

**Independent Final Evaluation  
of  
Improving Livelihoods for 6,000 Marginalised Women in  
DRC and Supporting their Access to Land**

**Revised final report**



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## List of Acronyms

CDF	Congolese Franc <sup>1</sup>
CDP	Consultants for Development Programmes
DAC	Development Assistance Committee
DFID	Department for International Development
DRC	Democratic Republic of Congo
FGD	Focus Group Discussion
GDH	Men Discussion Group (Groupe de Discussions d'Hommes)
GPAF	Global Poverty Action Fund
IFDP	Innovation et Formation pour la Developpement et la Paix
LDF	Levain de Femmes
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEP	Men Engagement Programme
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PPP	Purchasing Power Parities
SGBV	Sexual and Gender-Based Violence
ToR	Terms of Reference
VSLA	Village Saving and Loaning Association
WfWI	Women for Women International

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<sup>1</sup>1 USD is about CDF 930 (February 2016)

## 1 Executive summary

The contract for the Independent Final Evaluation of Improving livelihoods for 6,000 marginalised women in the Democratic Republic of Congo (DRC) and supporting their access to land was awarded to CDP in November 2015. The purpose of the evaluation was to inform the Fund Manager's understanding of Women for Women International (WfWI)'s performance at the project level and to inform the Evaluation Manager's assessment of performance at the Global Poverty Action Fund (GPAF) fund level.

Based on the the Terms of Reference (ToR), an evaluation framework was developed by the consultant in consultation with WfWI, structured along the evaluation criteria relevance, effectiveness, efficiency, sustainability and impact.

The evaluation was implemented in three phases. In phase 1 document review and data analysis was concluded before the start of field work. The second phase (field work) took entirely place in the project area in South Kivu, DRC. During this phase, additional information was collected from project staff, implementing partners, other stakeholders, like local government, leaders and implementing partners, but most importantly from beneficiaries. Meetings with the WfWI-DRC team were held and interviews and Focus Group Discussions (FGDs) in three of the five project intervention areas. The third phase concerned reporting.

Based on the project intervention logic the main activities of the project can be summarised as:

1. Training of 6,000 women on
  - their rights and fundamental life skills for improved livelihoods
  - skills in agribusiness and a basic understanding of managing a business
  - co-operatives informing their decision to better organise themselves
2. Creating awareness of 1,650 men of women's rights, including right to land access and ownership
3. Empowering local NGO partners and beneficiary women to advocate on women's right to land access and ownership

The project is regarded relevant vis-à-vis its objectives. The project supports the achievement of Millennium Development Goals (MDGs) 1 and 3. The project targets poor and marginalised communities, but no special efforts were made to select the poor and marginalised people from within the community. The inclusion of the Men Engagement Programme (MEP), advocacy and Village Savings and Loaning Associations (VSLAs) in the project design is a significant contribution of the project's relevance.

WfWI clearly has valuable experience in the provision of economic and social empowerment activities and these activities are professionally delivered. Progress indicates that by the end of the project all output and outcome targets will be reached. Cooperation with local Non-Governmental Organisations (NGOs) has not yet taken the form of real partnership. It so far has a donor-recipient relationship, rather than a partnership with joint activities.

The project is managed in an efficient way. Results are delivered on time and on budget.

Inclusion of VSLA and MEP makes the project more sustainable. Dependency by beneficiaries on WfWI threatens sustainability of activities at the end of the project. Because WfWI will remain active in the region after the end of this project implementing its core programme, during which they can continue to work making the results sustainable.

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There is direct impact by the project on skill of beneficiary women, resulting in increased income and women exercising their rights. In combination with the MEP, the project impacts positively on stability within households and within the community.

For a next phase it is recommended to progress the approach from women empowerment to gender equality. In fact, men continue to stay behind different WfWI related interventions as both beneficiaries and agents of change. Increasing their involvement in addressing gender issues would contribute in making gender agenda becomes inclusive and thus conducive to economic growth.

Apart from expanding the MEP it is also recommended to increase its monitoring. With only one dedicated staff the MEP is currently understaffed.

It is recommended to increase the involvement of local authorities and traditional leaders. More local leaders could be enrolled in the MEP and their role in lobby and advocacy can also be increased.

It is recommended to further develop a WfWI strategy for lobbying and advocacy. It is recommended to improve the partnership with local lobbying and advocacy NGOs and to develop joint actions.

It is recommended to make improvements in the operation and management of the mills well before any formal handing over. It is recommended to improve transparency in management of the mills and to clarify issues of ownership.

It is recommended to better prepare graduating groups for continuation without WfWI. A value chain approach for agriculture and business could be considered.

## 2 Introduction

### 2.1 Purpose of the evaluation

The contract for the Independent Final Evaluation of Improving livelihoods for 6,000 marginalised women in the Democratic Republic of Congo (DRC) and supporting their access to land was awarded to CDP in November 2015. The contract was signed on 3 December 2015 in London. This report describes the background, process, findings and recommendations of the final evaluation.

According to the Terms of Reference (ToR, Annex 1), the purpose of the evaluation was “to inform the Fund Manager’s understanding of Women for Women International (WfWI)’s performance at the project level and to inform the Evaluation Manager’s assessment of performance at the Global Poverty Action Fund (GPAF) fund level”.

The key objectives were to verify reporting and assess value for money. The ToR was further structured along the evaluation criteria of the Development Assistance Committee (DAC) principles for evaluation of development assistance of the Organisation for Economic Co-operation and Development (OECD): relevance, effectiveness, efficiency, sustainability and impact. The ToR already rightly mentioned that results include planned as well as unplanned results, positive as well as negative.

### 2.2 Organisation context

The project is implemented by three offices of WfWI:

WfWI-UK is the lead partner and applicant/recipient of the GPAF grant. WfWI-UK was set up in 2005 to fundraise and develop the global organisation’s policy programme. WfWI-UK provided overall management and financial oversight of the grant, together with WfWI-DRC. Furthermore, WfWI-UK brings in its expertise in undertaking research and worked closely with WfWI-DRC to build their capacity for research and advocacy throughout the project. WfWI-UK also led on designing and developing the learning element of the project

WfWI-DRC is the main implementing partner. It has been delivering services in North and South Kivu since 2004, where it is registered as an international NGO. The country office employs 105 local women and men<sup>2</sup>. It focuses its programming in the country’s eastern provinces, with headquarters in Bukavu. The project is built on experiences of the organisation in strengthening capacities of women to advance from survivors of conflict to active citizens. The WfWI-DRC Country Director provides overall management and financial oversight, together with WfWI-UK. WfWI-DRC Operations Director oversees financial and administrative control and reporting. WfWI-DRC Senior Programmes Manager oversees day-to-day project management with other local staff.

WfWI-US provides guidance on the agribusiness strategy, M&E and project implementation. WfWI-US was founded in 1993 to help women in Bosnia and Herzegovina who had suffered during the campaign of ethnic cleansing that erupted when the former Yugoslavia broke apart. It has since grown into a leader in the field of post-conflict reconstruction and women. It has expanded its services to Afghanistan, DRC, Iraq, Kosovo, Nigeria, Rwanda and South Sudan. WfWI has served over 429,000

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<sup>2</sup>This figure is from the project proposal. At the time of the evaluation the country office employed 38 people (28 in Bukavu, 10 in Uvira).

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women globally and brings lessons and best practices from all countries of operation to this project.

WfWI offices in DRC, UK and USA have collaborated on project design, with each site contributing plans and perspective. Table 2.1 gives an overview of the staff allocation of each of the WfWI offices. The senior project staff in DRC consist of one senior programme manager, three managers (social empowerment, economic empowerment, M&E) and two coordinators (MEP and advocacy)

Before the start of the project WfWI underwent an organisational check by KPMG on behalf of DFID. WfWI was then given very short notice of the start date of the grant, so was not prepared to begin on the contracted date. It was agreed that the project would do a staggered enrolment in year 1 to cope with the sudden start. The project duly caught up in year 2.

**Table 2.1** Staff allocation to the project per WfWI office

Designation	FTE
<b>WfWI-UK</b>	
Executive Director	0.03
Policy Manager & Programme Grants Coordinator	0.06 each
Director of Finance & Operations	0.004
<b>WfWI-DRC</b>	
Country Director, Programme Director	0.25 each
Finance Manager, M&E Manager	0.3
Life Skills Manager	0.4
Income Generation Manager	0.44
Rights Trainers	7 each
Vocational and Agricultural Trainers, Business Skills Trainers	5 each
Security Guards	3 each
Drivers, M&E Assistants	4 each
Cooperative Support Officer	0.6
Advocacy Coordinator, MLP Coordinator, MLP Recruiter (until Y3)	1 each
Income Generation Officer, Senior Accountant, Finance Assistant	0.5 each
Life Skills Officer	0.73
Senior Programme Manager	0.15
Operations Director	0.35
<b>WfWI-US</b>	
Africa Regional Finance Director	0.05
Cost share: Director of Programme Planning and Grants Management, Programme Officer	0.15

### 2.3 Logic and assumptions of the evaluation

WfWI has been in DRC since 2004. It has been active in selected communities in North and South Kivu. In 2011/2012 the three offices described above jointly developed a proposal in response to a call by the Global Poverty Action Fund (GPAF) of the UK Department for International Development (DFID).

The project design is firstly based on participatory assessments with women and stakeholders in Kabare, Walungu, Uvira, Fizi and Kalehe communities in South Kivu. Economic opportunity came out as a top priority and the project was designed to meet this need by providing women with vocational training in agriculture, business skills, and support to use these skills to earn sustainable incomes. WfWI-DRC found that interest in the pilot agriculture track was high with close to half the women making it their skill of choice. Thus, this project was designed to scale up and meet increased demand.

Experience had also taught that the necessary outcome would not be achieved with skill development alone. Target beneficiaries had provided strong feedback on challenges related to the patriarchal legal and social environment in which they operate, including the attitudes of men, Sexual and Gender-Based Violence (SGBV) and barriers to land and credit. WfWI therefore included a Men Engagement Programme (MEP) for men to undergo formal training through which they can appreciate women's value to the community and economy, and create an enabling environment that supports women's rights and economic activities, and counters violence. Finally, to address the challenges of land access and ownership that women farmers expressed, and acknowledging this as a critical link to long-term success in agriculture, WfWI incorporated an action-based research component in the project.

### 2.4 Overview of GPAF funded activities

From the participatory assessment and learning from earlier projects, WfWI designed a project with three major outputs:

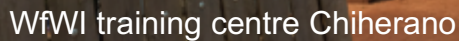
1. 6,000 socially-excluded women complete life skills, rights education, and vocational skills training in Eastern DRC
2. training 150 male community leaders on women's rights and value in the community, who will train a further 1,500 male community members, in order to create an enabling environment for the women
3. Participatory research on women's land rights provide WfWI & NGO partners with a resource to advocate at community, local and national levels for women's access to land

WfWI developed a holistic project approach that seeks to reduce poverty for 2,000 women each year in South Kivu via agricultural livelihoods and increased earnings and assets. This multi-sectoral approach covers direct aid, emotional support, education on life skills and rights, agricultural skills and business training, market linkages and cooperative development. It provides women farmers with access to credit, skills to advocate for their right to land, and partnerships with male leaders. It also integrates a learning component that uses project outcomes, video and impact data to extract best practices and challenges, thereby informing internal planning and development, as well as external discussions on poverty reduction and land access for DRC's women (WfWI Full Proposal, January 2012).

After acceptance of the project, the project logical framework was revised and the logic of objectives and outputs were rearranged as summarised in Table 2.2. The original Output 1 became now Output 1, 2 and 3. The evaluation will throughout refer to the intervention logic as given in Table 2.2.



It should be noted that the communities where the project is implemented were already familiar with WfWI and its core programme. The project is implemented where WfWI has been implementing its core programme of training (in life skills, vocational skills and agribusiness) and group formation for some years. In addition, the payment of a monthly stipend of USD 10.00, financed in the project from WfWI's own sources, is part of the core programme as implemented by WfWI's ongoing activities in the area. The grant was seen as an opportunity to scale up a programme that had been tested in these communities, but not delivered for a long time. It also gave the opportunity to develop and expand the agribusiness approach. WfWI had some experience with MEP, but it was never done on a big scale. Advocacy is a new component to WfWI's approach.



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**Table 2.2** Project intervention logic

Outcome	Outputs	Activities
<p>6,000 socially-excluded women in South Kivu have increased income and better access to land</p> <p><u>Indicators/target:</u></p> <ol style="list-style-type: none"> <li>80% of women report an increase in income at graduation</li> <li>Average increase in income of \$4 at graduation</li> <li>70% of women engaging in the programme have access to land at graduation (using land that is rented or owned by themselves or shared with households and/or community)</li> <li>50% percent of women report that they have enough food for at least 6 months of the past year (at graduation)</li> </ol> <p><i>DFID indicator alignment:</i> Measurable improvements in food security obtained by households benefiting from agricultural inputs and/or services</p> <ol style="list-style-type: none"> <li>Six cooperatives established (Given prevailing insecurity in Eastern DRC, cooperatives are defined as a group of women working together for economic means and are pursuing legal</li> </ol>	<p>1: Women in South Kivu have greater understanding and knowledge of their rights and fundamental life skills for improved livelihoods</p> <p><u>Indicator/target:</u></p> <ol style="list-style-type: none"> <li>At least 5,700 women complete training</li> <li>90% of graduates improved their knowledge of rights</li> <li>80% of graduates participate in decision making on HH finances</li> </ol>	<p>Enrolment of participants</p> <p>Rights and life skills training</p>
	<p>2: Women in South Kivu have increased knowledge and skills in agribusiness and a basic understanding of managing a business</p> <p><u>Indicator/target:</u></p> <ol style="list-style-type: none"> <li>At least 5,700 women complete training</li> <li>85% of graduates gained skills in agribusiness</li> <li>65% of graduates report using agribusiness skills to earn income</li> </ol>	<p>Business skills training</p> <p>Vocational skills training</p>
	<p>3: Women in South Kivu acquire basic knowledge of co-operatives informing their decision to better organise themselves</p> <p><u>Indicator/target:</u></p> <ol style="list-style-type: none"> <li>At least 5,700 women complete training</li> <li>At least 15 women groups are supported to develop cooperatives</li> </ol>	<p>Cooperative training</p> <p>Ongoing support to cooperatives</p>
	<p>4: Increased awareness of women's rights, including right to land access and ownership among 1,650 male community members, legal, and religious leaders in the target areas</p> <p><u>Indicator/target:</u></p> <ol style="list-style-type: none"> <li>150 male leaders are trained</li> <li>Select MEP trained leaders have trained an additional 1,500 men</li> <li>120 graduates articulate change in knowledge and attitudes regarding women's rights</li> </ol>	<p>Selection of male leaders for MEP</p> <p>Training of "level one" male leaders and "level two" MEP trainers</p> <p>Formation of functional working groups</p>
	<p>5: Local NGO partners and beneficiary women empowered to advocate on women's right to land access and ownership using evidence generated through participatory research</p> <p><u>Indicator/target:</u></p> <ol style="list-style-type: none"> <li>25 women and men trained to collect messages from local community</li> </ol>	<p>Desk based research</p> <p>Training of local data collectors/researchers</p> <p>Collection, compilation and analysis of research data</p> <p>Writing research paper and policy brief</p>

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recognition of their entity at the local level)	5.2 120 graduates advocate for access of land 5.3 Local partner NGOs implement strategy to address women's access to land	Film-making workshop with 20 women and 5 staff
		Recording of testimonies from women and male leaders
		Formation of NGO advocacy group on women's land rights
		Development of Advocacy Plan on basis of research and in collaboration with NGO partners
		Implementation of planned advocacy activities

*Sources: logframe, revised August 2013 and 3-year project plan, updated November 2015*

### 3 Evaluation methodology

#### 3.1 Evaluation plan

Based on the evaluation questions from the ToR, an evaluation framework was developed by the consultant in consultation with WfWI (Annex 3). In the evaluation framework, indicators for each of the evaluation questions were defined. Subsequently the sources of information were identified for data needed to answer the evaluation questions. With the sources of information known, a detailed plan could be made how this information will be collected: through document review, interviews and Focus Groups Discussions (FGDs).

##### a. Document review

The consultant was provided with all relevant project and background documents for the evaluation:

- Project proposal
- Community assessments
- Policies and procedures
- Progress reports
- Financial reports and budget revisions
- Manuals and reports of the various project components
- Case studies

In addition, the consultant received a data set from the project's Monitoring and Evaluation (M&E) data system: baseline and end line surveys for all DFID-funded participants who started the programme in the first two years of the grant, i.e. 2013 and 2014. Data for the third year participants were still being collected.

##### b. Interviews

Semi-structured interviews were held with WfWI staff, community leaders, local authorities and partner NGOs. WfWI staff was interviewed at the DRC offices in Bukavu and Uvira. In selected communities, interviews were held with formal and informal local leadership. This includes local government representatives and traditional leaders. See Annex 2 for details on the consulted people.

##### c. Focus Group Discussions

Data collection from beneficiaries, men and women, was mainly done through FGDs. Focus groups can provide the evaluator with qualitative information on a range of issues. Ideally, it involves five to twelve people in a discussion of their experiences and opinions about a topic. To ensure all participants felt free to express their opinions separate discussions were held with men and women. The focus group discussions were open discussions with the beneficiaries, also allowing discussion of subjects not anticipated by the evaluators, but regarded important by the beneficiaries. To ensure that the evaluators got the required information, checklists were made of questions that needed to be addressed during the group discussions.

FGDs were held with eight women groups and four men groups, in four different communities. The total number of participants in the FGDs was 86 women and 35 men. In addition, ongoing training of a group of 30 women was observed. Selection of people for FGDs and interviews was done on-site, randomly, without specific selection criteria.

### 3.2 Strengths and weaknesses of selected design and research methods

The evaluation was implemented in three phases. In phase 1 (preparation, home-based) all evaluation activities were implemented that could be done before the field work in South Kivu took place. It started upon signing of the contract with a briefing at WfWI in London on 3 December. Subsequently documents and data were shared and document review started. The document review and data analysis was concluded before the start of field work.

The second phase (field work) took entirely place in the project area in South Kivu, DRC, from 7 until 13 February 2016. During this phase, additional information was collected from project staff, implementing partners, other stakeholders, like local government, leaders and implementing partners, but most importantly from beneficiaries. Meetings with the WfWI-DRC team were held in Bukavu (8 February) and Uvira (11 February) and a debriefing with the team was done in Bukavu on 12 February. Interviews and FGD were held in three of the five project intervention areas.

The third phase concerned reporting. In line with the ToR, reporting was not restricted to this final report at the end of the assignment, but the consultant as well provided short monthly updates to WfWI UK.

The evaluation was implemented by a team of two senior consultants: Paul Sijssens, international consultant of CDP (team leader) and Gad Runezerwa, associate consultant of CDP (regional gender expert). The timeline of the evaluation is summarised in Table 3.1. A detailed itinerary is given in Annex 2.

**Table 3.1** Summary of the process of the final evaluation

Date	Activity
3 December 2015	Signing of contract. Briefing at WfWI London
December 2015 January 2016	Document review and analysis
7-13 February 2016	Field work South Kivu
15 February - 12 March 2016	Report writing

The strengths of this approach can be listed as follows:

- The evaluation questions were unpacked in more precise and concrete sub-questions, specified for each type of interviewee or focus group. This assures that the evaluation questions could be answered accurately and comprehensively;
- Before the start of field work in DRC the team had familiarised itself with all available project documentation. It was helpful that WfWI was able to provide good quality progress reports and detailed M&E data;
- The field work focused primarily on beneficiaries of the project. This gave good insight in the actual implementation, outputs and outcome of the project as perceived by the beneficiaries themselves;
- The form of open focus group discussions, not following a strict questions and answers format, but rather an open semi structured discussion, facilitated the groups to talk freely about any relevant subject. It was very helpful that the gender expert of the evaluation team was fluent in all local languages in the project area and could discuss with the beneficiaries without the need of interpreters.

A weakness of the approach:

- The time for field work was very short, only five working days. With the limitation of traveling hours, due to security, this limited the number of beneficiaries that could be interviewed.

### 3.3 Summary of problems and issues encountered

For the visit to the activities around Uvira it was necessary to travel through Rwanda. Because the team leader only had a single visa, for both Rwanda and DRC, it was not possible for him to travel to Uvira. This didn't affect the evaluation, as the gender expert could travel to Uvira, while the team leader continued with field work in the Bukavu area. Since the team had already worked jointly during the first days in DRC, there was already a common understanding and practice of the approach.

WfWI-UK and WfWI-USA expressed a need to maximise the number of women to get a better representation of beneficiaries. In the end FGDs were held with eight women groups and four men groups. Number of participants in the FGDs was 86 women and 35 men. In addition, ongoing training of a group of 30 women was observed. Meetings were held with local authorities and implementing partners.

Further increasing the numbers of interviewees was hampered by two issues. Firstly, only part of the day could be used for security reasons. It is not advisable to travel too early and too late outside the towns. Secondly, there was some financial restriction. In some instances, there were larger number of women and men around, but the number of FGD participants was restricted, because a limited amount of money was available to pay their transport costs. In Chiherano for example there was only money for seven participants per FGD. If more people wanted to participate they were told to share the payment of seven people only. In any case the team is of the opinion it has spoken with sufficient beneficiaries to form an opinion on the progress and outcome of the project.

WfWI-UK and WfWI-USA also stressed the need for more systematic, fixed questions. Some standard questions were asked to the groups, but the emphasis was on qualitative evaluation through open discussion. This was facilitated by the knowledge of local languages<sup>3</sup> by the team, allowing for smooth and in-depth discussion.

The field work in DRC was facilitated by WfWI-DRC by making available office space, providing transport and staff to accompany the consultants in the field. The assistance by WfWI-DRC was highly appreciated by the consultants and contributed to the fact that the mission was completed effectively, without any obstacle. In the field the team could engage with stakeholders without interference from WfWI, to ensure independent and unbiased contributions.

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<sup>3</sup> The team valued an open, semi-structured discussion with the focus group, to assess planned, as well as unplanned effects. This means that there are limits to the comparability of themes across FGDs, but the advantage is that a wider range of topics may have come out.

## 4 Findings

The findings of the independent evaluation are presented by OECD-DAC evaluation criteria. To show clear reference to the evaluation questions of the ToR the evaluation questions are repeated in each of the sections on findings. As an introduction of the section of findings, first an overview of the overall results is given.

When collecting information from stakeholders and beneficiaries a list of specific questions, derived from the evaluation questions, was followed to assure that all evaluation questions would be answered in a systematic way. Informants were selected randomly to assure a systematic and unbiased approach.

### 4.1 Overall results

Based on the project intervention logic (Table 3.2) the main activities of the project can be summarised as:

1. Training of 6,000 women on
  - their rights and fundamental life skills for improved livelihoods
  - skills in agribusiness and a basic understanding of managing a business
  - co-operatives informing their decision to better organise themselves
2. Creating awareness of 1,650 men of women's rights, including right to land access and ownership
3. Empowering local NGO partners and beneficiary women to advocate on women's right to land access and ownership

Table 4.1 shows the targets and reported (as per April 2015, WfWI's own data) results for the project's outcome and outputs.

**Table 4.1** Targets and reported results for the project's outcome and outputs<sup>4</sup>

Indicator	Target	Achieved
Outcome: 6,000 socially-excluded women in South Kivu have increased income and better access to land		
Percentage of women who report an increase in income at graduation	80%	100%
Average increase in income at graduation	USD 4	USD 24
Percentage of women engaging in the programme who have access to land at graduation (using land that is rented or owned by themselves or shared with households and/or community)	70%	97%
Percentage of women who report that they have enough food for at least 6 months of the past year (at graduation)	50%	91%
Number of cooperatives established (Given prevailing insecurity in Eastern DRC, cooperatives are defined as a group of women working together for economic means and are pursuing legal recognition of their entity at the local level)	6	50
Output 1: Women in South Kivu have greater understanding and knowledge of their rights and fundamental life skills for improved livelihoods		
Number of women who complete training	At least 5,700	3,876

<sup>4</sup> These results reflect only Years 1 and 2 of the project, the end line data for the final cohort are collected in March 2016

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Percentage of graduates who improved their knowledge of rights	90%	97%
Percentage of graduates who participate in decision making on HH finances	80%	4% <sup>5</sup>
Output 2: Women in South Kivu have increased knowledge and skills in agribusiness and a basic understanding of managing a business		
Number of women who complete training	At least 5,700	3,886
Percentage of graduates who gained skills in agribusiness	85%	? <sup>6</sup>
Percentage of graduates who report using agribusiness skills to earn income	65%	99%
Output 3: Women in South Kivu acquire basic knowledge of co-operatives informing their decision to better organise themselves		
Number of women who complete training	At least 5,700	3,287
Number of women groups supported to develop cooperatives	At least 15	110
Output 4: Increased awareness of women's rights, including right to land access and ownership among 1,650 male community members, legal, and religious leaders in the target areas		
Number of male leaders trained	150	100
Number of men trained by MEP trainers	1,500	1,000
Number of graduates who articulate change in knowledge and attitudes regarding women's rights	120	70
Output 5: Local NGO partners and beneficiary women empowered to advocate on women's right to land access and ownership using evidence generated through participatory research		
Number of women and men trained to collect messages from local community	25	25
Number of graduates who advocate for access of land	120	60
Local partner NGOs implement strategy to address women's access to land		4
Number of community leaders participating in dialogue on women's right to land	70	70

The research under original Output 3 was published in a report: *"The Woman is a Tractor. Marginalised women's inadequate access to land in South Kivu"*.

Main results of the study were:

1. Formal women's land rights protections are ineffective for marginalised women in eastern DRC
2. Customary laws and practice prohibit women from accessing land effectively
3. Marginalised women are excluded from making decisions about land, harvest and income and face discrimination in the limited available options to lease land

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<sup>5</sup> For this variable there was a translation error in the electronic survey form, affecting responses for a specific period

<sup>6</sup> According to WfWI, the questions used to measure this indicator do not meet the logframe indicator. A question was included in the survey that does ask about skills gained for the 3<sup>rd</sup> cohort, and WfWI will report on the results in the final report



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4. Marginalised women are further disadvantaged by being unable to access required resources for effective farming
5. Land reform policy and practice in eastern DRC have lacked gender analysis and impact

The recommendations from the research<sup>7</sup> were:

1. To the Congolese government
  - Promote the development of income-generating activities programmes for rural women and guarantee their access to inputs, technology and the market.
  - Ensure the dissemination in rural communities of important legal texts on women's rights and on the management of the land and agriculture sector.
  - The acceleration of the process to reform and harmonise legal texts promoting women's rights.
  - The development and reinforcement of collaboration with civil society women's organisations working on a provincial level in South Kivu to secure the land rights of rural women producers and their participation in decision-making bodies.
2. To civil society organisations
  - Complete an audit of the land system reform initiatives led by the Congolese state and civil society organisations.
  - Carry out advocacy work among political decision-makers from local and customary authorities.
  - Support the development of income-generating activities and women's access to inputs, technology and the market.
  - Increase women's decision-making power and their leadership for the fairer management of household income.
  - Organise programmes to raise awareness among men so that they assume their share of responsibility in family spending: to allow for a fairer distribution of household spending between men and women.

### 4.2 Assessment of accuracy of reported results

WfWI has produced timely and detailed annual progress and financial reports. The reports follow the DFID prescribed report format. The reports were well received and appreciated by Triple Line Consulting, appointed by DFID as Fund Manager for GPAF. In addition, WfWI produced strategy papers for different components, case studies and a separate report on the research component.

Reporting on progress is done against the logical framework and based on a detailed M&E database of indicators. The consultant got access to the raw data in the data base. Based on the data assessment, field interviews and own observations, the consultant has no reason to doubt the accuracy of the results reported in the progress reports.

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<sup>7</sup> "Women inherit wrappers, men inherit fields". The problem of women's access to land in South Kivu, Democratic Republic of Congo. Research Report. December 2014

### 4.3 Relevance

#### **To what extent did WfWI support achievement towards the MDGs, specifically off-track MDGs?**

The project was formulated in the context of two Millennium Development Goals (MDGs):

- MDG 1: eradicate extreme poverty and hunger
- MDG 3: promote gender equality and empower women

Unfortunately, DRC scores extremely poor in the achievement of the MDGs. According to the Centre for Global Development's MDG Progress Index (2011), DRC scored lowest of all countries in progress towards achieving the MDGs. Progress was lagging behind for all MDGs.



The relevance of the project towards MDGs 1 and 3 is reflected in the intended impact of the project, which is “reduced poverty and improved livelihoods for women farmers in South Kivu contributing to the achievement of MDGs 1 and 3 in DRC”. The first impact indicator of the project (“percentage of people living below USD 1.25 per day”) corresponds directly with Target 1A of the MDGs, which is to halve the proportion of people whose income is less than USD 1.25 a day between 1990 and 2015. The second impact indicator (“labour force participation rate of females aged 15+ in DRC”) is a proxy indicator for gender equality. The entire project intervention, focusing on women’s social and economic empowerment, supports the achievement towards MDG 1 and 3.

#### **To what extent did the project target and reach the poor and marginalised?**

The project directly targeted the following beneficiaries:

- 6,000 socially-excluded and vulnerable Congolese women
- 150 key local male influencers, such as community, religious and local leaders, and lawyers and police

The selection of beneficiaries took a staged approach. First five communities were select, based on an assessment of vulnerability, presence of other actors and accessibility. The selection of communities was narrowed down by selecting zones where there was already a WfWI training centre, in other words, zones where WfWI had already been present. The zone of operation of WfWI are defined by the UN’s Office for the Coordination of Humanitarian Affairs (OCHA), which in principle means that they are zones in particular need of assistance.

Once the communities were selected, individual beneficiaries (about 400 women and 10 men) were selected in each community each year. Main criteria for selection of individual women were:

- having no agricultural activities, to have an income below USD 1.25 per day
- large family burden, e.g. female headed households, widows
- between the age of 18 and 48 (capable of economic activities)

Different systems of the actual selection of beneficiary women were explained to the evaluators, mentioning the involvement of local leaders, making visits house to house or calling women to register based on previously made lists. The women themselves, however, did not report any systematic way of selection. Based on testimonies by the beneficiaries themselves, selection of women was random. On the days of registration of beneficiaries large numbers of interested women appeared at the WfWI training centre and women were called to registered from the women present seemingly randomly. Assessment of poverty and vulnerability only happened after selection.

### **To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?**

Gender is mainstreamed in the design and delivery of activities of the project in the sense that the entire project is aiming to reduce the marginalisation of women. Women are specifically targeted and where men are targeted this is to increase their awareness of women's rights.

The approach is more women empowerment than gender equality. In general, gender equality means equal rights, responsibilities and opportunities of women and men and girls and boys. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity of different groups of women and men. However, in the context of the WfWI project, the focus is put to women without addressing inequalities between them and men, at all levels. This has to be well understood; it is not a bad approach, women need to be first empowered for them to be able to participate in the development process, they need to have the right to use resources such as land and other production means. But also to participate in different decisions on why and how to use available resources.

Thus, gender equality is not only a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Looking at the approach of men engagement, its primary purpose is to support women to have access to land and resources and participate in household decisions rather than addressing gender issues for both of them. Reason why the approach is labelled more women empowerment than gender equality. It is worth mentioning that a women empowerment approach can contribute to gender equality.

### **How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?**

The project responds directly to the needs of the target beneficiaries. Women who were interviewed during the evaluation confirmed their need for knowledge related to economic and social development, in particular good agricultural practices, processing, marketing, saving and hygiene.

The organisation of women in Village Saving and Loaning Association (VSLAs) is an example of how the



WfWI training centre Mumosho

## Independent Final Evaluation – WfWI programme in DRC

project adjusted to a need over time. The need for saving and credit is not addressed in the project proposal and the formation of VSLAs is not part of the original design, although these concepts and their importance are highlighted in the life skills training. However, women expressed the need for saving and credit opportunities, so the concept of VSLA was piloted in the project from year 2 and further applied in year 3.

**Table 4.2** Data on VSLAs (provided by WfWI-DRC)

	Year 2	Year 3 (3 months)
Number of VSLAs	15	30
Total number of members at start	375	750
Total number of members at end	355	n.a.
Total saving (CDF)	10,649,950	5,818,400
Total saving (USD)	11,465	6,265
Total number of credit beneficiaries	315	
Total credit given final month (CDF)	4,412,250	
Total credit given final month (USD)	4,750	
Average saving per person (USD)	32.30	8.35
Average credit per person (USD)	15.00	

A note must be made on the provision of mills to the five participating communities. This was not part of the project design and was included at a later stage. When the budget for Year 1 was not exhausted in time it became possible to reallocate some funds to address a request from the community. However, as will be described later in this report, there are still some challenges related to the supply of mills and it is questionable whether there was sufficient justification (other than the will to exhaust the budget) to buy and provide mills.

### **To what extent would it be relevant to continue the project's approach and expand it?**

WfWI's standard approach, at least in its core programme in DRC, has been training women in social and economic empowerment. The DFID-funded project added to that approach the Men Engagement Programme (MEP) and the advocacy component. These two added elements have made the approach more comprehensive. WfWI-DRC staff see the addition of MEP and advocacy as beneficial to the WfWI approach and worth expanding to its other projects.



FGD with women in Chiherano

#### 4.4 Effectiveness

##### **To what extent are the results that are reported a fair and accurate record of achievement?**

The results as reported in the WfWI progress reports show a high success rate of implementation. Not only output indicators, but also outcome indicators show that most targets are being reached. Some of the results are even well above the set targets. It can be noted that the indicators are measured with self-reported data from the beneficiaries. It is possible that respondents give answers they expect to be desirable, but the scope of the data collection ensures a fair reflection of reality.

Focus groups discussions with beneficiaries and field observations confirm the results that have been reported. Women testify of the knowledge they have gained and the economic activities they were able to develop because of the project.

Besides the vocational training and the group formation, the effect of the stipend of USD 10 per month per woman needs to be mentioned. Its effect may have been insufficiently highlighted in progress reports so far. To many women the stipend is the main reason for joining the project. Those women who have completed the training say that the contents of the training were sufficiently attractive to join, but that they wouldn't have joined from the start if the stipend wasn't there. However, the stipend is not only important to attract women to participate, it also gives a fund to practice what they have learned about agriculture and livestock. Women can make small investments to set up a business. Therefore, it is an important factor in the achievement of the results as reported.

##### **To what extent has the project delivered results that are value for money? To include but not limited to:**

- o How well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome;**
- o What has happened because of DFID funding that wouldn't have otherwise happened;**



To ensure value for money in delivering the results WfWI-DRC has a procurement policy in place. The policy outlines the procedures for purchasing “reasonably-priced, high quality goods and services” complying with organisational, financial and donor requirements. WfWI-DRC has introduced monthly expenditure and procurements plans, which are prepared by the project coordinator together with the logistics department.

The office practices various elements of value-for-money strategy:

- When there is need for an office or meeting room they try to get it for free, as community contribution; local government is also asked to provide free meeting space
- For technical support the project prefers to work with government institutions rather than private sector, as they are able to negotiate better rate with government institutions



## Independent Final Evaluation – WfWI programme in DRC

- Only few staff work full time for the project. All other staff in the project is shared with other projects of WfWI
- Field visits are usually joint visit for various WfWI projects, thereby reducing costs per project

### To what extent has the project used learning to improve delivery?



FGD with men in Mumosho

WfWI is making efforts to learn during project implementation. One example is the learning from new project components like MEP and advocacy. WfWI is gradually adjusting by learning during implementation, and also applies lessons learnt in the design of new projects.

The introduction of electronic data collection is another example of a substantial learning and improvement process.

In agribusiness, the curriculum was adjusted based on experience and feedback from trainees. This led to a more value chain oriented approach, with not only attention to production, but also marketing and linkages.

### What are the key drivers and barriers affecting the delivery of results for the project?

WfWI-DRC has suffered relative high turnover of staff. Of all current project staff, the MEP coordinator is the only one remaining from the start of the project. The present country director is the third one since the start of the project. Main reason given for the turnover is that staff find better opportunities with other organisations. Salaries<sup>8</sup> at WfWI are below the average of international NGOs in South Kivu and the organisation has gone through a series of restructuring. The current country director is trying to maintain his staff by giving staff the opportunity to grow within the organisation. People rotate between positions. A system of talent management has been introduced. Salaries will gradually increase.

Cooperation with local partners in advocacy had given WfWI the opportunity to enter into a new area at a very low cost. The strategy of WfWI has been to support local organisations, active in advocacy in the same geographic areas, to integrate advocacy on women rights and access to land in their respective ongoing programmes. This type of cooperation is new to WfWI and there is clearly some room for improvement. The cooperation is not yet well understood by both WfWI and the local partners. Local partners, used to working with international NGOs, expect more guidance and more funds from WfWI. By simply buying into ongoing activities WfWI has little to no influence on the advocacy it wants to promote.

There are a number of challenges in the operation, management and ownership of the mills that WfWI has provided to the five participating communities. The mills were not planned for and are not part of WfWI's core approach, but were bought from a budget

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<sup>8</sup> WfWI responded that the team feels it's rather more complex than this - salaries can't easily be compared against other INGOs as all are very different in size and nature.

surplus in Year 1. The mills are still formally owned by DFID, but the management is delegated to a committee representing the women trainees of the project. The committees are formed by representatives from different women groups trained in Year 2 of the project. While the committees seem to be working well in operating the mill, the operations are not transparent to the majority of the project beneficiaries. The application of revenue from the mills is not clear. Many of the women currently in training are not aware that the mills belong to WfWI trainees. In none of the communities there has been a general assembly to report on operation of the mills.



### 4.5 Efficiency

#### **To what extent did WfWI deliver results on time and on budget against agreed plans?**

Despite a delayed start, beyond control of WfWI, the project is on schedule in terms of implementation and expenditure.

#### **To what extent did the project understand cost drivers and manage these in relation to performance requirements?**

Project management is cost conscious and value for money principles are applied (see also 4.3 above). There is also a strong M&E system in place, which allows the project to steer and adjust if certain scores stay behind. The M&E system that is used is a global system that is used by WfWI in all its projects worldwide. Some qualitative M&E was added for DFID project, such as the FDGs for the learning component and the internal evaluations of the MEP. The strength of the system is that it is detailed and specific, with data for each participant, recorded over a number of years. It also makes it possible for WfWI to compare results between projects. A weakness is that the system's primary use is to inform the large number of private donors in the USA. Therefore, it is highly focused on statistics, aimed to generate data on number of beneficiaries, average increase of income of beneficiaries, etcetera. There is less room for qualitative analysis, like how does the project change the daily life of beneficiaries, how does the project affect a community and what are long-term effects. This emphasis on statistics was felt by the evaluation team as well as the project management in DRC.

It was noted that the approach of working with local partners is very efficient. By paying a nominal amount of money to different local NGOs to let them integrate messages of access to land into their own projects, WfWI can credit lobby and advocacy activities at minimal costs. Next step is to make the intervention more effective. That will require WfWI to engage and cooperate more intensively with the partners, coming to joint activities.

## 4.6 Sustainability

**To what extent has the project leveraged additional resources (financial and in-kind) from other sources? What effect has this had on the scale, delivery or sustainability of activities?**

WfWI's DFID-funded project in DRC is building on WfWI's ongoing core programme and is co-funded by its own resources. In particular, the stipend of USD 10 per month per beneficiary, an important component of the project, is paid from WfWI's own resources.

The experience that WfWI had gained with the components of MEP and advocacy, have helped them to access new sources of funding. It is unlikely that WfWI would have accessed some of its recently secured funds without the experience and track record gained with the DFID-funded project.

**To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?**

The assessment of likelihood of sustainability of the delivered benefits has different aspects. The direct beneficiaries have gained skills that they can continue to apply without further support. Those women who have made some investments with the support they got from the project are also likely to continue with their businesses. The groups that have formed, especially the VSLAs, already show they can be sustained.

Challenges remain in the community environment. For women to exercise their rights, e.g. to manage their own businesses or to get access to land, understanding and cooperation of husbands and local authorities is crucial. To that extent the MEP and advocacy are important factors for sustainability, but not fully used. Women, especially in Mushosho, mentioned limited land for agriculture and poor access to markets.

A strong point for sustainability is the continued presence of WfWI in the project area. When the project stops, it is probable that WfWI continues to work in the same area with its core programme and other projects. WfWI has invested, together with the local communities, in training centres in the areas and in relationships with local authorities and local NGOs. That way WfWI will not only train more women, but also continue to work with men and the institutional environment.

Although WfWI clearly works with local authorities, some of the local and traditional leaders expressed they would like to be involved more. Some wanted to be members of the GDHs.



A general challenge to sustainability for all organisations working in a context of humanitarian assistance is a culture of dependency on external support. In the project area, beneficiaries expect all assistance for free and expect to be paid to be trained and to be paid when interviewed for the evaluation. WfWI complies with these expectations by paying stipends and transport allowances and by providing free training supplies, like agricultural inputs and processing equipment. This obviously does not enhance sustainability.



Looking at the all groups that are formed as part of the project it was noted that the number of active groups goes rapidly down after the end of support by WfWI. VSLAs show a higher rate of continuation than business groups after the end of support. This indicates that women are more motivated and capable to continue with saving and loaning, but find it harder to continue their businesses without external support. WfWI has also encountered challenges in getting legal status and regulations for business group.

### 4.7 Impact

#### **To what extent and how has the project built the capacity of civil society?**

Through the core programme the project directly builds capacities of participating men and women. With the newly gained capacities beneficiaries can increase their income and have greater control on how to spend the income. Especially where there is also engagement of men, the project contributes to more stability within households and within the community at large.

Through the advocacy component WfWI is becoming part of a network with local NGOs. So far the local NGO partners have been supported financially for some of their activities, but these partnerships are expected to become more strategic.

There is no indication yet that the project has an impact on the access to land. For women to have access to land requires a change in mind-set and cultural values. This in turn requires more efforts in advocacy at different levels and more involvement of local and traditional leaders. Interviewed women also didn't mention any change in (their perception of) access to land.

#### **How many people are receiving support from the project that otherwise would not have received support?**

The areas of intervention were selected together with OCHA, meaning they are areas indicated for humanitarian assistance. At the same time there are few or no other organisations working with the same communities. It is fair to say that without the project these beneficiaries wouldn't have received support, unless from WfWI's regular programme.



#### **To what extent and how has the project affected people in ways that were not originally intended?**

Some women who were not identified as beneficiaries, and who therefore were not trained by the project, joined with trained women in VSLIs. This was not expected by the project. One can also mention the general awareness of the community on the activities and outcome of the project. In addition, people who were not directly targeted by the project, learned from the good practices from the direct beneficiaries.

## 5 Conclusions

### 5.1 Summary of achievements against evaluation questions

The presentation of conclusions is following the logic of the findings, per OECD-DAC criterion.

#### Relevance

The project is regarded relevant vis-à-vis its objectives. The project supports the achievement of MDGs 1 and 3.

The project targets the poor and marginalised people by selecting zones that were indicated as such. Once the intervention zones were identified, no special efforts were made to select the poor and marginalised women from within the community.

The inclusion of MEP and advocacy in the project design, which are not part of the core approach of WfWI, is a significant contribution of the project's relevance. The formulation of, and support to, VSLAs, not part of the project design, is another factor increasing relevance.

#### Effectiveness

WfWI clearly has valuable experience in the provision of economic and social empowerment activities and these activities are professionally delivered. Progress indicates that by the end of the project all output and outcome targets will be reached.

In this project WfWI is gaining new experience with MEP and advocacy. The first experience shows the importance and the potential of these components, but their implementation can be further improved. Cooperation with local NGOs has not yet taken the form of real partnership. The involvement of tradition leaders is still limited.

#### Efficiency

The project is managed in an efficient way. Results are delivered on time and on budget.

#### Sustainability

With WfWI remaining active on the region the core programme seems to be sustainable. Inclusion of VSLA and MEP makes the project more sustainable.

Dependency by beneficiaries on WfWI threatens sustainability of activities at the end of the project.

#### Impact

There is direct impact by the project on skill of beneficiary women, resulting in increased income and women exercising their rights. In combination with the MEP the project impacts positively on stability within households and within the community.

## 5.2 Summary of achievements against rationale for GPAF funding

The main rationale for the project (WfWI full proposal, January 2012) was to support Congolese women who bear a disproportionate brunt of poverty and war in the ongoing armed conflict in eastern DRC. The war has reduced the region's markets to an informal status, causing food insecurity and hunger. Although women provide the majority of farm labour and oversee household nutrition and food security, they lack knowledge, resources and marketing structures to sustain incomes through agriculture, and feed families.

As is shown in Section 4.1 the project is achieving its target to empower 2,000 women annually, in three annual cycles, in Kabare, Walungu, Uvira, Fizi and Kalehe communities in South Kivu.

## 5.3 Overall impact and value for money of GPAF funded activities

The impact of the GPAF funded activities is described throughout the report. Value for money in Section 4.4.

## 6 Lessons learnt

WfWI has shown that it is keen to learn lessons from this project and to adjust implementation when needed. In the progress report for Year 2 WfWI indicated the following three top lessons it had learnt from this project:

- Agribusiness training alone is not sufficient to achieve significant improvements in the target women's lives; they also need access to resources.
- Mixed discussion sessions between women enrolled in the training programme and their partners on more sensitive subjects add value.
- Focused questions are required to encourage constructive learning.

In previous sections of this report it was indicated how these lessons contributed to improvement in implementation.

Some other lessons that were reported and observed:

- A more detailed plan for assessing learning questions and tools for data collection were developed;
- The findings from the research project provided WfWI with learning on how to improve programme implementation, particularly in relation to agribusiness, rights and business training modules;
- The the MEP provided lessons on how to give women not only the understanding of rights, but also the ability and confidence to negotiate these with their husbands;
- WfWI learned from the logframe revision process with Triple Line in the first few months of the grant period;
- An electronic data collection system was rolled out to all WfWI DRC sites after piloting it in the GPAF-funded project.

## 7 Recommendations

WfWI's programme is strongly focused on women empowerment. For a next phase it is recommended to progress the approach from women empowerment to gender equality. In fact, men continue to stay behind different WfWI related interventions as both beneficiaries and agents of change. Increasing their involvement in addressing gender issues would contribute in making gender agenda becomes inclusive and thus conducive to economic growth.

The real picture of women beneficiaries of WfWI programme reveal that women are still lagging behind in terms of required skills and knowledge to be as competitive as men both at labor market and in job creation. Assisting men and women with a special attention accorded to women in facilitating them access to needed skills, knowledge, mentorship and finance would play a vital role in accelerating their advancement at individual, household and community levels. This corresponds to the core training programme of WfWI, which is recommended to continue.

Furthermore, the gender equality approach requires involvement of women and men. It is therefore recommended to increase the involvement of men in the programme. This can be by expanding the MEP as well as by developing more training activities for women and men jointly. Synchronising the MEP with women empowerment training is an opportunity for joint activities.

Apart from expanding the MEP it is also recommended to increase its monitoring. With only one dedicated staff the MEP is currently understaffed.

It is recommended to increase the involvement of local authorities and traditional leaders. More local leaders could be enrolled in the MEP and their role in lobby and advocacy can also be increased.

It is recommended to further develop a WfWI strategy for lobbying and advocacy. It is recommended to improve the partnership with local lobbying and advocacy NGOs and to develop joint actions.

It is recommended to make improvements in the operation and management of the mills well before any formal handing over. It is recommended to improved transparency in management of the mills and to clarify issues of ownership.

It is recommended to better prepare graduating groups for continuation without WfWI. It is recommended to expand the value chain approach for agriculture and business, as has been introduced by the project. Marketing and finance are seen presently as the weakest links in the chain.

For the family planning subject in the life skills training it is recommended to expand beyond spacing of children. It is recommended also to look at the number of children families can sustain.

**Annex 1      Terms of Reference**

**Call for Proposals**  
**Independent Final Evaluation**  
**Improving livelihoods for 6,000 marginalised women in DRC and supporting**  
**their access to land**

**Organisation:** Women for Women International (WfWI)

**Donor:** Department for International Development (DFID), Global Poverty Action Fund (GPAF)

**Location:** South Kivu, Democratic Republic of Congo (DRC)

**Evaluation budget:** Up to £10,400

**Duration of contract:** Mid-November 2015 – 30 April 2016

**Deadline for proposals:** 18 October 2015; interviews to be conducted 26-30 October 2015

**Background information**

**Women for Women International**

WfWI works with the most marginalised women in conflict-affected countries to help them move from poverty and isolation to self-sufficiency and empowerment. Through our combined economic and social empowerment programme, we aim to provide participants with a combination of knowledge, skills, and resources to increase their self-confidence and capacity to create sustainable change in their lives and those of their families and communities. Over the past 21 years, WfWI has served over 420,000 women in Afghanistan, Bosnia and Herzegovina, DRC, Iraq, Kosovo, Nigeria, Rwanda and South Sudan. In 2005, WfWI established a sister organisation in London to raise funds for our country programmes, raise awareness and influence policy to create sustainable change in conflict-affected countries.

**Department for International Development**

DFID provides significant funding to civil society organisations (CSOs) annually in line with its overall strategy to alleviate poverty and promote peace, stability and good governance. The Programme Partnership Arrangements and Global Poverty Action Fund (GPAF) are two of DFID's principal funding mechanisms and have provided £480 million to approximately 230 CSOs between 2011 and 2013. The current political climate and results-based agenda demand a rigorous assessment of the effectiveness of funds disbursed to ensure that they are managed to provide value for money. TripleLine is the Fund Manager for the GPAF and is responsible for assessing performance of grantees at the project level. Coffey International Development is the Evaluation Manager and is responsible for assessing the performance of the funding mechanisms as a whole.

**The Project**

The planned outcome of WfWI's GPAF funded project in DRC, is for 6,000 of the poorest and most marginalised women in South Kivu (DRC) to have increased income and better access to land. They are each (2,000 per year for three years) participating in a 12-month programme of business, vocational and life skills training designed to enable them to improve their individual and their families' income, health and education. They are learning agribusiness skills and how to work together in group businesses, allowing them to earn a sustainable income. WfWI is also training 150 male community leaders on women's rights and value in the community, who will train a further 1,500 male community members, in order to create an enabling environment for the women. Finally, WfWI is carrying out advocacy, based on findings from a

## **Independent Final Evaluation – WfWI programme in DRC**

participatory research and film project, to raise awareness of and tackle the issues inhibiting women's access to land in South Kivu.

**Project Timeframe:** 1 April 2013 – 31 March 2016

**Total Project Budget:** £858,063

**Location of Project:** Mumosho, Ciherano, Kalehe, Kiliba and Makobola communities, within South Kivu

### **Overview of the Evaluation**

#### **Purpose of the evaluation**

The independent final evaluation report will be used to inform the Fund Manager's understanding of WfWI's performance at the project level and will also be used to inform the Evaluation Manager's assessment of performance at the GPAF fund level. The independent final evaluation report needs to be a substantial document that (a) answers all the elements of this call for proposals; (b) provides findings and conclusions that are based on robust and transparent evidence; and (c) where necessary supplements WfWI's own data with independent research.

#### **Key objectives of the evaluation**

The evaluation has two explicit objectives:

##### **1. Verification of reporting**

The first task of the final evaluation is to independently verify (and supplement where necessary), WfWI's record of project achievement. The record of achievement will be presented in past Annual Reports and progress against the project logframe. This exercise could include verifying information that was collected by WfWI for reporting purposes and possibly supplementing this data with additional information collected through primary and secondary research.

Verifying the results from the project logframe will begin to capture what the project has achieved. However, there will be other activities and results that occur outside of the logframe that may require examination in order to respond to the different evaluation questions. Verifying reporting will also necessarily include a review of the data and systems that were used to populate results.

##### **2. Assessment of value for money**

Each final evaluation should assess the extent to which the delivery and results of the project are good value for money. Value for money can be defined in different ways, but at minimum the evaluation report should include an assessment against:

- How well the project met its objectives;
- How well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome;
- What has happened because of DFID funding that wouldn't have otherwise happened<sup>1</sup>; and
- How well the project aligns with DFID's goals of supporting the delivery of the MDGs.

### **Evaluation Questions**

The evaluator(s) should respond to the questions below. Please note that the attention required for each evaluation question (from the evaluator/s) will vary depending on the data WfWI already has available to support each one. The independent evaluator(s) should use his/her discretion in the level of effort used to respond to these questions.

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In addition, WfWI will work with the evaluator(s) to agree an evaluation framework, identifying what indicators and information sources will be required to answer each question. The evaluator(s) are encouraged to structure their research questions according to the OECD-DAC criteria of relevance, effectiveness, efficiency, sustainability and impact.

### **Relevance**

- To what extent did WfWI support achievement towards the MDGs, specifically off-track MDGs?
- To what extent did the project target and reach the poor and marginalised?
- To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?
- How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?
- To what extent would it be relevant to continue the project's approach and expand it.

### **Effectiveness**

- To what extent are the results that are reported a fair and accurate record of achievement?
- To what extent has the project delivered results that are value for money? To include but not limited to:
  - How well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome;
  - What has happened because of DFID funding that wouldn't have otherwise happened; and
- To what extent has the project used learning to improve delivery?
- What are the key drivers and barriers affecting the delivery of results for the project?

### **Efficiency**

- To what extent did WfWI deliver results on time and on budget against agreed plans?
- To what extent did the project understand cost drivers and manage these in relation to performance requirements?

### **Sustainability**

- To what extent has the project leveraged additional resources (financial and in-kind) from other sources? What effect has this had on the scale, delivery or sustainability of activities?
- To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?

### **Impact**

- To what extent and how has the project built the capacity of civil society?
- How many people are receiving support from the project that otherwise would not have received support?
- To what extent and how has the project affected people in ways that were not originally intended?

### **Evaluation Methods**

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Evaluation methods should be rigorous yet at all times proportionate and appropriate to the context of the project. Where possible, the evaluator(s) are encouraged to triangulate data sources so that findings are as robust as possible. A mixed-methods approach is recommended, combining qualitative data to provide an explanation of ‘why’ and ‘how’ the project has achieved the type and scale of results that are quantitatively observed. More specifically, WfWI anticipates that the evaluator(s) may use some or all of the following methods:

### Document Review

- Project proposal
- Project logframe
- Annual reports and comments provided by DFID
- Project budget and budget revisions
- Research report (conducting as part of the project) and films produced by participants;
- • Community assessments
- Description of M&E processes, project-specific baseline and endline data, and DRC programme-wide graduate follow up data (to be reviewed on-site at one of WfWI’s offices).
- Internal monitoring reports
- Case studies
- Training curriculum
- Any relevant WfWI internal policies and procedures

### Primary research with key stakeholders

- Interviews with grant management staff (in the UK, US, and Regional Office)
- Interviews and/or workshop with DRC staff and management team
- Focus group discussions with beneficiaries and community members
- Key informant interviews with small selection of beneficiaries and/or community leaders
- Survey with a small sample of beneficiaries (the need for this component and its scope can be determined after a review of reported results)
- Interviews with local partners (WfWI worked with four local advocacy organisations)

### Logistics and Budget

#### Key stages to the evaluation

It is anticipated that the evaluation will take the following overall structure:

- **Briefing:** at the start of the evaluation, WfWI staff will hold a kick-off meeting with the selected evaluator(s) to brief them in more detail on the project and agree the evaluation framework.
- **Desk review:** relevant documents (as outlined above) will be reviewed by the evaluator(s). This will also involve 1 day in one of WfWI’s offices to review WfWI’s M&E data related to this grant (this could also be carried out in Bukavu during field work if necessary).
- **Field work:** the evaluator(s) will carry out a visit (approximately 4-5 days) to WfWI’s project in South Kivu to carry out primary research / data collection. The selected evaluator(s) will be responsible for presenting their plan for the



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field visit, and requested meetings/interviews/FGDs to WfWI at least one month in advance of the visit.

- **Progress updates:** it is expected that the evaluator(s) will keep WfWI UK updated on progress of the evaluation at least on a monthly basis, in the form of short written updates.
- **Report writing:** more details on the requirements for the final report are included below.

### **Budget**

The maximum total budget available for the evaluation is £10,400. This should include all evaluator(s) time, travel and subsistence costs, costs associated with field-level data collection (e.g. data collectors, translation, etc.), communications, taxes and fees, and any other costs associated with delivering the evaluation report. We expect a summary budget highlighting main cost categories to be presented as part of the application, and applications will be assessed on whether the proposed costs are adequately justified. A fixed indirect rate is **not** permitted.

### **Management arrangements**

The selected evaluator(s) will work closely with WfWI DRC, WfWI UK (based in London), WfWI Africa regional office (based in Nairobi) and WfWI HQ (based in Washington DC) to design the evaluation, ensure the delivery to schedule, and produce the final report. WfWI UK, will be managing the evaluation process and will be the primary reporting line for the evaluator(s). WfWI DRC will work closely with the evaluator(s) to identify and access beneficiaries on the ground, as well as arrange meetings between the evaluator(s) and local partners, staff and community leaders. The evaluator(s) will be assumed to be responsible for organising their own travel and accommodation during the field visit.

### **Timeline and Deliverables**

The table below outlines the key activities and deliverables and their corresponding deadlines.

<b>Activity or Deliverable</b>	<b>Date</b>
Deadline for proposals	18 October 2015
Shortlisted candidates only will be contacted	By 23 October 2015
Candidate interviews conducted	In w/c 26 October 2015
Evaluator(s) appointed	By 6 November 2015
Kick-off call	In w/c 16 November 2015
Desk-based document review	By 31 December 2015
Interviews conducted with WfWI UK/US/Nairobi staff (in person or via Skype)	By 15 January 2016
Field work	By 28 February 2016
Regular check-ins via email and calls	Monthly
Draft report submitted to WfWI	By 31 March 2016
Feedback provided by WfWI	By 15 April 2016
Deadline for final report (40 pages) to be submitted to WfWI	30 April 2016

### **Report**

The final report must be submitted to WfWI (who, in turn, will submit it to the Fund Manager) according to the timeline outlined above. The main body of the report (draft

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and final version) must be limited to 40 pages (excluding annexes). One of the annexes should consist of a table which summarises the findings according to the OECD-DAC criteria. The following structure should be used for reporting:

1. Executive Summary
2. Introduction
  - Purpose of the evaluation
  - Organisation context
  - Logic and assumptions of the evaluation
  - Overview of GPAF funded activities
3. Evaluation Methodology
  - Evaluation plan
  - Strengths and weaknesses of selected design and research methods
  - Summary of problems and issues encountered
4. Findings
  - Overall Results
  - Assessment of accuracy of reported results
  - Relevance
  - Effectiveness
  - Efficiency
  - Sustainability
  - Impact
5. Conclusions
  - Summary of achievements against evaluation questions
  - Summary of achievements against rationale for GPAF funding
  - Overall impact and value for money of GPAF funded activities
6. Lessons learnt (where relevant)
  - Project level - management, design, implementation
  - Policy level
  - Sector level
  - GPAF management
7. Recommendations
8. Annexes (such as)
  - Independent final evaluation terms of reference
  - Evaluation research schedule
  - Evaluation framework
  - Data collection tools
  - List of people consulted
  - List of supporting documentary information
  - Details of the evaluation team
  - WfWI management response to report findings and recommendations

### **Profile of the Independent Evaluation provider**

It is anticipated that the evaluation will be conducted by a specialist evaluator with international experience, supported by locally contracted data collector/s. The Independent Evaluator should be a suitably-qualified and experienced consultant or consulting firm. The consultant profile should include:

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- An evaluation specialist with a minimum of seven years' experience in programme/project evaluation in an international development context;
- Experience of results-based monitoring and evaluation;
- Ability to design and plan the evaluation approaches and research methodologies, including quantitative and qualitative research methods;
- Relevant subject matter knowledge and experience such as women's rights, livelihoods, adult education/training and advocacy, to ensure the evaluation design and research methods are as relevant and meaningful as possible given the aims and objectives of the project and the context in which it is being delivered;
- Ability to manage a complex evaluation and research process, including interpreting baseline data and conducting a final evaluation;
- Ability to design, manage and implement primary research in potentially challenging project environments, such as conflict affected states. This may include the design of surveys, in-depth interviews, focus group and other research;
- Have the ability to understand sampling, data cleaning, and statistical analysis conducted using SPSS and STATA, and demonstrate experience using these tools in their past work;
- Experience of working in the Great Lakes region of Africa, preferably in DRC;
- An understanding of women's rights and issues for women in conflict-affected contexts;
- Fluency in English and French;
- Excellent written skills; and
- Ability to work to strict/tight deadlines.

While evaluation consultants may be nominated by WfWI they must not have a conflict of interest with the on-going activities of WfWI.

### **To Apply**

Please submit:

- A proposal with:
  - Evaluation methodology and justifications;
  - Proposed data collection methods;
  - Proposed approach to field work;
  - Roles and responsibilities (and what support the evaluator expects from WfWI's DRC team);
  - Timeline for work being undertaken;
  - Issues you would like to flag; and
  - Budget.
- CVs of the lead evaluator and any other key members of your team.
- A list of relevant evaluations that the evaluator(s) have previously conducted. Any resulting publications from these projects should also be listed.

Please submit your proposal by **18 October 2015** to Katie Allen, Policy and Programme Grants Coordinator, at [kallen@womenforwomen.org](mailto:kallen@womenforwomen.org).

## Annex 2 Itinerary: People and Institutions Consulted

Date	Activity/Institution	Name and designation
Thursday 3 December 2015	Meeting at WfWI office, London	Katie Allen, Policy & Programme Grants Coordinator Shivonne Graham, Director of Fundraising and Marketing Carron Mann, Via Skype: Aloys Mateba, Senior Programme Manager Patrick Njakani-Okoko, M&E Manager AshwaryaRatan, WfWI-USA
Friday 4 – Thursday 14 January 2016	Document review, finalisation of evaluation framework	
Sunday 7 February 2016	Travel to Bukavu	
Monday 8 February 2016	Initial meeting with WfWI-DRC project staff	Abdulaye Touré, Country Director Aloys Mateba, Senior Programme Manager Patrick Njakani-Okoko, M&E Manager Eulalie Musaamalirwa, Social Empowerment Officer Yvette Mudumbi, Economic Empowerment Officer Thomas, M&E Manager Gédéon, Men Engagement Officer Ghislaine, Advocacy Coordinator
	Meeting with LDF	Martine Zagabe, Coordinator Delphin Kasamira, Programme Officer
	Individual interviews with WfWI staff	
Tuesday 9 February 2016	<b>Field work Mumosho</b>	FGD with 15 women in training (year 3) FGD with 9 men of GDH FGD with 7 women of mill management committee (year 2)
		Interview with Chefe de poste, Désiré Balezi Fungulo
		Meeting with IFDP Jocelyne Matabaro, Programme Director
Wednesday 10 February 2016	<b>Field work in Kiliba (Kabulimbo)</b>	FGD with 10 women graduates in March 2015 FGD with 11 women in training (year 3) FGD with 9 men of GDH
		Interview with Bakungule Mageza Bonge, chef de quartier Kavunge

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	Individual interviews with WfWI staff	
Thursday 11 February	<b>Field work Chiherano</b>	Attend training of 30 women FGD with 7 men of GDH FGD with 7 women in VSLA (graduates of year 2) FGD with 14 women in transformation group (graduates of year 2) FGD with 7 women of mill management committee (year 2) FGD with 14 women in marketing group (graduates of year 2)
		Interview with local leaders Bonannée, Chef de localité Muganda, Chef de localité Juvenal, Chef de groupement
	<b>Field work Uvira</b>	Meeting with WfWI Uvira office staff
	<b>Field work Kiliba Ondes</b>	Interview with the chef de cite kiliba (Kambale Tundwa Sangiza) FGD with 10 men (GDH) FGD with women graduates (year 1 and 2), members of mill management committee
Friday 12 February	Debriefing meeting with WfWI-DRC project staff	Abdulaye Touré, Country Director Girhibuka Majilio, M&E Assistant Placide Ilosyo, Economic Empowerment Officer Alain Irengé, IT Consultant Felly Libalale, Driver Eulalie Musaamalirwa, Social Empowerment Officer Sifa Mbiribindi, Logistics Assistant David Yumbu, M&E Assistant Gédéon Bamuleke, Men Engagement Officer Aloys Mateba, Senior Programme Manager Baby Kashunguri, Logistics Officer Freddy Akilimali Finance Assitant
Saturday 13 February	Departure from Bukavu	

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### Annex 3 Evaluation framework

Evaluation question	Unpacked question	Indicators	Source of information	Stakeholders
<b>Relevance</b>				
To what extent did WfWI support achievement towards the MDGs, specifically off-track MDGs?	<ul style="list-style-type: none"> <li>How did the project contribute towards the achievement of MDGs 1 and 3</li> </ul>	<ul style="list-style-type: none"> <li>% of women who report increased personal earnings at graduation</li> <li>% of women who report that they have enough food the past 3 months (at graduation)</li> <li>% of women who report improved knowledge of rights at graduation</li> <li>% of women who report practicing family planning; prenatal care</li> <li>% of men who complete the MEP who articulate changes in knowledge and attitudes regarding women's rights</li> <li>% of women who report involvement in household decision making</li> <li>% of women who report having access (use) to land</li> </ul>	<ul style="list-style-type: none"> <li>MDG reports</li> <li>Project document</li> <li>Progress reports</li> <li>Baseline and end line data</li> <li>MEP internal evaluation report</li> </ul>	
To what extent did the project target and reach the poor and marginalised?	<ul style="list-style-type: none"> <li>What are the project intended target groups?</li> <li>Are these the poor and marginalised?</li> <li>Did the project reach the intended target groups?</li> <li>What proportion of and in what way were beneficiaries reached poor and marginalised</li> </ul>	<ul style="list-style-type: none"> <li>Criteria met by communities at assessment stage</li> <li>% of women living off less than \$1.25 per day at baseline</li> <li>% of women who report having no formal education</li> <li>Types of marginalisation faced by women</li> </ul>	<ul style="list-style-type: none"> <li>Project document</li> <li>Progress reports</li> <li>Community assessments</li> <li>Self-reported baseline data on income from a sample of participants</li> <li>Research project on access to land</li> <li>Case studies and anecdotes outlining other forms of marginalisation</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Community leaders</li> <li>Local authorities</li> </ul>

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			<ul style="list-style-type: none"> <li>• Other external data about poverty and marginalized women in DRC or South Kivu</li> <li>• Focus group discussions</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	
To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?	<ul style="list-style-type: none"> <li>• How is gender mainstreamed in the design and delivery of activities?</li> </ul>	<ul style="list-style-type: none"> <li>• Curriculum components that reflect gender equality</li> <li>• % of women who reported improvement in decision making in their household</li> <li>• Number of women who sent children to school when they were not initially enrolled</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Progress reports</li> <li>• Curriculum</li> </ul>	
How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?	<ul style="list-style-type: none"> <li>• What are the needs of the target beneficiaries?</li> <li>• Did these needs evolve over time?</li> <li>• How did the project respond to the needs over time?</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity of systems/procedures for keeping informed of needs</li> <li>• Number of project adaptations as a result of changing needs</li> <li>• Type of project adaptations as a result of changing needs</li> </ul>	<ul style="list-style-type: none"> <li>• Project document</li> <li>• Progress reports</li> <li>• Internal procedures</li> <li>• Community assessments.</li> <li>• Women's testimonies</li> <li>• Anecdotal information</li> <li>• Focus group discussions</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Project staff</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
To what extent would it be relevant to continue the project's approach and expend it?	<ul style="list-style-type: none"> <li>• Is the project relevant vis-à-vis MDGs and the needs of poor and marginalised groups?</li> <li>• Are there external factors relevant for continuation and/or expansion?</li> </ul>	<ul style="list-style-type: none"> <li>• % of women who report an increase in income</li> <li>• % of women who improved their knowledge on rights</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation findings</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>

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Effectiveness				
To what extent are the results that are reported a fair and accurate record of achievement?	<ul style="list-style-type: none"> <li>• What are the reported project results?</li> <li>• How are these results measured?</li> <li>• Do the reported results cover all achievements (positive/negative, intended/unintended)?</li> </ul>	<ul style="list-style-type: none"> <li>• Degree to which evaluators findings across all other indicators align with results reported by WfWI</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Annual reports</li> <li>• WfWI survey data</li> <li>• WfWI findings from internal data audit</li> <li>• Focus group discussions</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Project staff</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
<p>To what extent has the project delivered results that are value for money? To include but not limited to:</p> <ul style="list-style-type: none"> <li>o How well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome;</li> <li>o What has happened because of DFID funding that wouldn't have otherwise happened</li> </ul>	<ul style="list-style-type: none"> <li>• Are inputs bought at best value?</li> <li>• What cost reducing measures are in place?</li> <li>• Are outputs maximised for given inputs?</li> <li>• What is the estimate of overhead/ operational costs?</li> <li>• Is it possible to make a cost/benefit analysis of project activities?</li> <li>• What unique activities took place because of DFID funding?</li> </ul>	<ul style="list-style-type: none"> <li>• Processes followed</li> <li>• Alignment between inputs- outputs – results</li> <li>• Cost of data collection for the project</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Progress reports</li> <li>• Financial reports</li> <li>• WfWI survey data</li> <li>• Internal policies</li> <li>• Internal analysis of data collection costs</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> </ul>
To what extent has the project used learning to improve delivery?	<ul style="list-style-type: none"> <li>• Were changes made in terms of activities or delivery mechanisms based on lessons learnt?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of lessons learned from delivery</li> <li>• Types of lessons learned from project (as reported by WfWI)</li> <li>• Number of project adaptations as a result of lessons learned</li> <li>• Type and quality of adaptations that lead to enhanced results</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Budget revisions</li> <li>• Focus group discussions</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Project staff</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>



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What are the key drivers and barriers affecting the delivery of results for the project?	<ul style="list-style-type: none"> <li>• Idem</li> </ul>	<ul style="list-style-type: none"> <li>• Types of key drivers that have positively influenced project results</li> <li>• Types of key barriers that have negatively influenced project results</li> <li>• Types of new strategies taken (initiative, innovation) based on lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Focus group discussions</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Project staff</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
<b>Efficiency</b>				
To what extent did WfWI deliver results on time and on budget against agreed plans?	<ul style="list-style-type: none"> <li>• Is the project on schedule?</li> <li>• What is the ratio of achievement vs time?</li> <li>• What is the expenditure rate?</li> <li>• How is expenditure ratio vs. time?</li> </ul>	<ul style="list-style-type: none"> <li>• % of project milestones met on time</li> <li>• % variance of annual spend against budget</li> <li>• Number of activity conducted in due time</li> <li>• Alignment between project implementation and plan</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Financial reports</li> <li>• Budget revisions</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> </ul>
To what extent did the project understand cost drivers and manage these in relation to performance requirements?	<ul style="list-style-type: none"> <li>• What procedures are in place to achieve cost consciousness?</li> <li>• Are these procedures applied? To what effect?</li> </ul>	<ul style="list-style-type: none"> <li>• Ways in which project has acknowledged different cost drivers</li> <li>• Processes in place to manage cost drivers</li> <li>• Number of additional steps taken to manage cost drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Financial reports</li> <li>• Budget revisions</li> <li>• Internal policies</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> </ul>
<b>Sustainability</b>				
To what extent has the project leveraged additional resources (financial and in-kind) from other sources? What effect has this had on the scale, delivery or sustainability of activities?	<ul style="list-style-type: none"> <li>• What are WfWI DRC's funding sources?</li> <li>• Did all planned funding sources materialise?</li> <li>• How are funding sources related (conditionality, matching, co-funding, beneficiary contribution)?</li> <li>• Is project effectiveness, efficiency or sustainability affected by funding issues?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of in-kind resources leveraged by project</li> <li>• Number of other financial resources leveraged by project</li> <li>• % increase in size/reach of project as a result</li> <li>• Number of ways in which sustainability of activities may have been increased</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Financial reports</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> </ul>

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To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?	<ul style="list-style-type: none"> <li>• What benefits are delivered by the project?</li> <li>• What is required to sustain the project benefits?</li> <li>• Will project benefits be sustained, how and by whom?</li> </ul>	<ul style="list-style-type: none"> <li>• Number/% of beneficiaries who sustain or improve upon project indicators 1 year and 2 years after completing training</li> <li>• Evidence available indicating project activities were conducted in way that contributes to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Past graduate follow up data</li> <li>• Focus group discussions</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• WfWI</li> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
<b>Impact</b>				
To what extent and how has the project built the capacity of civil society?	<ul style="list-style-type: none"> <li>• What civil society capacities did the project build?</li> </ul>	<ul style="list-style-type: none"> <li>• Ways in which the project has built the capacity of local advocacy partners.</li> <li>• Level of improved collaboration between local partner NGOs around women's access to land</li> <li>• Ways in which the project has built the capacity of women's groups</li> <li>• Ways in which the project has built the capacity of WfWI-DRC staff</li> <li>• Ways in which the project has built the capacity of local leaders (Church, local association and NGOs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Focus group discussions</li> <li>• Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
How many people are receiving support from the project that otherwise would not have received support?	<ul style="list-style-type: none"> <li>• How many benefit from the project?</li> <li>• Are there alternative sources for similar support?</li> <li>• How many people have no other sources of support?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Progress reports</li> <li>• Focus group discussions</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Local authorities</li> </ul>
<ul style="list-style-type: none"> <li>• To what extent and how has the project affected people in ways that were not originally intended?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there any unforeseen or unintended effects of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Number of unintended positive outcomes from project</li> <li>• Number of unintended negative outcomes from project</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Focus group discussions</li> <li>• Interviews</li> <li>• Field observations</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Authorities</li> </ul>

