices. Findings from the report will also be used for future programming in the area of security sector reform. The Federal Ministry of Women Affairs will also use the findings for their future programming on gender mainstreaming in the implementation of NAPs.

## Methodology

The evaluation applied the OECD/DAC evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability, and coherence. In addition to OECD/DAC criteria, the evaluation took into consideration gender equality, human rights and disability inclusion as separate standalone criteria. The evaluation

used a mixed-methods approach involving document review, interviews, focus group discussion, and survey techniques to collect qualitative and quantitative data. Respondents included representatives of the project team members, implementing partners (IPs) and Programmes’ beneficiaries including the security sectors actors, and members of the MOT, WLOs and CSPs. Respondents in the survey were purposively selected based on the accessibility of their locations and their availability during the data collection exercise. A total of 303 respondents participated in the data collection process which was conducted using FGD guide, KII guide and questionnaire. Quantitative data were analysed using descriptive statistics and thematic coding was used to analyse qualitative data. Findings from qualitative and quantitative data analysis were thus triangulated by the source before concluding. The primary users of the evaluation will include UN Women, the Federal and State Ministries of Women Affairs, security sector institutions (in particular the Police, Army and NSCDC), CSOs, Government of Germany and other development partners.

## Findings

### Relevance

Findings from this evaluation proved that the SSRP was relevant to the needs of the targeted beneficiaries namely security sector institutions and members of the created platforms. Findings from baseline assessment in the security sector institutions shows evidence of gender inequalities among security sector institutions and low awareness on gender mainstreaming and international commitments on WPS. The project contributes to addressing the needs and priorities of security institutions by supporting the development of gender policies and capacity strengthening of security actors. In addition, the activities and outputs of the project were found to be consistent with the provisions of UNSCR 1325 and Nigeria’s National Action Plan (NAP). The three outcomes result of the project aligned with pillar one of the UNSCR 1325 and pillar two of NAP. The SSRP implementation strategy was appropriate to the local culture of the intervention communities. Many of the security personnel that

participated in the SSRP maintained that the SSRP was important and appropriate to their culture as an institution. The SSRP also made considerable efforts in addressing the root causes of inequality in security institutions through the development and adoption of gender policies and operational guidelines. The project design was well articulated, especially in the definition of goals, outputs and outcomes.

## Effectiveness

The SSRP was to a large extent effective in the meeting the targeted outputs and outcomes as evidenced by the measurement of the three outcome indicators of the project. Also, all the outputs indicators were all achieved by the project. The SSRP successfully developed gender policies for the targeted security institutions in Nigeria which is expected to contribute to promoting human security-centric, accountable, and gender-responsive security sector in Nigeria. Summarily, the following results were achieved by the project.

1. A gender policy for the AFN was produced
2. A gender policy for the NSCDC was produced
3. A revised gender policy of the NPF was availed
4. An SGBV Training Manual for the NPF was developed
5. A Standard Gender Training Manual for Security Sector developed
6. Platforms such as MOTs, CSPs and WLOs were created at the state level

Several factors contributed to the achievements recorded including the vast experience of UN Women Programme team in the implementation similar projects, the collaborative approach in project implementation, the cooperative attitude of project beneficiaries and the project approach of first engaging with the leadership of the security institutions before the commencement of implementation of project activities. Also relevant is the project approach of selection of implementing partners with similar vision and mandate for the implementation of the project. Constraining factors to the implementation of the project included the security challenge, short duration of the project and duplication of members of the platforms created.

## Efficiency

UN Women demonstrated efficiency in the allocation of and utilization of both human and material resources which contributed to the achievements recorded by the project at national level and the targeted states. The project's duration lasted 21 months with a planned budget of One Million, Eight Hundred and Fifty-Eight Thousand Seven hundred and Twenty Euros (€1,858,720.81) allocated under two heads in the financial statement: Project costs and human resources and other costs. Of these funds, €1,293,460.81 (69.6%) were budgeted for project activities and actual spending on project activities was € 927,084.81 as of December 2021 (which represent 71.6 per cent of the actual budget for project activities). This represent a good absorption rate for the project which contributed to the attainment of the projects as highlighted above. Also, about 22.1 per cent of the total budget was allocated to personnel (including international and national staff). UN Women's organizational structures, managerial support, and coordination mechanisms effectively supported the delivery of the project objectives. Several measures were taken during the planning and implementation phases to ensure that resources were efficiently used. UN Women spent a big share of financial resources (69.6%) on actual project implementation. Also, the implementing partners were competitively selected and based on the budget they submitted for activity implementation. There was also constant monitoring of how the financial resources were been used by the IPs by UN Women project team through monthly meetings and the quarterly submission of the financial report by the IP. Given the level of achievement of the targeted outputs by the project team, it was apt to conclude that the project objectives were achieved using the available resources.

## Impact

Findings from the evaluation show that the SSRP is on track of making impact on target beneficiaries. The successful development of gender policies for the AFN, NSCDC and review of the gender policy for NPF is paving the way to creating an enabling environment for mainstreaming gender in security operations. Also, the extraction of some content of the standard Gender Training Manual for Security Sector Institution into curricula of the NPF is another

good evidence of the likelihood of impact of the SSRP. This will ensure that newly recruited officers in the NPF are trained on gender-related issues such as the WPS, UNSCR 1325 and other international commitments on GEWE. Also, the plan to convert the Police training manual and SOP on SGBV to a Force Order (Law) to enhance implementation and sustainability provides another evidence of likelihood of impact of the SSRP when implemented. The SSRP made important contribution in areas of providing a platform for women at the community level to address gender related challenges in the various communities and created three platforms (MOT, CSP and WLOs). The activities of these groups at the community level is already yielding fruits as four accused persons of rape were summarily sentenced to various jail terms in Yobe state due to the activities of the MOT. However, it is important to state that the evaluation found no negative effects of the programme both from document reviews and interviews of relevant stakeholders. 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.

## Sustainability

The evaluation findings show that the benefits of the project will be sustained at the end of the project to a moderate extent due to measures put in place by the project. The SSRP targeted the development of local ownership and capacities as a key strategy for the sustainability of the benefits of the project. It promoted national ownership through wide consultations, advocacy and sensitization of security institutions on gender mainstreaming as well as alignment of the SSRP with national policy goals of government such as the National Gender Policy and National Action Plan (NAP). The establishment of a Security Sector Reference Group (SSRG), CSPs, MOTs and WLOs' platforms in Borno and Yobe State

also promoted ownership of the project. The project enhanced GEWE knowledge and capacity of national and state-level stakeholders, especially members of the security institutions, MOT, CSP and WLOs through the various capacity building programme implemented under the project. Since this knowledge will remain with the people, beneficiaries will continue to apply it in their various activities. The extraction of some contents in the standard Gender Training Manual for Security Sector Institution into curricula of the NPF, development of gender policies and targeting of implementing partners sharing similar vision and mandate with the SSRP undoubtedly contributed to the sustaining the benefits of the project. However, the implementation of the gender policies by the security institutions as well as sustaining the activities of the created platforms through linkages with the Ministry of Women Affairs are crucial to the sustainability of the benefits of the SSRP.

## Gender Equality and Human Rights Mainstreaming in SSRP

Gender and human rights considerations were integrated into the programme design and implementation. All objectives, strategies, approaches, and activities are focused on addressing the root causes of gender inequalities in the security sector and at the community level. The SSRP was inclusive and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels, in line with the principle of 'leaving no one behind'. Thus women, men and persons with disabilities were targeted by the project. During field missions to states covered by the intervention for data collection, 3 persons with disabilities participated in the FGD sessions and also as key informants. Overall, the evaluation confirmed that gender and human rights considerations were integrated into the programme design and implementation.

# LESSONS LEARNT

**Lesson 1.** The design of new Programmes based on experience and lessons learned from previous similar Programme in the same operational context contributes to the effectiveness of the new Programme design and implementation.

The design of the SSRP was based on the lessons learned from the EU Funded WPS programme in Northern Nigeria, as well as the Government of Norway funded WPS programme in Bauchi and State. This ensured that the good practices and lessons learnt from Programmes were mainstreamed into the SSRP while at the same time avoiding the pitfalls. One of the key lessons of the WPS programme was the importance of policy level interventions and institutional strengthening of duty holders. This lesson was adopted in the design of the SSRP which informed the development of gender policy and capacity building of targeted security sector institutions as well as members of the created platforms at the community level. This ultimately contributed to the successes recorded by the SSRP.

**Lesson 2.** Capacity building activities for Programme beneficiaries are necessary both for promoting ownership, achievement of programme objectives and sustainability of project benefits.

The SSRP implemented capacity-building activities for security actors, MOT, CSP and WLOs. The capacity building activities were unique for the different categories of the project beneficiaries. The capacity building activities for WLOs focused on the training of the WLOs on advocacy and engagement with security actors at the community level. The capacity building programme for security institutions focused on increasing the understanding of gender mainstreaming, UNSCR 1325 and the NAP. The adopted approach of the programme in capacity building of beneficiaries will not only contribute to the attainment of project objectives but it will also ensure that the knowledge gain remains with the beneficiaries after the close of the programme.

**Lesson 3.** Engaging with relevant top-level management of security institutions, government institutions and sectoral leaders in the intervention communities are important for successful Programme implementation

The SSRP team deemed it important to first of all engage all relevant top-level security institutions, government institutions such as the Federal and State Ministries of

Women Affairs and Ministry of Budget and National Planning as key stakeholders of the project at the beginning of the project. This provided an easy entry point for the implementation of the project in the security institutions and the participation of government Ministries as partners in the implementation of the project. It would have been nearly impossible to access the security institutions at the state level and participation of government Ministries without this level of engagement at the national level.

**Lesson 4.** Targeting partners with similar mandates and vision is crucial to sustainability of project benefits at the end of implementation of project activities

Targeting partners with a shared vision and mandates as IPs in project implementation has been found to have a strong positive influence on the partnership success, satisfaction and sustainability of benefits. The SSRP project engaged PWAN and FMWASD as well as NDC as partners in project implementation. These partners share similar vision and mandates with the SSRP which implies that on their other activities, they will continue to implement activities related to the goals and objectives of the SSRP with or without UN Women funding. This has long term effect on the sustainability of the project benefits.

**Lesson 5.** Policy level interventions and institutional strengthening are fundamental strategies to addressing both the underlying causes and symptoms of development problems.

Addressing underlying causes of social problems such as gender inequalities is one of the shortest parts to arriving at the solutions rather than focusing on the manifestations. When the root causes are addressed the symptoms are eradicated. This is particularly important for interventions focusing on WPS Programme. The SSRP implementation strategy was underlain by strategic policy development and dialogue, institutional capacity building and training, and community-security mechanisms and advocacy. This approach did not only address the manifestation of gender inequalities in security institutions but also addresses the underlying causes of the gender inequalities such as the absence of policy frameworks and low capacity and awareness of gender mainstreaming at the institutional and community levels.

# RECOMMENDATIONS

The evaluation identified key recommendations that are critical for UN Women’s contribution to WPS in Nigeria. Recommendations from this evaluation 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 with the specification of action and timeframe

Specific Recommendations		Responsibility	Priority
<b>Programmatic recommendations:</b>	<b>Evidence</b>		
1. There is a need for the project team to adopt a long-term approach in project design for project targeting policy development. This is necessary in order to have more time for the development of the policies and monitoring of the implementation of the policies. This case applies to the AFN and NSCDC gender policies which was developed by SSRP project during the life of the SRRP but there was no opportunity to monitor the implementation as the project ended after the development of the policies.	Findings 9 and 21	UN Women	Observatory report
2. UN Women Programme team should consider continuing to build the capacity of security actors, members of the CSP, MOT and WLOs given the limited time used for the capacity building programme under the SSRP and the observed frequent transfers among trained security actors and gender desk officers at MDAs.	Findings 21	UN Women management team	Immediate
3. UN Women Programme team should consider working towards the adoption of the content of the Standard Gender Training Manual into the training curricular of all security training institutions in Nigeria to ensure that newly recruited officers are grounded on gender mainstreaming and the UNSCR 1325.	Findings 14, 24 and 26	UN Women management team	Long term
4. UN women project team should consider formally handing over the CSP, MOT and WLOs to the State Ministries of Women Affairs to ensure that the platforms remain active in implementing their work plans at the community level	Findings 31	UN Women Management team	Immediate
5. UN Women Nigeria should consider having another phase of the programme to cover more LGAs and more right holders in capacity building on gender mainstreaming, advocacy and strategy of engagement of security actors at the community level. This becomes more critical in Borno state where the state government has relocated all the IDP back to their various LGAs. It will also provide an opportunity for the project team to support and monitor the implementation of the gender policies of the security institutions developed under the project	Findings 31	UN Women. HQ	Immediate
6. UN Women should consider reforming the created platform with clear definition of roles and also ensures that members are not duplicated across the platforms to enhance the effectiveness of the group.	Findings 21	UN Women M&E team	Immediate

Specific Recommendations		Responsibility	Priority
7. UN Women should also consider engaging more stakeholders at the conceptualization and design stage of projects to harvest stakeholders' inputs to the project design which is important in getting their buy-in for the project.	Findings 2	UN Women Programme team	Long term
8. UN Women should consider expanding the membership of the created platforms to incorporate more professionals like doctors, nurses and lawyers to support the activities of the group especially on issues relating to SGBV at the community level.	Findings 21	UN Women Programme team	Long term

# 1. INTRODUCTION

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) commissioned an end of project evaluation of a 21 months project called “Enhancing Gender-Responsive Security Operations and Community Dialogue” hereafter referred to as the Security Sector Reform Project (SSRP) or the project.

The Project was the recipient of funding amounting to €1,858,720.81 from the Government of Germany. The project started in April 2020 and ended 31st December 2021. The key inputs of the project include the funding from the Government of Germany, UN Women staff time as well as that of the implementing partners and other stakeholders. The key outcomes from the project include strengthened enabling, gender-responsive policy environment of key security sector institutions, enhanced capacity of security sector personnel for gender-responsive operations and meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security. This document presents the findings of the evaluation.

## 1.1 Object and Context of the Evaluation

The SSRP was implemented at the national level (Federal Capital Territory [FCT]) and two states in North East (Borno and Yobe states) Nigeria. The country is located in West Africa, with an area of 923,769 square kilometres. It is situated between 3° and 14° East Longitude and 4° and 14° North Latitude. The country operates a three-tier federal system of government made up of 36 states and FCT and 774 Local Government Areas (LGAs). With an estimated population of over 180 million and a growth rate of 3.2 per cent, Nigeria is the most populous country in Africa and the seventh most populous in the world<sup>1</sup>. The majority of the population is young with 45.7 per cent under 15 years and 31.7 per cent between ages

10-24 years. Women and men constituted 49.2 per cent and 50.8 per cent of the population respectively.<sup>2</sup>

The FCT, which is one of the targeted locations of the project, has a total population of 3,564,100 with men and women constituting 52.1 per cent and 47.9 per cent respectively.<sup>3</sup> Two other targeted states targeted by the intervention are Borno and Yobe states in north east Nigeria. Borno state has a projected total population of 5,860,200, with men and women constituting 52 per cent and 48 per cent respectively<sup>4</sup>. Yobe state on the other hand has a total population of 193,392,500 with women constituting 48.1 per cent of the total population<sup>5</sup>. Both states have continually experienced conflict since 2009 as result of Boko Haram insurgency in north east Nigeria. Consequently, both states had the highest number of internally displaced persons (IDPs) throughout the federation with women and children making up the highest percentage. For instance, in May 2021, there are a total of 2,184,254 IDPs in the north east and 54 per cent of them were females.<sup>6</sup> Across the intervention locations, there was no significant difference in the demographic composition of the population gender-wise which calls for immediate and equal consideration of the needs of women and men in all sectors of the economy and decision-making processes.

## Political Context

Nigeria returned to democratic rule in 1999 and conducted five general elections (2003, 2007, 2011, 2015 and 2019) to date. The 2015 general election was marked by a democratic change of the party

1 National Population Commission, 2012 projections

2 Nigeria statistical report on Women and Men in 2017

3 <https://www.citypopulation.de/php/nigeria-admin.php?admid=NGA015>

4 <https://bornostate.gov.ng/population/#1593075423798-8d7c04e7-acbo>

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

6 <https://reliefweb.int/sites/reliefweb.int/files/resources/Northeast%20Nigeria%20-%20Displacement%20Report%2036%20%28May%202021%29.pdf>

in power for the first time in Nigeria's history, with the All Progressives Congress (APC) defeating the incumbent Peoples Democratic Party (PDP) after 16 years in office. The elections were competitive with a large number of contenders for all seats. In 2019 general election, there were 91 registered political parties, all of which nominated at least one candidate. There were 73 candidates for the presidency, 1,899 for 109 Senate seats, and 4,680 for the 360 House of Representative seats. For the state elections, there were 1,046 candidates for the 29 governorships, and 14,609 candidates for the 991 State Assembly seats.<sup>7</sup> Despite these high numbers, there was an evident lack of gender diversity in the candidates nominated. The proportion of female candidates was less than 12.8 per cent in all races. Incidents of violence, including against electoral staff, damaged the process; parties and security agencies did not sufficiently protect the citizens' right to vote safely free from intimidation. The number of female lawmakers decreased from eight to seven in the Senate, representing 6.4 per cent of the total, and from 18 to 11 in the House of Representatives representing 3.1 per cent of the total. The proportion of women in elective positions is 6.5 per cent in the 2019 elections which is well below the 30 per cent Beijing Declaration and Platform for Action and the 35 per cent Affirmative Action provided in the National Gender Policy.

The head of state and government is the president, who is directly elected for a maximum of two four-year terms. The National Assembly comprises an elected House of Representatives and an elected Senate. The House of Representatives has 360 members elected to represent single-member constituencies. The Senate has 109 members, three elected from each of the 36 states and one elected from the FCT. National elections are held for the Federal Presidency and the National Assembly. The Independent National Electoral Commission (INEC) administers these elections and the political processes behind them at the Federal level as well as those for State Governors and

State Assemblies. Within Nigeria's states, the State Independent Electoral Commissions (SIECs) administer local government elections<sup>8</sup>. Nigeria Ranks 102 Out of 104 Countries in the Chandler Good Governance Index<sup>9</sup>. Despite the recent efforts of the government in reducing corruption practices in Nigeria, the perception of corruption has remained high. Nigeria ranked 144, 146, 149 out of 180 countries in the Transparency International Index ranking in 2018, 2019 and 2020 respectively<sup>10</sup>. Strengthening state capacities to ensure effective, transparent and accountable public institutions remains a major challenge for good governance in Nigeria.

## Gender Inequalities in Nigeria

There is widespread evidence of gender inequalities in Nigeria despite ongoing efforts of the government to address them, including the formulation of the Nigeria National Gender Policy in 2006 which is currently being reviewed by the Federal Government through the Federal Ministry of Women Affairs. The widespread gender inequalities as manifested in Nigeria have been attributed to several factors including patriarchy, imbalance in socio-economic opportunities, cultural and religious factors, and inadequate enabling legal and policy frameworks, among other factors. A review of the Gender Inequality Index (GII) which measures gender-based inequalities in three dimensions including reproductive health, empowerment, and economic activity shows that Nigeria has not made much progress as of 2019 and 2020. In terms of reproductive health, Nigeria had the 2<sup>nd</sup> highest rate of maternal mortality globally at 512/1000 live births in 2019<sup>11</sup>. On empowerment which is measured by the share of parliamentary seats held by each gender shows that the share of women in elective positions was as low as 6.5 per cent in the 2019 elections. The nation has a very low Gender Development Index (GDI) of 0.881 in 2019<sup>12</sup> as well as Gender Inequality Index (GII) of 0.63 in 2020<sup>13</sup>. Gender-based violence (GBV) and in particular its subset of violence against

7 [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 Final Evaluation of the "Support to the Nigerian Electoral Cycle 2012-2015" and "EU Additional Support to Nigeria Electoral Cycle 2011-2015" Projects

9 <https://www.proshareng.com/news/POLITICS/Nigeria-Ranks-102-Out-of-104-Countries-in-the-Chandler-Good-Governance-Index/57084>

10 <https://www.transparency.org/en/cpi/2018/index/dnk>

11 National Population Commission (NPC) [Nigeria] and ICF. 2019. *Nigeria Demographic and Health Survey 2018*. Abuja, Nigeria, and Rockville, Maryland, USA: NPC and ICF.

12 [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)

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

women and girls (VAWG) have remained dominant in Nigeria. The types of violence encompassed by GBV include sexual violence, physical violence, emotional and psychological violence, child marriage, trafficking, female genital mutilation (FGM), domestic violence and rape<sup>14</sup>. In Nigeria, 30 per cent of girls and women aged between 15 and 49 are reported to have experienced sexual abuse<sup>15</sup>. Insurgency and protracted conflict, as well as banditry activities in the North West and North Central, have only served to exacerbate the occurrence of GBV in Nigeria. Nigeria accounts for the third-highest number of women and girls who have undergone female genital mutilation (FGM), reported at 25 per cent prevalence. An estimated 20,000 new cases of obstetric fistula occur every year<sup>16</sup>. Nigeria has the largest number of child brides in Africa and one of the highest prevalence rates in the world. Currently, 43 per cent of girls are married before age 18 and 17 per cent married before they turn 15. The percentage of men employed in the State Civil Service for 2010 to 2015 was higher than that of women for both senior and junior positions. On average, the percentage of women employees from 2010 to 2015 was 38.16 per cent for both junior and senior positions while it was 68.84 per cent for men for both of the subgroups<sup>17</sup>. In 2016, life expectancy for a male was 47 years, 51 years for female and 49 years for both.<sup>18</sup>

The gender inequality scenario as discussed for Nigeria is not different from the situation in the targeted states. In most cases, the indexes at the state level are worse than those at the national level. For instance, in 2016, Borno and Yobe States had a GII value of 0.908 and 0.881 respectively, indicating higher levels of gender inequality than the national average which stood at 0.635.<sup>19</sup> In 2017, the percentage of women aged 15-24 years who were literate in Borno and the Yobe States were 56.4 and 28.3 per cent compared to men 60.3 and 42.7 per cent respectively. Evidence also shows that women are conspicuously marginalized

from the top hierarchy of security institutions in Nigeria. The gender assessment of the security sector in Nigeria reveals that there has never been a female Chief of Army Staff (COAS) since the establishment of the Nigerian Army<sup>20</sup>. In the Nigeria Police Force, the total number of the Nigeria Police Force stood at 291,094 and 87.6 per cent of this number are male Police officers and only 12.4 per cent are female Police officers. Within the rank of Senior Police Officers (ASP II to IGP), the population is 18,745, with a sex distribution of 95 per cent male officers, and only 5 per cent female senior officers. Currently, the requirements for recruitment, training and posting in the police discriminate against women thus limiting their potential to serve<sup>21</sup>. The Force Orders (F.O.) No. 430 Sub 81 (Administrative Instruction No. 23) provides amongst other things that “a woman candidate for enlistment in the Police force shall be unmarried”, meanwhile no similar restriction applies to the men, therefore, at recruitment, a vast number of eligible female candidates are already disqualified by their marital status, meanwhile, no such restrictions apply to the male officers. Also, before a woman in the police can marry, she must have served in the police for three years after which she will apply for permission to marry and the fiancé will be investigated (Section 124, Police Acts). According to Section 87 of the Force Order, “a woman police who wishes to marry is made to first apply in writing to the Commissioner of Police requesting permission to marry and giving the name, address and occupation of the person she intends to marry, permission will be granted for the marriage, provided that the intended husband is of good character”<sup>22</sup>. Findings from the gender assessment in the security sector also reveal that institutional policies framed or adopted at the headquarters of these security institutions (federal level) tend to foster and reinforce discriminatory practices at the state level formations<sup>23</sup>.

14 [https://nigeria.un.org/sites/default/files/2020-05/Gender%20Based%20Violence%20in%20Nigeria%20During%20COVID%2019%20Crisis\\_The%20Shadow%20Pandemic.pdf](https://nigeria.un.org/sites/default/files/2020-05/Gender%20Based%20Violence%20in%20Nigeria%20During%20COVID%2019%20Crisis_The%20Shadow%20Pandemic.pdf)

15 NDHS, 2018

16 Spotlight Initiative to eliminate violence against women and Girls: Country Programme Document Nigeria

17 National Bureau of Statistics (2018). Nigeria statistical report on Women and Men in 2017

18 [https://www.nigerianstat.gov.ng/pdfuploads/Human\\_Development\\_Indices\\_-\\_2016.pdf](https://www.nigerianstat.gov.ng/pdfuploads/Human_Development_Indices_-_2016.pdf)

19 National Bureau of Statistics (NBS). Computation of Human Development Indices for the UNDP Nigeria Human Development Report - 2016. 2018. Accessed 6 July 2021.

20 Report on Gender Assessment of the Security Sector in Nigeria At the Federal and State Levels (Benue and Bauchi)

21 Ibid

22 Report on Gender Assessment of the Security Sector in Nigeria At the Federal and State Levels (Benue and Bauchi)

23 Ibid

## Conflicts and Insecurity Dynamics in Nigeria

The humanitarian situation in many parts of Nigeria remains a major challenge for the sector. There are currently four geographies of conflict in Nigeria: The North East, Niger Delta, the Middle Belt, and the urban crucible. In the North-East zone of Nigeria, insurgent activities orchestrated by Boko Haram and inter-ethnic/religious conflict among others has resulted in large-scale displacement and various forms of abuses and violations of human rights in Borno and Yobe states<sup>24</sup>. The conflict in the North East has affected nearly 15 million people and set back an already lagging region by disrupting public services, infrastructure, and economic activity. Across the six states of the North East, infrastructure damage has been quantified at US\$9.2 billion, and the accumulated output losses estimated at US\$8.3 billion.<sup>25</sup> 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>26</sup>. In the south-south geopolitical zone, the activities of militants in the Niger Delta region poses a major security threat in the region while communal conflicts involving pastoralists/herdsmen and the indigenous farming populations in the North Central region of Nigeria constitute another security challenge for the region. In the South-East zone, the agitations for secession championed by the Indigenous People of Biafra (IPOB) in the region is a major threat to the development of the region. In the North-West zone, the activities of bandits remain a major concern. From 4 to 6 January 2022, over 200 people were killed by bandits in Zamfara State, Northwest Nigeria.<sup>27</sup> Also, the religious crisis as a result of clashes between security forces and the (Shiite) Islamic Movement of Nigeria (IMN), and the increasing incidents of kidnapping for ransom are all manifestations of the growing incidence of conflicts and violence in the country.<sup>28</sup>

The impact of the violence in Nigeria 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. Women associated with Boko Haram play multiple roles that provide the groups with significant advantages. They constitute strategic human resources, act as vessels for recruitment, facilitate the implantation and sustenance of the groups, contribute to the conduct of their operations and ensure their survival. Evidence from the grey literature reveals three main avenues of women associations with Boko haram: i) voluntary, ii) coercion by a family member and iii) kidnapping by group members.<sup>29</sup>

There are diverse and interconnected reasons for women's association with these groups. Among these, family and marital ties with male relatives who are group members were key to women's association with the groups. 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 which enable them to preserve economic activity, and even exact revenge.<sup>30</sup> A lot of women and girls join the Boko Haram sect either by 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>31</sup>. It is in this context that the Security Sector Reform Project (SSRP) was designed to address some of the above challenges in the target institutions and locations.

Grounded in the vision of equality enshrined in the Charter of the United Nations (UN Charter), UN Women assists countries, and the UN system to progress towards gender equality and women empowerment. UN Women works to support the

24 United Nations Sustainable Development Partnership Framework (2018-2022)

25 World Bank. (2019). Nigeria Economic Update Fall 2019, Jumpstarting Inclusive Growth: Unlocking the Productive Potential of Nigeria's People and Resource Endowments. Available from: <https://openknowledge.worldbank.org/handle/10986/32795>

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

27 <https://www.aljazeera.com/news/2022/1/9/about-200-dead-in-bandit-attacks-in-northwest-nigeria-residents>

28 UN Common Country Assessment (2016) in Nigeria

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

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

31 Abinoam Abdu and Samaila Simon Shehu (2019) The Implication of Boko Haram Insurgency on Women and Girls in North East Nigeria. Journal of Public Administration and Social Welfare Research Vol. 4 No. 1

government's national priorities, which prioritizes the empowerment of women and girls and their contribution to all areas of economic, political and social development. Nigeria is a signatory to several commitments on women, peace, and security, and, more specifically, a gender-responsive and gender-balanced security sector. UN Security Council Resolution 1325 on women, peace and security (2000), domesticated in Nigeria through a National Action Plan, is a key one. In response to these commitments, there have been various policy and programmatic initiatives by security institutions; related ministries, departments and agencies; partners; and civil society organizations. However, progress and implementation have been uneven across and within security sector institutions<sup>32</sup>. It is against this backdrop that UN Women Nigeria initiated the 21-month pilot initiative on the security sector titled "Enhancing Gender-Responsive Security Operations and Community Dialogue."

## 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 responding to its 5 Year Flagship Programme. One of such initiative is a 21-month pilot initiative on the security sector titled "Enhancing Gender-Responsive Security Operations and Community Dialogue" implemented at the federal level, with an operational component in Borno and Yobe States in the Northeast. The initiation of the project was triggered by the increased displacement of the population, disruptions to economic activities, and increased protection concerns in particular sexual and gender-based violence as a result of the conflicts and attendant security responses disproportionately affecting women and girls. Despite ongoing measures by security sector institutions and partners amidst increasing commitment, gender-responsive operations and security institutions, gaps and challenges remain.

A feature of the conflict in the northeast, in particular, is the involvement of women and girls in insurgent groups, namely Boko Haram through a spectrum of pathways including adoption, coercion, pressure, circumstantial and individual motivations. With an increasing number of women and girls returning to their communities, ensuring a gender-sensitive

disengagement, demobilization, rehabilitation and reintegration of women and girls formerly associated with Boko Haram is paramount for recovery. Nigeria's National Action Plan (NAP) for the implementation of the UN Security Council Resolution 1325 acknowledges the need to promote gender-responsive security sector reforms, although full-scale implementation remains a challenge to date. It is against this background, and the gaps identified, that UN Women with the generous support of the Government of Germany have embarked on this project to support policy-level interventions and dialogue; enhance institutional capacity, and strengthen community-security dialogue.

The project has two levels of intervention: one at the policy level, and the other at the operational level. The policy level work addresses institutional-level policy and capacity gaps and fosters policy dialogue. The key beneficiaries at this level include security actors at the national level made up of AFN, NPF and NSCDC. The second tier of implementation (Outcome 3) includes a robust operational/field level component in Borno and Yobe States. The key beneficiaries at this level include members of the MOT, WLOs and CSPs in Borno and Yobe states. The project will also contribute directly to the Borno State government development plan and its commitment to the empowerment of women and girls, of which the women, peace, and security agenda are key. The project places a specific focus on women's meaningful and equitable participation in civil-military engagement to ensure their voices are heard and security concerns addressed, that they are proportionately represented in decision-making fora and that their concerns and needs are adequately addressed, in particular, to enhance their access to resources and safety as the crisis transitions to recovery and development.

The project aimed to support the achievement of Sustainable Development Goals (particularly Goals 5 and 16) and the Nigerian government's efforts to meet its commitments on the 2nd NAP of the UNSCR 1325. More specifically, the project emphasised the need to enhance a gender-responsive policy environment, strengthen the capacities of security personnel, improve community-security mechanisms and enhance affected women's participation therein. The project was designed to achieve the broad goal of human security-centric, accountable,

32 <https://africa.unwomen.org/en/news-and-events/stories/2021/04/news---placing-gender-at-the-center-of-security-sector-reforms-in-nigeria>

and gender-responsive security sector. The specific objectives of the project are to:

- Strengthened enabling, gender-responsive policy environment of key security sector institutions
- Enhanced capacity of security sector personnel for gender-responsive operations
- Meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security

The project is anchored on a Theory of Change (ToC). This ToC represents the main hypothesis that this

evaluation is attempting to assess against the main questions in the evaluation matrix as follows:

Theory of Change: Security Sector Project in Nigeria (2020-2021)

“that if (1) an enabling, gender-responsive policy environment is put in place by security sector institutions; (2) capacity of security sector personnel for gender-responsive operations is enhanced, and (3) Affected women, and women’s organizations meaningfully engage and collaborate with security sector institutions and personnel in community security, then (4) the security sector will be human security-centric accountable, and gender-responsive”.

## Programme Planned Results

<p><b>Outcome 1: Strengthened enabling, gender-responsive policy environment of key security sector institutions</b></p> <p><b>Output 1.1:</b> Identification and leadership buy-in of key institutional priorities on gender responsiveness through undertaking gender audit of Armed Forces of Nigeria</p> <p><b>Output 1.2:</b> Increased and better-aligned policy frameworks through formulation and adoption of Gender Policy for the Armed Forces of Nigeria and review of the Gender Policy of the Nigerian Police Force</p> <p><b>Output 1.3:</b> Increased joint action, collaboration, and information sharing through regular meetings of the Reference Group on Gender Responsive Security Sector</p> <p><b>Output 1.4:</b> Enhanced strategic dialogue and commitments through the annual convening of the Annual Fora of Women in Security Sector</p>
<p><b>Outcome 2: Enhanced capacity of security sector personnel for gender-responsive operations</b></p> <p><b>Output 2.1:</b> Develop gender-responsive guidelines, tools and operational documents, as well as associated tools, training materials and resources based on identified gaps</p> <p><b>Output 2.2:</b> Develop skills and knowledge of strategic personnel, facilitators and trainers associated with SSIs through Training of Trainers</p>
<p><b>Outcome 3: Meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security</b></p> <p><b>Output 3.1:</b> Establish and reinforce regular community security dialogue platforms to address women’s specific security needs, with targeted support for inclusive and meaningful participation of conflict-affected women</p> <p><b>Output 3.2:</b> Create and make functional mechanism for safe and regular joint community-security initiatives (Mixed Observer Teams)</p> <p><b>Output 3.3:</b> Enhance skills of community women participating in MOT on security awareness, civil-military cooperation, early warning etc</p> <p><b>Output 3.4:</b> Enhance skills of women led-organizations on leadership and advocacy strategies for engaging security sector institutions</p>

The project’s implementation strategy was centred around three areas of intervention: strategic policy development and dialogue, institutional capacity building and training, and community-security mechanisms and advocacy. The first two components were implemented at the federal level and the third was piloted in two states in the North East namely, Borno and the Yobe States. The project strategy was centred on UN Women’s partnership with the security

sector institutions and associated training centres to ensure ownership and sustainability of the capacity building and policy efforts. Partnerships were also forged with the Federal Ministry of Women’s Affairs doubles as the custodian of the National Action Plan for UNSCR 1325 and the entity responsible for ensuring and supporting gender mainstreaming within Ministries, Departments, and Agencies to lead/co-lead on strategic convening. The National Defence College

(NDC) and Federal Ministry of Women Affairs were engaged to implement some activities in component one and two of the project while Partners West Africa-Nigeria (PWAN) was engaged to implement component three of the project. A mid-term review of the project was conducted by an expert consultant in May/June 2021. The mid-term review has assessed the progress made towards the achievement of the set outcomes and objectives, analysed the output results achieved and challenges encountered and recommended adjustments in implementation modalities as needed, especially in the current COVID-19 crisis. Findings from the mid-term review were used to incorporate changes throughout all project components for the remaining implementation period. For instance, part of the recommendations of the mid-term review of the project was the need to extract some content of the standard Gender Training Manual into the curricula of security sector training institutions. This recommendation was adopted and implemented by the project for the NPF and it added value in terms of sustaining the benefits of the SSRP. The primary stakeholders of the project are the Government of Germany, security institutions, Federal Ministry of Women Affairs and PWAN. The roles of the stakeholders are discussed below:

- National Defence College (NDC). The National Defence College is the apex military training institution for the Nigerian Armed Forces and a Centre of Excellence for peace support operations training at the strategic level in West Africa. It was established in 1992 as the highest military institution for the training of senior military officers in Nigeria. Under the SSRP, the college was engaged by the project team to conduct the gender audit of the Armed Forces of Nigeria.
- Ministry of Women Affairs: The Nigerian Ministry of Women Affairs is a ministry of the Nigerian government that promotes the development of women with equal rights and corresponding responsibilities. It supports action to promote civic, political, social and economic participation of women. The Ministry is the custodian of the National Action Plan for UNSCR

1325 as well as the entity responsible for ensuring and supporting gender mainstreaming within the Ministries, Departments and Agencies. Under the SSRP, the Ministry of Women Affairs lead the convening of the Security Sector Reference Group and Co-organized the annual women in security sector fora.

- Partners West Africa Nigeria (PWAN). Partners West Africa Nigeria (PWAN) is a non-governmental organization dedicated to enhancing citizens' participation and improving security governance in Nigeria and West Africa broadly. Its main approaches include research, collaborative advocacy, capacity building, dissemination of information, and integrating the implementation of government policies such as United Nations Resolution 1325, Women Peace and Security Second Generation National Action Plan (NAP 2) among others. Under the SSRP, they were engaged as the implementing partner responsible for the implementation of activities under Outcome 3 of the project in Borno and Yobe States.
- Women-led organizations. These are selected women-led civil society organizations in Borno and Yobe state. In their respective states, they have been working to support gender equity, addressing issues affecting women and gender-diverse individuals at the community level. The SSRP leverage on their availability at the community level to support the implementation of sensitization activities on SGBV. They took part in the various capacity building programmes organized under the SSRP. They also supported the step-down training activities at the state level and local communities and also carried out sensitization activities on SGBV at the community level.
- Mixed Observer Team (MOT). The Mixed Observer Team (MOT) is a women's community-based structure designed to provide joint security through community-security interventions; strengthen women's roles in security and safety provisions; enhance trust, sensitize women and broader communities on SGBV prevention and response.

## 2. PURPOSE AND OBJECTIVES OF THE FINAL EVALUATION

The evaluation was conducted at the end of project implementation for three main purposes, namely: accountability to stakeholders, learning and decision-making processes.

The overall objective of the final evaluation was to assess the extent to which the SSRP has achieved the intended and/or unintended outcomes, provide in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred, analyze the challenges encountered, and document lessons for improving other ongoing programmes in the security sector area and the Country Office future programming in general. Specific objectives of the evaluation are:

1. Analyse the relevance of the project to the local and national level priorities for the implementation of the WPS agenda, and the security sector reform in particular.
2. Assess how the intervention and its results relate and contribute to the Sustainable Development Goals, in particular Goals 5 and 16.
3. Analyze how the Programme implementation is contributing to gender equality principles and human rights-based approach.
4. Assess the organizational efficiency and coordination mechanisms in supporting the progress towards the achievement of project objectives.
5. Assess the effectiveness and emerging measurable impact of the project implementation on the target groups.
6. Evaluate the extent to which the project has realized synergies between UN Women's three mandates (normative, coordination and operational).
7. Identify and document lessons learned and good practices and analyse challenges and possible weaknesses to inform future work of UN Women and other agencies in the area of WPS programming.
8. Identify strategies for replication and up-scaling of the project's good practices and lessons learned.
9. Identify and validate current and potential innovations in all aspects of the project.
10. Assess the sustainability of the results and the intervention in advancing the WPS agenda through the target groups.
11. Based on findings, to provide recommendations for a possible second phase of support after the completion of the current programme.
12. Provide actionable recommendations concerning the implementation of the programme for the remaining period, and the development of a new/ follow-on Security Sector Project for the Security Sector.

### 2.1. Scope of the evaluation

The evaluation was conducted for the SSRP which was implemented for the period April 2020 – December 2021. The evaluation covered the whole duration of the project, three outcomes areas and ten output areas covering Borno, Yobe and the FCT. The evaluation assessed the progress of the project towards achieving planned results, measured against the log frames and targets, and through the use of project indicators. The evaluation identified and documented results achieved by the project. It also assessed progress towards achieving the project outcomes and potential impact at the end of the project implementing period.

## 2.2. Stakeholders of the Evaluation

The key stakeholders engaged during the evaluation include UN Women project team, security sector institutions, government officials at the national, state and local level, project beneficiaries and IPs. UN Women project team provided a self-assessment of the project performance, challenges and lessons learnt. They also provided logistic support to the evaluation team by mobilizing the project beneficiaries at the national and state levels. The government officials were also part of the beneficiaries of the project and provided evidence of the relevance of the project, effectiveness and impact of the project in their respective Ministries, Departments and Agencies (MDAs). The IPs on the other hand supported the mobilization of the project beneficiaries for interviews while also providing information on the relevance, effectiveness, efficiency, impact and sustainability of the project benefits at the community level. The project beneficiaries on the other hand provided the needed information on the relevance, effectiveness, impact and sustainability of the project benefits at the community level.

## 2.3. Users of the Evaluation

The SSRP final evaluation report findings will be used to draw lessons learnt based on the relevance, effectiveness, efficiency, impact and sustainability of the benefits. It will also inform the design of future work on security sector reforms given the vast previous and current involvement of UN Women Nigeria in the security sector reform agenda and NAPs for the implementation of UNSCR 1325 in Nigeria. Specific users include UN Women Nigeria Country Office and other UN Women offices. Findings from the report will also be used for future programming in the area of security sector reform. The Federal Ministry of Women Affairs will also use the findings for their future programming on gender mainstreaming in the implementation of NAPs. The findings will also be useful to the State governments of Borno and Yobe states in planning for gender mainstreaming in peace and security processes in their respective states. The findings will also be useful to the security institutions in Nigeria in the mainstreaming of gender in their respective institutional operations.

# 3. APPROACH AND METHODOLOGY

## 3.1. Results-Based Management (RBM) Approach: Theory of Change

The SSRP was evaluated against the Results-Based Management (RBM) - Theory of Change Approach. Information sources and citing from the project and other documents were reviewed and used to review the ToC. The review helped to promote a clear understanding of the SSRP logic, inputs and outputs as well as planned and expected outcomes, risks, and underlying assumptions. The notes from the reviewed ToC were used as a basis to develop detailed evaluation questions, guided the development of related methods and protocols, and in analysing the broader progress to outcomes through the aggregation of available evidence on a broader scale and longer-term results. The evaluation matrix (Annex 1) lists the key evaluation questions, indicators, data sources and methods of data collection.

## 3.2. Evaluation criteria elaboration of key questions

The evaluation applied the OECD/DAC evaluation criteria: relevance, effectiveness, efficiency, sustainability, coherence and impact. The evaluation also took into consideration gender equality and human rights, and disability inclusion, as separate standalone criteria. This was used as the main analytical framework in line with UN Women evaluation policy.<sup>33</sup> The evaluation questions that supported the evaluators in the assessment are shown in Annex 2. Throughout the evaluation process, gender and inequality concerns were assessed in line with UN Women gender-responsive evaluation Policy<sup>34</sup>. All data collected were sex-disaggregated and different needs of women and men targeted by the SSRP were considered throughout the evaluation process. The evaluation was carried out following UNEG Norms and Standards and UNEG Guidance

on integrating human rights and gender equality in evaluations. The process followed UN Women Evaluation Policy and the Ethical Guidelines for evaluations in the UN system. The final evaluation report was further prepared following UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

The evaluator ensured that all categories of beneficiaries and stakeholders were included in the data gathering process. To facilitate more transparent and participatory processes, enabling more equitable gender-balanced contributions by all stakeholders, and to facilitate capacity building of all stakeholders to contribute freely, the evaluator addressed transparency, privacy and confidentiality issues, including sensitivity to language use during data collection. Relevant critical measures during data collection included gathering stakeholders in separate groups where they freely expressed themselves. The evaluator also visited stakeholders in their respective institutions and localities, used appropriate cultural approaches and local languages to facilitate easy access and increased participation.

## 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 empowerment in Nigeria as well as determining the extent the SSRP has met its planned goals and objectives). Consequently, the evaluation relied heavily on both quantitative and qualitative research methods and desk review of project documents. Primary and secondary sources of data were utilized to inform the findings of the evaluation. This mix method allowed for information to be triangulated and verified. Thus, a mixed method of data collection was used including document analysis, key informant interviews (KIIs),

33 <https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/evaluationhandbook-web-final-oapr2015.pdf?la=en&vs=4246>

34 Ibid

focus group discussions (FGDs) and questionnaire administration. The key informants and focus group discussants were representatives of the beneficiaries of various interventions of the project. The information consisted of both individual and institutional responses to the questions of the evaluation. The approach ensured that the evaluation is utilisation focused, gender-responsive and explicitly integrates human rights-based approaches to data management. To ensure that the evaluation is gender-responsive, the evaluation of the SSRP utilized the following:

- Included at least one explicit evaluation question on gender equality;
- The report was drafted using sex-disaggregated indicators;
- The report was based on the outcome of a gender-responsive stakeholder analysis. The evaluation relied on wide consultation with rights holders;
- The report included gender analysis in the description of context;
- The report also included an analysis of the extent to which internationally and nationally agreed norms on gender equality are met by an intervention.

### 3.4. Secondary Data Collection

A desk review of all project documents was conducted. Documents of the project were shared by UN Women Nigeria and were complemented by other sources from literature. Some of the documents sourced from the literature used to complement the project documents are shown in Annex 3. The document review was done in line with the key evaluation questions. This provided useful background information to the evaluation team in understanding the SSRP and also assessing the extent of project activity implementation. The information was also used to verify and validate (triangulate) the data obtained from other tools. The review therefore helped to provide evidence to meet some of the log frame indicators and the evaluation questions. The desk review was used at inception, during data collection and at the triangulation stage. Its advantage is that it is inexpensive, and data is relatively fast and easy to obtain.

### 3.5. 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 UN Women project team. The available documents and data for review were generally good and provided a clear picture and road map of the project design and implementation in target states. Reports to donors were also of good quality as it reported most of the activities implemented under the project. All the achievements of the project were reported against the set targets and their respective indicators. Also, four quarterly reports were shared with the evaluation team covering the 21 months duration of the project. However, the project proposal narrative did not provide the ToC while only key assumptions and risks were listed in the document. Also, sustainability issues were generally missing in the project proposal narrative. The absence of the TOC in the project proposal narrative did not affect the evaluation as the TOC of the project was sourced from the mid-term evaluation report which helped to fill the gap. The absence of the sustainability strategies in the project proposal narrative also did not affect the evaluation as the evaluation was able to identify the strategies through document reviews and interviews with project team.

### 3.6. Primary Data Collection

The main instruments for data collection included key informant interview guides, focus group discussions guides and a structured questionnaire. Five different interview guides were developed for different categories of respondents including the security sector project team, security institutions and ministry beneficiaries, Women-led organizations, implementing partners while one FGD guide was developed for conflict-affected women and a structured questionnaire targeting all beneficiaries of the project (See Annex 4). The data collected using the tools from respondents included the relevance of the SSRP to the target states, the effectiveness of the project as well as the efficiency of the project concerning the use of resources. Others captured included the impact of the SSRP in the target States as well as the sustainability of the project benefits in the target states. The use of interviews and FGDs were useful for this evaluation because it was easy to have a captive audience with respondents who have been involved

in or been affected by the SSRP. This is a rich data collection approach as it provided the context of the SSRP being evaluated and is suitable for carefully processing complex or sensitive topics. The two data collection techniques also helped to increase the depth of data scoping from respondents .

### 3.7. Sampling and Data Collection

This evaluation sampled all the locations covered by the intervention including the FCT, Borno and Yobe states. At the LGA level, it also covered all the LGAs namely, Jere and MMC in Borno and Damaturu and Gujba LGAs in Yobe state. This sample represents 100 per cent of SSRP LGAs. This spread provided the needed reliability and generalizability of data. In each LGA, selected key stakeholders were interviewed based on their level of participation in the SSRP. KIIs were conducted with sampled key stakeholders as well as beneficiaries. Core members who participated in the SSRP such as State Ministries of Women Affairs, Security institutions (Army, Police and Civil Defence) and women Led organizations were interviewed as key informants. This was done using purposive sampling, guided by the nature and role of their involvement as well as their availability to engage the consultant. The evaluation ensured that all the IPs were engaged during the data collection exercise. Given the level of security challenges at the state level in Borno and Yobe state, purposive sampling approach was adopted in sampling the respondents. Tables 3.2 and 3.3 in Annex 6 provide details of key informants that participated in the evaluation. At the national level, 13 KIIs were conducted made up of 3 males and 10 females. At the state level, a total of 16 KIIs were conducted in the two states while 12 women FGDs (120 women participants) were conducted in the two states. Also, 144 questionnaires were administered to the project beneficiaries in the project locations.

### 3.8. Validity and reliability of data

To increase the chances of data validity and reliability, the evaluator administered different tools to targeted stakeholders and all tools contained similar wordings for the same question. More importantly, the evaluation team pre-tested data collection tools to ensure high validity and reliability. Some items in the questionnaire were reworded as the result of the

pre-testing results which shows poor interpretation of the questions by the respondents. Evaluators also used multiple methods of data collection and analysis (triangulation), which allowed for validation across multiple methods and sources. The data collected were also cleaned by the lead consultant before the analysis of data commenced.

### 3.9. Data Analysis and Reporting

The analysis of information and data ran throughout the various evaluation stages. However, once all information and data have been collected, a different analytical process was adopted and involved a systematic organisation, comparison and synthesis of information and data derived across and through all methods<sup>35</sup>. The evaluation triangulated information obtained from various methods of data collection and sources of information to ensure robust findings. The evaluator also made judgments based on the evidence from the finding.

Quantitative Data analysis – 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 and state in drafting the various sections of the report.

Qualitative data analysis –The consultant used thematic coding to analyze qualitative data. The codes and themes were determined by the evaluation objectives and criteria. Themes included relevance, coherence, effectiveness, efficiency, impact and sustainability as well as Cross-cutting issues and Disability inclusion. Content analysis was employed in the desk review of all available reports, documents and collected data sets. The evaluation team also reviewed all relevant project documents and findings were triangulated and refined based on the comments of key informants and through cross-checking to ensure factual credibility. The findings from the qualitative and quantitative data analysis were triangulated by source and methods to obtain descriptive findings and conclusions relevant to respond to the objectives of this evaluation.

The questionnaire survey carried out as part of data collection among beneficiaries indicates that 81.4 per cent of the respondents were female and 18.6 percent

35 How to manage Gender-responsive Evaluation- Evaluation Handbook, p76

were male. Average age of the respondents was 39 years while majority (90.7%) of the respondents had tertiary education qualifications. Only 2.3 per cent of the surveyed beneficiaries had no formal education. This finding shows that the beneficiaries are highly literate and therefore suitable for the various capacity building activities implemented under the SSRP. By category of beneficiaries, 14 per cent and 2.3 per cent are members of CSP and MDA staff respectively. Also, 32.6 per cent, 39.4 per cent, and 14 per cent are members of WLOs, MOT and Security personnel respectively. Evidence also shows that the number of years of experience of respondents on gender related issues is low as half (50%) of the respondents had over 5 years experience in gender issues while about 38.1 per cent had between 2-5 years of experience and this only suggest that most beneficiaries had come to know gender issues after their participation in capacity building programmes under the SSRP.

### 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 UNEG) standards for evaluation, UN Women Evaluation policy as well as the ethical Guidelines for evaluations in the UN System. Specific safety considerations put in place to promote the safety of both the respondents and the evaluation team during data collection exercise include 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;
- The rights of the respondent, including privacy and confidentiality were not only protected but were respected.
- The evaluation team also obtained informed consent from all key informants in interviews and focus group discussions.
- The team emphasized that all information provided in discussions and interviews would not be linked to any specific person and that all information provided would be kept confidential.

- Programme team members and IPs were excluded from all meetings with the beneficiaries for maximum confidentiality.

### 3.11. Limitations to the evaluation

- The first limitation of the evaluation is the unpredictable security situation in some of the states, particularly in Borno and Yobe state. This challenge was addressed by relying on the security architecture of UN Women in the two states.
- Also, the evaluation is targeting key security institutions in the country. Given the fragile security situation in the country, accessing the security institutions posed some challenges to the evaluation team. However, given that UN Women team has been working with the security institutions in the last 21 months, the evaluation team relied on this existing relationship in accessing the security institutions. The project team formally wrote to the security institutions about the ongoing evaluation soliciting for their cooperation which ensures easy access of the evaluation team to the security institutions.
- The spatial coverage of interventions in two states including the FCT is also a major challenge considering the security challenges in assessing the different locations. However, the anticipated readily available logistics of UN Women ensured that the evaluation covered the two locations as required.
- The COVID-19 pandemic also poses some health risks. The risks were mitigated by observing all the COVID-19 protocols-minimizing physical contact, wearing of face masks, and use of hand sanitizers. This becomes even more important during FGD sessions. During the FGD sessions, the number of participants was limited to six to be able to maintain social distancing among the participants.
- Beyond this, the evaluation team had challenges meeting with most stakeholders at the national level due to their busy schedules and this led to the extension of the data collection period to give more time to reach the stakeholders. This was effective in reaching most of the stakeholders at this level.

# 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 OECD/DAC's evaluation criteria, with a focus on key priority questions identified for this evaluation.

## 4.1. Relevance

**Finding 1:** The SSRP objectives addresses the identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict) to a large extent. The development of gender policies for security sector institutions and the formation of MOT, CSP and WLSs supported the SSRP in addressing the rights and needs of targets groups.

Evidence sets from document reviews and key informants' interviews confirmed that the SSRP objectives to a large extent addressed identified rights and needs of the target groups including government MDAs, conflict-affected women, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict to a large extent. The SSRP objectives as discussed previously focused on creating enabling, gender-responsive policy environment for key security sector institutions as well as building the capacity of security sector personnel for gender-responsive operations. It also aims at promoting meaningful engagement and collaboration of conflict-affected women, and women's organizations with security sector institutions in community security. For the security institutions, findings from the gender assessment indicates the absence of a policy framework for gender mainstreaming and widespread marginalization of women. The SSRP therefore focused on the development of gender policy for the security institutions and capacity building of personnel in the areas of gender mainstreaming, UNSCR 1325 and the NAP as way of addressing the identified gaps by the assessment. To this extent, the SSRP was highly relevant to the needs of the security sector institutions in Nigeria.

The SSRP was also relevant to the needs of Federal and State Ministry of Women Affairs. The Federal and State Ministry of Women Affairs are charged with the responsibilities of implementation of the National Action Plan (NAP) which calls for increase

women participation in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response. The SSRP project through its gender policies developed for the AFN, NSCDC and the NPF supported the Federal and State Ministry of Women Affairs in promoting women participation in security operations which is one of the core goals of the NAP.

Evidence from the review of project documents and interview with beneficiaries also indicate that the SSRP project addresses identified rights and needs of Women-Led Organizations, Women Affected by Conflict. Evaluative evidence shows that the impact of violence in Nigeria is strongly gendered while the involvement of women in peace and security decision-making processes and peace negotiations is generally low, as revealed by the gender assessment report in the security sector in Nigeria. As earlier mentioned, out of a total of 2,184,254 IDPs in the north east Nigeria, 54 per cent of them were females.<sup>36</sup> The SSRP targeting of conflict-affected women in North-east Nigeria to address some of their security concerns was therefore considered relevant by the evaluation. The third objective of the SSRP focuses on engendering meaningful engagement and collaboration of conflict affected women, and women-led organizations with security sector institutions and personnel in community security. In this respect, the SSRP created the MOTs, CSP and WLOs to carry out sensitization activities on SGBV for conflict-affected women in Borno and Yobe

36 <https://reliefweb.int/sites/reliefweb.int/files/resources/Northeast%20Nigeria%20-%20Displacement%20Report%2036%20%28May%202021%29.pdf>

states. This is geared towards improving women's participation in peace and security processes at all levels. To this extent, it is apt to conclude that the SSRP addresses the identified rights and needs of the

target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, and Women Affected by Conflict in targeted states and Nigeria in general.

**Finding 2: The targeted state partners involvement in the conceptualization and design process of the SSRP was rated fair by the evaluation as most of their engagements started at the implementation phase of the project. However, this level of involvement of stakeholders did not have any immediate negative perception about the project among the stakeholders as they believed that the SSRP was relevant to their needs as stated in the previous section.**

Our evidence set including document reviews and interviews with targeted state partners indicate that the involvement of targeted state partners (NDC, FMWASD, security institutions, women affected by conflicts and women-led organizations) in the conceptualization and design process of the SSRP was fair. Stakeholders' involvement at design stage happened during the baseline assessment conducted for the security institutions which provided much inputs into the design of the SSRP. Their role mainly was the provision of data for the execution of the baseline assessment. However, many of the stakeholders interviewed noted that although the SSRP did not involve them at the design stage, they argued that they have continuously advocated for the mainstreaming of gender in security institutions operations at different fora in the past. The coming on board of the SSRP

therefore supported their advocacy efforts and this means a lot to them in terms of their involvement at the design stage of the projects. However, more engagement happened during implementation of the project. For instance, gender audit implemented by the NDC, the formation of the evaluation Security Sector Reference Group (SSRG) and the selection of external consultants and IPs started during project implementation. Evidence from the quantitative survey indicates that about 58.1 per cent of the respondents noted that they were involved in the conceptualization and design process of the SSRP. This level of involvement of stakeholders did not have any immediate negative perception about the project among the stakeholders as they believed that the SSRP was relevant to their needs as stated in the previous section.

**Finding 3: The SSRP to a moderate extent included a collaborative process, shared vision for delivering results and strategies for joint delivery at the design stage of the project. Although no evidence of strategies for sharing of risks among implementing organizations at the design stage but the evaluation found that there was sharing of risks among partners as they engaged in project implementation activities at the community level.**

Evidence from document reviews and interviews indicate that the SSRP design process to a moderate extent included a collaborative process. As noted previously, most stakeholders were engaged only during the baseline assessment of the security sector institutions while other stakeholders such as the IPs came on board after the design process was completed. On the other hand, the SSRP demonstrated a shared vision for delivering results, strategies for joint delivery and sharing of risks among IPs. This was achieved by engaging partners

which share similar vision and mandates with UN Women and the SSRP as IPs for the implementation of the SSRP. Evidence from the literature confirmed that engaging partners with similar vision and mandates in project implementation promotes sustainability of project benefits<sup>37</sup>. This is premised on the fact that the implementing partners will continue to implement similar projects after the end of the SSRP. One of the key IPs is the NDC. The NDC is the apex military training institution for the AFN, and a Centre of Excellence for

37 Gulza and Iqbal Saif (2012). SHARED VISION AND PARTNERSHIP SUCCESS. International Journal of Economics and Management Sciences Vol. 2, No. 1, 2012, pp. 07-12

peace support operations training at the strategic level in West Africa. The other key partner is PWAN. It is a non-governmental organization dedicated to enhancing citizens' participation and improving security governance in Nigeria. The third key IP is FMWASD. The FMWASD is the Ministry of the Nigerian Government that promotes the development of women with equal rights and corresponding responsibilities. From the review of the mandates of the IPs, there were clear evidence of alignment of vision and mandates between the SSRP priority focus and the mandates of the IPs. For instance, the NDC focus on peace support training and operations is relevant to the security sector institutions and also aligned with the goal of the SSRP. Also, PWAN's focus on enhancing citizens' participation and improving security governance is aligned with one of the objectives (Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security) of the SSRP. This shared vision will promote joint delivery of results and sharing of risks in the long-term between UN Women and the IPs since these partners will continue to pursue their mandates with or without UN Women funding.

On the other hand, evidence from document review also reveals that strategies for joint delivery and sharing of risks were embedded in the project design to a moderate extent. The SSRP was designed with the roles of partners such as the WLOs, CSP and MOTs as well as the IPs well defined at the conceptualization stage which supported the joint delivery of the key outputs of the projects among the partners. For instance, from the design state, it was stated that one implementing partner will be engaged to support the implementation of activities relating to outcome 3. However, there was no evidence of strategy for joint sharing of risks from project design but from the evaluation point of view, some of the partners such as PWAN who implemented outcome 3 of the project in Borno and Yobe state could be said to have participated in the joint sharing of risk given the security context of Borno and Yobe states where the activities were implemented. Others such as the WLOs and MOTs have also worked in a highly volatile security environment supporting the implementation of the SSRP activities and to this extent, it can be argued that to some extent there was joint sharing of risks among the partners.

#### **Finding 4: The evaluation found that the SSRP activities and outputs are consistent with the intended impacts of the SSRP as well as the provision of UNSCR 1325 and NAP and the attainment of its objectives.**

Our evidence set including document reviews and interviews with various stakeholders confirmed that the SSRP activities and outputs are consistent with the intended impacts and adequately contributed to addressing the problems identified including the absence of enabling, gender-responsive policy environment of key security sector institutions and security concerns of conflict affected women. The review of project documents and interviews with stakeholders confirmed that all the programme activities and outputs were consistent with the intended impacts. The overall impact of the SSRP was to promote a human security-centric, accountable, and gender-responsive security sector in Nigeria. Accordingly, all the activities and outputs of the project were focused on this broad goal. For instance, Output 1.1 targets the identification and leadership buy-in of key institutional priorities on gender responsiveness through the undertaking of a gender audit of the Armed Forces of Nigeria. The key activity under this output is the gender audit of the AFN which was geared toward assessing the institutionalization of gender equality in AFN,

including their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. Output 1.2 focused on achieving increased and better-aligned policy frameworks through formulation and adoption of Gender Policy for the Armed Forces of Nigeria and review of the Gender Policy of the Nigerian Police Force. The key activities under this output include the formulation of gender policies for the AFN, NSCDC and the review of the Gender Policy of the Nigerian Police Force. All these activities were found to be consistent with the intended impact of the SSRP which is to promote human security-centric, accountable, and gender-responsive security sector in Nigeria. Other outputs such as output 2.1-2.2 and 3.1–3.4 and their respective activities were also found to be consistent with the intended impacts of the project. These outputs and respective activities also aligned with the problems identified which are gender imbalances in security sector institutions in Nigeria. This was achieved through the development of gender policies for key security sector institutions, capacity building of senior security officers involved in decision

making and the gender desk officers at different levels of the institutions for increase understanding of gender mainstreaming, UNSCR 1325 and the NAP.

Also, the review of programme documents and interviews with stakeholders confirmed that the activities and outputs of the project, to a large extent, are consistent with the provisions of the UNSCR 1325, the Nigeria's National Action Plan on the Resolution, and the attainment of the NAP's objectives. Outcome one of the SSRP: Key security sector institutions have put in place an enabling, gender-responsive policy environment" and Outcome two: "Enhanced capacity of security sector personnel for gender-responsive operations" are all aligned with pillar one of the UNSCR 1325 which calls for increased participation of women at all levels of decision-making, in mechanisms for the prevention, management, and resolution of conflict; in peace negotiations; in peace operations, as soldiers, police, and civilians<sup>38</sup>. Also, the two outcomes are aligned with pillar two of Nigeria's National Action Plan which calls for increased participation and engagement of women and inclusion of women's interest in decision-making processes related to conflict prevention and peacebuilding.

At the output levels, evidence shows that all the Output 1.1 to 1.4, Output 2.1, 2.2 and output 3.1 to 3.4 were all aligned with the provisions of the UN SCR 1325. The resolution reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. Resolution 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all peace and security efforts. It also calls on all parties to conflict to take special measures to protect women and girls from gender-based violence, particularly rape and other forms of sexual abuse, in situations of armed conflict.<sup>39</sup> All the outputs of the SSRP are geared towards a more gender-responsive security sector operations which is consistent with pillar one of the UNSCR 1325 whose target is to foster increased participation of women in mechanisms for prevention, management, and resolution of conflict. Evidence from the quantitative survey validated the above finding as 92.9 per cent of the respondents who participated in the quantitative survey indicated that the activities and outputs of the SSRP are consistent with the intended impact of the SSRP.

### **Finding 5: The evaluation found that the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security and the rights advance under CEDAW, SDGs, UNSCR 1325 and other international commitments.**

The SSRP 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 WPS. The SSRP goal prioritised national and international agreements and conventions on gender equality and women's empowerment. First, the SSRP contributed to the state's capabilities in meeting its obligations concerning the international and national commitments and to the right holders the capacity to demand their participation and engagement in peace and security processes. This was achieved through supporting security sector institutions in the development of gender policies and capacity building in the areas of gender mainstreaming, UNSCR 1325, and the NAP. Key relevant obligations that the SSRP is directly aligned

with include the UNSCR 1325 (2000) 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 which is in line with the objectives of the SSRP. In this respect, the SSRP provided enabling environment for gender mainstreaming through the development of gender policies for the security institutions to enhance women's participation in security operations in line with UNSCR 1325. For the right holders, the SSRP project contributed to building the capacities of members of MOT, CSP and WLOs to engage security actors and participate in peace and security issues affecting women and girls at the community level.

38 [https://www.usip.org/gender\\_peacebuilding/about\\_UNSCR\\_1325](https://www.usip.org/gender_peacebuilding/about_UNSCR_1325)

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

Another international agreement relevant to the project includes the UNSCR 2122 (2013) which calls for stronger measures and monitoring mechanisms to allow women to engage in conflict resolution and recovery. The SSRP aligned with UNSCR 2122 as the project contributed to the development of gender policies which is one of the measures to enhance women's engagement in peace and security operations. The SSRP also aligned with SDG 5 and SDG 16 respectively which call for gender equality and the promotion of just peaceful and inclusive societies. The SSRP contributed to the promotion of gender equity through enhancing women's participation in peace and security issues both at the national and state level.

At the national level, the SSRP aligned with the aspirations of the national gender policy to promote gender equity in Nigeria which is the central goal of the SSRP especially the

promotion of gender-responsive security operations. The SSRP also aligned with the National Action Plan (NAP), especially pillar 2 (Participation and Representation). This pillar calls for increased participation and inclusion of women's interest in decision-making processes related to conflict prevention and peacebuilding which aligned with the overall goal of the SSRP of promoting human security-centric, accountable, and gender-responsive security sector. The SSRP also aligned with the United Nations Sustainable Development Partnership Framework (UNSDPF) 2018–2022 for Nigeria, particularly under the thematic areas of Governance, Human Rights, Peace, and Security (promote gender equality and general human rights). Overall, the SSRP demonstrates strong alignments with national and several international agreements and conventions on gender equality and women's empowerment.

**Findings 6: The evaluation found that the project implementation strategies were in agreement with the local culture and context of the intervention. The development of gender policies for security institutions and the creation of MOTs, CSP and WLOs as parts of the project components and their respective activities were all in agreement with the local culture of the security institutions and local beneficiaries.**

Evidence from documents reviews and interviews with beneficiaries confirmed that the SSRP implementation strategy was appropriate to the local culture of the intervention communities. The implementation strategy of the SSRP centres around policy development, institutional capacity building and training. The security sector institutions on their part have capacity building as a key strategy for enhancing its operations. Thus, the security sector institutions in Nigeria have their training institutions. For instance, the AFN has the NDC responsible for training of its personnel while the NPF has the Police Training College (PTC). Therefore, capacity building can be seen as institutional culture of the security sector institutions in Nigeria. The initiation of the SSRP targeting the security institutions to provide capacity building for security sector personnel on gender-responsive operations was a welcome development as it aligned with capacity building culture of the security sector institutions. Many of the security personnel that participated in the SSRP maintained that the SSRP was important and appropriate to their culture as an institution.

At the community levels, the SSRP created three key platforms namely Community Security Platform (CSP), Mixed Observer Teams (MOT) and the Women-Led Organizations (WLO). The SSRP also provided capacity building for members of these platforms in the areas of effective engagement with women in the communities, effective participation within the CSP structure, and proper documentation, use of monitoring, reporting tools and engagements with security agencies, particularly with regards to the protection of girls and women's rights<sup>40</sup>. Through the platforms, major safety and security concerns affecting women and girls in the communities were identified and relevant remedial actions were taken to address them. Interviews with members of the platforms confirmed that the SSRP implementation strategy was very much appropriate to their culture as the various capacity building programmes implemented under the project promoted learning which is acceptable to their culture.

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40 UN Women Interim Donor Report (September –December 2021)

**Finding 7:** The evaluation found that SSRP made considerable effort in addressing the root causes of political fragility, and gender inequalities, especially those hindering women’s participation for peace and development. This was achieved through providing an enabling policy environment for security sector institutions and supporting conflict affected women through the activities of MOT, CSP and WLOs.

The evaluation found that the SSRP made considerable effort in addressing the root causes of political fragility, and gender inequalities, especially those hindering women’s participation for peace and development. The absence of enabling policy framework for gender mainstreaming among security institutions was one of the factors hindering women’s political participation for peace and development especially among security institutions. The SSRP therefore embarked on the development of the policy framework for key security institutions to bridge this gap. Thus, a gender policy was developed for the AFN and NSCDC while the project supported the review of the NPF gender policy.

At the community level, the SSRP project provided an opportunity for capacity building for MOT, CSP and WLOs to be strategically positioned to participate and engage with security actors at the community level

for peace and development. Many of the interviewed members of the platform noted that engaging with security actors at the community level was a difficult task as they lack the advocacy skills to engage the security actors. However, the SSRP trained the group members on advocacy skills for engaging security actors at the community level. This to a large extent provided the opportunity for women at the grass-roots to acquire the relevant skills to engage security sector institutions thereby promoting civil-military cooperation and the eventual participation of women in peace and security processes at the community levels. To this extent, it is plausible to conclude that the SSRP project contributed to addressing some of the root causes of gender inequalities, especially those hindering women’s political participation for peace and development.

**Findings 8:** The evaluation confirmed that the design of the SSRP, the definition of its goal, outcomes and outputs are clearly articulated in a coherent structure and its strongly aligned with the priority needs of the duty bearers and right holders.

Our evaluative evidence from the documents review indicates that the project design was well articulated especially in the definition of goals, outcomes and outputs. The project was designed to address relevant priorities and needs of duty bearers (security sector institutions) and right holders (women afflicted by conflicts). Evidence from the baseline assessment of the security sector institutions indicates low participation of women in peace and security processes as earlier stated.

There was also the absence of a policy framework for gender mainstreaming in the targeted security institutions such as AFN and NSCDCS. To address the challenges, the SSRP was design with three outcomes. Outcome 1: Key security sector institutions have put in place an enabling gender-responsive policy environment. Outcome 2: Enhanced capacity of security sector personnel for gender-responsive operations. Outcome 3: Affected women, and women’s organizations meaningfully engage and collaborate with security sector institutions and personnel in community

security. Accordingly, the outputs of the project target the development of gender policies for the AFN, NSCDC and the review of the gender policy of the NPF as well as the formation and training of MOT, CSP and WLO members on security awareness, civil-military cooperation, early warning and leadership and advocacy strategies for engaging SSI. Evidence from the review of project documents indicates that all the outputs were relevant as they contributed to the three outcomes of the project. Beyond this, the duty bearers’ and right holders’ priorities and needs were well articulated in the project objectives and the underlying theory of change based on findings from baseline and needs assessment conducted under similar project in the security sector institutions. This was translated into action in through the development of gender policies and capacity building of security actors on gender mainstreaming in security operations. For the right holders, capacity building on advocacy skills for the engagement of security actors at the community level was implemented.

Also, the project definition of its goal and outcomes as well as outputs were smart and clearly articulated. The ToC is relevant as it shows a plausible, clear and logical flow to describe how the project strategy intends to contribute to the desired changes at the outcome and impact level without any knowledge gap. However, there is no evidence from documents reviews to suggest that the ToC was based on knowledge and lessons learnt from credible and empirical sources. Also, the assumption and risks most relevant to whether the change will be realized were not clearly stated in

the ToC. In addition, there is no evidence to show that the ToC was developed based on a collaborative and participatory process involving multiple stakeholders' perspectives. In spite of these limitations, the ToC still remain relevant to the goal of the SSRP in the target states and communities as it shows how the project activities will contribute to the intended outcomes and impact of the project. However, the outcome level results are more like outputs which makes it difficult for the evaluation to determine intermediate changes as a result of the SSRP.

## 4.2. Effectiveness

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

**Finding 9:** The evaluation found that the SSRP was highly successful in meeting the set targets. Across the three outcomes of the project, all the targets were achieved by the project. The project achievements under the three outcomes are discussed below:

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### OUTCOME 1: Key security sector institutions have put in place an enabling gender-responsive policy environment

Table 4.1 indicates that progress on Outcome 1 was measured through one indicator. The indicator is the number of security sector institutions (SSI) with a comprehensive enabling gender-responsive policy environment with a baseline value of 0 and a target of 1. This was met as the overall achievement at the end of the project implementation stood at 2. The SSRP project completed the development of the gender policy for the AFN, NSCDC and the review of the gender policy of the NPF. Thus, outcome one was effectively achieved by the project. Interviews with security actors who are the main beneficiaries of outcome 1 results also confirmed that the SSRP contributed immensely to the development of gender policies in their respective institutions. The following excerpts from interviews help to confirm this finding.

*At the AFN, we have waited for a very long time for the development of gender policy but this did not happen until UN Women project came with their support in this respect. To me it is a welcome development and I really appreciated their contribution in this respect.<sup>41</sup>*

*The processes for the development of the gender policies was very participatory. The approach adopted by UN Women was very good as many officers of the NSCDC were carried along until the development of the policy was completed. For me the changes are beginning to come gradually in terms of involvement of women in many of our operations as a result of the policy and many training programmes that we have been exposed to by the programme and I am hoping that the policy is implemented fully by organization. As a gender desk officer, that is my prayer<sup>42</sup>*

However, the extent the gender policies are being implemented by the security institutions could not be established by this evaluation as the project ended immediately the various policies were developed. Thus, the opportunity to monitor the implementation of the policies by the project team was missed.

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41 Excerpt from KII with Security Actor in the AFN in Abuja

42 Excerpt from KII with Security Actor in the NSCDC in Abuja

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## Outcome 2: Enhanced capacity of security sector personnel for gender-responsive operations

Also, outcome 2 of the SSRP was measured by one indicator and that is the number of security personnel reporting improved knowledge on gender-responsive security operations with a baseline value of 0 and a target of 250 while overall achievement at the end of project implementation was 540 suggesting the project achieved 216 per cent of the set target (Table 4.1). Many of the beneficiaries of the capacity building programme implemented under the project commended UN women for the programme as it has contributed to increasing their knowledge on gender-responsive security operations. One of the gender desk officers interviewed by the evaluation team noted this:

*For the training programme under the SSRP, it was an opener for me as a gender desk officer. Although I have undergone several other trainings but UN Women training was unique because of the caliber of facilitators that implemented the training programme. On UN Women side, a lot of professionalism and experience were brought into the training programme. The experience is very valuable<sup>43</sup>.*

However, the absence of a pre and posttest for the training participants makes it difficult for the evaluation to empirically determine the effectiveness of the training programme in improving the capacities of the participants on gender-responsive operations. Interviews with some of the gender desk officers in security institutions confirmed that knowledge gain from the capacity building activities are being applied in the day to day activities as gender desk officer. However, some of the senior security officer interviewed noted that the yearly transfer of already trained gender desk officers to other commands outside the Headquarters where these skills are mostly needed as a key challenge that must be addressed by security institutions themselves. Also, some of the security actors maintained that the training was inadequate as shown in this excerpt.

*The provision for the training wasn't really enough, I mean for the use of the manual to train the various police department wasn't enough, and also the number of personnel covered was also very small, like say maybe 2% of the police force, so if there's any intervention again, is to cover more personnel of the police force.<sup>44</sup>*

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## Outcome 3: Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security

For outcome 3, it was measured by the number of women with improved knowledge of women's rights and capable of engaging with SSI. The baseline for this indicator was 30 with a target of 100. The actual achievement at the end of project implementation was 200 which suggests that the project also achieved outcome 3. Interviews with the various platforms' members created under the programme including the MOT, CSP and WLOs in Borno and Yobe state reveal that the SSRP was successful in improving knowledge of women's rights and capacity of engaging with SSI. The following excerpts from FGDs helped to confirmed this finding.

*Before now, it was really difficult to work with the security actors because they see us as civilians. But*

*after the formation of MOT where we have many security actors as members, that gap and perception among the security actors was reduced. As I speak, I attend meetings with them every month and we plan our activities with them. I think this is the greatest achievement of the SSRP in Yobe state.<sup>45</sup>*

Overall, all the indicators under the three outcome level results of the SSRP were achieved by the project. However, how the baseline values were determined for outcome level results remain unclear as there was no evidence of assessment for these indicators. Also, the outcome level results did not reveal any significant changes either at the security institutions or at the community level.

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43 Excerpt from KII with Security Actor in the Air Force in Abuja

44 Excerpt from KII with Security Actor in the NPF in Abuja

45 Excerpt from FGD with members of the MOT in Yobe state

**TABLE 4.1**

**Accomplishment of SSRP Outcome level Results**

Result level	Indicator	Baseline	Annual		End of Project target <sup>46</sup>	End of Project Actual <sup>47</sup>
			Target <sup>48</sup>	Actual <sup>49</sup>		
OUTCOME 1 Key security sector institutions have put in place an enabling gender-responsive policy environment	Number of SSIs with a comprehensive enabling gender-responsive policy environment	0	1	1	2	2
OUTCOME 2 Enhanced capacity of security sector personnel for gender-responsive operations	Number of security personnel reporting improved knowledge on gender responsive security operation	0	250	270	500	540
OUTCOME 3 Affected women, and women’s organizations meaningfully engage and collaborate with security sector institutions and personnel in community security	Number of women with improved knowledge on women’s rights and capable of engaging with SSI	30	100	100	200	200

Table 4.2 shows achievements of output level result for outcome 1. There are 4 output level indicators for outcome 1. The first indicator on number of gender audit developed with a baseline of 0 and a target of 1 was met by the project. A gender audit was implemented for the AFN by the SSRP. The second indicator (output 1.2) measures number of Gender Policy for

Nigerian Military developed with a baseline of 0 and target of 1 was also achieved by the project. The third indicator on the number of Reference Group meetings held with a baseline of 0 and target of 3 was met with an overall achievement of 6. The fourth indicator on number of Fora held was also achieved by the project.

46 End of project refers to the entire project period total

47 End of project actual should be the total since project inception – to be included in final report.

48 Target is the annual target for the specific indicator

49 The actual should be for the specific reporting period

**TABLE 4.2**

**Accomplishment of Outputs 1.1-1.4 under Outcome 1**

Result level	Indicator	Baseline	Annual		End of Project target <sup>50</sup>	End of Project Actual <sup>51</sup>
			Target <sup>52</sup>	Actual <sup>53</sup>		
Output 1.1. Gender Audit of Nigerian Military undertaken	Number of Gender Audit developed	0	1	1	1	1
Output 1.2. Gender Policy for the Nigerian Military formulated and adopted; Gender Policy for the Nigerian Police reviewed	Number of Gender Policy for Nigerian Military developed Number of Gender Policy for NPF reviewed	0	1	1	2	2
Output 1.3 Regular meetings of the Reference Group on Gender Responsive Security Sector held	Number of Reference Group meetings held Number of women participating in the Reference Group Number of Actions	0	3	3	6	6
Output 1.4 Annual fora of Women in Security Sector convened	Number of Fora held Number of women participating	0	1	1	2	2

Evidence from Table 4.3 indicates that all the outputs under outcome 2 and their respective indicators were achieved by the SSRP project. For output 2.1 indicator which measures number of documents and materials developed and validated with a baseline of 0 and target of 2 was achieved by the project with overall

achievement standing at 7. The second indicator on the number of facilitators trained with a baseline of 0 and target of 30 was also met by the project with overall achievement standing at 74 at the end of project implementation.

50 End of project refers to the entire project period total

51 End of project actual should be the total since project inception – to be included in final report.

52 Target is the annual target for the specific indicator

53 The actual should be for the specific reporting period

**TABLE 4.3**  
**Accomplishment of Outputs 2.1-2.2 under Outcome 2**

Result level	Indicator	Baseline	Annual		End of Project target <sup>54</sup>	End of Project Actual <sup>55</sup>
			Target <sup>56</sup>	Actual <sup>57</sup>		
Output 2.1 Gender-responsive guidelines, tools and operational documents, as well as associated tools, training materials and resources developed	Number of documents and materials developed and validated	0	2	35	4	7
Output 2.2 ToT for facilitators/trainers associated with training facilities	Number of facilitators trained	0	30	37	60	74

Finding from Table 4.4 shows accomplishment of Outputs 3.1-3.4 under Outcome 3 and it reveals that there are 4 output level indicators under outcome 3. The first indicator with a baseline 0 and target of 6 was achieved by the project with overall achievement of 12. The second indicator under this output measures the number of MOTs constituted with a baseline of 0 and a target of 2 was also met with overall achievement of 2 at the end of project implementation. The third indicator on the number of women trained number of women participating in the MOT and the fourth indicator which measures number of WLOs trained number of women trained were not only achieved by the project but the set targets were all exceeded by the SSRP. A pre and post-test administered to the

members of the MOTs and WLOs shows an overall pre-test score of 24 per cent due to low awareness of gender issues while the post test score was over 95 per cent indicating increase in awareness in gender issues. Evidence from interviews with members of the MOTs and WLOs in both Borno and Yobe state indicate that the knowledge acquired are being utilized at the community level in supporting conflict afflicted women. For instance, the MOTs, CSPs and WLOs have recorded some cases on issues of rape and making referrals were necessary as well as providing support directly to survivors of gender-based violence at the community level.

54 End of project refers to the entire project period total

55 End of project actual should be the total since project inception – to be included in final report.

56 Target is the annual target for the specific indicator

57 The actual should be for the specific reporting period

**TABLE 4.4**  
**Accomplishment of Outputs 3.1-3.4 under Outcome 3**

Result level	Indicator	Baseline	Annual		End of Project target <sup>58</sup>	End of Project Actual <sup>59</sup>
			Target <sup>60</sup>	Actual <sup>61</sup>		
Output 3.1 Regular community security platform meetings held	Number of community security platform meetings  Number of women's security concerns reported and resolved	0	6	6	12	12
Output 3.2 Mixed Observer Teams (MOT) constituted and functional/active	Number of MOTs constituted  Number of missions undertaken by the MOT	0	1	1	2	2
Outputs 3.3. Women in MOT trained in security awareness, civil-military cooperation, early warning etc.	Number of women trained  Number of women participating in the MOT	0	25	40	50	80
Output 3.4 Women led organizations (WLOs) trained on leadership and advocacy strategies for engaging SSI	Number of WLOs trained  Number of women trained	0	10	10	20	20

Overall the SSRP made significant progress towards the achievement of the expected outputs and outcomes. Summarily, the following results were achieved by the project.

1. A gender policy for the AFN was produced
2. A gender policy for the NSCDC was produced
3. A revised gender policy of the NPF was availed
4. An SGBV Training Manual for the NPF was developed
5. A Standard Gender Training Manual for Security Sector developed

6. Platforms such as MOTs, CSPs and WLOs were created at the state level

Findings from document's review and interviews with project team revealed multiple internal and external factors that influenced the achievement of intended project objectives. The first positive influencing factor was the vast experience of UN Women project team in the implementation of the WPS-related Programme as exemplified by the EU-funded Programme on 'Promoting Women's Engagement in Peace and Security in Northern Nigeria and the WPS project implemented in Bauchi and Benue state'. One of the key lessons of the WPS programme was the

58 End of project refers to the entire project period total

59 End of project actual should be the total since project inception – to be included in final report.

60 Target is the annual target for the specific indicator

61 The actual should be for the specific reporting period

importance of policy level interventions and institutional strengthening of duty holders. This lesson was adopted in the design of the SSRP which informed the inclusion of development of gender policy and capacity building of targeted security sector institutions as well as members of the created platforms at the community level in the project design. Secondly, the collaborative approach in the project implementation and the cooperative attitude of project beneficiaries contributed to the project achievements recorded. The project was implemented collaboratively involving multiple stakeholders including the government ministries at the state and national level, CSOs, security sector actors and IPs. Interviews with project team and IPs confirmed that issues relating to implementing approaches were discussed collaboratively with the SSRP project team. This approach brought diverse perspectives and experiences into the project implementation and therefore contributed to the success recorded by the project. Also, the targeted beneficiaries accepted the SSRP wholeheartedly because they see it as an opportunity to contribute and participate to change their situation created by the lingering conflict in their communities. Thus, they actively participated in the project activities and networks such as the MOT, WLO and CSP. For instance, the MOTs, CSPs, WLOs, in collaboration with the State Ministries of Women Affairs and security agencies developed and implemented work plans, designed to address the security concerns of women and girls in target communities, thus enhancing gender-sensitive community-based security interventions in the targeted communities.<sup>62</sup>

Third, the project approach of first engaging with the leadership of the security institutions before the commencement of implementation of project activities provided an entry point and easy access to the security sector institutions. The SSRP conducted high level advocacy visits to the Chief of Defence Staff, the Inspector General of Police and the Federal Ministry of Women Affairs and other head of security institutions before the commencement of the project. This high-level engagement provided opportunity for sensitization on the importance of the project and the need for them to adopt and support the implementation of the project. Without this approach, it would have been impossible to gain access to security institutions to implement the project. Relatedly, the project has also strategically selected an IP (PWAN)

who has a long history of working with the security sector in Nigeria. This also made it possible for the project activities to be implemented seamlessly across the target locations. The Ministry of Women Affairs at both national and state levels has also contributed immensely to the success recorded by the project through various coordination activities of the Annual Fora of Women in Security Sector. This commitment also contributed to the success recorded by the project.

The technical support and oversight functions provided by UN Women project team to the IPs throughout the implementation of the various activities were acknowledged by various IPs as one major factor that provided the needed technical support necessary for project implementation. UN Women project team was constantly monitoring the activities of the IPs during the implementation period and provided technical support when the need arises. For instance, UN Women project team provided technical support to the Ministry of Women Affairs during the hosting of the 2nd Annual Forum of Women in the Security Sector in the areas of coordination and mobilization of stakeholders for the event. This ensured the successful hosting of the Forum by the Ministry.

The availability of funding for the implementation of project activities is another major factor responsible for the recorded achievement of the projects. Evidence from document reviews and interviews from implementing partners indicate that funds were readily available for the timely implementation of the programme activities. All the project activities implementation requires funding and nothing would have been achieved without the release of funds from UN Women.

On the other hand, the evaluation also identified several factors that caused delays in the implementation of some of the project activities or negatively affected the achievement of the intended outputs of the project. Interviews with the project team and the review of documents revealed that security challenges were a major issue during the implementation of the project activities. This challenge was mostly experienced in Borno and Yobe state due to the protracted conflict which has caused movement restrictions to all the targeted LGAs. The short duration of the training program organized under the SSRP was also identified as a limiting factor. Many of the beneficiaries

62 Enhancing Gender-Responsive Security Operations and Community Dialogue (Interim Narrative Report)

interviewed noted that the training programme lasted for only three days which was too short to cover all the various aspects of the topics during the training. Thus, most of the training programmes were rushed as noted by the participants. Relatedly, the number of target beneficiaries was also too few which made it impossible to cover large number of participants. FGD respondents also noted that the number of participants in most of the training was very few and did not allow most gender desk officers from MDAs and the security sector to participate in the training. For instance, among the security institutions, only 31 Senior officers'/decision makers of security sector institutions, and 34 trainers from 13 training academies of target security institutions were supported in the capacity building. Also, 80 members of the Mixed Observers Teams (MOTs) were trained on security Awareness, Civil-Military Cooperation, Conflict Early Warning and Early Response while 20 WLOs were trained in both Borno and Yobe states.<sup>63</sup> Although these numbers were within the set targets but they were low given the number of security officers in each of the security institutions. This limited the number of beneficiaries of the capacity-building activities of the SSRP. Another critical challenge is the constant transfer of already trained security personnel and other actors

from Government Ministries. One of the project team members noted that this has often created problem in project implementation as resources are not always readily available for retraining of officers. This in most cases has created important gaps in the implementation of project activities. Another critical issue is the duplication of members of the platforms created. It was observed that many members of the MOT were also members of WLOs and the CSP. This limited the contributions of some of the members to the project goal and objectives. Similarly, there was evidence of conflict among the platforms due to poor definition of roles among the created platforms. For instance, members of the WLO had conflict with the MOT members in Yobe state. The WLO members accused the MOT members of performing their functions which led to temporary stoppage of implementation activities between the two groups until the issue was resolved by the Ministry of Women Affairs. From the review of project documents, both groups were trained to work with women affected by conflict and victims of GBV but each group claims responsibility for these roles which resulted to the conflict. Despite these challenges, the SSRP was able to meet all the set objectives set by the project to a large extent as planned.

### **Finding 10: The various beneficiaries of the SSRP were satisfied with the results achieved by the project in the area of development of gender policies and capacity building activities of the project.**

Findings from the survey and interviews with beneficiaries show that about 93 per cent of project beneficiaries were satisfied with the results achieved by the project in the area of creating enabling, gender-responsive policy environment of key security sector institutions as well as capacity building of security sector personnel for gender-responsive operations. Also, key informants and FGD participants noted this satisfaction as shown in the excerpts below:

*I am 100% satisfied. Personally, it has provided me the basis on gender issues which I am applying on daily*

*basis in my institution as the gender desk officer. I am requesting that the programme be extended to other states for more of my colleagues to benefit from the training programme.*<sup>64</sup>

*It was a good programme implemented by UN Women. I was particularly happy with the capacity building programme. Even though I need more but am generally satisfied with the result achieved in the state. Now women with issues of GBV are coming out lay their complains to us without any fear and I am happy about it*<sup>65</sup>

63 SSRP Interim Donor Report Sept. –Dec. 2021

64 Excerpt from KII with Security Sector personnel in Abuja

65 Excerpt from FGD with Members of MOT in Borno state

### **Findings 11: The SSRP made important contributions in strengthening the capacities of relevant duty-bearers and rights-holders at the institutional and community level.**

The evaluation found that the capacities of relevant duty bearers and rights holders were strengthened to a moderate extent as confirmed by right holders and duty bearers. With respect to duty bearers, the SSRP conducted capacity building training for senior officers'/decision makers from 15 security institutions in Nigeria. The overall objective of the training was to build the capacity of senior officers with knowledge and skills on gender mainstreaming for an inclusive response in policy and operational processes, particularly at the strategic level, in line with international best practices. Participants of the training programmes maintained that the training contributed to increasing their understanding on gender mainstreaming and UNSCR 1325 and expressed satisfaction with the training programmes

On the part of the right bearers, the SSRP also conducted capacity-building training for members of the MOTs, CSPs and WLOs in the area of effective engagement with women in the communities, effective participation within the CSP structure, and proper documentation. Participants also maintained that the training programme was useful as it contributed to

increasing their advocacy skills and engaging with the security actors at the community level. Another training was conducted for 80 members of the Mixed Observers Teams (MOTs) on Security Awareness, Civil-Military Cooperation, Conflict Early Warning, and Early Response.<sup>66</sup> Findings from the quantitative survey of beneficiaries also confirmed that over 83.9 per cent of senior officers'/decision makers that participated in the training were satisfied with the gender mainstreaming, UNSCR 1325 and the NAP training they received while over 89 per cent of members of the MOT, CSP and WLOs expressed satisfaction with the training received from the SSRP. As earlier noted, a post-test scores of over 95 per cent against 24 per cent for pre-test for members of the MOTs and WLOs after the training confirmed that the capacities of members of these groups have been strengthened by the training activities of the project. Interviews with the participants reveals that they are gradually applying the knowledge from the programme. For instance, members of the MOT are now engaging with security actors at the community level in addressing GBV challenges in their respective communities.

### **Findings 12: The evaluation found that the monitoring mechanisms put in place to measure progress towards results were effective to a large extent. Also, the evaluation found evidence to show that monitoring data were objectively used to inform management action and decision-making during the implementation period.**

The monitoring of the SSRP progress towards the achievement of results was rated good. Starting from the Programme design, the issues of monitoring such as tracking of activity and output indicators were mainstreamed. The SSRP had planned for a monthly monitoring visits to the operational project sites to ensure that on ground progress and changes feed into operational-level decision making. This was carried out by the project team during the implementation period. Another monitoring measures was the development of monitoring tools for Security Sector Reference Group (SSRG) to track their activities on a quarterly basis. This was a useful tool as it ensured that all the activities of the SSRG were tracked during the period using the monitoring tool. At the community level, PWAN also regularly held monthly meeting with the three platforms created by the SSRP and during these meetings,

progress by each of the group are documented which are shared with UN Women. The SSRP project also engaged field officers which also help in monitoring of implementation activities in the two states.

Another measure was the use of the Activity Progress Report (APR). The progress reports focused mostly on project activities (inputs and outputs) and any delays or deviations based on the project's logical framework. UN Women M&E Specialist also made important contributions in tracking the performance of the project. All these efforts and mechanisms put in place ensured that progress towards results were effectively monitored. The use of monitoring data to inform management action and decision-making contributed to the recruitment of field officers to support and monitor activities of the CSP, MOT and

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WLOs. This decision to engage field officers in Borno and Yobe was taken when gaps were observed from monitoring reports in the activities of the created platform. This decision ensured that the activities of these platforms were effectively supported by the project. One major shortfall avoided by this decision

is the lack of documentation of the activities and achievements of the group at the community level as the field officers supported the proper supervision, monitoring and documentation of the activities and achievements of the group at the community level.

**Finding 13: The Programme’s organizational structure, managerial support, and coordination mechanisms effectively supported the delivery of the project objectives. However, some of the partners complained about the bureaucratic nature of the structure which sometimes delays implementation of project activities.**

The organizational structure, managerial support and coordination mechanisms put in place by UN Women effectively supported the project’s delivery. The project team coordinated, managed and supervised the project implementation and provided technical guidance to the IPs. This ensured that project activities from the IPs were implemented as planned. At the national level, the SSRP has a project coordinator which monitors implementation activities among the IPs at the national level including NDC and FMWASD. At the state level, there was a Senior Programme officer supporting the monitoring of activities at the state level. PWAN who is the implementing partner in Borno and Yobe state also has one field officer in Borno and another in Yobe state supporting implementation of project activities. They supported and monitored the implementation activities of the MOT, CSP and WLOs and without them it would have been difficult to monitor the activities of the platforms at the state level. A Programme management meeting was organized every month to review progress toward project objectives and helped to ensure successful project management. Overall, the evaluation rated the

project’s organizational structure, managerial support, and coordination mechanisms as effective and significantly supported the delivery of project objectives. However, some of the partners complained about the bureaucratic nature of the structure which sometimes caused delays in the implementation of project activities especially on issues relating to the procurement of goods and services during the implementation of activities. Also, there were challenges of programme staff leaving before the end of the project which created some gaps in the implementation of activities. This happened in UN Women Country Office when the Coordinator of the SSRP at the national level resigned before the end of the programme. Also, at PWAN, the programme officer in charge of the implementation of Outcome 3 of the SSRP in Borno and Yobe states also left before the end of the programme. Although new staffs were brought in to replace them but it created some delays in project implementation activities. In spite of these challenges the organizational structure, managerial support and coordination mechanisms put in place by UN Women effectively supported the project’s delivery.

**Finding 14: The evaluation confirmed that project approaches and strategies for achieving the provisions of UNSCR 1325 are innovative such as the formation of ERG, MOTs, WLOs as well as the engagement of senior officers in the security sector at the national level to get their endorsement before the implementation activities started were rated as innovative and good practices mainstreamed in project design and implementation.**

The evaluation found that several innovative practices were mainstreamed both in the design and implementation of the project. The first evident innovative practice in the project design is the inclusion of the formation of the Reference Group as part of the platforms created by the project. The reference Group is made up of members from 18 security institutions, MDAs, Development Partners and CSOs and is

Co-chair by Ministry of Women Affairs and the Defence Headquarters. The Reference Group is a forum for interaction among security institutions on progress on gender mainstreaming in their respective institutions. Thus, it provided opportunity for inter-agency collaboration, sharing of experiences, exchange of good practices and lessons learnt, while also enhancing

collaborations and coordination among security sector institutions.

Another innovative practice from the project design is the formation of Mixed Observer Team (MOT). The formation of the MOT is considered an innovation because it is a structure where female security actors worked with female community leaders at the community level in addressing the concerns of women. One of the key security concerns of women at the community level is challenges relating to GBV. Before now the reporting of GBV cases were low because women were afraid to speak out. The member of MOT carried out sensitization activities for women on the need to report cases of GBV. The evaluation found that women at the community level are now reporting cases of GBV to members of the MOT. One unique feature of the MOT is that it provided the opportunity for women to talk to themselves without any fear or shame while reporting GBV cases at the community level.

In addition, the project approach of first engaging with senior officers in the security sector at the national level to get their endorsement and also bringing their technical staff to join in the training conducted at the national level was also considered as an innovation by the evaluation. This provided an entry point for the project into the security institutions. Also, the extraction of some component of the Standard

Gender Training Manual for Security sector institutions produced with support from UN Women as part of the training curricular of the security institutions most especially the NPF is another important innovative strategy of the project. This approach will ensure that the capacity of new recruits into the NPF are built around issues of gender and gender mainstreaming.

The targeting of Borno and Yobe states out of the 36 states of the federation was also considered a good practice by the evaluation. Evidence shows that both states have experienced sustained conflict over the last decade defying all efforts from government and other peace-building actors in the state. Evidence also shows that the impact of the conflict is strongly gendered as women have been targeted by Boko Haram, sexually violated, and recruited as suicide bombers. The two states also had not domesticated the UNSCR 1325. The targeting of these two states by the programme, therefore, provided an opportunity to address GBV and other gender-based issues affecting women and girls in the states. Beyond this, the SSRP team engagement of the NDC to conduct a gender audit of the AFN was very strategic as it would have been difficult for other organizations with no affiliation to the AFN to conduct the gender audit. Overall, the project approaches and strategies for achieving the provisions of UNSCR 1325 were to a large extent innovative.

### **Findings 15: The evaluation found that training and retraining of security actors and members of the created platform are critical in bringing greater coherence and relevance to UN Women interventions in WPS programmes**

Evaluative evidence from interviews and desk review confirmed that the SSRP prioritized the development of gender policies for the AFN, NSCDC and the NPF as well as capacity building for the created platforms such as the MOT, CSP and WLOs. The SSRP also targeted the capacity building of security institutions in the areas of gender mainstreaming and UNSCR 1325.

However, there is the need for continuous training and retraining of the security sectors actors given the continuous transfer of already trained officers from one location to another which is a normal practice among security institutions. This is particularly important for new gender desk officers transferred to new locations. This will ensure that new officers

transferred to the new locations get the opportunity for capacity development. On the part of the MOT, CSP and WLOs members, there is also a need for further training for the members most especially the members of the MOT who came into the project three months before the end of the SSRP. This means that they have limited opportunities for capacity building activities under the SSRP. The SSRP project should also prioritize targeting more LGAs into the project. This becomes more critical given that in the two targeted states of Borno and Yobe states, most of the conflict affected women have been relocated to their respective LGAs outside the four LGAs targeted by the SSRP.

**Findings 16: The evaluation demonstrates that the implementing partners have some comparative advantage in the Programme’s area of work in comparison with other partners in Nigeria which contributed to the effective project implementation in the intervention states.**

Available evaluative evidence from interviews and document reviews indicated that the SSRP partners’ have comparative advantage in terms of their institutional mandate, capacity building experience in the project’s area of work in comparison with other partners in Nigeria. PWAN, a partner who implemented outcome 3 of the SSRP is an experienced non-governmental organization (NGOs) dedicated to enhancing citizens’ 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 the United Nations Resolution 1325 and the NAP 2. PWAN has been engaging with the key stakeholder of the SSRP such as security actors and conflict-affected women in the Northeast. PWAN also participated in the recently concluded UN Women programme on WPS and implemented the gender assessment for the security institutions in Nigeria. This has facilitated easy entry into the project areas of work, specifically the gender assessment task conducted in the security.

As for the NDC, the comparative advantage is based on the fact that the college is the apex military training institution for the Nigerian Armed Forces, and a Centre of Excellence for peace support operations training

at the strategic level in Nigeria. The NDC has been implementing capacity building for the AFN in the area of gender mainstreaming. The college conducted the gender audit for the AFN and being an arm of the AFN, it facilitated the project’s easy access to AFN. On the part of the Ministry of Women Affairs, the key comparative advantage lies in the fact that it is a ministry of the Nigerian government that promotes the development of women with equal rights and corresponding responsibilities. The objectives of the Ministry include stimulating action to promote civic, political, social and economic participation of women; coordinating and monitoring women’s programmes; providing technical and financial support to women non-governmental organizations, especially the National Council of Women Societies. The Ministry of Women Affairs is required to review substantive and procedural laws that affect women and the custodian of the National Action Plan for UNSCR 1325 as well as the entity responsible for ensuring and supporting gender mainstreaming within the Ministries, Departments and Agencies. This mandate of the Ministry was useful and supported the Ministry in the hosting of the 2nd Annual Forum of Women in the Security Sector held on 2<sup>nd</sup> and 3<sup>rd</sup> of December 2021 at the National Defense College, Abuja.

### 4.3. Efficiency

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

**Finding 17: The evaluation believed that resources (financial, human, technical support, etc.) have been allocated strategically to achieve the Programme outcomes. The evaluation also identified measures taken during planning and implementation to ensure that resources were efficiently utilized**

The review of project documents and interview with the project team confirmed that available resources were allocated strategically to achieve the project outcomes. The project’s duration lasted 21 months with a planned budget of One Million, Eight Hundred and Fifty-Eight Thousand Seven hundred and Twenty Euros (€1,858,720.81) allocated under two heads in the financial statement: project costs and human resources and other costs. Of these funds,

€1,293,460.81 (69.6%) were budgeted for project activities and actual spending on project activities was € 927,084.81 of December 2021 (which represent 71.6 per cent of the actual budget for project activities). This represent a good absorption rate for the project which contributed to the attainment of the projects as highlighted above. Also, about 22.1 per cent of the total budget was allocated to personnel (including international and national staff). Available evidence

from project documents indicate that all planned activities under the SSRP were implemented using the allocated resources. As noted previously, the targets for several of the indicators were exceeded by the project at the end of implementation which suggests resources of the project have been optimally utilized.

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 given that all the targeted outputs of the project were achieved. However, in the mid to long term those resources are not adequate to serve UN Women's mandate regarding WPS agendas in Nigeria at large given the lingering conflicts across the federation and the high gender inequality among security institutions in Nigeria. 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 SSRP Activity Progress Report (APR) shows that the project targets were all achieved as earlier discussed. Also, all the expenditures were made in line with the SSRP approved budget as confirmed by the donor, the finance team and IPs.

Financial resources were adequately allocated and spent to achieve the project outcomes. Evidence shows that all the planned activities under the three outcomes were implemented and completed at the end of the project. Technical support was rated good by the evaluation. The State Ministries of Women Affairs coordinated the SSRP agenda in their respective states. UN Women also provided continuous capacity-building and technical support to the project implementing partners, especially in project management, monitoring and reporting, in addition to regular and consistent monitoring of project planning and the implementation of activities. This ensured that the project activities were executed as planned. However, the frequent transfers of already trained staff at the MDAs and the security institutions as well as resignation of some of the project staff before the

end of the project was a limitation for the available human resources required for the implementation of the project.

Several measures were taken during the planning and implementation phases to ensure that resources were efficiently used. The SSRP team on the part of UN Women was not overloaded and were in most cases multi-tasking which ensured that too many financial resources were not spent on personnel but actual project implementation in compliance with the donor requirements. Also, the implementing partners were competitively selected and based on the budget they submitted for activity implementation. This ensured that their budget was in line with available resources. There was also constant monitoring of how the financial resources were been used by the IPs by UN Women project team through monthly meetings and the quarterly submission of the financial report by the IP. Evidence also shows that the budget allocation for each activity was based on the scope of work to be done. Thus, for outcomes requiring plenty activities to be implemented, larger resources were allocated by the project team. For instance, the development of gender policy, gender audit, training materials and stipends for MOT received the highest allocation of €360,131 from the budget due to the numerous activities that will be done to ensure its effective completion within the implementation period.

As stated in section 4.2, all the targets for the project were achieved and the expenditure for each of the budget lines was within the approved limit as indicated by the donor and project team. Also, most of the facilitators of the training programme conducted were drawn from within the country which undoubtedly contributed to a reduction in implementation cost while promoting ownership of the project as well as improvement in the local economy. Given the level of achievement of the targeted outputs by the project team, it was apt to conclude that the project objectives were achieved economically by the intervention while project inputs were efficiently utilized by the implementers.

**Findings 18:** The evaluation found that the outputs of the projects were promptly delivered despite some of the challenges earlier highlighted such as security and the short duration of the project. Some of the factors that contributed to this include the vast experience of UN women in the implementation of similar projects, the collaborative approach of the project among others discussed below.

Different sources of evidence, including interviews with stakeholders and FGDs with beneficiaries, revealed that the project outputs were delivered promptly to a large extent. As noted previously, most of the outputs targeted by the project were exceeded at the end of the implementation period. Evidence from FGDs and KII confirmed that the outputs were delivered promptly as shown in the excerpts below.

*I will say that the project did very well in delivery on time especially in the development of the gender policies for the AFN, NCDSC and the NPF. I say this because it is not actually easy penetrating and working with these security institutions. I think the project did very well in this respect.<sup>67</sup>*

*The creation of the three platforms were promptly delivered especially the WLOs in the two states. the project leveraged on the existing WLOs network in the two states and this ensured that the WLOs came*

*on board on time. For this, I can say that the SSRP project delivered on time.<sup>68</sup>*

*The training under the SSRP was promptly delivered even though we require more training from UN Women but the organizations of the various training for the MOT, CSP and WLOs were timely and promptly delivered. I also feel that the training duration was short for the plenty things we needed to learn within the short period. But the delivery was prompt on the part of UN women project team.<sup>69</sup>*

As earlier stated, the vast experience of UN Women project team in the implementation of the WPS-related Programme, the collaborative approach in the project implementation and the cooperative attitude of project beneficiaries as well as the strategic engagement of the leadership of the security institutions before the commencement of implementation of project activities. All these factors cumulatively supported the prompt delivery of the project outputs.

**Findings 18:** The evaluation findings confirmed that the project and its components were cost-effectively implemented in the right quality and quantity

The project team approach to activities implementation was efficient from the evaluator's assessment. Evaluative evidence from interviews with the project team indicated that all goods and services were purchased were negotiated to ensure savings where possible and cost-effectiveness. There is also evidence that the project converted the available inputs

into results, as revealed by the number of outputs achieved by the project. Given the achievements so far, the SSRP 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.

**Finding 19:** The evaluation found that the programme utilized existing local capacities of right-bearers and duty-holders to achieve its outcomes. Several consultants engaged and the implementing partners as well as members of the created platforms were all locally recruited

Findings from interviews and FGDs with beneficiaries proved that the SSRP to a large extent utilized existing capacities of right holders and duty holders in achieving the outcomes. During the life of the SSRP, several

consultants were engaged to support the implementation of the project and all these were drawn internally from the country. Similarly, in creating the various platforms such as the MOT, CST and WLO the project

67 Excerpt from KII with participants from Security sector institutions

68 Excerpt from FGD with WLOs participants in Yobe state

69 Excerpt from FGD with MOT participants in Borno state

team had looked inwards by identifying and integrating women and men from the targeted states who already have some level of capacities in gender mainstreaming acquired from previous projects on issues relating to SGBV. Similarly, the IPs including PWAN and NDC were all locally recruited which ensured that the capacity built by the project will remain within the local institutions. The main value added by this approach is that it increases local ownership of the project while the experience gained will remain within the local communities and institutions.

**Finding 20: The evaluation identified several key opportunities in the operational context which the project leveraged on both in the design and implementation including the presence of other organizations such as the British Military Advisory and Training Team (BMATT) and availability of existing capacities on issues relating gender mainstreaming among implementing partners.**

Evidence from the documents' review and interviews with project team as well as beneficiaries showed that the project leveraged on several opportunities in its operational context (design and implementation), including the presence of other organizations such as the British Military Advisory and Training Team (BMATT). This provided an opportunity for synergy building by UN Women SSRP team. The partnership between UN Women and the British Military Advisory and Training Team (BMATT) was strengthened through periodic meetings and exchange of strategies in support of the AFN. For instance, BMATT complemented UN Women's support to the AFN and Federal Ministry of Women Affairs to host the 2nd annual forum of women in the security sector and the training of decision-makers in the security sector on gender mainstreaming and UNSCR 1325. Also, the enthusiasm demonstrated by the security institutions in buying into the development of gender policy as well as the review of existing gender policy are some of the key opportunities in the operational context of the project. Evidence of this can be found in the commitment of the Chief of Defence Staff to financially support the Annual Forum of Women in the Security Sector.

Also, the presence of existing capacities on issues relating gender mainstreaming was another opportunity for the project. At the national level, evidence from interviews shows that the NDC has been providing training on gender related issues for duty holders. Thus, the SSRP leverage on this opportunity and integrated NDC into the programme as one of the IPs. The NDC as earlier stated conducted the gender

The project has further worked closely with duty bearers, including the Ministry of Women Affairs both at the national and state levels. All the coordination meetings in both states were led and chaired by the Ministry which, in some cases, assumed the secretariat functions. Also, during the evaluation, the Ministry of Women Affairs capacities for mobilization of the relevant project stakeholders were leverage upon by the evaluation consultants for mobilization of key stakeholders to participate in the evaluation. All these are good evidence of the utilization of local capacities by the project.

audit for the AFN of Nigeria and being an arm of the AFN, it was easy for them to make an entry into the AFN. At the state levels, the various members of the MOT, CSP and WLO already have some degrees of capacity on issues relating to WPS and other gender-based issues such as GBV. Thus, in the creation of the platforms, members were selected based on level of understanding and past activities relating to gender mainstreaming in the communities. Thus, the SSRP leveraged on these capacities in the implementation of some of its activities in outcome 3 of the project.

On the other hand, the key challenges border on the volatile security situation in the two states of intervention. The security challenges during the implementation period were fluid at different times in the life of the project and limited the implementation of activities, especially at the 4 LGAs targeted by the project. At some point when the security situation deteriorated, project implementation by members of the MOT, CSP and WLOs was stopped only resume again when security situation improves. This brought about delays in the implementation of project activities at the community level. However, this did not affect the prompt delivery of the project outputs as PWAN and members of the created platform (CSP, MOTs and WLOs) were fully on ground to support project implementation activities when the security situations return to normal. Also, the project targeting of four LGAs within the state capital in both Borno and Yobe states ensured that unstable security situation do not remains for a long time before it stabilizes and hence the project team were able to return to work

to implement the activities. The following excerpt from KII with SSRP team member helped to support the above findings.

*One of the key challenges' brothers on security challenges in the target states. The movement to these states is somehow restricted. You know the security situation in the areas are volatile and unpredictable, and sometimes monitoring implementation activities come with risks, so that also has a negative impact on timely delivery. There was a time I was in Maiduguri and I was to go to Yobe from there for monitoring, we have the UN helicopter that goes only ones in a week, so even when I was in Yobe, I had to wait for one week before I can fly, and if you are to go by road there is risk associated, so accessing those areas based on security challenges is one of the main issues of concern that we have for the project.<sup>70</sup>*

Also, the frequent transfers of already trained staff at the MDAs and the security institutions was another major challenge. In some cases, this happens after their capacities have been built or advocacy activities completed at a higher level. The implication of this is

that other resources will be committed for the training of the new officer or in the cases of advocacy visits, the project team has to start all over again which constitutes drawback to project implementation. The following excerpt from KII with SSRP team member helped to support the above findings.

*UN Women invested in the ministries and security institutions by, building the capacity of their staffs. At the end, they became very good, but then when we had a new minister for Women affairs virtually all the staffs were moved to different departments and then new bunch of staff were brought in who don't understand the project, and now we are struggling with it, so you see the huge gap here. I think this is another major challenge and this cuts across all the security institutions, like some the gender officers in some of these security institutions, we trained them but after a while you hear that they have been transferred and a new person brought in, and that new person is now struggling to understand what the role is all about. So constant transfer of personnel is another major challenge in this project.<sup>71</sup>*

**Finding 21: The evaluation identified several changes/interventions that the project should have emphasized to maximize the opportunities presented in the operational context of the Programme. This include the need to extend the duration of the project, and duration of the training programmes, avoid duplication of the members of the created platforms and mix in the number of professionals in the created platforms.**

The evaluation identified several changes/interventions that the project 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 project. This was widely echoed by most stakeholders in the intervention states as this affected the implementation activities. In the two states of the intervention, the project ended just three months after the creation of the various platforms including MOTs. Thus, the opportunity to monitor the activities of the platforms to ensure that they implement their activities as planned at the community level was missed by the project team.

Evidence from the evaluation shows that most of the members of the created platforms were duplicated across the platforms. Thus, some of the members of

MOT are also members of CSP and WLO. From the planned design of the MOTs, CSP and WLOs, one person was to belong to one group to reduce double counting and increase the effectiveness of the members in the implementation of their work plans. But this did not happen as planned as members of MOTs, are also members of CSP and WLOs. This to a large extent have limited the contributions of individual members of the platform.

Also identified by the evaluation is the mix in the number of professionals in the created platform. Most of the platform members interviewed expressed the desire to incorporate more professionals like doctors, nurses and lawyers into the group to facilitate easy management of cases of GBV at the community level. For instance, it was noted that services of a doctor will facilitate the easy examination of rape victims and

70 Excerpt from KII with SSRP Team member

71 Excerpt from KII with SSRP Team member

obtaining doctors report promptly without experiencing any challenge since the doctor is a member of the group. Also, lawyers will support the persecution of SGBV cases in the court which saves the group members the time and money to obtain a lawyer for persecution of GBV cases in the law court. Some of the MOT members interviewed identified this as a major challenge to their activities as the services of these professionals are always needed in the management of GBV cases but are lacking in the three platforms created by the SSRP.

Similarly, the number of days of the capacity building activities for duty holders and right holders should have been extended up to five days to ensure that the

facilitators have enough time to cover enough ground in the various themes covered by the project. This will also give the participants enough time to digest the various training activities. Most of the participants of the training programme complained that most of the training programmes were rushed by the facilitators due to the short duration of the training programme which mostly lasted for three days. In addition, the intervention ended after the development of the gender policies for the security sector institutions. This did not give enough room to UN Women project team to monitor the implementation of the policies. This is very critical given that policy implementation has been a drawback in development effort in Nigeria.

**Findings 22: Sufficient resources were made available for the integration of human rights and GE in the SSRP as all objectives, strategies, approaches, and activities implemented under the SSRP were all focused on integration of human rights and GE.**

Evidence from document review and interview with the project team indicates that sufficient resources were made available for the integration of human rights and GE. All objectives, strategies, approaches, and activities implemented under the SSRP were all focused on integration of human rights and GE and evidence from the project team reveals that there were sufficient resources for the integration of human rights and GE.

The human rights principles of inclusion, participation and equal power relations were integrated into the project activities. From the design, the SSRP has targeted women by aiming to promote enabling, gender-responsive policy environment of key security

sector institutions as well as the enhanced capacity of security sector personnel for gender-responsive operations. The SSRP also targeted men in the formation of the CSP platform as a strategy of promoting inclusion and participation in the project. The SSRP was therefore inclusive and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels using the available resources. Given that all targeted outputs were achieved by the project and the focus of the outputs was on promoting human rights and GE, the evaluation concluded that the resources provided were sufficient for the integration of human rights and GE.

**Findings 23: Building synergies are very crucial in project implementation in order to take advantages of complementarity among projects. The SSRP made important contribution in building synergies with other programmes being implemented at the country level . Some of these projects include Security & Justice Reform Programme, Global Network of Women Peacebuilders (GNWP) and the West Africa Network for Peacebuilding (WANEP).**

The review of project documents and interviews with the project team shows that UN Women SSRP to a large extent built synergies with other programmes being implemented at the country level. Several of these programmes include the Security & Justice Reform Programme (SJRP) funded by the Government of the United Kingdom and the Security Governance Initiative — an interagency initiative composed of multiple U.S. government agencies, including USAID,

the National Security Council, and the Departments of State, Defense, Justice, and Homeland Security. The SJRP directly delivers on the UK Government’s defence, security and justice priorities in Nigeria. The SJRP complemented the SSRP in three key areas:

- Strengthening Security and Justice Accountability through the media: supporting wider and more informed, inclusive and constructive public dialogue around key security and justice reform issues;

- Democratic Oversight and Accountability of the Nigerian Security Sector: enhancing legislative oversight of the security sector by supporting key committees of the National Assembly to strengthen their capacity to hold defence, security and justice actors to account;
- Strategic assistance to the Nigerian Police Force (NPF): includes strengthening the NPF's strategic planning and operations and promoting the transition to civilian security. These are being complemented by broader strategic assistance to the NPF to support democratic policing, including by strengthening delivery of service, coherence and coordination and use of internal and external accountability mechanisms at local, state and federal levels.

Also, the SSRP was in synergy with the Global Network of Women Peacebuilders (GNWP) and the West Africa

Network for Peacebuilding (WANEP) project which focuses on the localization of United Nations Security Council Resolution (UNSCR) 1325 and other Women, Peace, and Security (WPS) resolutions. The SSRP was also in line with the United Kingdom project on Women, Peace, and Security (WPS) and the G7 WPS Partnership Initiative in Nigeria. At the national level, UN Women SSRP also built synergy with Women, Peace and Humanitarian Fund (WPHF) interventions in Nigeria. The WPHF is supporting women in Nigeria to contribute to lasting peace through their participation in peace and security processes in Nigeria and end violence against women and advance human rights and gender equality in peace and security contexts. The SSRP also build synergies with the activities of other partners such as PWAN, Clean Foundation, and the Policy and Legal Advocacy Centre (PLAC).

## 4.4. Impact

The various effects of the projects on the target group and the larger society.

**Finding 24:** The evaluation found evidence to show that the SSRP is on track towards making impact among the target beneficiaries . At the national level, the SSRP has developed gender policies for security institutions. However, the extent of implementation of the policies and associated changes among officers is unknown as the project ended immediately after the policies were developed. At the community level, women victims of SGBV are now coming out freely to lay their complaints due to the various advocacy and sensitization activities implemented by the group in the target communities.

The evaluation found evidence to show that the SSRP is on track towards making impact among the target beneficiaries. This evidence borders on the successful development of gender policy for the NFN, NSCDC and the review of the gender policy for the NPF. In these key security institutions, an enabling environment has been created by the project for the mainstreaming of gender in security operations. Also, the extraction of some components of the Standard Gender Training Manual for Security sector institutions into the training curricular of the security institutions most especially the NPF is another good evidence of the likelihood of impact of the SSRP. This will ensure that newly recruited officers in the NPF are trained on gender-related issues such as the WPS, UNSCR 1325 and other international commitments on GEWE. Also, the plan to convert the Police training manual and SOP on SGBV to a Force Order (Law) to

enhance implementation and sustainability provides another evidence of likelihood of impact of the SSRP. However, the extent of implementation of the policies and associated changes among officers is unknown as the project ended immediately the policies were developed.

Evidence from FGDs with Beneficiaries also confirmed that the SSRP has made important contribution in areas of providing a platform for women at the community level to address gender related challenges in the various communities. For instance, the MOT in Borno state since its creation has been supporting GBV victims and making referrals for the persecution of the accused persons in the various communities and camps. Members of the MOT noted that victims of GBV at the community level now comes out freely to lay their complaints due to the various advocacy and sensitization activities implemented by the group in

the target communities. Evidence from FGD participants also shows that four accused persons of rape were summarily sentenced to various jail terms in Yobe state due to the activities of the MOT who followed up the cases until the conviction of the accused. Evidence also shows that the NSCDC has established an armed female squad for the first time after their participation in capacity building programme organized under the Programme.

It is also important to state that the evaluation found no negative effects of the programme both

from document reviews and 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. Moving forward, there is the need for UN Women to put measures in place to monitor the implementation of gender policies developed for the AFN and the NSCDC to ensure that the full impact and goals of the SSRP are achieved to the benefits of the institutions.

### **Findings 25: The evaluation established that changes have occurred mainly at the output and outcome levels and little at the impact level which is due to fact the SSRP just ended and the various impact level changes are too early to manifest**

Evidence from the interviews of beneficiaries and review of project documents shows that changes have mainly occurred at the output and outcome levels and little at the impact level which is due to fact the SSRP just ended and the various impact level changes are too early to manifest while the implementation of the gender policies by the targeted security institutions is yet to commence. The output and outcome level changes were easily identified and measured. Tables 4.1 to 4.4 discussed all the achieved output and outcome levels results which were accurately identified and measured by the project monitoring system put in place by the project team. Examples of outcome level results which were effectively identified and measured include the number of SSIs with a comprehensive enabling gender-responsive policy environment which was 0 at baseline but increased to 2 at the end of the project. Others include the number of security personnel reporting improved knowledge on gender-responsive security operation as well as

a number of women with improved knowledge on women's rights and capable of engaging with SSI. Also, emerging impact level changes at the community level include the reduction of the culture of silence among women rape victims as a result of the activities of the MOT at the community level. The following excerpt from FGD among MOT members helps to support the above findings:

*In my community at Buniyadi, rape victims and other women suffering from different abuses are now coming out to speak out about their situation without any shame as all the members of the MOT are made up of women. A case of abuse was recently reported to the MOT by a woman in Buniyadi by the husband and we followed up the case and with the support of the FIDA, we were able to resolve the case with the accused writing an undertaken committing not to be involved in any violence or abuse against the woman.<sup>72</sup>*

### **Findings 26: The evaluation identified evidence of longer-term results delivered to include the development of gender policies, the extraction and integration of some contents of the Standard Gender Training Manual into the police training curricula and the creation of WLOs.**

Key evidence of the long-term results delivered by the project includes the gender policy for the AFN, NSCDC and the NPF. Also identified as long-term result of the project is the extraction and integration of some contents of the Standard Gender Training Manual into the police training curricula of the various

academies in the country which will ensure that these contents remain part of the curriculum of the various academies. Another long-term result delivered by the project is the various capacity building programmes organized for the security sector actors as well as the members of the MOT, CSP and the

72 Excerpts from FGD with MOT Yobe state

WLOs. Evidence from interviews from the platform members confirmed that the knowledge acquired are already being applied especially in advocacy and engagement with security actors at the community level.

Another key evidence of longer-term results delivered by the project compared to other projects from processes through to benefits is the created WLOs.

The WLOs have similar priority focus with the SSRP. The targeting of this group by the project coupled with the capacity building carried out for the group will ensure that the WLOs will continue to run with the vision and aspirations of the SSRP even after the end of the project. Overall, the SSRP made significant progress in the delivery of long-term results from processes through to benefits.

## 4.5. 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.

### **Finding 27: The evaluation established that the requirements for national ownership were met by the SSRP through wide consultation and working with stakeholders in project implementation**

The evaluation found ample evidence indicating that the requirements for national ownership were satisfied by the SSRP. The SSRP from the beginning identified relevant stakeholders in order to facilitate national ownership of the project. Thus, in the selection of implementing partners, the SSRP engaged relevant government institutions such as FMWASD and NDC with the understanding that governments at national and state levels more readily assume ownership when initiatives are built on their participation, consultations, and visions. Thus, the SSRP worked with key government institutions in the implementation of the project which undoubtedly promoted national ownership of the project.

The SSRP also engaged local institutions at the state level in support of the project. The project worked with the WLOs by providing training programmes to them to enhance skills in leadership and advocacy strategies for engaging security sector institutions in their respective states. One of the participants in the FGD organized for the WLOs group noted that the training programme for the WLOs has bridged the gap between the WLOs and the security actors in the state. The following excerpt helped to support this finding.

*Before now, it was actually difficult relating with the security actors in the state especially when they are in uniform. But the training programme organized by UN women under the SSRP which brought the WLOs and security actors together under the same roof helped to bridge that gap. Now, we can relate*

*properly with the security actors in the state without any hindrance*

Evidence also reveals that there were wide consultations with various stakeholders including the security institutions, the relevant government ministries and agencies which ensured the establishment of the national ownership of the project. Also, the SSRP was aligned with the national priorities of the government of Nigeria especially the national gender policy and NAP most especially sectoral policy priority 4.3.2 (Eradicate all forms of gender-based violence and discrimination, and ensure that women and men enjoy the same rights irrespective of their gender, age, ethnicity, religion, and class) and 4.3.11 (Ensure that women and men play active role in the prevention of conflicts and peacekeeping, and where conflict is unavoidable, to take appropriate measures to protect the citizenry, especially the vulnerable groups – women, children, and the disabled, and the elderly). The SSRP supported the Nigerian government's efforts in implementing its NAP and UNSCR 1325 by working with the Federal Ministry of Women Affairs at the federal and state levels through institutional strengthening and policy-level support for the security sector institutions. The SSRP has established a solid governance structure for the project such as the Security Sector Reference Group (SSRG) to ensure national ownership and sustainability. This structure has contributed to democratize decision-making and facilitate the flow of information, dialogue, better coordination, and stronger ownership of the project among security sector institutions in Nigeria.

The evaluation also found that the ownership of the project was reflected in the support provided by the government through the Federal Ministry of Women Affairs and their state counterparts as well as the security institutions. The Ministry of Women affairs coordinated the implementation activities of the SSRP at the state level and supported the identification of key stakeholders selected as members of the three platforms created by the SSRP. The evaluation also

confirmed the security sector institutions commitment to support the funding of the Annual Forum of Women in the Security Sector as another evidence of the establishment of national ownership of the project. The evaluation concluded that the likelihood of lasting national ownership rests with the Ministry of Women Affairs (who have a gender equality mandate) at the state level

### **Findings 28: The evaluation established that the SSRP project made important contributions in the strengthening of capacities of national partners, duty bearers and right holders both at the national level and the targeted states despite some challenges as identified above**

Our evidence set including documents review and interviews of partners, duty bearers and right holders unanimously confirmed that the SSRP project made important contributions in the strengthening of capacities of national partners, duty bearers and right holders both at the national level and the targeted states. Evidence shows that the capacities of target institutions, especially in the security sector, were strengthened for effective gender mainstreaming in policies and operational procedures, in line with the provisions of UNSCR 1325<sup>73</sup>. The SSRP project conducted several capacity building programmes using the developed Standard Gender Training Manual for Security Sector Institutions as well as Standard Training Manual on SGBV for duty bearers. Although there was no pre and post test conducted for participants at this level but interviews with some of the participants confirmed that the various capacity building programmes have contributed in strengthening their capacity on gender mainstreaming, UNSCR 1325 and the NAP.

At the operational level, local community structures were strengthened to foster collaboration between women and security institutions on issues related to the safety and protection of girls and women, including their meaningful participation in the states' peace architecture which led to the creation of new partnerships with 20 women-led organizations (WLOs) in Borno and Yobe states.<sup>74</sup> Also, the project contributed to strengthening the capacities of 20 women-led organizations (WLOs) based in Borno and Yobe states on leadership and advocacy strategies for engaging

with security Sector Institutions (SSIs). Evidence also shows that the SSRP contributed to strengthening the capacities of front line NPF personnel involved in preventing and responding to SGBV cases. Their knowledge, skills, and attitudes to effectively address SGBV cases were strengthened by the project through capacity building programmes organized for the different groups. Evidence also indicates that the various advocacy activities of the created platforms at the community level have boosted the awareness level of GBV cases at the community level. The result of this has been that more cases of GBV are being reported by the victims against the previous culture of silence which was prevalent in the communities before the advent of the SSRP. Pre and post tests administered at the workshop for participants at this level indicated over 95 per cent increase in knowledge of the training contents.<sup>75</sup> Also, interviews with many of the partners, duty bearers and right holders also supported the above findings that their capacities have been strengthened. The following excerpts help to validate the above findings:

*The SSRP did well in the areas of building our capacity in gender issues and the UNSCR 1325. Although I have had some trainings before now on gender mainstreaming from other agencies but UN Women trainings under the SSRP was unique because of the level of professionalism brought into the various training programmes. I will say my capacity have been greatly strengthened by the SSRP but I need more of it because there is no end to acquiring knowledge.<sup>76</sup>*

73 Enhancing Gender-Responsive Security Operations and Community Dialogue, progress report (May-August 2021)

74 Ibid

75 SSRP Final Narrative Report

76 Excerpt from KII with Security actor beneficiary at the national level

*As a member of WLO, I had the opportunity of participating in the several capacity building programmes organized by UN Women under the SSRP. For it is a privilege. I particularly liked the way the facilitators brought in different stakeholders especially the*

*security personnel which has really helped to strengthened the relationship between the WLO network at the state level and the security actors. Now we relate freely with them. Beyond this, my advocacy skills for engaging security actors improved greatly.<sup>77</sup>*

### **Findings 29: The Evaluation rated relevant national stakeholders and other actors' involvement in project implementation and policy advocacy as good.**

The extent relevant national stakeholders and actors were included in project implementation and policy advocacy was rated good by the evaluation. The stakeholders and partners including the FMWASD, NDC and PWAN played important roles in the implementation of the SSRP activities. At the national level, the FMWASD played important roles in the coordination of implementation activities and Co-chaired the Reference Group. The NDC facilitated the gender audit of the AFN as well as facilitated the various capacity building programme targeted at the security institutions. The involvement of the FMWASD in project implementation enhanced government buy-in for the SSRP and also promoted national ownership of the project. The involvement of NDC facilitated easy

entry into the AFN by the project team since the NDC is an arm of the AFN.

PWAN on the other hand was responsible for the implementation of all targeted activities under outcome 3 of the project. At the operational level, the WLOs supported the training of community-based organizations (CBOs) at the community level while advocacy activities were carried out at the community level on SGBV. The CSP and MOT also played their part in the implementation of the project and policy advocacy at the community level targeting women and girls affected by conflict, especially in Borno and Yobe state. Overall, activity implementation under the SSRP was collaborative and participatory to a very large extent.

### **Finding 30: The evaluation notes that there are pieces of evidence to show that the benefits of the project will be sustained to a moderate extent at the end of implementation period. This borders on the project development of local ownership and capacities, the establishment of SSRG, CSP, MOT and WLOs platforms, the extraction and integration of some contents of the Standard Gender Training Manual into the police training curricular and the development of the gender policies.**

There are pieces of evidence to show that the benefits of the project will be sustained to a moderate extent. Starting from the design of the SSRP, it targeted the development of local ownership and capacities as a key strategy for the sustainability of the benefits of the project. As earlier stated, the SSRP promoted national ownership through wide consultations with security institutions and alignment of the SSRP with national priorities of the government at state and national levels. The establishment of SSRG, CSP, MOT and WLOs platforms at the state level also promoted ownership of the project. This approach of promoting ownership of the project by duty bearers and right holders enhanced the likelihood of the benefits from the project being sustained for a reasonably long period beyond the end of the project. Another factor that contributed to project sustainability relates to the

various capacity building programmes that targeted different stakeholders including duty bearers and right holders. The project enhanced the GEWE knowledge and capacity of national and state-level stakeholders, especially members of the security institutions, MOT, CSP and WLOs. Since this knowledge will remain with the people, it implies that the beneficiaries will continue to apply the knowledge in their various activities at their respective institution and communities thereby contributing to sustainability of results. Already, members of the MOTs, CSP and WLOs are applying this knowledge in supporting victims of SGBV in the intervention communities as earlier stated. Also, the gender desk officer in the security institutions noted their applications of this knowledge in their day to day operations as gender desk officers.

77 Excerpt from FGD with WLOs members in Yobe state

Another factor that contributed to project sustainability is the extraction and integration of some contents of the Standard Gender Training Manual into the police training curricular of the various academies in the country. This approach adopted by training institutions of other security institutions will ensure that newly recruited officers have the opportunity of been trained on gender issues at the point of recruitment. This without doubt will contribute to the sustainability of the benefits of the SSRP in the long -term. The development of gender policies for the security institutions is also a good sustainability strategy of the SSRP. However, the question remains on the extent the gender polices developed will be implemented without follow up on the part of UN women now that the project has ended. For instance, it is on record that the NPF has developed their gender policy for over a decade but the NPF is one of the most gender biased institutions in Nigeria as evident in the low recruitment of women relative to men and the various discriminatory practices in marriage against the women in the institution which points to the poor implementation of the gender policy.

Another sustainability element of the project relates to the selection of PWAN and WLOs by the SSRP as implementing partners. The WLOs and WLOs have similar vision with the SSRP goal and objectives especially in the areas of supporting conflict affected women, SGBV

and other gender-based issues. The implication of this is that PWAN and WLOs will continue to run with the vision since it is their chosen mandate and thereby contributing to the sustainability of the project benefits. Respondents to interviews, particularly at the operational level, maintained that the outcome of the project will be sustained at the community level when the SSRP funding ends as shown in the following excerpts:

*We have made some savings on the little stipend paid to us and our members have also made commitment towards holding our monthly meeting and implementing activities in our work plans. This is our community and we need to serve them because if we don't do it, there is no one that will do it for us.<sup>78</sup>*

Evidence from the quantitative survey also supports the above finding as 57.1 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. However, the evaluation believed that the sustainability of the project to a large extent will depend on the implementation of the gender policies for the AFN and NSCDC as well as the sustenance of the various platforms created by the project at the community level. These two factors are critical to the overall sustainability of the benefits of the SSRP both at the national and state level.

**Finding 31: The evaluation noted that the financial capacities of partners to maintain the benefits of the Programme cannot be established. However, the alignment of the institutional mandates of partners with the planned benefits of the SSRP implies that partners do not need stand-alone fund to maintain the benefits of the SSRP at the operational areas but rather the partner's routine activities will continue to support the sustenance of the benefits of the project.**

The SSRP has different partners including the FMWASD and PWAN. While it may be difficult to assess the financial capacities of FMWASD and PWAN to maintain the benefits of the project, it is important to state that the two organizations institutional mandates aligned with the planned benefits of the SSRP. This implies that the two partners do not need stand-alone fund to maintain the benefits of the SSRP at the operational areas but rather the partner's routine activities will continue to support the sustenance of the benefits of the project. However, it is important for UN Women to consider strengthening the capacity of the partners to mobilize funds, especially the FMWASD such that

they can source funds externally without relying solely on government budget.

UN Women should also provide opportunities of keeping and maintaining the platforms created under the SSRP such MOT, CSP and WLOs as a strategy of sustaining the benefits of the SSRP. This can be done by creating a formal linkage with the state ministries of women affairs and handing over the platforms to them or other partners in the intervention states with an interest in WPS. It is also important to consider working with the current partners for another phase of the programme to consolidate on the gains and benefits of the programme at the state level.

78 Excerpt from FGD with MOT member in Borno state

## 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 32: The evaluation findings indicate that the SSRP 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 project team show that UN Women SSRP demonstrated a high level of coherence with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda in Nigeria. As earlier stated, the SSRP is properly fit with the Security & Justice Reform Programme (SJRP), the Global Network of Women Peacebuilders (GNWP) and the West Africa Network for Peacebuilding (WANEP) and the United Kingdom project on Women, Peace, and Security (WPS), the

G7 WPS Partnership Initiative in Nigeria as well as the h Women, Peace Humanitarian Fund (WPHF) interventions in Nigeria. The SSRP is also coherent with activities of other partners such as PWAN, Clean Foundation, and the Policy and Legal Advocacy Centre (PLAC)<sup>79</sup>. Given the multiples of partners with priority focus on increasing women participation in peace and security processes, it shows that the goal of the SSRP will continuously be pursued beyond the life span of the SSRP in Nigeria.

### **Findings 35: The evaluation confirmed that the SSRP is coherent internally in UN Women and within the UN System in Nigeria.**

Overall, the SSRP was found to be coherent internally in UN Women and within the UN System in Nigeria as the specific objectives aligned with key gender equality international agreements and legal instruments which guide the work within the United Nations system. Internally, the SSRP is coherent with UN Women Spotlight Initiative to Eliminate Violence against Women and Girls. Outcome 3 (Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security) of the SSRP addresses security needs of women affected by conflict especially sexual and gender-based violence (SGBV). The SSRP is also coherence with UN Women programmes on Women, Peace and Security implemented in Bauchi and Benue state.

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 SSRP goal. United Nations Security Council resolution 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 United Nations System. The SSRP aligns with the UN Women's Strategic Plan (2022-2025) thematic area four which focuses on Women, peace and security, humanitarian action and disaster risk reduction which is very coherent with UN Women Nigeria SSRP specific objectives.

79 project proposal narrative- enhancing gender-responsive security operations and community dialogue project in Nigeria

### **Finding 36: The evaluation findings established that the SSRP is coherent with the donor policy.**

The SSRP was funded by the Government of Germany as earlier stated. The review of documents and interviews with donor representatives confirmed that the SSRP Programme was coherent with wider donor policy. The role of women in peacekeeping and in conflicts is a prime focus of Germany's UN Security Council membership. The aim is to anchor gender equality, participation and the protection of women as key elements of foreign and security policy.<sup>80</sup> In the United Nations Germany is a member of the "Friends of 1325" group, a forum for exchanging information

about the status of the Resolution's implementation and for coordinating joint positions and initiatives. Germany participates in the Security Council's open debates on the implementation of Resolution 1325 and in all UN bodies it stresses the importance of taking the demands formulated in the Resolution into account. The German Government regards the implementation of Resolution 1325 as a cross-cutting theme, which needs to be considered in all its decisions, activities and projects in the realm of foreign, security and development policy.<sup>81</sup>

## **4.7. Gender Equality and Human Rights**

### **Finding 37: The evaluation confirmed that gender and human rights considerations were effectively integrated into the programme design and implementation.**

Evaluative evidence from 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 are focused on addressing the root causes of gender inequalities in the security sector and at the community level in Borno and Yobe. From the design, the project has targeted women by aiming to improve their capacity to participate in peace and security processes. Thus, the SSRP provided capacity building for security actors in the areas of gender mainstreaming, UNSCR 1325 and the NAP. For the right holders, the SSRP build their capacities on effective communications, strategic advocacy, team building and team bonding, monitoring, evaluation and reporting, Community Engagement and Security Awareness. The capacity building programme for the right holders contributed to increasing their skills of engagement of security actors at the community level.

The SSRP was inclusive and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels, in line with the principle of 'leaving no one behind. Thus, both women and men were targeted in the various capacity building. Evidence also shows that different categories of stakeholders including women, men and persons living with disabilities were involved in the implementation of the project. For instance, all the members of the WLOs are women and played active roles in the engagement of security actors, particularly with regards to girls and women's security concerns at the community level. The MOT carried out community sensitization on prevailing security concerns of girls and women, including SGBV, harmful and discriminatory cultural practices against women and girls, among others. This is in addition to providing referrals for trauma healing counselling and access to justice to girls and women at the community level. The project involvement of people with a disability further demonstrates that gender and human rights were integrated into the programme design and implementation to a large extent.

80 <https://new-york-un.diplo.de/un-en/whatwedo/women-conflict-prevention/2181366>

81 Ibid

## 4.8. Disability Inclusion

**Finding 38:** Persons with disability were included in the design and implementation of the project and this was confirmed by persons with disability who participated as key informants during the data collection phase.

Findings indicate that persons with disabilities were included in the design and implementation of the programme. This was accomplished through their participation in the various capacity building programmes activities of SSRP. In each state, four persons with disability were identified as members of the created platforms. During field missions to states covered by the intervention, 3 persons with disabilities were also included as stakeholders for data collection. One of the measures taken by the project team during the implementation of the project was to work with network of persons living with disability in Borno and Yobe state which ensured that the group were carried along during project implementation. Some of the key

informants among persons living with disability also confirmed their special interest were taken into consideration during the implementation of the project. For instance, it was noted that they recommended for training activities be conducted in accessible locations were persons living with disability can easily accessed and this was considered by the project team in choosing locations for training activities. Although the population of persons living with disability in the state is not known, but the representatives of the persons living with disability who interacted with the evaluation team confirmed that they were ably represented in the SSRP.

# 5. CONCLUSIONS AND RECOMMENDATIONS

## 5.1. Conclusions

The overarching conclusion of this evaluation is that the SSRP to a large extent was successful in achieving its goals and objectives which have manifested mostly at the output and outcome levels which was achieved by the project. 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 and its partners 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:

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### Conclusion 1: (Based on Findings 1-3 on Relevance)

The relevance of a project to national priorities and to the beneficiary's needs cannot be over-emphasised. This determines the extent the project contribute to addressing development needs both at the national and local levels. The SSRP objectives was adjudged to be relevant and addressed identified rights and needs of the target groups.

The project successfully contributed to addressing the needs and priorities of security institutions and woman affected by the conflicts in Borno and Yobe

states. Key needs addressed include the development of gender policies for AFN, NSCDC and NPF as well as the creation of platforms (MOT, CSP, WLOs) to address security concerns of women and girls at the community level. Stakeholders involvement during the conceptualization and design process was rated fair as their involvement started during gender assessment and after conceptualization was completed by the project team. Going forward, there is the for deepening stakeholders' involvement in project design and conceptualization.

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### Conclusion 2: (Based on Findings 4 -7 on Relevance)

Project activities consistency with the intended impact of a project are crucial measures that ensure that the project effectively addressed the identified problem or challenges. The SSRP activities and outputs are consistent with the intended impacts and adequately contributed to addressing problems identified including absence of enabling, gender-responsive policy environment for security sector institutions and security concerns of conflict affected women to a moderate extent. The SSRP intervention was also found to be in total alignment with national and international agreements and conventions on gender equality and women's empowerment in the context of WPS.

The evaluation found that all the project activities and outputs were consistent with the intended impacts. The overall impact of the SSRP was to promote human security-centric, accountable, and gender-responsive

security sector in Nigeria. Accordingly, all the activities and outputs of the project were focused on this broad goal. The outputs and respective activities implemented also aligned with the problems identified which are gender imbalances in security sector institutions in Nigeria. Evidence also confirmed that the activities and outputs of the project, to a large extent, are consistent with the provisions of the UNSCR 1325, and the attainment of the NAP's objectives. Outcome 1 and 2 of the SSRP are all aligned with pillar one of the UNSCR 1325 which calls for increased participation of women at all levels of decision-making, in mechanisms for the prevention, management, and resolution of conflict; in peace negotiations; in peace operations, as soldiers, police, and civilians. Also, the two outcomes are aligned with pillar two of Nigeria's National Action Plan which

calls for increased participation and engagement of women and inclusion of women's interest in

decision-making processes related to conflict prevention and peacebuilding.

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### Conclusion 3: (Based on Findings 8-10 on Effectiveness)

**Project effectiveness is critical as it measures the project achieves its stated objectives.** The SSRP made important contributions towards promoting human security-centric, accountable, and gender-responsive security sector through the development of gender policies for the security institutions and capacity building of security sector personnel for gender-responsive operations and many beneficiaries expressed satisfaction with the achievement of the project. The evaluation also found that the capacities of relevant duty bearers and rights holders were strengthened to a moderate extent as confirmed by right holders and duty bearers.

The SSRP was highly effective as the three outcome indicators of the project were all achieved. Also, all the

outputs indicators were all achieved by the project. The SSRP was effective in promoting human security-centric, accountable, and gender-responsive security sector through the development of gender policies for the security institutions and capacity building of security actors in the areas of gender mainstreaming, UNSCR 1325 and the NAP which contributed to promoting gender-responsive security operations. The project was also successful in the creation of MOTs, CSP and WLOs and provided capacity building for the members to enhance their capacity in advocacy and engagement of security actors at the community level. Capacity development needs to continue as a cornerstone to promoting gender-responsive security sector in Nigeria.

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### Conclusion 4: (Based on Findings 12-13 on Effectiveness)

The organizational structure, managerial support and coordination mechanisms put in place by UN Women effectively supported the project's delivery. The evaluation found that several innovative practices were mainstreamed both in the design and implementation of the project.

The evaluation found that the project team coordinated, managed and supervised the project implementation and provided technical guidance to the IPs. This ensured that project activities from the IPs were implemented as planned. At the national level, the SSRP has a project coordinator which monitors implementation activities among the IPs at the national level including NDC and FMWASD. At the state level, there was a Senior Programme officer supporting the monitoring of activities at the state level. Overall, the evaluation rated project's organizational structure,

managerial support, and coordination mechanisms as effective and significantly supported the delivery of project objectives. The evaluation also identified several innovative practices in the design and implementation of the project. This relates to the inclusion of the formation of the Reference Group as part of the platforms created by the project, formation of MOT, engaging with senior officers in the security sector at the national level and the extraction and integration of some component of the Standard Gender Training Manual for Security sector institutions into the training curricular of the security institutions most especially the NPF. Beyond this, the SSRP team engagement of the NDC to conduct a gender audit of the AFN was very strategic as it would have been difficult for other organizations with no affiliation to the AFN to conduct the gender audit.

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### Conclusion 5: (Based on Findings 14-16 on Efficiency)

The Project resources were allocated strategically and were efficiently utilized to achieve the Programme outcomes. The evaluation found that the project outputs were delivered promptly to a large extent. Most of the outputs targeted by the project were exceeded at the end of the implementation period.

The evaluation confirmed that available resources were allocated strategically to achieve the project outcomes. The project had a total duration of 21 months with a planned budget of One Million, Eight Hundred and Fifty-Eight Thousand, seven hundred and Twenty Euros (€1,858,720.81) allocated under two heads in

the financial statement: Project costs and human resources and other costs. Of these, €1,293,460.81 (69.6%) were budgeted for project activities while actual spending on project activities was € 927,084.81 of December 2021 (which represent 71.6 per cent of the actual budget for project activities). This represent a good absorption rate for the project which contributed to the attainment of the projects.

Also, about 22.1 per cent of the total budget was allocated to personnel (including international and national staff). The evaluation also revealed that the project outputs were delivered promptly to a large

extent as most of the outputs targeted by the project were exceeded at the end of the implementation period. The project team approach to activities implementation was efficient from the evaluator's assessment. Goods and services were competitively procured to ensure value for money (VfM). Given the achievements so far, the SSRP has already realized measurable results in a cost-effective manner. However, there is need for improvement in the financial reporting system to give room for project financial report to be generated in country to avoid delays in the financial reporting system.

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### Conclusion 6: (Based on Findings 17-19 on Efficiency)

The SSRP to a large extent utilized existing capacities of right holders and duty holders in achieving the outcomes. Several partners were engaged to support the implementation of the project and all these were drawn locally. The project also leveraged on several opportunities in its operational context in the design and implementation. The evaluation identified several changes/interventions that the project should have emphasized to maximize the opportunities presented in the operational context of the Programme

The evaluation found that the SSRP to a large extent utilized existing capacities of right holders and duty holders in achieving the outcomes. The project team engaged several IPs to support the implementation of the project and all these were drawn locally. The project also utilized local capacities in creating the various platforms such as the MOT, CST and WLO the project team. The main value added by this approach is that it increases local ownership of the project while the experience gained will remain within the local communities

and institutions. The evaluation found that the project leveraged on several opportunities in its operational context including the presence of other organizations such as the British Military Advisory and Training Team (BMATT). The evaluation identified several changes/interventions that the project should have emphasized to maximize the opportunities presented in the operational context of the Programme including the need to extend the duration of the project and number of days of the capacity building activities for duty holders and right holders which should have been extended up to five days to ensure that the facilitators have enough time to cover enough ground in the various themes covered by the project. In addition, the intervention ended after the development of the gender policies for the security sector institutions. This did not give enough room to UN Women project team to monitor the implementation of the policies. This is very critical given that policy implementation has been a drawback in development effort in Nigeria.

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### Conclusion 7: (Based on Findings 20-22 on Efficiency)

The evaluation found that members of the created platforms were duplicated across the three groups. It also found that sufficient resources were made available for the integration of human rights and GE. It also established that the SSRP to a large extent-built synergy with other programmes being implemented at the country level.

The evaluation found that most of the members of MOT, CSP and WLOs were duplicated across the platforms. Thus, some of the members of MOT are

also members of CSP and WLO. From the planned design of the MOTs, CSP and WLOs, one person was to belong to one group to reduce double counting and increase the effectiveness of the members in the implementation of their work plans. The findings also show that sufficient resources were made available for the integration of human rights and GE. All objectives, strategies, approaches, and activities implemented under the SSRP were all focused on integration of human rights and GE The human rights principles of inclusion, participation and equal power relations

were integrated into the project activities. From the design, the SSRP has targeted women by aiming to promote enabling, gender-responsive policy environment of key security sector institutions as well as the enhanced capacity of security sector personnel for gender-responsive operations. The SSRP also targeted men in the formation of the CSP platform as a strategy of promoting inclusion and participation

in the project. The SSRP was therefore inclusive and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels using the available resources. This inclusive and non-discriminatory approach of the project needs to be sustained especially in Borno and Yobe given the cultural context that tends to limit women participation in project activities.

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### Conclusion 8: (Based on Findings 23-25 on Impact)

The evaluation found evidence to show that the SSRP is on track towards making impact among the target beneficiaries. However, changes have mainly occurred at the output and outcome levels and little at the impact level which is due to fact the SSRP just ended and the various impact level changes are too early to manifest.

The evaluation found evidence to show that the SSRP is on track towards making impact among the target beneficiaries. These evidences border on the successful development of gender policy for the NFN, NSCDC and the review of the gender policy for the NPF. Also, the extraction of some components of the Standard Gender Training Manual for Security sector institutions into the training curricular of the security institutions most especially the NPF is another good evidence of the likelihood of impact of the SSRP. This will ensure that newly recruited officers in the NPF are trained on gender-related issues. Also, the plan to convert the Police training manual and SOP on SGBV

to a Force Order (Law) to enhance implementation and sustainability provides another evidence of likelihood of impact of the SSRP. The SSRP has made important contribution in areas of supporting victims of SGBV. The evaluation found that four accused persons of rape were summarily sentenced to various jail terms in Yobe state due to the activities of the MOT who followed up the cases until the conviction of the accused. However, the evaluation found that changes have mainly occurred at the output and outcome levels and little at the impact level which is due to fact the SSRP just ended and the various impact level changes are too early to manifest. Key evidence of the long-term results delivered by the project includes the gender policy for the AFN, NSCDC and the NPF, the extraction and integration of some contents of the Standard Gender Training Manual into the police training curricular, the various capacity building programmes organized for the security sector actors as well as the members of the MOT, CSP and the WLO as well as the created WLOs.

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### Conclusion 9: (Based on Findings 26-28 on Impact)

The evaluation found that the project design was well articulated especially in the definition of goals, outcomes and outputs. that all the outputs were relevant as they contributed to the three outcomes of the project. Beyond this, the duty bearers' and right bearers' priorities and needs were well articulated in the project objectives and the underlying theory of change. The SSRP prioritized the development of gender policies for the AFN, NSCDC and the NPF as well as capacity building for the created platforms such as the MOT, CSP and WLOs. The evaluation noted that SSRP partners' have comparative advantages in terms of their institutional mandate, capacity building experience in the project's area of work.

The project design was well articulated especially in the definition of goals, outcomes and outputs. The project was designed to address relevant priorities and needs of duty bearers. There was the absence of a gender policy in the security institutions. The evaluation found that all the outputs of the project were relevant as they contributed to the three outcomes of the project. Beyond this, the duty bearers' and right bearers' priorities and needs were well articulated in the project objectives and the underlying theory of change based on findings from baseline and needs assessment conducted. This was translated into action through the development of gender policies and capacity building of security actors on gender mainstreaming in security operations. The SSRP

prioritized the development of gender policies for the AFN, NSCDC and the NPF as well as capacity building for the created platforms such as the MOT, CSP and WLOs. The SSRP also targeted the capacity building of security institutions in the areas of gender

mainstreaming and UNSCR 1325. The evaluation indicates that the SSRP partners' have comparative advantages in terms of their institutional mandate, capacity building experience in the project's area of work in comparison with other partners in Nigeria.

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### Conclusion 10: (Based on Findings 29-31 on Sustainability)

The evaluation found ample evidence indicating that the requirements for national ownership were satisfied by the SSRP. The SSRP from the beginning identified relevant stakeholders in order to facilitate national ownership of the project. The finding also shows that the SSRP project made important contributions in the strengthening of capacities of national partners, duty bearers and right holders both at the national level and the targeted states. The extent relevant national stakeholders and actors were included in project implementation and policy advocacy was rated good by the evaluation.

The evaluation found ample evidence indicating that the requirements for national ownership were satisfied by the SSRP. The SSRP from the beginning identified relevant stakeholders in order to facilitate national ownership of the project. Thus, in the selection of implementing partners, the SSRP engaged relevant government institutions such as FMWASD and NDC with the understanding that governments at national and state levels more readily assume ownership when initiatives are built on their participation, consultations, and visions. Thus, the SSRP worked with key government institutions in the implementation of

the project which undoubtedly promoted national ownership of the project. The SSRP has established a solid governance structure for the project such as the Security Sector Reference Group (SSRG) to ensure national ownership and sustainability. The SSRP made important contributions in the strengthening of capacities of national partners, duty bearers and right holders. The capacities of target institutions, especially the security sector, were strengthened for effective gender mainstreaming in policies and operational procedures, in line with the provisions of UNSCR 1325. At the operational level, local community structures were strengthened to foster collaboration between women and security institutions on issues related to the safety and protection of girls and women, including their meaningful participation in the states' peace architecture. Evidence also indicates that the various advocacy activities of the created platforms at the community level have boosted the awareness level of GBV cases at the community level. The result of this has been that more cases of GBV are being reported by the victims against the previous culture of silence which was prevalent in the communities before the advent of the SSRP.

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### Conclusion 11: (Based on Findings 32-33 on Sustainability)

There are pieces of evidence to show that the benefits of the project will be sustained to a moderate extent. The targeting of national and local ownership, development of gender policies as well as various capacity building programmes contributes to project sustainability of benefits.

The evaluation found some evidence to show that the benefits of the project will be sustained to a moderate extent. Starting from the design of the SSRP, it targeted the development of local ownership and capacities as a key strategy for the sustainability of the benefits of the project. The SSRP promoted national ownership through wide consultations with security institutions and alignment of the SSRP with

national priorities of the government at state and national levels. The establishment of SSRG, CSP, MOT and WLOs platforms at the state level also promoted National and local ownership of the project. Also, the various capacity building programmes that targeted different stakeholders including duty bearers and right holders. The project enhanced the GEWE knowledge and capacity of national and state-level stakeholders, especially members of the security institutions, MOT, CSP and WLOs. The extraction and integration of some contents of the Standard Gender Training Manual into the police training curricular also contributes to sustainability of project benefits. This approach adopted by training

institutions of other security institutions will ensure that newly recruited officers have the opportunity of being trained on gender issues at the point of recruitment. The development of gender policies for the security institutions and the selection of PWAN and WLOs as implementing partners are key factors to project benefits sustainability. The WLOs

and WLOs have similar vision with the SSRP goal and objectives especially in the areas of supporting conflict affected women, SGBV and other gender-based issues. The implication of this is that PWAN and WLOs will continue to run with the vision since it is their chosen mandate and thereby contributing to the sustainability of the project benefits.

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### Conclusion 12: (Based on Findings 34-37 on Coherence)

The evaluation confirmed that the SSRP demonstrated a high level of coherence with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda in Nigeria. It was also found to be coherent internally in UN Women and within the UN System in Nigeria, wider donor policy as well as several international obligations for women's human rights, other human rights conventions, and other international frameworks for gender equality and the empowerment of women which have been ratified in Nigeria

The evaluation confirmed that the SSRP demonstrated a high level of coherence with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda in Nigeria. The SSRP was properly fit with the Security & Justice Reform Programme (SJR), the Global Network of Women Peacebuilders (GNWP) and the West Africa Network for Peacebuilding (WANEP). The SSRP also aligned with the United Kingdom project on Women, Peace, and Security (WPS) and the G7 WPS Partnership Initiative in Nigeria. UN Women SSRP is coherent with Women, Peace Humanitarian Fund (WPHF) interventions in Nigeria which is supporting women in Nigeria to

contribute to lasting peace through their participation in peace and security processes in Nigeria. The SSRP is also coherent with activities of other partners such as PWAN, Clean Foundation, and the Policy and Legal Advocacy Centre (PLAC). The SSRP was found to be coherent internally in UN Women and within the UN System in Nigeria as the specific objectives aligned with key gender equality international agreements and legal instruments which guide the work within the United Nations system. Internally, the SSRP is coherent with UN Women Spotlight Initiative to Eliminate Violence against Women and Girls. Outcome 3 (Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security) of the SSRP addresses security needs of women affected by conflict especially sexual and gender-based violence (SGBV) aligns with the Spotlight initiative project. The SSRP is also coherence with UN Women programmes on Women, Peace and Security implemented in Bauchi and Benue state. The SSRP was coherent with wider donor policy. The role of women in peacekeeping and in conflicts is a prime focus of Germany's UN Security Council membership.

### Gender Equality and Human Rights Mainstreaming in SSRP

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### Conclusion 13: (Based on Findings 38 and 39 on Gender Equality and Human Rights Mainstreaming)

Gender and human rights considerations were integrated into the programme design and implementation. All objectives, strategies, approaches, and activities are focused on addressing the root causes of gender inequalities in the security sector and at the community level. The SSRP was inclusive

and non-discriminatory, with deliberate strategies to engage stakeholders and target beneficiaries at all levels, in line with the principle of 'leaving no one behind'. Thus, both women, men and persons with disabilities were targeted by the project.

## 5.2. Lessons Learnt

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### **Lesson 1. The design of new Programmes based on experience and lessons learned from previous similar Programme in the same operational context contributes to the effectiveness of the new Programme design and implementation.**

The design of the SSRP was based on the lessons learned from the EU Funded WPS programme in Northern Nigeria, as well as the Government of Norway funded WPS programme in Bauchi and State. This ensured that the good practices and lessons learnt from Programmes were mainstreamed into the SSRP while at the same time avoiding the pitfalls. One of the key lessons of the WPS programme was the

importance of policy level interventions and institutional strengthening of duty holders. This lesson was adopted in the design of the SSRP which informed the development of gender policy and capacity building of targeted security sector institutions as well as members of the created platforms at the community level. This ultimately contributed to the successes recorded by the SSRP.

### **Lesson 2: Capacity building activities for Programme beneficiaries are necessary both for promoting ownership, achievement of programme objectives and sustainability of project benefits.**

The SSRP implemented capacity-building activities for security actors, MOT, CSP and WLOs. The capacity building activities were unique for the different categories of the project beneficiaries. The capacity building activities for WLOs focused on the training of the WLOs on advocacy and engagement with security actors at the community level. The capacity building programme for

security institutions focused on increasing the understanding of gender mainstreaming, UNSCR 1325 and the NAP. The adopted approach of the programme in capacity building of beneficiaries will not only contribute to the attainment of project objectives but it will also ensure that the knowledge gain remains with the beneficiaries after the close of the programme.

### **Lesson 3: Engaging with relevant top-level management of security institutions, government institutions and sectoral leaders in the intervention communities are important for successful Programme implementation**

The SSRP team deemed it important to first of all engage all relevant top-level security institutions, government institutions such as the Federal and State Ministries of Women Affairs and Ministry of Budget and National Planning as key stakeholders of the project at the beginning of the project. This provided an easy entry point for the implementation of the

project in the security institutions and the participation of government Ministries as partners in the implementation of the project. It would have been nearly impossible to access the security institutions at the state level and participation of government Ministries without this level of engagement at the national level.

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#### **Lesson 4. Targeting partners with similar mandates and vision is crucial to sustainability of project benefits at the end of implementation of project activities**

Targeting partners with a shared vision and mandates as IPs in project implementation has been found to have a strong positive influence on the partnership success, satisfaction and sustainability of benefits. The SSRP project engaged PWAN and FMWASD as well as NDC as partners in project implementation.

These partners share similar vision and mandates with the SSRP which implies that on their other activities, they will continue to implement activities related to the goals and objectives of the SSRP with or without UN Women funding. This has long term effect on the sustainability of the project benefits.

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#### **Lesson 5. Policy level interventions and institutional strengthening are fundamental strategies to addressing both the underlying causes and symptoms of development problems.**

Addressing underlying causes of social problems such gender inequalities is one of the shortest parts to arriving at the solutions rather than focusing on the manifestations. When the root causes are addressed the symptoms are eradicated. This is particularly important for interventions focusing on WPS Programme. The SSRP implementation strategy was underlain by strategic policy development and

dialogue, institutional capacity building and training, and community-security mechanisms and advocacy. This approach did not only address the manifestation of gender inequalities in security institutions but also addresses the underlying causes of the gender inequalities such as the absence of policy frameworks and low capacity and awareness of gender mainstreaming at the institutional and community levels.

# RECOMMENDATIONS

The evaluation identified key recommendations that are critical for UN Women’s contribution to WPS in Nigeria. Recommendations from this evaluation 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 with the specification of action and timeframe

Specific Recommendations		Responsibility	Priority
<b>Programmatic recommendations:</b>	<b>Evidence</b>		
9. There is a need for the project team to adopt a long-term approach in project design for project targeting policy development. This is necessary in order to have more time for the development of the policies and monitoring of the implementation of the policies. This case applies to the AFN and NSCDC gender policies which was developed by SSRP project during the life of the SRRP but there was no opportunity to monitor the implementation as the project ended after the development of the policies.	Findings 9 and 21	UN Women Management team	Long term
10. UN Women Programme team should consider continuing to build the capacity of security actors, members of the CSP, MOT and WLOs given the limited time used for the capacity building programme under the SSRP and the observed frequent transfers among trained security actors and gender desk officers at MDAs.	Findings 21	UN Women management team	Immediate
11. UN Women Programme team should consider working towards the adoption of the content of the Standard Gender Training Manual into the training curricular of all security training institutions in Nigeria to ensure that newly recruited officers are grounded on gender mainstreaming and the UNSCR 1325.	Findings 14, 24 and 26	UN Women management team	Long term
12. UN women project team should consider formally handing over the CSP, MOT and WLOs to the State Ministries of Women Affairs to ensure that the platforms remain active in implementing their work plans at the community level	Findings 31	UN Women Management team	Immediate
13. UN Women Nigeria should consider having another phase of the programme to cover more LGAs and more right holders in capacity building on gender mainstreaming, advocacy and strategy of engagement of security actors at the community level. This becomes more critical in Borno state where the state government has relocated all the IDP back to their various LGAs. It will also provide an opportunity for the project team to support and monitor the implementation of the gender policies of the security institutions developed under the project	Findings 31	UN Women. HQ	Immediate
14. UN Women should consider reforming the created platform with clear definition of roles and also ensures that members are not duplicated across the platforms to enhance the effectiveness of the group.	Findings 21	UN Women M&E team	Immediate

Specific Recommendations		Responsibility	Priority
15. UN Women should also consider engaging more stakeholders at the conceptualization and design stage of projects to harvest stakeholders' inputs to the project design which is important in getting their buy-in for the project.	Findings 2	UN Women Programme team	Long term
16. UN Women should consider expanding the membership of the created platforms to incorporate more professionals like doctors, nurses and lawyers to support the activities of the group especially on issues relating to SGBV at the community level.	Findings 21	UN Women Programme team	Long term

# 6. ANNEXES

## ANNEX 1. EVALUATION MATRIX

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
<b>Evaluation Criteria: Relevance</b>			
<b>Key question(s): Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?</b>			
To what extent do the project objectives address identified rights and needs of the target groups (e.g. Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?	Evidence that the SSP objectives address identified rights and needs of the target groups.	<ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• KIIs and FGDs with programme beneficiaries</li> <li>• beneficiaries survey</li> </ul>	Project documents Project Team Beneficiaries
To what extent were national partners involved in the conceptualization and design process?	Evidence of involvement of target national partners in the conceptualization and design process	<ul style="list-style-type: none"> <li>• KIIs with programme implementing partner</li> </ul>	Project documents Project Team IPs
To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implement organizations?	Evidence that the project design process includes a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization	<ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• KIIs and FGDs with project beneficiaries</li> <li>• beneficiaries survey</li> </ul>	Project documents Project Team Beneficiaries
Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?	Evidence of alignment of the activities and outputs of the Project with the provisions of UNSCR 1325, Nigeria's National Action Plan on the Resolution and the attainment of the NAP's objectives	<ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• KIIs with UN Women project team</li> </ul>	Project documents Project Team
To what extent is the intervention aligned with 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 international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security	<ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• KIIs with UN Women project team</li> </ul>	Project documents Project Team
What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?	Evidence of rights advance by the SSP project under CEDAW, SDGs, UNSCR 1325 and other international commitments	<ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• KIIs with UN Women project team</li> </ul>	Project documents Project Team
To what extent has the Programme's design process included a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?	Evidence of collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization in the programme design process.	<ul style="list-style-type: none"> <li>• KIIs and FGDs with programme beneficiaries</li> <li>• beneficiaries survey</li> <li>• KIIs with UN Women project team and implementing partner</li> </ul>	Project documents Project Team IP

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
<b>Evaluation Criteria: Effectiveness</b>			
<b>Key question(s): To what extent have the Project's Objectives been achieved or are expected / likely to be achieved.</b>			
What has been the progress made towards the achievement of the expected outcomes and expected results? What are the results achieved?	No. of targets on indicators met by the programme at the end of the implementation	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs and FGDs with programme beneficiaries</li> <li>• beneficiaries survey</li> </ul>	Project documents Project Team Beneficiaries
What are the reasons for the achievement or non-achievement?	Evidence of for the achievement or non-achievement of the indicator targets	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs and FGDs with project beneficiaries</li> <li>• KIIs with UN Women project team and implementing partner</li> </ul>	Project documents Project Team Beneficiaries
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 right holders	<ul style="list-style-type: none"> <li>• KIIs and FGDs with project beneficiaries</li> <li>• beneficiaries survey</li> </ul>	Project documents Project Team Beneficiaries
Does the Project have effective monitoring mechanisms in place to measure progress towards results?	Evidence of effective monitoring mechanisms in place to measure progress towards results	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
Has the Programme's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme?	Evidence of effectiveness of Project's organizational structure, managerial support and coordination mechanisms in the delivery of the Programme results	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?	Evidence of innovativeness in strategies in project approaches for achieving provisions of UNSCR 1325 Evidence of best practices introduced in the project for the achievement of GEWE results	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
<b>Evaluation Criteria: Efficiency</b>			
<b>Key question(s): How economical resources/inputs puts (funds, expertise, time, etc.) were converted to results?</b>			
Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the Project outcomes?	Evidence that resources (financial, human, technical support, etc.) have been allocated strategically to achieve the Project outcomes	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women programme team and IP</li> </ul>	Project documents Project Team IP
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	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with the UN Women project team and IP</li> </ul>	Project documents Project Team IP

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
Have the outputs been delivered promptly?	promptly	<ul style="list-style-type: none"> <li>• KIIs and FGDs with project beneficiaries</li> <li>• beneficiaries survey</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team Beneficiaries IP
Were the Project 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 project and its components	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with Un Women project team and IP</li> </ul>	Project documents Project Team IP
Has the project's organizational structure, managerial support and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?	Evidence that the Project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Project	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
How did the Project utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?	Evidence of programme utilization existing local capacities of right-bearers and duty-holders to achieve its outcomes	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
Has the Project built synergies with different other 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 other ongoing programmes at national and state levels	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KII with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?	No. of monitoring reports of on project 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	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
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 project	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?	Evidence of changes/interventions that would have been emphasized to capitalize on the opportunities for improving the project delivery	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
<b>Evaluation Criteria: Impact</b>			
<b>Key question(s): What are the various effects of the Programme?</b>			
Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?	Evidence of coherence in the design of the project Evidence of effective linkage of outputs, outcome and impact of the project	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
What capacities and skills should UN Women 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	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent did the implementing partner(s) possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?	Evidence of comparative among implementing partners in the Programme's area of work in comparison with other partners in Nigeria	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent can the changes that have occurred as a result of the project be identified and measured?	Evidence of measurement of the changes that have occurred as a result of the project	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
What were the unintended effects, if any, of the intervention?	Evidence of the unintended effects of the project	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team, IP</li> <li>• KII and FGDs with beneficiaries</li> <li>• Beneficiaries survey</li> </ul>	Project documents Project Team IP Beneficiaries
What evidence exist that the project has delivered longer-term results as compared to other projects from processes through to benefits?	Evidence of long-term results of the project as compared to other projects from processes through to benefits	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team, IP</li> <li>• KII and FGDs with beneficiaries</li> <li>• Beneficiaries survey</li> </ul>	Project documents Project Team IP Beneficiaries
To what extent was gender equality and women's empowerment advanced as a result of this intervention?	Evidence of mainstreaming of gender equality and women's empowerment in the SSP	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team, IP</li> <li>• KII and FGDs with beneficiaries</li> <li>• Beneficiaries survey</li> </ul>	Project documents Project Team IP Beneficiaries
<b>Evaluation Criteria: Sustainability</b>			
<b>Key question(s): 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</b>			
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?	Evidence that requirements of national ownership satisfied Evidence that the Project was supported by national/local institutions Evidence that institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the Programme or replicate it	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
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	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> <li>• KIIs with project beneficiaries at the national level</li> </ul>	Project documents Project Team IP Beneficiaries
To what extent have the capacities of duty-bearers and rights-holders have been strengthened?	Evidence that capacities of duty-bearers and rights-holders have been strengthened	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> <li>• KIIs with project beneficiaries at the national level</li> <li>• Beneficiary survey</li> </ul>	Project documents Project Team IP Beneficiaries
To what extent were relevant national stakeholders and actors included in the implementation and policy advocacy processes?	Evidence that relevant national stakeholders and actors were included in the project implementation and policy advocacy processes	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with its UN Women project team and IP</li> <li>• KIIs with project beneficiaries the at national level</li> </ul>	Project documents Project Team IP Beneficiaries
What is the likelihood that the benefits from the Programme will be maintained for a reasonably long period if the Programme were to cease?	Evidence that the benefits from the Programme will be maintained for a reasonably long period when the Programme close	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs and FGDs with project beneficiaries</li> <li>• KIIs with UN Women project team and IP</li> <li>• Beneficiary survey</li> </ul>	Project documents Project Team IP Beneficiaries
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?	Evidence that the financial capacities of partners will likely continue to maintain the benefits from the Programme	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with ith UN Women project team and IP</li> </ul>	Project documents Project Team IP
How successful was the project in promoting replication and/or up-scaling of successful practices?	Evidence of the success of the project in promoting replication and/or up-scaling of successful practices	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
Which innovations have been identified (if any) and how can they be replicated?	Evidence of in project implementation	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KII with UN Women project team and IP</li> </ul>	Project documents Project Team IP
<b>Evaluation Criteria: Coherence</b>			
<b>Key question(s): The extent to what other interventions support or undermine the intervention and vice-versa, including aspects of complementarity, harmonization and co-ordination</b>			
To what extent is the SSR Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?	Evidence that the SSR project is coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda	<ul style="list-style-type: none"> <li>• Document reviews</li> <li>• KII with UN Women project team and IP</li> </ul>	Project documents Project Team IP

Sub-question(s)	Indicators for measuring progress	Collection Method(s)	Data Source
To what extent is the SSR Programme coherent internally in UN Women and within the UN System in Nigeria?	Evidence that the SSR project is coherent internally in UN Women and within the UN System in Nigeria	<ul style="list-style-type: none"> <li>Document reviews</li> <li>The -KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent is the SSR project coherent way with a wider donor policy?	Evidence that the SSR project is coherent with wider donor policy	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs the with UN Women project team and IP</li> </ul>	Project documents Project Team IP
To what extent is the SSR 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 SSR project 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	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
<b>Evaluation Criteria: Gender Equality and Human Rights</b>			
To what extent has a 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	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
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?	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> </ul>	Project documents Project Team IP
<b>Evaluation Criteria: Disability Inclusion</b>			
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	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> <li>KIIs with project beneficiaries at the national level</li> <li>Beneficiary survey</li> </ul>	Project documents Project Team IP Beneficiaries
What portion of beneficiaries were persons with disabilities?	No. of disabled persons that benefited from the SSR project	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> <li>KIIs with project beneficiaries at the national level</li> <li>Beneficiary survey</li> </ul>	Project documents Project Team IP Beneficiaries
What were the barriers persons with disabilities have had to face?	Evidence of barriers that persons with disabilities have had to face	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs with UN Women project team and IP</li> <li>KIIs with project beneficiaries at the national level</li> <li>Beneficiary survey</li> </ul>	Project documents Project Team IP Beneficiaries

## ANNEX 2: EVALUATION QUESTIONS

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

- i. Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?
- ii. To what extent were national partners involved in the conceptualization and design process?
- iii. To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organizations?
- iv. Are the activities and outputs of the project consistent with the intended impacts and effects? Do they address the problems identified?
- v. Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?
- vi. To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security?
- vii. What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?
- viii. Has the project implementation strategy met the agreement of the local culture or was it inappropriate for the geography and context instead?
- ix. To what extent has the project been catalytic in addressing some of the root causes of political fragility, and gender inequalities, especially those hindering women's political participation for peace and development?

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

- i. What has been the progress made towards the achievement of the expected outcomes and expected results? What are the results achieved?
- ii. What are the reasons for the achievement or non-achievement?
- iii. To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- iv. Does the project have effective monitoring mechanisms in place to measure progress towards results?
- v. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme?
- vi. To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?

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

- i. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- ii. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- iii. Have the outputs been delivered promptly
- iv. Is the Programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- v. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?
- vi. How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- vii. To what extent have sufficient resources been made available for the integration of human rights and GE?
- viii. Are the programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources or within a reduced timeframe, without reducing their quality and quantity?
- ix. Has the project build sync built with other programmes being implemented at the country level with the United Nations and the Government of Nigeria?
- x. To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?
- xi. What were (if any) key opportunities and/or challenges in the operational context of the Programme?
- xii. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?
- xiii. What future considerations should be made to address any emerging challenges?

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**Impact: Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact; however, it will address the following questions with the results and evidence that is available to date.)**

- i. Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?
- ii. What capacities and skills should UN Women prioritize and further develop to bring greater coherence and relevance to its interventions?
- iii. To what extent did the implementing partner(s) possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?
- iv. To what extent can the changes that have occurred as a result of the project be identified and measured?
- v. What were the unintended effects, if any, of the intervention?
- vi. What evidence exists that the project has delivered longer-term results as compared to other projects from processes through to benefits?
- vii. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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**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.**

- i. Are requirements of national ownership satisfied? Is the project 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 project or replicate it?
- ii. What capacity of national partners, both technical and operational, has been strengthened?
- iii. To what extent have the capacities of duty-bearers and rights-holders have been strengthened?
- iv. To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- v. What is the likelihood that the benefits from the project will be maintained for a reasonably long period upon project completion?
- vi. To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- vii. How successful was the project in promoting replication and/or up-scaling of successful practices?
- viii. Which innovations have been identified (if any) and how can they be replicated?

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

- i. To what extent is the SSR Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?
- ii. To what extent is the SSR Programme coherent internally in UN Women and within the UN System in Nigeria?
- iii. To what extent is the SSR Programme coherent with wider donor policy?
- iv. To what extent is the SSR 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?

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**Gender Equality and Human Rights:**

- i. To what extent has a gender and human rights considerations been integrated into the project design and implementation?
- ii. How has the attention to/ integration of gender equality and human rights concerns advanced the project?
- iii. Were project processes and activities carried out in a way to ensure avoiding discrimination of any stakeholders?

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**Disability Inclusion: Were persons with a disability included in the design and implementation of the project?**

- i. What was the portion of beneficiaries with disabilities were involved?
- ii. What were the barriers faced by persons with disabilities and how were they addressed?

### ANNEX 3: LIST OF DOCUMENT REVIEWED

1. Abinoam Abdu and Samaila Simon Shehu (2019) The Implication of Boko Haram Insurgency on Women and Girls in North-East Nigeria. *Journal of Public Administration and Social Welfare Research* Vol. 4 No. 1
2. [https://www.unodc.org/documents/evaluation/Guidelines/UNEG\\_Ethical\\_Guidelines\\_for\\_Evaluation\\_2020.pdf](https://www.unodc.org/documents/evaluation/Guidelines/UNEG_Ethical_Guidelines_for_Evaluation_2020.pdf)
3. Anyanwu JC. Marital Status, Household Size and Poverty in Nigeria: Evidence from the 2009/2010 Survey Data. *African Dev Rev* [Internet]. 2014 Mar 1 [cited 2020 Jun 17];26(1):118–37. Available from: <http://doi.wiley.com/10.1111/1467-8268.12069>.
4. Anyanwu JC. Poverty in Nigeria: A Gendered Analysis. *J Stat African.* 2010;(11):38–61.
5. Anyanwu JC. The correlates of poverty in Nigeria and policy implications. *African J Econ Sustain Dev* [Internet]. 2013 [cited 2020 Jun 17];2(1):23–52. Available from: <https://www.researchgate.net/publication/264823947>.
6. 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)
7. Final Evaluation of the “Support to the Nigerian Electoral Cycle 2012-2015” and “EU Additional Support to Nigeria Electoral Cycle 2011-2015” Projects
8. [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)
9. <https://bornostate.gov.ng/population/#1593075423798-8d7c04e7-acbo>
10. [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)
11. <https://gnwp.org/nigeria-localization-2019/>
12. <https://issafrica.s3.amazonaws.com/site/uploads/war-35.pdf>
13. <https://issafrica.s3.amazonaws.com/site/uploads/war-35.pdf>
14. <https://knoema.com/atlas/Nigeria/topics/World-Rankings/World-Rankings/Global-gender-gap-index>
15. [https://nigeria.un.org/sites/default/files/2020-05/Gender%20Based%20Violence%20in%20Nigeria%20During%20COVID%2019%20Crisis\\_The%20Shadow%20Pandemic.pdf](https://nigeria.un.org/sites/default/files/2020-05/Gender%20Based%20Violence%20in%20Nigeria%20During%20COVID%2019%20Crisis_The%20Shadow%20Pandemic.pdf)
16. [https://sustainabledevelopment.un.org/content/documents/26309VNR\\_2020\\_Nigeria\\_Report.pdf](https://sustainabledevelopment.un.org/content/documents/26309VNR_2020_Nigeria_Report.pdf)
17. <https://www.citypopulation.de/php/nigeria-admin.php?adm1id=NGA015>
18. [https://www.nigerianstat.gov.ng/pdfuploads/Human\\_Development\\_Indices\\_-\\_2016.pdf](https://www.nigerianstat.gov.ng/pdfuploads/Human_Development_Indices_-_2016.pdf)
19. <https://www.proshareng.com/news/POLITICS/Nigeria-Ranks-102-Out-of-104-Countries-in-the-Chandler-Good-Governance-Index/57084>
20. <https://www.transparency.org/en/cpi/2018/index/dnk>
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22. National Bureau Of Statistics (2018). Nigeria statistical report on Women and Men in 2017
23. National Bureau of Statistics (NBS) and United Nations Children’s Fund (UNICEF). 2017 Multiple Indicator Cluster Survey 2016-17, Survey Findings Report. Abuja, Nigeria: National Bureau of Statistics and United Nations Children’s Fund
24. National Bureau of Statistics (NBS). Computation of Human Development Indices for the UNDP Nigeria Human Development Report - 2016. 2018. Accessed 6 July 2021.
25. National Population Commission (NPC) [Nigeria] and ICF. 2019. *Nigeria Demographic and Health Survey 2018*. Abuja, Nigeria, and Rockville, Maryland, USA: NPC and ICF.

26. National Population Commission and National Bureau of Statistics Estimates. (Kindly note that estimates are based on population census conducted in 2006 by the National Population Commission)
27. National Population Commission, 2012 projections
28. NBS (2019). 2019 Poverty and Inequality in Nigeria: Executive Summary National Bureau of Statistics (NBS). 2019 Poverty and Inequality in Nigeria: Executive Summary. 2020;(May):1–27
29. NDHS, 2018
30. Nigeria statistical report on Women and Men in 2017
31. Report on Gender Assessment of the Security Sector in Nigeria At the Federal and State Levels (Benue and Bauchi)
32. Spotlight Initiative to eliminate violence against women and Girls: Country Programme Document Nigeria
33. UN Common Country Assessment (2016) in Nigeria
34. United Nations Sustainable Development Partnership Framework (2018-2022)
35. World Bank. (2019). Nigeria Economic Update Fall 2019, Jumpstarting Inclusive Growth: Unlocking the Productive Potential of Nigeria’s People and Resource Endowments. Available from: <https://openknowledge.worldbank.org/handle/10986/32795>
36. World Economic Forum. (WEF) (2019). World Economic Forum Report.

## ANNEX 4: LIST AND CONTACT DETAILS OF STAKEHOLDERS

S/N	Organization	Name of Focal Person(s)	Designation
1.	Centre for Strategic Research and Studies, National Defence College (NDC)	Dr. Julie Sanda (Check on Friday with a call)	Ag. Provost
		Dr. Olajumoke Ganiyat Jenyo	<i>Research Fellow (Gender Desk Officer)</i>
5.	Centre for Strategic Research and Studies, National Defence College (NDC)	Dr. Julie Sanda	Ag. Provost
		Dr. Olajumoke Ganiyat Jenyo	<i>Research Fellow (Gender Desk Officer)</i>
S/N	Organization	Name of Focal Person(s)	Designation
	Army	Major Janet	Gender Adviser Army & Member of WPSRG
	Airforce	Wing Commander Rose Bello	Gender Adviser Airforce & Member of WPSRG
	Institute for Peace and Conflict Resolution	Mrs. Grace Awodu	Head, Gender, Peace & Security, & Member of WPSRG)
14.	IANSA Women Network Nigeria (NGO)	Mimidoo Achakpa	Executive Director & Member of WPSRG
15.	WPS Consultant	Dr. Eleanor Nwadinobi	Consultants for hosting of the 1 <sup>st</sup> Annual Forum
16.			
S/N	Organization	Name of Focal Person(s)	Designation
17.	National Consultant	Ms. Mufuliat Fijabi (Completed)	Consultant for the development of SGBV training manual and SOP for the police
19.	Government of Germany	Ms. Christina Reinig	Focal Person for the project (Based in Germany)
		Ms. Diodati Mukazayire	Monitoring and Evaluation Specialist, UN Women Nigeria
		Dan Nengel	Programme/Finance Associate
		Mr. Peter Mancha	Project Manager
21.	PWAN (NGO)	Mrs. Kemi Okenyodo (completed)	Executive Director
		Ms. Tolu Ojeshina	Old Project Manager (From Inception to the end)
		Ms. Mary Okpe	New Project Manager

## ANNEX 5: SURVEY QUESTIONNAIRE FOR BENEFICIARIES OF THE SSRP IN NIGERIA

<p><b>Introduction:</b> This survey tool assesses the impact of the SSRP in targeted security institutions, Women-led organizations and conflict-affected women in Borno and Yobe States. The goal of the evaluation is to investigate the stakeholder perceptions about the contribution of the Security Sector Reform Project (SSRP) towards providing enabling, gender-responsive policy environment of key security sector institutions, enhancing the capacity of security sector personnel for gender-responsive operations and promoting meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security. Your information and response to the survey will be held in confidence.</p>
<p><b>SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS</b></p>
1. Gender of the Respondents (a) Male (b) Female
2. State of the Respondents (a) FCT (b) Borno (c) Yobe
3. Age of respondents
4. Educational qualification of respondents (a) No formal education (b) Primary (c) Secondary (d) Tertiary
5. Category of Respondents (a) Security personnel (b) Conflict-affected Women (c) Mixed observer group member (c) Women-Led Organization (d) MDA staff (e) Community security dialogue platform member
6. How would you classify your experience in Gender issues? (a) No Experience (b) 1-year experience (c) 2-5 years’ experience (d) Over 5 years’ experience
<p><b>SECTION B: RELEVANCE OF THE SSRP IN NIGERIA</b></p>
7. To what extent were you involved in the design of the SSRP in Nigeria? (a) Very large extent (b) Large extent (c) Little extent (d) Not involved at the design stage
8. To what extent do you agree or disagree to this statement that SSRP was relevant to the priority needs of the targeted security institutions, women-led organizations and conflict-affected women? (a) Strongly Agreed (b) Agreed (c) Strongly Disagreed (d) Disagreed
9. To what extent did the project activities contribute to the intended impacts of the project? (a) Large extent (b) Little extent (c) No contribution
10. How relevant was the training you received from the SSRP in Nigeria? (a) Very relevant (b) Relevant (c) Not relevant (d) Don’t know
<p><b>SECTION C: EFFECTIVENESS</b></p>
11. To what extent has the SSRP contributed to increasing women’s participation in peace and security processes? (a) Large extent (b) Little extent (c) No change at the moment
12. Have women and men achieved more equal participation in peace and security processes since this programme started? (a) Yes (b) No
13. Do you agree that women have important roles to play in peace and security in your state? (a) Yes (b) No
14. How would you rate the effectiveness of the SSRP as a mechanism for improving women participation in peace and security in your state? (a) Very effective (b) Effective (c) ineffective (d) Don’t know
<p><b>SECTION D: SUSTAINABILITY</b></p>
15 To what extent are the benefits of the project likely to be sustained when the programme ends (a) Large extent (b) Little extent (c) It cannot be sustained (d) Don’t know
16. Are there plans to sustain the benefits of the project at your institution or community level (a) Yes (b) No
<p><b>SECTION E: IMPACT</b></p>
17. What are the changes produced by the programme? (a) providing enabling, gender-responsive policy environment of key security sector institutions (b) enhancing the capacity of security sector personnel for gender-responsive operations (c) Promoted meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security (d) None of the above (e) Don’t know (Tick all that applies)

18. To what extent can the changes achieved be attributed to the activities of the SSRP in Nigeria (a) very large extent (b) Large extent (c) Little extent (d) don't know
19. To what extent were the outputs of the project delivered in a timely manner? (a) very large extent (b) Large extent (c) Little extent (d) don't know
20. Were there any unintended effects of the project at the institutional or community level? (a) Yes (b) No
21. How satisfied are you with UN Women SSRP in Nigeria? (a) Very satisfied (b) satisfied (c) Not satisfied (d) Don't know

## KII GUIDE FOR WOMEN-LED ORGANIZATIONS

### Relevance:

1. How were you involved in the design of the SSRP 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 SSRP?

### Effectiveness:

1. How successful was the SSRP 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 project?
3. How would you rate the SSRP in terms of strengthening the capacities of women in participating in peacebuilding and security issues in your community?
4. To what extent has the SSRP 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 capacities of women-led organizations been strengthened by the SSRP?

### Efficiency:

1. Have the activities and outputs of the project been delivered in a timely manner?
2. What changes/interventions would have been made to the project to improve the achievement of the project 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 project?

### 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 project?
2. In which ways did the SSRP;
  - strengthen the capacity of women-led organizations at the State level?
  - Enhanced capacity of security sector personnel for gender-responsive operations?

### Sustainability:

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

### Disability Inclusion:

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

## KEY INFORMANT INTERVIEW GUIDE FOR UN WOMEN SSRP PROGRAMME TEAM

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

- xi. Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?
- xii. To what extent were national partners involved in conceptualization and design process?
- xiii. To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?
- xiv. Are the activities and outputs of the project consistent with the intended impacts and effects? Do they address the problems identified?
- xv. Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?
- xvi. To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security?
- xvii. What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?

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

- vii. What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- viii. What are the reasons for the achievement or non-achievement?
- ix. To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- x. Does the project have effective monitoring mechanisms in place to measure progress towards results?
- xi. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme?
- xii. To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?

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

- xv. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- xvi. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- xvii. Have the outputs been delivered in a timely manner?

- xviii. Is the Programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- xix. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?
- xx. How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- xxi. Has the project build synergies with other programmes being implemented at country level with the United Nations and the Government of Nigeria?
- xxii. To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?
- xxiii. What were (if any) key opportunities and/or challenges in the operational context of the Programme?
- xxiv. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?
- xxv. What future considerations should be made to address any emerging challenges?

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**Impact: Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact; however, it will address the following questions with the results and evidence that is available to date.)**

- viii. Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?
- ix. What capacities and skills should UN Women prioritize and further develop to bring greater coherence and relevance to its interventions?
- x. To what extent did the implementing partner(s) possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?
- xi. To what extent can the changes that have occurred as a result of the project be identified and measured?
- xii. What were the unintended effects, if any, of the intervention?
- xiii. What evidence exist that the project has delivered longer term results as compared to other projects from processes through to benefits?
- xiv. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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**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**

- ix. Are requirements of national ownership satisfied? Is the project 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 project or replicate it?
- x. What capacity of national partners, both technical and operational, has been strengthened?
- xi. To what extent have the capacities of duty-bearers and rights-holders have been strengthened?

- xii. To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- xiii. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?
- xiv. To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- xv. How successful was the project in promoting replication and/or up-scaling of successful practices?
- xvi. Which innovations have been identified (if any) and how can they be replicated?

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**Coherence: The extent to what other interventions support or undermine the intervention and vice-versa, including aspects of complementarity, harmonization and co-ordination**

- v. To what extent is the SSR Programme coherent with similar interventions implemented for promoting women’s protection and participation in the country’s peace and security agenda?
- vi. To what extent is the SSR Programme coherent internally in UN Women and within the UN System in Nigeria?
- vii. To what extent is the SSR Programme coherent with wider donor policy?
- viii. To what extent is the SSR 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?

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**Gender Equality and Human Rights**

- v. To what extent has gender and human rights considerations been integrated into the project design and implementation?
- vi. How has the attention to/ integration of gender equality and human rights concerns advanced the project?

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**Disability Inclusion**

- iii. Were persons with disability included in the design and implementation of the project?
- iv. What was the portion of beneficiaries with disabilities were involved?
- v. What were the barriers faced by persons with disabilities and how were they addressed?

## KEY INFORMANT INTERVIEW GUIDE FOR SSRP BENEFICIARIES IN THE SECURITY INSTITUTIONS

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

xviii. How relevant are the activities of the SSRP to your organization?

xix. Do the project objectives address identified rights and needs of Security Sector Institutions in Nigeria?

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

xiii. What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?

xiv. What are the reasons for the achievement or non-achievement?

xv. To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?

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

xxvi. Have the outputs been delivered in a timely manner?

xxvii. How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

xxviii. What were (if any) key opportunities and/or challenges in the operational context of the Programme?

xxix. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?

xxx. What future considerations should be made to address any emerging challenges?

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**Impact:** Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact; however, it will address the following questions with the results and evidence that is available to date.)

xv. What will you say are the main achievements of the project?

xvi. What were the unintended effects, if any, of the intervention?

xvii. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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**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

xvii. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?

xviii.

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**Gender Equality and Human Rights**

viii. To what extent has gender and human rights considerations been integrated into the project design and implementation?

ix. How has the attention to/ integration of gender equality and human rights concerns advanced the project?

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**Disability Inclusion**

vi. Were persons with disability included in the design and implementation of the project?

vii. What was the portion of beneficiaries with disabilities were involved?

viii. What were the barriers faced by persons with disabilities and how were they addressed?

## FGD GUIDE FOR MEMBERS OF COMMUNITY SECURITY DIALOGUE PLATFORMS AND MIXED OBSERVER TEAMS

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

- xx. Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?
- xxi. To what extent were you involved in conceptualization and design process of the SSRP?
- xxii. To what extent will you say the project activities are relevant to you and your community?

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

- xvi. What are the achievement of the project in your community?
- xvii. What are the reasons for the achievement or non-achievement?
- xviii. To what extent are you satisfied with the project and results achieved?

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

- xxxii. What were (if any) key opportunities and/or challenges in the operational context of the Programme?
- xxxiii. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?
- xxxiv. What future considerations should be made to address any emerging challenges?
- xviii. What will you say are the main achievements of the project?
- xix. What were the unintended effects, if any, of the intervention?
- xx. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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### **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

- xix. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?

xx.

missing sentence - please provide

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

- xi. To what extent has gender and human rights considerations been integrated into the project design and implementation?
- xii. How has the attention to/ integration of gender equality and human rights concerns advanced the project?

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### **Disability Inclusion**

- ix. Were persons with disability included in the design and implementation of the project?
- x. What was the portion of beneficiaries with disabilities were involved?
- xi. What were the barriers faced by persons with disabilities and how were they addressed?

### **KEY INFORMANT INTERVIEW GUIDE FOR IMPLEMENTING PARTNER**

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

- xxiii. Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?
- xxiv. Are the activities and outputs of the project consistent with the intended impacts and effects? Do they address the problems identified?
- xxv. Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?
- xxvi. To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security?
- xxvii. What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?

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

- xix. What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- xx. What are the reasons for the achievement or non-achievement?
- xxi. To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- xxii. Does the project have effective monitoring mechanisms in place to measure progress towards results?
- xxiii. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme? What are the recommendations for improvement?
- xxiv. To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?

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

- xxxv. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- xxxvi. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- xxxvii. Have the outputs been delivered in a timely manner?
- xxxviii. How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- xxxix. To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?
- xl. What were (if any) key opportunities and/or challenges in the operational context of the Programme?
- xli. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?
- xlii. What future considerations should be made to address any emerging challenges?

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**Impact: Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact; however, it will address the following questions with the results and evidence that is available to date.)**

- xxi. What capacities and skills should UN Women prioritize and further develop to bring greater coherence and relevance to its interventions?
- xxii. To what extent did the implementing partner possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?
- xxiii. To what extent can the changes that have occurred as a result of the project be identified and measured?
- xxiv. What were the unintended effects, if any, of the intervention?
- xxv. What evidence exist that the project has delivered longer term results as compared to other projects from processes through to benefits?
- xxvi. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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**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.**

- xxi. Are requirements of national ownership satisfied? Is the project 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 project or replicate it?
- xxii. What capacity of national partners, both technical and operational, has been strengthened?
- xxiii. To what extent have the capacities of duty-bearers and rights-holders have been strengthened?
- xxiv. To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- xxv. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?
- xxvi. To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- xxvii. How successful was the project in promoting replication and/or up-scaling of successful practices?
- xxviii. Which innovations have been identified (if any) and how can they be replicated?

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**Gender Equality and Human Rights:**

- xiv. To what extent has gender and human rights considerations been integrated into the project design and implementation?
- xv. How has the attention to/ integration of gender equality and human rights concerns advanced the project?

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**Disability Inclusion**

- xii. Were persons with disability included in the design and implementation of the project?
- xiii. What was the portion of beneficiaries with disabilities were involved?
- xiv. What were the barriers faced by persons with disabilities and how were they addressed?

## ANNEX 6

**TABLE 3.2**  
**National level Disaggregation of Data Collection**

Data Collection at the National level						
Name of Institution	Location	Method of Data Collection	No. of KIIs	Females	Male	Total
UN Women Abuja Country Office	Abuja	KII	3	1	2	3
Partners West Africa Nigeria (PWAN)	Abuja	KII	4	4	0	4
Donors	Abuja	KII	1	1	0	1
Armed Forces of Nigeria HQ- Abuja	Abuja	KII	5	4	1	5
Federal Ministry of Women Affairs:	Abuja	KII	0	0	0	0
Total			13	10	3	13

**TABLE 3.3**  
**Table 3.3: State level Disaggregation of Data Collection**

Data Collection at the State level								
Name of Institution	Location	Method of Data Collection			No. of KIIs	Females	Male	Total
		KII	FGD	Survey				
State Ministries of Women Affairs	Borno and Yobe	4		4	4	3	1	4
community Security Platforms (CSPs)	Borno and Yobe		4	40		4	0	4
Women's Security Concerns Committees	Borno and Yobe	0	4	40	0	4	0	4
Mixed Observer Teams (MOT)	Borno and Yobe	0	2	20	0	2		2
Women-led organisations (WLOs)	Borno and Yobe		2	10	0	2	0	2
Police	Borno and Yobe	4	0	10	4	3	1	4
Army	Borno and Yobe	4	0	10	4	3	1	4
Civil Defence	Borno and Yobe	4	0	10	4	3	1	4

## ANNEX 7: EVALUATION TEAM

The evaluation was carried out by Prof. Andrew Onwuemele . Prof. Andrew has over 10 years of experience in international development management and experienced in the development, design of baseline studies and evaluation of projects with cross-cutting issues. Prof. Andrew lead the data collection processes in the two States as well as the FCT and drafted the final report. The lead consultant also worked closely with the project team (UN Women and IPs) who monitored the evaluation process to ensure that evaluation ethics and standards are met.

## ANNEX 8: TERMS OF REFERENCE

Terms of Reference (TOR)

Final Evaluation of the *Enhancing Gender-Responsive Security Operations and Community Dialogue* Project

UN Women Nigeria Country Office

**Location:** Abuja

**Application Deadline:** 15<sup>th</sup> December 2021

**Type of Contract:** Individual Contract (SSA)

**Post level:** National Consultant

**Languages Required:** English

**Duration of Contract:** 50 Days (02 January 2021–02 March 2022)

### 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 center 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, UN Women works to support Government’s national priorities, which encompass 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, and conflicts over natural resources in the oil-rich Niger Delta region, among others. Gender-specific security risks and challenges confronting women and girls, including rape and other forms of sexual and gender-based violence, as well as sexual exploitation and abuse have been a notable feature of these conflict environments in Nigeria, particularly due to displacements and the critical conditions within Internally Displaced Person (IDP) camps.

Conflicts across different regions in Nigeria present significant challenges to the security sector and have all resulted in the increased deployment of security personnel to undertake internal operations across the country.

The issues outlined above highlight the critical need for a gender-responsive approach to security operations, spearheaded by gender-sensitive security sector institutions. Nigeria’s National Action Plan (NAP) 2017-2020 for implementation of UN Security Council Resolution 1325 acknowledges the need to promote gender-responsive security sector reforms, although full-scale implementation remains a challenge to date.

To further expand the scope of support to the Government of Nigeria in fulfilling this commitment towards a gender-responsive security sector under UNSCR 1325, UN Women is implementing an 18-month project (2020-2021) funded by the Government of Germany. A participatory final evaluation of the Programme is proposed to be undertaken in January 2022, involving key stakeholders at the national level and in the two target states of Borno and Yobe.

## 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 responding to its 5 Year Flagship Programme. One such initiative is an 18-month pilot initiative on the security sector implemented at the federal level, with an operational component in Borno and Yobe States in the North East. The project aims to support the achievement of Sustainable Development Goals (particularly Goals 5 and 16) and the Nigerian government’s efforts to meet its commitments on the 2nd NAP of the UNSCR 1325. More specifically, the project speaks to the need to enhance a gender-responsive policy environment, strengthen the capacities of security personnel, improve community-security mechanisms and enhance affected women’s participation therein.

The project was designed to achieve the broad goal of human security-centric, accountable, and gender responsive security sector. The specific objectives of the project are to:

- Strengthened enabling, gender-responsive policy environment of key security sector institutions
- Enhanced capacity of security sector personnel for gender-responsive operations
- Meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security

## Programme Expected Results

<p><b>Outcome 1: Strengthened enabling, gender-responsive policy environment of key security sector institutions</b></p> <p><b>Output 1.1:</b> Identification and leadership buy-in of key institutional priorities on gender responsiveness through undertaking gender audit of Armed Forces of Nigeria</p> <p><b>Output 1.2:</b> Increased and better aligned policy frameworks through formulation and adoption of Gender Policy for the Armed Forces of Nigeria and review of the Gender Policy of the Nigerian Police Force</p> <p><b>Output 1.3:</b> Increased joint action, collaboration, and information sharing through regular meetings of the Reference Group on Gender Responsive Security Sector</p> <p><b>Output 1.4:</b> Enhanced strategic dialogue and commitments through annual convenings of the Annual Fora of Women in Security Sector</p>
<p><b>Outcome 2: Enhanced capacity of security sector personnel for gender-responsive operations</b></p> <p><b>Output 2.1:</b> Develop gender responsive guidelines, tools and operational documents, as well as associated tools, training materials and resources based on identified gaps</p> <p><b>Output 2.2:</b> Develop skills and knowledge of strategic personnel, facilitators and trainers associated with SSIs through Training of Trainers</p>
<p><b>Outcome 3: Meaningful engagement and collaboration of affected women, and women’s organizations with security sector institutions and personnel in community security</b></p> <p><b>Output 3.1:</b> Establish and reinforce regular community security dialogue platforms to address women’s specific security needs, with targeted support for inclusive and meaningful participation of conflict-affected women</p> <p><b>Output 3.2:</b> Create and make functional mechanism for safe and regular joint community-security initiatives (Mixed Observer Teams)</p> <p><b>Output 3.3:</b> Enhance skills of community women participating in MOT on security awareness, civil-military cooperation, early warning etc</p> <p><b>Output 3.4:</b> Enhance skills of women led-organizations on leadership and advocacy strategies for engaging security sector institutions</p>

The project's implementation strategy is centered around three areas of intervention: strategic policy development and dialogue, institutional capacity building and training, and community-security mechanisms and advocacy. The first two components are implemented at the federal level and the third is being piloted in two states in the North East where security operations (Borno and Yobe States) are also ongoing. Two Local Government Areas in each state have been selected based on pre-defined criteria. The project strategy is centered on UN Women's partnership with the security sector institutions and associated training centres to ensure ownership and sustainability of capacity building and policy efforts. Partnerships were also forged with the Federal Ministry of Women's Affairs who doubles as the custodian of the National Action Plan for UNSCR 1325 and the entity responsible for ensuring and supporting gender mainstreaming within Ministries, Departments, and Agencies to lead/co-lead on strategic convening. Partners West Africa-Nigeria (PWAN) was engaged by UN Women as the Implementing Partner (IP) for the third outcome area.

A mid-term review of the project was conducted by an expert consultant in May/June 2021. The mid-term review has assessed the progress made towards the achievement of the set outcomes and objectives, analyzed the output results achieved and challenges encountered and recommended to adjust implementation modalities as needed, especially in the current COVID-19 crisis. Findings from the mid-term review were used to incorporate changes throughout all project components for the remaining implementation period. The project has reached its final phase of implementation, and as established in the Project Document, a final evaluation is to be conducted by an expert consultant to be engaged by UN Women. The participatory evaluation will serve as a primarily formative (forward-looking) evaluation to support the country office and national stakeholders' strategic learning and decision-making for similar programs implementation and enhanced accountability for development effectiveness. To facilitate this task, UN Women seeks to engage the services of a national program/project evaluation expert.

## **OBJECTIVES OF THE FINAL EVALUATION**

The Overall Objective of the final evaluation is to assess the extent to which the Security Sector Project 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, analyze 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:

Analyze the relevance of the project to the local and national level priorities for the implementation of the WPS agenda, and the security sector reform in particular.

Assess how the intervention and its results relate and contribute to the Sustainable Development Goals, in particular Goals 5 and 16.

Analyze how the Programme implementation is contributing to gender equality principles and human rights-based approach.

Assess the organizational efficiency and coordination mechanisms in supporting the progress towards the achievement of project objectives.

Assess effectiveness and emerging measurable impact of the project implementation on the target groups.

Evaluate the extent to which the project has realized synergies between UN Women's three mandates (normative, coordination and operational).

Identify and document lessons learned and good practices and analyze challenges and possible weaknesses to inform future work of UN Women and other agencies in the area of WPS programming.

Identify strategies for replication and up-scaling of the project's good practices and lessons learned.

Identify and validate current and potential innovations in all aspects of the project.

Assess the sustainability of the results and the intervention in advancing the WPS agenda through the target groups.

Based on findings, to provide recommendations for a possible second phase of support after the completion of the current programme.

Provide actionable recommendations with respect to the implementation of the programme for the remaining period, and the development of a new/follow-on Security Sector Project for the Security Sector

## **DUTIES AND RESPONSIBILITIES**

The external evaluator will work in close collaboration with the Country Office M&E Specialist who will provide daily management of the evaluation. S/he will also work in collaboration with the UN Women Deputy Representative, the Security Sector Programme team and the Regional Evaluation Specialist who is responsible for the evaluation quality assurance. 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 the Security Sector Project documents, including logical and monitoring frameworks, and progress reports, among others.

Conduct field missions to target states and consultation meetings with 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 evaluation. 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 project, 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 building of the evidence base on effective strategies for strengthening the support to the government, conflict-affected women and other stakeholders in promoting gender equality in the Security Sector in the Northeast of the country, 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 in addressing gender needs in the security sector with the aim to increase workable solutions for gender-responsive security operations and community dialogue.

The main users of the final evaluation include UN Women Nigeria Country Office, German Foreign Office, key Government of Nigeria Partners: Federal Ministry of Women Affairs, Nigeria Police Force, Armed Forces of Nigeria and State level counterparts in Borno and Yobe, among others, and direct implementing partners PWAN. The detailed evaluation report will be shared with the Security Sector Gender Reference Group as well as development partners engaged in security sector support. Lastly, a diverse group of women-led organizations, civil society and other community members who are direct and indirect project beneficiaries, will benefit from the findings and should be included as the key actors in the design of the main recommendations.

## EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation will apply standard OECD evaluation criteria, namely: relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, coherence, impact (to some extent), disability inclusion, sustainability, and human rights and gender equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

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

Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?

To what extent were national partners involved in conceptualization and design process?

To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?

Are the activities and outputs of the project consistent with the intended impacts and effects? Do they address the problems identified?

Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?

To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security?

What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?

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

What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?

What are the reasons for the achievement or non-achievement?

To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?

Does the project have effective monitoring mechanisms in place to measure progress towards results?

Has the project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme?

To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?

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

Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?

What measures have been taken during planning and implementation to ensure that resources are efficiently used?

Have the outputs been delivered in a timely manner?

Is the Programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?

Has the project's organizational structure, managerial support and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?

How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

Has the project build synergies with other programmes being implemented at country level with the United Nations and the Government of Nigeria?

To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?

What were (if any) key opportunities and/or challenges in the operational context of the Programme?

What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?

What future considerations should be made to address any emerging challenges?

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**Impact:** Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact; however, it will address the following questions with the results and evidence that is available to date.)

Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

What capacities and skills should UN Women prioritize and further develop to bring greater coherence and relevance to its interventions?

To what extent did the implementing partner(s) possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?

To what extent can the changes that have occurred as a result of the project be identified and measured?

What were the unintended effects, if any, of the intervention?

What evidence exist that the project has delivered longer term results as compared to other projects from processes through to benefits?

To what extent was gender equality and women's empowerment advanced as a result of this intervention?

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**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

Are requirements of national ownership satisfied? Is the project 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 project or replicate it?

What capacity of national partners, both technical and operational, has been strengthened?

To what extent have the capacities of duty-bearers and rights-holders have been strengthened?

To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?

What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?

To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?

How successful was the project in promoting replication and/or up-scaling of successful practices?

Which innovations have been identified (if any) and how can they be replicated?

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### **Coherence: The extent to what other interventions support or undermine the intervention and vice-versa, including aspects of complementarity, harmonization and co-ordination**

To what extent is the SSR Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?

To what extent is the SSR Programme coherent internally in UN Women and within the UN System in Nigeria?

To what extent is the SSR Programme coherent with wider donor policy?

To what extent is the SSR 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?

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

To what extent has gender and human rights considerations been integrated into the project design and implementation?

How has the attention to/ integration of gender equality and human rights concerns advanced the project?

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### **Disability Inclusion**

Were persons with disability included in the design and implementation of the project?

What was the portion of beneficiaries with disabilities were involved?

What were the barriers faced by persons with disabilities and how were they addressed?

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 requires continued investments, new entry points identified, and level of engagement (state/federal, policy/operational).

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women’s rights and gender equality principles into assessments, these dimensions will be given special attention for this evaluation and will be considered under each evaluation criterion.

It is expected that the consultant will develop an evaluation matrix, which will relate to the above questions (and refine and reduce them as needed), the areas they refer to and the criteria for evaluating them as a tool for the evaluation. The final evaluation matrix will be approved along with the inception report and other relevant tools for data collection. The consultant will further define the overall approach by adopting complementary methodologies and approaches, such as a case study approach that explores a specific outcome as the “case” and prioritizes the evaluation questions suggested in these TORs.

## STAKEHOLDERS PARTICIPATION

The final evaluation will be gender-sensitive, consultative, and apply inclusive and participatory processes as reflected in the UN Women’s guidelines for gender-responsive evaluations and the UNEG Evaluation Handbook. Throughout the evaluation process, the consultant will ensure the participation of relevant federal and state government institutions, women-led organizations, and communities representing various groups of women from project target areas. 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 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 analyze stakeholders according to the following characteristics:

1. System roles (target groups, project 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, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the respective evaluation.

The evaluator is encouraged to extend this analysis through the mapping of 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 evaluator is expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

The primary stakeholders of the evaluation include the Government of Germany (donor partner), the Federal Ministry of Women’s Affairs, Nigerian Police Force, Armed Forces of Nigeria and their state counterparts, PWAN (IP) and other institutions who are key beneficiaries (Security Sector Reference Group).

## SCOPE OF THE EVALUATION

The SSR project final evaluation will focus on the activities of the project between April 2020 and December 2021 and will rely on existing background documents for the Security Sector Project and other relevant project documents, including results, logical frameworks and the mid-term review report. The geographic scope of the evaluation will include key stakeholders and primary beneficiaries at federal level, as well as in Borno and Yobe States where the third component of the project is implemented.

The evaluation will draw on and serve to complement the findings of the final evaluation of the Security Sector Project (2019-2021) and the 2020 UN Women Country Portfolio Evaluation.

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.

## EVALUATION PROCESS AND METHODOLOGY

The final evaluation exercise will include a desk review of relevant documentation, including policies, frameworks and reports; key informant interviews and group consultations with representatives from relevant security sector institutions (SSIs), relevant government Ministries Department and Agencies (MDAs) at federal and state level, civil society representatives, individual experts and women's groups/network, among others. The final evaluation findings will be used to elaborate recommendations for amendments to the project's implementation strategy to support more effective implementation, as well as suggestions for a strengthened monitoring and evaluation framework. The consultant will be supported by UN Women Project Manager and other WPS team members who will support the preparation and implementation of the activities of the assignment.

The evaluation process is divided into four phases:

- Preparation: stakeholder analysis and establishment of the reference group, development of the ToR, and recruitment of the evaluation consultant
- Conduct: inception processes/report, stakeholder engagement, data collection and analysis
- Reporting: presentation and validation of preliminary findings, draft and final reports
- Use and follow-up: management response, dissemination of the report, and follow up to the implementation of the management response

The Independent Evaluation Office (IEO) is the custodian of UN Women's evaluation function, which is governed by an Evaluation Policy. The IEO has developed the Global Evaluation Reports Assessment and Analysis System (GERAAS), which has adapted United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a 'good quality' report at UN Women. All evaluations in UN Women are annually assessed against the framework adopted in GERAAS and hence the evaluation Facilitators should be familiar with GERAAS quality standards.

All evaluations are publicly available on the Global Accountability and Tracking of Evaluation (GATE) system along with their management responses.

In addition, UN Women is a lead of UN System-wide Action Plan on Gender Equality and the Empowerment of Women, or UN-SWAP reporting entity. The consultant will take into consideration the fact that all evaluations in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicators and its related gender equality scorecard.

In line with the above mentioned, the evaluation report will be subjected to UN-SWAP quality scoring and must demonstrate evidence of gender integration in the evaluation process and report. The methodology should clearly focus on highlighting gender issues in the implementation of the Programme. This is one of the elements by which the report of this final evaluation will be scrutinized by a team of external evaluators, using the UN-SWAP criteria. The evaluation performance indicator [UN SWAP EPI Technical Guidance and Scorecard] is used to appreciate the extent to which the report satisfies the following criteria:

GEWE is integrated in the scope of analysis and assessment indicators are designed in a way that ensures GEWE related data will be collected.

GEWE is integrated in the final evaluation criteria and assessment questions are included to specifically address how GEWE has been integrated into the design, planning, implementation of the intervention and the results achieved;

A gender-responsive methodology, methods and tools, and data analysis techniques are selected.

Findings, conclusions and recommendations reflect a gender analysis.

The SSR project final evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG Norms and Standards for evaluation and the UNEG Code of Conduct for Evaluations in the UN System.<sup>82</sup>

## Methods

The methodology will deploy mixed methods, including quantitative and qualitative participatory data collection methods and analytical approaches to account for the complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. The detailed methodology for the evaluation will be developed, presented and validated at the onset of the evaluation.

A theory of change approach will be followed. 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 that the project considered and should assess how UN Women CO Nigeria and the partners have contributed to any change and transformation of power relations. Assumptions should explain both the connections between early and intermediate project outcomes and the expectations about how and why the project has brought them about.

Participatory and gender sensitive evaluation methodologies provided for in the UNEG Evaluation Handbook will support active participation of women and men, as well as representatives of key organizations and institutions benefiting from the project intervention:

*Desk Review of Documents:* The evaluation should begin with an in-depth context analysis of the project from a desk review of documents that can also answer questions of relevance (e.g. successes, challenges, lessons learnt, opportunities, etc.)

*Online consultations and discussions* with participating senior management, project management staff including IPs and representatives of partners institutions

*Key Informant semi-structured interviews:* Key informants are individuals who are knowledgeable or experienced in a specific areas or aspects of the project. For the purposes of this evaluation, the key informants will range from the Security Sector Gender Reference Group, key staff of implementing partners and other civil society organizations, Government Ministries Department and Agencies, Women Groups/Networks, members of target communities (traditional leaders, etc.), representatives of the beneficiary groups and the donor (as applicable).

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82 UNEG Ethical Guidelines: [http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102); The UNEG Code of Conduct for Evaluation: [http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

*Focus Groups/Consultation Workshops/Participatory community methodologies:* Focus group discussions can gather in-depth qualitative information from a group of participants with a similar background/role in the project – for example, civil society partners, community leaders, programme participants/ beneficiaries, etc. The discussions will be facilitated and guided by a list of topics/questions developed by the evaluation consultant. The consultant will also identify focus groups based on the areas of evaluative inquiry, including the possibility of organizing online consultative workshops.

*Cost-Effectiveness Analysis:* Cost effectiveness analysis compares the efficiency of alternate approaches and compares financial cost against non-financial outcomes. This is expected to provide information on best value for money.

The final evaluation consultant is solely responsible for data collection, transcripts or other data analysis and processing work. Usage of online platforms and surveys as a complementary and additional methodology is highly recommended, particularly due to COVID-19 and security restrictions. UN Women can provide initial support in survey monkey platform or other data collection platforms. However, the evaluation consultant is expected to manage those platforms and to provide data analysis as defined in the inception report.

## Timeframe

The evaluation is expected to be conducted according to the following time frame:

Task	Time frame	Responsible party
Finalization of ToR	December 2021	UN Women Deputy Representative, M&E Specialist, and Project Manager
Engagement of the Evaluation Facilitator	26 December 2021	UN Women Country Representative
Desk Evaluation and Inception Workshop	02-15 January 2022	Evaluation Consultant and UN Women WPS Team
Data Collection	16-26 January 2022	Evaluation Consultant with logistical/ technical support by UN Women WPS team
Analysis and presentation of preliminary findings	31 January 2022	Evaluation Consultant
Evaluation Reference Group and Evaluation Management Group comments	10 February 2022	UN Women Deputy Representative, M&E Specialist, and Project Manager
First Draft report submission and approval	20 February 2022	Evaluation Consultant
Evaluation Reference Group and Evaluation Management Group comments to the First Draft Report	28 February 2022	UN Women WPS Team
Incorporation of the Evaluation Reference Group and Evaluation Management Group comments	1-07 March 2022	UN Women WPS Team
Final Evaluation Report Submission	15 March 2022	Evaluation Consultant
Use and follow-up, Management response	April 2021	UN Women Evaluation Team Representative Final Approval
Total Number of Working Days	50 days (spread out through the above period)	

The evaluation consultant is expected to demonstrate during the inception workshop how the process will ensure participation of stakeholders at all stages, with specific emphasis on right-holders and their representatives. The consultant is also expected to design, facilitate and report on the following events:

The Inception Workshop (including refining the evaluation uses, the evaluation framework, the stakeholders' map, and the theory of change);

In-country exit workshop or Exit Brief for UN Women staff and key stakeholders.

Findings, validation and participatory recommendations from the validation workshop

Expected deliverables

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 in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and a detailed work plan.

Facilitate participatory meetings with stakeholders, partners and selected Programme beneficiaries at national level and target states to collect relevant data.

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.

Draft evaluation report which will be shared with UN Women for initial feedback.

Final evaluation 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 learnt, 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.

Title and opening pages

Executive summary

Background and purpose of the evaluation

Programme/object of evaluation description and context

Evaluation objectives and scope

Evaluation methodology and limitations

Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights

Conclusions

Recommendations

Lessons and innovations

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

The final evaluation Team Leader, the CO technical team and the RO focal points will assure the quality of the final evaluation report based on UNEG standards and norms, [UN SWAP Evaluation Performance Indicator](#) and GERAAS meta-evaluation criteria.

To enhance the quality and credibility of this final evaluation, an outsourced quality support (QS) service directly managed by UN Women’s Nigeria Office and the West and Central Africa Regional Office (WCARO) will provide the evaluation of the draft inception and final reports and will provide:

Systematic feedback on the quality of the draft inception and final reports;

Recommendations on how to improve the quality of the final inception/final reports.

The UN Women technical team will review the feedback and recommendations and share with the consultant, who is expected to use them to finalize the inception/ final report. To ensure transparency and credibility of the process in line with the UNEG norms and standards, a rationale should be provided for any recommendations that the team does not take into account when finalizing the report.

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:

Deliverables	% to be paid
Submission of an approved inception report	15%
Validation of the draft report following the completion of the data collection process	35%
Submission of the approved final evaluation report	50%

### **Management, reporting and supervision of the SSR project final evaluation**

The SSR project final evaluation will be gender sensitive and consultative with a strong learning component. It will be inclusive and will entail participatory processes to ensure the participation of Government MDAs, Security Agencies, Judiciary, Women Groups/Networks, CSOs and Media, among others, in Programme target areas.

The evaluation will be Human Rights and Gender responsible and in line with UN Women guidelines for conducting gender sensitive evaluation, Evaluation Reference Group (ERG) and Evaluation Management Group (EMG) will be established and will participate in the evaluation conduct and management throughout the whole process.

The CO and RO technical team comprising of senior management of UN Women at least at the Deputy Representative level and their delegated Programme staff and the Regional Evaluation Specialist. It will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. Evaluation Management Group will be co-chaired by the UN Women designated senior manager or designated official and the RO Evaluation Specialist who will approve the inception report.

The Evaluation Reference Group (ERG) is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, identification of any factual errors or errors of omission or interpretation at key stages of the evaluation process. It will ensure quality assurance throughout the process and in disseminating the evaluation results.

The Evaluation Reference Group (ERG) for the final evaluation of the project will be formed from the key Government partners (Federal Ministry of Women Affairs, Armed Forces of Nigeria, Nigerian Police Force, Ministry of Budget and National Planning), representatives from Civil Society Organizations, UN Women Country Representative, Deputy Country Representative, and Project Manager. The ERG will be engaged throughout the whole evaluation process, will evaluation the draft evaluation report and provide substantive feedback to ensure quality and completeness of the report and will participate in the inception and validation meeting of the final evaluation report.

The CO M&E Specialist will serve as the Evaluation Manager, who will be responsible for day-to-day management of the evaluation process. The evaluation process will be supported by the UN Women nominated staff of the WPS team.

UN Women will provide the evaluation team with necessary logistical support, materials (office supplies) and office space as necessary.

This is a consultative/participatory programme evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

Within six weeks upon completion of the evaluation, UN Women has the responsibility to prepare a management response that addresses the findings and recommendations to ensure future learning and inform implementation of relevant future interventions.

UN Women Representative will be responsible to implement Management response into the Country office programming and operations.

### **Evaluation Consultant**

The final evaluation consultant will have the overall responsibility and accountability for data collection, report writing and data analyses.

#### *Functional Competencies:*

Extensive experience in conducting evaluations; gender-sensitive evaluations certification or experience preferred.

Excellent knowledge and experience in gender equality and women's empowerment programming and implementation.

In-depth experience and excellent knowledge of results-based management

Ability to actively seek information, offer new and different options for problem solving and meet client's needs.

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.

Excellent interpersonal skills; ability to establish and maintain effective working relations with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

#### *Qualifications:*

Advanced University degree (Master's Degree or equivalent) in a relevant Social Science (Gender Studies, Business Administration, International Development, Human Rights, Political Science, International Relations, Peace and Conflict Studies or any related field).

At least 7 years of work experience in the conducting evaluations, including for WPS/Security Sector programming or other related fields.

Strong technical competences in gender and women's empowerment agenda

Sound record in designing and leading evaluations; gender-sensitive evaluation certification or experience preferred.

Proven experience in conducting gender-responsive evaluations

Detailed knowledge and familiarity of the UN, its programming processes and coordination mechanisms.

Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods; In-depth experience and excellent knowledge of results-based management

Strong process management skills, including facilitation

Strong oral and writing skills

Ethical Code of Conduct

The United Nations Evaluations Group (UNEG) 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> and UNEG Standards for evaluation (updated 2016): <http://unevaluation.org/document/detail/1914>.

Existing Information Sources

Nigeria National Action Plan (NAP) on UNSCR 1325 (2017-2020)

Gender Assessment of the Security and Judiciary

Project Document, including Result and Logical Framework

Implementing Partner Technical Proposal

Project First and Second Interim Narrative Report to Donor

Various Project Documents

UN Women Strategic Note (2018 – 2022)

UN Women Nigeria Country Portfolio Evaluation

Other studies related to Nigeria, as applicable

Application process

Interested candidates should apply online following relevant instructions before the deadline indicated in the call for applications. Candidates should submit:

1. a letter of interest indicating their motivation, availability and daily fee proposed for conducting this work.
2. a personal CV, not to exceed two pages indicating only relevant experience.
3. two samples of evaluation reports recently authored by the candidate.

Shortlisted candidates will be required to take a short verbal interview as part of the final selection process.



UN WOMEN IS THE UNITED NATIONS  
ENTITY DEDICATED TO GENDER EQUALITY  
AND THE EMPOWERMENT OF WOMEN.  
A GLOBAL CHAMPION FOR WOMEN AND  
GIRLS, UN WOMEN WAS ESTABLISHED  
TO ACCELERATE PROGRESS ON MEETING  
THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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