



# **LEAP Inception Report and Monitoring System**

Women's Leadership for Peace Building in Darfur





# LEAP Inception Report and Monitoring System

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VOND will monitor the LEAP project on three major lines:

- 1) The monitoring of financial expenses, based on the overall budget.
- 2) The monitoring of the implementation, based on the overall planning.
- 3) The monitoring of outputs, outcomes and impact, based on the logframe.

This report explains proposed and necessary changes in the budget and planning, as described in the project proposal more than a year ago. The logframe, delivered to ICCO in December 2014 before the signed contract, remains unchanged (Annex 1). An inception report is needed because the project has to be implemented within two years, instead of three. It refers to the most recent situation analysis, based on the narrative and financial report of the first LEAP learning event in April 2015 and the Base Line Inquiry completed in the same period.

## 1 Financial monitoring

### 1.1 Original Budget

For this project the original budget is €146.318,- based on a three year project (2014 - 2016). Each year was planned to have an equal budget. However, due to administrative issues the funding for this project was delayed, as a consequence the program and budget have been adjusted to span 2 years. The budget has been adjusted accordingly. The initial budget was based on experiences during the pilot phase of this project in 2013. After the first learning event we have created a revised budget containing adjustments to the different budgetary items and to the distribution of the budget; the revised budget reflects more accurately the needs and expectations for the coming learning events.

### 1.2 Explanation of changes proposed in the budget

The revised budget is based on a two year project (2015 - 2016). The content of the program will remain the same, as well as the amount of learning events and activities.

Based upon the expenditures in the preparation of this project and during the first learning event in April 2015 we made some changes in the budgetary items and budget distribution, while maintaining the agreed total budget. The changes in budgetary items create a more intuitive way for organizing the expenditures of the project. We stayed within the total learning event budget, during the first learning event. The adjusted budget is included in this report.

### 1.3 Financial reporting, monitoring and control mechanisms

VOND will make an internal budget for every learning event, including the general costs of office and financial administration. Six internal financial reports and narratives will be made after each learning event. They will provide the basis for the two annual financial reports and narratives to be sent to ICC in Feb. 2016 and Feb. 2017. These will have to be approved by an external accountant.



## 2 Planning

The monitoring of the LEAP project follows the intended program. It is organized along the following lines:

1. May 2015: An *Inception report* based on the first learning event and the results of the base line measurement. VOND also makes a base line report.
2. Six *activity and financial reports* on outputs in June, September and December 2015, and in June, September and December 2016. These reports are simple and factual records of LEAP activities compared to planning and LEAP expenses compared to the (adapted) budget. They cover the learning event and also the coaching of local activities that come out of it. Annexes and photographs for concrete products will be added.
3. Two *outcome reports*: One in February 2016 and the second in February 2017. These reports will include the output reports, the self-evaluations of the participants, evaluations of the trainers and the evaluation of VOND, facilitated by an external consultant, on the effects of the learning process (following the logframe).
4. One *impact report* in February 2017. This will be presented as one chapter in the outcome report of February 2017. It reports an ex-post survey based on the base line inquiries on personal, organisational and context changes. This survey will be done and validated with the participants during the last learning event of LEAP.

See below the planning scheme of LEAP, including the reports.



PLANNING LEAP 2015-2016											
c= coaching and facilitation; le = learning event; f= admin of small activities fund; t= translations; x=report											
			2015				2016				2017
			1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st
<b>1</b>	<b>Capacity building</b>										
	Preparations		c								
	Learning Event in El Fashir	April	le								
	Learning Event in Nyala	July		le							
	Learning Event in Daeen	Nov			le						
	Learning Event in Gineena	March				le					
	Learning Event in Khartoum	July					le				
	Base line study	Nov	x						x		
	Translations and Training materials	ongoing	t	t	t	t	t	t	t		
<b>2</b>	<b>Coaching and quality control</b>										
	1st Field visit 2015	April	c								
	2nd Field visit 2015	Nov			c						
	3rd Field visit 2016	July				c					
	Coaching reports		x		x			x			
	Evaluation meeting in Zalengei	Nov							le		
<b>3</b>	<b>Facilitation of Resources</b>										
	Preparations / criteria		c								
	Applications		f		f	f					
	Decision on Applications		c		c	c					
	Plans and reports from participants on initiatives		x+t		x+t			x+t			
<b>4</b>	<b>Reporting and monitoring</b>										
	Output reports		x	x	x	x	x	x			
	VOND evaluation meetings					x			le	x	
	Outcome reports					x				x	
	Ex-post impact assessment								x		
	Final report to be delivered to ICCO									x	

### 3 Outputs, outcomes and impact

VOND will monitor the expectations by careful preparing of the program of each separate LEAP learning event, reporting on it, and evaluating the progress.

The *outputs* of LEAP can be described as learning activities and results at participants' individual and organisational level, *outcomes* as results at the level of cooperation between organisations, and *impact* at the level of political effectiveness in Darfur society at large.

#### 3.1 The expected outputs

Each trainee has her own progress file. In the application form the trainees explain what they would like to be able to contribute to peace building. Through individual coaching, they are encouraged to experiment personally and within their organisation, and at the end of the training, the participants will be asked how far their actual initiatives match with their original commitment.



The application forms present the following priorities for learning formulated by each individual participant in her application form:

1. Clarify Gender issues related to peace, conflict and security
2. Learn effective and secure lobby techniques
3. Participate in the local political process and in the peace process
4. Understand the law and mechanisms of local government in Darfur
5. Understand the UNSCR 1325 process

This corresponds with the outputs presented in the logframe. The methodology of interactive learning events, planned social actions and reflective coaching will influence the women leaders and their organisations to take new initiatives continuously, to train other women, to reflect on strengths and weaknesses, to continuously renew their approach and to expand alliances and coalitions in the whole Darfur region.

### 3.2 The expected outcomes

The base line inquiry done in April 2015 identified strengths and weaknesses in the organisations that participate in LEAP. The organisational assessment was done in the first learning event through interactive methods, measuring 13 out of the 16 member organisations of WAP-Darfur. The main points of improvement were:

1. Most organisations have quite *general objectives*, predominantly with an emergency services perspective. The LEAP project is meant to produce more articulated objectives in each organisation to influence changes in gender policies, security policies and peace building efforts of the local government and important social groups.
2. Most organisations have *many priorities* to attend to. The LEAP project should support the formulation of clear organisational strategies in each of the organisations in line with the strategy of WAP Darfur as their alliance.
3. There is insufficient articulation of strategies for future *financial perspectives*. The LEAP project will build capacity to address local funds, NGO funds and specific funds for peace building.
4. Only four organisations out of 13 have *contacts with armed movements*; their participation in the peace process has generally not been proactive. The LEAP project stimulates proactive mediation, aiming at a stronger network of contacts with armed groups and a stronger participation in mediation and reconstruction policies.
5. Only 3 organisations produce *media features*. The LEAP project will facilitate the production of a common proactive external communication plan on the implementation of UNSCR 1325 in Darfur.
6. Only 3 organisations recognize and address *diversity problems* in their organisation and context. The LEAP project will strive towards awareness on the importance of addressing tribal differences, and produce track record of actions aimed at true reconciliation and common understanding.

To achieve these results, LEAP will lean on the strong points of the organisations, such as:

- \* All organisations have sufficient members of the board, committees, staff and volunteers to realize their strategy.



- \* Most organisations have a track record of implementing projects with funds from international (UN) organisations and embassies, with a specific gender agenda.
- \* Nine out of 13 organisations are aware of security problems and handle with them regularly.
- \* Nearly all organisations have participated in the peace negotiation rounds.
- \* Seven organisations are actively interested in participation in the political realm.

The organisational analysis and the first learning event show that learning from each other and coaching their own actions is an effective methodology. Extra guidance and information is needed on the dynamics of tribal inequality and reconciliation practices. The participants need to concentrate on formulating a strategy to approach the government and civil society proactively with an own agenda. They need to enforce this strategy by a communication plan and getting adequate financial support for it.

VOND will measure the organisational changes through the same questionnaire after one year and at the end of the LEAP project, during the evaluation learning event.

#### 4 The expected impact

In the contract with ICCO it is mentioned that 1000 women would be candidate for a position as councilor. The ambitions of LEAP, however, are somewhat different. The aspirations are not to *join* the government, but to form a *civil political movement* in name of all women of Darfur, with a serious voice to influence government policies and get involved peacemaking activities, which are urgent in all 5 Darfur regions . WAP-Darfur aspires at being widely recognized as trustworthy mediators in the outburst of conflicts, and being able to mitigate conflicts, reducing the frequency of violent outburst.

VOND did not yet establish a base line measurement on those two elements of impact, but a first experiment in joint conflict mediation has already been initiated as a common activity after the learning event in April. The women visited the villagers that were in armed conflict with each other. During that activity they found out that the issue of land-use was at the bottom of the conflict. The expectations for impact will be sharpened through WAP-Darfur's strategy formulation, to be realized in the second learning event, in July 2015. The impact areas to be chosen will be related to land use issues, to the judiciary system, to tribal dynamics and to the security policies from the government through the Humanitarian Aid Commission (HAC).

As the impact is a long term aspiration, LEAP has to invest in sustainable results. For that reason, LEAP is giving opportunity for a variety of actors to each play their part in the learning events and the social initiatives that follow them. Various actors will get used to being continuously involved in a social learning process, reinforcing each other:

- \* The WAP-Darfur member organisations,
- \* The affiliate organisations in each province
- \* The coach and the trainers themselves
- \* External actors such as the armed movements, villagers and IDP camps, religious authorities, government officials, national women's organisations and international human rights organisations.



	<b>Intervention logic</b>	<b>Indicators of achievement (outcomes)</b>	<b>Sources and means of verification</b>
<b>Aim</b>	A peaceful society with equal opportunities for women and men		
<b>Project purpose</b>	WAP-Darfur successfully lobbying and mediating for peace in Darfur		
<b>Results</b>	<b>1. Internal</b>		
	Increased diversity-management and leadership capacities of WAP-Darfur, resulting in a solid and recognised platform	1.1 Increased understanding and collaboration between member organisations and affiliates of WAP- Darfur 1.2. Financial sustainability of WAP-Darfur and its member organisations through projects 1.3. Increased number of WAP-Darfur affiliates 1.4. Media attention for WAP-Darfur	Number of joint actions Common analysis and route map Internal M&E report Budgets of member organisations and WAP Darfur List of member organisations and affiliates of WAP-Darfur Articles, blogs, radio-programs, TV-programs, etc.
	<b>2. Local level</b>		
	Improved collaboration between local communities and 1325 committees on sub-regional ('state') level.	2.1 Joint activities with participation of councillors, officers and community representatives, such as meetings, action plans, lobby, public manifestations and needs assessments 2.2 The Doha agreements provided with comments and analysis on consequences for men and women at community level.	Activity reports used in the trainings; Coaching reports LEAP ; Opinion of councillors, government officers and community leaders on their mutual cooperation. Critical review of specific points in the Doha agreements from a gender perspective
	<b>3. Regional level</b>		
	Improved recognition of WAP-Darfur as mediator with respect to peace building at regional level	3.1. Each member-organisation being aware of security issues and having a pro/active mediation strategy 3.2. Members of WAP-Darfur active as mediators 3.3. Mediation cases documented to be disseminated	Safety and mediation document in each member organization; Common agenda document with list of women experienced in mediation in the region; Positive feedback from security official on the achievements; 10 reports/features on concrete mediation cases
	<b>4. (Inter)national level</b>		
	Improved visibility of WAP-Darfur, resulting in more collaboration between WAP-Darfur and (inter)national organisations with respect to the Doha-agreements in special and the peace building process in Darfur in general	4.1. Significant attention of national NGO's for actions and publications on the Doha- agreements and peace building in Darfur 4.2. Increase in interventions of women parliamentarians with respect to the Doha-agreements, in collaboration with WAP-Darfur 4.3. WAP Darfur getting recognition and funds from (inter)national organisations	Publications on 1325 in Darfur Internal M&E reports discussed at the training meetings Report about project proposals



<i>activities</i>	<i>intervention logic</i>	<i>Indicators for quality</i>	<i>expected outputs</i>
	Coaching and Quality Management Advise (result 1.1)	Leadership in the regional organization of women for 1325 strengthened	Regular coaching meetings reported and commented in the six training sessions
	Facilitating action (result 1.1; 2.1; 3.2)	Women taking new initiatives and reflecting on strengths and weaknesses	70 short reports on public activities implemented by the member organizations of WAP Darfur Blogs, and news features published in each sub-region
	Learning Event 1 Peace Building - El-Fashir (result 1.1; 3.1; 3.3)	Awareness of post-war health problems Management capacity to handle diversity Experience with mediation techniques and exchange and knowledge on their roots in religion and tradition	16 leaders able to train community leaders in peace building 4 documented examples of good cooperation between the member organizations 10 cases in which members of WAP-Darfur are asked to mediate
	Learning Event 2 Fundraising - Daein (result 1,2; 2.1; 2.2).	Capacity to do a needs analysis and formulate simple projects in the 5 sub-regions Good understanding with local authorities on projects Ability to formulate a common agenda and one project as WAP-Darfur	5 small projects formulated and submitted One documented agreement on the fundraising strategy for WAP-Darfur
	Learning Event 3 Political Positioning - Nyala (result 1.3; 1.4; 2.1; 2.2)	WAP-Darfur expressing the position of women's proposal for peace in Darfur on political level	5 important media features on regional level A statement on gender issues in the DOHA agreements published at regional and national level. One regional and 5 sub-regional lobby strategy documents
	Learning Event 4 Lobbying and Safety (Geneina) (result 2.1; 3.1; 3.2)	Capacity to deal in a pro-active way with security services and safety Ability to harvest positive feedback from security officials, religious leaders and councilors	30 security officials, religious leaders and councilors interviewed
	Learning Event 5 Lobbying and Networking - Khartoum (result 1.3; 4.1; 4.2; 4.3)	Capacity to partner with Women organizations in Khartoum on 1325; to outreach to government officials and parliamentarians for support and understanding; and to search for support from national and International organizations	Meetings with 4 influential women NGO's 12 pending requests for registration rewarded 6 new projects for women and peace in Darfur accepted and rewarded
	Learning Event 6 Evaluation - Zalingei (result 1.1; 4.3)	Capacity for continuous self- and peer-evaluation	5 pre-training assessments and 5 post training evaluations documented 1 global evaluation report produced in a participative way





LEAP Budget 2015-2016							
		unit price	quantity	units	total	total per year	
						2015	2016
<b>1. Office and Organization</b>					<b>€ 9.600</b>	<b>€ 4.800</b>	<b>€ 4.800</b>
1.1	Office & financial administration in Sudan	400	6	Events	2400	1200	1200
1.2	Office & financial administration in the Netherlands	400	6	Events	2400	1200	1200
1.3	Materials for training and administration	800	6	Events	4800	2400	2400
<b>2. Human Resources</b>					<b>€ 45.323</b>	<b>€ 23.012</b>	<b>€ 22.312</b>
2.1	Coordinating and monitoring	1000	13	Months	13000	7000	6000
2.2	Secretary and financial administration in Sudan	150	12	Months	1800	900	900
2.3	Sudanese trainers	1500	6	Events	9000	4500	4500
2.4	International trainers	2000	5	Events	10000	5000	5000
2.5	International evaluator	300	11	Days	3300	1500	1800
2.6	Interpretation and translation	700	6	Events	4200	2100	2100
2.7	Other human resources	670,55	6	Events	4023,32	2012	2012
<b>3. Travel Costs</b>					<b>€ 28.087</b>	<b>€ 10.043</b>	<b>€ 10.043</b>
3.1	International travel (tickets and visa)	533,33	15	Ticket	8000,00	4000	4000
3.2	National travel crew and trainers	700	6	Events	4200	2100	2100
3.3	National travel participants and guests (Khartoum event)	170	16	Tickets	2720	1360	1360
3.4	Regional travel in Darfur	1500	6	Events	9000	4500	4500
3.5	Local travel	833,33	5	Events	4166,67	2083	2083
<b>4. Local peace activities</b>					<b>€ 10.800</b>	<b>€ 5.400</b>	<b>€ 5.400</b>
4.1	Activities between events	1800	6	Events	10800	5400	5400
<b>5. Board and lodging</b>					<b>€ 18.000</b>	<b>€ 9.000</b>	<b>€ 9.000</b>
5.1	Board & lodging learning events (participants and guests)	1500	6	Events	9000	4500	4500
5.2	Board & lodging coordinator, crew, trainers and evaluator	800	6	Events	4800	2400	2400
5.3	Board & lodging transfer Khartoum	400	6	Events	2400	1200	1200
5.4	Board & lodging coach (field visits)	300	6	Events	1800	900	900
<b>6. Venue and events</b>					<b>€ 24.300</b>	<b>€ 12.150</b>	<b>€ 12.150</b>
6.1	Venue	500	6	Events	3000	1500	1500
6.2	Catering	1800	6	Events	10800	5400	5400
6.3	Supporting servies and equipment	1750	6	Events	10500	5250	5250
<b>SUBTOTAL</b>					<b>€ 136.110</b>	<b>€ 64.405</b>	<b>€ 63.705</b>
<b>6. Handeling Fee VOND 7.5%</b>					<b>€ 10.208</b>	<b>€ 4.830,37</b>	<b>€ 4.777,87</b>
<b>TOTAL</b>					<b>€ 146.318</b>	<b>€ 69.235</b>	<b>€ 68.483</b>