



End of Project Evaluation Report

BUILDING COMMUNITY LEVEL AGENDA TO END VIOLENCE AGAINST WOMEN AND GIRLS IN CAMEROON

Project supported by
UN Trust Fund to End Violence against Women

Period covered: **March 2017 to February 2020**

Evaluation commissioned by
Martin Luther King Jr. Memorial Foundation

Evaluation carried out by
Rural Development Consultancy (RDC), a Cameroon-based consultancy firm

Lead Evaluator: **SHEI William KANJO**

Evaluation Report: **June 2020**

This report was written by an independent evaluation team. The analyses presented therein are the views of the authors and not necessarily those of LUKMEF or the UN Trust Fund.

Table of Content

Executive Summary	5
1. Context and description of the project.....	8
1.1 Context.....	8
1.2 Description of the project.....	8
1.2.1 Project goal and objectives.....	8
1.2.2 Scope, scale and beneficiaries of the project	8
1.2.3 Expected outcomes and outputs	9
1.2.4 Planned activities	10
1.2.5 Project budget and expenditure	12
2. Evaluation Purpose, Objectives and Scope	12
2.1 Evaluation purpose and objectives	12
2.2 Scope of the evaluation	13
2.3 Challenges and imitations.....	13
2.4 Context of the evaluation	14
3. Evaluation methodology	14
3.1 Evaluation design	14
3.2 Evaluation criteria and questions	14
3.3 Stakeholder participation	16
3.4 Data sources	16
3.5 Evaluation process	16
3.5.1 Phase one: Desk review of documents	16
3.5.2 Phase two: Field data collection	16
3.5.3 Phase three: Data analysis and reporting	17
3.6 Sampling and sample size	17
3.7 Safety and ethical considerations and protocols put in place.....	18
3.8 The evaluation team	19
4. Findings.....	20
4.1 Effectiveness of the project	20
4.1.1 Level of achievement of project outputs and outcomes.....	20
4.1.2 Factors that affected the effectiveness of the project.....	26
4.2 Relevance of the project	27
4.2.1 Relevance of the focus areas and priority needs of beneficiaries	27
4.2.2 Relevance of the project locations.....	28
4.2.3 Relevance to national policies and government priorities.....	28
4.2.4 Relevance to UN Women and UNTF priorities	29
4.2.5 Changes in context and how the project responded to such changes	29
4.3 Efficiency of the project.....	29
4.3.1 Comparative advantage of the implementation strategy of the project.....	29
4.3.2 Coordination with similar interventions	30
4.4 Sustainability.....	31
4.4.1 Sustainability of achieved results	31
4.4.2 Level of ownership of the project	31
4.4.3 Capacity of national and local actors/partners to maintain/replicate project benefits	31
4.4.4 Availability of funds/other resources to maintain/replicate the benefits of the project.....	32
4.5 Impact of the project	33
4.6 Knowledge generation.....	34
4.7 Gender Equality and Human Rights.....	34
5. Conclusions.....	35
6. Summary of recommendations	35

ANNEXES	37
Annex 1: Summary of data to be collected and data collection methods per evaluation criteria.....	37
Annex 2. ToR for the evaluation.....	41
Annex 3. Data collection tools	50
Annex 4. List of List of documents to be consulted.....	57
Annex 5. Informed consent to take part in the Evaluation of:	58
Annex 6. List of stakeholders/partners consulted	59
Annex 7. List of List of documents to be consulted.....	60

List of acronyms and abbreviations

CAR	Central African Republic
CBOs	Community-based Organization
CSOs	Civil Society Organizations
CEPROJEF	Centre d'Education et de Promotion des Jeunes Filles Déshéritées
FIDA	Federation of Female lawyers
GBV	Gender Based Violence
GoC	Government of Cameroon
IDPs	Internally displaced Persons
MINPROFF	Ministry of Women's Empowerment and the Family
MPRS	Minimum Package of Response Services
NW	North West Region
SOPs	Standard operating procedures
SOW	Scope of Work
SW	South West Region
UNTF	UN Trust Fund
VAW/G	Violence Against Women and Girls
VoW	Voices of Women
YAPCEC	Youth Advocates For Peace And Community Empowerment Cameroon

EXECUTIVE SUMMARY

The purpose of the final evaluation of the UNTF/LUKMEF Project “Building Community Level Action to end Violence against Women and Girls in Cameroon” is to (i) inform programming decisions of other GBV projects, ii) document the feasibility of community-led efforts towards the sustainability of multi-sectoral VAW/G response services and (iii) capture lessons and make recommendations for future actions required in the national response to ending VAW/G.

The main users of the evaluation outcomes include:

- GBV service providers in Cameroon seeking to rely on evidence to enhance networking and collaboration for multi-sectoral VAW&G response and support service delivery;
- Other national stakeholders (MINPROFF, CSOs, local institutions) implementing GBV prevention and advocacy activities specifically related to VAW/G with a diverse audience (boys, men, women, girls, traditional leaders, community leaders, influential leaders, etc.) and a socio-culturally diverse context;
- LUKMEF alongside other implementing partners of the project for support to learning, strategic planning and advocacy efforts of their organizations in the domain of VAW&G;
- United Nations agencies (UN Women/UNTF) and their international partners in their future efforts to end VAW/G in Cameroon.

The evaluation was participatory and made use of the mixed method approach to consult direct and indirect beneficiaries. The evaluation started with a desk review of project-related documents and followed by consultation of project beneficiaries who were selected through criteria-based purposive sampling. The evaluation team organized 17 focus group discussion sessions for a total of 166 participants and conducted 68 key informant interviews across the six regions where the project intervened. The data collected were triangulated for different data sources and data collection methods to validate findings. At the end of the data collection and analysis process, a one-day debriefing and validation workshop was organized at the project office in Buea.

This evaluation has found that the project effectively achieved most of its planned outputs leading to significant positive changes at the level of both primary and secondary beneficiaries. Key achievements include:

- An increase (from 54% at baseline to 80% at the end of the project) in the percentage of beneficiary women and girls who know that VAW/G in all its forms is a human rights violation under national and international laws;
- An increase (from 10% at baseline to 87% at the end of the project) in the percentage of beneficiary women and girls who know about available multi-sectoral services for survivors of VAW/G and persons at risk;
- An increase (from 23% at baseline to 61% at the end of the project) in the percentage of women and girls survivors of VAW/G who are seeking GBV services (with about 87% of those seeking such services effectively accessing them),
- The stimulation and facilitation of six functional networks of GBV service providers through which 369 GBV service providers have been engaged and are actively providing all the services listed in the MPRS;
- The engagement of 150 local actors (out of a target of 400) in the fight against VAW/G across the six regions where the project intervened.

Throughout the implementation period, the interventions of the project remained relevant and responded effectively to the needs and priorities of the target population. The humanitarian crisis in two of the six regions of intervention of the project led to a major change in the project context in these two regions. This change strengthened the relevance of the project in these two regions considering that the crisis exacerbated VAW/G in the area.

By seeking to strengthen networks of multi-sectoral service providers that target survivors while facilitating access to their services, the project was in line with Cameroon's Action Plan to end VAW/G and UNTF's strategic plan for 2015 – 2020.

The project was efficiently implemented thanks to its community-based approach and collaboration with relevant government technical services and CSOs working in the domain. First, the community-based approach allowed for more beneficiaries to be reached through the engagement of community actors as rights crusaders. Second, this approach enabled the project to benefit from the services of community leaders and peer group members at very little or no cost. Collaboration with relevant government technical services and CSOs reduced non-activity project costs and enabled the project to benefit from the expertise of these implementing partners.

The establishment of regional VAW/G Zero Tolerance Networks was key to ensuring coordination and synergy with other initiatives in the domain. The evaluation however found that more coordination and synergy could have been achieved if the planning phase of the project adequately involved the implementing partners and other stakeholders of the project communities.

The project effectively caused a change of behaviour especially at the level of the target groups. This is expected to contribute significantly to the sustainability of the observed changes resulting from the implementation of the project. Evidence of this change is the fact that more women and girls survivors of VAW/G are seeking GBV services while more men, boys and community leaders are engaging themselves as rights crusaders.

The community-based approach of the project and the stimulation and facilitation of the regional networks were very useful in ensuring ownership of the project. The knowledge gained through capacity building could be used by beneficiaries to maintain the benefits of the project well beyond the project lifespan. Also, the regional networks have empowered and strengthened participating service providers to maintain and replicate the results of the project. However, this evaluation has found that most of the stakeholders are very likely to face difficulties in finding funding/resources to maintain or replicate project results where necessary.

Stakeholders consulted during this evaluation have testified that the project has effectively contributed in reducing the incidence of VAW/G in the target communities. This has been achieved through increased awareness of the various forms of VAW/G, and the engagement of more actors including women and girls survivors, men, boys and community leaders in the fight against VAW/G.

The project effectively promoted gender and human rights by including both women/girls and men/boys in the target group. The project was implemented in line with national and international human rights frameworks considering that it expressly sought to address the needs of rights-holders and duty-bearers.

On the basis of the findings of this evaluation, it can be concluded that the project was relevant and successful in meeting its objectives. The following recommendations were however formulated towards ensuring greater success in future similar projects:

Recommendation 1: Ongoing sensitization actions initiated by the project, which are continuing beyond the project lifespan, should lay emphasis on knowledge and understanding of psychosocial and economic violence as forms of human rights violation.

Recommendation 2: Future projects should seek to incentivise service providers to establish in rural areas. Also, future projects should consider providing android phones to community facilitators to facilitate their use of the application and sensitization of community members to also use it. Providing community facilities with smartphones could also serve as a motivation for them to continue to vulgarise and educate others on the use of the application beyond the project lifespan.

Recommendation 3: In subsequent projects, partners should consider including specific activities to stimulate local level mechanisms for the fight against VAW/G

Recommendation 4: In subsequent similar initiatives, consider carrying out an organizational assessment of potential local implementing partners and subletting activities to them on the basis of the results of the assessment

Recommendation 5: In subsequent project, consider involving partners in the planning stage to ensure proper understanding of roles and responsibilities as well as the allocation of funds in order to avoid unrealistic expectations

Recommendation 6: In order to ensure stronger ownership at local community level in subsequent similar initiatives, consider engaging relevant local institutions rather than just their leaders. This will ensure that ownership is institutionalized thereby ensuring sustainability. Also consider extending capacity building to youth associations and engaging them through social media

Recommendation 7: In subsequent projects, partners should consider strengthening and increasing multi-sectoral and partner collaborations right from the onset. Building strong multi-sectoral and partner synergies from the beginning and working consistently on coordination and collaboration is likely to ensure that the referral pathways are sustained

Recommendation 8: Consider advocating for the Ministry of women's affairs and the family to adopt the mobile application and hotlines as national tools for the fight against VAW/G

Recommendation 9: Organisations that have put in place structures within the framework of the project should consider elaborating and implementing business plans, including internal and external resource mobilization strategies, in view of ensuring the sustainability of these structures.

Recommendation 10: Provide community level actors with durable working material within the framework of protocols with implementing partner organizations, which would serve as incentives for them to continue working towards the maintenance of project results in their respective communities.

1. CONTEXT AND DESCRIPTION OF THE PROJECT

1.1 Context

The Preamble of Cameroon’s constitution states that “The state shall guarantee all citizens of either sex the rights and freedoms set forth in the Preamble of the constitution; the human person, without distinction as to race, religion, sex or belief, possesses inalienable and sacred rights; all shall have the same equal rights and obligations.” Yet many discriminatory written laws violating women’s and girls’ rights and hence subjecting them to many forms of violence exist. Examples include articles in the Civil Code, the Trade Code and Penal codes that give men a lot of rights over how the women/girls conduct their lives and aspirations.

In 2006, some provisions of the Penal Code were modified strengthening gender equality and justice for women and girls. However, violence against women and girls (VAW/G) remains a major problem in Cameroon and fully recognized as such by the Government within the framework of its national action plan to end VAW/G.

In 2016, findings from a Gender analysis conducted by a US based organization FHI360/LINKAGE concluded that cultural gender norms are still very strong and that criminalization of LGBT/Sex work and related stigmatization and discrimination against survivors, and frequent arrest and detention limit gender-based violence (GBV) disclosures leading to poor access to related services. Poverty, corruption and VAW/G limit the ability to take up HIV/AIDS services and access to justice for sex workers/LBT. 55% of women against 41% of men said they suffered violence since age 15.

The Cameroon Action plan to end VAW/G focuses on preventive, protective and repressive aspects. The major gap within this government plan is the lack of sustainable, functional and accessible nationwide networks of multi-sectoral services that target survivors. Nationwide state and non-state VAW/G coordination, support, monitoring and reporting systems are lacking, leading to insufficient information, education, awareness raising and assistance to survivors and other women/girls to know and access services when needed.

1.2 Description of the project

1.2.1 Project goal and objectives

The project “Building community level agenda to end violence against women and girls in Cameroon” was a three-year project funded by the UNTF. It was implemented by the Martin Luther King Jr. Foundation (LUKMEF) from March 2017 to February 2020. The goal was to improve access to essential, safe and adequate multi-sectorial services for women and girls in order to end VAW/G in Cameroon. The specific objectives were:

- To improve access to quality and adequate services for VAW/G survivors;
- To improve awareness amongst survivors (women and girls) of violence and those at risk of VAW/G, and
- To improve on existing policies and laws in order to guarantee friendly environments for women and girls.

1.2.2 Scope, scale and beneficiaries of the project

Thematically, the project sought to address all forms of violence against women and girls that in Cameroon. These include physical assault, sexual violence, economic violence (including commercial exploitation), and emotional and psychological violence.

Six out of Cameroon's 10 administrative regions were covered. These are the North West, South West, West, Littoral, Centre and East Regions. While VAW/G is widespread in the country, these six regions were selected for the following specific reasons:

- The North West, South West and West Regions are characterised by cultural norms and practices that lead to various forms of violations of the rights of women and girls. The strong traditional leadership in these three regions is an opportunity to advocate for and effectively work towards ending VAW/G by targeting traditional authorities and other key stakeholders.
- The strategic economic position of the Littoral Region is one of the main reasons why there is a high rate of child trafficking, child sexual exploitation, and forced and early marriages in the Region.
- The Centre Region was selected for two main reasons. First, it is a transition zone for child trafficking and is characterised by a high incidence of many other forms of violence against women and girls. Second, it is the capital region of the country and is therefore strategic for all projects with national level advocacy components. It hosts some of the country's major media organs and is therefore strategic for communication and media coverage.
- The East Region currently hosts a large number of refugees and IDPs from the internal conflict in the Republic of Central Africa. There is a high rate of VAW/G in the region and an accessible VAW/G continuum of multi-sectoral services is lacking.

The three northern regions (Adamawa, North and Far North) where there is a high prevalence rate of the above-mentioned forms of violence against women and girls were not included in the project's area of coverage for two main reasons. Firstly, they are very vast and too far from LUKMEF's headquarters and consequently could not be effectively covered with the available budget. Secondly, many other NGOs are already implementing similar initiatives towards ending VAW/G in the said regions.

The project targeted two categories of beneficiaries: primary and secondary beneficiaries. Primary beneficiaries were 3100 women and girls at risk or survivors of violence aged 10 to 60+. Specifically, the project targeted 500 female refugees/IDPs, 1000 women/girls living with HIV, 1000 women/girls survivors and 600 women in detention. Secondary beneficiaries were 400 legal officers, 300 traditional and religious leaders and 200 journalists /media practitioners.

1.2.3 Expected outcomes and outputs

Outcome 1: Vulnerable Women/girls and the general community have quality knowledge and information on VAW/G as a Human Rights Violation, provisions of national and International laws as well as knowledge and information on available support/response services to survivors and those at risk.

- **Output 1.1:** Knowledge on national and international laws relating to VAW/G as a Violation of the Human Rights of women/girls is improved by 60-70% among our primary and secondary beneficiaries in 3years
- **Output 1.2:** 50-70% of vulnerable women/girls in the targeted communities in the six regions covered by project within three years know their rights and actively advocating for and protecting rights, and accessing available multi-sectoral services

Outcome 2: Women and girls including the most vulnerable have access to essential, safe and adequate multi-sectoral services to end VAW/G offered through a functional referral network of multi-sectoral service Providers (health, psychosocial, legal, police) active in all six project regions

- **Output 2.1:** National continuum of VAW/G Minimum Package of Response services (MPRS) is Developed and adopted by Cameroon outlining services and provision mechanisms to serve VAW/G survivors and those at risk in the six regions of Cameroon
- **Output 2.2:** Six functional regional (1/region) multi-sectoral referral networks of service providers providing services to VAW/G survivors and those at risk are established
- **Output 2.3:** 3100 women/girls including 1000 survivors accessing comprehensive/complete multi-sectoral services and when desire is expressed, get further support to become activists

Outcome 3: Cameroon has a favourable environment for the fight to end VAW/G with an active civil society and Media platform working in collaboration with local communities, community/religious leaders, political and national administrative institutions as well as UN Systems and other actors working on the thematic to end VAW/G

- **Output 3.1:** A national civil society platform of Community based Organizations (CBOs) to end VAW/G is established in six regions of Cameroon
- **Output 3.2:** 300 Political, administrative and traditional leaders are engaged in the fight to end VAW/G with well elaborated traditional and political agenda that include clear indicators and a peer monitoring and evaluation mechanisms
- **Output 3.3:** 10,000 men/boys in schools and communities are mobilized and have joined the HeForShe Campaign in the six regions. In collaboration with the 10,000+ HeForShe members, the civil society platform conducts an independent ongoing monitoring, data collection and reporting on state of VAW/G in Cameroon with a yearly shadow Report produced.

1.2.4 Planned activities

In order to achieve the above outputs, the following key activities were planned:

- Organize official project launch to increase project visibility
- Translate key provisions of national/international laws/conventions/treaties into local languages and use for mass awareness raising
- Organize media and community awareness raising campaign on VAW/G as human right violation and informative sessions on available services that include poster pasting and distribution of informative leaflets
- Develop and deploy a mobile Application for VAW/G anonymous reporting, information/education, service access and VAW/G data collection
- Organize community/school educative programs with women, girls, men/boys on the rights of women/girls while mobilizing men/boys to take-up membership in the HeForShe Campaign
- Design and produce communication/awareness raising and visibility tools
- Elaboration of the Cameroon VAW/G Minimum Package of Response Service (MPRS) and the Standard Operating Procedures (SOP) following consultations with stakeholders in the six regions covered by the project

- organize a National workshop for 50 stakeholders (Health, legal, social police, policy makers etc.) to validate the elaborated MPRS/SOPs
- Elaborate a cartography of existing and/or potential VAW/G service providers in the six project regions and conduct their need assessment (SWOT) for eventual reinforcement and inclusion in the referral network of service providers
- put in place six regional multi-sectoral referral network of VAW/G service providers(health, legal, social, police, psycho-social support and community peer support groups)
- Establish a detailed and widely distributed national directory of VAW/G service providers (health, psycho social, legal, police, community support systems) responding to services listed within and beyond the MPRS for VAW/G survivors and those at risk
- Based on identified needs, build the capacity of 700 service providers (health, legal, social, police, journalists, lawyers, judges, etc.) based on the identified needs as they deliver service to the survivors and those at risk
- Setup 36 community based support/referral units serving women/girls (HIV+, women in detention, refugees, LBT) survivors and those at risk through active referral to the established network of service providers
- Train 72 support unit personnel on VAW/G first line Response, care, support, referral/accompaniment and secured documentation
- Establish 6 regional Hotlines (access numbers) to allow users to get
- 24h/7days useful information and access to available services and support networks
- Provide ongoing service access assistance, referral/accompaniment to 1000 women/girls (HIV+, Refugees, those in detention, survivors and those at risk) through the 36 established regional VAW/G support units working in collaboration with the Referral network of service providers
- Train 200 women/girls (HIV+, refugees, women/girls in detention, queen mothers,) as peer mobilizers towards service access and protection of rights
- Establish and/or reinforce 6 regional VAW/G Zero Tolerance networks of CBOs with multi-sector actors.
- Train leaders of the Civil society platforms as trainers to eventually train 300 women(VAW/G survivors, HIV+ persons and female inmates) as peer leaders to end VAW/G
- Train/support 500 community leaders (300traditional/religious leaders, 200mayors/Councillors)
- Provide Support to the six regional CBO networks towards community based mobilization, awareness raising and recruitment of 10,000 men/boys as activists to end VAW/G through the HeforShe campaign
- Produce bi annual zero tolerance newsletters and an annual shadow report
- Conduct a final external project evaluation.

1.2.5 Project budget and expenditure

Table 1 presents a summary of the project budget and expenditure per funding source.

Table 1. Project budget and expenditure

Funding source	Budget amount (USD)	Expenditure (USD)
Grant amount	\$514,000	
Contribution from grantee	\$45,000	
Total	\$559,000	

2. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

2.1 Evaluation purpose and objectives

The purpose of this evaluation is to assess the project in order to inform other programming decisions as far as the project is concerned and draw lessons for future actions to end VAW/G in Cameroon. The evaluation therefore aims to provide guidance for future interventions. The objectives are:

- To evaluate the entire project (three years from start to end date), against the effectiveness, relevance, efficiency, sustainability and impact criteria, as well as the cross-cutting gender equality and human rights criteria;
- To identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.

The specific objectives are:

- To assess the degree to which project goal and objectives were achieved.
- To assess the impact of the project in the use of project hotline or support to access Multi-sartorial services by women and girls;
- To assess the impact of the CBOs as focal points in improving referrals for women and girls
- To assess the changes on community awareness/communities' and changes that resulted on service providers who benefited from the project.
- To identify any gaps or needs for GBV response capacity building;
- To document the lessons learned and record opportunities and gaps;
- To provide recommendations for project development and improvement;
- To evaluate key cross cutting issues and success of coordination with stakeholders;
- To assess the added value of the project;
- To assess collaboration between service providers and key stakeholders on information and data sharing to strengthen services or reduce VAW/G;

2.2 Scope of the evaluation

The evaluation covered the entire project duration (March 2017 to February 2020) and was carried out in all six regions where the project was implemented (West, Littoral, South West, East, North West and Centre Regions).

The main target groups for this evaluation were the primary beneficiaries (women and girls at risk or survivors of VAW/G including female refugees/IDPs, women/girls living with HIV and women in detention), secondary beneficiaries, implementing organizations and other stakeholders of the project.

The evaluation focused on key VAW/G prevention and response interventions to include:

- Key provisions of national/international laws/conventions/treaties;
- Media and community awareness raising campaign on VAW/G as human right violation;
- Membership in the HeForShe Campaign;
- VAW/G Minimum Package of Response Services (MPRS) and the SOP;
- Capacity building of GBV service providers;
- Access and use of regional hotlines;
- Access to GBV referral pathways;
- Cross-cutting issues.

The evaluation centred on four of the five standard evaluation criteria: Relevance, efficiency, effectiveness and sustainability. Though efforts were made regarding the identification of early signs of impact, we found that it was too early to fully analyse the negative and positive long-term effects of the project during this evaluation, considering that the project just ended.

2.3 Challenges and imitations

The evaluation team faced a few challenges during the evaluation exercise resulting mainly from the socio-political crisis in the North West and South West Regions of the country and the corona virus pandemic (both situations are described in Section 3.1 below).

First, the high rate of insecurity resulting from the socio-political crisis in the North West and South West Regions limited field visits to some parts of these two regions, notably the rural areas where insecurity is more acute. Visits to rural communities in the two regions could have strengthened the assessment of the effects of the crisis on the project and its target population. In these two regions, field visits were limited to the urban centres, which were relatively safe. Interviews with key informants in places that could not be visited were carried out through telephone calls.

The evaluation team also found it difficult to reach all categories of stakeholders due to restrictive government and individual measures to prevent the spread of the corona virus. For example, the evaluation team found it too risky to organise discussions with beneficiary girls and boys as well as women in detention as planned. Some of the stakeholders simply turned down the invitation to participate in focus group discussions planned within the framework of the evaluation. To deal with this situation, many stakeholders were also interviewed through telephone calls.

Since interviews for some locations were conducted through telephone calls, direct observation by the evaluation team could not be made in those locations.

Despite these limitations, the evaluation exercise was successful thanks to a number of mitigation measures put in place by the evaluation team. The main measure taken in relation to insecurity was the limitation of field visits to safe urban areas in the two Anglophone regions (Bamenda and Buea) and the use of telephone calls to consult stakeholders in unsafe zones.

2.4 Context of the evaluation

This evaluation was carried out within a context characterised by two major happenings in the project area, namely the socio-political crisis in the North West (NW) and South West (SW) Regions and the COVID 19 pandemic.

The socio-political crisis in Cameroon's predominantly Anglophone NW and SW Regions of Cameroon began in 2016 as a series of protests by associations of Anglophone lawyers and teachers demanding better working conditions and reforms in their respective sectors. The conflict militarized starting in October 2017, with the emergence of several Non-state Armed Groups (NSAGs) created by separatist factions of the Anglophone community. The Anglophone community in Cameroon had been complaining about collective as well as individual rights abuses, inequalities and marginalization in the management of state affairs and the distribution of resources.

This crisis has led to an alarming number of human casualties and massive displacements of civilians starting early 2018. These casualties and displacements have continued to date as armed clashes, kidnappings, killings, the burning of houses and other forms of human rights abuses continue in most parts of the two regions. With this violence from the belligerent groups, the evaluation was carried out within a context characterised by a high level of insecurity in two of the six regions covered by the project.

Concerning COVID 19, Cameroon confirmed its first case on March 6, 2020. The evaluation was thus carried out within the context of the COVID 19 pandemic, with the Government of Cameroon implementing a number of measures to curb the spread of the virus in the country. These measures included a limitation in interurban movements, the banning of gatherings of more than 50 persons and the temporal closure of schools.

3. EVALUATION METHODOLOGY

3.1 Evaluation design

The overall design of this evaluation was post-test only without a comparison group. The target for consultations consisted mainly of the primary and secondary beneficiaries of the project.

The evaluation was highly interactive. The evaluation team prioritized the use of participatory tools/methods to consult the stakeholders of the project on the implementation approach, processes and outcomes. The project was therefore evaluated mainly from the perspectives of the beneficiaries and other key stakeholders (boys and men in general, local administrative and traditional authorities and officials of relevant technical services). The evaluation team focused more on an in-depth analysis and interpretation of the assessment made by these stakeholders.

3.2 Evaluation criteria and questions

The following table defines the standard and specific evaluation criteria against which the project was evaluated including the evaluation questions per criterion specified in the TOR and those added in the course of the evaluation exercise.

Table 2. Evaluation criteria and questions

No	Evaluation criteria	Evaluation questions
1	<p>Effectiveness This criterion assesses the extent to which the objectives of the project have been achieved</p>	<ul style="list-style-type: none"> ▪ To what extent were the intended project goal, outcomes and outputs (project results) achieved and how? ▪ What internal and external factors affected the achievement of the objectives of the project?
2	<p>Relevance This criterion assesses the extent to which the project responded to the needs and priorities of the beneficiaries, and its consistency with the context</p>	<ul style="list-style-type: none"> ▪ To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls? ▪ To what extent does the project respond to priority needs of women and girls/children? ▪ To what extent is the project consistent with UN Women, UNTF and Government priorities? ▪ Were there significant changes in the context of the project during implementation, and how did the project respond to such changes? ▪ Were the selected locations the most affected in the area of VAW/G?
3	<p>Efficiency This is a measure of the outputs of the project in comparison to the inputs, and the extent to which coordinated with other initiatives in the focus area</p>	<ul style="list-style-type: none"> ▪ To what extent was the project efficiently and cost-effectively implemented? ▪ To what extent did the project coordinate with similar interventions to encourage synergies and avoid overlaps?
4	<p>Sustainability This criterion measures the extent to which the outcomes of the project are likely to continue benefitting the target communities beyond its lifespan</p>	<ul style="list-style-type: none"> ▪ To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends? ▪ What is the level of national and local ownership of the project? ▪ To what extent has the project enhanced the capacity of national and local partners to maintain/replicate project benefits? ▪ Are funds and other resources likely to be made available to maintain/replicate benefits? If so, by whom?
5	<p>Impact This criterion assesses the long-term contributions of the project in the domain (VAW/G in this case)</p>	<ul style="list-style-type: none"> ▪ To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)?
6	<ul style="list-style-type: none"> ▪ Knowledge generation This criterion seeks to identify new knowledge and best practices that can be shared or used to improve on interventions in the domain 	<ul style="list-style-type: none"> ▪ To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners? ▪ What are the gaps or identified training needs for the project team? ▪ What are the lessons learned, opportunities and gaps recorded by the project
7	<p>Gender Equality and Human Rights This assesses the extent to which gender and human rights approaches have been taken into consideration during the implementation of the project</p>	<ul style="list-style-type: none"> ▪ To what degree has gender and human rights been considered in implementing the project?

3.3 Stakeholder participation

The evaluation took into consideration the strong role of the multiple stakeholder groups in the success of the project. The evaluation approach was therefore expressly designed to ensure the participation of representatives of the various stakeholder groups through individual interviews and group discussions. These participatory methods effectively enabled the evaluation team to integrate the perspectives of the various stakeholder groups.

Details of the methods and tools, and the stakeholder categories who participated in the evaluation process are provided in the methodology section of this report.

3.4 Data sources

Qualitative and quantitative data were collected from several primary and secondary sources in view of responding to the evaluation questions. Key sources included the following:

- Existing documents including project plans and reports, national policy documents and action plans, and internal instruments and action plans;
- Primary and secondary beneficiaries of the project;
- Local administrative, traditional and religious authorities;
- Officials of relevant technical services at regional and local level;
- Staff of the implementing organizations.

3.5 Evaluation process

The evaluation was carried out using both quantitative and qualitative techniques including a desk review of documents, key informant interviews, focus group discussions and analysis of monitoring data. The evaluation process was organized in three phases as follows:

3.5.1 Phase one: Desk review of documents

The objective of this desk review was to find answers to some of the evaluation questions and to triangulate qualitative data collected from primary sources with information contained in the reviewed documents. The documents concerned included the project document, activity reports, the M&E reports, and other document that provided relevant information on the situation of Violence on Women/Girls in Cameroon in general and the project zones in particular.

Desk review was carried out from 2-15 April 2020. The key output was an inception report that detailed the final evaluation methodology, the final timeframe and data collection tools.

3.5.2 Phase two: Field data collection

Field data collection was conducted during the period from 18-29 May 2020. The following data collection tools were applied during field visits:

- **Key informant interviews (KII):** These were semi-structured in-depth interviews with representatives of the main categories of stakeholders of the project. These included media practitioners, legal officers, traditional authorities and implementation partners. A distinct interview guide was developed for each category.
- **Focus group discussions:** The targets for this method were the primary beneficiaries of the project (Refugees, IDPs Women/Girls survivors of VAW/G, Women in detention and Women/Girls living with HIV). A total of 6-10 focus group sessions was organized in the six

regions and categories of primary beneficiaries targeted. Each focus group discussion was facilitated in each region by the enumerator concerned.

- **Stakeholder polling:** The aim of the stakeholder polling was to enable the evaluation team assess stakeholders' quantitative ratings of some of the processes and results of the project. This method was applied to primary and secondary beneficiaries as well as implementing partners. To achieve this, polling questions were formulated and systematically posed to respondents during key informant interviews and focus group discussions. While polling questions for implementing partners, community facilitators and LUKMEF staff sought to assess ratings of processes and results, those developed for primary and secondary beneficiaries was concerned only about the results obtained.
- **Analysis of monitoring data:** Monitoring data was extracted from various reports and databases and analysed to provide systematic information on the performance of the indicators of the project.

3.5.3 Phase three: Data analysis and reporting

- **Analysis of qualitative data:** Evidences and emerging findings from qualitative data was organized on evidence tables. These evidences and findings were triangulated for different sources to arrive at conclusions and recommendations against each evaluation question. Where relevant, qualitative evidences and findings were triangulated not only for different sources but also with quantitative findings to support the evidences and findings.
- **Analysis of quantitative data:** The results of the stakeholder polling were tabulated in Excel and analysed to come out with frequencies on stakeholder ratings of some of the results and processes. In addition to this, available monitoring data was used to assess the level of attainment of the indicators of the project. This assessment was triangulated with findings from the analysis of qualitative data to further strengthen and validate the findings and conclusions arrived at.
- **Reporting:** The reporting process started with a presentation of the findings of the evaluation to stakeholders for input and validation. This was done during a one-day workshop that took place on 19 June 2020 in Buea. A draft report was then submitted and a final report prepared on the basis of inputs and comments on the draft report by LUKMEF, UNTF and implementing partners.

3.6 Sampling and sample size

Stratified criteria-based purposive sampling was used to select beneficiaries and other stakeholders who were consulted during the evaluation. This sampling approach aimed to ensure that all categories of primary and secondary beneficiaries and stakeholders were effectively consulted. We also ensured that men, women, boys and girls were included in the final sample.

The following table shows the planned as well as final sample size per category of beneficiaries and stakeholders, and the data collection methods that were used for each category:

Table 3. Sample distribution (envisaged and final sample)

No	Stakeholder category	Data collection method	Envisaged sample (with targets per region)	Final sample
1	Refugees/ IDPs	Focus group discussions	20 IDPs/refugees in 5 focus groups (1 per region with IDPs in the NW, SW, West and Littoral; 1 with refugees in the East)	4 focus group sessions with 36 IDPs in the NW, SW, West and Littoral (1 focus group per region) and 1 with 10 refugees in the East
2	Women/ girls living with HIV	Focus group discussions	50 women and girls in 6 regions (1 focus group per region)	5 FGD with a total of 50 women/girls living with HIV (1 FDG per region in the NW, SW, West, Littoral and East Regions)
3	Women/ girls survivors	Focus group discussions	50 women and girls in 6 regions (1 focus group per region)	6 focus groups with a total of 61 women/girls survivors (1 focus group per region)
4	Women in detention	Focus group discussions	30 women in 3 focus groups in	None
5	Media professionals	Key informant interviews	10 media professionals (2 per region in the NW, SW, West and Centre; 1 per region in the Littoral and East Regions)	11 KIIs (1 in the Littoral and 2 per region in the 5 other regions)
6	Legal officers	Key informant interviews	20 legal officers (3 per region in the NW, SW, West and East; 4 per region in the Littoral and Centre)	20 (3 per region in the NW, SW, West and East; 4 per region in the Littoral and Centre Regions)
7	Traditional authorities	Key informant interviews	15 traditional authorities (3 per region in the NW, West and East; 2 per region in the SW, Littoral and Centre)	13 (3 per region in the NW, West and East; 2 per region in the Littoral and Centre)
8	Men and boys	Focus group Discussions	50 men and boys in 6 focus groups (focus group per region)	19 men in 2 focus groups (1 in the SW with 10 men and 1 in the East with 9 men)
9	Implementing partners	Key informant interviews	12 representatives of implementing partners (2 per region)	13 representatives of implementing partners (3 in the Centre and 2 each in the other 5 regions)
10	Technical services	Key informant interviews	6 representatives of relevant technical services (1 per region)	8 representatives (3 in the East and 1 per region in the other 5 regions)
11	Religious authorities	Key informant interviews		3 religious authorities in the South West Region

3.7 Safety and ethical considerations and protocols put in place

The evaluation team ensured specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This ensured that the rights of individuals were protected and participation in the evaluation did not result in further violation of their rights. The following specific measures were taken:

- i) Informed consent was obtained, including parental concern for children under 18. An informed consent form was designed for the purpose, but this could only be used for stakeholders who were contacted physically. For stakeholders who were interviewed through telephone calls, their informed consent was obtained verbally.
- ii) The evaluation team understood that stakeholders were not obliged to respond. Respondents were duly informed about this.

- iii) The evaluation team ensured that the names of individuals consulted during data collection were not made public;
- iv) Data collection tools were designed in a way that was culturally appropriate and did not create distress for respondents. The evaluation team was conscious and ready to suspend interviews in case signs of distress were noticed.
- v) In choosing time and venue for interviews, the evaluation team consulted with respondents to ensure they were comfortable with these, and potential risk to respondents were considered in making these choices.
- vi) During discussions with the project team and focal points prior to the start of data collection in the field, the evaluation team was able to identify available support services for persons at risk at or near the locations that were visited during the evaluation. This enabled the evaluation team to be in a position to provide adequate information to respondents at risk during data collection in the field. Specifically, the evaluation team was well informed and could provide information to individuals at risk about referral pathways, including local organisations and government services at or near their locations.
- vii) The evaluation team strongly encouraged the use of facemasks and hand sanitizers, and ensured that social distancing was observed during physical meetings in order to prevent the spread of the corona virus during the evaluation exercise.
- viii) Remote interviews were carried out mainly through telephone calls and WhatsApp messaging in cases where target participants turned down invitations for physical meetings due to fear of being infected with the corona virus.

3.8 The evaluation team

Table 3. Qualification and experience data sheet of proposed evaluation team

No	Profile	Role in this evaluation
1	<p>Name: SHEI WILLIAM KANJO</p> <p>Position in this evaluation: Lead Evaluator</p> <p>Qualifications: Holder of an MSc in Integrated Rural Development; 23 years professional experience; Individual consultant and lead evaluator for more than 20 projects in covering 10 regions of Cameroon during the last 10 years (including projects funded by UNHCR, the Africa Development Bank, Islamic Development Bank and the World Bank)</p>	<ul style="list-style-type: none"> - Responsible for the overall conduct of the evaluation, including review of literature, preparation of data collection guides, orientation and supervision of other team members, data analysis and reporting
2	<p>Name: DJIMELI TCATA NADEGE FLORE</p> <p>Position in this evaluation: Enumerator for Center and East Regions</p> <p>Qualifications: Post Graduate Diploma in Development Studies; 9 years working experience, co-evaluator during four evaluations, including the evaluation of a project funded by the World Bank</p>	<ul style="list-style-type: none"> - Facilitate FGD and KII in the Center and East Regions - Participate in data analysis and reporting
3	<p>Name: NDONGMO TEJIONA SIMEON</p> <p>Position in this evaluation: Enumerator for West and Littoral Regions</p> <p>Qualifications: Agronomist, 30 years experience including participation in more than 20 evaluations and surveys (including as supervisor)</p>	<ul style="list-style-type: none"> - Facilitate FGD and KII in the West and Littoral Regions - Participate in data analysis and reporting
4	<p>Name: TAMFU GERALD SAMBA</p> <p>Position in this evaluation: Enumerator for NW and SW Regions</p> <p>Qualifications: Holder of a BSc in Economics, 9 years experience including participation in 8 evaluations as co-evaluator/enumerator</p>	<ul style="list-style-type: none"> - Facilitate FGD and KII in the NW and SW Regions - Participate in data analysis and reporting

4. FINDINGS

4.1 Effectiveness of the project

The main evaluation questions for effectiveness were:

- To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?
- What internal and external factors affected the achievement of the objectives of the project?

4.1.1 Level of achievement of project outputs and outcomes

The project set out to contribute towards ending violence against women and girls through the achievement of outcomes in relation to:

- Knowledge of, and access to information on VAW/G, related national and international legal instruments, and support/response services available to survivors and those at risk;
- Access to essential, safe and adequate multi-sectoral services, and
- The policy environment for the fight to end VAW/G

This evaluation assesses effectiveness by measuring the outputs achieved under each of these outcome areas and how these have contributed to the overall and specific objectives of the project. It also identifies positive and negative factors that affected the implementation of the project.

Level of achievement of Outcome 1: *Vulnerable Women/girls and the general community have quality knowledge and information on VAW/G as a Human Rights Violation, provisions of national and International laws as well as knowledge and information on available support/response services to survivors and those at risk*

The project has effectively reached out to about 1,700,000 persons with its sensitization and education interventions in the 6 project regions. Key project realizations that have contributed to this outreach include:

- The translation into 11 local languages and broadcast of the provisions of key national and international legal instruments on VAW/G through 17 media organs (mainly community radios), social media and Information, education and communication (IEC) material;
- Mass information and sensitization on VAW/G as a human rights violation in communities, churches, schools and hospitals, and
- The development and deployment of a mobile application (codenamed *ops4women*) for VAW/G anonymous reporting, information/education, service access and VAW/G data collection.

Considering that the IEC material distributed remained in the communities and that the community radios have continued to broadcast the information in the two official languages and the 11 local languages, it is possible that more people were reached through these information and sensitization interventions than the above estimate.

The immediate results of this sensitization and education efforts include:

- An increase in the percentage of beneficiary women and girls who know that VAW/G is a human rights violation under national and international laws, and
- An increase in the percentage of beneficiary women and girls with knowledge about available multi-sectoral services for survivors of VAW/G and persons at risk.

Results of focus group discussions and key informant interviews conducted during this evaluation indicate that beneficiaries are now more aware of the fact that VAW/G is a human rights violation.

Monitoring data and the results of a survey carried out in the project communities in March 2020 confirm these results. About 80% of the direct primary beneficiaries of the project (up from about 28% at baseline¹) are now generally aware that VAW/G is a human rights violation (see figure 1 below). The highest proportions of beneficiaries who understand that VAW/G is a human rights violation are in the NW, Centre and SW Regions (88%, 84% and 82% respectively) while the lowest rates are in the East and Littoral Regions (72% and 73% respectively).

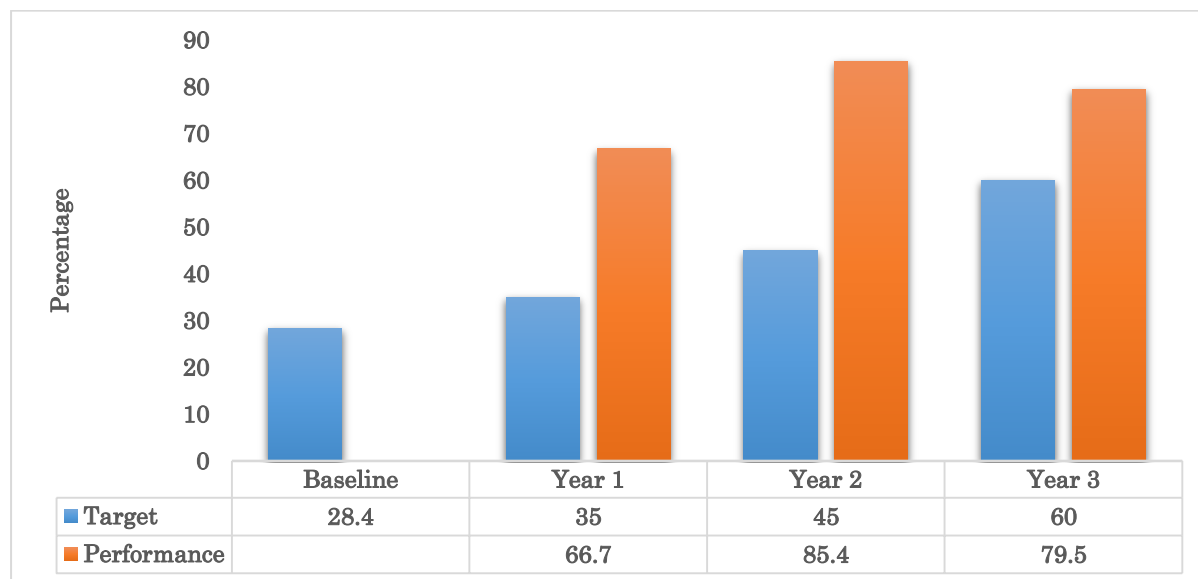


Figure 1: Proportion of the population with knowledge of VAW/G as human rights violations

About 54% of women and girls are aware the VAW/G is a human rights violation as opposed to 16.7% at baseline. This shows an increase in the level of knowledge by 37.4% among beneficiary women and girls). The lowest percentage of women and girls who are aware that VAW/G is human rights violation are in the East region while the greater percentage are in the South west region

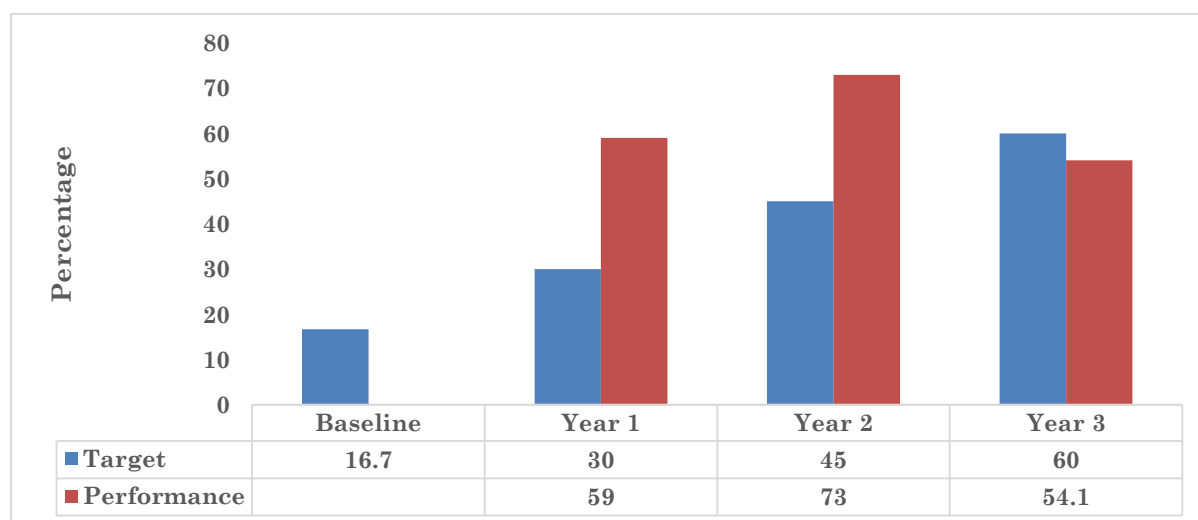


Figure 2: Proportion of the persons at risk with knowledge of VAW/G as human rights violation

¹ This baseline figure is from an end line survey carried out by the project in March 2019 and refers to the general figure for the project communities.

It should however be noted that despite this increased knowledge of VAW/G as a human rights violation, knowledge and awareness of forms of VAW/G other than physical and sexual violence is still low among the beneficiaries. While knowledge of physical and sexual violence among primary beneficiaries stood at more than 85% and 90% respectively, knowledge of psychosocial and economic violence as forms of VAW/G stood at 36% and 41% respectively at the end of the project. This poor knowledge of psychosocial and economic violence as forms of VAW/G notwithstanding, monitoring and survey data indicate that there has been a significant increase (from 10% to 36% and from 9% to 41% respectively). More still needs to be done to improve beneficiaries' knowledge and understanding of psychosocial and economic violence as forms of VAW/G.

It should however be noted that despite this increased knowledge of VAW/G as a human rights violation, knowledge and awareness of forms of VAW/G other than physical and sexual violence is still low among the beneficiaries. While knowledge of physical and sexual violence among primary beneficiaries stood at more than 85% and 90% respectively, knowledge of psychosocial and economic violence as forms of VAW/G stood at 36% and 41% respectively at the end of the project. This poor knowledge of psychosocial and economic violence as forms of VAW/G notwithstanding, monitoring and survey data indicate that there has been a significant increase (from 10% to 36% and from 9% to 41% respectively). More still needs to be done to improve beneficiaries' knowledge and understanding of psychosocial and economic violence as forms of VAW/G.

Recommendation: *Ongoing sensitization actions initiated by the project, which are continuing beyond the project lifespan, should lay emphasis on knowledge and understanding of psychosocial and economic violence as forms of human rights violation.*

Concerning awareness and knowledge of national and international laws on VAW/G, the primary beneficiaries consulted during this evaluation have testified that their knowledge of national and international laws on GAW/G has effectively increased. About 76% of these beneficiaries are aware of national and international laws on VAW/G and are able to name some of the laws, treaties and protocols. The laws cited by most of the beneficiaries interviewed include the Convention on the Elimination of all Forms of Discrimination against Women and the Cameroon Penal Code.

Another indicator considered under Outcome 1 was the percentage of beneficiary women and girls with knowledge about available multi-sectoral services. Beneficiary women and girls have testified that they now know the most relevant services and organizations to turn to in case of need. One beneficiary in the NW Region testified that she and members of her community knew only about the police/gendarmerie and the legal department prior to the project. She stated that they now know there are other places such as the local services of the Ministry of Social Affairs, hospitals and specialized CSOs that are more appropriate for handling certain cases. This qualitative information has been confirmed through triangulation with monitoring data. The proportion of beneficiary women and girls who know about such available services has increased by a huge amount during the project period (from 10% at baseline to about 87% by the end of the project period).

It can therefore be concluded that the outputs for Outcome 1 were achieved and that these outputs effectively contributed to the attainment of the outcome though more sensitization is still needed to ensure that the target population is fully aware not only of sexual and physical violence against women and girls but also of the more subtle forms.

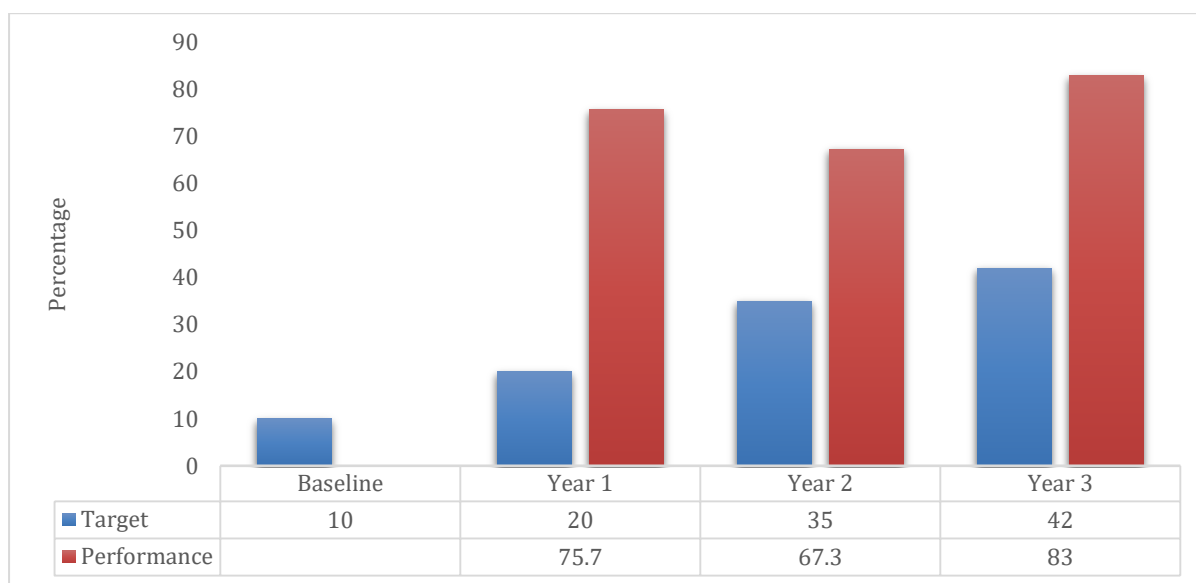


Figure 3: Percentage of persons at risk with knowledge and information on available multi –sectoral services

Outcome 2: Women and girls including the most vulnerable have access to essential, safe and adequate multi-sectoral services to end VAW/G offered through a functional referral network of multi-sectoral service Providers (health, psychosocial, legal, police) active in all six project regions

To attain outcome 2, the project stimulated and led the elaboration of a VAW/G MPRS and its SOPs and created six referral networks in the six regions of covered. The project also provided continuous support to survivors and persons at risk to ease their access to available services. The project has put in place a hotline through which survivors, persons at risk and community members are reaching service providers. In addition to its use to inform and sensitize stakeholders, survivors and persons at risk are also using the mobile application referred to under Outcome 1 (*ops4women*) to seek access to services. The capacity of service providers has been strengthened in order to improve on the quality of the services they are providing.

This evaluation has revealed that more women and girls are effectively seeking and accessing GBV services through the networks created within the framework of this project.

At baseline, reports show that the average percentage of survivors and persons at risk who sought GBV services in Cameroon stood at about 23%². More survivors and persons at risk of physical violence (about 32%) sought services than survivors or persons at risk of sexual violence. By the end of the project, the number of survivors and those at risk who are seeking GBV services had increased to about 61%³ in project communities. In the specific case of the referral pathways put in place within the framework of the project, the target of providing services to 1500 women and girls survivors was slightly exceeded (1531 beneficiaries actually sought services through these referral mechanisms).

Monitoring data indicate that about 87% of women and girls who sought GBV services in the project communities effectively received them. About 84% of beneficiaries who responded to the

² This baseline figure is from an end line survey carried out by the project in March 2019 and refers to the general figure for the project communities

³ Endline survey in project communities

poling questions posed during the evaluation agreed that the services they were accessing effectively addressed their priority needs in the area of VAW/G.

Figure 4 shows the evolution of the population the project area who have access to multi-sectoral GBV services from the start to the end of the project.

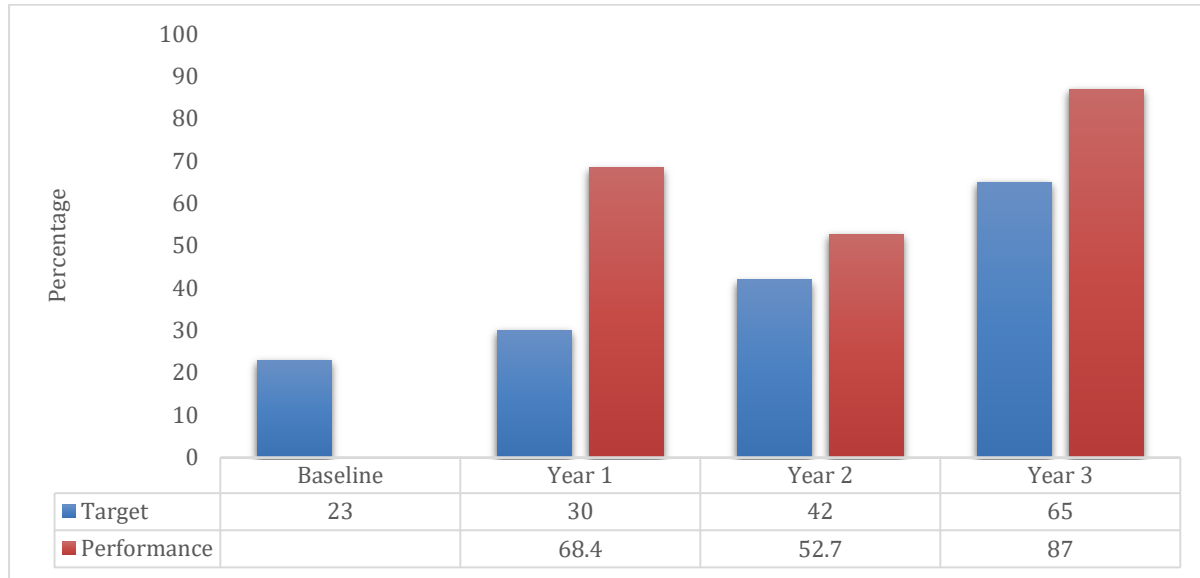


Figure 4: Percentage of Women/girls survivors of VAW/G who have access to multi –sectoral services

It should however be noted that some beneficiaries in rural areas complained that most of the service providers are based in urban areas, which makes access to their services difficult. This complaint came more from the East, North West and South West Regions. The reason for this is probably the fact that the crisis in the NW and SW Regions has forced some of the service providers to move to the relatively secured urban areas. In the case of the East Region, the vast nature of some of the administrative divisions and consequently the long distances between the rural areas and urban centres makes movement to access services in urban centres or administrative headquarters expensive for poorer survivors and persons at risk.

It has also been observed that the use of the mobile application (*ops4women*) is still low. The application has registered just 100+ downloads on Play Store. This could be due to the fact that the Internet network coverage is poor in some communities, especially the rural areas. The absence of smart phones in these communities and little knowledge on the use of mobile applications could also be contributing to the under-utilization of the application.

Recommendation: *On the basis of these findings, it is recommended that future projects should seek to incentivise service providers to establish in rural areas. Also, future projects should consider providing android phones to community facilitators to facilitate their use of the application and sensitization of community members to also use it. Providing community facilities with smartphones could also serve as a motivation for them to continue to vulgarise and educate others on the use of the application beyond the project lifespan.*

Outcome 3: Cameroon has a favourable environment for the fight to end VAW/G with an active civil society and Media platform working in collaboration with local communities, community/religious leaders, political and national administrative institutions as well as UN Systems and other actors working on the thematic to end VAW/G

To achieve this outcome, the project effectively stimulated and operationalized VAW/G Zero Tolerance networks in all six regions covered. These networks were found to be effectively working in the six regions. Key activities consisted of meetings to assess the situation of VAW/G in the respective regions and collaboration towards the effective handling of cases along the referral networks. Community actors including traditional and religious leaders were trained and some of them are effectively using the acquired knowledge and skills to provide frontline support to survivors and those at risk of VAW/G. The envisaged biannual Zero Tolerance Newsletter and yearly VAW/G shadow report on Cameroon were effectively produced.

The level of attainment of this outcome have been measured by assessing the two indicators formulated, namely:

- Number of service providers enlisted into functional multi-sectoral referral networks of service providers to begin providing all services listed in the MPRS in all six regions covered by this project with full contacts made know to the public.
- Number of traditional leaders, political and administrative leaders, Men/boys engaged to end VAW/G

At baseline, there were no community level networks focusing on VAW/G in the regions covered. Through the activities of the project, six organized groups were effectively stimulated and are contributing towards ending VAW/G in the six project regions (1 per region as envisaged giving a realization rate of 100%). Through these networks, a total of 369 GBV service providers have been engaged and were actively providing all the services listed in the MPRS. The full contacts of these service providers have been made know to the public.

Under this outcome, it was also expected that about 300 relevant local actors would be stimulated, trained and engaged in initiatives to end VAW/G, with the emergence of local functional community-based mechanisms in the six regions. Monitoring data has shown that 483 local actors (out of a target of 300) were effectively engaged in the fight against VAW/G in the six regions, giving a realization rate of 161% for this indicator. A total of 116 of these leaders developed traditional and political agendas for the fight against VAW/G (see figure 5 below).

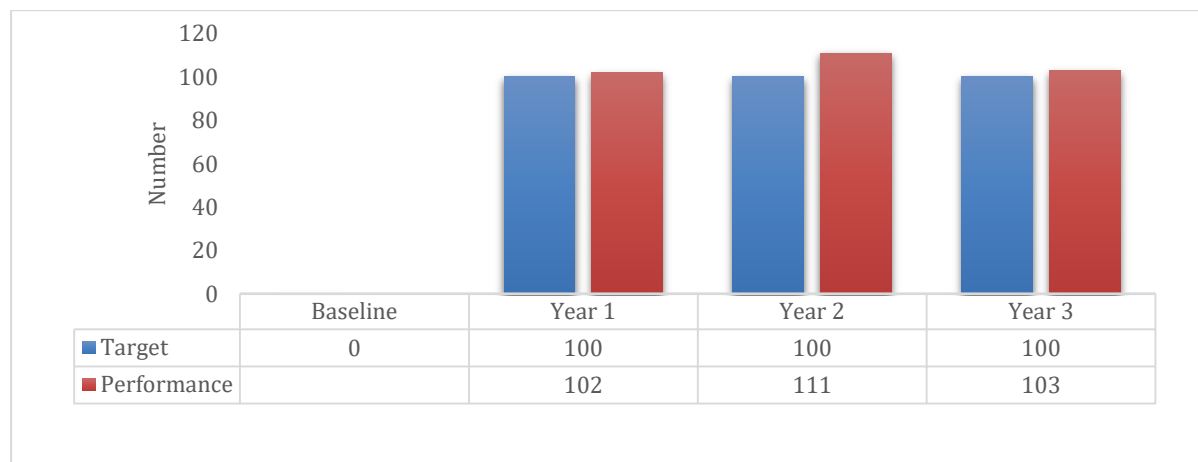


Figure 5: Number of leaders engaged in the fight to end VAW/G with well elaborated traditional and political agenda

While acknowledging that these outputs effectively contributed to advocacy outcomes at regional and local levels with the engagement of more community leaders in the fight against VAW/G, the evaluation team did not come across any local level functional mechanism resulting from the intervention of the project. The local community leaders who have been engaged are acting more on an individual basis than within the framework of mechanisms. Clear efforts to effectively stimulate mechanisms at local level, as was the case with the regional networks, do not seem to have been sufficiently.

Recommendation: *In subsequent projects, partners should consider including specific activities to stimulate local level mechanisms for the fight against VAW/G.*

4.1.2 Factors that affected the effectiveness of the project

The effectiveness of the project was negatively affected by a number of factors leading to delays in some activities and the inability of partners to carry out some of the activities as planned. Key factors that affected the implementation of the project were the socio-political crisis in the North West and South West Regions, inadequate skills of some project partners in highly specialized domains, unrealistic expectations from, and slow implementation and reporting of activities by some of the implementing partners.

Socio-political crisis in the NW and SW Regions

This situation affected the implementation of the project through different channels leading to delays as well as incomplete implementation of some of the project activities. Specifically, the crisis affected the project in the following ways:

- The high level of insecurity in parts of the two affected regions resulting from violence between Cameroon's forces of law and order and non-state armed groups rendered access to, and the organization of activities in some of the project locations in these regions extremely difficult. Where possible, project partners were obliged to bring people from those areas to safer locations to train and orientate them so they could implement activities on return to their communities.
- The school boycott enforced by separatist groups as a means to pressurize the government and the international community made it difficult to effectively implement school activities as planned.
- The regular ghost town days and frequent lockdowns instituted by separatist groups reduced the time available to partners for the implementation of project activities
- The change in context required project staff and partners and service providers in the two regions to provide humanitarian GBV services. This rendered the implementation of project activities in the two regions more difficult.
- Non-state armed groups were hostile towards activities that showed links between the project and the Government of Cameroon. For example, they pulled down posters that carried the Cameroon flag and other national symbols. Project staff and other partners were reluctant to openly collaborate with government services for fear of being victimized by non-state armed groups.

Inadequate skills of some project partners in highly specialized domains

Some staff of the project, the implementing partners and service providers lacked skills in some of the key themes of the project. An example of such themes is psychosocial support. Also, the context in the two Anglophone regions changed, requiring project partners to provide humanitarian GBV response rather than normal GBV services. Most project staff, implementing partners and service providers lacked humanitarian skills and knowledge of humanitarian principles to effectively deliver in the two regions.

Unrealistic expectations from some implementing partners

Some of the implementing CBOs expected more resources from the project than they effectively received. This resulted from the fact that they were not sufficiently involved in the planning phase of the project. Some of them were disgruntled with the amount of funding they received and were consequently not as committed in the implementation of project activities as expected. This probably explains why some of them were slow with the implementation and reporting of project activities.

Despite these factors that affected the effectiveness of the project negatively, this evaluation has shown that the project objectives were satisfactorily attained. There is increased awareness and understanding of the various forms of VAW/G and the fact that VAW/G is a human rights violation under national and international law. Also, survivors and persons at risk are more informed about existing GBV services and are effectively seeking and accessing such services. More regional and local actors are engaged in initiatives to end VAW/G as a result of the interventions of the project.

4.2 Relevance of the project

The relevance of the project was assessed by seeking answers to the following evaluation questions:

- To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
- To what extent does the project respond to priority needs of women and girls/children?
- To what extent is the project consistent with UN Women, UNTF and Government priorities?
- Were there significant changes in the context of the project during implementation, and how did the project respond to such changes?
- Were the selected locations the most affected in the area of VAW/G?

4.2.1 Relevance of the focus areas and priority needs of beneficiaries

This project was designed on the basis of studies and situational analysis carried out by other structures, such as the US based organization FHI360/LINKAGE and UN Women Cameroon, which confirmed the high incidence of VAW/G in Cameroon. In an attempt to contribute towards ending VAW/G in the country, the project focused on improving knowledge and access to information for women/girls and other actors, improving access to quality services for survivors and those at risk and improving the policy environment for the fight against VAW/G.

Through key informant interviews and focus group discussions, both primary and secondary beneficiaries and other stakeholders of the project confirmed that these three key focus areas were relevant and aligned with the priority needs of the beneficiaries. 84% of stakeholders who responded to the polling questions agreed that the project addressed the most pressing issues in the domain of VAW/G.

During the project implementation period, the socio-political crisis in the NW and SW Regions deteriorated and significantly altered the project context of the project. This affected the project

context not only in the two regions concerned but also in the Littoral, West and Centre Regions where many people fleeing from insecurity in the two crisis-hit regions settled as IDPs. This change in context did not alter the needs and priorities of women and girls in the area of VAW/G, but rather exacerbated their needs. In the case of the East Region, the continues influx of refugees especially from the Central Africa Republic rendered the needs and priorities of women and girls in the area of VAW/G relevant from the beginning to the end of the project.

During focus group discussions and key informant interviews, both direct and indirect beneficiaries testified that the activities of the project were well chosen and that the project effectively addressed their needs by improving their access to quality information on VAW/G and existing GBV services leading to an improvement of their access to such services. The project results of improving women and girls' awareness of, and access to quality GBV services was therefore relevant to their needs within their socio-cultural environments.

4.2.2 Relevance of the project locations

Though VAW/G is a national human rights issue affecting the entire country, it was observed that the six project regions had some peculiar characteristics that rendered them even more relevant for this project.

The population of the North West, South West and West Regions are strongly attached to their cultural values and practices. Many of these cultural practices have negative effects on women and girls as they uphold and drive various forms of violence against them. The Anglophone crisis has exacerbated the situation in all three regions, which are either directly or indirectly affected through increased insecurity and displacement or the influx of female IDPs. These regions were therefore relevant and remained relevant through out the implementation period of the project.

The Littoral & Centre regions are made up of mixed cultures and are host to the main urban towns of the country. Both regions have received female IDPs from the NW and SW Regions and other parts of the country. Women and girls in the urban centres of Douala and Yaoundé have often been exposed to VAW/G as a result of hardship and urban crime in these towns. In addition to that, some of the cultures in these two regions also promote and drive VAW/G.

In the East Region, there are also many cultural practices that drive VAW. In addition to that, the region is host to a large number of refugee women and girls who are exposed to all kinds of VA/G.

On the basis of the above observations, it can be concluded that the project locations were among the most affected locations in Cameroon as far as VAW/G is concerned. It should however be noted that the three northern regions of Cameroon are highly affected by problems of VAW/G, but these regions were not included in the project. The main reasons for not including these regions were the fact that they are already being targeted by other organizations. Secondly the means available for the project was limited and would have made less impact if efforts were spread over too many regions.

4.2.3 Relevance to national policies and government priorities

The project was in line with Cameroon's Action plan to end VAW/G focuses on preventive, protective and repressive aspects. The project contributes towards complementing this action plan by seeking to strengthen networks of multi-sectoral services that target survivors while facilitating access to their service. The project also sought to contribute to state and non-state VAW/G coordination, support, monitoring and reporting systems thereby improving access to information, education, awareness raising and assistance to survivors and at risk. The project therefore relevant to national policies and government priorities as it came in to contribute in closing the gaps observed in Cameroon's Action Plan to end VAW/G.

4.2.4 Relevance to UN Women and UNTF priorities

Within the framework of its 2015-2020 strategic plan, UNTF prioritizes actions that contribute to:

- The expansion of access to multi-sectoral services;
- The prevention of violence against women and girls; and
- The strengthening of the implementation of laws, policies and national action plans.

This project was in line with above priority areas considering that it sought to strengthen networks of multi-sectoral services that target survivors and facilitate women's and girl's access to their services. The project sought to prevent VAW/G through awareness raising and the engagement of key actors including perpetrators. Its advocacy component was in line with the third priority area with the specific objective being to improve on the policy environment for the fight against VAW/G.

4.2.5 Changes in context and how the project responded to such changes

During the implementation period, there was a significant change in the project context resulting from the socio-political crisis in the NW and SW Regions. This crisis that started as strike actions by Anglophone lawyers' and teachers' associations and later evolved to massive peaceful protests by the Anglophone community in 2016, became more violent as from late 2017, leading to an alarming number of human casualties and massive displacements of civilians to safer zones/regions. Many others took refuge in bushes while others crossed over to neighbouring Nigeria. These casualties and displacements continued during the rest of the implementation period of this project as armed clashes, the burning of houses, kidnappings and other forms of human rights abuses continued and even intensified in most parts of the two regions. The in the context of the project as a result of the crisis affected not only the two Anglophone regions but also the neighbouring West and Littoral Regions and the Centre Region, which all received large numbers of internally displaced persons (IDPs) from the two regions.

During key informant interviews and focus group discussions, stakeholders confirmed that this change of context did not lead to changes in the priority needs of the beneficiaries. Rather, the new humanitarian context exacerbated VAW/G in all its forms considering that the majority of IDPs and those hiding in the bushes were women and children (mainly girls).

The project adapted to this change in context by targeting IDPs as a major category of beneficiaries. However, the poor humanitarian skills and insufficient knowledge of some of the implementing partners of the project negatively affected the project's ability to adequately respond to this change in context.

4.3 Efficiency of the project

Efficiency has been considered in this evaluation mainly in terms of the advantages and disadvantages of the strategies of the project, including the cost effectiveness of these strategies. The evaluation questions for this criterion were:

- To what extent was the project efficiently and cost-effectively implemented? In other words, were the financial resources and other inputs efficiently used to achieve results?
- To what extent did the project coordinate with similar interventions to encourage synergies and avoid overlaps?

4.3.1 Comparative advantage of the implementation strategy of the project

Several aspects of the strategy used in implementing this project contributed in ensuring its efficiency. These include the use of a community-based approach, collaboration with relevant government services and other local NGOs working in the domain and the use of the human resources of the implementing organizations.

The community-based approach of the project contributed to efficiency in two ways. First, the strategy of concentrating activities in the community and working with CBOs as well as community leaders such as traditional authorities and religious leaders was useful in ensuring that more women and other stakeholders were reached using the available resources. The collaboration with CBOs that were already implanted in the target community and working towards ending VAW/G was a major strength as far as efficiency is concerned. Second, the community-based approach enabled the project to benefit from the services of community leaders and peer groups at little or no costs. This enabled more to be achieved with the available resources than would have been possible if the project staff implemented these community-level activities.

Collaboration with relevant government technical services and CSOs operating in the project regions reduced non-activity project costs and enabled the project to benefit from the expertise of these implementing partners at very little additional cost. It should however be noted that in a few cases, there were staff quality issues within some of the implementing partner organizations, which forced LUKMEF programme staff to deploy additional efforts to ensure that activities were effectively and efficiently implemented. This led to additional supervisory costs. This shortcoming would have been avoided if the technical capacities of the local partners were carefully assessed and activities sublet on the basis of the assessment. Capacity building for local partners should also be a main sub component of project management.

Recommendation: *In subsequent similar initiatives, consider carrying out an organizational assessment of potential local implementing partners and subletting activities to them on the basis of the results of the assessment.*

At the level of LUKMEF, the deployment of qualified existing staff with prior experience in protection in general and GBV in particular was useful in ensuring efficiency, as these staff did not need too much time for induction. Despite a few capacity gaps in relation to the delivery of PSS services and the implementation of GBV activities within the humanitarian context in the NW and SW Regions, project staff were generally knowledgeable and competent in the domain. However, the insufficient commitment of some implementing partners resulting from unmet unrealistic expectations from project funds contributed negatively to the efficiency of the project in terms.

4.3.2 Coordination with similar interventions

One of the activities of the project, the establishment and/or reinforce 6 regional VAW/G Zero Tolerance networks of CBOs with multi-sector actors, was very helpful in identifying and coordinating with other initiatives towards ending VAW/G in the project regions. Through these networks, actors who were already working towards ending VAW/G were able to concert and act in a more harmonious manner. 61% of beneficiaries agreed that there was synergy between the project and other initiatives to end VAW/G implemented by other actors in the communities.

The evaluation team is of the opinion that more coordination and synergy could have been achieved if the planning phase of the project adequately involved the implementing partners and other stakeholders of the project communities.

Recommendation: *Consider identifying and involving implementing partners and other stakeholders of the sector during the planning phase to enhance coordination and synergy during implementation.*

4.4 Sustainability

- To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends?
- What is the level of national and local ownership of the project?
- To what extent has the project enhanced the capacity of national and local partners to maintain/replicate project benefits?
- Are funds and other resources likely to be made available to maintain/replicate benefits? If so, by whom?

4.4.1 Sustainability of achieved results

The project sought to strengthen awareness and understanding of the various forms of VAW/G, and to stimulate behaviour and attitude changes in the target communities especially at the level of the direct beneficiaries (women and girls) and the main potential perpetrators of VAW/G (men and boys). The fact that more women and girls survivors and persons at risk are seeking GBV services, and the fact that more men, boys and community leaders are engaging in the fight against VAW/G are evidences that there is a change of behaviour and attitude.

4.4.2 Level of ownership of the project

Stakeholders consulted during this evaluation are of the opinion that the community approach of the project was an efficient way of ensuring ownership of the project. Coupled with capacity building, this approach has stimulated community level engagement through peer groups and the regional networks comprising community stakeholders who were already working to end BAW/G.

While this ownership can be clearly seen at the level of the regional networks which are likely to continue with the activities initiated by the project at that level, it cannot be clearly affirmed that this will happen at the local community level. This is because all the actors of the regional networks are institutional actors while those at community level are mostly individuals or members of groups that may not have enough incentives to continue carrying out some of the activities initiated by the project. Though institutional actors such as leaders of traditional councils and religious authorities were targeted and are taking some action towards ending VAW/G, there is no evidence that their structures will continue with these actions when they shall subsequently loose their positions therein. There is therefore the need, in subsequent similar initiatives, to design and carry out actions that target entire community level structures rather than just their leaders.

Recommendation: *In order to ensure stronger ownership at local community level in subsequent similar initiatives, consider engaging relevant local institutions rather than just their leaders. This will ensure that ownership is institutionalized thereby ensuring sustainability.*

4.4.3 Capacity of national and local actors/partners to maintain/replicate project benefits

At individual level, the knowledge acquired from capacity building activities shall continue to be used by beneficiaries and GBV actors. Traditional authorities and church leaders who received training have confirmed that they will be able to handle GBV issues that are presented before them. Women and girls have been educated on their rights including related legal instruments and are better disposed to report cases of GBV. 95% beneficiaries who responded to the polling questions agreed that the project has empowered them to address recurrent challenges in the area of VAW/G.

At national and local partner level, the stimulation of regional networks and the implementation of a wide range of project activities through these networks has empowered and strengthened the capacity of participating structures to maintain and replicate the benefits of the project in their areas of intervention. Institutional stakeholders consulted at regional level testified that their participation

in the networks has strengthened their capacity and empowered them to ensure that survivors and persons at risk continue to benefit from the mechanisms put in place by the project.

The project was implemented in each region in collaboration with local organizations intervening in the GBV sector. Interviews with leaders of these implementing organizations attest that their participation in this project has built their capacity and exposed them to new ways of fighting VAW/G. One of them testified that their organization is currently designing a project that aims to maintain some of the results of the project and to fill the gaps that still exist in the project communities as far as VAW/G is concerned. These local partners are members of the regional networks and are therefore already participating in initiatives to maintain the results of the project.

4.4.4 Availability of funds/other resources to maintain/replicate the benefits of the project

The availability of funds to maintain or replicate project results has been identified as one of the threats to the maintenance of some of the results of the project. For example, the functioning of the hotlines and the mobile application put in place by the project entails communication costs. At the close of the project, it was not clear where funds would come from to cover such costs and keep these mechanisms functioning.

The hotlines established for each region for GBV survivors and other stakeholders to call report cases of GBV, and the mobile application (*ops4women*) are expected to continue to benefit the target population on a long-term basis. However, the evaluation did not find clear evidence to ascertain the sustainability of these two mechanisms considering that both require continuous technical attention and consequently human and financial resources to continue to function properly. How these resources will be mobilized in each region to cover the cost of maintaining these outputs is not clear. On the basis of this finding, it is recommended that project partners should consider advocating for the Ministry of Women's Affairs and the Family to adopt the mobile application and hotlines as national tools for the fight against VAW/G.

Recommendation: Consider advocating for the Ministry of women's affairs and the family to adopt the mobile application and hotlines as national tools for the fight against VAW/G

Structures put in place by project partners such as LUKMEF's Safe space (Hope Centre) for GBV survivors and FIDA's Legal Aid Clinic are expected to continue to offer support and assistance to victims. However, how these partners intend to maintain these structures to continue to offer support and assistance to victims on a long-term basis is not clear. It may be useful for these organizations to elaborate and implement business plans, including internal and external resource mobilization strategies, in view of ensuring the sustainability of these structures.

Recommendation: Organisations that have put in place structures within the framework of the project should consider elaborating and implementing business plans, including internal and external resource mobilization strategies, in view of ensuring the sustainability of these structures.

Concerning human resources, many actors of the regional networks are representatives of state and non-state structures that have permanent staff who can devote part of their time to implement activities towards the maintenance of project results. With the community approach, it is possible for community level actors to continue with activities that would maintain the results of the project, but there are no clear mechanisms to incentivize them to do so. In subsequent projects, providing these community actors (such as community volunteers) with durable working material could serve as incentives for them to continue working on project related issues after the project has phased out.

For example, buying them android phones and signing protocols with them could motivate them to work towards the use of the mobile application by members of their communities.

Recommendation: Provide community level actors with durable working material within the framework of protocols with implementing partner organizations, which would serve as incentives for them to continue working towards the maintenance of project results in their respective communities.

4.5 Impact of the project

Considering that the project has just ended, it seems too early to talk of clear impacts in the lives of the beneficiaries. However, the evaluation has identified some impact trends or early signs that the project is likely to significantly contribute in ending violence against women and girls.

The increased awareness and understanding among women/girls and other community level stakeholders of the various forms of VAW/G and VAW/G as a human rights violation has stimulated more action to prevent and protect women and girls from violence. This is evidenced by the increased number of survivors and persons at risk who are seeking and effectively accessing GBV services (see figures 6 below), increase in the number of survivors documented at the service points, the number of persons calling the hotline or using the mobile App (see figure 7 below), and the fact that more men and boys are engaged as crusaders of the rights of women and girls. During key informant interviews and group discussions, stakeholders testified that the project has effectively contributed in reducing VAW/G in the target communities.

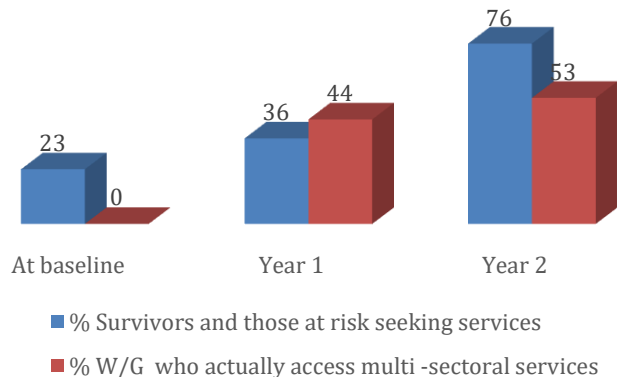


Figure 6. Proportion of survivors and persons at risk seeking and accessing GBV services

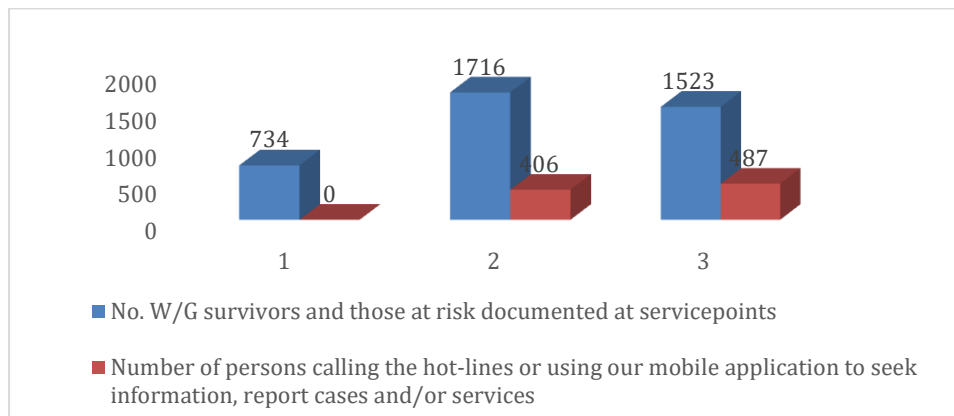


Figure 7. Number of survivors documented at service points and persons calling the hotline or using the mobile App

Through its training and sensitization efforts, the project has contributed in strengthening the assertiveness of women and girls survivors of VAW/G thereby empowering them to claim their rights. This is evidenced by the increased proportion of survivors seeking GBV services and the number of women participating in peer groups in the target communities. This stronger assertiveness of women as a result of their awareness and understanding of the various forms of VAW/G is expected to contribute to gender equality in the target community.

4.6 Knowledge generation

The evaluation questions for this specific criterion were:

- To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners?
- What are the gaps or identified training needs for the project team?
- What are the lessons learned, opportunities and gaps recorded by the project

The main emerging practice generated by the project, which should be shared with other practitioners is the use of a mobile application to enable survivors or persons at risk to access information and GBV services. This practice is an interesting promising practice that should be improved and shared with other actors. Key areas of improvement include the effective vulgarization of the application among potential users and strategies to ensure the sustainability of the application.

Concerning capacity needs, two main areas have been identified in the area effective PSS and GBV services in a humanitarian context. These capacity needs have been necessitated by the change in the project context as a result of the socio-political crisis in the NW and SW Regions of Cameroon. With this change of context, it was realized that many project staff did not have the capacity to provide these specialized services within the humanitarian context. There is also the need for project staff to be adequately informed about humanitarian principles to be able to function in such a context.

4.7 Gender Equality and Human Rights

The evaluation question under this criterion was, to what degree has gender and human rights been considered in implementing the project?

The project took the necessary measures to ensure gender equality and the respect of human rights during implementation.

Concerning gender, this evaluation found that the project expressly targeted women and girls as well as men and boys. About 80% of stakeholders who responded to the polling questions agreed that the project responded adequately to the needs of women, men, girls and boys in the domain of GBV in general and VAW/G in particular. The project mobilized 10 000 boys and men to be advocates for the promotion of the rights of girls and women. About 84% of respondents to the polling questions agreed that the project has promoted gender equity in the community.

With regards to human rights, the main target for this project consisted of rights-holders referred to as primary beneficiaries. These are women and girls whose rights the project set out to promote. Their needs especially as concerns access to quality information and GBV services were considered and addressed. Within this group, the project also made considerable effort to target the most vulnerable, including IDPs from the two Anglophone regions and refugees in the East Region.

The target group referred to as secondary beneficiaries included potential human rights promoters and duty-bearers such as local community leaders and relevant public officials. The project targeted duty-bearers with its sensitization and training activities and succeeded to enrol some of them as rights crusaders in their respective communities. In doing this, the project ensured that the rights of these duty-bearers and those of the rights promoters were equally safeguarded.

It can therefore be concluded that the project was in line with national and international human rights frameworks.

5. CONCLUSIONS

This evaluation has shown that the project was successful in meeting most of its objectives. It effectively raised awareness among stakeholders including women, men, girls and boys. The project also improved access to quality information on VAW/G as a human rights violation and the GBV services available to them. In the area of advocacy, the project succeeded in engaging a good number of local community leaders in the fight against VAW/G. However, most of these local actors are engaged on individual basis rather than through mechanisms. Also, changes in the policy environment at national level resulting from the implementation of the project are not evident.

The evaluation has found that the project responded to the priority needs of the target beneficiaries. The chosen locations were among the most affected though other seriously affected regions such as the three northern regions were not included. The project was equally in line with national policies and the priorities of UNTF for the 2015-2020 strategic period.

Effectiveness and efficiency were negatively affected by internal as well as external factors including low capacity of staff in PSS and GBV service provision in humanitarian contexts, unrealistic expectations from some implementing partners and the socio-political crisis in the NW and SW Regions that affected not only these two regions but also the West, Littoral and Centre Regions.

While most of the outputs of the project will continue to benefit beneficiaries on a long-term basis, it was observed that some of the products that need to continue to function in order to create the necessary impact may not be sustained as a result of unclear mechanisms to keep them functional.

Despite the challenging context of the evaluation characterised by the insecurity situation in the NW and SW Regions and the Corona pandemic, the objectives of the evaluation were largely attained.

6. SUMMARY OF RECOMMENDATIONS

The following recommendations have been formulated on the basis of the findings of the evaluation:

Recommendation 1: Ongoing sensitization actions initiated by the project, which are continuing beyond the project lifespan, should lay emphasis on knowledge and understanding of psychosocial and economic violence as forms of human rights violation.

Recommendation 2: Future projects should seek to incentivise service providers to establish in rural areas. Also, future projects should consider providing android phones to community facilitators to facilitate their use of the application and sensitization of community members to also use it. Providing community facilities with smartphones could also serve as a motivation for them to continue to vulgarise and educate others on the use of the application beyond the project lifespan.

Recommendation 3: In subsequent projects, partners should consider including specific activities to stimulate local level mechanisms for the fight against VAW/G

Recommendation 4: *In subsequent similar initiatives, consider carrying out an organizational assessment of potential local implementing partners and subletting activities to them on the basis of the results of the assessment*

Recommendation 5: *In subsequent project, consider involving partners in the planning stage to ensure proper understanding of roles and responsibilities as well as the allocation of funds in order to avoid unrealistic expectations*

Recommendation 6: *In order to ensure stronger ownership at local community level in subsequent similar initiatives, consider engaging relevant local institutions rather than just their leaders. This will ensure that ownership is institutionalized thereby ensuring sustainability. Also consider extending capacity building to youth associations and engaging them through social media*

Recommendation 7: *In subsequent projects, partners should consider strengthening and increasing multi-sectoral and partner collaborations right from the onset. Building strong multi-sectoral and partner synergies from the beginning and working consistently on coordination and collaboration is likely to ensure that the referral pathways are sustained*

Recommendation 8: *Consider advocating for the Ministry of women's affairs and the family to adopt the mobile application and hotlines as national tools for the fight against VAW/G*

Recommendation 9: *Organisations that have put in place structures within the framework of the project should consider elaborating and implementing business plans, including internal and external resource mobilization strategies, in view of ensuring the sustainability of these structures.*

Recommendation 10: *Provide community level actors with durable working material within the framework of protocols with implementing partner organizations, which would serve as incentives for them to continue working towards the maintenance of project results in their respective communities*

ANNEXES

Annex 1: Summary of data to be collected and data collection methods per evaluation criteria

Specific evaluation questions per criterion	Specific data to be collected	Potential data sources	Data collection methods/tools
Relevance			
How suitable was the VAW/G Project	<ul style="list-style-type: none"> • Background information on the VAW/G project • Information on VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
Were the target beneficiaries of this project in your area among the most vulnerable or affected persons as far as VAW/G is concerned? Was the selection of beneficiaries' gender-sensitive?	<ul style="list-style-type: none"> • Background information on the VAW/G project • Information on VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus group discussions
Did the Project address the most pressing issues around VAW/G in your area?	<ul style="list-style-type: none"> • Background information on the VAW/G project • Information on VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus group discussions
Do you think the project intervened in the most relevant locations? How were the locations chosen?	<ul style="list-style-type: none"> • Background information on the VAW/G project • Information on VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus group discussions
Did the context and the priorities of the beneficiaries evolve during the implementation of the project? How did the project adapt to such changes?	<ul style="list-style-type: none"> • Background information on the VAW/G project • Information on VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus group discussions

Specific evaluation questions per criterion	Specific data to be collected	Potential data sources	Data collection methods/tools
Effectiveness			
What are the major outputs of the project? To what extent did these outputs contribute to the expected outcomes or changes for targeted women, girls, men, women and the secondary beneficiaries)?	<ul style="list-style-type: none"> Planned activities Activities effectively implemented 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Analysis of monitoring data Key informant interviews Focus group discussions
What positive and negative factors affected the achievements of the project? (Consider both internal and external factors)	<ul style="list-style-type: none"> Internal and external influencing factors 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners Beneficiaries 	<ul style="list-style-type: none"> Desk review of documents Analysis of monitoring data Key informant interviews Focus group discussions
To what extent did working in partnership with many organizations contribute to the effectiveness of the project?	<ul style="list-style-type: none"> Planned timeframes Effective implementation timelines Timelines of the humanitarian crisis 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners Local authorities Beneficiaries 	<ul style="list-style-type: none"> Desk review of documents Analysis of monitoring data Key informant interviews Focus Group Discussions
If the project has to come back, what do you suggest should be done to reduce the influence of the above-mentioned negative factors?	<ul style="list-style-type: none"> Activities of the various focus areas 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Analysis of monitoring data Key informant interviews
Efficiency			
What are the advantages and disadvantages of the strategies of the project compared to other projects on VAW/G?	<ul style="list-style-type: none"> Outcomes of the VAW/G Level of attainment of the indicators 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Analysis of monitoring data Key informant interviews Focus Group Discussions
Are there alternative strategies that could be used to achieve the same results at lower costs or more results at the same costs?	<ul style="list-style-type: none"> Information on responses by other actors on VAW/G Information on responses by LUKMEF 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
Are there other initiatives to reduce VAW/G in your area? If yes, how did	<ul style="list-style-type: none"> Outputs achieved Appreciation of VAW/G project 	<ul style="list-style-type: none"> Existing documents on the VAW/G 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews

Specific evaluation questions per criterion	Specific data to be collected	Potential data sources	Data collection methods/tools
the project coordinate with those other initiatives in order ensure synergy and avoid duplication? Please explain	implemented by LUKMEF	<ul style="list-style-type: none"> • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Focus Group Discussions
Sustainability			
Do you think the outcomes of the project will be sustainable?	<ul style="list-style-type: none"> • List of medium- to long-term needs of beneficiaries • Information on the sustainability strategies of the VAW/G 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners • Beneficiaries 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
What is the level of local and national appropriation of the project?	<ul style="list-style-type: none"> • Appreciation by stakeholders of the likelihood of the sustainability of the outcomes of the VAW/G interventions 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners • Beneficiaries 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
Has the project put in place any mechanisms that will help local actors and relevant government services to continue to address recurrent VAW/G in the project area? Please explain.	<ul style="list-style-type: none"> • Information on the VAW/G (with focus on its sustainability strategies) 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
Are there prospects for such mechanisms to be funded? If yes, explain.	<ul style="list-style-type: none"> • Information on the VAW/G (with focus on its sustainability strategies) 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
Impact			
To what extent (how) has the project contributed to ending VAW/G in the area?	<ul style="list-style-type: none"> • Information on the VAW/G (with focus on its impact) 	<ul style="list-style-type: none"> • Existing documents on the VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions
What other lasting changes has the project brought about in the community?	<ul style="list-style-type: none"> • Information on the VAW/G (with focus on its impact) 	<ul style="list-style-type: none"> • Existing documents on VAW/G • MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> • Desk review of documents • Key informant interviews • Focus Group Discussions

Specific evaluation questions per criterion	Specific data to be collected	Potential data sources	Data collection methods/tools
Gender and Human rights			
Was gender was properly mainstreamed in the design and implementation of this project? How was this done?	<ul style="list-style-type: none"> Information on the VAW/G (with focus on gender mainstreaming) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
Did the project consider the specific situation of women, men, boys and girls during implementation? Explain.	<ul style="list-style-type: none"> Information on the VAW/G (with focus on gender mainstreaming) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
Did the project consider the rights of women, men, boys and girls during implementation? Explain	<ul style="list-style-type: none"> Information on the VAW/G (with focus on gender mainstreaming) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
Knowledge generation			
Is there any new knowledge or good practice resulting from this project that you think other organizations or actors working on VAW/G would be interested to learn and apply?	<ul style="list-style-type: none"> Information on the VAW/G (with focus on new knowledge) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
Have you noticed any capacity gaps at the level of the project team that needs to be strengthened?	<ul style="list-style-type: none"> Information on the VAW/G (with focus on new knowledge) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions
What are the key lessons learnt	<ul style="list-style-type: none"> Information on the VAW/G (with focus on new knowledge) 	<ul style="list-style-type: none"> Existing documents on the VAW/G MINPROFF, LUKMEF and implanting partners 	<ul style="list-style-type: none"> Desk review of documents Key informant interviews Focus Group Discussions

Annex 2. ToR for the evaluation

1.1 Description of the project that is being evaluated

The project building community level agenda to end violence against women and girls in Cameroon, has as implementing period from March 2017 to February 2020 and is ongoing in 6 project regions of the country which are West, North West, South West, East, Littoral and Center. This project seeks to improve access to quality and adequate services for VAW/G survivors, improve awareness amongst women and girls survivors of violence and those at risk of VAW/G, and improve on existing policies and laws to guarantee friendly environments for women and girls. The project has addressed all existing forms of violence which women and girls experience within this context ranging from sexual violence, physical violence, and economic violence, emotional and psychological violence. We are currently in the 3rd year of the project implementation and can confidently rate that the project is in line and will be fully executed by the end of the project period. This project has as goal to improve women and girls access to essential, safe and adequate multi-sectorial services to End VAW/G in Cameroon, and is targeting two sets of beneficiaries categorized under primary and secondary beneficiaries. The primary beneficiaries of this project are 3100 women and girls at risk or survivors of violence aged 10 to 60+. These women and girls are broken down in the following categories: (500 female refugees/IDPs, 1000 women/girls living with HIV, 1000 women/girls survivors, 600 women in detention) The secondary beneficiaries to this project are 209,000 (two hundred thousand, nine hundred) consisting of, 400 legal officers, 300 Traditional and religious leaders, 200 journalist /media practitioners

Strategy and theory of change (or results chain) of the project with brief description of project goal, outcomes, outputs and key project activities.

A. Strategies

The project makes use of the following key strategies for success:

Building strong visibility of the project and encouraging multi-actor involvement and ownership of the project at the community/regional/national level

Elaboration and use of VAW/G Minimum Package of Response Services (MPRS) to be delivered by service providers to/or accessed by women/girl violence survivors and those at risk as well as elaboration and use of gender-based violence (GBV) standard operating procedures (SOPs) to ensure service quality to survivors and those at risk

Working in partnership with a network of service providers and strengthening their capacities to deliver quality comprehensive services to survivors and those at risk

Use of a strong citizen driven community based VAW/G alert and referral system that work to raise awareness and help refer survivors and those at risk to available services.

Use of functional 24/7 help lines to Improve information and knowledge among survivors those at risk and the general public on the availability of developed services

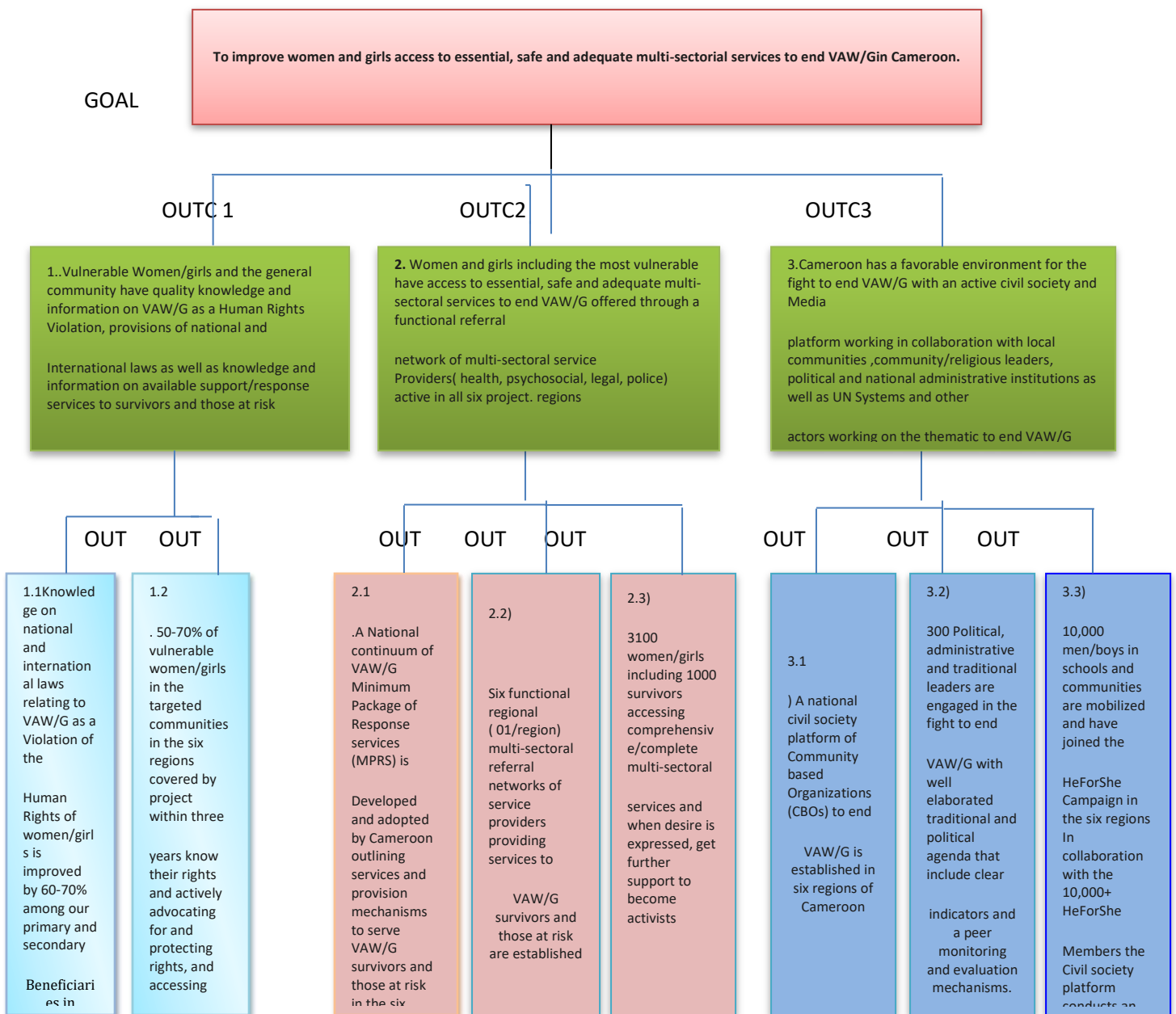
Building the capacities of different stakeholders (service providers, traditional leaders, civil society, the media, community members) on relevant knowledge areas around the project

Monitoring, reporting and evaluation

The project assumes the following as possible risks:

- ❖ Promoting women access to services may be misinterpreted as trying to incite women and girls to revolt against their cultural values by those who find pleasure oppressing and abusing women. This may therefore get them to turn against the women and/or service providers including our project staff
- ❖ Economically empowering women may also impose a perceived threat to men and hence counter resistance or voluntary frustration of such economic empowerment initiatives.

1.3 Theory of Change



A. Key Activities

- ❖ Organize official project launch to increase project visibility
- ❖ Translate key provisions of national/international laws/conventions/treaties into local languages and use for mass awareness raising
- ❖ Organize media and community awareness raising campaign on VAW/G as human right violation and informative sessions on available services that include poster pasting and distribution of informative leaflets
- ❖ Develop and deploy a mobile Application for VAW/G anonymous reporting, information/education, service access and VAW/G data collection
- ❖ organize community/school educative programs with women, girls, men/boys on the rights of women/girls while mobilizing men/boys to take-up membership in the HeForShe Campaign
- ❖ Design and produce communication/awareness raising and visibility tools
- ❖ Elaboration of the Cameroon VAW/G Minimum Package of Response Service (MPRS) and the SOP following consultations with stakeholders in the six regions covered by the project
- ❖ organize a National workshop for 50 stakeholders (Health, legal, social police, policy makers etc) to validate the elaborated MPRS/SOPs
- ❖ Elaborate a cartography of existing and/or potential VAW/G service providers in the six project regions and conduct their need assessment(SWOT) for eventual reinforcement and inclusion in the referral network of service providers
- ❖ put in place six regional multi-sectoral referral network of VAW/G service providers(health, legal, social, police, psycho-social support and community peer support groups)
- ❖ Establish a detailed and widely distributed national directory of VAW/G service providers(health, psycho social, legal, police, community support systems) responding to services listed within and beyond the MPRS for VAW/G survivors and those at risk
- ❖ Based on identified needs, build the capacity of 700 service providers(health, legal, social, police, journalists, lawyers, judges, etc) based on the identified needs as they deliver service to the survivors and those at risk
- ❖ Setup 36 community based support/referral units serving women/girls (HIV+, women in detention, refugees, LBT) survivors and those at risk through active referral to the established network of service providers
- ❖ Train 72 support unit personnel on VAW/G first line Response, care, support, referral/accompaniment and secured documentation
- ❖ Establish 6 regional Hotlines (access numbers) to allow users to get
- ❖ 24h/7days useful information and access to available services and support networks
- ❖ Provide ongoing service access assistance, referral/accompaniment to 1000 women/girls (HIV+, Refugees, those in detention, survivors and those at risk) through the 36 established regional VAW/G support units working in collaboration with the Referral network of service providers
- ❖ Train 200 women/girls (HIV+, refugees, women/girls in detention, queen mothers,) as peer mobilizers towards service access and protection of rights
- ❖ Establish and/or reinforce 6 regional VAW/G Zero Tolerance networks of CBOs with multi-sector actors.
- ❖ Train leaders of the Civil society platforms as trainers to eventually train 300 women (VAW/G survivors, HIV+ persons and female inmates) as peer leaders to end VAW/G
- ❖ Train/support 500 community leaders (300 traditional/religious leaders, 200 mayors/Councilor's)
- ❖ Provide Support to the six regional CBO networks towards community based mobilization, awareness raising and recruitment of 10,000 men/boys as activists to end VAW/G through the HeForShe campaign
- ❖ Produce bi annual zero tolerance newsletters and an annual shadow report
- ❖ Conduct a final external project evaluation

1.4 The geographic context, (the region, country and landscape, and the geographical coverage) of the project.

This project is being implemented in 6 Regions of Cameroon and all of these regions have their geographical specificities, though some of the regions share similar geographical features. The North West and the West regions which are both grass fields with a hilly topography. The South West, East and the center regions are forest areas with some parts of the South West regions being coastal areas. These areas are characterized by the presence of a number of forest reserves, the Mount Cameroon which is found in Buea. The Littoral region is a coastal area characterized by the presence of a number of water bodies and some forest.

1.5 Key partners involved in the project, including the implementing partners and other key stakeholders.

The key partners involved in the implementation of this project are:

Pan-African Institute for Development (PAID-WA) PAID-WA will work with the Department of women and gender studies of the University of Buea to conduct all the research and training in this project. These two institutions bring a huge added advantage to our project. Students studying women and Gender from this two institutions who will be working as volunteers and interns in the project

Voices for Women (VOW) will work in close collaboration with the Association of Widows when it comes to media empowerment and mediatisation of project outcomes

FIDA handles the legal aspects of the projects and conducts some trainings.

MINPROFF (Ministry of Women's Empowerment and the Family) will continue to play the role of hosting some key project activities and act as the government voice in the project within the framework of this project. We also work with other partners mainly based in the regions and communities of project implementation but the key partners are those mentioned above.

2. Purpose of the evaluation

2.1 Why the evaluation needs to be done:

- To assess the degree to which project goal and objectives were achieved.
- To assess the impact of the project in the use of project hotline or support to access Multi-sartorial services by women and girls
- To assess the impact of the CBOs as focal points in improving referrals for women and girls
- To assess the changes on community awareness/communities' and changes that resulted on service providers who benefited from the project.
- To identify any gaps or needs for GBV response capacity building
- To document the lessons learned and record opportunities and gaps
- To provide recommendations for project development and improvement.
- To evaluate key cross cutting issues and success of coordination with stakeholders.
- To assess the added value of the project
- To assess collaboration between service providers and key stakeholders on information and data sharing to strengthen services or reduce VAWG

2.2 How the evaluation results will be used

The Evaluation results will be used by UNTF to evaluate the performance of LUKMEF which is the grantee organization. The report is also going to be shared with LUKMEF for capacity strengthening purposes. This report will be first shared with LUKMEF at the end of the evaluation for LUKMEF to confirm or agree with some of the information put in the report. After confirmation and signature, the report is sent to UNTF who will intend share with LUKMEF the final report with action points if any be.

2.3 What decisions will be taken after the evaluation is completed

At the end of the evaluation LUKMEF will build the capacities of staff to fill up identified gaps.

3 Evaluation objectives and scope

The objective of this evaluation is to assess the project, to improve the effectiveness, and to inform other programming decisions as far as the project is concerned or other future projects

3.1 Scope of Evaluation:

- **Timeframe:** This evaluation will cover the entire project duration: **1st March 2017 to 29 February 2020**
- **Geographical Coverage:** This evaluation will be carried out in the six project regions: West, Littoral, South West, East, North West and Center where the project is being implemented.
- **Target groups to be covered:** The evaluation will cover the target primary and secondary beneficiaries as well as broader stakeholders. These various groups of beneficiaries are mentioned above in section 1.1.

3.2 Objectives of Evaluation: What are the main objectives that this evaluation must achieve? Mandatory evaluation objectives:

To evaluate the entire project (three years from start to end date), against the effectiveness, relevance, efficiency, sustainability and impact criteria, as well as the cross-cutting gender equality and human rights criteria (*defined below*);

To identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes (*this is defined under the knowledge generation criteria below*).

4 Evaluation Questions

Evaluation Criteria	Mandatory Evaluation Question
Effectiveness	To what extent were the intended project goal, outcomes and outputs (project results) achieved and how?
Relevance	<ul style="list-style-type: none">• To what extent do the achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?• To what extent does the project respond to priority needs of women and girls/children?• To what extent is the project consistent with: UN Women, UNTF priorities Government priorities
Efficiency	<ul style="list-style-type: none">• To what extent was the project efficiently and cost-effectively implemented?• To what extent did the project coordinate with similar interventions to encourage synergies and avoided overlaps?

Sustainability	<ul style="list-style-type: none"> To what extent will the achieved results, especially any positive changes in the lives of women and girls (project goal level), be sustained after this project ends? What is the level of national and local ownership of the project? To what extent has the project enhanced the capacity of national and local partners to maintain/replicate project benefits? Are funds and other resources likely to be made available to maintain/replicate benefits? If so, by whom?
Impact	<ol style="list-style-type: none"> To what extent has the project contributed to ending violence against women, gender equality and/or women's empowerment (both intended and unintended impact)?
Knowledge generation	<ul style="list-style-type: none"> To what extent has the project generated knowledge, promising or emerging practices in the field of EVAW/G that should be documented and shared with other practitioners? What are the gaps or identified training needs for the project team? What are the lessons learned, opportunities and gaps recorded by the project
Gender Equality and Human Rights	<ul style="list-style-type: none"> To what degree has gender and human rights been considered in implementing the project?

5 Evaluation Methodology (To be proposed by the evaluator)

- The evaluator should detail their proposed evaluation design. (*Note that the design MUST be participatory and gender inclusive.*)
- What sources of data will be used?
- What methods will be used for data collection and analysis?
- What sampling methods do you propose for the evaluation to ensure an adequate and representative sample?
- Where will field visits take place?

6 Evaluation Ethics

The evaluator/s must put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This must ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights. **The evaluator/s must have a plan in place to:**

- Protect the rights of respondents, including privacy and confidentiality;
- Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public;
- If the project involves children (under 18 years old*) the evaluator/s must consider additional risks and need for parental consent;
- The evaluator/s must be trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues.
- Data collection tools must be designed in a way that is culturally appropriate and does not create distress for respondents;
- Data collection visits should be organized at the appropriate time and place to minimize risk to respondents;
- The interviewer or data collector must be able to provide information on how individuals in situations of risk can seek support (referrals to organizations that can provided counseling support, for example)

- Therefore Evaluators and others working with the evaluation will have to sign the confidentiality and nondisclosure statement that protects the respondent to the highest ethical standards.
- Respondents do not have the obligation to respond and they respond with informed consent. Their consent must be collected in writing or verbal depending on their desired choices.

7 Key deliverables of evaluators and timeframe

Note that the final product (final evaluation report must be available by April ending

No.	Deliverable	Deadlines of Submission to UN Trust Fund M&E Team	Deadline <i>(Evaluator should include their proposed timeline).</i>
1	Evaluation Inception Report	This report should be submitted by the evaluator within 2 weeks of starting the assessment . The inception report needs to meet the minimum requirements and structure specified by the UN Trust Fund for approval.	
2	Draft Evaluation Report	This should be submitted within 5 weeks of starting the assessment	
3	Final Evaluation Report	No later than 7 weeks after starting the assessment . The Final Report needs to meet the minimum requirements and structure specified by the UN Trust Fund for approval.	By April ending

8 Management Arrangement of the evaluation

A. Senior Evaluator: (Key Roles)

- I. Shall lead the entire evaluation exercise from start to end in the project locations and oversee the entire evaluation team
- II. Develop the evaluation tools to be used for the exercise
- III. Ensure that the evaluation team completes the evaluation exercise within the required time
- IV. Lead all field discussions
- V. Lead the process of compiling the evaluation report and maintain communication with LUKMEF team
- VI. Lead the presentation of the evaluation findings to LUKMEF and UNTF
- VII. Determine key documents to be presented by LUKMEF to support the evaluation process

B. Assistant Evaluator

- I. Assist the Senior Evaluator and evaluation team in successfully carrying out the evaluation exercise in the project areas
- II. Assist in preparing the evaluation tools

- III. Alongside the lead evaluator pose evaluation questions in the field
- IV. Review key project documents (reports, project log book, websites, newsletters etc) as part of the evaluation exercise
- V. Assist the senior evaluator in capturing and documenting key findings of the evaluation and assist in the overall reporting process and presentation of findings

C. PROJECT COORDINATOR (LUKMEF)

- ❖ The Project Coordinator shall be the evaluation Task Manager within LUKMEF. She will Work closely with the evaluation team to provide relevant information/data needed by the Senior and assistant evaluator
- ❖ Mobilize and coordinate relevant stakeholders, direct, indirect beneficiaries and staff to participate in the evaluation exercise and remain engaged throughout the exercise including for inception meetings and validation workshops
- ❖ Accompany the evaluation team throughout the evaluation process to easily access project locations and persons to participate in the evaluation.
- ❖ Select suitable and safe venues for the evaluation to take place
- ❖ Take charge of all logistical arrangements in the field

D. M&E Officer (LUKMEF)

- ❖ Assist the evaluation team through provision of relevant documents for desk review to facilitate the evaluation exercise

9 DETAIL Timeline of the entire evaluation process

The evaluation team should provide detail time line (No. of working days required and timeframe)for each key task

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe
Inception stage	Briefings of evaluators to orient the evaluators	Evaluation Task Manager		
	Desk review of key documents	Evaluator/s		
	Finalizing the evaluation design and methods	Evaluator/s		
	Submit draft Inception report	Evaluator/s		
	Review Inception Report and provide feedback	Evaluation Task Manager, Stakeholder Group and UNTF		
	Incorporating comments and revising the inception report	Evaluator/s		
	Submitting final version of inception report	Evaluator/s		
	Review final Inception Report and approve.	Evaluation Task Manager, Stakeholder Group and UNTF		
Data collection and analysis stage	Desk research	Evaluator/s		
	In-country technical mission for data collection (visits to the field, interviews, questionnaires, etc.)	Evaluator/s		

Synthesis and reporting stage	Analysis and interpretation of findings	Evaluator/s	
	Preparing a first draft report	Evaluator/s	
	Review of the draft report with key stakeholders for quality assurance	Evaluation Task Manager, Stakeholder Group and UNTF	
	Consolidate comments from all the groups and submit the consolidated comments to evaluation team	Evaluation Task Manger	
	Incorporating comments and preparing second draft evaluation report	Evaluation Team	
	Final review and approval of report	Evaluation Task Manager, Stakeholder Group and UNTF	
	Final edits and submission of the final report	Evaluator/s	

10 Budget

The evaluation team should prepare and submit alongside the technical proposal a detail budget in excel for the project evaluation.

- a. Inception report with documents such as the evaluation matrix and data collection instruments (questionnaires, Key Informant interview guides, etc.) (Annex 2)
- b. List of individuals or groups interviewed or consulted and sites visited (Annex 3)
- c. List of documents reviewed (Annex 4)

Annex 3. Data collection tools

Focus Group Discussion guide for primary beneficiaries

<p>Introduction (5 minutes max)</p>	<p>Thank you for agreeing to answer our questions. I'm _____ from Rural Development Consultancy (RDC)</p> <p>We are collecting information for the evaluation of the project titled: “Building Community Level agenda to end violence against women and girls in Cameroon” that was implemented by LUKMEF and other partners in 6 regions of Cameroon.</p> <p>The information collected will be analysed and results will be shared with LUKMEF and partners in a report, due in April 2020.</p> <p>We will treat your answers as confidential. We will not include your name or any other information that could identify you in the report.</p> <p>Do you have any questions about this evaluation?</p>
<p>Topic A <i>Briefly explain the topic to be discussed</i></p> <p>Relevance and Appropriateness (10 minutes)</p>	<p>A1. What are the various categories of VAW/G in your community?</p> <p>A2. What are the most common forms of VAW/G in this community? Has this evolved during the past three years?</p> <p>A3. Did the project target the most needy or vulnerable women and girls in your community? Did the project target men and boys in your community?</p> <p>A4. How did the project respond to changes in the context and the needs of women, girls, men and boys (if any)?</p> <p>A5. If the project were to come back, what will you suggest that the project should handle as a matter of priority?</p>
<p>Topic B</p> <p>Effectiveness (10 minutes)</p>	<p>B1. What are the main outcomes of the project in your community?</p> <p>B2. What factors affected the implementation of the project in your community?</p> <p>B3. If the project were to restart, what would you suggest as measures to reduce the influence of the negative factors listed above?</p>
<p>Topic C</p> <p>Efficiency (10 minutes)</p>	<p>C1. Are there other people working with you on VAW/G?</p> <p>C2. What are the advantages and disadvantages of the approach of this project compared to other projects?</p> <p>C3. If the project were to restart, what do you think should be done for more to be achieved at the same cost?</p> <p>C4. Have you noticed any duplication between this project and other projects on GBV that have worked you? Explain.</p>

<p>Topic D</p> <p>Sustainability</p> <p>(15 minutes)</p>	<p>D1. Do you think the actions of the project will continue to benefit you after the project has ended?</p> <p>D2. How has the project helped you to be able to handle VAW/G on your own?</p> <p>D3. What mechanism has the project introduced so that the community can continue to handle VAW/G after it has ended?</p>
<p>Topic E</p> <p>Impact</p>	<p>E1. Has the project contributed in ending VAW/G in your community? If yes, how?</p> <p>E2. Has the project contributed in ensuring equal opportunities for women and men in your community? If yes, how?</p> <p>E3. Has the project contributed in empowering women in your community? If yes, how?</p> <p>E4 What other lasting changes has the project brought about? Consider both positive and negative lasting changes?</p>
<p>Topic F</p> <p>Gender and Human Rights</p> <p>(10 minutes)</p>	<p>F1. Did the project consider the specific situation of women, men, boys and girls during implementation? Explain.</p> <p>F2. Did the project consider the rights of women, men, boys and girls during implementation? Explain</p>
<p>TOPIC G</p> <p>Knowledge generation</p>	<p>G1. Is there anything new you learnt from the project that you think should be shared with other actors working to reduce VAW/G?</p> <p>G2. I there any practice of the project which you think is new and interesting that other actors working to reduce VAW/G can copy to improve on their work?</p>
<p>Final thoughts (H)</p> <p>(5 minutes)</p>	<p>F1. Do you have any final thoughts about VAW/G in your community that you want to share?</p> <p>F2. Do you have any final thoughts about the project hat you will like to share?</p> <p>Thank you for your time.</p>

KII guide for secondary beneficiaries

<p>Introduction (5 mins max)</p>	<p>Thank you for agreeing to answer our questions. I'm _____ from Rural Development Consultancy (RDC)</p> <p>We are collecting information for the evaluation of the project titled: “Building Community Level agenda to end violence against women and girls in Cameroon” that was implemented by LUKMEF and other partners in 6 regions of Cameroon.</p> <p>The information collected will be analysed and results will be shared with LUKMEF and partners in a report, due in April 2020.</p> <p>We will treat your answers as confidential. We will not include your name or any other information that could identify you in the report.</p> <p>Do you have any questions about this evaluation?</p>
<p>Topic A Relevance (10 minutes)</p>	<p><i>PROVIDE A BRIEF INTRODUCTION/DESCRIPTION OF ACTIVITIES AND BENEFICIARIES IN THE LOCATION.</i></p> <p>A1. What was your level of involvement in the project?</p> <p>A2. Is there VAW/G in your area? What are the different forms of VAW/G in your area?</p> <p>A3. Were the target beneficiaries of this project in your area among the most vulnerable or affected persons as far as VAW/G is concerned? Was the selection of beneficiaries gender-sensitive?</p> <p>A4. Did the Project address the most pressing issues around VAW/G in your area?</p> <p>A4. Are there places in your area where VAW/G is very common which were not covered by the project?</p>
<p>Topic B Effectiveness (10 minutes)</p>	<p>B1. Did the project attain its objectives (for women and girls and for secondary beneficiaries)?</p> <p>B2. What positive and negative factors affected the activities of the project in your locality?</p> <p>B3. If the project has to come back, what do you suggest should be done to reduce the influence of the above-mentioned negative factors?</p>
<p>Topic C Efficiency (10 minutes)</p>	<p>C1. What are the advantages and disadvantages of the strategies of the project compared to other projects on VAW/G?</p> <p>C2. Are there alternative strategies that could be used to achieve the same results at lower costs or more results at the same costs?</p> <p>C3. Are there other initiatives to reduce VAW/G in your area? If yes, how did the project ensure synergy with those other initiatives? Did you notice any duplication? Please explain</p>
<p>Topic D Sustainability</p>	<p>D1. Do you think the outcomes of the project will continue to benefit women, girls, men and boys in the community after the project has ended?</p>

(15 minutes)	D2. Has the project put in place any mechanisms that will help the community and government services to continue to address recurrent VAW/G? Explain
Topic E Impact	E1. To what extent (how) has the project contributed to ending VAW/G in the area? E2. What other lasting changes has the project brought about in the community? (Consider both positive and negative impacts)
Topic F Gender and Human Rights (10 minutes)	F1. Did the project consider the specific situation of women, men, boys and girls during implementation? Explain. F2. Did the project consider the rights of women, men, boys and girls during implementation? Explain
Topic G Knowledge generation	G1. Is there anything new you learnt from the project that you think should be shared with other actors working to reduce VAW/G? G2. I there any practice of the project which you think is new and interesting that other actors working to reduce VAW/G can copy to improve on their work?
Final thoughts (H) (5 minutes)	G1. Do you have any final thoughts about this project that you would like to share? F2. Would you like to share any shortcomings and recommendations that have not been captured in our conversation? Those were all the questions that we wanted to ask. Thank you for your time.

KII guide for LUKMEF and implementing partner staff

<p>Introduction (5 mins max)</p>	<p>Thank you for agreeing to answer our questions. I'm _____ from Rural Development Consultancy (RDC)</p> <p>We are collecting information for the evaluation of the project titled: “Building Community Level agenda to end violence against women and girls in Cameroon” that was implemented by LUKMEF and partners in 6 regions of Cameroon.</p> <p>The information collected will be analysed and results will be shared with LUKMEF and partners in a report, due in April 2020.</p> <p>Do you have any questions about this evaluation?</p>
<p>Topic A Relevance (10 minutes)</p>	<p>A1. Do you think the project intervened in the most relevant locations? How were the locations chosen?</p> <p>A2. Are the beneficiaries among the most affected by VAW/G or the most vulnerable to VAW/G?</p> <p>A3. How were the beneficiaries and their needs identified? Were they consulted? How did the process for the identification of beneficiaries and their needs ensure that all gender categories (women, men, girls and boys) and their needs are considered?</p> <p>A4. Were the issues addressed among the priorities of the beneficiaries?</p> <p>A5. Did the context and the priorities of the beneficiaries evolve during the implementation of the project? How did the project adapt to such changes?</p>
<p>Topic B Effectiveness (10 minutes)</p>	<p>B1. What are the major outputs of the project? To what extent did these outputs contribute to the expected outcomes or changes for targeted women, girls, men, women and the secondary beneficiaries)?</p> <p>B2. What positive and negative factors affected the achievements of the project? (Consider both internal and external factors)</p> <p>B3. To what extent did working in partnership with many organizations contribute to the effectiveness of the project?</p> <p>B4. If the project has to come back, what do you suggest should be done to reduce the influence of the above-mentioned negative factors?</p>
<p>Topic C Efficiency (10 minutes)</p>	<p>C1. What are the advantages and disadvantages of the strategies of the project compared to other projects on VAW/G?</p> <p>C2. Are there alternative strategies that could be used to achieve the same results at lower costs or more results at the same costs?</p> <p>C3. Are there other initiatives to reduce VAW/G in your area? If yes, how did the project coordinate with those other initiatives in order ensure synergy and avoid duplication? Please explain</p>
<p>Topic D</p>	<p>D1. Do you think the outcomes of the project will be sustainable?</p> <p>D2. What is the level of local and national appropriation of the project?</p>

<p>Sustainability (10 minutes)</p>	<p>D3. Has the project put in place any mechanisms that will help local actors and relevant government services to continue to address recurrent VAW/G in the project area? Please explain.</p> <p>D4. Are there prospects for such mechanisms to be funded? If yes, explain.</p>
<p>Topic E Impact (5 minutes)</p>	<p>E1. To what extent (how) has the project contributed to ending VAW/G in the area?</p> <p>E2. What other lasting changes has the project brought about in the community? (Consider both positive and negative impacts)</p>
<p>Topic F Gender and Human rights (5 minutes)</p>	<p>F1. Was gender was properly mainstreamed in the design and implementation of this project? How was this done?</p> <p>F2. Did the project consider the specific situation of women, men, boys and girls during implementation? Explain.</p> <p>F3. Did the project consider the rights of women, men, boys and girls during implementation? Explain</p>
<p>Topic G Knowledge generation (10 minutes)</p>	<p>G1. Is there any new knowledge or good practice resulting from this project that you think other organizations or actors working on VAW/G would be interested to learn and apply?</p> <p>G2. Have you noticed any capacity gaps at the level of the project team that needs to be strengthened?</p> <p>G3. What are the key lessons learnt?</p>
<p>Final thoughts (H) (5 minutes)</p>	<p>G1. Do you have any final thoughts about this project that you would like to share?</p> <p>F2. Would you like to share any shortcomings and recommendations that have not been captured in our conversation?</p> <p>Those were all the questions that we wanted to ask.</p> <p>Thank you for your time.</p>

Polling Questions for LUKMEF and implementing partners

A. To what extent did the following elements contribute to the success of the project? (Rate from 1-10 where 0 = No contribution and 10 = most significant contribution)

1. Needs assessment
2. Staff capacity building
3. Capacity building for other stakeholders
4. Collaboration with relevant stakeholders
5. Acceptance of the project by the communities and other stakeholders
6. Coordination
7. Proper communication
8. Implementing organisations' experience working on VAW/G
9. Monitoring and evaluation
10. Adaptation to changes in the context

B. How much do you agree with the following statements about the project (0 = strongly disagree; 10 = strongly agree)

1. The project targeted the most needy and vulnerable persons as far as VAW/G is concerned
2. It addressed the most relevant issues around VAW/G
3. It succeeded in attaining its objectives
4. Its implementation strategy was the best
5. It was cost-effective
6. There was synergy with other initiatives on VAW/G in the project area
7. There was no duplication of efforts
8. Long-term needs of victims and potential victims (women and girls) were considered and addressed
9. The project has been appropriated by local and national actors
10. There are mechanisms in place for the beneficiary communities to continue handling VAW/G
11. Gender was properly mainstreamed in the project
12. Human rights were respected during the implementation of the project

Polling questions for beneficiaries

How much do you agree with the following statements about the project (0 = strongly disagree; 10 = strongly agree)

1. The project responded to our priority concerns in the area of VAW/G
2. The project has contributed to positive changes in the situation of VAW/G in our community
3. The strategies used in this project were more efficient than those of other projects
4. There was synergy between the project and other initiatives implemented by other actors in our community
5. There was no duplication of efforts
6. The project took into consideration our long-term needs
7. Women and girls in our community will continue to enjoy the positive outcomes of the project
8. The project has strengthened our capacity and empowered us to address our recurrent challenges in the area of VAW/G
9. The project considered the specific needs of women, girls, men and boys
10. The project has promoted gender equity in our community
11. Human rights were respected during implementation

Annex 4. List of List of documents to be consulted

S.N	Name of document
1.	Project proposal
2.	Monitoring reports
3.	Project progress reports
4.	National action plan to end VAW/G
5.	UNTF guidelines for final external project evaluations

Annex 5. Informed consent to take part in the Evaluation of:

Building Community Level Agenda to End Violence Against Women and Girls in Cameroon

I..... voluntarily agree to participate in this end of project evaluation.

- i. I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- ii. I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- iii. I have had the purpose and nature of the evaluation explained to me and I have had the opportunity to ask questions about the evaluation.
- iv. I understand that participation involves giving genuine information about the project and how involved I was during the project implementation.
- v. I agree to my interview being audio-recorded.
 - I understand that all information I provide for this end of project evaluation will be treated confidentially.
- vi. I understand that in any report on the results of this evaluation my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about
- vii. I understand that if I inform the evaluator that myself or someone else is at risk of harm, they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- viii. I understand that signed consent forms and original audio recordings will be retained in at LUKMEF
- ix. I understand that I am free to contact any of the people involved in the evaluation to seek further clarification and information.

Names, degrees, affiliations and contact details of researchers (and academic supervisors when relevant).

Signature of evaluation participant

----- Date: -----

Signature of evaluator

-----Date: -----

Annex 6. List of stakeholders/partners consulted

S. N	Name of partner
1.	Ms. Delia Andze – North West Regional Delegation of Women’s Affairs and the Family
2.	Ms. Eteki Stella Dopgima – South West Regional Chief for Gender and Women’s rights
3.	Mr. Anye Henry Mofor – Quarter Head Musang
4.	Mr. Nguti Nde John – Quarter Head Ngomgham
5.	Ms. Caroline Awah Formukon – Traditional councillor
6.	Mr. Beh Dremy – Traditional Leader
7.	Mr Bonga David - Traditional Leader
8.	Ms. Bithe Mbuh Veronica – Medical Practitioner
9.	Mr. Mulik Suyinyuy Amidu – Imam, Buea Town
10.	Mr. Ntoh Kere Nicho – Community Leader Muyuka
11.	Mr. Tifuh Linus Njeck – Barrister at Law
12.	Ms. Lamago Tenguh Fian – Barrister at Law
13.	Ms. Amboufeh Esther A – Barrister at Law
14.	Ms. Mbole Nadege - Barrister at Law
15.	Ms. Mbio Kelly Vera – Journalist
16.	Ms. Priscilia Ninge – Journalist
17.	Mr. Gjeald Bouvart - Journalist
18.	Mr. Eboa Gael - Journalist
19.	Ms. Ango Fanny - Magistrate
20.	Mr Bayombi Martin - Warder
21.	Mr. Evemabe Honysan Atra – Project Partner – Bonakanda Community Radio
22.	Ngwa Evans Fuh - Project Partner - IVCAM
23.	Ms. Manga Clara Evenge – Project Partner – VOW
24.	Ms. Berenice Andofughi Ayong - Project Partner – VOW
25.	Ms. Sewele Antoinnet – Project Partner – Espoir Mokolo
26.	Ms. Anne Munjong - Project Partner – VOW
27.	Ms. Cecilia E. Tutuwan – Project Partenr - FIDA
28.	Ms. Gladys Mbuya – Project Partner – FIDA
29.	Mr. Moukam Frank Emmanuel – Project Partner - ASAD
30.	Mr. Zollo Mitntya Rene Rhandy – Project Partner - ASAD
31.	Mr. Wankuy Theodore – Project Partner - BONET
32.	Mr. Angah Terence – Project Partner - BONET
33.	Ms. Juli Yauba Bobo – Project Partner - IAEL
34.	Mr. Tatah Jean Noel - – Project Partner - IAEL
35.	Mr. Derick Burunuy – Project Partner – CITEC
36.	Mr. Hammadou Musa - – Project Partner - MBOSCUDA
37.	Mr. Esembeson Ewang – Pastor Redeemed Christian Church of God
38.	Ms. Belinga Blance – Medical Practioner
39.	Mr. Zoufack Nouria – Community Leader
40.	Ms. Moyopo Victorine - Journalist

Annex 7. List of List of documents to be consulted

S.N	Name of document
1.	Project proposal
2.	Project progress reports
3.	National plan of action for the implementation of Resolution 1325 of the United Nations Security Council on Women, Peace and Security for Cameroon 2018-2020.
4.	The United Nations Trust Fund to End Violence against Women Supplemental Guidance on Remote Data Collection – 9 April 2020
5.	Un Trust Fund Guidelines for Final External Project Evaluations, September 2018, Version 1
6.	Gender-Based Violence Research, Monitoring, and Evaluation with Refugee and Conflict-Affected Populations, The Global Women’s Institute
7.	The Reproductive Health Response in Conflict (RHRC) Consortium, February 2004