



FINAL Report LEAP 75-03-17-006

Women Leadership Program in Sudan

It is with gratitude and satisfaction that VOND presents the report on the implementation of the LEAP project, designed at the end of 2013. The Dutch development organisation ICCO administrated the project in the context of the National Action Plan 1325. ICCO signed the financing agreement for Sudan with the Ministry of Foreign Affairs in the Netherlands in the year 2015.

The project has been a success. Its purpose was that *WAP-Darfur would successfully lobby and mediate for peace in Darfur*. Fifteen humanitarian organisations from 5 sub-regions (states) in Darfur, managed by women, succeeded in setting up and maintaining a network called Women for Peace in Darfur. The leaders of the member organisations participated actively in training to promote awareness around the rights of women clearly established in the UN Security Council Resolution 1325. At the end of the training, 15 women leaders received a well-deserved certificate in mediation. They were coached to strengthen their organisations, cooperate with each other and mainstream 1325 activities in their work. The network initiated 3 important regional mediation initiatives, that produced peace agreements between different tribes in different states. They multiplied workshops, training and sensitization with influential actors in their own state. They learned how to approach security officers, government entities, native administrators, imams and community leaders and to cooperate with them in local 1325 committees. They performed needs assessments in the IDP camps and in poor neighbourhoods of their towns and villages. They organized a stakeholder consultation with a large group of young people in El Fashir, girls and boys, as a preparation for the 2nd learning event. They engaged other organisations in their state to cooperate in peace making activities. And they generated a bulk of publicity both in Darfur, Khartoum and internationally around the UN Security Council Resolution 1325.

Their network is ready now to implement together three systematic peace building projects, complementary to their own mediation activities and combining peace and women's rights with humanitarian work. One project is to influence the Hakamat (local women artists and entertainers) to stop making war songs, and engage in peace songs. The second, to train at least 50 other women to act as mediators. And the third, to engage and connect young people to form a movement for peace in Darfur.

Technical details on this progress are described in the chapters to follow. In the description the outcomes and outputs as mentioned in the logframe are accounted for. It was agreed on 16-03-2015 between ICCO and VOND that the report should follow this logframe and the planning schedule as explained in the inception report, delivered two months after the contracting. The current report refers to that agreement and follows the instructions of reporting from ICCO. Due to the fact that the intended 3-year project had to be implemented in 2 years, the year report for 2016 and the final report are merged.

This merged report follows Annex 5.a and Annex 5.b of the ICCO contract as follows:

- *Pointer a and f*: This report starts in **Chapter 1** with a summary of progress in 2016, referring to internal progress, progress at local (state) level, progress at regional level and progress at national and international levels.
- *Pointer b and e*: In **Chapter 2** of the current report an analysis is made of the challenges and opportunities that VOND met during implementation – and which changes had to be made. The methodology used by VOND consisted in a combination of four interventions or activities, listed in the logframe on the second page: coaching, facilitating action, capacity building through learning events, and participatory evaluation.
- *Pointer c/d and g/h*: **Chapter 3** presents a global reflective analysis of the factors of success and failure. In this chapter the results of the reflection done by VOND in an internal evaluation are reported. It includes the lessons learned.

The other pointers, including a financial paragraph, follow in the last **Chapter 4**.



1 Summary of the progress ¹

The overall outcome of the LEAP project is a robust network of women leaders in Darfur, prepared to lobby at the level of sub-regions, the whole region and on national and international level for women's rights as formulated in resolution 1325. Apart from that, each of the member organisations is firmly committed to mainstream 1325 in their daily activities with humanitarian work, health and education. In each sub-region other organisations are being registered as affiliates to the network. Individually, the women leaders act and are recognized as mediators for peace in their own community, at government level and at regional level. They are ready to train other women in these skills. Concrete examples of their work are published in the booklet "Portraits of Women Peace Makers in Darfur". Preparations are made to publish this book also in Arabic.

WAP Darfur was founded in 2013 as a result of the pilot phase of the LEAP project. The pilot phase was designed to do a base line assessment and a learning needs assessment among possible participants of LEAP. It ended in a firm decision of the participants to form an alliance for peace among them. This was called WAP-Darfur.

The members of WAP Darfur are:

North Darfur	Al Arjoon for Development Dar-Assalam Women El Tigana for Women Kebkabiya for Women's Development
South Darfur	El Shorooq Aspire (El Wathba for peace and development) El Ruhai and Rural Development Al Amal for Community Development REMCO (Riaheen)
West Darfur	El Bir Wa El Tawasul Gloub El Rahma Al Badreen
East Darfur	Massai Human Service
Mid Darfur	Tasamuh for Women Development
With offices in all states	El Ruhama

The progress of the LEAP project is explained following the four expected outcomes as mentioned in the logframe, and the milestones defined for each outcome.

OUTCOME 1: INCREASED DIVERSITY-MANAGEMENT AND LEADERSHIP CAPACITIES OF WAP-DARFUR, RESULTING IN A SOLID AND RECOGNISED PLATFORM

Milestone 1.1: Increased understanding and collaboration between member organisations and affiliates of WAP-Darfur.

During the two years of the project WAP has grown from a network with separated participants towards a firm network of members with a common purpose who are communicating with each other, advising each other and whenever possible working together in projects. A board is in place, rules of engagement are formulated and formalized. The full registration of the network has been a complex undertaking, but is almost completed by now. Regular board- and member meetings are foreseen for 2017. The common WhatsApp-group is a daily used instrument of communication.

¹ The content of this chapter corresponds with the ICCO requirements for reporting a and f.



Number of joint actions	6 learning events organized, 3 regional mediation initiatives brought to peace agreements between tribes, 31 affiliates attracted, bilateral intervision meetings organized.
Common analysis; strategy	1 learning event on strategic positioning with the University of Khartoum; sessions on context analysis in all 6 learning events (see separate reports)
Internal M&E report	In an evaluation questionnaire ² delivered before the 6 th LE, the members of WAP Darfur testify that the value of the network is that more can be achieved when the members cooperate with each other (15 out of 15); that they are encouraged by other members (6 out of 15); and that they can get advice from other members (7 out of 15) Extensive (oral) evaluation of the network is found in the report on Learning Event (LE) nr. 6.

Milestone 1.2 Financial sustainability of WAP-Darfur and its member organisations through projects

Most member organisations of WAP found sufficient financial support for their own organization strengthened during the training in LE 3 on how to present their organisation. Some of them are large humanitarian organisations, that are sustainable themselves. Others are small, specialist organisations that depend on irregular income. Activities on 1325 are mainstreamed in most of their projects, but WAP needs a financial basis to be able to organize activities at the level of the whole region. It became clear throughout the project that financial sustainability of WAP-Darfur is strongly related to and depending on the registration of WAP as a network. They cannot apply for donor opportunities without a registration. This has proven to be a hard job, as members have to be registered not only in their own state, but also in Khartoum; this registration has to be renewed each year and charges have to be payed, apart from the costs involved in the paper work and the follow up.

Budgets of member organisations and of WAP Darfur

In LE 3 learning exercises were done on budgets and project formulation. Most of the organisations could not present a clear budget as they work often as subcontractors of UNAMID projects and other international humanitarian organisations. Between LE5 and LE6 a special coaching meeting was organized with the board to formulate a tripartite project for WAP Darfur, including elaborate budgets. This project was accepted in the next general assembly meeting during the LE6.

Milestone 1.3: Increased number of WAP-Darfur affiliates.

Numerous affiliated organisations from different backgrounds in the 5 sub-regions were eager to learn and attended the meetings in each of the 5 towns in Darfur where the Learning Events took place. WAP decided last December that in order to be able to strengthen the network they will officialise the affiliation of other organisations after a year. In the meantime they will work together with them whenever possible in the proposed projects. All affiliates are well known organisations from the home towns of the WAP members.

² One questionnaire was on personal learning, the second on organisational progress.



ORGANISATIONS AFFILIATED TO WAP DARFUR		
Al Woud for development	Igtimaia & Rural Development	Organization Women's Voice
Al-Mustagbal	Kafoot for development	Red Crescent
Al-Riyaga	Labina	Sout El-Maraa
Al-Watan	Lana for Charity	Subol Es-Salaam
Ayadi El-Khair for Charity	Maab	Sudanese women union
Community-Based Association	Nawafiz for peace	Union of the working women
Darfur for development	Organization Amo for charity	Voice of Women
Development and Peace	Org for development and peace	Women and family
El-Basma for Charity	Organization Isra	Women development and child care
El Rahma for development	Organizaton Tabarak	Youth union
Ghaya for development		

Milestone 1.4 Media attention for WAP-Darfur

Radio is one of the most important media in Darfur. It has paid ample attention to the work of WAP, attending all Learning Events in Darfur and reporting on it. Some special items were broadcasted. Local papers have written on the work of WAP. And recently an international newspaper published a long article on the work of WAP and VOND.

The publication of VOND "Portraits of Women Peace Makers in Darfur" has contributed greatly to get the work of WAP known by the (inter) national donor organizations. In the Netherlands, Mekka Abdelgabar received for her work for VOND the Peace Hero Prize 2016.

Some examples of articles, blogs, radio programs, TV broadcasting
Radio El-Fashir on 5 April 2015 catchment area is El-Fashir and the surrounding villages (state of North Darfur);
Radio Dabanga on 12 April - with Ibtisam El-Duma - catchment area - All Darfur
The National TV El-Shoroog: on 16 August 2015, catchment area - whole country and the world;
Nyala Radio broadcasting; on 24 August morning program, catchment area - Nyala and suburbs;
Nyala Radio broadcasting 2: on 28 August, afternoon program, catchment area - Nyala and suburbs;
UNAMID Radio broadcasting: on 29 August - Radio Dabanga, begin September - all Darfur
An article in Saiha Newspaper on 20 August, catchment area - Sudan
TV Gineana on 16 April 2016, catchment area - States of West Darfur and Middle Darfur
Radio El-Gineana on 16 April 2016 - catchment area - states of West and Middle Darfur
On 7 December 2016 - Sudan National TV - catchment area Sudan and the world
On 7 December 2016 TV El-Shoroog - Catchment area Sudan and the world
On 7 December 2016 - Zalengei Radio Broadcasting - catchment area - state of Middle and West Darfur.
Kira Zalan, in Rewire News, <i>The Peacemakers of Darfur: 'We Are Your Aunties, and We Are Coming for Mediation'</i>

OUTCOME 2: IMPROVED COLLABORATION BETWEEN LOCAL COMMUNITIES AND 1325 COMMITTEES ON SUB-REGIONAL (STATE) LEVEL.

Milestone 2.1 Joint activities with participation of councillors, officers and community representatives, such as meetings, action plans, lobby, public manifestations and needs assessments

An intensive work relationship (on women's rights and peace and development activities) developed between the members of WAP Darfur and the officials in their state. The 4 Learning Events that have taken place in Darfur started with an open day, attended by a good number of distinguished community representatives and officers. For instance the opening of the event in Zalengei was attended by almost 200 people. The officials know the work of WAP and the UNSCR 1325 very well by now.



Councillors, government officers and community leaders attending the open days of the learning events

LE1 El Fashir

Two Journalists from El Fashir
 Three Parliamentarians from El Fashir
 Two Imams - religion leaders from El Fashir
 Five Leaders from the civil administration (large tribes)
 Two personalities/opinion leaders (Hakamat)
 Three Youth from Youth associations in El Fashir.
 Halima Tibin – High advisor to the Governor of North Darfur

LE2 Nyala

Massara Musa Ali	Ministry of Social Affairs
Bakhta Abdalla	Youth Union (Youth)
Saida Gabir Nasr	UNEPA
Awatif Abdelrahman	IDP camp Sakali
Ali Abdel-Azim	HAC's security Officer
Abbas Ahmed	South Darfur's HAC
Gamal Yousif	Director
Paul Ebikwo	UNAMID Head of the mission in South Darfur

LE4 Geneina

Muna El-Sharief Tazora	UNAMID – Head of gender
Sakina Moh. El-Hassan	Ministry of Social Affairs
Saida Abubakr Moh. Ibrahim	Working women Ass.
Nimat Ali Abdalla Isaq	Working women Ass.
Umaima Abdelrahman Moh.	Red Crescent
Hanan Abdelmalik Tijani	Red Crescent
Eiman Abdelmajid Moh. Ali	The National Union
Sheikh Altayeb	Geneana university
Dr. Tariq Mustafa	Centre for Peace Studies, Gineana University
Abdelrahim Mirghani Haimour	Minister of Urban Planning
Fardows Hassan Saleh	Minister of Education – state of West Darfur
Dr. Ahmed Ishaq	Director of the University of Geneina

LE6 Zalengey

Manahil Ahmed Sakin	Ministry of Education
Najat Salih Moh. Ahmed	Ministry of Health
Mahasin Abdelwahab Khatir	Ministry of Education
Rawda Hamdan Shar-El-Din	Supreme Council
Insaf Gabir Mohamed	Supreme Council
Habiba Badawi Hasab-El-Daim	Organization El-Kawthar
Rawda Arbab Ahmed Shatta	Ministry of Education
Zakia Hassan Mohamed Sagier	Management of girls' education
Halima Abdelkarim Eisa	Municipality of Zalengei
Hamid El-Amin El-Bashir	Bookshop Ijra-at
Abdelmunim Mohamed El-Hassan	HAC
Mohamed Ahmed Yahya	HAC
Zahara Suliman Ibrahim	Sudanese Women Union
Jawahir Abdalla Adam	Sudanese Women Union
Hawa Mohamed Ismail	HAC
Amna Ahmed Awad	Radio Zalengei
Huda Mohamed Adam	IDP

In addition, as a preparation of LE6, the participants organized depth interviews with stakeholders in their state: one officer and one member of civil society. In the interviews, they ask them personally about their commitment with WAP Darfur, with 1325 and with peace. A complete document of these interviews is found as annex to the report on the 6th LE.



Milestone 2.2 The Doha agreements provided with comments and analysis on consequences for men and women at community level.

For the purpose of LE2, VOND made a summary of the main gender articles in the Doha agreements and the activities listed in the 1325 Action Plan for SUDAN. During LE2 in South Darfur, the Doha peace agreement was studied in detail and analysed by the women based on the document's thematic areas. The analysis was based on specific gender focused indicators including how the articles are gender sensitive in terms of women participation, addressing women agenda and validating women experiences. Each topic was discussed in small groups, in a deep and focused way: each relevant article in Doha was read and analysed.

The main results of all the groups were summarized:

- *Generally, the Doha agreement is not being implemented to the satisfaction of the Darfur population*
- *The bill of rights in Doha remains abstract as South Darfur in particular is under emergency rule; and there is no freedom of association or expression*
- *The share of women in wealth and power is minimal and symbolic*
- *Women's access to justice: protection is minimal, especially for women in IDP camps*
- *There is clear conflict and dichotomy between federal system and the transitional power of Doha (lack of coordination, overlapping of authority, etc.)*
- *In all Doha articles women's participation is not underlined and in reality, it is completely ignored*
- *Doha did not cater for the ongoing tribal conflicts where women are the most affected*
- *The microfinance fund stipulated in Doha is not established and this has affected the women most*

Thereafter, the women made comparisons between the women's themes in the Doha agreement with the themes of the UNSCR1325. They concluded that many important issues concerning women are missing in the Doha agreement which must be put into consideration by the authorities. Finally, the women formulated a common manifest for peace and reconciliation in Darfur calling the state, the religious authorities, the civil society organisations and all people of good will to:

- *Support the peace processes in Darfur states and contribute to initiatives to stop the violence.*
- *Monitor the implementation of the Doha agreement on the ground*
- *Follow up the implementation of the resolution 1325 which calls for participation of women in peace building and reconstruction*

The Darfur Authority was dissolved following the result of the referendum against the governing of Darfur as one region, as the Darfuri people voted for the upholding of the five states system of governance. The Doha implementation is reduced now to six advisory commissions: Commission of Reconstruction and Development; Security arrangements; Voluntary return of refugees; Reconciliation; Land Commission; Social Welfare Fund.

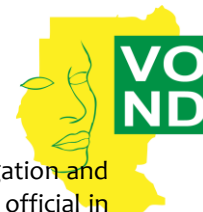
At the end of LEAP, WAP members were interviewed on the Doha agreements. 11 out of 15 are of opinion that the agreements are known and understood, but still not taken into account in the local policies.

OUTCOME 3: IMPROVED RECOGNITION OF WAP-DARFUR AND ITS MEMBERS AS MEDIATORS WITH RESPECT TO PEACE BUILDING AT REGIONAL LEVEL (= IN ALL 5 STATES)

Milestone 3.1 Each member-organisation being aware of security issues and having a pro-active mediation strategy

The ongoing hostilities between various (tribal) groups and the involvement of the government in some of the violent actions, especially taking place outside the towns, are of continuous concern for all members. Physical security especially for women in the IDP's is a severe point of concern, of which all women are very much aware. Security measures in Sudan are very strict; there are two security institutions; the national security department and HAC's regulation offices. Both have to be informed in order to obtain their permission for any activity to be executed by the national and/or international organizations.

Because permissions had to be obtained in each state and municipality where the activities takes place, VOND and WAP-Darfur were faced by hindrances for a smooth execution of the activities, especially in



South Darfur. They were faced by various regulations by the security officials. After long investigation and submission of all the information concerning the program, the target group and the trainers, an official in Nyala decided to stop the activities. Luckily, VOND could contact one of the relatives who mediated for WAP Darfur at the supreme authority of the security apparatus and therefore, they were allowed to execute their activities.

For the implementation of LEAP's learning activities in 2015 and 2016 the security measures started to become easier. Permissions were issued but sometimes with restrictions; such as not to mention some issues and/or not to invite certain people. The security institutions also used to send one or two security officers to attend the training activities and the mediation meetings in particular. Finally, the security officers were convinced and pleased by the contents of LEAP, and the situation turned into recommendations and encouragement for the women to continue with their work. The activities were implemented smoothly thereafter.

Safety document in each organisation
No, this was not achieved: safety was discussed in all LE's, and all members are aware of precautions and safety measures, but the women leaders operate in an oral culture. They didn't make any document concerning safety for their organisation.

Milestone 3.2 Members of WAP-Darfur active as mediators

The members of WAP Darfur were very active as mediators. This was the case even before the LEAP project started, but it expanded and got professionalized during the LEAP learning. Women leaders mediate in all sorts of community conflicts and inter-tribal issues, preventing armed confrontations. During LE2, they were confronted with serious armed clashes not very far from the place where they were learning together. On the last day, while discussing the kind of actions on 1325 they would develop to apply the learning, they decided to intervene in that conflict together in their own way as women. This was an intensive learning experience, which resulted in a peace agreement with the parties and good participation of the women in the belligerent communities. Stimulated by this experience, they did the same after LE4 and LE5, in other states. After that, a summary was made by VOND on the methodological principles applied in practice.

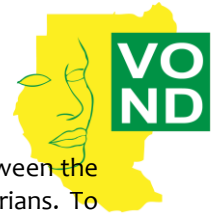
Feedback and Recognition in mediation practices	
Feedback	The experience was reported and analysed by VOND (see ANNEX IV of this report) and WAP Darfur was praised and recognized by local governments and the regional governor for their commitment and achievements.
Invitations	In the evaluation questionnaire, the women testify that they have frequently been asked as mediators in conflicts, recently. Some only once, some 2 times, 5 of them 3 times, one 4 times, some 5 times and one 6 times (some=2).

Milestone 3.3 Mediation cases documented to be disseminated

All WAP members have been involved in various cases of mediation on different levels (within families, in a neighbourhood, between tribes). This is well documented in the publication *Portraits of women peacemakers*, with focus on mediation. It is spread in Sudan to an English reading public, to donor organisations, the Embassy and some NGO's. And it is widely spread in the Netherlands among practitioners, policy makers and scholars on women, peace and security. More than 300 copies are disseminated until now.

OUTCOME 4: IMPROVED NATIONAL VISIBILITY OF WAP-DARFUR, RESULTING IN MORE COLLABORATION BETWEEN WAP-DARFUR AND (INTER)NATIONAL ORGANISATIONS WITH RESPECT TO THE PEACE BUILDING PROCESS IN DARFUR IN GENERAL AND THE DOHA-AGREEMENTS IN SPECIAL

The progress of LEAP was concentrated on sub-regional level (the states). Considerable success was achieved on regional level as well. On national level, connections started to become warmer only in the second half of 2016. This may be attributed to the fact that most activities of national women's



organisations in Sudan are Khartoum-centred. The context is also a history of mutual distrust between the people of Khartoum and the people of Darfur and in some cases discrimination against Darfurians. To overcome the gap between Darfur and the national level proved to be a challenge.

Milestone 4.1. Significant attention of national NGO's for actions and publications on the Doha-agreements and peace building in Darfur.

The attention to the Doha agreements was low and remained low. The mandate of the international force to secure implementation of these agreements, the UNAMID, was frequently questioned by the Sudanese government, putting them in a difficult position at times.

WAP and its work on 1325, much more than the Doha agreements, became well known and appreciated in the fall of 2016. The high level of interest is measured by the attendance to the certification ceremony of LEAP, the positive attention received from the Dutch Embassy and invitations from international organisations for meetings.

Visibility of WAP Darfur in Khartoum through national publications did not happen yet. From the beginning, journalists were invited to the meetings in Khartoum, but they explained that their papers are reluctant to publish on activities of women in Darfur. Through personal relations with a well-known publicist preparations for a publication is in the pipe-line however.

Visitors to the open days of LEAP in Khartoum	
LE3 Khartoum	Abdoul Sow, UNAMID's head of mission in Khartoum Nawal Hassan Osman, AECOM USAid Rasha Hassan, Care International
LE5 Khartoum	Bahar Abu Garda, Federal Minister of Health Taj El-Din Niyam, DRA State Minister of construction Awatif Abdelmajeed, Wife of the federal commissioner of (HAC) Erin Cornish, UNDP Ahmed Mohamed Adam, HAC's Highest security officer El-Sinnari, State commissioner (HAC Khartoum) Abdel-Latif Ali, Parliamentarian
LE6 Khartoum	Wafaa Mohamed Osm, Vice President of the Lawyers Union Taj El-Din Niya, Darfur's Minister of Reconstruction, Development, and infrastructure Suad De Shoul, Head of the Centre for Peace.

Milestone 4.2 Increase in interventions of women parliamentarians with respect to the Doha-agreements, in collaboration with WAP-Darfur

Little progress was registered towards this milestone, despite the fact that one of the participants is a parliamentarian who is very dedicated to the cause. The Doha agreements don't call the attention of the parliamentarians at this moment. And the members of WAP Darfur are strong in lobbying at sub-regional level, but they still need support from other organisations to lobby at national level. There is interest in the work of women mediators. Currently their work is neither hindered by law, nor promoted by it.

Milestone 4.3 WAP Darfur getting recognition and funds from (inter)national organisations

(Inter)national organisations have shown interest and recognise WAP as an important player in the field of peacebuilding and mediation in Darfur. A funding proposal has been made and various meetings with funding organisations (UNDP, UN women, US Aid, Unamid and Care) have been realized. Possible agreements are waiting for the registration process to be completed.



2 Assumptions, changes and challenges in the LEAP approach³

In the pilot phase of LEAP, implemented in 2013, a needs analysis was done by VOND among the women leaders in different states of Darfur in two preparatory meetings. Based on that information, the LEAP project was designed by VOND to promote the application of the UN Security Council Resolution 1325 in the Darfur situation through the concerted action of women. The analysis was that UNSCR 1325 would offer legitimation for joint political action, and that political/civic action from a peace and security agenda would be fully inclusive for any tribe, class or sub-region. Furthermore, it would deepen the understanding of gender equity, promoting women leaders to be respected as a result of their public action for inclusive peace and security. Participants from Darfur were carefully selected for their leadership capacity and their deep practical engagement with poor women in the women's centers, including refugees from different countries, regions, cultures and ethnicity. This was seen as a guarantee to establish the link between discussions on UNSCR 1325 at university level with the needs and practices on community and grassroots level. VOND's hope was that the women leaders participating in LEAP would not only become trainers of trainers and peace-oriented managers, but also linking pins for the peace process and powerful and confident role models in their own environment.

Based on those assumptions, a methodology of four mutual enforcing activities was chosen. In the first place, 6 *learning events* of one week each, based on the learning needs worked out with them in the pilot phase. Then, the learning method should be participative and interactive, allowing the development of a practice-theory for peace building appropriate to the actual Darfur situation and opportunities. For that purpose, participants were invited to initiate some kind of *action after each learning event*. For that action a small fund (with a maximum of 300 € per action) was made available. A *coaching trajectory* to evaluate and improve the actions was designed. And the last learning event was reserved for a participative *global feedback and evaluation session* over the whole learning period.

The most important challenges encountered during the implementation can be summarized in 4 points:

1. It was important for appropriation and participation, that the learning events would be organized and held in each of the sub-regions of Darfur. But security regulations demanded *permits for international trainers*. It was difficult and sometimes impossible to get the trainers to the regions on time, no matter how hard our local secretariat tried to get the permit. In three cases alternatives had to be found on the very last moment. A positive side-effect of this challenge was, that VOND had to find national alternatives. In this way, the relationship between the women in Darfur and national trainers became stronger.
2. The women leaders participated fully in the learning events, but their capacity to work with *written information*, especially information in English, was below expectations. This diminished their input in giving figures on their organizational set-up (number of staff, yearly turnover, track record, etc); on their internal communication and on documenting their experience with mediation. VOND had to lower expectations on one side, and on the other, efforts were developed to assist them in overcoming these limitations. They realized the relevance of written communication and started helping each other and involving their daughters in the work. On the other hand, they surprised VOND with the deep quality of their oral communication through storytelling, poetry and role play.
3. The WAP-Darfur network had no easy job in guaranteeing inclusivity and *power balance* in an environment so strongly ruled by informal power-dynamics. All kinds of differences between tribal background, sub-regional particularities, personal relations and the influence of the organisations had to be overcome to establish sufficient mutual trust to really act as a meaningful network for all. VOND stressed the importance of rules for the network, fair election of board members based on their capacity, regular communication, financial planning and transparency. Gradually VOND started to share all those concerns openly in the meetings. Gradually, the participants started to share their doubts and critical comments openly as well. As an alternative for trust building, the participants of LEAP started to share personal joys and sorrows and new developments in their work at the beginning of each learning event, creating a strong bond of mutual understanding by

³ This chapter corresponds to the ICCO requirements b. and e.



doing so. It worked. Both VOND and WAP-Darfur are intensely proud that the network could overcome so many hurdles by their own decision making and that it still stands strong and united.

4. Apart from petty cash for organizing activities, VOND never gave any money to the members of WAP Darfur. But VOND was well aware of the need for WAP-Darfur and its members to have a budget and an *income for the promotion of UNSCR 1325*. In LE3 it became clear that income generation was so complex (and, to be honest, obscure), that special individualized coaching would be needed on that point. For that purpose, VOND started making profiles of each member organization with the purpose to advise them on fundraising. This was a positive step, but advising them individually proved to be beyond VOND's capacity. In LE4 the members formulated priorities for joint projects to be implemented by WAP-Darfur. VOND assisted the board of WAP-Darfur in working out these proposals.

The implementation was continuously adapted to those challenges. Details on the outputs of the activities, compared to the expected results are explained below.

ACTIVITY 1: COACHING

The initial purpose of coaching was to equip the members of WAP-Darfur with sufficient critical self-confidence to practice *awareness building, lobby and mediation for peace*, learning by doing en reflecting on it. The member organisations in Darfur were mainly engaged in humanitarian aid projects with women. As a result of dialogue on how to present one's organisation the initiatives on peace and reconciliation were gradually mainstreamed in their work, especially in those situations where (1) conflicts could escalate to armed confrontations; and (2) security became an issue of women's needs in IDP camps. The women leaders consistently increased their pro-active role in preventing armed conflict and confronting authorities with women's needs for security.

An additional element of coaching became to increase their capacity to attract funds. One board member assisted them explicitly in presenting themselves to donor organisations, to design their track record and to formulate ambitions for the future. Assisting them technically in fundraising was, unfortunately, not yet possible due to limitations in language, inconsistencies in organizational purpose and travelling limitations.

Still another need for coaching arose: to strengthen WAP Darfur as a network organisation through coaching of its board to communicate well with its members; and to support joint initiatives for peace and development. The president of VOND engaged in that task, in close cooperation with the LEAP director.

Three members of the VOND board and the LEAP director were recruited for coaching activities:

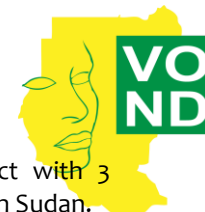
- *Mekka Abdelgabar: coaching of mediation and awareness building activities of the participants*
- *Annette Bool: coaching of WAP Darfur as a network organisation*
- *Joke Oranje: coaching of organizational development and project formulation*
- *Rina Teeuwen: coaching of project formulation*

Indicator 1.1 Personal leadership to implement UNSCR 1325 strengthened

All members of WAP-Darfur have grown significantly in their leadership role. In coaching interviews they show remarkable progress in their courage to cooperate with and confront government officers with the needs and proposals of women and children in their county, linking it to resolution 1325. They improved the way they present their own organisation. They expanded their network with civil society organisations and they are now active in organizing workshops and seminars on 1325. They show remarkable ability in expressing their knowledge on gender issues in role play, speeches and poems. The most sustainable change noticed in the LE's is that they learned how to assess their own organizational performance without fear and they are no longer ashamed to ask advice to colleagues on possible improvements.

Indicator 1.2 The regional organization of women for 1325 strengthened

Through continuous coaching, the process of WAP Darfur was developed: elections for the WAP Darfur board have been held in 2015 and again in 2016. Internal rules have been proposed, discussed and finally officially established during LE6 in December 2016. WAP-Darfur has taken systematic action monitoring the registration of all members for the purpose of registering WAP-Darfur officially. A work plan for 2017 has



been drafted. With a considerable input in coaching, WAP-Darfur also formulated a project with 3 components, including the functioning of WAP Darfur itself, to be presented to funding agencies in Sudan.

Outputs Coaching Activities	
6 coaching reports have been made, and 15 profiles of the women leaders and their organisations have been produced in a participatory way, as a result of the activities listed below. The coaching reports were not explicitly commented in the learning events, but they were used in the programming meetings of VOND. The profiles were shared with each organisation in and after the coaching meetings.	
Coaching in action	2013: Field visit of the LEAP project director to El Fashir, Geneina, Daeen, Zalengei, combined with workshops on 1325 2015, April: coaching combined with regional mediation between the Barti and the Zayadyia tribes in North Darfur 2015, September: Coaching combined with regional mediation between Fallata and Salamat tribes in South Darfur 2015, November: coaching combined with regional mediation between the Rezeigat and the Ma'alia tribes of East Darfur
Field visits	2016 April: Field visit to Fashir by LEAP Director for coaching WAP members of North Darfur 2016, July: Field visit to Nyala by a VOND board member planned but cancelled due to permit delays 2016, September: Field visit to Nyala, by the VOND intern
Coaching meetings	2016, April: coaching meetings with 6 organisations from Khartoum and El Fashir, by the VOND president and the LEAP director. 2016, July: 8 coaching meetings with organisations by a board member 2016, October: 2 board members of VOND and the LEAP director came together in a meeting of 3 days to design a 3-years programme for WAP Darfur to be financed by UNDP, USAid and the Qatar foundation. 2016, December: Repeated coaching meetings with member organisations whose profile was not yet complete.

ACTIVITY 2: FACILITATING ACTION

LEAP separated a fund to pay a maximum of €300 for concrete learning initiatives developed by the members at county level. The assumption was that the best learning takes place through action. The purpose was to make it possible for organisations to offer some catering and transport for surveys and workshops related to UNSCR 1325. It was also decided to leave it open for any learning purpose, if relevant. The money could be handed over immediately at the end of each LE, as soon as a suitable idea on a local activity was proposed to the LEAP director, who decided on its adjudication.

Indicator 2.1 Women taking new initiatives and reflecting on strengths and weaknesses

In the beginning, the fund was actively used to organize separate UNSCR 1325 workshops. But then it was agreed to put the amount together and use it for a regional mediation activity (for transport and other costs). After LE3, when UNSCR 1325 work was already mainstreamed in the organisational budget, it was decided to use it for English and computer courses for the women leaders.

From their oral reports on the learning events, we know that they started with continuous interventions in behalf of women and education for children at the state Ministries. Apart from that, they report on numerous meetings with IDP's on security and women's rights. In questionnaire 1, distributed during the evaluation in LE6, the participants were asked about the public activities they organized during the LEAP period. All of them organized some kind of activity. A summary of their answers follows below.

- 11 report on organizing a workshop on UNSCR1325, some with the staff of UNAMID, some with activist women, some with community leaders from , some with youth groups and IDPs, some with men, who need to be involved in the implementation, some with women leaders), some with native administrations
- 8 report on giving training to Hakamat, to boys and girls, in IDP camps, in neighbourhoods. The subject is peace building, law, human rights, awareness raising on women's issues.
- 2 report to be working in income generation for women and raising their capacity for production
- 1 reports having organized a 16 days campaign on violence against women.



- 2 report that they are active in building, maintaining and using women centres for awareness raising on women's rights

Expected output: 70 short reports

The participants commented their activities at the start of each learning event. In the reports of the LE's this can be read in detail. They didn't deliver separate written reports as expected.

In summary, the activities funded by the LEAP Action Fund were the following:

- (1) Specific workshops on 1325:
 - *During the mediation in North Darfur, two separate workshops in the two localities affected by the conflict: Millet and Kuma*
 - *Three workshops for different constitutional (shura) councils.*
 - *Two workshops for the war lords in two different tribes in South Darfur – Nyala*
 - *A workshop for political parties and movement leaders in West Darfur – Gineana*
 - *A workshop for women from conflicting tribes in West Darfur-- Gineana*
- (2) English courses (9)
- (3) Computer skills training (6)

The flexibility of this “petty cash” proved to be very efficient in a turbulent environment. It allowed to take initiatives on the spot and learn from it. Apart from that, the women had to produce receipts justifying their petty expenses and that was a learning experience and good practice at the same time. A full account of the spending is to be found in the financial report.

ACTIVITY 3: LEARNING EVENTS

The six learning events were the most important activity of LEAP. The content of each forthcoming learning event was reprogrammed by VOND after a profound assessment of the results of the former LE, including both the evaluation and further needs expressed by the participants or indicated by the trainers. Each learning event had a duration of 5 days. While VOND did the programming and contracted adequate trainers, each LE was organized by the participants from the sub-region where it took place. The opening session, organized by them, included guests and speeches from representatives from government and civil society. Security services were always informed and invited to participate as observers. The last day of each LE was reserved for the planning of follow up activities.

VOND produced an extensive report on each learning event. In the current report the LE's are analysed as one learning process.⁴ Apart from the LEAP director and main activities and mediation coach, Mekka Abdelgabar, the following trainers and lecturers⁵ were recruited to guide the learning process:

Moderators of the group learning process, lecturers and translators were recruited by the LEAP director to guide the learning process in the 6 learning events:

⁴ The last LE is treated as a separate activity, because it was programmed as a participatory evaluation of the whole learning process.

⁵ Lucy Maarse, expert on rural development was recruited but resigned shortly before the start of the LE.

**Moderators:**

Annette Bool, international management expert on education
 Asha El-Karib, group trainer and facilitator
 Aziza El-Rabie, teacher and chair of the national foundation Al-Watan for development
 Els Scholte, international expert on communication and lobby
 Fathia Mohamed Abdelaziz, moderator/mediator
 Joke Oranje, international organizational expert
 Rina Teeuwen, international expert on community based development
 Suad Abdelrahman El-Rashid, expert in group discussions, Gineana

Majda Abdelmajed Ahmed, financial accountability expert
 Mariam Amara, Director Girls education – El Fashir
 Mohamed Ahmed Jouzo, Mayor of Kuma
 Mohamed Zakarai, religious expert, UNAMID - Nyala
 Samia Nihar, gender expert
 Samira Adam Fashir, Journalist
 Sheik Moh. El-Hassan Sadiq, religious expert El Fashir university
 Sheikh Eisa Suliman Mahmoud, religious expert El Fashir university
 Taj-Eddin Niyam, regional Darfur authority
 Tariq Ibrahim, Director of the Centre of the Peace studies, Gineana University

Lecturers:

Abdalla Adam Khatir, Journalist, expert in Doha agreement
 Adam Kabas, expert on land issues, Nyala University
 Ahmed Ishaq, Director Gineana Universtiy
 Amna Omer El-Haj, - Director Girls education – El Fashir
 Asiel Mohamed Tahir, expert project management, staff from El-Ruhama for Development
 Awatif Nihar, organisational expert
 Ibtisam Ismail, strategic positioning expert

Interpreters:

Afag Zakaria
 Salah As-safi Al-Badawi
 El-Hadi Najm
 Isra Abdelgabar
 Mekka Abdelgabar

Support staff:

Amira Beshir Brair, certified lawyer

The results of the Learning Events, compared to the list of indicators for quality and expected outputs as mentioned in the logframe, are explained below.

Indicator 3.1 Awareness of post-war health problems

The expectation of VOND was that participants would recognize the traumatizing effects of war on their leadership effectiveness. LE1 concentrated on bridging differences and accepting each other. Experiences in mediation were exchanged. Cases of gender based violence were presented by the participants. An imam was invited to dialogue with the women on the moral obligation of religion to respect and support women that work for peace. Post war problems were discovered to be an ongoing issue among the beneficiaries of humanitarian aid, organized by the participants. For example, one of the participants is managing a hospital for women. The result was the participant's visible commitment to overcome differences and choose for solidarity between women who suffer from war in the first place.

During the learning process the acceptance by most participants of their own vulnerability increased. Their attitude became more compassionate and supportive towards each other and their behaviour generally more balanced and more effective. Three participants remained a bit more "on distance". In a coaching meeting with each of them it became clear that they felt that their specific capacities were not acknowledged or used sufficiently by WAP-Darfur as a network. VOND invited them to become more pro-active and this made them more forthcoming, optimistic and productive for WAP-Darfur.

Indicator 3.2 Management capacity to handle diversity

Some women leaders have been role models in the learning events from the beginning. They showed a great capacity to speak to large audiences from different backgrounds, explaining how armed conflict divides populations and causes many deaths and injuries and pleading for other ways to solve conflicts. In the occasion of the open days of the learning events, and in the joint initiatives for mediation, they showed the power of their conviction. The participants started to feel closely attached to each other in this message, and the other, more quiet participants started to follow them in their own way, for example: through small initiatives in bringing women from different tribes together for joint activities; or workshops with government officers that they could access; or in explanations in IDP camps inviting women to express the way they suffer from war and their desire for peace. All of them are now confidently training community leaders in UNSCR 1325, knowing that they are not alone.

An issue on diversity that deserved extra attention was the difference between representatives of large and powerful organisations and those of organisations that don't have sufficient income. A particularly



strong learning experience was an exercise on intervision, where they learned how rewarding it is for a strong organisation to understand and help a weaker organisation; and vice-versa how nice it is not to feel ashamed but just ask for advice.

And of course, as was pointed out in the evaluation, the difference between men and women has been addressed from the start, but the awareness of this difference being unjustified, is not having a strong and visible impact on the social fabric in Darfur yet. On the other hand, it is observed that the women leaders and female mediators are more respected than before.

Indicator 3.3 Experience with mediation techniques

The LEAP project has been particularly successful in learning mediation techniques from practice. Evidence is found in the following places:

- The publication “Portraits of women peace makers in Darfur” shows a consistent track record of the participants in mediation.
- The questionnaire on personal development shows that all participants are still involved in and asked to be involved in mediations
- In the questionnaire on organisational development most participants are able to mention a set of rules for good mediation (see box below)
- Participants have learned to connect their former local experiences with mediation to larger mediation initiatives on regional level. During LEAP, they engaged themselves in a several major mediation actions (see Annex IV)
- The mediation teams added new elements to the existing traditions of men led mediations, like for example: mobilizing local protection to be able to talk to each of the factions, taking time for mourning and mutual condolences for the death before talking on cease fire or reconciliation; addressing rape; paying attention to losses for children, like shelter, education and health services; and holding the parties in the peace agreements to their promises.

ANSWERS OF PARTICIPANTS ON MEDIATION RULES	
Good mediation: methodological principles	Good mediation: what to avoid
<ul style="list-style-type: none"> * Acquire background information on the root causes of the conflict; acquire complete information from both sides; make an assessment to know the root causes of the problem; discover the root causes of the problem; knowledge of the subject and to sit down with each individual separately; knowledge on what is going on * Neutrality (meaning: impartiality) 6 times; no bias 2 times; truthfulness and honesty; integrity (3 times); humanity; * Transparency (4 times); commitment and documentation; choose effective media people; find means to communicate * Being accepted by the conflicting parties; trust and acceptance by the conflicting parties; make a psychological analysis to reach acceptance * Sitting and listening to the conflicting parties (2 times) * The group work (shura and dialogues) * Learn the techniques and methodologies of mediation * Respect and accept the opinion of the other party; Respecting each other's opinion * Find compromise to please the conflicting parties * Use of advocacy and giving incentives to the two parties * Participate in finding intermediate solutions * Accompany the conflicting parties to keep their promises 	<ul style="list-style-type: none"> * Apprehensiveness; The meetings not being friendly; Coercion to engage in the mediation process * To involve people who might escalate the problem and frustrate the easing of tempers * To be influenced by the Hakamat's negative war songs * Bad intentions; lack of integrity * Non-recognition of the mediator * Lack of Transparency (2 times) * Lack of clarity of mission; carrying a hidden agenda; lack of interest in talking with the other party; non-acceptance of one of the conflicting parties; taking sides with one entity * Not being neutral (3 times) * Bias if it is there; Bias (9 times); Blaming the other party; listening to one side only (2 times) * Not keeping information confidential * Half-finished decisions; taking wrong decisions * Defamation and gossip * Provocation of conflicting parties * Regionalism and tribalism; Tribalism and Racism



Indicator 3.4 Exchange and knowledge on the roots of mediation in religion and tradition

The message of peace in religion and traditions has been addressed in the learning events, especially through the invitation of an imam to dialogue with the participants on that subject. Generally, each learning event is opened with prayers. It can be doubted if there has been much *knowledge* exchange on religion and peace however, although the women do claim their role. It looks as if the good intentions of the Islam are so self-evident, that women are not supposed to be questioning the bad practices.

The women leaders are real experts on local traditions. The melting pot of IDP camps, villagers and nomad populations is complex, but through their humanitarian work, the women have ample experience in dealing with local administrations, Hakamat, customary laws – not always favourable for women or for peace.

Indicator 3.5 Capacity to do a needs analysis and formulate simple projects in the 5 sub-regions

This process is still ongoing. All women are involved in project development in their own organization. Coming from the situation of being implementers of humanitarian aid defined by international agencies, they are now starting to formulate projects themselves. For that purpose, doing surveys as instruments of needs analysis is frequently applied. The needs in the sector of housing, health, education and agriculture are overwhelming, and the women leaders learned that they have to present evidence and precise numbers. The actual writing of these project proposals is often done by one specific person in the organization. Peace building activities with women are mainstreamed in the current implementation, mostly at grass roots level. For the financing of mediation and promotion of 1325 committees, project formulation is still difficult to realize.

In LE4 seven ideas for 1325 priorities have been worked out by the participants, based on the training on needs analysis. Project formulation for three of these project-ideas has been done in cooperation between the WAP board and VOND, to be implemented in all 5 States of Darfur at the same time. They will be submitted to various donors as one 3 years programme on peace building.

Indicator 3.6 Good understanding with local authorities on projects

From all Learning Events and reporting from the participants it is clear that any project needs communication and understanding with local authorities. Some of the participants are public officers themselves. The change facilitated through the learning events, is that women are not afraid to demand recognition for their work by the local authorities. They also learned to peacefully confront authorities in cases of miss-management and the use of funds for other purposes than agreed upon. And they were trained in how to bring their message to different audiences in a simple and coherent way.

In quite some towns there are UNSCR 1325 committees in which officials and also WAP members participate. The relation of these committees with the Sudanese National Action Plan on 1325 is still a link to be explored.

Questionnaire on organisational development = 15 organisations	
Questions	Answers
Is your organization engaged in cooperating with the authorities and other organisations in your state to form 1325 committees?	Yes, they are all engaged with governments. 8 out of 15 organisations participate in a 1325 committee in their own town. 8 others now take the lead in the 1325 committee in their town
Did your organisation reach women at grassroots with the message of 1325?	Yes, they work with grass roots 11 of them with urban citizens 7 of them with villagers (small villages) 8 of them with nomads around the villages 10 of them with refugees (IDP camps) around the villages
Did your organisation approach religious leaders or councillors to inform them about issues related to UNSCR 1325? Or to attend at meetings on UNSCR 1325?	Yes, they did. 11 of them approached religious leaders 10 of them approached security officials 9 of them approached government officers 9 of them approached councillors 13 of them approached native administrators 3 of them approached war lords and militia



3 of them approached signatories of peace agreements
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Indicator 3.7 Ability to formulate a common agenda and one project as WAP-Darfur.

This is work in progress. In the second year of LEAP, WAP Darfur chose a new board. It was a step forward compared to the first board. The board chaired a General Assembly meeting in December 2016 to decide on internal regulations, a common agenda for the next year, financial contribution of all members, dealing with common projects, number of meetings, new members etc. Decisions were made.

Indicator 3.8 WAP-Darfur expressing the position of women's proposal for peace in Darfur on political level.

Several politicians on state level in Darfur have reacted on a proposal of WAP Darfur to strengthen the role of women in mediation for peace. They expressed their opinion that the contribution of women is essential in the peace process. The publication of the Portraits has been accepted with great enthusiasm by two of the national parliamentarians from opposite parties, both representing Darfur.

Reaching parliamentarians on regional and national level still remains a challenge.

Indicator 3.9 Capacity to deal in a proactive way with security services and safety

This point was explained before, in milestone 3.1. Dealing with security and safety in a pro-active, inclusive and non-aggressive way has been learned through practice and is self-evident now for the women of Darfur in order to be able to do their work.

Indicator 3.10 Ability to harvest positive feedback from security officials, religious leaders and councillors

The awareness that peace is inclusive and that at the highest level of the Security Council women are requested to engage in it, has caused an atmosphere of positive feedback. Women leaders have learned to be sufficiently confident to invite religious leaders, officials and even security officers to attend. They have been given room to express their concerns – it turned out to be positive for the women. During LE6 the governor of Central Darfur attended and spoke in favor of the women and 1325. See the summary of his speech in the box. The women also harvested positive feedback through interviews they held with officials as an exercise of LEAP.

On the occasion of LE6, the word was given to the governor, Mr. Abdelhakam, who welcomed the audiences warmly. He showed great enthusiasm about the work of VOND and WAP. He believes the women's mediation is the most effective and needed in Darfur to achieve peace. He reminded the audience that a woman is most suitable for the mediation because she has no enemies. His recent effort for a breakthrough in make peace with the rebels of Middle Darfur – they have a stronghold in Jebel Mara, a chain of mountains in the state of Middle Darfur – who fought with the government troops fiercely in mid-January 2016. During that clash, it was reported that over 105,000 civilians were displaced from the Jebel Mara area as a result of hostilities between the Sudanese Armed Forces (SAF) and the Abdul Wahid faction of the Sudan Liberation Army (SLA/AV). The governor said: "Without the help of the women, I could have not succeeded in breaking the deadlock of negotiations and pulling out of more than 800 people from the rebels and the citizens who were caught between, hiding in caves inside Jebel Mara for a long time. I got help of one woman, the wife of one of the rebel leaders, who made it happen".

Indicator 3.11 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

Contacts with partner Women organizations in Khartoum were not shared in the beginning. Each individual organisation had its own contacts in Khartoum. During the second year of the project, WAP has chosen a new board with connections also in Khartoum in order to strengthen the network itself and to be able to reach to organisations in Khartoum together with a common agenda. Two of the members of WAP Darfur are parliamentarians, one on state level, one on national level. Projects can be accepted and supported once the registration of WAP as a network is finalized.



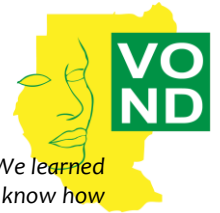
Outputs from Activity 3: Learning Events	
Expected outputs	Realized
16 women leaders enabled to train community leaders in peace building	The LEAP project started with 16 participants; one participant left the training
4 documented examples of good cooperation between the member organizations	There are many examples of good cooperation: <ul style="list-style-type: none"> - Organizing the LE's together, 4 times - Joint mediation actions, 3 times - Fatima Kanjom and Mahasin Ali Abdelgadir are implementing joined-projects - Sabrin, Mahasin, Fatima Kanjom and Salwa use to inform each other and attended many trainings organized by INGOs - Zahara Zareba and Mahjouba joined a training on the Nomads in Kenya - Ibtisam and Aziza work together closely and implemented projects funded by the UNAMID
10 cases in which members of WAP-Darfur are asked to mediate	39 cases are reported in the questionnaire on personal development
5 small projects formulated and submitted	Only one member organisation didn't succeed in getting a projects funded for its own sustainability; the others run various projects with UNAMID and other donors.
One documented agreement on the fundraising strategy for WAP-Darfur	A 3-year programme for 3 joint projects was formulated to be implemented through WAP Darfur and its members together.
5 important media features on regional level	Achieved: see milestone 1.4 for the list
A statement on gender issues in the DOHA agreements published at regional and national level.	A manifest was written and disseminated on sub-regional level
One regional and 5 sub-regional lobby strategy documents	Not achieved, not realistic due to oral culture
30 security officials, religious leaders and councilors interviewed	Religious leaders: Mohamed El-Hassan El-Sadiq, Mawlana Eisa Abakar, Abdelrahmkam Ali (El Fashir) and Mohamed Zakaria (Nyala) HAC officers: 4 were interviewed Other interviews: with representatives from the Ministry of Education, from the Ministry of Social Affairs, from the Working Women's Union
Meetings with 4 influential women NGO's	CDA (Community-based Association); Darfur Network for Charity in Khartoum; SORD; Sudan Task Force
12 pending requests for registration rewarded	Only 10 Registrations are needed to register WAP; by now, 8 Organizations are registered
6 new projects for women and peace in Darfur accepted and rewarded	Not achieved, not realistic due to humanitarian priority in Darfur.

ACTIVITY 4: PARTICIPATORY EVALUATION

The sustainability of the LEAP project depends on the capacity of the participants. What makes the difference is not only their capacity to apply what they learned and to teach others about it; but also to engage in continuous learning as a firm attitude. It means losing fear of questioning their work and their assumptions, it means being able to express themselves in an interactive way, it means being capable to ask advise on what they do not know.

Indicator 4.1 Capacity for continuous self- and peer-evaluation

In the last learning event the continuous learning capacity was tested by asking the participants to give a public presentation on any subject related to resolution 1325 that they feel strong about. The results were above expectations. Each of the participants showed the ability to communicate with the public, making them laugh, think, and ask profound questions on the ambitions of women, violence against women, on protection and security issues, on political issues, needs surveys and project formulation and on the learning process itself. During LE6, the participants gave their opinion on what they learned:



We learned about the DOHA agreement, about women's issues, about 1325 and other UN resolutions. We learned to sit down with the government to start with 1325 committees. We learned computer skills, now we know how to transfer photographs. We have women on the front, lobbying. We disseminated a print out of resolution 1325 in Arabic to influence women decision makers. We got more acceptance from men for our work. We learned to deal with officials. We are now enabled to mobilize women whenever something bad happens that will affect the community. We cooperate with organisations in making surveys on needs like water, inclusion of poor kids in education, etc.

Outputs on evaluation ability	
5 pre-training assessments and 5 post-training evaluations documented	Changed: a profile for each person and her organisation was produced by gathering specific information and doing a critical review of the document together with the coach.
A global evaluation report produced in a participative way	Achieved: the LEAP report on the 6 th learning event; and consolidated reports on two final questionnaires



3 Evaluation: reflective analysis and lessons learnt

3.1 REFLECTION ON THE EVALUATION REPORT

Like a year before, after the second year of the LEAP project VOND invited the external evaluator Annette Evertzen to review the project. The evaluator received all the LE reports and other papers that she needed, and prepared an evaluation report⁶ that was discussed with VOND on January 26 (2017).

The conclusion of the discussion was that LEAP has been successful and innovative. According to the evaluator, the documentation provides sufficient evidence on the following positive points:

1. *The personal empowerment of 15 women leaders for public action.*

The participative learning in all Learning Events was geared by an innovative methodology strengthening the experiences that participants already have, giving them confidence and a learning attitude of questioning themselves and others on improvements.

2. *15 diverse women's organisations with a humanitarian mission coordinated in a sustainable and balanced way to build a self-made network for the promotion of peace in Darfur.*

Within WAP itself a kind of mediation process took place; cooperation of women from different backgrounds, overcoming these differences by giving priority in being all Darfurian women. Mekka Abdelgabar acted as a mediator as a role model. Then, 3 larger mediation experiences between tribes in conflict were initiated together and brought quick results.

3. *Development, visibility and social recognition of WAP-Darfur as peace making and mediation agency was achieved.*

The methodology of the mediations developed during the cooperation between members of WAP Darfur was clearly described in the booklet Portraits of Women Peacemakers in Darfur. Including the visibility of WAP, on state and regional level.

4. *A mutually rewarding partnership between 1325 groups in Sudan and in the Netherlands was achieved.*

The project itself could be completed successfully because of the partnership between VOND and the members of WAP-Darfur. The partnership facilitated the publication of the Portraits in English. The publication reveals a lot of actions in the context of 1325, concerning mediation.

Points of attention for the future were also discussed.

1. *The gender issue.*

The evaluator concludes that gender hasn't been sufficiently embedded in the mission and vision of WAP. VOND agrees with the conclusion and explains how the presentations of the WAP members made it clear that they are quite concerned on gender equity and especially on gender based violence. At the same time, the post war violence and tribal differences make it difficult to involve men in gender equity. It is not yet safe enough to protest and to claim justice. On another level, work is being done on reforming the Sudanese law and claiming political space for women. A good example is the current broad campaign to outlaw early marriage.

2. *The role of the affiliates*

WAP Darfur decided, at its foundation, to keep the responsibility for the network confined to a maximum of 16 organisations. Other organisations are allowed to join the network as affiliates. The rights and duties of members and affiliates are different. For that reason, organisations who wished to participate were always invited to the Learning Events, with good results. But the terms of engagement for affiliates were not yet worked out, leaving their status a bit in the air. Point taken, although VOND knows that WAP-Darfur is working on this issue already.

3. *Sustainability*

The evaluator observed that the project was designed for 3 years but it had to be executed in 2 years, and wonders if this had consequences for on the its sustainability. VOND agrees that it was an intensive experience and learning process for the participants. It demanded a lot also from the board members of VOND, who had to perform extra tasks of curriculum adaptations, recruitment of trainers and coaching,

⁶ Enclosed as ANNEX III to this report



which was a bit too much. The consequences for WAP Darfur were that the legal and financial sustainability of the network has not been assured yet. Financial sustainability remains an important condition for good functioning of WAP Darfur, which depends also on their registration in the Sudanese security system.

4. The future of VOND

The evaluator asked how the experience of LEAP will be capitalized by VOND. Right now, VOND is at a junction where perspectives for the future are not clear. In the Netherlands, there are no financial resources for further knowledge sharing interventions on resolution 1325 in Sudan. VOND is a learning resource. They are neither willing nor equipped to invest in humanitarian assistance as such. We see three urgencies however: a learning trajectory on how to deal with rape in conflict; close coaching to each organisation and to the network on financial planning; and an international learning trajectory on linking peace building at grass roots level with regional and national peace negotiations.

3.2 LESSONS LEARNED

Reviewing the outcomes, there are some lessons to be remembered.

- At internal (network) level: the learning of the members goes with joint practices. Trust and cooperation grow when members are engaged in activities together.
- At local (state) level: instead of newspapers, the channels of radio and television are more achievable and more effective as well to reach a broader public.
- At regional (Darfur) level: there is a gap between the Doha agreement and the peace building at local level. Probably this happens a lot with general high level peace agreements. Linking it to local processes and relations is needed.
- At national (Sudan) level: a regional network is not easily accepted by national organisations – and vice versa. It is necessary to find common ground and to learn from each other.

Reviewing the outputs, there are other lessons worth to be mentioned.

- Any really participatory approach needs to accept a certain level of chaos. Challenges and changes stimulate the participants to offer more effective alternatives than “western” models and expectations can give.
- Transparency in financial issues is very difficult to achieve. Most organisations don't have an overview of their own costs; they depend on unsteady incomes; their staff alternates between paid work and voluntary mobilisation. For that reason project formulation can only be improved on a one-to-one basis (personal coaching for each organisation).



4 Performance of VOND

This chapter follows the ICCO reporting requirements *i, j and k* on VOND's cooperation with stakeholders, their organisational performance and their financial performance. Before entering into details it needs to be clear that VOND is a Dutch volunteer organisation, founded in 2005, but only recently organized as a board with the aim to monitor the LEAP project. This board consists of a group of professional consultants with experience in Sudan and a track record in learning.

The setting is different from most projects, as the responsible implementing organisation is VOND, and not our client/partner in Sudan. The content of the project is a learning trajectory with clients/partners in Sudan. Of course, the women leaders in Darfur are responsible for their own learning process, but VOND was fully responsible for the relevance, organisation and budget of the learning opportunities offered. VOND sincerely believes that the future of development cooperation lies in the sharing of knowledge. The project is a model for such sharing and goes beyond giving instructions or training capacities. Its purpose is to enable and connect people to boost their own knowledge in cooperation with others and gain self-confidence in doing so. VOND's client/partners learned to learn in such a way that they can share this knowledge with others and improve their practices continuously.

4.1 COOPERATION WITH STAKEHOLDERS

Local stakeholders at sub-regional (state) level

From the beginning, the involvement of local stakeholders has been the full responsibility of the participants in LEAP, who acted in behalf of their alliance, WAP-Darfur. The role of VOND was to continuously ask the participants about progress in dealing with security officials and government officers. Stakeholder analysis was a favorite subject in the learning events. VOND also stimulated dialogue with religious leaders in the learning events. VOND stressed the need to have a consultation with youth. VOND urged, once the participants decided to engage in a joint mediation, to explicitly involve women from both sides of the conflict. The expertise and connections of LEAP's director, Mekka Abdelgabar, were used to get in contact with decision makers at both sides of the conflict, in order to get approval for serious mediation interventions by the women.

But all these contacts with youth, affiliates, officials and civil society in Darfur, were initiated by the members of WAP-Darfur themselves. They took responsibility for the logistic organization of the Learning Events, especially in inviting guests for the open days.

Stakeholders in Khartoum

VOND took care in identifying organisations in Khartoum that could be relevant for WAP Darfur. On various occasions the project director of LEAP and VOND board members visited and invited UN organizations (UNAMID, UNDP, UN women) and donor organizations like Care and US Aid to explain the importance of WAP Darfur and its members for the promotion of UNSCR 1325.

Another group that was approached were journalists of various papers, especially journalists with a Darfurian background. They were invited to the learning events.

VOND had preparation meetings with the Khartoum University to recruit lecturers and moderators for the learning events. VOND cooperated with the Sudan Taskforce and WAP continued this cooperation. The Taskforce is a lobby organization with women from different organizations (working for embassy's, UN organizations), aiming to strengthen the process of inclusion of women in all peace processes e.g. on the level of the African Union.

VOND contacted the ICCO partners in Khartoum: the Ahfad University, the Khartoum University, SORD and GESR. VOND took the initiative to meet the four partners in the ICCO project several times individually in 2015; a general meeting with all four organizations in May 2016 in Khartoum was organized and a workshops with them at Ahfad University was attended by the LEAP director, a board member of VOND,



the junior consultant of VOND and the support staff. At the beginning, the members of WAP Darfur were not able to meet with the partners of ICCO, as all their activities were in Khartoum. Apart from that, the focus of the projects in Khartoum were quite different from the LEAP project and there was a culture gap between the Darfuri on-the-ground managers and the Khartoum policy strategists. Even so, in 2015 one of the members of WAP traveled to South Africa for training on a NAP 1325, together with the four organizations linked to ICCO. In the second year, the gap gradually decreased through personal meetings. Especially the contact with one of the partners, GESR is regarded by WAP Darfur as very relevant for the foreseen project on Youth. GESR agreed to support the project with their knowledge and experience. The contact between SORD and WAP-Darfur developed through the involvement of the LEAP moderator and ICCO's evaluator Asha El Karib and will be continued.

During the two years of the project VOND had the opportunity to visit the Dutch Embassy in Khartoum several times. On one of these occasions, in November 2015, the ambassador expressed her concerns about the ICCO project. They felt the need to explain⁷ that this was not our responsibility. In 2016 VOND sent the publication Portraits of Women Peacemakers in Darfur to the Embassy. This was highly appreciated by the former ambassador (in The Netherlands at that time) as well as the new ambassador in Sudan. VOND met the new ambassador in October 2016 and shared information on VOND's work in Darfur. The publication was posted on the Facebook page of the Dutch Embassy.

Cooperation with ICCO

The cooperation with ICCO was a challenge for VOND, comparable to what other small NAP1325 organisations in the Netherlands experienced in cooperation with other larger Dutch development NGO's. Some problems, as experienced by VOND, are mentioned explicitly in this report for the purpose of mutual learning.

1. Pilot phase in 2013

VOND's application for the LEAP project was based on an earlier direct agreement with the Ministry of Foreign Affairs in 2012, that a grant for three years would be given after the completion of a pilot and needs assessment in 2013. The report on the pilot was accepted by Foreign Affairs in early 2014 and subsequently VOND submitted the roll-out on 24-4-2014. At that moment, the Ministry decided that any smaller application for a 1325 project had to be included in a larger application by a recognized NGO. ICCO was the only Dutch NGO also focused on working in Sudan, as most organisations preferred to invest in South Sudan. At the same time, ICCO explained to VOND that they were not ready to include a project to be implemented in Darfur, as they didn't have partner contacts in that region and they were concerned as well about the security situation in Darfur. At a certain point, the expectation was expressed, that VOND would work as a partner/representative of ICCO in Darfur. A quote from the ICCO proposal in 2013 says:

“Despite the separate management arrangements, possible synergy and cross-learning between the ICCO and VOND programs will be encouraged. VOND partner(s) can e.g. benefit from planned capacity building exercises or on-the-job training in Khartoum. VOND will be on the program management committee of the ICCO managed program, attend the quarterly meetings if they coincide with their presence in Khartoum.”

Upon this message, VOND asked what this work would entail and how it would be paid; but then it became clear that it was a misunderstanding. VOND could very well see that the situation was not easy for ICCO. But VOND was unpleasantly surprised by the subsequent impolite reaction towards the VOND board members, even in a joint meeting with the Ministry.

2. Contracting

Due to the time needed by ICCO and the Ministry for the larger agreement on 1325 projects in Sudan, all of them with local partners in Khartoum, it took 9 months before ICCO and the Ministry came to an agreement. Eventually, VOND's project was included in the larger application in wordings that didn't follow the specific purpose and planning of the project as presented to the Ministry before. VOND decided it was very urgent to get the project started; through careful dialogue, ICCO and VOND were ready to sign a contract in

⁷ Letter VOND to the Embassy d.d. 20-11-2015



February 2015, under the agreement that an inception period would be used to adapt the terms of reference of the contract, especially concerning the objectives of the project.

3. Inception

During the project preparations, an inception report was produced. In the report the actual situation was analyzed, the original logical framework improved, and a planning scheme added. VOND also designed a system to monitor and evaluate the project. The proposal was to have an evaluative reflection with an outside expert once a year, upon the documentation delivered by VOND. And to dedicate one of the learning events fully to evaluation of the progress together with the participants. Due to the limitations of NAP II the end date of the implementation didn't take into account the delay of one year. It meant that the project had to be executed in less than 2 years instead of 3. The adjusted terms of reference were accepted by ICCO on 16-3-2015. Two weeks later the first learning event started.

4. Communication

During contracting and implementation, the main contact person for VOND was ICCO's project officer in Juba, Uganda. The contact with the project officer took place mainly through email. The response was friendly and timely. But VOND's questions, even before the project started, on the monitoring process, being part of ICCO's General contract Terms and Conditions, were not answered. Until VOND heard from the main moderator in August 2015, that she had been selected by ICCO to do the monitoring and evaluation of the VOND project. VOND was not consulted on the matter and certainly did not agree with losing one of our best resources for the implementation of the project. The communication on this issue was quite unpleasant and went on for some months. In that period, the LEAP director was invited for a program meeting in Khartoum twice in 2015, of which one meeting was attended by her. After that, VOND was not invited any more to the management meetings of the larger program.

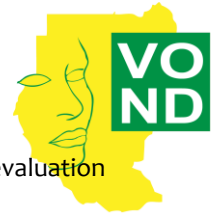
The communication concerning finance went well and was adequately organized through an extra budget item to pay an external Dutch accountant for the LEAP project.

5. Monitoring and evaluation

VOND is not very satisfied with the way ICCO initiated and conducted the monitoring and external evaluation. The more so because it is understood that a considerable budget was reserved for monitoring and evaluation. The ICCO program mentions: *"The budget for VOND and ICCO's independent M&E budget for VOND are kept strictly separate from the rest of the budget and will not be used to switch between budget lines as is allowable for other budget lines."*

VOND's understanding of the process is the following:

- The procedure started only in august 2015 and remained unclear until November 2015
- VOND was not informed or consulted on the procedures to be followed
- It was VOND's policy not to polarize with ICCO; they wrote a letter of concern in November 2015 asking for a dialogue on monitoring and evaluation procedures. This was followed up by Froukje Zwaga in a skype meeting. She promised that the monitoring reports would be shared with VOND.
- VOND then received the TOR and the name of the proposed evaluator, and accepted the conditions.
- Asha AlKarib was supposed to start in January 2016. Her planning might not take into account that the actual management of the project is done from the Netherlands and that field visits could interfere with LEAP activities, especially with coaching activities, possibly causing confusion.
- For that reason, VOND invited Asha in the Netherlands in January 2016 to coordinate with her. She accepted the invitation, and at the occasion various evaluation issues were discussed. It was an exciting meeting in which knowledge and ideas were shared freely. Afterwards, she reported to us her impressions, which was useful. VOND invited her to attend to the three upcoming learning events in Darfur and in Khartoum.
- This materialized at the 4th learning event, when she also attended some Board meetings of WAP Darfur; and at 6th learning event in December 2016, in which the board of VOND was also present. Again, in between the program sessions, VOND and the evaluator had a good meeting together, indicating the many challenges that lay ahead.
- Until the date, VOND didn't receive any monitoring or evaluation report from ICCO.



VOND's impression is that the monitoring of this project was minimal, and that only a few evaluation activities were done. VOND never received until now any official evaluation report.

Cooperation in the Netherlands.

VOND is an active member of WO=MEN, the Dutch Gender Platform and member of the working group Gender, Vrede en Veiligheid. VOND signed the third NAP 1325. As a member of the inner circle of this working group the LEAP director attended all meetings. She also attended the meetings organized by the Ministry of Foreign affairs on women issues and on UNSCR 1325. As a consequence, she was invited by BUZA to attend the meetings on the Regional Development and Protection Program (RDPP) on the 2nd of February 2016. Sudan is one of the host country for this program, meant to help African refugees to make a living in African countries.

VOND is an active member of the Platform Vrouwen voor Duurzame Vrede. VOND cooperated with Peace Brigades Netherlands and contributed to the research project on Women Human rights defenders in the Mena region, the Sudan part. The LEAP director also contributed to the symposium of Peace Brigades International: "Women Human Rights defenders, who protects them". Mekka Abdelgabar was awarded as "Peace Hero 2016" on the 21th September 2016 in Wageningen during the symposium "Investeer in vrede, voorkom geweld" organised by Vredesmissies zonder wapens.

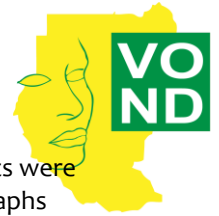
4.2 ORGANISATIONAL DEVELOPMENT AND INFORMATION MANAGEMENT

In 2005, VOND started as a so called "diaspora" organisation, mobilizing funds from Dutch NGO's to reliable organisations in their homeland. Very soon VOND started to implement projects with Arab speaking immigrants in Dutch municipalities, to help them with citizenship issues in Dutch society. Gradually, VOND became involved in the discussions around UNSCR 1325 and took the lead in the Sudan working group of the National Action Plan 1325 in the Netherlands.

A difficult period followed, in which VOND discovered that cooperation with Dutch organisations for post conflict issues in Darfur was not self-evident. Many organisations, formerly interested in Sudan, shifted their resources to support projects in South Sudan. Through intensive lobby at the Ministry of Foreign Affairs, an arrangement was made to organize a pilot for a specific 1325 project in Darfur, under the condition that VOND should nominate a board that could respond for the coordinator of the project. At the end of 2011 such a board was nominated. International experts who had some knowledge of Sudan were invited to participate, as well as Sudanese people living in the Netherlands. After some changes, the board is now formed by 2 Sudanese members and 3 Dutch members. The original president of VOND, stepped down to the position of project Director to allow the board to take its responsibilities for finance and representation to Dutch society.

During the implementation of LEAP in 2015 and 2016, the board became engaged in the project as there was too much work for the Director. Not only in the learning events, but also in the coaching and monitoring of results, additional work had to be done.

The board insisted in sound monitoring, financial administration and quality control. This involved several adaptations. For example, base line studies were made and questionnaires developed, to be able to report with precision on the changes observed. Methods to get reliable information on paper in an oral culture were invented. Information on learning needs was collected in October 2013; reports on organisational peer-benchmarking assessment were collected in April 2015; in November 2015 the capacity of each WAP Darfur member to attract and manage external funds was analysed; and in July 2016, the information gathered during the LEAP learning events on the member organisations of Darfur was summarized in the so-called "profiles" and checked with the participants. In December 2016 missing information from some organizations was gathered. All participants received the profile of their own organizations. The results of each learning event were discussed taking the logframe as a guide to assess which results were achieved and which were difficult to achieve. Before and during the 6th learning events, special questionnaires were made and used on specific changes in personal learning and organisational development.



VOND renewed its website in 2016. The activities of VOND were described, publications and reports were posted and links to information sites were provided. Apart from that, a number of quality photographs were made during the learning events and used for publications. These photographs still remain in VOND's archive.

4.3 FINANCIAL ADMINISTRATION

The financial administration and accountability of VOND for the project is documented in ANNEX II. The financial administration is not only on money, it is also about cooperation and discipline. In VOND, the financial administration was done by a board member (the treasurer), an administrator (book keeper) and with a certified accountant. Apart from that, the LEAP director was engaged to translate all the invoices and the local LEAP administrator had to control the delivery of invoices for each expenditure.

The main challenge for the treasurer was to make sure that VOND would not spend more money than was provided. This meant managing the expenditures for the learning events and make sure that they would not exceed the budgets that were set for them beforehand. The board also established a maximum fee for international consultants of 300 Euro a day. And then, for board members doing coaching, only the daily assistance allowance was paid, up to 200 Euro a day. Translators tend to be expensive as well. For that reason, volunteers (especially in Sudan) were recruited to help with translation during the learning events. Even when a professional translator was hired, the payment was not a lump sum, but per hour for the hours actually worked.

Conscious decisions were taken by the board on handling the exchange rates. As is well known, foreign organisations cannot have bank accounts in Sudan and through Dutch banks it is not possible to deposit foreign money on Sudanese banks. The board of VOND demanded that each exchange transaction should be administrated, and that the rate should be well documented and set off against the official exchange rates.

All these different measures helped to achieve expenditures to be matched with the budgets, following 6 learning events the total budget was exceeded by 1,5%. An explanation and evidence of this is presented in the financial report, attached to this report as a separate annex.

In the fall of 2016, VOND analysed that the LEAP project required additional action besides the learning events to push WAP-Darfur forward. The main reason for this decision is the fact that Sudan is no longer a focus country in NAP-3 and VOND therefore will not be able to provide follow-up support under the NAP umbrella. For this cause LEAP organised an additional coaching mission in October. The expenditure for this mission was less than half the cost for one learning event. This strategic decision caused us to exceed the total budget by 9,4% in total. VOND would like to request ICCO to cover the additional cost made for the additional mission.



5 List of Annexes

- I. Logical Framework LEAP
- II. Financial Report LEAP
- III. List of Participants in LEAP
- IV. Internal Evaluation report LEAP
- V. Report on Mediation WAP Darfur
- VI. Report LEAP learning event 4
- VII. Report on Coaching LEAP
- VIII. Report LEAP learning event 5
- IX. Report on Project Formulation with WAP Darfur
- X. Report LEAP learning event 6
- XI. Evaluation Questionnaire
- XII. Publication "Portraits of Women Peacemakers in Darfur"

The list of annexes and the photo archive can be uploaded from the following link:

<https://drive.google.com/drive/folders/oB-u1PvRfbyjCVkpxSnZEdFNRbXc?usp=sharing>