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Sida Decentralised Evaluation

FCG Sweden, Tana Copenhagen

Evaluation of Women's International League for Peace and Freedom (WILPF), Core Support 2017–2021

Final Report

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June 2021

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

CESCR	Committee on Economic, Social and Cultural Rights
CHF	Swiss Francs
CSW	Committee on the Status of Women
FPEA	Feminist Political Economy Analysis
GBV	Gender-Based Violence
HRBA	Human Rights Based Approach
IB	International Board
IR	Inception Report
ICAN	International Campaign to Abolish Nuclear Weapons
IMF	International Monetary Fund
KII	Key Informant Interviews
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MIC	Middle Income Countries
MSEK	Million Swedish Kroner
OECD/DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
PPE	Personal Protective Equipment
SViC	Sexual violence in conflict
SEK	Swedish Kroner
Sida	Swedish International Development Cooperation Agency
SP	Strategic Plan
ToC	Theory of Change
ToR	Terms of Reference
TPNW	Treaty on the Prohibition of Nuclear Weapons
WILPF	Women's International League for Peace and Freedom
WHRD	women human rights defenders
WMG	Women's Major Group
WPS	Women, Peace and Security
WSR	Women Situation Room

Preface

This evaluation was contracted by FCG through the Sida Framework Agreement for Evaluation Services and conducted by Tana Copenhagen.

The Evaluation Team consisted of Jups Kluyskens (Team Leader), Nadia Masri-Pedersen (Team Member), Simone Pitta (Team member) and Charlotte Bonnet (Team member). The Final Report was quality assured by Florence Etta, whose work was independent of the evaluation team. Nadia Masri-Pedersen (Tana Copenhagen) and Kajsa Österberg Åström (FCG) provided project management support.

The team would like to thank Anette Widholm Bolme from Sida, Maria Butler and Anna Brown from the WILPF International Secretariat with their support and excellent cooperation during this evaluation. In addition, the team is grateful for the interactions with WILPF members in Sections and Groups, in particular LIMPAL (WILPF Colombia) for their involvement in the Colombia case study and Tove Ivergård from WILPF Sweden and Sylvie Jacqueline Ndongmo from WILPF Cameroon for their support in implementing the survey. Also thank you to the external stakeholders at OAK Foundation, London School of Economics and MEN Engage Alliance for providing their insights.

Executive Summary

This report presents the findings, conclusions, and recommendations of the Evaluation of Women's International League for Peace and Freedom (WILPF), Core Support 2017-2021. The report evaluates WILPF's Strategic Plan 2017-2021: *“Advancing Feminist Peace: WILPF International Secretariat Strategic Plan”* to which Sida provides core support.

This report is intended to provide input to Sida regarding a new phase of support to WILPF as well as input to WILPF in elaborating a new Strategic Plan. This report examines progress towards achieving the Strategic Plan using four evaluation criteria: relevance, effectiveness, impact and sustainability. In addition, lessons learned, conclusions and recommendations are included to provide future direction. Below, we present the main findings of the evaluation:

Relevance

WILPF's Theory of Change remains relevant, including most of its assumptions. It has been a relevant guiding framework in WILPF's strategic work. A key relevance factor is the interconnectedness between the strategic objectives (or work areas) of the theory of change and the results frameworks, yet this also adds to its complexity. WILPF's work is relevant to Sida and WILPF is a strategic partner to advancing feminist peace globally, regionally, and nationally. The evaluation found that the Strategic Objectives of the Strategic Plan are generally relevant to the WILPF movement and particularly Sections and Groups, while some are more in focus than others depending on the context. This is coupled with a high level of appreciation for the support from the International Secretariat. Feminist values remain leading for WILPF as well as using WILPF's methods of work which are relevant to advancing the feminist peace agenda as well as to WILPF's section, groups and partners. Analysis and Advocacy are most relevant and referred to among the methods of work, although all methods are perceived as broadly relevant.

The International Secretariat's contribution is critical to remaining globally relevant through its programmes and to international bodies, treaties, and conventions. It is also the link between and among sections providing facilitation, technical knowledge, and capacity building. WILPF's work with sections, groups and partners is critical in undertaking joint work while also ensuring that it provides added value with its focus on feminist peace.

Effectiveness

The International Secretary is effective in implementing programmes and has made significant progress towards the strategic objectives. The diversity of programmes demonstrates that WILPF effectively engages in the different fora and that it uses its analyses and voice to break ground for feminist peace. The evaluation found a high level of synergy between the different outcome areas and particularly in the local to global to local dynamic which features in a lot of the work. That coupled with critical attention to being a thought leader means that WILPF can hold a prominent and unique position, influence narratives around feminist peace and is effective, for example, resolutions of the Security Council. The International Secretariat continues to pursue a non-hierarchical relationship with sections which it needs to safeguard as it moves forward.

WILPF could consider, however, whether there was a better way to integrate cross-cutting outcomes like Outcomes 5 (Amplifying Local and Regional Change) and 6 (Improve Multilateral Actions) and making Outcome 4 (Movement Building) more a process outcome feeding into the other outcomes, as part of its MEL efforts.

Impact

WILPF has demonstrated impact through its considerable convening power, also through gradually growing the movement. It has contributed to meaningful and powerful changes in global, regional, and national contexts, as a result of continuous advocacy and contributions. This has included most notably the achievement – through a campaign - of the treaty-based prohibition of such nuclear weapons, which led to a Nobel Peace Prize in 2017. WILPF's visibility, voice, and persistence over time produce a constant voice. WILPF is also involved in many processes where impact can be partial in achieving another step towards a desired goal: this is also the case for the Sections. WILPF has achieved growth in the Africa region which provides relevant lessons on how to replicate such results in other regions. There is room for improvement with regards to documenting the impact on women's lives, particularly at the grass roots level.

Sustainability

Sustainability remains a challenge, despite making important efforts in diversifying its funding base over time and thus being less prone to sudden shifts in funding. Core funding, however, is more difficult to access while this funds precisely enable WILPF to do the work it does beyond programming, and which helps it maintain a strong, global leadership position. This includes research and exploring new avenues to advance feminist peace. Such work precedes the programmatic work and it critical to WILPF achieving its mission as a movement. Sida's core grant has been vital for WILPF in pursuing its course and implementing its Strategic Plan.

Conclusions

The support of Sida has been highly valuable for WILPF, enabling WILPF to combine being a grassroots organisation with a global outreach through its Secretariat. Core funding provides a basis for WILPF to determine its own agenda, seek opportunities and remain at the forefront of feminist peace.

The outcomes of the Strategic Plan remain relevant to the movement, although could be slightly restructured to provide more clarity in the strategic work. The International Secretariat can effectively implement these jointly with partners and sections. The results framework to reach the outcomes has some shortcoming which also prevents WILPF from showing systematic evidence of impact and contributions to change.

WILPF has achieved significant growth in Africa which provides a relevant reflection opportunity how it can capitalise on this growth and replicate it in other regions.

The evaluation found that WILPF has strengthened its position, intervened effectively at global, regional, and national level with a strong voice which is recognised and respected.

Recommendations

The evaluation has a number of recommendations to WILPF, with the most important ones being summarised below:

- Redefine the Theory of Change, including reviewing the structure of outcomes and strengthening the results framework.
- In light of the new Strategic Plan work methods can be expanded as well as bringing WILPF's concepts and approaches as part of the methods of work up to date.
- WILPF needs to clearly articulate and communicate its feminist peace approach to determine its added value to partners and continue strengthening its unique position that it has acquired.
- The Secretariat needs to have sufficient human resources to implement the new Strategic Plan and devolving roles and responsibilities to regions is an option combined with strengthening the MEL section, communications, and membership units.
- WILPF needs to capitalise on the recent growth it has achieved in Africa and develop an approach to support other regions. Sections and Groups continue to need support, in different capacity building categories as well as succession planning.
- Finally, WILPF should continue to identify core funding which allows it to determine its strategic course, undertake new, relevant research upon which programmes can be strengthened and developed. It needs to resolve its own sub-grating role to others to safeguard its flat non-hierarchical role, in particular to sections.

1 Introduction

Sida commissioned an evaluation of the Women's International League for Peace and Freedom (WILPF), Core Support 2017-2021 in February 2021. The objective of the evaluation is to evaluate Sida's core support to the Strategic Plan WILPF 2017-2021 with a focus on relevance, effectiveness, impact, and sustainability.

The Terms of Reference (ToR) (Annex 1) states that: *“The end-term evaluation is scheduled in advance of the next phase of Strategic Planning and should feed directly into the adaptive learning and planning. The Strategy Development process will happen in parallel with the external evaluation and there will be opportunity for cross-fertilisation”*.¹

In addition to this evaluation three parallel processes take place: a mid-term evaluation of NORAD's support to MENA (completed), an Organisational Development and Strategic Planning support as well as Human Resource Assessment looking at the International Secretariat's set-up and human resources. The evaluation team participated in a meeting, facilitated by WILPF, to ensure coordination and synergy between the processes. In addition, the other consultants attended the debriefing held by the evaluation team.

This evaluation report has been prepared by the team: Jups Kluyskens (Team Leader), Nadia Masri-Pedersen (Team Member), Simone Pitta (Team member responsible for data collection in Colombia) and Charlotte Bonnet (Team member responsible for the survey). The report has been quality assured by Florence Etta.

Finally, in efforts to enhance utilisation of this evaluation, the main evaluation findings and recommendations were developed into an infographic drawing. This was used to present the final evaluation to WILPF and partners. The infographics can be found in Annex 11.

1.1 BACKGROUND, PURPOSE AND OBJECTIVES

The purpose of this evaluation is to examine *the impact* and *lessons learned* by the implementation of the Strategic Plan/Core Activities and assess its *robustness and effectiveness* to achieve WILPF's theory of change (ToC).

The evaluation objective is to evaluate *“Advancing Feminist Peace: WILPF International Secretariat Strategic Plan 2017-2021.”*

¹ ToR, page 4. Italics by the team.

In particular, the evaluation should:

- Help Sida and WILPF to assess the **progress and results of WILPF** by following the current Strategic Plan.
- Help to identify **methods and processes in terms of programme implementation and MEL practices** that work in pursuing WILPF Theory of Change.
- Provide actionable insights and **recommendations** that can be adopted by WILPF to improve its programmatic work in line with its values and vision.
- Inform decision-making on the necessary **adjustments and improvements** for the next strategic plan.
- Help Sida **to assess progress of its portfolio on women, peace and security** - to inform strategic decision making in the area of increased inclusion of women in peacebuilding and in peace processes.
- Provide Sida and WILPF with **inputs for upcoming discussions** concerning the preparation of a new phase of engagement.²

1.2 EVALUATION OBJECT: INTRODUCTION TO WILPF AND ITS STRUCTURE

WILPF is an international member organisation with presence in 50 countries. There are 32 Sections and 12 Groups around the world, but also individual members in other countries. Formed in 1915, as a peace and women's organisation, WILPF is the oldest organisation of its kind. Its strong feminist profile aligns highly with the Swedish feminist foreign policy agenda. WILPF has its headquarter in Geneva and an office in New York. The highest governing body is the International Board (IB) represented by region and appointed during congress. The structure furthermore includes the National Sections and groups and the International Secretariat, which comprises 37 staff ³ (see International Secretariat Organigram in Annex 2).

WILPF consists of different bodies as illustrated below in Figure 1:

² ToR, page 4

³ As per the organigram of the International Secretariat (March 2021) – excluding interns.

Figure 1 – WILPF Bodies

The WILPF Constitution and By-Laws govern WILPF and set out the aims and principles. The WILPF Manifesto (2015) sets the overall vision.⁴ The International Programme is the overarching plan for WILPF for the three-year period 2018-2021, adopted by the Congress and implemented by all the organs of WILPF. In line with these, the International Secretariat is responsible for the implementation of the International Programme together with sections and groups. The Strategic Plan (and its six strategic outcomes), which is the subject of this evaluation and not the International Programme.

1.2.1 The International Secretariat

The International Secretariat (Secretariat onwards) staff are divided over finance, operations, communications, membership, and the four interlinked global programme departments.

- Disarmament Programme
- Human Rights Programme
- Women, Peace and Security Programme

⁴ The manifesto reiterates WILPF's vision 100 years after the league was founded and underpins its SP. Its key objectives remain: To bring together diverse women of a range of political beliefs and philosophies united in determination to stop current wars, and to study, make known and help abolish the root causes of war and the factors that are used to legitimate it. To campaign for total and universal disarmament and demilitarisation. To advocate the out-lawing of the use of coercive force to resolve conflicts of interest between and within nations. To imagine peace, and work to bring it about by inventing and empowering mechanisms of co-operation, sharing, mediation and negotiation between individuals, communities, and states.

- Crisis Response Programme including MENA, Ukraine and Bosnia and Herzegovina

The Secretariat operates across four global programmes - Disarmament, Women Peace and Security, Human Rights, and Crisis Response. Under the Crisis Response programme is the work done in MENA, Ukraine and Bosnia and Herzegovina. For the work in MENA, the Secretariat has a full-fledged team including a director, while Bosnia and Ukraine have one staff each. The Crisis Response Programme department was developed due to the growing work in these contexts and the need for a programmatic umbrella structure. In addition to Programme Directors and small teams of staff and interns, there are also the Communications Team, Finance Team, the Membership Team, and the Monitoring, Evaluation and Learning (MEL) Team. (See Annex 2 for the International Secretariat Organigram).

The Secretariat, including all programmes and initiatives, work towards implementing the International Programme, and reports to the International Board and Congress. The International Board annually reviews, documents, and learns from the implementation, and where needed adapts the International Programme.⁵ The Secretariat, in its work outlines its strategic objectives in the Strategic Plan, which it works to implement through its different programme departments and in collaboration with the Sections, groups and partners in country and regions to contribute to these achievements.

WILPF's National Sections and National Groups (hereafter Sections and Groups) bring members together, inspire each other and coordinate actions to eradicate the root causes of war. WILPF currently has 32 Sections and 12 Groups across Africa, the Americas, Asia, Europe, and the MENA region. In countries where no National Section or National Group exists, people join WILPF as international members and conduct peace-building activities in the geographical region where they reside. WILPF's International Secretariat has focus countries (Afghanistan, Bosnia and Herzegovina, Cameroon, Colombia, Nigeria, Syria, Ukraine and Yemen) and focus regions (Africa Region and Middle East, the Korean Peninsula and North Africa).

The staffing of the IS has steadily increased over the past five years and grown considerably. As can be seen in Table 1 below the staff number has doubled from 2017 to 2021.

⁵ WILPF International Programme 2018-2021.

Table 1 – Staffing at the International Secretariat

Years	2017	2018	2019	2020	2021
Staff Headcount (By contract type: Staff and longer-term consultants) excluding interns	18	24	32	34	37
Long term staff contracts	9	15	15	15	16
Short term staff contracts	6	1	7	8	8
Long term consultants	3	8	10	11	13

1.2.2 Sida's support and WILPF's overall budget

Sida has supported WILPF's International Secretariat with core support during two periods (each steered by a separate Strategic Plan) namely in 2015-2016 (6.3 MSEK) and in the current strategy period 2017-2021 (42.5 MSEK)⁶. The Strategic Plans are the guiding documents for Sida's core funding to WILPF. The support has been given through the Swedish Strategy for Sustainable Peace 2017-2022, which has the overall objective: "to contribute to prevention of armed conflict, effective conflict resolution, sustainable peacebuilding and state building, increased human security in fragile and conflict-affected states, and empowerment of women as well as of youth, children and other excluded groups in these situations"⁷.

To implement the Strategic Plan, WILPF International Secretariat has annual budgets of approximately CHF 2.8 million (2017), CHF 4.9 million (2018), CHF 5.2 million (2019), CHF 6.3 million (2020), and CHF 6.5 million (2021) totalling approximately CHF 25.7 million for the 2017-2021 period.⁸ WILPF International Secretariat has sustained and managed growth over the last number of years and plans to deepen and consolidate resources. The Sida funding to the overall budget has declined somewhat over the years (as can be seen in Table 2 below), amongst others due to the depreciation of the SEK, but also as a result of conscious efforts by WILPF to diversify its funding base.

Table 2 – Sida funding ratio to total funding

Total funding	2017	2018	2019	2020	2021	CHF Total
Total funding	2.8	4.9	5.2	6.3	6.5	25.7
Sida Funding	0.84	0.84	0.84	0.84	0.84	4.20
Ratio	30%	17%	16%	13%	13%	16%

⁶ 1 January 2017-31 December 2021 grant period.

⁷ Swedish Strategy for Sustainable Peace 2017-2022.

⁸ The equivalent of WILPF's budget for the 2017-2021 is about Euro 22.869.886 and 231.64913 Swedish Kroner

1.3 EVALUATION SCOPE

The scope of the evaluation was defined based on WILPFs Strategic Outcomes as defined in the Strategic Plan. The six strategic Outcomes from 2016 are:

1. Transform Gendered Power
2. Stigmatise War and Violence
3. Feminist Political Economy
4. Movement Building
5. Amplify Local & Regional Change
6. Improve Multilateral Actions

The original ToR (Annex 1) stated the following scope: ⁹

- International Secretariat's implementation of the Strategic Plan and Results Framework 2017-2021.
- Geographical focus countries (to measure progress under Outcome 5) *and* in-depth case studies for: tentatively Colombia, Afghanistan, and African region.
- WILPF's role and impact in improving multilateral action (Outcome 6) to establish the overarching impact.
- In-person meetings will be limited due to the COVID-19 pandemic and alternative methods of communication for data collection and analysis will need to be put in place.
- The timeframe of the evaluation is between March and August 2021.

Based on the discussions with Sida and WILPF during the Inception Period, the first three points of the scope were further refined reflecting time limitations of the team which is summarised in Table 3 below. The Afghanistan case study was not feasible given the security situation in the country. The focus countries and focus regions of this evaluation as mentioned above in the introduction are all part of Outcome 5.

Table 3 – Redefinition of scope

Original Scope	Revised Scope
International Secretariat's implementation of the Strategic Plan and Results Framework 2017-2021	International Secretariat's implementation of the Strategic Plan and Results Framework 2017-2021 with a <u>focus on Outcomes 5 and 6</u> . Outcomes 1 to 4 will be reviewed based on desk study only (lighter touch)
Geographical focus countries (to measure progress under Outcome 5) <i>and</i> in-depth case studies for: tentatively Colombia, Afghanistan, and African region.	Three case studies will be undertaken as requested: <ol style="list-style-type: none"> 1. Colombia (unchanged). 2. Afghanistan replaced by local to global dynamic with a focus on Outcome 6 with a selection of sections. 3. Africa region unchanged but with a focus on Outcome 5 specifically.

⁹ ToR, page 5.

In addition to the above, it was decided that the focus of the evaluation should be on the International Secretariat and Outcomes 5 and 6.

1.4 EVALUATION CRITERIA AND QUESTIONS

The evaluation questions were discussed and revised in close consultation with Sida's Programme Specialist, WILPF's Director of Global Programmes and the WILPF MEL consultant. Three forward-looking questions were added in support of reflections and recommendations for the future Strategic Plan. The full evaluation matrix is presented in Annex 3.

The key evaluation questions, listed below, fall under OECD/DAC criteria Relevance, Effectiveness, Impact and Sustainability:

Relevance: Is the intervention doing the right thing?

1. To what extent have the strategic Outcomes and priorities of the Strategic Plan implemented by the International Secretariat been relevant to selected WILPF sections and partners?
2. Has the support from the International Secretariat been relevant to WILPF sections and some local partners?
3. In what way did the pandemic affect the relevance of the Strategic Plan and how did the International Secretariat mitigate any negative effects?
4. Are the core activities and work methods developed and adopted by the International Secretariat relevant to the strategic Outcomes of the Strategic Plan?
5. To what extent have feminist values been ensured in implementing the Strategic Plan?
6. To what extent has the regional expansion and movement building efforts in Africa (under Outcome 4 and 5) been relevant to new and existing sections?

Effectiveness: Is the intervention achieving its objectives?

1. To what extent has the implementation of the Strategic Plan achieved its strategic Outcomes (increased focus on Outcomes 5 and 6), including any other results achieved across WILPF's work?
2. To what extent does the core grant enable WILPF to implement its Strategic Plan? And what is the added value?
3. What core activities and work methods worked well/less well in achieving the strategic Outcomes?
4. Does the existing MEL system and resources enable robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning?

Impact: What difference does the intervention make?

1. What impact can be observed as a result of the implementation of the Strategic Plan?

Sustainability: Will the benefits last?

1. To what extent has the core grant contributed to the sustainability of the International Secretariat's work and growth?
2. Is there any evidence that WILPF's growth with regards to the African region over the past year can be sustained?

Forward looking questions:

1. What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?
2. Which activities and working methods should WILPF continue for the future?
3. How can the MEL system be strengthened to generate more robust results and learning?

1.5 STRUCTURE OF THE REPORT

This Report follows the outline suggested in the Inception Report as the key chapters discuss the methodology used, the findings according to the key evaluation questions, conclusions, and recommendations. The evaluation questions clearly guide the sections of the report.

First, we sketch the background of the evaluation including an introduction to WILPF, the International Secretariat and the evaluation scope in Chapter 1. This background serves to present the evaluation methodology in Chapter 2, including the methods for data collection, and limitations. In Chapter 3, we present the evaluation findings in relation to the evaluation criteria, the overall evaluation questions, and sub questions. In Chapter 4, 5 and 6 we present the conclusions, lessons learned and recommendations.

This report has 10 annexes in total including the original terms of references (Annex 1), WILPF organigram (Annex 2), Evaluation Matrix (Annex 3), Data collection tools (Annex 4), Document list (Annex 5), List of interviewees (Annex 6), Outcome mapping matrix (Annex 7), the Survey report (Annex 8), WILPF's Theory of Change (ToC) (Annex 9) and finally in Annex 10: ToC's assumptions.

2 Methodology

2.1 OVERALL APPROACH

The overall approach consisted of a theory-based approach using WILPF's Theory of Change as the basis and probing it using the different methods and data collection tools. The ToC was examined, to investigate what worked (by measuring or assessing changes brought about by WILPF), but also why and how it worked (by examining the processes and working methods leading to those changes as well as the underlying assumptions and risks). It also includes specifically zooming in on Outcomes 5 and 6 (cross-cutting) and a lighter touch on Outcomes 1-4.

2.2 METHODOLOGY

Below we present the key methodology taken for the evaluation including tools for data collection, process of analysis, ethics and participation and limitations.

2.3 METHODS/TOOLS FOR DATA COLLECTION

The methodology consisted of applying mixed methods:

1. Document Review including desk assessment of Outcomes against the results framework using WILPF's results framework (Annex 7)
2. Stakeholder Analysis to serve as a basis for selection of interviewees and clustering these (for example, The Secretariat, The Board, External observers). See Annex 6 for the persons who have been interviewed.
3. Key in-depth Interviews with different sets of stakeholders based on the stakeholder mapping focusing on Outcome 5 and 6. A total of 45 persons were interviewed, which included representation from eight sections/groups. The sections included Afghanistan, Cameroon, Colombia, DRC, Ghana, Japan, Nigeria, and Sweden, See Annex 6 for an overview of interviewees.
4. Three case studies (See Table 3 below), including a survey for the Africa regional case. See Annex 8 for Survey Results. The survey was sent to 94 people of which 45 responded (response rate just under 50%)
5. Learning Workshop to discuss preliminary findings and discuss learning points for WILPF and connecting with other ongoing work/teams.

For Outcomes 5 and 6 different interview guides were developed based on the ToR evaluation questions (see Annex 4 for examples of the interview guides).

The Evaluation Matrix (Annex 3) guided the work at different stages of the evaluation, including identification of additional indicators to be able to respond to the evaluation questions.

Table 4 below shows the focus of the three case studies and which Outcomes are covered in each of the cases (either as the main focus or secondary).

Table 4 – Case studies

No.	Case Study	Focus
1	Africa Regional Study	<p>The focus is on Outcome 5, but given the activities there is also some actions that are touching on Outcome 4 (building the movement).</p> <p><u>From Results Framework:</u> WILPF: “We focus on supporting regional dialogue and facilitate space for women’s civil society to share experience and exchange knowledge with relevant contexts and regionally to advance analysis and strategies. We work with WILPF Sweden through joint approach to support this work. WILPF will focus on supporting regional dialogue and facilitate space for women civil society to share experience and exchange knowledge with relevant contexts and regionally to advance analysis and strategies. The engagement is regionally and not in-depth in each of the countries. The resources allocated are for fostering cross-learning and regional movement building.”</p>
2	Case study on Colombia	<p>Colombia is a partner country in Outcome 5 and its work also touches lightly on Outcome 1.</p> <p><u>From Results Framework:</u> WILPF: “We support WILPF Colombia on working with women victims/survivors of the armed conflict work for the implementation of the peace agreement between the government and the Revolutionary Armed Forces of Colombia (FARC-EP) and possibly the National Liberation Army (ELN). [Focus 2017-2021]”.</p>
3	Local-Global dynamics	<p>The focus is on Outcome 6 and Outcome 2 and 3 to some extent as they overlap - in terms of bringing up local voices to the multilateral level/action.</p> <p><u>From Results Framework:</u> WILPF: “We bridge and link women’s experiences between local realities and international forums, facilitating space for women to speak for themselves and have access to influencing decision-makers”. In collaboration with WILPF we will focus on the integration of themes across different multilateral spaces. For example, integrating HR work in disarmament spaces, gender in disarmament, feminist political economy in HR work, etc. We will select one or two themes that are most relevant to the sections.</p>

The case studies provide a sample of the work that WILPF undertakes, and the data collected for these cases is used to arrive at general conclusions. Therefore, not every

aspect of WILPF or the strategic outcomes are investigated in depth, as the cases are the main ‘lines of inquiry’. It should be noted therefore that there will be aspects of the Secretariat’s work that the team has not captured in this evaluation. The case study methodology was based on suggestions made in the ToR and discussions during the inception phase and adapted to investigate particular topics to collect evidence on work that is relevant to WILPF and Sida in key areas that provide particular opportunity for learning. In addition, the cases would supplement a recent evaluation of the MENA region, which this evaluation also builds on.¹⁰

2.4 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

The different data collection tools were used to gather evidence on progress towards outcomes and in particular Outcomes 5 and 6.

For the interviews, we used different interview guide formats depending on the interviewee. We differentiated among the different stakeholders (Board, Secretariat, Sections and External Observers). We then organised the responses per evaluation matrix question and coded the answers grouping answers based on similarities and contrasts. Based on this system we drafted a first text with findings per question. For the case study on Colombia interviews were used to collect data and the reporting was done according to this report structure. The local to global data were derived from interviews, document review and to some extent from the survey.

The survey was prepared using Survey Monkey with open and multiple-choice questions with ratings. The survey was sent to African sections and groups only, as it was part of the Africa case study and is therefore not comprehensive of all WILPF sections or partners, although it does provide a sample. It was anonymous so answers could not be traced back to specific persons. The survey results were analysed, including categorising open-ended questions, and presented in a report (Annex 8). We used the survey data to strengthen the evidence of the findings considering that the response rate was just under 50%.

The document review was an ongoing task, used to select relevant evidence for assessing achievements toward outcomes. See Annex 7 for Outcome mapping matrix.

We used the above tools to come to general extrapolations as well as specific examples that are used throughout the text in small boxes making the case studies relevant to the specific evaluation matrix questions. Where relevant, we present specific findings relating to the three case studies in the sections. We also used the data collected to comment on the current Theory of Change using evidence for where current assumptions need to be discussed and reflected upon in view of elaborating the new Strategic Plan. While the focus is on the International Secretariat and the sections and groups it must be noted that the International Secretariat undertakes work and prepares

¹⁰ Mid-term Review Growing the Movement for Feminist Peace - Final Report. Women’s International League for Peace and Freedom (WILPF)

programmes as a Secretariat. The different programmes contribute to the outcomes but are not part of this evaluation other than examples of the programmes that are used as evidence to illustrate progress towards the outcomes.

Contribution analysis in this evaluation thus focused on increasing understanding of why the observed results have occurred, the roles played by WILPF's Secretariat, Sections, activities and efforts, and other internal and external factors. By gathering and providing evidence around a line of reasoning (Theory of Change), reasonable conclusions have been drawn.

In presenting the findings, we have included short summaries at the end of each chapter summarising the findings. The relevance and effectiveness question around the core activities and work methods have been dealt with jointly under 3.1.4 to avoid repetition. The conclusions were built on the findings from the analysis highlighting the key overall insights, successes, and shortcomings.

2.5 ETHICS AND PARTICIPATION

The evaluation process adhered to internationally recognised principles for good conduct. It also applied Tana's Ethical Guidelines, which encompass the organisation's approach to human rights, labour conditions, the environment, anti-corruption and bribery, and the ethical values according to which their staff and consultants are expected to conduct their work. Tana's Safeguarding Policy, which provides an outline of the organisation's approach, practice, and commitment to "ensuring a comprehensively safe environment for all people that the organisation engages with" was also applied. The evaluation, interviews, and survey were sensitive to gender, beliefs, manners, and customs of all stakeholders, and was undertaken with integrity and honesty and ensure the inclusiveness of views. The anonymity in the survey was protected and respondents' answers were anonymous. Anonymity is also ensured in this report.

2.6 LIMITATIONS

The team found the following limitations to the evaluation, none of which hampered the team's ability to reach conclusions and recommendations.

1. The results-based framework has some Outcome Indicators which are more output than Outcome oriented and for the Evaluation Matrix the team developed some indicators to refine assessing progress towards Outcomes. This influenced the team's ability to assess progress towards Strategic Outcomes, as a lot of activities are reported upon. The desk-based mapping likewise showed that WILPF has a high degree of activity reporting, which has challenged the team in assessing Outcomes systematically as the reporting on activities is extensive and as it is not always possible to assess the contribution to the outcome (see MEL section 3.2.3). A key challenge when attempting to assess degree of achievement, is the lack of targets and baselines to compare against. Early on, in 2017 in annual reports, generalised statements were also made such as 'WILPF has made significant

progress’, which was exemplified by a few country examples. This has improved in the following annual reports (from 2018-2020). The synergy and overlap between the different strategic objectives mean that activities, methods, and approaches are not implemented in silos, but are rather mutually reinforcing. On the negative side, this also means that it is less clear to spell out the logical thinking and expected ‘pathways’ of change within each area and that reporting sometimes gets confusing as one aspect which is reported on is relevant for several Outcome areas. Examples are found when evidence of local to global participation is reported on under both Outcome 1 and 2 when it is a key indicator under Outcome 6, dialogue and shared learning being reported under both Outcomes 5 and 6. The evaluation team sees this as a result primarily of Outcomes 5 and 6 being cross-cutting and some Outcomes being more process oriented (e.g., movement building) and others focusing more on methods (Outcomes 1 and 3). Despite these challenges, the team was, however, able to identify a good level of reporting on Outcomes, aligned with the indicators, presented in a well-structured and engaging way, which can also be seen in the table in Annex 7.

2. The survey experienced some challenges in an initial low response rate. This was mitigated through WILPF sending an early announcement ahead of the survey and sending several reminders. The response rate remained low until it was shared through WhatsApp which proved to be a better platform for many respondents. Interviews with those who also received the survey underlined that access to internet is challenging, sometime costly and unreliable and that time is needed for completion given the frequent disruptions. This is both the case in cities and towns as well as the rural areas. This is a permanent, structural challenge for Sections and Groups in Africa.
3. Due to COVID-19 the team was constrained in doing field visits (except for Colombia) and use direct observation. Interviews and workshops over Zoom and different platforms worked well to mitigate this constraint. WILPF was helpful in preparing people for such interviews and introductions.

3 Findings

Below, we present the main findings from the evaluation, organised as per OECD/DAC criteria.

3.1 RELEVANCE - IS THE INTERVENTION DOING THE RIGHT THING?

In the Relevance section, the team presents findings relating to the relevance of WILPF's theory of change and strategic Outcomes, the support provided by the International Secretariat, the core activities and work methods, feminist values, responding to the COVID crisis, funding and regional growth.

3.1.1 Theory of Change

WILPF has a global Theory of Change (ToC) which guides the organisation's work. The overall goal of the ToC is to **advance feminist peace for equality, justice, and demilitarised security**. This is intended to be done by addressing the root causes of violence from a feminist perspective and by mobilising for nonviolent actions, in order to advance feminist peace for equality, justice, and demilitarised security.

In 2016, the International Secretariat developed a ToC with two interlinked pathways of change and six strategic Outcomes which was the basis of the Strategy 2017-2019. This was the original ToC which the Sida funding for the International Secretariat aims towards (see Annex 9). In Annex 7, the indicators are listed as part of the Outcome Mapping Matrix. The two pathways of change leading to feminist peace are:

- Pathway 1: Addressing the root causes of violence with a feminist lens (three Outcome areas of action with five indicators)
- Pathway 2: Mobilisation for nonviolent action (three Outcome areas of action with seven indicators)

In 2018, at the WILPF Congress¹¹, a new International Programme was approved, and the ToC updated with four overarching Work Areas (also see Annex 9). Moving forward in the revised Strategic Plan, the International Secretariat reorganised four of the original six Outcomes (1-4) of Strategic Plan to fit under the four Work Areas of

¹¹ As a result of a collaborative and inspiring internal process that started in 2017, when Sections filled out a questionnaire aiming at framing the diverse work of WILPF around the globe. The answers to the questionnaire were collated, analysed and summarised in the report WILPF Sections Speak. From November 2017 to May 2018, several webinars and consultation rounds with Sections took place and by the end of May 2018 a final version of the International Programme was ready for discussion at WILPF's 32nd International Congress. The International Programme 2018-2021 was adopted at WILPF International Congress on 20 August 2018 in Accra, Ghana.

the International Programme and the new ToC, while original Outcomes 5 and 6 became cross-cutting, being implemented in focus countries and globally. It became clear that the original six Outcomes did to some extent overlap with the four work areas defined in the International Programme and thus the International Programme became the leading working document for WILPF as an organisation to which the Outcomes of the Strategic Plan were retrofitted. The Strategic Plan thus aligns and aims towards the International Programme. The International Board approved the revisions and approved an extension of the Strategic Plan by two years (2020-2021). Sida, in turn, amended its original agreement, adding extra funds, in line with the extended time period of the Strategic Plan. See budget earlier in section 1.2.2. The relationship between the Strategic Outcomes of the Strategic Plan of the International Secretariat and the Work Areas of the International Programme is illustrated in Figure 2 below.

Figure 2 – SP Strategic Plan Outcomes in relation to the International Programme Work Areas

WORK AREA	OUTCOME
 Building the Movement	Outcome 4: WILPF and its contribution to the peace movement are strengthened
 Redefining Security	Outcome 2: Militarised thinking, systems and technologies of war are challenged at global and local levels
 Leveraging Feminist Perspectives on Peace	Outcome 1: Understanding of gendered power and meaningful participation for women are improved through advocacy and actions for peace at global and local levels
 Promoting Socio-Economic Justice	Outcome 3: Feminist political economy of peace is promoted as a driver of analysis, accountability, and actions at global and local levels
CROSS-CUTTING OUTCOMES	
 Outcome 5: Amplifying Local and Regional Change	Strengthen how women organise, meaningfully participate, and provide gender perspectives on root causes of conflict, conflict prevention, resolution, and peace process at local and national levels.
 Outcome 6: Improve Multilateral Actions	Accountability and integrated policies of the multilateral forums are actively promoted.

While the two ToCs differ in how they are presented (as can be seen in Annex 9) the thinking and logic remain more or less the same with the difference that the later ToC considers ecological injustice as a seventh ‘root cause’. This resonates with a voice from the interviewees that the environment and climate change have gained attention and limited traction in implementation in general but more effect on women, conflict, and peace. The original ToC has a clear movement in ‘think and act differently’ to reach the overall goal of ‘advance feminist peace for equality, justice and demilitarised security’ in two distinct pathways. These two pathways have been lost in the latest ToC while the findings further down in this report demonstrate that the processes in which WILPF is engaged are fundamental to its identity, role, and position.

The evaluation team, having focused on Outcomes 5 and 6, finds that it can be questioned whether these two Outcomes are really cross-cutting Outcomes. An additional complexity is that Outcome 5 includes specific regions and countries. While the Outcomes 1-4 can all be relevant to Outcome 5 and 6 it could be argued that all Outcomes are relevant but to a different degree. The degree, as is further explained below, depends on how sections and regions contextualise their needs and interests, the capacity the sections gain over time and how they can contribute to WILPF's vision acting and thinking differently. Furthermore, movement building (Outcome 4) seems to be a cross-cutting issue, as the strength of the movement will determine the progress and achievements in the other Strategic Outcomes. The team recognises that WILPF's work, although illustrated in ToC boxes, is highly organic and with a high degree of synergies among Outcomes. This reflects the complexity of the reality in which the organisation works and is in line with how a ToC should be used. This will be further discussed in section 3.4.1.

In the relevant sections below the team presents considerable evidence that Outcomes 5 and 6 reinforce each other and that Outcome 4 (movement building) is both a prerequisite and goal to attain change as envisaged in WILPF's overarching goal.

Theory of change assumptions

The team found that the overall assumptions for Outcomes 1-4 hold. There are 8 assumptions chronologically and interviewees see significant challenges in the last four which deserve attention. As is highlighted in the table (Annex 10) in the first column in bold these assumptions are strongly interlinked: **IF space reduces for WILPF THEN WILPF will need to reclaim it, the Secretariat and/or regional representation need to manage growth and sustain it and funding is a pre-requisite.** These assumptions are critical for reflections on the new Strategic Plan.

For Outcome 5, the team's assessment is that assumptions hold with the note that assumption 2 (Stakeholders and policymakers will be response to evidence) is less well identified and targeting WILPFs audience would serve sections better. For sections, national governments and all regional and global fora are relevant with some shift to regional entities. The latter is partly connected to a level of frustration with UN bodies and how the system works. Moreover, conflicts are shifting too in light of global geopolitical shifts, including conflicts in Middle Income Countries (MIC). For Outcome 6, assumptions are still relevant where sections in Africa may encounter some resistance from governments if civil society space shrinks combined with difficult access to data and information shared by governments. This potentially hinders the local-global-local feedback loop, a key working method for Outcome 6. Corresponding to the evaluation question: "what core activities and work methods worked well/less well in achieving the strategic Outcomes?".

3.1.2 Relevance of Strategic Outcomes

The Strategic Plan and Outcomes were a major move forward for WILPF both in terms of strategic direction for the League combining various programmes integrating the outcomes and applying a participatory approach including Sections and Groups. The International Secretariat played a major role also due to its increased capacity and its support from partners.¹²

For some sections and outside observers, the Strategic Outcomes remain somewhat difficult to understand since they all overlap and are interconnected. While most see the interconnectedness as a strength making WILPF a unique organisation that handles multiple agendas in a variety of global, regional, and national fora there are also some that grapple with the interconnectedness and how women, feminism and peace come together (see also section 3.1.5 feminist values). This is also linked to discussions in 3.1.1 (Theory of Change), 3.2.1 (Achieving Outcomes of the Strategic Plan and 3.2.3 (MEL system)

The team found that overall, the Strategic Outcomes are relevant to sections/groups, yet some sections are more advanced than others and thus are in a better position to work towards some of the Outcomes.

While all Outcomes are relevant in different ways to sections the interviewees provided most often examples related to human rights, Women, Peace and Security (WPS) and the Feminist Political Economy Analysis (FPEA).

The role of the Secretariat, independently of the sections, is vital in ensuring that outcomes remain relevant through its central function of supporting the movement, pursuing agenda's, lobbying, keeping, and expanding partnerships, conducting research and functioning as a pivot to all programmes and activities that need to be pursued to fulfil its vision.

Relevance of Outcome 5: Amplify local and regional change

The Africa case study demonstrates that for the Africa region human rights are a relevant entry point for sections while FPEA was presented as a breakthrough example of analyses that pertains to WILPF at all levels. Since interviewees were so enthusiastic about this work, they suggested that this deserves attention across the movement and be rolled out to sections where relevant.

The growth of local and regional change is evident from the case studies (also see section 3.1.7). The African case study indicates that regional work is becoming more relevant and that the sections (in addition to growth as per Outcome 4) are reaching a more advanced level of collaboration amongst each other (with a few exceptions) and focus on regional entities. In particular Nigeria, Cameroon and DRC are at the fore front of such actions, including preparing external advocacy to work with the African Human Rights Commission, where they would like to express their regional

¹² During the evaluation period the Secretariat grew from 18 staff to 37 staff.

perspective. Also exchanges among regions is relevant, for example, female activists from Bosnia and Syria from the grassroots and political level met to discuss working in the context of conflict and in the process of transitioning from war to peace. While the agendas among sections and regions can differ profoundly given their context and long history of conflict the International Secretariat provides relevant support both in facilitation and technical support.

WILPF Colombia is a representative case of how over the course of the last four years (2017-2021) it has been able to mobilise women and strengthen local and national initiatives to the advancement of a feminist peace agenda. In Colombia, the work has been done in the midst of the historical process of implementation of the peace agreement between the government and the former guerrilla FARC-EP. A review of the WILPF Colombia annual reports (from 2017 to 2020) along with the interviews conducted with stakeholders and women leaders from different regions of the country, participants of the activities implemented by WILPF Colombia, suggests that the intervention and support during this period was essential to:

1. Strengthen the institutional capacity of WILPF Colombia as a leading feminist organisation in the country through technical, financial, and political support.
2. Amplify the participation of women in a feminist and anti-militarist agenda through local and regional initiatives and projects aimed at a sustainable peace.
3. Empower and support women victims and survivors of the armed conflict and domestic violence through social and humanitarian support in addition to training and capacity building initiatives.
4. Provide a global framework of action, spaces for advocacy, and political strategies to sections such as WILPF Colombia, under a plural and multi-vocal feminist global movement sharing a common agenda.

Relevance of Outcome 6: Improve Multilateral Action

This Outcome has – like Outcome 5 – been relevant to sections and in particular a strong commitment from the Secretariat and linking local initiatives to global, normative settings. Sections would not be able to access global events and the role of the International Secretariat in facilitation and technical support has been critical. Interviewees cannot access relevant authorities in New York and Geneva and the access WILPF can provide as well as the network sections can tap into are empowering and motivating especially when section representatives can be heard through statements they can make in Geneva or New York. This ability to connect is truly at the heart of the Secretariat's support and the programmes (see also section 3.1.3).

Another relevant element is that sections - in addition to analysis, advocacy and 'telling their story' - engage in informal networking and formal processes (reviews by UN treaty monitoring bodies and the Universal Periodic Review (UPR)). For example, taking part in treaty monitoring and UPR processes, and following up on Human Rights Council recommendations helps to mobilise sections.

This in turn starts to slowly feed back into section actions and national plans. The follow up is somewhat mixed in sections in Africa given that many countries grapple with transparency issues and having access to published reports and data. Meetings and invitations are not self-evident and in many countries civil society space can be limited. This part of the feedback loop is challenging but the Africa case shows that interregional collaboration (Outcome 5) is a relevant way to help sections improve their national work and it requires a long-term perspective, persistency and sections strengthening.

3.1.3 Support of the International Secretariat

In the Strategic Plan it says: “In our Strategic Plan 2.0, WILPF International Secretariat will support Sections, Groups, and Partners, and enhance regional collaboration and coordination based on learnings through small grants, capacity building, advocacy, and other methods”.¹³ It also mentions that from 2017-2021 the IS will 1) advance the methodologies for organising women’s efforts in order to strengthen their meaningful participation and provide gender perspectives on the root causes of conflict, conflict prevention, resolution, and the peace process at local and national levels; 2) foster dialogue and facilitate space for women’s civil societies and other Partners to work on sharing experiences and exchanging knowledge within relevant contexts and regionally to advance analysis and strategies; and 3) link the local, regional, and international work for effective implementation.

Interviews and survey with sections and external stakeholders as well as the NORAD MTR confirmed that the International Secretariat role and support to sections/groups has been crucial and that the support of the IS has been delivered very much in line with the vision in the Strategic Plan (as described above). It can be summarised as follows:

1. The International Secretariat is a continuously growing knowledge hub which can connect people and sections at all levels of WILPF through intellectual and technical support (closely linked to the work method analyses and advocacy).
2. It facilitates and coordinates in a non-hierarchical way knowledge, skills, feedback and mentoring which helps sections to contextualise programmes to their countries and circumstances (disarmament, killer robots, human rights, peace, women and security, specific treaties, and COVID-19 related topics, etc.)
3. It strategically connects sections to global, international processes, agreements, and fora where its watchdog function combined with reporting cycles on treaties, conventions, resolutions is permanently active either proactive (what to do to prevent or stimulate) or retroactive (the agenda is re-emerging or going in the right or wrong direction) and voices and influences agendas and decision-making processes.
4. It provides spaces for women to come together, articulate, and express concerns and opinions and navigate how they can contribute to outcomes.

¹³ International Secretariat Strategic Plan 2017-2021, p. 16.

5. It works jointly with the sections on feminist peace from a variety of angles that brings together women and men who undertake actions relevant to their sections, including grass roots level.
6. It is a helpdesk and can support sections in all circumstances that occur, including mental support or advancing on emergencies like COVID-19.

Relevance of the support from the International Secretariat, however, is also dependent on the section's circumstances, its leadership, and members. There are significant national and regional differences and now that the Africa region has grown, there is concern that the growth in other regions stays behind (no or limited growth). (See section 3.3.2). The Asia region, for example, experiences serious challenges, including language issues (also prevalent in Francophone Africa), and the translation and interpretation of the Outcomes to their region and sections is not very clear. This poses a danger to the league if some can advance better than others and the Outcomes may not universally hold for all members. There is also concern that some sections depend highly on one or two individuals and their leadership making sections potentially vulnerable, including the challenge of attracting younger generations.

The relevance of the Outcomes to the sections is also interlinked with the available capacity the sections have considering that members are volunteers. In most cases the Secretariat can bolster confidence, support, coach and provide training. Those sections that lack institutional set up are vulnerable to the future, including security threats, funding, and developing a steady work programme. While some younger sections can make good progress, others need support to reach a level where they can operate with more confidence, growing the membership while setting tenable priorities – often with limited means.

There is growing interaction and learning among sections and regions which is a welcome development that can reduce the potential dependence on the Secretariat and also ensuring collaboration among sections that share common contexts or programmes, for example, on reporting to the Committee on the Elimination of Discrimination against Women (CEDAW)¹⁴ or the Universal Periodic Review (UPR).¹⁵ Colombia, Nigeria and DRC did a joint report with national partners to the CEDAW committee and on their own which helped build alliance.

Some sections, however, also voiced that there is room for improvement with regards to supporting interregional cooperation.

¹⁴ The Committee on the Elimination of Discrimination against Women (CEDAW) is the body of independent experts that monitors implementation of the Convention on the Elimination of All Forms of Discrimination against Women.

¹⁵ The Universal Periodic Review (UPR) is a unique process which involves a periodic review of the human rights records of all 193 UN Member States. The UPR is a significant innovation of the Human Rights Council which is based on equal treatment for all countries. It provides an opportunity for all States to declare what actions they have taken to improve the human rights situations in their countries and to overcome challenges to the enjoyment of human rights. The UPR also includes a sharing of best human rights practices around the globe.

The evidence for Outcomes 5 and 6 (particularly from interviews with Sections in Africa and Colombia) demonstrates that the voice sections can have in multilateral fora as well as engaging around international conventions in sections and across sections is a major empowering and driving force. Sections expressed that this also positions them differently in country – having an International Secretariat as support, connecting to global affairs which are also relevant to their national context, and it sets them apart from other CSOs. This is a strength and added value that motivates and empowers. The NORAD MTR found that project partners highlight the role that WILPF plays in bringing people together and offering access to advocacy spaces that partners may not otherwise have access to. This is particularly due to WILPF's wide networks in multilateral political spaces, and due to the accompaniment, tailored and specialised technical assistance provided by WILPF¹⁶.

Relevance is closely linked to sections having capacity and funding to implement programmes. This could also be understood as an effectiveness question, but the point is that the overall theme may appeal, capacity is needed to engage and learn what a section can do and thus relevance will increase over time. The Secretariat has played a significant role in bringing women to the Human Rights Council and other human rights mechanisms in Geneva and to the United Nations in New York where they can make statements, network with member states, INGOs and other – like minded individuals. This also contributes to learning and what can be done at national level once they return home. These processes require funding in order to be sustained or further matured (see section 3.3).

The Secretariat is well aware and practises a support function to sections where they do not want to impose. The case studies feedback confirms this, and this attitude and approach is respected by the sections interviewed. While the principle of sisterhood¹⁷ is practised there are, however, tensions that deserve further reflection and discussion. Most prominent is the sub-granting which is both an opportunity and a challenge since this would assume a hierarchical role for the Secretariat, see section 3.4. In addition, there are concerns that the Secretariat is very academic, white, and privileged. Given that analysis and advocacy are strengths (see section 3.1.4 below on core activities and work methods) there is also a tension between being a more professional organisation as well as being an activist organisation. These can be mutually reinforcing but some interviewees point to the fact that this is relevant for WILPFs position, role and identity', including how sections contribute.

From the survey which was only conducted with African Sections and Groups it appears that Women, Peace and Security, Gender-Based Violence (GBV), advocacy with UN human rights mechanisms and stopping killer robots form the bulk of the topics perceived to be the most relevant support from the Secretariat (see Figure 13 in

¹⁶ Women International League for Peace and Freedom., (2021g). Mid-term Review Growing the Movement for Feminist Peace. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. p. 33-25.

¹⁷ By definition this would exclude men, but WILPF is explicit about including men as expressed in the Manifesto from 2015: Patriarchy, the subordination of women by men, in state, community and family, perpetuated by the social shaping of men and women into contrasted, unequal and limiting gender identities, favouring violent masculinities and compliant femininities.

Survey Annex 8). The perception of how effective WILPF has been in these topics reflect the same prioritisation.

Although the rights-based topics are ranked high, the topic of ‘shrinking democratic space’, is deemed ‘irrelevant’ by 27% with sections/groups. Likewise, ‘harmful militarised masculinities’ also did not appear among the most relevant topics.

The above resonates with the interviews and confirms that Outcomes 5 and 6 are relevant and gain traction on implementation. Human Rights remains a relevant entry point as is also discussed below in section 3.2.5 (Regional Growth), as does women, peace and security, gender-based violence and small arms and light weapons combined with the access to international fora and strengthening interregional work.

3.1.4 Core Activities and Work Methods

Core activities as developed in the programmes in support of the Strategic Outcomes and the use of the different work methods are closely interlinked. The work methods explicitly guide the implementation of the Strategic Plan and implementation of programmes.

In addition to the work methods, a cross-cutting lens is applied to all the work in terms of conflict and gender sensitivity (see Box 1).

Box 1 – Conflict Sensitivity and Gender Sensitivity

Conflict Sensitivity and Gender Sensitivity are integral to our approaches, as they are intertwined in what we do and how we do it. Mobilising and responding to the situation of women in conflict and violence, and directly addressing the gendered dimensions of structural and behavioural drivers, and the causes of conflict and violence, is at the heart of our strategy.

Source: Strategic Plan 2017-2021, p. 20.

WILPF’s core activities and work methods can be seen in Box 2 below:

Box 2 – WILPF Core Activities and Work Methods

- 1. Analysis.** WILPF uses different analytical approaches as a tool for better understanding and studying the causes of war, and their interconnections (e.g., feminist intersectional analysis and feminist political economy analysis).
- 2. Awareness-raising.** WILPF reaches wider groups of people to share our analysis and information to help make known the causes of war and challenge the status quo.
- 3. Advocacy.** WILPF uses advocacy as a tool to create concrete changes in practices, policies, laws, norms, programmes, and systems for durable peace. Advocacy work focuses on governments and the United Nations to stop violence and work to abolish the causes of war. We also use advocacy with others including non-state actors and civil society.
- 4. Activism and organising.** WILPF undertakes nonviolent activism around the world from campaigns to protests, from peace art to political rallies

5. **Alliance-building.** WILPF creates bridges and forms alliances with communities, organisations, and movements.
6. **Local to global.** WILPF bridges and links women's experiences between local realities and international forums facilitating space for women to speak for themselves and have access to influencing decision-makers.
7. **Solidarity dialogues.** WILPF creates spaces to bring women together to mobilise and strengthen their collective power.
8. **Resourcing feminist peace.** WILPF supports local and national actions through grants to WILPF National Sections, National Groups, and partners.

Source: Strategic Plan 2017-2021, p. 20.

The team found that generally, the work methods are relevant to sections/groups since these respond to needs and specific methods help sections in their reflections and approaches. The relevance is strongly dependent on the needs of sections, and these can vary considerably given: i) what sections prioritise; ii) the level of section capacity and skills; iii) the support from the International Secretariat and iv) learning amongst sections and regions.

Interviewees made frequent reference to analysis and advocacy and in particular this sequence: WILPF sections like to have strong, credible analysis, be confident about facts and, for example, treaties and consequently act. This is considered a strength since WILPFs voice needs to be clear and resonate with multiple audiences in various contexts. Many believe that this also marks WILPF: it is strong in analysis and intervenes with its voice using its analysis. The Secretariat plays a leading role in helping sections with approaches to applying work methods while sections and regions can also initiate their own interregional support, for example, through training, mentoring and feedback on learning from each other. The section in turn provides the Secretariat with their experience. A particular powerful contribution from Bosnia on Political Feminist Economy is now considered a relevant type of analysis that should be applied WILPF-wide. This also implies that there is significant learning ongoing that combines different work methods. It is noteworthy in this context that learning is currently not a work method.

For Outcomes 5 and 6 in particular Alliance Building, Activism and Organising, Solidarity Dialogues and Local to Global are relevant while these work methods also directly contribute to Outcome 4: Growth of the Movement. The Africa case study found examples where older sections support younger and where cross-sectional learning and support have been one of the driving forces behind the growth in Africa. See section 3.2.5.

Resourcing Feminist Peace, albeit important, is a more challenging topic that has also received attention more recently in the Secretariat, and as highlighted earlier in section 3.1.3.¹⁸ WILPF is discussing how it can provide grants to sections through avoiding a donor-grantee relationship which could undermine WILPF's position as a 'flat non-

¹⁸ WILPF International Secretariat Discussion Paper. Method of Work: Resourcing Feminist Peace. WILPF International Secretariat Internal Overview on Sub Granting/Forwarding of Funding Date: 30 March 2021.

hierarchical organisation’ and which would require solving strategic and operational issues, including legal and financial capacities, management, criteria for access to grants, reporting and learning. It would also position the Secretariat in a hierarchical position which it prefers to avoid. The NORAD MTR also highlighted the underlying ‘identity challenge’ concerning whether WILPF should portray itself as a donor/provider of grants, particularly in the light of how effective this appears to be in the MENA region.¹⁹

Between 2017 and 2019 WILPF Secretariat launched three small grants cycles awarding a total of 30 grants to sections’ projects that contributed to local and regional movement building, and to activities and advocacy for justice, equality, and disarmament at national and local levels. In the last three years, more than 10 of the grants were also allocated to newly established groups as a way to support the creation of strong foundation for their activities.

The various grants, including the Solidarity Care Fund (which will be discussed below in section 3.1.6) demonstrate that small amounts can do a lot based on the fact that sections members are volunteers and sections need resources to work on programmes. In some instances, such small grants can be a catalyst and can help to leverage funding from other sources. The nature of these grants is particularly relevant to sections since unconditional granting enables sections to prioritise their programmes, seek opportunities on the feminist peace agenda and be active. Younger groups and sections are often not yet capable of fundraising also due to their limited visibility and national or international position. Programmatic funds are often donor driven with too many ties attached and the danger of derailing what sections consider relevant and important. The strength of the granting is that sections can determine their own course of action, be creative and select actions that are most relevant and effective in their country or region.

WILPF Colombia

WILPF Colombia has been working for more than 20 years in the country and during this period has been able to adapt its interventions and strategies according to the changes of its political and social landscapes (such as the intensity of the violence caused by armed conflict, the signing of current peace agreement and transitional justices processes), benefiting from a range of work methods.²⁰

¹⁹ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. NORAD Agreement Number: QZA.0817 QZA-18/0287. March 2021. P. 38.

²⁰ Currently, the organisation is structured under four core areas: 1. Violence Prevention; 2. The Right to Free Live for Girls – Peacebuilders; 3. Activism and political incidence; 4. Knowledge Management – Research and Participative and Feminist Action. In the past two years (2019-2021) it has focused its activities on: a) women victims of violence in family relations (“domestic violence”); b) women engaged in peacebuilding activities; and c) women that are part of the disarmament of civil reincorporation process of the former armed group FARC-EP.

The influence of the Secretariat and other sections in WILPF (particularly WILPF Sweden) contributed to activities and using working methods and vice-versa have been significant for WILPF Colombia.

With WILPF Sweden, there has been mutual sharing of lessons learnt on providing input in reporting and designing projects together from WILPF Sweden, and on other hand, from WILPF Colombia in learning processes on issues such as reconciliation, trauma recovering, and women victims of the armed conflict. WILPF Sweden provided examples of how the political advocacy work in Sweden (for example within the Forum Feminist Foreign Policy and with Sida) has benefitted from the collaboration and joint agendas with the Colombian section taking into account the perspective of women experiences in peacebuilding and reconciliation in Colombia.

Another example has been the incidence over the advocacy against the arms trade in Sweden and its effects in the cycle of violence in war-torn countries such as Colombia. The example of the collaboration between WILPF Colombia -Sweden is driven to strengthen networks and joint efforts when fostering dialogue and opportunities with donor and access to funds. The partnership also opened the possibility to access funds provided by ForumSyd in Sweden.

Another example of shared working agendas and methods has been the collaboration between WILPF Colombia and sections such as the WILPF Cameroon and DRC in confronting militarised masculinities. As part of the Confronting Militarised Masculinities project, WILPF Colombia has been creative in sharing feminist perspectives that were incorporated in the peace agreement and during its implementation process. Lessons learned and working methods has been shared especially in relation to public policies implementation, the response to the effects of civil wars with internal displaced population and communities recovering processes. Moreover, the replicability of the work was also inspiring: *“It is not just about changing policies but working towards sustainable peace with the people”* according to a WILPF Section.

Additionally, WILPF Colombia and the Secretariat have been able to establish working collaborations with some of the strategic areas of the Secretariat such as the Human Rights Direction Confronting Militarised Masculinities.

The inclusion of WILPF Colombia has been recognised, for example, in details like simultaneous translation to Spanish to the participants and women leaders in the events; inclusion the voice and position of the WILPF Colombia in press releases and in meetings of multilateral organisations.

Africa

The Africa survey indicates that there is a big disparity on the question regarding relevance and effectiveness of skill support (see Annex 9).²¹ ‘Advocacy skills’, ‘writing’, ‘Grants application’ and the ‘application of feminist values’ ranked high on the degree of relevance while ‘project management’, ‘public speaking’ ‘analytical, research’, ‘monitoring and reporting’ skills are perceived to be more effective. Sections and groups perceive to have gained skills in public speaking, project management, mentoring, writing and analytical and research from their interaction with the Secretariat.

Some interviewees mentioned that sometimes work methods are also tools and often require skills building. For example, in advocacy there are different approaches that can be applied depending on the topic, the country and the audience to be addressed. The Secretariat plays a supporting role in helping sections to present, communicate and write and edit texts that resonate with different types of audiences. This is particularly relevant for Outcome 6 where sections representatives speak to and meet UN and other officials, regional entities and address governments, donors, and partners. The African sections for the case study considered this critical in terms of using their analyses, addressing multiple audiences, and having the right text for the right occasion with the WILPF tone.

The team also noted that language may have evolved that represent additional concepts and work methods (nomenclature)²² to the methods of work and which often resonates with a neutral, equal kind of positioning such as ‘spaces’, ‘discourse’, and ‘narrative’ referring to types of engagement and contributions to processes where WILPF interacts with others. Some also suggested the campaigning is a work method in addition to advocacy.

Various interviewees pointed to the observation that the methods may need further attention, including country specific advocacy and at sub-national level. They observe a need to strengthen sections more generally with work methods that are relevant to their feminist agenda, grass roots audience, including communication skills.

3.1.5 Feminist values

The team found several examples of the International Secretariat ensuring feminist values in implementing the Strategic Plan. Feminist values seems to be at the forefront among Secretariat staffs awareness, however at section level this is less prominent. While the Manifesto is a leading document for all members and sections, interviewees

²¹ The questions did not exclusively focus on the work methods and core activities since the growth lens was applied and questioning of skills sets (some of which are relevant to the work methods) deemed relevant to understand how growth was supported by the IS and where strengths and weaknesses may occur.

²² This word was used in the Mid Term Review in 2019 and led to the recommendation to define concepts for clear understanding in WILPF and beyond.

at times felt that feminist values are not that explicit and question how to have multiple feminist values that are relevant to various context come together.

Box 3 – Feminist values in WILPF Manifesto

‘We identified patriarchal values as the root causes contributing to environmental exploitation. These values which see women, animals, and nature as objects to be owned, colonised, consumed, and forced to yield and to reproduce, allow for the overall pollution and destruction of the earth and the oppression of people. The introduction of feminist values is essential to the healing of our planet.’

Report of the Workshop on the Environment to the WILPF 24th Congress, Sydney, Australia, 1989.

Source: WILPF Manifesto 2015

Some also expressed that feminist values in terms of hearing female voices together with men has been advancing and WILPF has – as a feminist organisation striving for equality and gender justice through peace linked work – done well to gain the space to speak. Examples include work on masculinities and militarised masculinities and how this distorts decision making, including financial decisions. This is a major achievement.

The Secretariat actively considers how to ensure feminist values, for example, with regards to sub-granting and are also exploring how to do feminist MEL. At the same time, “Feminist values are essential to the Strategic Plan and the type of organisation that WILPF is but a lot of it is implicit”, one interviewee suggested, and this has been mentioned a few times leading to the observation that these values may need more attention in terms of communication and recognition at section level.

In this context, some have suggested that anti-racism is an issue that needs to be included and considered. The general sentiment is that the values remain relevant but how they can support the next strategy phase and remain relevant to all sections and groups must be considered further.

3.1.6 Responding to the COVID-19 Pandemic

The pandemic was unprecedented, and the high level of uncertainty affected the entire organisation. International processes and engagements slowed down significantly or were stopped, and the Secretariat responded quickly with various measures. The crisis was global yet affected different places at different times differently. The Secretariat responded, amongst others, through:

1. Focusing on wellbeing of people across the league
2. Establishing a Task Force to expedite response to the sections
3. Sanitation Plans for the Geneva Office
4. Communications Plan to different WILPF bodies, including sections

5. Counselling, wellbeing, and moral support
6. Reaching out to sections to identify needs and support with wellbeing and safety
7. Regional WILPF coordinators reaching out to their regions²³
8. Developing Feminist Principles for an International Post-COVID-19 Settlement, a document presented to the United Nations demanding action on six critical areas of concern: ceasefire, gender-based violence, health, environment, economy, and militarism and security
9. A series of COVID-19 blogs in which WILPF initiated advocacy efforts demanding a feminist response to COVID-19 and conducting research and analysis to demonstrate governments' failed response to the pandemic.²⁴

The Secretariat also set up a Solidarity Care Fund. The fund gave support to Sections and Groups conducting work with communities as response to the crisis. In total CHF 35,363 was distributed to 24 countries (up to CHF 2,000 for Sections and CHF 1,000 for Groups).

Box 4 – Results of the Solidarity Care Fund

The activities supported included:

- a mother-child health care centre in DRC
- activities with internally displaced persons in Cameroon
- with women and girls with disabilities in Afghanistan
- with victims of gender-based and domestic violence in Argentina, Nigeria and Kenya
- with homeless individuals and refugees in Italy.

The work done in the communities shows how women are leading, how WILPF is organising locally, how activists are caring, and we are working together to prevent violence in diverse contexts. Many Sections also concentrated their efforts to raise awareness of domestic violence during lockdown and some have worked to address domestic violence by creating support mechanisms. This has been the focus of WILPF Kenya, Nigeria and Zimbabwe. In Ghana, Sudan and Senegal, members have facilitated awareness sessions for women street workers. Between August and November 2020 two filmmakers who worked with WILPF Pakistan and WILPF Kenya filmed to tell the story of their solidarity activities in the form of a short video diary that they filmed using WILPF Studio.

Source: WILPF Covid Response March 2021.

The Solidarity Fund was fast and flexible and demonstrated once again that funds matter to sections and provide them with survival while demonstrating how weak governments can be and how women are affected.

²³ For example, through a letter by the regional coordinator for Africa The COVID-19 pandemic situation and WILPF work in Africa

²⁴ <https://www.wilpf.org/covid-19/> and WILP annual report 2020

WILPF used the Pandemic to demonstrate how COVID-19 disproportionately affects women and the MENA team published a report based on its research in the region to understand the direct short- and long-term impacts of the COVID-19 pandemic on the lives of women in the region and on feminist movements and agendas, the consultations focused on exploring and unpacking the effects of the pandemic on women-led and feminist organisations.²⁵ The NORAD MTR likewise showed that WILPF has quickly responded to the COVID-19 pandemic by conducting assessments, carrying out research, and reprogramming activities and showed a high level of responsiveness. All partners appreciated WILPF's swift response during the pandemic.²⁶

WILPF adapted quickly to alternative ways of working together and interacting using different platforms (Zoom, WhatsApp, Skype, etc.) continuing work through webinars, virtual regional conferences and advocating through platforms continued. WILPF managed to continue with communication, (joint) statements, coordinating with other NGOs and as one interviewee from Colombia confirmed: "*Treaty body work continued – we could do it remotely.*"²⁷

From the Secretariat's perspective, they put sections first ensuring that they stay relevant to their communities and could reach out with support. Sections differ in how fast they could react, also depending on travel restrictions, family circumstances and access to Internet. Webinars have been good alternatives to continue work and stay connected to the Secretariat and discuss what it means to work on feminist peace in a Pandemic, including working on building public health protocols.

Research, training, and face-to-face meetings were affected, and many processes slowed down but WILPF managed to respond quickly, raise its voice, and mitigate negative effects on members while continuing work and supporting processes as best as possible through different platforms. A virtual African Meeting was organised as well as a session on Human Rights. A useful tool was to have video presentations in advance.

The Africa case study also shows that the intersectional support was relevant in terms of sharing experiences and what could be done and mitigated in terms of infection and support to members and their grassroots organisations. Up to 67% of the section's activities have been affected by the emergence of COVID-19. Responses mention how restrictions by governments aimed at countering the spread of the deadly virus have stalled the level of activities and communication among members. In some instances, poor internet connectivity in rural parts of African countries meant that certain sections were cut off from information. "*Due to COVID most activities, meetings etc. were moved from physical to online most of our members are in the grassroots they do not*

²⁵ COVID-19 and Gender Justice: FEMINISTS IN MENA DEFYING GLOBAL STRUCTURAL FAILURE, WILPF 2020, by Rola Al Masri

²⁶ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P.37.

²⁷ Despite that some international travels were cancelled in the midst of the pandemic, WILPF Colombia has been able to maintain connected with the WILPF Global network through joint webinars, online activities and communication strategies in the use of social media with the International Secretariat.

have access to the Internet hence participation is a challenge” as one respondent highlighted. Also, livelihoods were affected: “We had members who had COVID, we shut down our Secretariat and most of our members depend on daily sustenance so during the lockdown survival was very difficult including access to healthcare”²⁸

Survey Responses from the Africa sections indicate that the Solidarity Care Fund towards groups as a consequence of COVID-19 had positive outcomes. Up to 80% of the survey respondents were reached by the Solidarity Care Fund and felt that it was effective. The remaining 20% either did not receive the support needed or felt the support was not enough. Respondents mention how they channelled funds provided towards ‘awareness campaigns’, and purchase of food, sanitation items and Personal Protective Equipment (PPE). “Support received enabled the Ghana section to undertake COVID-19 prevention education and donations of sanitation items and PPEs targeting women in selected high-risk peri-urban and urban centers”. In addition, *“the secretariat also checked on members to ensure we are healthy and doing fine”* and *“the Solidarity Funds is providing protection kits to members and their families, as well as raising awareness among vulnerable populations”*.²⁹

Sections felt that they had considerable support through sharing of information and updates on the situation, sanitation kits, solidarity fund helping members and people they work with, including providing information on how to respond and ensure they had means to protect themselves. They also supported individuals who lost income and support for families particularly those that lost jobs and are working in the informal sector.

Similarly, the Colombia case study shows that many families were supported who lost their livelihoods in the two states where the section is working, providing access to sanitation and food.³⁰

The challenges caused by COVID-19 to WILPF Colombia were related to continue the planned activities with women leaders in the states (Meta and Bolívar). WILPF Colombia has adapted its work plans with virtual training meetings, video calls and teleconferences and provide psychosocial support to its team responding in an efficient manner to the effects of the pandemic on their work. Responding to the increase of cases of domestic violence against women, GBV and economic hardship of female breadwinners or unemployed, single mothers, a follow-up process was implemented to provide humanitarian assistance, including professional psychologists.³¹

²⁸ See Annex 8 on Survey.

²⁹ Idem

³⁰ The COVID-19 pandemic hit hard in Colombia. As to date (June 2021) 3.6 million people have been infected and more than 93,000 deaths caused by the pandemic in the country. The effects on the pandemic in the economy and the social distress caused by limited access to health and social policies poses particular challenges for Colombian women. Gender inequality and violence against women has increased during this period, making the work of organisations like WILPF Colombia particularly relevant and necessary.

³¹ Group interview with WILPF Colombia team.

The quarantine and mobility restrictions during the Pandemic caused the interruption and delay of many of the activities planned for 2020 in alliance with grass-roots organisations and women leaders. Working methods and training activities had to be adjusted to virtuality or in places with limited connectivity, through cell phone communication and instant messaging services. In rural areas, to organise activities online was even more difficult considering the intermittence of the cellular signals.³²

The response of the Secretariat to support the organisation through the challenges have been considered by the team as context sensitive. For example, by allowing a flexibility in the use of the resources initially planned for the activities of the organisation and in providing financial support for women participants and leaders with cell phone credits, the provision of humanitarian aid (food aid was delivered to 130 women in Meta and Bolívar), contraceptives, biosecurity elements and food vouchers for women in the organisation processes.³³

3.1.7 Regional growth

The seeds for growth in Africa started way before the current Strategic Plan in the sense that various contributions and events put focus on Africa. The events and collaborations were mainly financed and supported by WILPF Sweden with funding from the Swedish Government (Folke Bernadotte Academy and Forum Syd). WILPF Sweden has engaged in support to existing sections with capacity building and funding in addition to support from the Secretariat."

In a nutshell key activities and events contributed in the early years to prepare for growth including (Box 5):

Box 5 – Key events leading to the Africa Growth

- Sweden has been working on Africa in 2009/2010 with a focus on ‘young WILPF’: WILPF Colombia, Nigeria and Costa Rica all came to Sweden, and they received funding GoS on women, peace and security and Nigeria and DRC amongst others started to work on this theme
- WILPF Sweden has funded and organised regional conferences together with WILPF Africa and WILPF’s International Secretariat on a yearly basis since 2014
- The Channel Foundation funding long-term on Africa
- In 2012, WILPF Sweden supported various sections to meet in Istanbul where Costa Rica, Colombia, Nigeria, and DRC met with staff from WILPF’s International Secretariat and Sweden and drafted funding proposals

³² The social unrest with several manifestations in many cities the past month has aggravated the economic and political instability of the country and according to the WILPF Team the support from other sections has been essential to spread the word in social media about the recent events. Messages have been focused on enhancing the feminist anti-militarist agenda, protection for social leaders and the implementation of the peace agreement within the demands of the civil society and grass root movements towards the State.

³³ Group interview with WILPF Colombia team.

- During the years of 2010-2019 WILPF Sweden have been able to support sections work nationally and regionally through the Swedish Government funding earmarked for WPS activities
- In 2017, Representatives of WILPF Sections and Groups from the African region, as well as of WILPF International and WILPF Sweden travelled to DRC for a high-level regional meeting organised back-to-back with WILPF DRC's 10-year anniversary. The meeting represented a significant forum for discussion as WILPF prepares to host its first Congress on the African continent.
- In 2018, the 32nd WILPF Triennial International Congress was held for the first time in Africa (Accra, Ghana), under the theme Building a Feminist Peace Movement. This event was a major turning point where the realisation came that exchanges among older and newer sections would be useful. By then, the first WILPF president from Nigeria, Joy Onyesoh, was appointed. Congress endorsed the appointment of Regional Representatives, which in retrospect contributed to having a stronger regional representation and voice.

Source: WILPF annual reporting 2017, 2018, 2019, and Africa Brief 2-04-2021

As a result: since 2015 sections grew from 4 sections to 18. The survey indicates that the WILPF Africa WhatsApp group, 'knowledge exchange', regional conferences in Africa, and connections to others are mentioned as the 'very useful' ways which are enhancing interregional collaboration among sections/groups.³⁴ Also, 'story telling', 'regional newsletters', and the 'monthly international board report' are also 'useful' towards these efforts.

There is also high ranking on the question regarding the effect of members' attendance to conferences and meetings: 45% of members (38) conclude that experiences from the meetings have contributed to new and innovative ideas including knowledge transfer to members from the attendees of the meetings. A member mentioned that; *"These have been good opportunities to exchange, share experiences and learn. Back in the country, we have always used the recommendations and outcomes from those meetings to develop new projects and/or consolidate the actual work"*.

The survey shows a considerable variation between the older and new sections on the perceived relevance and effectiveness of support received. While a large proportion of respondents agree that the support given is relevant (48%) and effective (56%), a significant portion of the respondents disagreed or totally disagreed (27% and 22% respectively) that the support given to them by the older sections was relevant and effective.

Again, the survey comments strongly confirm the contributions as stated below: *"WILPF Sweden has raised funding for the implementation of projects in Cameroon since 2015 - We learnt from WILPF Nigeria on their experience with the Women's Situation Room to set up an Early warning mechanism for peaceful elections in Cameroon. WILPF Cameroon being an older section, has provided coaching for new groups to emerge (Burkina Faso, CAR, Togo, Senegal, Cote d'Ivoire, Niger). As well,*

³⁴ Please note that WhatsApp is a more recent communication platform which did not exist during the early years of expansion in Africa.

we provide time and technical support to other sections and groups in Africa for the implementation of their projects”; and: “WILPF Cameroon and WILPF Sweden have played a pivotal role through teaching us how to write proposals, engaging with other international organisations and embassies.”

The interviews confirm that the leadership of DRC, Cameroon, and Nigeria in particular have been relevant and an important source of inspiration for the Women’s Situation Room (WSR).³⁵

During the evaluation period, the regional conferences and exchanges among older and younger sections provided room for discussion of different topics that newer sections could replicate, including learning from Nigeria and Cameroon on gender research and militarised supply chains in the DRC. Several sessions provided training on how to conduct advocacy around UNSCR 1325, organise effective communications and outreach and ensure security. Interviewees indicate that cross learning and fertilisation strengthens their section and improves collaboration on relevant Outcomes.

The role of the International Secretariat support to regional growth

This survey targeted the African sections of WILPF and its findings are not representative of the views of sections outside the region. Findings from the survey indicate that 74% of the respondents are in agreement that the IS has supported their groups in meeting their needs, compared to 24% who do not agree. Respondents mentioned the kind of confidence and support received from the International Secretariat which assisted some of them to better position and prepare for approval as a section, including receipt of technical and financial support in the form of small grants and capacity building. The International Secretariat’s role in building section groups is perceived to be relevant (45%) and effective (46%). The respondents expressed appreciation of how the Secretariat *“helped to set the direction and guide for the sections priorities and intervention activities”*.

The most recurring theme/response is the section on ‘Training and Capacity Building’, and it may be concluded that training and capacity building is perceived to be the most demanded support activity from the International Secretariat.³⁶ This confirms what the interviewees mention and is also related to the topics that are relevant for Africa. The level of consultation with the section is also appreciated: there is a higher satisfaction with the level of inclusiveness by the International Secretariat’s support. A large proportion of the respondents confirm that their perspectives have been included especially during “decision making and when designing programs” and as a respondent mentioned: that the *“IS takes cognisance of the peculiarities among groups/sections”*.

³⁵ WSR makes the connection between women’s essential role in conflict prevention and women’s active participation in the electoral process, specifically related to observing, monitoring, and reporting on electoral and gender-based violence during the elections. This was frequently reported in the interviews

³⁶ See Annex 8 for the survey results and tables.

From the perspective of Outcomes 5 and 6 it is relevant to note that both Outcomes are relevant for growth (Outcome 4) since collaboration among women on various topics empowers and leads to growth, including getting access to multilateral for a through the support of the IS. In addition, for the Africa case study it appears that regional collaboration on women, peace and security, gender research and human rights score as the highest in this order in the survey. The cross fertilisation to work on 1325, CEDAW, UPR and other treaties and conventions meant that programmes implemented by the Secretariat; i) were relevant; ii) could be contextualised to local circumstances with interregional learning and support; and iii) enabled upward mobility to the UN representation in Geneva and New York with the support from the International Secretariat.³⁷ This in turn explains why WILPF is so relevant to (African) sections since they are part of an international organisation. Moreover, the Africa case study also shows that many countries have conflicts and war ‘commonalities’ which women and men recognise. This is a powerful combination that has empowered sections and women across the continent. Language was mentioned as a real reason for disconnecting between Francophone and Anglophone Africa.

The joint contribution of the Secretariat, WILPF Sweden, older sections, and individuals have created this growth and impact (Outcome 4, 5, and 6) and this could not have been realised without an abundance of volunteer time and financial resources, including grants.

The African region is becoming a stronger, regional entity that can work on joint activities, including building capacity, providing support to advocacy and analysis. Stronger regions prompt the question to what extent regions can be supported to work more independently from the Secretariat taking over roles and responsibilities suitable to the region and with support from the Secretariat where needed. This development must also be seen in light of Outcome 4 (growing the movement) where growth of the movement needs to be understood not only in terms of the number of sections and members but the internalisation of WILPFs outcomes, work methods and activities that led to mature and strong sections that can work together.

The commonalities among sections in the region require common approaches for effectiveness and learning, including targeting regional entities such as the African Union (AU). Such developments also increase effective contextualisation where ‘context driven realities’ increase ownership of such issues in the sections and lead to effective actions. One of the consequences is that more is resting on the shoulders of the regional representatives and those that are in the lead in the regions.

Further Growth according to the survey results indicate the following challenges and opportunities (Box 6):

Box 6 – Challenges and Opportunities of Continued Growth (in order of considered most important by survey respondents)

³⁷ For example, work on 1325 different sections shared the text for preparing national action plans and how to facilitate the process and what challenges they identify on the way. Support was provided from DRC and Nigeria and section also met at the UN venues.

No.	Challenges	Opportunities
1	Lack of capacity, skills for results and impact, soft skills and resources	Support of the International Secretariat
2	Lack of Sustainable Resources	The support of WILPF Sweden and the International Secretariat is an asset
3	Lack of funding for paid staff, have offices this is important in making Sections and Groups visible and reliable usually if you do not have an office you are not taken seriously	Information sharing and frequent interaction through workshops/ conferences will help grow WILPF in Africa
4	Online platforms for meetings are a challenge because of regular power cuts, most of our members do not have internet access equipment	

Source: Survey Africa see Annex 8

The Africa case study also leads to questions to what extent such regional developments can be replicated and supported since it could be a catalytic and inspiring driver to grow the movement and create more momentum for implementing activities to reach strategic Outcomes. In this context the role of the International Secretariat needs to be reviewed: its potential further growth and/or devolution of roles and responsibilities to regional entities.

3.1.8 Summary of relevance findings

The team concludes that the Secretariat is the critical, relevant linking pin that brings all of WILPF together, including supporting sections through providing facilitation, technical knowledge, and capacity building. Core activities are relevant in contributing to the Outcomes and so are the work methods. The interconnectedness among outcomes, for example between Outcomes 5 and 6, is not always clear to all members, sections and also outsiders. There is convincing evidence that Outcomes 5 and 6 are highly relevant to sections in Africa and Colombia and also beyond these case studies. In fact, these outcomes reinforce each other and that they provide access to multilateral spaces while women organise and amplify change. The case studies demonstrate that such reinforcement can also support growth as is demonstrated in Africa. Although multiple factors explain the growth in Africa the Secretariat's role and support to sections and groups in Outcomes 5 and 6 has been highly relevant. Growth, however, can now also be understood as sections being able to start work more independently from the Secretariat keeping an eye on ensuring that regions are not subordinate to the Secretariat. The Africa case study is a relevant learning example how growth can be realised over a longer period with the consequence that uneven attention to growth can lead to other regions staying behind.

Feminist values are at the core of WILPF and are in support of WILPF's global positioning and as this position grows the feminist values will need to remain a strong asset. WILPF is strong in analysis and advocacy and intervenes with its voice using its

analysis combined with a strong feminist voice. More concepts are emerging, and the methods of work could be further refined in support of the new Strategic Plan.

COVID-19 has had an impact across the League and the Secretariat was quick to respond. The Solidarity Fund has been relevant and small, quick disbursements supported sections in a quick response mitigating the worst effects. The care for staff, sections and groups has been relevant and fast.

3.2 EFFECTIVENESS - IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?

In this effectiveness section, we look at the extent to which the International Secretariat is achieving its objectives outlined in the Strategic Plan, how the core grant enables this and how the MEL system and resources facilitates robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning.

3.2.1 Achieving Outcomes of the SP

This section focuses on to what extent the Strategic Outcomes of the Strategic Plan (particularly Outcomes 5 and 6) have been achieved. This section also relates to section 3.1.1 on the Theory of Change, 3.2.3 on MEL as well as section 3.4 on Impact. The team conducted a desk-based mapping of Outcomes reported (see Annex 7), particularly looking at WILPF's annual reporting and evaluations and have included the findings from the three case studies further below. The mapping in Annex 7 provides key extracts/examples of outcomes reported or in many cases significant outputs, where it is not possible to assess the outcome (based on what was reported).

The team was able to trace the link between activities, and to some extent Outcomes (where possible) and the strategic objectives (see Limitations in section 2.6). When going through the extensive documentation and reporting and assessing the Outcome achievements, the evaluation team found that overall WILPF appears to have significantly achieved its strategic outcomes and that a lot of progress has been made. The team would also like to point out that the field in which WILPF works is one where no progress or 'status quo' is not always an indication of ineffectiveness, but rather that standing the line and keeping a close eye on how events and situations unfold ready to take action.

While the team's focus is on Outcomes 5 and 6, the role of the International Secretariat is larger than only supporting the Sections and in particular its analysis and advocacy work at the multilateral level outside of working with specific sections. The IS works along key programmatic work strands contributing to Women Peace and Security (WPS) (Outcome 1), Disarmament (Outcome 2), Human rights (Outcome 3) which are programmes led by the Secretariat, and which collectively contribute to the work under the different Outcomes (which can be seen in the table below). The team observed many examples of WILPF taking an integrated approach that connects human rights, disarmament, WPS, feminist analysis and gender to feminist peace aiming to promote the reality of conflict from a gender perspective.

In Table 5 below, we present our assessment of the progress made under each of the Strategic Outcome areas, guided by the indicators under each area, based on the mapping of outcomes in Annex 7.

Table 5 – Assessment of progress towards outcomes

Indicators ³⁸ per Strategic Outcome	Evaluation team assessment
SO 1: Transform Gendered Power <ul style="list-style-type: none"> - 1.1 Evidence of take up of gender analysis and women's meaningful participation among stakeholders, policymakers, key debates, and resolutions - 1.2 Evidence of take-up of gender analysis and women's meaningful participation in national/local decision-making processes. 	<p>The team found very good evidence of take up of gender analysis and women's participation in national and local decision-making process (as one of the key indicators. Progress made as a result of these engagement as well as advocacy efforts resulted in significant outcomes such as the following examples: Stronger gender analysis in the work of UN Commissions of Inquiry (2018), integrated certain priority areas (such as on sexual violence in conflict) in UN reports (2018), moving the WPS agenda forward in terms of not rolling back existing commitments (2019), and advocacy on ensuring women's rights and gender equality in the SDGs (2019).</p>
SO 2: Stigmatise war and violence <ul style="list-style-type: none"> - 2.1 Evidence of increased strength of analysis, active coalition building or/and shift in thinking/discourse - 2.2 Evidence of outreach of analysis and advocacy on militarism, technologies and the arms trade. 	<p>The team also found good evidence of increased strength of analysis, coalition building and shift in discourse and of outreach of analysis and advocacy. For years WILPF has been advocating for the inclusion of gender considerations in disarmament discussions and negotiations. Major progress has included ensuring that GBV, gendered impact of small arms and women's participation references were made in a report adopted by the UN Programme for Action on small arms and light weapons. The most significant impact within this area has been in 2017, when 122 governments voted to adopt the Treaty on the Prohibition of nuclear weapons at the United Nations General Assembly (see 3.3. Impact).</p>

³⁸ Indicators are taken from the Core Outcome Indicators Document from September 2019. The team found difference in wording of indicators between the core Outcome indicators document and the results framework.

<p>SO 3: Promoting feminist political economy of peace</p> <ul style="list-style-type: none"> - 3.1 Evidence of buy-in/take-up of feminist political economy approach in WILPF's advocacy work. - 3.2 Outreach of FPEA and advocacy in different aspects of WILPF's work. 	<p>The team found significant evidence of use of feminist political economy approach in various aspects of WILPF's work including with sections. The work on the Feminist Political Economy Analysis (FPEA) was initiated as "a pilot" from 2015 to 2019 in Bosnia and Herzegovina, later gradually expanding to Ukraine. WILPF hereafter continued scaling up the work with FPEA, despite COVID slowing down the interactions with Sections. The FPEA analysis has become an instrumental tool and part of the IS work on understanding the context as well as a basis for analysis in submission so human rights treaty bodies such as the UPR, CEDAW and CESCR. It was also used as a basis for how the countries were responding to COVID-19 (e.g., the blogs and the Feminist principles). WILPF has also started introducing FPEA in the MENA region, in particular Syria. WILPF has developed an FPEA strategy called "Mainstreaming and communications: operational document for WILPF's work on feminist political economy" which should guide the streamlining of FPEA throughout sections – not least through learning.</p>
<p>SO 4: Movement building</p> <ul style="list-style-type: none"> - 4.1 Evidence of increased effectiveness of WILPF's internal processes - 4.2 Enhanced community of WILPF (Sections, groups, members, partners) over 5 years - 4.3 Increased engagement of WILPF in coalition, networks, and with partners 	<p>The team found ample evidence of a lot of activities (such as support to sections/groups, grants, trainings etc.) provided by WILPF, yet evidence of increased effectiveness of internal processes is mainly evident from 2018 onwards. The team also found that the reporting in annual reports is often focused on the international secretariat's perspective and not on how sections/groups experience internal processes. There was evidence of numerous learning sessions, shared spaces, and joint events, and evidence of growth of movement yet not possible (from documentation) to assess whether the community has been 'enhanced'. Finally, there is evidence of engagement with coalitions, networks, and partners (also from the other Outcomes), yet it was also</p>

	impossible to assess whether it is ‘increased’, as there is no baseline.
SO 5: Amplify local and regional change <ul style="list-style-type: none"> - 5.1 Local initiatives and activities implemented in focus countries and regions, and documented Outcomes - 5.2 Frequency of dialogue and shared learning spaces for women civil society, including examples of follow up and resulting actions for participants. 	<p>There is good evidence of local initiatives and activities implemented particularly in countries but also regionally, particularly in the Africa region with examples of dialogue and shared learning spaces (see 3.1.7 Regional Growth).</p> <p>Progress was made in terms of enhancing capacities of Sections, Groups partners to engage with duty bearers e.g., in MENA, including providing provided high level technical advisory and accompanied partners in drafting and submitting to human rights instruments and treaty bodies. See findings from Colombia and Africa region below for more.</p>
SO 6: Improve multilateral action <ul style="list-style-type: none"> - 6.1 Documentation of WILPF monitoring of multilateral processes - 6.2 Documentation of integration of thematic areas in multilateral actions (statements, policies, resolutions, Outcomes etc.) - 6.3 Evidence of “local to global to local” participation and analysis in multilateral forums 	<p>The team found numerous examples of WILPF consistently monitoring multilateral processes (e.g. such as Security Council around WPS or other debates) and integrating of thematic areas in multilateral actions and of local participation in multilateral forums (as was also evident from reporting under Outcomes 1 and 2).</p> <p>Many examples were found of WILPF facilitating access to spaces for Sections and Groups, which they would not otherwise have had access to (also confirmed by the NORAD MTR). This has included supporting partners to engage with the UN and other multilateral spaces and also supporting advocacy delegations, help preparing activists in statements and advocacy messaging. Likewise, examples were found of support to Sections and partners in consulting with grassroots women (e.g. Bosnia, Syria, Afghanistan, Cameroon and Yemen), feeding into evidence-based policy papers and briefs. These achievements indicate how the local-global-local dynamics function.</p>

As can be seen from the analysis in the table, WILPF has made significant progress in achieving the Strategic Outcomes. Below we present more specific findings regarding achievement of outcomes for the Colombia and Africa case studies. With regards to the local to global case, the team found ample examples from the Outcome mapping of good work done in this area (under Outcome 6).³⁹ Interviews confirmed how sections have been able access global fora and have their voices heard. This has led to considerable changes in negotiations, resolutions, accepting recommendations, creating political space for sections to work.

Colombia

Findings from data collection⁴⁰ in Colombia in respect to Outcome 5 indicators⁴¹, show that several local initiatives were mentioned during the group interview conducted with seven women leaders from the Meta and Bolivar regions in Colombia. The process of strengthening local leadership between women participants in the activities implemented by WILPF Colombia had both an individual and a collective dimension.

On the personal side, women leaders provide testimonials about how with the presence of WILPF Colombia and through team support, they were able to raise self-care, autonomy and receive legal and psychosocial support to leave abusive and violent relationships. Moreover, women leaders explained how awareness of their fundamental rights changed patriarchal and misogynistic practices in their homes.

The evaluation team found several women interviewed provide strong testimonies around the importance of WILPF in their communities (Box 7):

Box 7 – Testimonies from women in Colombia

“WILPF Colombia saved my life”

“I am WILPF in my community”

“WILPF Colombia has enabled women to end cycle of violence”

“WILPF Colombia has reached to places and women where state institution are inexistent or absent”

On the collective dimension, women leaders referred to initiatives such as the *Feminist School* or the *School of Politics to the Youth* that provide the capacities and knowledge necessary to empower women to participate in social control activities and generate changes with state institutions, particularly related with the peacebuilding agenda and

³⁹ See Outcome mapping in Annex 6.

⁴⁰ Desk-based evidence of achievements towards Outcomes for Colombia are presented in Annex 6. This section only builds on the findings from the field visit.

⁴¹ 5.1 Local initiatives and activities implemented in focus countries and regions, and documented Outcomes and 5.2 Frequency of dialogue and shared learning spaces for women civil society, including examples of follow up and resulting actions for participants

policies of response to GBV. In both narratives, stands out that the process is done “hand-in-hand with them” respecting the differences among them, their territory, and communities.

Another achievement is the network formation between women leaders that over the past decade which has proven to be sustainable with the creation of small business projects; women facilitators trained by WILPF Colombia and that are currently conducting training process and network of women leaders in the monitoring of the implementation of the law 1257 on sexual violence and domestic violence. These networks have generated spaces to shared learning experiences and collective processes of reconciliation and self-recovery for women survivor of sexual violence or internal forced displacement caused by the armed conflict. Access to knowledge through these network and feminists’ approaches has empowered women to denounce the perpetrators and be vocal about violence against them under this complex post-conflict process. Additionally, these processes enable women leaders to press and demand for improvements and responses from policymakers and state officials.

Africa Regional

From the Africa regional case, as can be seen below, the team also found several examples of achievement of strategic Outcomes, particularly regarding strengthening the movement, by building capacity and providing support to sections and groups, by linking the local and national work to the global level and in terms of facilitating knowledge sharing and exchange and some examples of alliance-building.

When asked in the evaluation survey whether sections/groups had developed something unique that contributed to WILPF Africa because of the support received from the International Secretariat they mentioned (Box 8):

Box 8 – Survey statements from Africa sections/groups

“WILPF Cameroon has involved men in its work, which has been replicated by others. Also, we have institutionalised the Young WILPF movement in Cameroon which is an example for others”

“Because of their contribution we are now beginning to be visible on the national platforms of our country”

“Able to participate in online conference and shared ideas for the growth of WILPF Africa”

“The adoption of a Statement of Commitment on SGBV prevention in selected schools (initiated pre-COVID-19)”

In terms of linking local and national work to international level, approximately 90% of the respondents (40) are affirmative of the support the International Secretariat has supported sections/groups in linking their work to the international level, compared to

10% who feel have been left out. One respondent elaborated: *“Through various research, they have been able to draft submissions for CEDAW and the UPR, and we are now taking part in most disarmament programs at local and international level”*.

In terms of the extent to which interregional collaboration among groups and sections effectively helped sections move forward, more than half of survey respondents said, ‘very useful’ or useful’. The WILPF Africa WhatsApp group, ‘knowledge exchange’, regional conferences in Africa, and connections to others are mentioned as the ‘very useful’ ways which are enhancing interregional collaboration among sections/groups. ‘Story telling’, ‘regional newsletters’, and the ‘monthly international board report’ are considered ‘useful’. Attending regional conferences and meetings was likewise deemed highly useful.

The evaluation recommends that while keeping the synergies between outcomes is important, WILPF can work on reporting more precisely on indicators that they can trace and rethink Strategic Outcomes that demonstrate the desired change, including the processes how to get there. This could be addressed by unpacking the pathways of change of the ToC further and making approaches, methods and processes leading to the changes clearer.

3.2.2 Core Grant

The core grant is closely linked to the sustainability chapter (see below section 3.3) since the presence of the core grant enables the International Secretariat to function, it enabled growth in Africa, a rapid COVID-19 response and supported WILPF in expanding on its work.

Based on interviews with WILPF staff and members and external interviewees, the team found that the key added value of the core grant is:

1. The International Secretariat can grow organically and stay tuned as a front runner in global, regional, and national processes advocating for a feminist peace perspective, developing, and applying ground-breaking analysis coupled with informed decisions when, where and how to intervene.
2. It has provided WILPF the opportunity to continue growing and strengthening its position and enabling WILPF in a fundamental way to be free in making choices in terms of the course on implementing the Strategic Plan, choosing strategic themes relevant to women, and working at all levels to interact with those that can influence the lives of women and hold international bodies, governments, and relevant actors to account. In turn, Sida can learn from WILPF and how it contributes to its global strategies, including supporting WILPF at multilateral level.
3. It has provided WILPF with sub-granting options combined with a strong technical role enabling sections to focus on institutional strengthening, reinforcing capacities related to their key programmes and activities and reinforcing intersectional work. Examples of support provided through Sida’s core grant to WILPF sections in 2019 and 2020: Nigeria, Cameroon, Afghanistan, Sweden, Colombia⁴², Ghana, Togo,

⁴² Resourcing Feminist Peace, WILPF Learning Review, 2021, p. 2.

Costa Rica, Senegal, DRC, Sierra Leone, Uganda, Niger, Ivory Coast, Zimbabwe, India, Pakistan, Sri Lanka, Niger and Spain⁴³.

The evaluation team assesses that the core grant is a crucial funding modality to enable WILPF to continue doing strategic work and strengthen its internal organisation as well as external position and relevance. Moreover, Sida and WILPF have been partners for a considerable period with a good understanding, communication and to mutual benefit.

3.2.3 MEL System

As acknowledged by the 2019 Mid-term learning review⁴⁴ and interviews with WILPF and Sida staff, WILPF's MEL system and reporting have scaled up significantly in the evaluated period, primarily linking MEL further with the ToC and trying to capture the change processes that WILPF tries to contribute to, using MEL as a 'space for learning' and getting the MEL coordinator on board. The MEL coordinator started in 2018 as a consultant and is now working half time. The MEL system today is more formalised ensuring more documentation, reflection and learning around outcomes.

The key tools guiding WILPF's MEL work are the 1) Results Framework, which was developed in 2018 and revised in 2019 to re-organise and update the Outcomes in line with the International Programme Work Areas; 2) MEL Strategy 2017-2021, developed in January 2018⁴⁵; 3) Activity Tracker⁴⁶ from 2018, which was likewise updated in 2019. WILPF-wide activity tracking was discontinued in 2020 as it was deemed burdensome and not adding much value to the ability to do aggregated results-reporting. Instead, Programmes are keeping track of their own activities; and 4) Partnership Tracker, initiated in 2018 which intends to gather information for Outcome 4. Other MEL tools include case studies and internal learning reviews, learning events, internal reports and documentation, external evaluations, and other learning tools (audio-visual documentation, interviews, feedback, surveys). Finally, since 2018 standardised guidance notes and templates (revised in both 2019 and 2020) are shared with programmes and focus countries for internal annual reporting.

Several staff explain that MEL is a space for learning what everyone is doing and 'pulling everything together' even in terms of strategising, which has taken place under MEL meetings. While MEL activities were limited previously, now more staff are involved regularly, particularly at director level. From 2017, WILPF started to hold quarterly MEL Coordinator meetings. One of these meetings annually is held in-person. The basis of the discussions is usually progress on Outcomes, work planning and discussion of a learning topic. An example is the 2020 three-day Annual MEL

⁴³ Resourcing Feminist Peace, WILPF Learning Review, 2021, p. 12-13.

⁴⁴ WILPF Mid-term learning review, 2019, p. 6.

⁴⁵ The document was not revised after the mid-term review in 2019.

⁴⁶ Activity tracking linked to strategic Outcome started in 2017, using Tresorit. In 2018, more robust activity tracking (including results tracking) was initiated in a revised template using google docs. In 2019, this was transferred to SharePoint, and simplified.

meeting, where 19 staff⁴⁷ participated in Switzerland. The meeting provided staff with an opportunity to reflect and learn together about the past year's work and about the context in which WILPF works, collaborates on joint work planning and priorities, and discuss advocacy work. During the meeting staff also mapped out achievements and progress vis-à-vis the strategic Outcomes. While it seems like a lot of reflections around what worked well (in terms of activities and methods) under each strategic Outcome, there is limited examples of results or Outcomes as per the indicators set in the results framework. The meeting shows that WILPF's MEL approach is participatory and has a high focus on fostering organisational learning. This is also illustrated by a WILPF staff: *"The MEL system actually brings us together as WILPF"*. While the evaluation team sees this deep focus on learning as highly positive, it should be noted that only a half-time staff is dedicated to MEL. If WILPF wants to continue to invest in its MEL practices to be the 'hub of organisational and strategic learning', sufficient human resources investment should be ensured to roll this out.

The MEL framework is guided by the results framework, with two to four core Outcome indicators for each of the six Outcome areas. As in many organisations, one of the key challenges is moving beyond activity reporting, capturing Outcomes and particularly unpacking and understanding how change happens and the organisations contribution to this. Looking at the Outcomes in the results framework, it is clear that some indicators are more output-focused, such as under Outcome 5: "5.1 Local initiatives and activities implemented in focus countries and regions, and documented Outcomes" and under Outcome 6: "6.3 Evidence of "local to global to local" participation and analysis in multilateral forums". The examples shown are indications of outputs e.g., activities implemented of participation in multilateral forums.

Outcome-level indicators should rather focus on what happens as a result of these outputs. The team also found examples of indicators such as "4.1 Evidence of increased effectiveness of WILPF's internal processes", "4.3 Increased engagement of WILPF in coalition, networks, and with partners" and "4.2 Enhanced community of WILPF (Sections, groups, members, partners) over 5 years", which show a focus on process-Outcomes. It also raises the issue of how easy or difficult it is to measure an indicator such as 'increased engagement' or 'enhanced community'. One of the issues which is currently being explored by the ongoing organisational development process is how to better capture discourse changes and WILPF's contribution to this. The Evaluation Team sees this as a positive step towards improving Outcome-level monitoring and further recommends that the Outcome indicators are revised to include consistent focus on Outcome-level and that the means of verification are critically revised to assess real changes in behaviour and systems. One possibility could be exploring unpacking the preconditions in the ToC further to show the logic thinking and assumptions under each strategic Outcome. This can help strengthen learning around whether and how the activities and outputs are leading to the desired changes as well as monitoring the assumptions.

⁴⁷ Two staff per programme, communication staff and national coordinators attended the meeting.

The evaluation team found that WILPF has conducted the following learning reviews shown in the Box 9 below.

Box 9 – Examples of learning reviews conducted by WILPF

- March 2021: Method of Work: Resourcing Feminist Peace Learning Review
- July 2019: WILPF Mid-term Learning review
- May 2018: WILPF Small Grants Learning Review
- December 2018: ‘Feminist Movement for Change in Syria – Learning Review
- December 2018: Case Study: Reaching Critical Will – Increasing Gendered Language in the First Committee
- September 2018: WILPF International Congress in Accra, Ghana Learning Review

In addition to the learning reviews a number of case studies were also conducted (e.g. of Colombia and Cameroon), which also identify a number of relevant lessons learnt for programming. These learning reviews and case studies are good examples of WILPF’s commitment to learning in action and good practices. An external stakeholder confirmed this: *“What I like is the constant learning and scrutiny. They never rest but always think of how they can improve”*. The evaluation team found that there is still room for improvement around promoting learning among sections, particularly in terms of increasing training efforts in MEL and reporting as well as supporting sections directly in MEL. Generally, the team found that some sections had less affinity with MEL or were not sure what it meant: it appears that sections awareness and contributions to MEL is uneven. This is also confirmed by the NORAD MTR, which found that capacity-building on the MEL component is well received and considered as means to contribute to institutional strengthening, with importance beyond the project. The MTR noted a considerable interest by NORAD project partners to engage in more structured capacity strengthening on MEL frameworks.⁴⁸

The interviews with the WILPF Colombia and Sweden suggest that there are no common guidelines and an actual integrated system for the Monitoring and Evaluation process (see Box 10 below). This would imply incompatibility of systems. A possible reason for this could be that sections obtain funds for projects by different donors with different templates and requirements in respect to the log frame or another reason is that there is no clear guidance between sections to report and establish indicators to measure impact. There is coordination support from WILPF Sweden in joint projects, but there is no direct support from the International Secretariat.⁴⁹

While incompatibility can hinder measuring results towards outcomes the International Secretariat prefers not to be too prescriptive to sections about how to use their MEL systems. Sections contribute (in)directly to overall outcomes thus assessing such

⁴⁸ Women International League for Peace and Freedom., (2021g). Mid-term Review Growing the Movement for Feminist Peace. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P. 30.

⁴⁹ Group Interview with WILPF Colombia team and Interview with WILPF Sweden.

contribution is relevant and contributes to the effectiveness of implementing programmes.

Box 10 – Colombia example

A Strategic Planning process is operated through an Operative Annual Plan and the process appears to be autonomous and disconnected from the International Secretariat Strategic Plan. In WILPF Colombia there is Program Coordinator in charge of the MEL activities working on a result-based framework with activities, products, responsibilities, and context. Additionally, there is a working schedule that integrates the activities and objectives of all the funded projects. Monitoring is monthly and is based on quantitative and qualitative methods. Indicators are based on the ToC of WILPF and feminist values (no examples of indicators given). Currently the organisation opened a call to transit the evaluation process to a virtual platform and better integrated information.

Based on this, it would be pertinent to ensure that sections and groups can participate in the MEL system and resonates with their needs, in line with WILPF's feminist values, as explained below.

WILPF's approach to MEL, as described in the Strategic Plan⁵⁰, builds on feminist values, as is illustrated in Box 11:

Box 11 – Feminist approach to MEL

WILPF strives to take a feminist approach to MEL. This means that it becomes an empowering process to WILPF and Partner organisations in and of itself, in the understanding that the knowledge gained is a powerful resource and should be used by the people who create, hold, and share it. A feminist MEL approach recognises that MEL activities themselves can challenge or maintain power relationships and should enable WILPF and Partners to learn from mistakes as well as achievements, challenge underlying assumptions, and question why changes have occurred.

Implementing Feminist MEL is still something WILPF is learning how to do. According to WILPF's feminist MEL approach it differs from a "top-down donor driven" process as it shifts the power to be about the organisation, what they do, how they learn, and ultimately how they improve activities. The evaluation team assess that continuing to develop the Feminist MEL Guiding Principles is highly relevant and could help shape future learning and documentation of results in a way that is aligned with WILPF's core values. However, embedded in this Feminist MEL are some inherent dilemmas around how to set a guiding framework for M&E, which consists of ensuring that sections and partners have sufficient knowledge and capacity to feed into

⁵⁰ International Secretariat Strategic Plan 2017-2021, p. 21.

MEL and ensuring at the same time not to overburden them and managing some donor expectation around showing impact.

3.2.4 Summary of effectiveness findings

WILPF has made good progress towards achieving all 6 outcomes. As indicated above, many outputs have been achieved and mostly documented but in assessing the degree of achievement there is a lack of targets and baselines. Progress in Outcomes 5 and 6 is significant based on the indicators but it is unclear how this change comes about and what contribution WILPF provided. The local to global process is taking shape, for example, but the return to local is more incidental and also dependent on Section and Group's capacity. Africa and Columbia provide good illustrative evidence on these achievements, including the critical role that the IS plays. In this context the core grant has been a main driver behind these achievements even if Sida's contribution as a percentage of the total funding is modest. It signifies that the IS cannot implement the Strategic Plan without such flexible funding that positions WILPF as a convening power at the forefront of debate and action.

The International Secretariat continues to grow, and its position is strong in working at all levels to interact with those that can influence the lives of women. Its technical capacity has supported implementing outcomes while being cautious in remaining a flat organisation. The latter needs to be carefully guarded in the next Strategic Plan.

MEL has acquired a central role in the organisation and contributes to documenting and monitoring progress of outcomes while learning is becoming mainstream in the organisation. Without MEL taking a dominant position in the IS, Sections and Groups are not yet up to speed how MEL can contribute to the Leagues objectives which needs to be addressed.

3.3 IMPACT - WHAT DIFFERENCE DOES THE INTERVENTION MAKE?

The Secretariat as outlined in many instances above has been a key contributor to impact in partnership with the sections, partners (especially in the MENA region) and the membership.

The IS has contributed to impact for all outcomes as examples in Annex 7 demonstrates. For example, in 2019, WILPF undertook advocacy to ensure the two new Security Council Resolutions on Women, Peace and Security (WPS) adopted in 2019 (UNSCR 2467 and UNSCR 2493) moved the WPS Agenda forward and did not roll back existing commitments. In 2017, 122 governments voted to adopt the Treaty on the Prohibition of nuclear weapons at the United Nations General Assembly. This new legal instrument outlawing nuclear weapons is the result of nearly a decade of work for WILPF and its partners in the International Campaign to Abolish Nuclear Weapons (ICAN). The Nobel Peace Prize was awarded in 2017 to the International Campaign to Abolish Nuclear Weapons (ICAN), of which WILPF is an active and a Steering Group member, in recognition of the collective work to achieve the Treaty.

The Nobel Peace Prize press release on October 6, 2017, read: “The organisation is receiving the award for its work to draw attention to the catastrophic humanitarian consequences of any use of nuclear weapons and for its ground-breaking efforts to achieve a treaty-based prohibition of such weapons”⁵¹.

Also, sections achieved impact: for example, in 2017 in Colombia, where more than 100 provisions on gender, including on zero tolerance on sexual and gender-based violence were integrated into the peace agreement based on women civil society’s recommendations. In 2018, WILPF ensured that references to gender-based violence, gendered impact of small arms and women’s participation were made in a report adopted by the UN Programme for Action on small arms and light weapons. This language contributes to mainstreaming of gender in small arms control and is a concrete result of WILPF’s joint advocacy work with other civil society organisations.

For the MENA region, the mid-term evaluation showed that the IS contributed to enhancing capacities of partners to engage with duty bearers in MENA, including providing provided high level technical advisory and accompanied partners in drafting and submitting to human rights instruments and treaty bodies (see Annex 7). In Yemen, concretely sexual violence was brought into the international limelight. For instance, the Security Council Resolution 2564 (2021) condemned “conflict-related sexual violence in Houthi-controlled areas.”⁵² This was the culmination of efforts exerted by grassroot organisations, including Peace Track Initiative-Yemen’s work in integrating gender.

Given the example above, it is clear that the IS is achieving impact both at global level and in support of impact that sections can have, including making meaningful and powerful changes in national, regional, and global context as the Colombia example demonstrates. In other words, WILPF as a global organisation can contribute to change from a feminist peace strategic and operational perspective. As several interviewees have pointed out, this is the accumulation of many years of work beyond the current Strategic Plan, perseverance, leadership, growth and more than a century of existence and battle. Partners have also been key in achieving such impact. A recent concluded evaluation of the MENA region concluded that: *“Partner organisations have been building mechanisms for meaningful engagement on national, regional, and international levels.”*⁵³

At high level forums such as the Security Council with resolutions with a constituency and the Human Rights Council with resolutions, and recommendations from UPR and treaty monitoring bodies, WILPF never gives up, is always present and exhaust every opportunity. This high-level visibility, voice and persistence have an impact in that – despite setbacks – it produces a constant and where possible loud but peaceful voice.

⁵¹ Source: <https://www.nobelprize.org/prizes/peace/2017/press-release/> (last accessed: 12.07.2021).

⁵² The Security Council Resolution 2564 (2021), <https://undocs.org/en/S/RES/2564> (2021)

⁵³ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P.55.a

Analysis and advocacy lead to changes in resolutions and make dents for WILPF to follow up.

This position and acquired role are hard to measure also since achievements and impact are only reached after many years of work and not just in the time span of a Strategic Plan. Annex 7 also refers frequently to outputs contributing to Outcomes and ultimately to (likely) impact and that the outputs are often steps towards impact in a long and labour-intensive process.

While the movement has grown – which could be considered an impact in itself – there is reporting at section level that different kinds of outputs have contributed to impact, but the latter regrettably is not very well captured. See MEL section 3.2.3. For example, WILPF's Afghanistan President invitation at the Security Council WPS briefing on Afghanistan, WILPF Nigeria [‘Women Situation Room Nigeria \(WSRN\)’](#) expanded and implemented activities in 9 states and built capacity of 70 women leaders to strengthen women's political participation in peace processes, including election monitoring, LIMPAL was part of the delegation to WCS and participated in CEDAW review of Colombia and contributed to the National Development Plan, including holding bilateral meetings with government officials and UN. WILPF DRC has played a key role in bringing domestic violence to the UPR and the CEDAW Committee when most NGOs tend to focus on sexual violence in conflict. There are numerous examples like these, including how processes evolve over time but impact is not systematically collected in whatever form and how WILPF contributed, and was it the key contributor to the change? The latter is relevant because it would also clarify and strengthen its position and identity if it can show what it is capable of in addition to the advocacy, influencing, networking and convincing.

This also related to the ToC discussed above (see section 3.1.1) that if change both in process and results, thinking and acting differently, the road to impact and WILPF's contribution and documenting is necessary. This will also have an effect on WILPFs future course and funding. Finally, the discussion of the MEL system above in section 3.2.3 shows that Outcome mapping to capture processes and collect evidence on how WILPF contributes to impact is weak.

The interviewees provided additional examples to what reporting provides and we assume impact, but the written evidence is not impact focused. This in turn is related to what we observe in Outcomes 5 and 6 where advocacy and analysis combined with campaigning, solidarity and other ways of mobilising have been empowering but it is hard to see how this affects women's lives and in particular at the grass roots level where also the membership resides and works. This is a major shortcoming which is also related to the results framework which is very output oriented and has indicators for the Outcomes.

Outcomes 5 and 6, however, including the mutually reinforcing effects demonstrate that WILPF has convening power. It works in such a way that through its International Secretariat and having close access to actors in New York and Geneva it can bring about change. Sections use their voice in the multilateral processes and influence and

the global to local is taking shape holding national governments to account but the unwanted or wanted effects are not explicit.

3.3.1 Summary of Impact Findings

The IS and the Sections both demonstrate examples of impact, including making meaningful and powerful changes in national and regional contexts. There is room for improvement around documenting how this affects women's lives, particularly at the grass roots level. It must also be noted that impact takes time and that WILPF's work in achieving outcomes is only reached after a considerable number of years thus building on what WILPF did before the current Strategic Plan. WILPF's visibility, voice, and persistence over time, however, produce a constant voice which is not always captured in terms of what difference it has made. Nevertheless, WILPF has achieved a level of convening power which is critical in achieving impact

WILPF is also involved in many processes where impact can be partial in achieving another step towards a desired goal: this is also the case for the Sections. While this is progress the impact stories and contribution need to be better captured which will also support strengthening WILPF's position and defining its added value. Impacts (including the process towards impact over a long trajectory) are not always clearly identified, including the desired effect on women across the globe.

3.4 SUSTAINABILITY - WILL BENEFITS LAST?

3.4.1 Sustainability of the work and growth of the IS

Growth is a critical contribution to WILPF's position and role globally, regionally, interregional, and at national level. Without the core grant this would not have been possible or with substantial delays and levels of frustration at all levels of the organisation. It would also have a profound effect on programmes which are financed with other, restricted donor resources. The Secretariat is mostly financed by Sida and thus are the human resources closely tied to the programmes that are financed from other non-Sida resources. The core grant therefore directly attracts resources based on what the Secretariat can deliver in close consultations with sections.

Sections in their turn need to be able to enlarge their funding base which may be somewhat easier if they gain a better position, gain traction on their activities and engage in partnerships. Part of the traction is also the extent to which they can consolidate the membership, including attracting younger members and decreasing dependency on one or two individuals.

The NORAD evaluation on MENA recommended to focus on younger generations and partnerships: "in order to enhance sustainability, the MTR recommends working with younger generations. Additionally, the MTR recommends further organisational

strengthening of partner organisations as a path towards securing independent sources of funding and enhancing sustainability”.⁵⁴

The Secretariat is the linking pin and hub where programmes, support and technical expertise come together. Sustainability is therefore not only a financial issue but also a question on how WILPF can consolidate its work.

WILPF Colombia has the challenge to achieve economic sustainability given the instabilities in international cooperation and competition for funds between feminist organisations in the country and the region, particularly impacted by the global health crisis. The Secretariat’s support has been a sign of recognition of the solid work conducted by WILPF Colombia. Despite financial contributions from other projects, the Secretariat’s support continues to be essential to strengthen the section in administrative, monitoring and evaluation and in the territorial coordination of the regions of Bolivar and Meta. The financial support has allowed WILPF Colombia to grow and contribute to positioning in strategic areas that align with WILPF’s strategy plan with regional and international feminist and pacifist movements.

Sustainability is also related to strengthening WILPF Colombia’s capacity to advocate and “be heard” in the international arena and make the international community accountable and co-responsible for the improvement of gender equality and peace processes.

In Africa, groups and sections have created mechanisms, including collaborations, partnerships, dovetailing as ways of ensuring sustainability of their results. The following sentiments capture these mechanisms. Respondents indicate that “We have set structures and mechanisms to maintain the momentum around the results achieved. For instance, there is call centre, a Women’s consultative platform, a Legal clinic and 3 offices in the country to keep working for a long time”. “Much of our activities dovetail with the interventions of other organisations to cut back on financial and other resource outlays” and “networking is very important, and it is important for sustainability because you have created an alliance with other organisations”.

Interviews show more scepticism on how sustainable sections and groups are, but the regional element combined with capacity building investments in the past are paying off. There are also a considerable number of volunteers who can train their members, including in other sections. Partnerships are considered an important asset if WILPF can bring knowledge, skills, and experience to the table that other CSO’s do not have, including the access to the global level (Outcome 6).

3.4.2 Sustainability of Regional Growth

Capacity building has been a key driver in making sections work and programmes more sustainable and sections can work more autonomously and support each other, including with proposal writing and accessing funds. Nevertheless, the Africa survey

⁵⁴ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P.6.

shows that capacity building remains a need and that as the sections and groups grow, more sections can deliver in response to the Outcomes and the Secretariat's programmes. This is a rotating circle which is permanent and positive in terms of growth but requires capacity in Geneva and elsewhere. The case study also shows that national and joint funding options exist despite the fact that many countries remain in conflict and donor's funding cycles are often relatively short. Funding, however, remains a challenge across the league.

Sustainability is not only a financial issue but also a question on how WILPF can consolidate its work. For example, while growth is relevant in order to achieve more over time it may also be an option and in particular for Sections to increase stability in their overall organisation, getting deeper into the work programmes and reinforce capacities on the most pressing needs in order to achieve results nationally and regionally.

The Africa case study demonstrates that in Africa, well established sections with an office and effective institutional set up can move forward on their priorities more and more independently. A well-functioning office, including security is pre-condition for volunteers to have a solid base and for outsiders to recognise WILPF's national status. Capacity building has been a key driver in making sections work more sustainably and sections can work more autonomously and support each other, including with proposal writing and accessing funds.

The Africa survey indicates that many of the sections and groups (46%) can moderately mobilise resources. Reading this in relation to section 3.2.3 and the relevance and effectiveness chapters, (on capacity building), it is clear that capacity building is required in the area of resource mobilisation. Note that only 3% are confident with resource mobilisation, lack of this asset may disrupt sustainability efforts by sections and groups. Respondents indicate that: "Appeal to local embassies for support; mobilisation of membership; intensify proposal writing but there will be the need to equip members with the required skills" and "we can mobilise capacity building resources, use our time and talent, when it comes to financial resources it's a challenge due to the economic crisis in our country we go to work but we need help ourselves because our salaries cannot buy a month supply of groceries let alone pay bills and fees."⁵⁵

The Africa case study also shows that growth is possible and that it can be sustained to some extent if younger sections can be supported in building a strong structure and management, including taking security measures. This would focus on the organisational side and the mentoring and support from older sections combined with technical advice from the Secretariat will support sections to become more independent. Given that Outcomes 5 and 6 are strongly interrelated addressing the sustainability question is therefore dependent on combining consolidating both efforts in these Outcomes.

⁵⁵ See Annex 8 for full survey results.

From the perspective of the Secretariat, it would require ensuring that governance structures of sections, including management, communication, and membership are improved. This requires some financial support as well ensuring that Groups can become Sections and that Sections need support in executing current programmes and where possible and relevant expand.

The African case highlights that focus and support on Outcome 4 had significant results and that in order to sustain the current number of Sections and Groups consolidation needs to take place to ensure that Sections continue their work and grow substance wise and ensure that the membership is robust enough to grow further. This also brings forward the question on further regional and interregional growth. WILPF will most likely be confronted with the same sustainability questions if other regions would get similar attention in the next Strategic Plan. This would imply that growth questions need to put the sustainability question up front and thus the funding position of WILPF itself (grant maker) as well as how it can access more unrestricted funding by principle. This would require a fundamental discussion and approach to funding that accompanies the Strategic Plan in support of consolidation of work in Africa and sustained growth in other regions.

The support from WILPF Sweden (through joint sister section projects funded by the Swedish Government) has also been a real push for growth which begs the question what role other sections can play without pursuing a colonial mindset. Moreover, some sections in Europe are also struggling financially.⁵⁶

3.4.3 Summary of sustainability findings

The core grant is more than a flexible funding source: the core grant allows WILPF to develop new areas of work through analysis, research, and learning. The role of the International Secretariat in this context is critical, including whether it should further grow or whether regional hubs may be an option. Such strategic considerations need to be decided upon in light of a financing model that combines core and programmatic funding. Core funding can and should be catalytic in attracting additional (core) funding if outcome four is to be achieved. Growth of the League is not sustainable without multiple, combined sources of funding. In particular the Africa case study demonstrates that Sections and Groups need support in resource mobilisation to sustain and expand their work. Focusing on younger generations in sections is also required to sustain sections in the long run. Capacity building has been a key driver in making Sections work more sustainably and Sections can work more autonomously and support each other which also increased the sustainability of Sections and to some extent the option to work more independently. Regional work has proven in the Africa case to be highly effective and the systems in place to jointly collaborate will not easily erode noting that Section and Group members are volunteers.

⁵⁶ The learning event demonstrated that a funding relationship could risk a kind of colonial approach where more established, and richer section in the North would fund sections in the South. WILPF Sweden has a policy on sister section collaboration which could be a starting point to determine how such collaboration could take place.

4 Conclusions

Below, we present the key conclusions from the evaluation.

4.1 OVERALL CONCLUSIONS

The support of Sida as well as the partnership are highly beneficial for WILPF, enabling WILPF to combine being a grassroots organisation with a global outreach through its Secretariat. Core funding provides a basis for WILPF to determine its own agenda, seek opportunities and remain at the forefront of feminist peace, which is highly in line with Swedish Foreign Policy priorities. WILPF – as a result of core funding – has shown that it can strengthen its position, remain at the forefront of feminist peace, and intervene at global, regional, and national level with a strong voice which is recognised and respected.

4.2 RELEVANCE

WILPF's work is relevant to multiple audiences globally, regionally, and nationally and the work of the International Secretary, hereunder the strategic objectives and support provided is regarded as relevant by Sections, groups and partners. While the Strategic Outcomes specifically are relevant to Sections and Groups, the overall Theory of Change and particularly the cross-cutting Outcomes 5 and 6 and Outcome 4 needs rethinking/reordering.

Growth of the movement demonstrates that its relevance increases at grassroots levels, including through the establishment of new Sections and Groups. The functioning and facilitating role of the International Secretariat combined with being a knowledge hub, using relevant activities and work methods and supporting sections is relevant throughout the League: its growth, however, needs to be put into perspective considering the growth of regions.

WILPF has responded well to the COVID-19 pandemic and has used it to seek opportunities to address feminist peace.

WILPF's Theory of Change remains relevant, including most of its assumptions. It has been a relevant guiding framework while the results framework has been less articulate in terms of collecting evidence on progress

WILPF's work is relevant to Sida and to advancing feminist peace globally, regionally, and nationally. Feminist values remain leading for WILPF as well as using WILPF's methods of work which are relevant to advancing the feminist peace agenda. Analysis and Advocacy are leading among the methods of work. The Feminist Political Analysis

seems highly relevant and is gaining more traction across the League and in spaces where WILPF interacts.

The International Secretariat's contribution is critical to remaining relevant globally through its programmes: to international bodies, treaties, and conventions. It is also the linking pin between and among sections providing facilitation, technical knowledge, and capacity building. WILPF's work with partners is critical in undertaking joint work while also ensuring that it provides added value with its focus on feminist peace.

As the Africa case demonstrates WILPF can increase its relevance through regional growth reaching out to volunteers and partners with the result that the number of Sections and Groups are growing. Other regions, however, are somewhat left behind.

For African sections, the work they can undertake at multilateral level is relevant and empowering: Sections are part of an international organisation while pursuing their national objectives. This is clearly demonstrated in the various mechanisms for Human Rights, for example.

4.3 EFFECTIVENESS

WILPF has made significant progress in achieving its Strategic Outcomes with a critical role for the International Secretariat which has grown since the start of the Strategic Plan. WILPF combines a long-term perspective with pro-active and reactive opportunities where Outcomes and methods of work are effectively used, including feminist values. WILPF is effective in implementing programmes and the contribution of the International Secretariat, including to sections demonstrates that WILPF effectively engages in the different fora and that it uses its analyses and voice to break ground for feminist peace. As a result, it can hold a prominent and unique position, influence narratives around feminist peace and creates impact.

The MEL efforts have also increased during the evaluated period, resulting in MEL becoming a hub for learning and strategic thinking for the International Secretary. The results framework to reach the outcomes has some shortcoming, particularly in terms of measuring outcomes, which also challenges WILPF's ability to show systematic evidence, change logics and contribution to impact and change.

Methods of Work used by the International Secretary and within the movement are effective and sections appreciate them (although with varying degrees of importance). Advocacy and Analysis are core to WILPF, while Feminist Political Economy is gaining significant traction at all levels, including multilateral level and across different outcome areas.

WILPF is growing in numbers (sections and groups), in substance (engagement around critical WILPF topics) in being heard and influential (UN – regional - bodies, treaties and other international agreements). Growth, however, is uneven across the league, and certain geographical regions and Sections are more in focus than others.

The International Secretariat is well aware that WILPF needs to remain a flat organisation and that pursuing a non-hierarchical relationship with sections is necessary to protect the identity of WILPF. WILPF providing sub-grants has been effective and a lot can be achieved with little, however, more internal discussion are needed how WILPF can approach sub-granting in light of its feminist values and principles.

4.4 IMPACT

WILPF's key contribution to impact is its convening power that continues to grow as a result of the different programmes and the role of the International Secretariat. The core funding plays a central role in allowing WILPF to choose its course and uses opportunities to provoke change. Both the International Secretariat and Sections contribute to impact at all levels: national, regional and global.

Impact is often reached after a considerable number of years, including with the support of partners and partial steps towards impact need to be acknowledged as part of the process towards impact, and even sometimes merely 'holding the position'. Documenting and assessing impact systematically is challenging, including showing how WILPF's work impacts women's lives.

4.5 SUSTAINABILITY

Core funding remains critical to WILPF's growth and functioning and Sida's contribution as a partner for mutual benefit and learning is valuable. Sections are increasing in sustainability in terms of programmes and skills keeping in mind that sections consist of volunteers. To some extent, sections can mobilise funding, but more is needed to strengthen WILPF's work in the regions. (Inter) regional collaboration supports the League to become more sustainable.

5 Lessons Learned

Africa case:

1. Growth takes a long time, requires a consistent approach and needs to be well focused and funded. Support from the Swedish Government provided to WILPF Sweden has combined with grants from the International Secretariat, enabled strategic growth in the Africa region.
2. Regional representation in WILPF's governance can be supportive of decentralisation processes and growth and could provide a good anchor to regional work.
3. Growth in numbers and members is important but equally important is section's consolidation on work areas with a long-term vision (women, peace and security, gender equality, human rights) and continued capacity building

Colombia case:

1. A flexible budget is key in time of crisis for local Sections: WILPF Colombia had the flexibility in the use of resources which was crucial in order to maintain its network and continue work in the regions with women leaders during COVID-19.
2. COVID-19 and the transition to virtuality gave the opportunity to the Colombia section to participate in events organised with other sections. This proved to be a real asset.
3. Membership quotas in sections such as Colombia, a developing country, should be reviewed because of the limited resources/low income of the beneficiaries/women.
4. Long term presence at the local level (such as the regional coordination of Bolivar and Meta in the case of Colombia) is fundamental to generate effects in Outcome 5 and the impact in women's life and movements (especially in regard to sustainability and replicability).
5. MEL systems were not compatible with local needs and capacities.

Local to global case:

1. Outcomes 5 and 6 reinforce each other and can be powerful drivers for growth, including for younger sections.
2. It was not convincing that outcome 5 and 6 should be cross cutting, particularly considering the high degree of overlap between the more 'thematic outcomes' and programme work in specific countries but also as the 'local to global' dynamic effectively takes place in several outcomes. If reported on as a separate outcome, there is a risk of double-reporting and also of confusion. The original ToC did not reflect such cross-cutting outcomes which seemed appropriate and in particular when assessing progress of achieving the outcomes.

6 Recommendations

Below, we summarise the key recommendations derived from the evaluation findings and conclusions.

6.1 RECOMMENDATIONS FOR SIDA

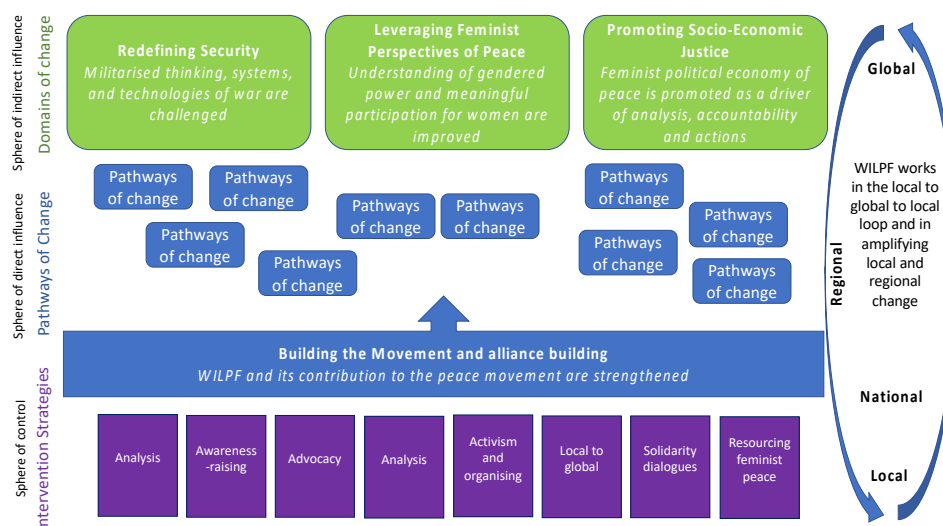
1. Continue providing core funding to WILPF, and uphold the partnership approach, corresponding with its (regional) growth and promote devolving Secretariat functions to regions.

6.2 RECOMMENDATIONS FOR WILPF

TOC, Strategic Outcomes and results framework in the upcoming strategic phase

2. **Refining the ToC:** The evaluation team looks positively at recent efforts of having one International Programme (merging the International Programme and Strategic Plan). In light of this, WILPF should refine its Theory of Change including spelling out the pathways of change and unpacking ‘how change happen’ under each ‘strategic Outcome/work area’ or ‘domain of change’ (see Figure 3 with the team’s illustration), including assumptions. We also suggest that Outcome 4 is integrated as a ‘process Outcome’ as it feeds into the overall domains of change areas and the two cross-cutting Outcomes are taken out as strategic outcome areas but integrated under the three ‘domains of change’. This is provided that the activities undertaken in relation to ‘local to global’ and in specific countries and regions (amplifying change) can fit under the three thematic umbrellas (domains), which the team judges as feasible, as this is already taking place.

Figure 3 – ToC illustration



3. **Strengthened results framework and indicators:** Strengthen the result framework with revised Outcome indicators ensuring consistent focus on Outcome-level and that the means of verification are critically reviewed to assess real changes in behaviour and systems and ensure that they are measurable.⁵⁷ One possibility could be exploring unpacking the preconditions in the ToC further to show the logic thinking and assumptions under each strategic Outcome. This can help strengthen learning around whether and how the activities and outputs are leading to the desired changes as well as monitoring the assumptions. This could be done during the yearly MEL meetings. Since this is a strategic ToC and results framework, the team deems that output indicators are too detailed and prescriptive for the work of a large movement.

The Secretariat and its support

4. The Secretariat needs to have sufficient human resources to implement the new Strategic Plan and it is recommended that WILPF considers devolving roles and responsibilities to regions to keep the Secretariat lean. The team recommends that the MEL section, communications, and membership are strengthened in support of the overall results framework. This needs to reflect the ambition of the Strategic Plan as well as the needs of members and sections. This needs to be undertaken in light of specific consultancies that are currently ongoing in these areas. Strengthen Human Resource policies, including a diversity policy to increase mobility within the organisation and promote diversity.
5. **Reviewing key activities and work methods:** In terms of preparing for the next phase, the key activities and work methods need to be reviewed and expanded. Hereunder, 'Learning' and 'Campaigning' could be considered as work methods. In a similar vein WILPF should continue to develop concepts and approaches as part of the methods of work and relevant to WILPF's vision and ambitions as expressed in the new Strategic Plan, such as the important contribution of the FPEA. In this context it needs to ensure that its feminist values are well articulated and communicated to demonstrate its added value to other feminist organisations. It is recommended that WILPF rolls out the feminist political economy analysis tool across more sections where opportunities arise and funds permit. WILPF should assess whether some work methods need further attention like for example country-specific advocacy and at sub-national level, including strengthening sections' capacity and communication skills. For MEL, it is suggested that (short) studies on impact are launched to determine WILPFs position and unique role and include sections and that WILPF considers the opportunity to be a frontrunner on feminist MELs.

⁵⁷ Specifically on indicators: Indicators such as 4.1, 4.2 and 4.3 for example are not SMART indicators e.g. How do you measure 'enhanced community'? Indicators 1.1. and 1.2 are good, as 'evidence of uptake of gender analysis' is possible to provide evidence of. Some indicators for Outcomes 5 and 6, are arguably more output focused (e.g. 5.1 'Local initiatives implemented' and 6.3 'Evidence of "local to global to local" participation') and are indications of activities/outputs, but does not say anything about what happens afterwards (outcome-level). Indicator 6.2 is a good example of a more outcome-level indicator.

Growth and support to sections

6. Consider devolving Secretariat functions to regions and/or developing regional entities responding to the new Strategic Plan/International Programme. The Africa case study could serve as a learning case in other to discuss WILPF wide how growth in the regions can be facilitated, including funding. Particularly looking at anchoring the regional strategic work and collaboration with the regional representatives and collaborating with partners is a good opportunity. Regional strategies should be considered which feed into the new strategic framework and promote the implementation of the next International Programme through the regional representative.
7. Launch a needs-based assessment for sections to increase growth of the membership and enlarging sections' programmes. Consider how the Secretariat can become more transparent and clearer in how it works with sections ensuring that in all its functions it remains non-hierarchical. Strengthen sections in leadership and succession planning, including focus on young WILPF combined with the needs assessment above. Update a WILPF wide security policy and protocol for all sections and groups and prioritise those sections and groups that are vulnerable with the necessary means.

Funding

8. Add to the funding inventory funders related to feminist peace, conflict, gender, local pace builders, etc. and identify and target funders proactively showing what WILPF does and is capable of in conjunction with impact studies to demonstrate results. This should also include exploring more avenues for getting core funding to fund research both at the Secretariat and in collaboration with sections. Resolve the sub-granting role of WILPF considering how other organisations have done this successfully.
9. Consider how sections can support each other following the role of WILPF Sweden avoiding a neo-colonial relationship and accessing joint funding irrespective of section location.

Annex 1 – Terms of Reference



Terms of Reference for the Evaluation of Women's International League for Peace and Freedom (WILPF), core support 2017-2021

The Swedish International Development Agency, Sida, is seeking a team to conduct the final evaluation of Sida's core support to WILPF International Secretariat for the implementation of the Strategic Plan 2017-2021.

The evaluation team should demonstrate suitable experience in the following: evaluating organisational Strategic Plans and Theory of Change (ToC), focus on facilitating learning for the organisation and ensure concrete connection with the next strategic phase. In addition, the team should have knowledge of feminist Monitoring, Evaluation and Learning (MEL) methodology and sharing of good practices and global experience specifically in supporting learning for women and/or peace movements.

Date: 2021-02-05

1. General information

1.1 Introduction

The Women's International League for Peace and Freedom (WILPF) is a global women's rights organization founded in 1915. WILPF works to achieve feminist peace for equality, justice and demilitarized security through a twofold and interconnected methodology: by addressing root causes of violence with a feminist approach and by mobilizing for non-violent action. WILPF is a member-based organization with active sections and groups in around 50 countries around the world, but also functions as an international non-governmental organisation with programme collaborations and work in geographical focus regions and countries.

Sida and WILPF have maintained a strong partnership since 2015. Sida is engaging in an external evaluation relating to WILPF International Secretariat Strategic Plan 2017-2021. The main purpose of this evaluation is to assess the implementation, results and lessons of the Strategic Plan according to the evaluation criteria: relevance, effectiveness, sustainability and impact for the time period of 2017-2021. WILPF Monitoring, Evaluation and Learning (MEL) framework and this evaluation prioritise learning and a participatory process. It is expected to yield concrete recommendations for increasing the impact of WILPF's work for WILPF's work and suggested actions, if any, for both immediate and long-term implementation. As such, it is also intended to inform the development of the next WILPF's Strategic Plan. The Strategic Planning development process has commenced and will be facilitated in 2021 by an external facilitator. The next strategic plan will be implemented from 2022.

1.2 Evaluation object: Engagement to be evaluated

The evaluation objective is to evaluate *“Advancing Feminist Peace: WILPF International Secretariat Strategic Plan 2017-2021.”*

“Advancing Feminist Peace: WILPF International Secretariat Strategic Plan 2017-2021” guides WILPF journey towards advancing feminist peace. The COVID19 pandemic has exposed and exacerbated the serious and challenging global threats: massive and increasing inequality, violence, militarisation, injustice, polarisation, environmental degradation and climate change. The overall goal of feminist peace is for equality, justice, and demilitarised security. In WILPF's definition this requires feminists to think and act differently: building the movement; redefining security; leveraging feminist perspectives on peace; promoting socio-economic justice; and mobilising women to make known and abolish the causes of war and violence.

The Strategic Plan is framed around the four main Work Areas as described in the International Programme 2018–2021. Within this framework, the International Secretariat works towards achieving six strategic Outcomes. Outcomes 1-4 are linked directly to the four Work Areas, while the 5th and the 6th Outcome crosscut all Work Areas, as described below:

WORK AREA	OUTCOME
1. Building the Movement	Outcome 4: WILPF and its contribution to the peace movement are strengthened
2. Redefining Security	Outcome 2: Militarised thinking, systems and technologies of war are challenged at global and local levels

3. Leveraging Feminist Perspectives on Peace	Outcome 1: Understanding of gendered power and meaningful participation for women are improved through advocacy and actions for peace at global and local levels
4. Promoting Socio-Economic Justice	Outcome 3: Feminist political economy of peace is promoted as a driver of analysis, accountability, and actions at global and local levels
CROSS-CUTTING OUTCOMES	
Outcome 5: Amplifying Local and Regional Change – Strengthen how women organise, meaningfully participate, and provide gender perspectives on root causes of conflict, conflict prevention, resolution, and peace process at local and national levels	
Outcome 6: Improve Multilateral Actions – Accountability and integrated policies of the multilateral forums are actively promoted	

Background

In 2016, WILPF International Secretariat developed a Theory of Change with two interlinked pathways of change and the above-mentioned six strategic Outcomes. The Theory of Change was the basis of its Strategic Plan 2017-2019. In 2018 the International Congress adopted a new overall International Programme for the WILPF movement that focuses on four Work Areas. In 2019, WILPF International Secretariat conducted an external mid-term evaluation of the Strategic plan 2017-2019. The mid-term evaluation concluded that the overall direction and Outcomes remain aligned. WILPF revised the Strategic Plan keeping all those six Outcomes which were then integrated and reorganised under the four Work Areas of the International Programme adopted by the International Congress. The International Board approved the revisions and approved an extension of the Strategic Plan by two years (2020-2021). Sida then amended its original agreement, adding extra funds, in line with the extended time period of the Strategic Plan.

WILPF International Secretariat also revised its Monitoring, Evaluation and Learning (MEL) Results Framework, which details the Outcomes, action areas, activities, assumptions, and Outcome-level indicators. The indicators set at the Outcome level in the Results Framework help capture the results and impact of WILPF work at all levels (global, regional and local).

Budget

WILPF's International Secretariat receives core funding from Sida under the agreement 2017–2019 and amendment 2 extending support 2020–2021. Sida supports WILPF with SEK 42,500,000 for the 1 January 2017– 31 December 2021 grant period.

To implement the Strategic Plan, WILPF International Secretariat has annual budgets of approximately CHF 2.8 million (2017), CHF 4.9 million (2018), CHF 5.2 million (2019), CHF 6 million (2020), and CHF 6.3 million (2021) totalling approximately: 25.2 million CHF for the 2017–2021 period.

WILPF International Secretariat has sustained and managed growth over the last number of years and plans to deepen and consolidate resources.

Previous evaluations

- 2016 External Evaluation supported by Sida but commissioned by WILPF
- 2019 Mid-term review supported by Sida but commissioned by WILPF
- 2019 Internal management and control system review by Ernst and Young commissioned by Sida
- 2020 /2021 External evaluation of a Norad-funded project, ongoing

1.3 Evaluation rationale

The end-term evaluation is scheduled in advance of the next phase of Strategic planning and should feed directly into the adaptive learning and planning. The Strategy development process will happen in parallel with the external evaluation and there will be opportunity for cross-fertilisation.

Article 13 – Evaluation of the Agreement between Sida and WILPF reads as follows:

WILPF shall undertake a mid-term review of the Core Activities during the first implementation period 2017-2019. The cost for the mid-term review is included in the budget for the Core Activities. Sida shall be invited to provide feedback on the draft Terms of Reference including scope of the evaluation, selection of consultants and on the draft report.

An end-term evaluation focusing on results achieved by the Core Activities shall be carried out by 2021. Sida shall draft the terms of reference for the evaluation and submit them to the other Party for approval. The costs of the evaluation shall be by Sida over and above the Grant.

If either party carries out or commissions an evaluation of the Core Activities, it shall provide the other Party with a copy of the evaluation report.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose of this evaluation is to examine the impact and lessons learned by the implementation of the Strategic Plan/Core Activities and assess its robustness and effectiveness to achieve WILPF's ToC. In particular, the evaluation should:

- Help Sida and WILPF to assess the progress and results of WILPF by following the current Strategic Plan
- Help to identify methods and processes in terms of programme implementation and MEL practices that work in pursuing WILPF Theory of Change.
- Provide actionable insights and recommendations that can be adopted by WILPF to improve its programmatic work in line with its values and vision.
- Inform decision-making on the necessary adjustments and improvements for the next strategic plan.
- Help Sida to assess progress of its portfolio on women, peace and security - to inform strategic decision making in the area of increased inclusion of women in peacebuilding and in peace processes.
- Provide Sida and WILPF with inputs for upcoming discussions concerning the preparation of a new phase of engagement.

The primary intended users of the evaluation are:

- Sida's Unit for Sustainable Peace
- WILPF International Secretariat Management
- WILPF MEL Coordinators in the International Secretariat

Other stakeholders that should be kept informed about the evaluation include

- WILPF International Board
- WILPF Sections and members
- WILPF other donors and partners
- The Swedish Ministry of Foreign Affairs
- Sida's Unit for Thematic Support

The evaluation is to be designed, conducted and reported to meet the needs of the intended users. The candidates should elaborate in the tender how the evaluation purpose will be ensured during the evaluation process. During the inception phase, the evaluation team and the intended users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation scope is limited to

- International Secretariat's implementation of the Strategic Plan and Results Framework 2017-2021 Geographical focus countries (to measure progress under Outcome 5) *and* in-depth case studies for: tentatively Colombia, Afghanistan and African region
- WILPF's role and impact in improving multilateral action (Outcome 6) to establish the overarching impact
- In-person meetings will be limited due to the COVID-19 pandemic and alternative methods of communication for data collection and analysis will need to be put in place
- The timeframe of the evaluation is between March and August 2021

As required, the scope of the evaluation can be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objective of this evaluation is to assess the relevance, effectiveness, impacts and sustainability of the implementation of WILPF's strategic plan 2017-2021 and formulate recommendations as an input to upcoming discussions concerning the preparation of a new phase of the engagement between Sida and WILPF for the next strategic plan operational from 2022.

The evaluation questions are:

Relevance: Is the intervention doing the right thing?

- To what extent has the Strategic Plan responded to stakeholders' needs (global, country, and members/partner/institution) policies and priorities, and has the Plan continued to do so if/when circumstances have changed?
- Are the activities and outputs consistent with the Strategic Outcomes? To what extent have lessons learned from the programmes/interventions are being used to improve and adjust programme implementation/intervention?

Effectiveness: Is the intervention achieving its objectives?

- To what extent has the implementation of the Strategic Plan achieved its strategic Outcomes, including any other results achieved across WILPF work?
- Does the existing MEL system deliver robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning?

Impact: What difference does the intervention make?

- To what extent has the implementation of the strategic plan generated, or is expected to generate significant positive or negative, intended or unintended, high-level effects?
- What activities and method of work worked well to achieve the strategic Outcomes and which actions did not work well and should be modified or discontinued?
- What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?

Sustainability: Will the benefits last?

- Has WILPF's work been taken up and cascaded by other stakeholders or partners as an evidence of the sustainability of the work ?
- What were the major factors that influenced the achievement or non-achievement of sustainability?
- Is there an evidence that WILPF's interventions (programmes and initiatives) are likely to grow beyond the current period of the Strategic Plan?

The above evaluation questions are expected to be further developed in the tender by the candidates and later refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the candidates describe and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Given the situation with COVID-19, innovative and flexible approaches/methodologies and methods for remote data collection should be suggested, when appropriate, and which should consider the risk of doing harm and ways to prevent it.

The evaluator shall suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Feminist values should also be reviewed in how WILPF has implemented the Strategic Plan, the overarching approach in how implementation has been conducted, as well as the emphasis on the feminist catalyst role of WILPF which needs to be well understood throughout the evaluation. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall, to the extent possible, present mitigation measures to address

them. A clear distinction is to be made between evaluation approach/methodology.

A feminist and *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used⁵⁸. Feminist approach and values should be central to the methodology of the evaluation.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by Sida's Unit for Peace and Human Security. The intended users are Sida and WILPF. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception and final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.6 Evaluation quality

The evaluation shall conform to OECD/DAC's Quality Standards for Development Evaluation⁵⁹ and use the OECD/DAC Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results⁶⁰. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation⁶¹ and the OECD/DAC Better Criteria for Better Evaluation⁶². Also, of specific importance for this evaluation are the **feminist values** which impacts

⁵⁸ See for example UNEG United Nations Evaluation Group (2014) *Integrating Human Rights and Gender Equality in Evaluations*, <http://uneval.org/document/detail/1616>

⁵⁹ OECD (2010) *DAC Quality Standards for Development Evaluation*.

⁶⁰ OECD (2012) *Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results*.

⁶¹ Sida (2014) *Glossary of Key Terms in Evaluation and Results Based Management*.

⁶² OECD/DAC (2019) *Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use*.

how implementation has been conducted, as well as the emphasis on the feminist catalyst role of WILPF. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that the work plan within a given timeframe is presented in the tender and further detailed in the inception report. Given the situation with COVID-19, the work plan must allow flexibility in implementation. The evaluation shall be carried out between March and August 2021. The timing of any field visits, surveys and interviews needs to be agreed by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the Consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting/s (Virtual)	WILPF Management and MEL team, Sida Programme Manager	1 March 2021
2. Draft inception report		Tentative 19 March 2021
3. Comments from WILPF and Sida on draft inception report		Tentative 2 April 2021
4. Approving inception report	Steering group via Sida	
5. Inception meeting	Sida and WILPF Management and WILPF MEL coordinators team	Tentative – Thursday 15 April
6. Data collection, analysis, report writing and quality assurance	Evaluators	April 2021
7. Debriefing/validation workshop (meeting)	WILPF Management and WILPF MEL coordinators team	May 2021
8. Draft evaluation report	Evaluators	Tentative 4 June 2021
9. Comments from intended users to	Sida and WILPF	Tentative 18 June 2021

evaluators on the draft evaluation report		
10. Final evaluation report, including a visual presentation package	Evaluators	2 July 2021
11. Management response	WILPF	31 July 2021
12. Seminar [VIRTUAL]	Sida and WILPF	TBC, tentative August

The inception report will form the basis of the continued evaluation process and shall be approved by Sida before the evaluation proceeds to its implementation. The inception report should be written in English and cover: evaluability issues and interpretations of evaluation questions, the evaluation approach/methodology (*including how a utilization-focused and a feminist approach will be ensured*), methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection should be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed in the inception phase.

A work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The workplan plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proofread. The final report should have a clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be of maximum 3 pages. The final report shall be accompanied by a visually engaging slide deck, video and/or animation including the key findings and recommendations to be used to socialise the evaluation results with a diverse audience. This component can be outsourced to a communication specialist within the proposed budget.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e., how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the feminist and gender-responsive approach shall be described and reflected in the

findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as short-term, medium-term and long-term recommendations.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, a stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviews shall only include personal data if deemed relevant (i.e., when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation⁶³.

The evaluator shall, upon approval by Sida of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to sida@nordicmorning.com, with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation "sakanslag".
5. Type of order "digital publicering/publikationsdatabas.

⁶³ Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies

A core team leader and team members (also local consultants' contributions for certain tasks are welcome) should cover the following additional qualifications:

- Solid Understanding and commitment to feminist approach, and feminist Monitoring, Evaluation and Learning (MEL) methodology;
- Proven expertise and experience in conducting strategy evaluations including experience on Results-Based Management
- Familiarity with women's and feminist, peace, gender movements;
- Proven track record of evaluating advocacy programmes/grassroots organisations and required experience of evaluating feminist organisations/activists/grassroots/membership movements;
- Expertise in using mixed research methods suitable for policy and advocacy programmes and community mobilisation;
- Experience in Adaptive Learning approach and Theory of Change;
- Solid understanding of the current challenges for feminist organising in the Global South and conflict situations;
- Experience in strategy development and operationalisation;
- Fluency in French and Spanish
- Particular local knowledge of the Colombian, Afghanistan and African contexts in relation to gender, peace and security.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complementary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, in a situation with COVID-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation.

The evaluators must be independent from the evaluation and evaluated activities and have no stake in the Outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time,

including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 300 000 SEK.

Invoicing and payment shall be managed according to the following: The Consultant may invoice a maximum of 25 % of the total amount after approval by Sida of the Inception Report and the rest after approval by Sida of the Final Report and when the assignment is completed.

The contact person at Sida is Anette Widholm Bolme, Senior Program Manager at Sida's Unit for Peace and Human Security. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by Anette Widholm Bolme and include assessment memos, agreement and amendment and annual reports 2017-2020 and will be shared with the evaluators at the start-up meeting.

Contact person at WILPF is Maria Butler and she will furnish the evaluators with key WILPF documentation.

The evaluator will be required to arrange the logistics including any necessary security arrangements.

3. Annexes

The compulsory attachments to the ToR are Annex A "List of key documentation", including the Strategic Plan for the International Secretariat and the Results Framework (normally Annex D), Annex B "Data sheet on the evaluation object" and Annex C "Decentralised Evaluation Report Template".

Annex A: List of key documentation

1. WILPF International Secretariat Strategic Plan 2017-2021 (Updated: Sept 2019)
2. WILPF MEL Framework (dated January 2018)
3. WILPF International Secretariat Results Framework (Updated: Sept 2019)
4. WILPF The Midterm Learning Review and Matrix of Adaptations (dated 2019)
5. Management Response to the Midterm Learning Review 2019 (dated 11 September 2019)
6. The Final Report, WILPF Evaluation 2016 (dated 22 September 2016)
7. Management Response to the WILPF Evaluation 2016 (dated 8 November 2016)
8. WILPF International Programme 2018-2021 (dated 21 August 2018)
9. WILPF Constitution and By-Laws
10. WILPF Organisational structure 2020 (organigram)

WILPF Annual Reports (2017-2020)

- 2020: <https://stories2020.wilpf.org>
- 2019: <https://stories2019.wilpf.org>
- 2018: https://www.wilpf.org/wp-content/uploads/2019/05/WILPF_Annual-Report-2018_web-spreads-1.pdf
- 2017: https://www.wilpf.org/wp-content/uploads/2019/09/WILPF_AnnualReport2017_Finalweb.pdf

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. engagement)	
Title of the evaluation object	WILPF core support 2017-2021
ID no. in PLANIt	10697
Dox no./Archive case no.	16/001272
Activity period (if applicable)	2017-2021
Agreed budget (if applicable)	42 MSEK
Main sector ⁶⁴	Peace and security, human rights and gender equality
Name and type of implementing organisation ⁶⁵	NGO and civil society
Aid type ⁶⁶	Core contribution
Swedish strategy	Sustainable Peace 2017-2022

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Unit for Peace and Human Security
Contact person at unit/Swedish Embassy	Anette Widholm Bolme
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	End-of-programme
ID no. in PLANIt (if other than above).	

⁶⁴ Choose from Sida's twelve main sectors: education; research; democracy, human rights and gender equality; health; conflict, peace and security; humanitarian aid; sustainable infrastructure and services; market development; environment; agriculture and forestry; budget support; or other (e.g., multi-sector).

⁶⁵ Choose from the five OECD/DAC-categories: public sector institutions; NGO or civil society; public-private partnerships and networks; multilateral organisations; and other (e.g. universities, consultancy firms).

⁶⁶ Choose from the eight OECD/DAC-categories: budget/sector support; core contributions/pooled funds; project type; experts/technical assistance; scholarships/student costs in donor countries; debt relief; admin costs not included elsewhere; and other in-donor expenditures.]

Annex 2 – WILFP International Secretariat Organigram



Draft Internal Version before consultation and finalisation.
March 2021

Annex 3 – Evaluation Matrix

Evaluation criteria	Evaluation questions	Indicators	Data collection instruments	Sources of information	Data analysis
Relevance: Is the intervention doing the right thing?	R.1 To what extent have the strategic Outcomes and priorities of the Strategic Plan implemented by the International Secretariat been relevant to selected WILPF sections and partners?	We will use the indicators from the Results framework to summarise progress. (Annex 7) WILPF sections express the degree of relevance	Desk review	Annual and semi-annual reports, work plans, evaluations specific Outcome reports, MEL reports. NORAD Mid Term Review	Reporting against the Results framework in the same format with comments where relevant
	R.2 Has the support from the International Secretariat been relevant to the WILPF sections and some local partners?	Interviewees consider that the IS respond appropriately, adequately and in a timely and context-specific manner to their needs	Document review Interviews Survey Case studies	International Secretariat, Workplans, Annual Reports, NORAD Mid Term Review, specific documentation, grant systems.	Combination of document review, interviews (coding), survey results and the results of the light desk review
	R.3 In what way did the pandemic affect the relevance of the Strategic Plan and how did the International Secretariat mitigate any negative effects?	Interviewees consider that IS demonstrated robust and timely response to the pandemic not interrupting the	Document review Interviews Survey (question can be included	International Secretariat, interviews, specific reports on COVID-19, financial flows if relevant	Combination of document review, interviews (coding), survey results and case studies

		relevance of the SP and as circumstances changed	in case studies) Case studies		
	R.4 Are the core activities and work methods developed and adopted by the International Secretariat relevant to the strategic Outcomes of the Strategic Plan?	Interviewees consider the core activities and work methods relevant to Outcomes 1-6.	Document Review Interviews Survey Case studies	Stakeholders in country and globally, IS staff and management	Combination of document review, interviews (coding), survey results
	R.5 To what extent have feminist values been ensured in implementing the Strategic Plan?	Interviewees consider these values to be embedded in the work methods, sufficiently safeguarded in the Outcomes and the learning events.	Document Review Interviews Survey Case studies	Stakeholders in country and globally, IS staff and management	Combination of document review, interviews (coding), survey results List work methods in terms of most and least relevant
	R.6 To what extent has the regional expansion and movement building efforts in Africa (under Outcome 4 and 5) been relevant to new and existing sections?	Interviewees indicate that cross learning and fertilisation strengthens their section and improves collaboration on relevant Outcomes.	Document Review Interviews Survey Case study (Africa regional)	Stakeholders in country and globally, IS staff and management. Grant making facilities	Combination of document review, interviews (coding), survey results. Results framework results for the Outcomes
Effectiveness: Is the intervention achieving its objectives?	E.1 To what extent has the implementation of the Strategic Plan achieved its strategic Outcomes (increased focus on Outcomes 5 and 6), including any other results achieved across WILPF work?	We use the indicators from the results framework for all Outcomes. Interviewees identify unrecorded and additional results, including from MEL (Outcomes 5 and 6)	Document Review Interviews Survey Case studies	Stakeholders in country and globally, IS staff and management	Combination of document review, interviews (coding), survey results, results framework Outcomes 5 and 6

	E. 2 To what extent does the core grant enable WILPF to implement its Strategic Plan? And what is the added value?	No indicator Interviews with the IS provide evidence of the added value of the core grant	Document Review Interviews Survey Case studies	Stakeholders in country and globally, IS staff and management, Governance structures of WILPF, MEL	
	E.3 What core activities and work methods worked well/less well in achieving the strategic Outcomes?	The extent to which Interviewees effectively use the core activities to reach goals. The extent to which work methods (1 to 8) are most effective for Interviewees	Document Review Interviews Survey (specific question will be added) Case studies (specific question will be added)	Stakeholders in country and globally, IS staff and management, MEL	Combination of document review, interviews (coding), survey results. Overall results of the results framework
	E.4 Does the existing MEL system and resources enable robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning?	Interviewees effectively use the system and results over time (annually) Lessons learnt have been rapidly identified, integrated into WILPF systems, and implemented in their operations.	Document Review Interviews Survey Case studies	Stakeholders in country and globally, IS staff and management, MEL unit and participants	Combination of document review, interviews (coding), survey results. Overall results of the results framework and MEL progress tracking

		MEL staff and interviewees consider that their knowledge of and engagement with the movement has been increased.			
Impact: What difference does the intervention make?	.1 What impact can be observed as a result of the implementation of the Strategic Plan?	Impact examples collected from Outcome 5 and 6 (results framework)	Document Review Interviews Survey (specific question will be added) Case studies (specific question will be added)	All stakeholders	Combination of document review, interviews (coding), survey results. Overall results of the results framework and MEL progress tracking
Sustainability: Will the benefits last?	S.1 To what extent has the core grant contributed to the sustainability of the International Secretariat's work and growth?	Interviewees consider that the core grant has provided WILPF opportunities for expansion and additional programme resources.	Document Review Interviews Survey (specific question will be added) Case studies (specific question will be added)	IS staff and management, Grant making systems/finance	Combination of document review, interviews (coding), survey results. Overall results of the results framework
	S.2 Is there any evidence that WILPF's growth with regards to the African region over the past year can be sustained?	Interviewees indicate that they can continue their work without support from WILPF.	Document Review Interviews	Stakeholders in country and globally, IS staff and management	Combination of document review, interviews (coding), survey results. Overall results of the results framework

		Strategies and approaches exist to ensure the sustainability of the results.	Survey (specific question will be added) Case studies (specific question will be added)		
Forward Looking Questions	FL.1 What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?	No indicator	Survey Interviews Group interviews	Different stakeholders, including the Secretariat, Sections, and observers	Use a ranking method to categories themes, actions, focus areas, learning, etc. to provide a summary
	FL.2 Which activities and working methods should WILPF continue for the future?	Related to question E.3.	Survey Interviews Group interviews	Different stakeholders, including the Secretariat, Sections, and observers	Use a ranking method to categories themes, actions, focus areas, learning, etc. to provide a summary
	FL.3 How can the MEL system be strengthened to generate more robust results and learning?	Related to question E.4.	Survey Interviews Group interviews	Different stakeholders, including the Secretariat, Sections, and observers	Use a ranking method to categories themes, actions, focus areas, learning, etc. to provide a summary

Annex 4 – Data collection tools - Interview Guide

Below are two examples of the interview guide to the IS and for the Africa Regional Case. Five different guides were developed, including for external observers, the Board and the local to global case study.

Interview guide International Secretariat

Date:

Name:

Organisation:

Function:

Additional information:

Introduction: Who are we, who are our interviewees? Explain the purpose of the evaluation, the use of the interview and confidentiality and get consent to be interviewed.

Opening question: What is your function and what is your role and responsibility? How long have you been part of WILPF?

Evaluation questions	International Secretariat
Relevance	
R.1 To what extent have the strategic Outcomes and priorities of the Strategic Plan implemented by the International Secretariat been relevant to selected WILPF sections and partners?	To what extent have the strategic Outcomes and priorities of the Strategic Plan implemented by the International Secretariat been relevant to selected WILPF sections and partners?
R.2 Has the support from the International Secretariat been relevant to the WILPF sections and some local partners?	<p>Please explain the nature of the support provided by the IS and the role of the IS? (e.g., training, support to processes, drafting)</p> <p>How relevant has the support to sections and partners who you work with been?</p> <p>What are strengths and weaknesses of the support provided by you in the IS? (Please provide an example)</p>
R.3 In what way did the pandemic affect the relevance of the Strategic Plan and how did	In what way did the pandemic affect the work of WILPF and what was the support from the IS?

the International Secretariat mitigate any negative effects?	Was it relevant and did it mitigate any effects? (Please provide an example)
R.4 Are the core activities and work methods developed and adopted by the International Secretariat relevant to the strategic Outcomes of the Strategic Plan?	<p>Are the core activities and work methods developed and adopted by the International Secretariat relevant to the strategic Outcomes of the Strategic Plan?</p> <ul style="list-style-type: none"> - Which are most relevant to achieve strategic Outcomes? - Which activities and working methods should WILPF continue for the future?
R.5 To what extent have feminist values been ensured in implementing the Strategic Plan?	<p>How did you consider feminist values in implementing the Strategic Plan? Is this seen more as a broad approach or value foundation or does it translate to specific WILPF approaches, concepts, and analysis? (please provide examples)</p> <p>What has been the relevance of the Resourcing Feminist Peace discussion?</p> <p>What do you still need to learn/do to strengthen the implementation of feminist values in the Strategic Plan?</p>
R.6 To what extent has the regional expansion and movement building efforts in Africa (under Outcome 4 and 5) been relevant to new and existing sections?	<p>Background questions for the process:</p> <ul style="list-style-type: none"> - What primarily drove the expansion in Africa (membership interest/funding)? - What Movement Building needs were identified for the region? <p>To what extent has the regional expansion and movement building efforts in Africa been relevant to new and existing sections?</p> <p>What have been the main achievements/results?</p> <p>What role could/should the IS have in sustaining this growth?</p> <p>Can this be replicated if additional financing were an incentive?</p>

Effectiveness	
<p>E.1 To what extent has the implementation of the Strategic Plan achieved its strategic Outcomes (increased focus on Outcomes 5 and 6), including any other results achieved across WILPF work?</p> <p>Outcome 5 Amplify Local and Regional Change: Strengthen how women organise, meaningfully participate and provide gender perspectives on root causes of conflict, conflict prevention, resolution and peace process at local and national level.</p> <p>Outcome 6: Improve Multilateral Actions: Accountability and integrated policies of the States, multilateral forums actively promoted?</p>	<p>Considering, particularly Outcome 5 and 6, what are the main achievements and contributions that you have achieved in implementing the SP?</p> <p>How effective has the IS been in achieving the strategic Outcomes? Any Outcomes that have been easier to achieve than others?</p> <p>What needs to continue and what needs to change?</p>
<p>E. 2 To what extent does the core grant enable WILPF to implement its Strategic Plan? And what is the added value?</p>	<p>What is the added value of the core grant from the IS' perspective?</p> <p>What would be the consequence if the core grant was not available or would be less?</p> <p>Which Outcomes did the core grant contribute the most to or other aspects of the SP implementation?</p> <p>Should anything change in the way the core grant is used (challenges and opportunities around funding/core grant)?</p>
<p>E.3 What core activities and work methods worked well/less well in achieving the strategic Outcomes?</p>	<p><i>Question covered under Relevance.</i></p>
<p>E.4 Does the existing MEL system and resources enable robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning?</p>	<p>Background: How did the MEL system and resources change during the current grant phase?</p> <p>How effective is the MEL system and does it guide the organisation effectively, including the IS and section?</p> <p>In what way has the MEL system contributed to organisational learning? Name the three most</p>

	<p>relevant and effective learning Outcomes from your perspective.</p> <p>How can the MEL system be strengthened to generate more robust results and learning?</p>
Impact	
Im.1 What impact can be observed as a result of the implementation of the Strategic Plan?	Name the three most important impacts (focus on Outcome 5 and 6)
Sustainability	
S.1 To what extent has the core grant contributed to the sustainability of the International Secretariat's work and growth?	<i>Covered under Effectiveness</i>
S.2 Is there any evidence that WILPF's growth with regards to the African region over the past year can be sustained	<i>Question covered under Relevance.</i>
Forward-looking	
FL.1 What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?	What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?
FL.2 Which activities and working methods should WILPF continue for the future?	<i>Question covered under Relevance.</i>
FL.3 How can the MEL system be strengthened to generate more robust results and learning?	<i>Question covered under Effectiveness.</i>
Recommendations	<p>Do you have any specific recommendations in the light of our conversation?</p> <ol style="list-style-type: none"> 1. 2. 3.

Interview guide: Africa Regional Case

Date:

Name:

Organisation:

Function:

Additional information:

Introduction: Who are we, who are our interviewees? Explain the purpose of the evaluation, the use of the interview and confidentiality.

Opening question: What is your function and what is your role and responsibility? How long have you been part of WILPF?

Evaluation questions	WILPF Sections and Partners in Africa
Relevance	
R.1 To what extent have the strategic Outcomes and priorities of the Strategic Plan implemented by the International Secretariat been relevant to selected WILPF sections and partners?	Background: Can you explain the role of the IS and in what way the IS has supported you in your work? How relevant has this support been to you generally and what could have been better?
R.2 Has the support from the International Secretariat been relevant to the WILPF sections and some local partners?	
R.6 To what extent has the regional expansion and movement building efforts in Africa (under Outcome 4 and 5) been relevant to new and existing sections?	Background: What drove the expansion in Africa? Reflecting on this period of growing the movement regionally, what worked well/less well? What can WILPF globally learn from this? What has been the key role of the older sections? How did the IS support this growth (other than financially)? How has the financial support increased your ability to learn, apply, make progress towards results? Was financial support adequate?
R.3 In what way did the pandemic affect the relevance of the Strategic Plan and how did the International Secretariat mitigate any negative effects?	In what way did the pandemic affect the work and how was the support from the IS in mitigating this? Please provide examples.
R.4 Are the core activities and work methods developed and adopted by the International Secretariat relevant to the strategic Outcomes of the Strategic Plan?	What, in your opinion, are the most important work methods and activities of WILPF that support you and the region in terms of building the movement (Outcome

	<p>4) and amplifying regional change/strengthening women's organisation regionally (Outcome 5)?</p> <p>In what way did the work methods support you in achieving the growth? What is particularly relevant for new members?</p> <p>What could be done even better with regards to the work methods/core activities? Is anything missing?</p>
R.5 To what extent have feminist values been ensured in implementing the Strategic Plan?	<p>To what extent has the IS supported you in applying feminist values contributing to the implementation of the Strategic Plan?</p> <p>What does this mean for you?</p> <p>How can the feminist values be strengthened further?</p>
Effectiveness	
E.1 To what extent has the implementation of the Strategic Plan achieved its strategic Outcomes (increased focus on Outcomes 5 and 6), including any other results achieved across WILPF work?	Can you give an example where the contribution from the IS lead to a specific result over time or where the support enabled you to achieve something in your work?
E. 2 To what extent does the core grant enable WILPF to implement its Strategic Plan? And what is the added value?	<i>Covered under Relevance.</i>
E.3 What core activities and work methods worked well/less well in achieving the strategic Outcomes?	<i>Included under Relevance.</i>
E.4 Does the existing MEL system and resources enable robust and useful information to assess the progress towards WILPF strategic Outcomes and contribute to learning?	<p>Did you contribute in any way to learning at WILPFs organisational level / your section or group through the growth?</p> <p>What is your view on the MEL system in terms of how good WILPF is at monitoring and assessing progress/results and learning as an organisation? What could be done better?</p>
Impact	
Im.1 What impact can be observed as a result of the implementation of the Strategic Plan?	What do you define as a major impact of your contribution to growth and Outcome 4 and 5?
<p>Outcome 4: WILPF and its contribution to the peace movement area strengthened</p> <p>Outcome 5: Strengthen how women organise, meaningfully participate and</p>	

provide gender perspectives on root causes of conflict, conflict prevention, resolution and peace process at local and national level	
Sustainability	
S.1 To what extent has the core grant contributed to the sustainability of the International Secretariat's work and growth?	What are the main (funding) needs and modalities for the Africa Region to sustain their work and further growth?
S.2 Is there any evidence that WILPF's growth with regards to the African region over the past year can be sustained?	How sustainable is the growth in Africa? What are challenges and where do you see opportunities for sustaining the growth? What role could the IS have in ensuring this? What is needed to sustain what has been achieved and what are the next steps?
Forward-looking	
FL.1 What are the specific challenges ahead for the International Secretariat and what new actions are critical for the next strategic phase?	Do you have any feedback for the International Secretariat and their role in supporting you in the coming years?
FL.2 Which activities and working methods should WILPF continue for the future?	<i>Included under Relevance.</i>
FL.3 How can the MEL system be strengthened to generate more robust results and learning?	<i>Included under Effectiveness.</i>
Recommendations	Do you have any specific recommendations when thinking of the local to global process where the IS needs to change its support or WILPF more in general? 1 2 3

Annex 5 – Documentation

- CTR – Audit and Conseil SA., (2020). *Women's International League for Peace and Freedom: report of the independence auditor On the financial statements for the year ended December 31, 2019*. August 2020.
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Annex 6 – List of interviewees

Name	Position	Organisation	Geography
Anette Widholm Bolme	Core grant provider	Sida	Sweden
Angie Piñeda	FARC Reincorporation Project Coordinator	WILPF Colombia	Colombia
Anna Brown	WILPF MEL Coordinator	WILPF Secretariat	UAE
Annie Mbambi	WILPF President in DRC	WILPF DRC	DRC
Colleague 1 Annie	WILPF DRC	WILPF DRC	DRC
Colleague 2 Annie	WILPF DRC	WILPF DRC	DRC
Ayo Ayoola-Amale	President	WILPF Ghana	Ghana
Christine Chinkin	Academic WILPF Member	London School of Economics (LSE)	UK
Claudia Albaraccin	Program Coordinator	WILPF Colombia	Colombia
Cynthia Enloe	Academic WILPF member	Clark University	US
Dean Peacock	Project Director of Confronting Militarised Masculinities	WILPF Secretariat	South Africa
			Colombia
Edwick Madzimure	President	WILPF Zimbabwe	Zimbabwe
Elena Cason	Membership Coordinator	WILPF Secretariat	Switzerland
Gladis Martinez	Leader- Bolivar	WILPF Colombia	Colombia
Graciela Contreras	Leader - Meta	Enredhadas -	Colombia
Helena Shirley Romero	Leader – Meta	ETCR Mariana Paez (Former FARC member)	Colombia
Jamila Afghani	President of WILPF Afghanistan, South Asia Regional Representative International Board	WILPF Afghanistan	Afghanistan
Jennifer Rodriguez Bruno	Global Advocacy Coordinator	MenEngage Alliance	US
Jenny Aulin	Membership Manager	WILPF Secretariat	Switzerland
Joni van de Sand	Co-Director	MenEngage Alliance	US

Joy Onyesoh	Current WILPF President President of WILPF Nigeria	WILPF	Nigeria
Colleague 1 Joy	WILPF Nigeria	WILPF	Nigeria
Colleague 2 Joy	WILPF Nigeria	WILPF	Nigeria
Katharina Samara-Wickrama	Director ‘Issues Affecting Women’ Programme Programme officer - Issues Affecting Women Programme	OAK Foundation	Switzerland
Kellyn Duarte	Psychologist	Artemisa	Colombia
Kozue Akibayashi	WILPF regional representative (member of WILPF Japan) Leader in Korea peace work	WILPF	Japan
Laura Andrea Sanchez	Lawyer – Legal team	WILPF Colombia	Colombia
Laxman Belbase	Co-Director	MenEngage Alliance	US
Luz Adriana	Leader Meta	WILPF Colombia	Colombia
Madeleine Rees	Secretary-General	WILPF	US
Maichel Gomez	Leader - Bolivar	WILPF Colombia	Colombia
Margarethe Kvam	Vice President Board, formerly president of Norway	WILPF Norway	Norway
Maria Butler	Director of Global Programmes	WILPF Secretariat	Switzerland
Maria Fernanda Parrilla	Communications	WILPF Colombia	Colombia
Marie Sjöberg	Feminist and antimilitarist organisation	WILPF Sweden	Sweden
Mayra Roldán	Regional Coordinator – Meta	WILPF Colombia	Colombia
Nathalie Chaves	Peace, Security and Women Program Coordinator	WILPF Colombia	Colombia
Nela Porobic Isakovic	Feminist Political Economy Advisor (Sarajevo)	WILPF Secretariat	Bosnia and Herzegovina
Nina Hansen	Communications Manager (Geneva)	WILPF Secretariat	Switzerland
Patrizia Scanella	Human Rights	WILPF Secretariat	Switzerland
Rasha Jarhum		Peace Track Initiative	Canada
Ray Acheson	Disarmament Programme Director	WILPF NY office focus on disarmament	US
Rola Al Masri	MENA Manager	WILPF Secretariat	US
Salina Mendonza	Regional Coordinator - Bolivia	WILPF Colombia	Colombia

ANNEX 6 – LIST OF INTERVIEWEES

Sylvie Jacqueline Ndongmo	President	WILPF Cameroon	Cameroon
Guy Blaise FEUGAP	Director of Programs	WILPF Cameroon	Cameroon
Tessa Cerisier	WILPF Human rights Programme Coordinator	WILPF Secretariat	Switzerland
Tove Ivergard	International Program Manager	WILPF Sweden and IS	Sweden
Zarin Hamid	Programme Manager Women Peace and Security	WILPF Secretariat	US

Annex 7 – Outcome Mapping Matrix

Indicators ⁶⁷ per Strategic Outcome	Examples of reporting/progress as per the Annual Reports ⁶⁸ through different years (focusing on evidence related to the three cases)
SO 1: Transform Gendered Power <ul style="list-style-type: none"> - 1.1 Evidence of take up of gender analysis and women's meaningful participation among stakeholders, policymakers, key debates, and resolutions - 1.2 Evidence of take-up of gender analysis and women's meaningful participation in national/local decision-making processes. 	<p>2017: In Colombia, more than 100 provisions on gender, including on zero tolerance on sexual and gender-based violence were integrated into the peace agreement based on women civil society's recommendations. In 2017, a highly successful disarmament process included the lay down of over 7,000 arms.</p> <p>2018: Advocated for stronger gender analysis in the work of UN Commissions of Inquiry (CoI) including the CoI for Syria. This led to more explicit gender perspective in their reporting in 2018.</p> <p>2018: Influenced language on women's meaningful participation at the 62nd Session of the Commission on the Status of Women and the High-Level Political Forum 2018. This resulted in an inclusion of references on the impact of conflict on women, including in rural areas, and an affirmation of the importance of the role of men and boys.</p> <p>2018: All three priority recommendations advocated for by WILPF were integrated into the UN Secretary General's report on sexual violence in conflict (SViC). This included the recognition that of the lack of access to resources is one of the root causes of violence, the impact of arms and gendered norms on SViC, and the need to ensure women's participation. In addition, 32% of our sub-recommendations (22 out of 69) were full or partially integrated in the final 2018 UN Secretary General's report on SViC.</p> <p>2019: Advocacy to ensure the two new Security Council Resolutions on Women, Peace and Security (WPS) adopted in 2019 (UNSCR 2467 and UNSCR 2493) moved the WPS Agenda forward and did not roll back existing commitments.</p>

⁶⁷ Indicators are taken from the Core Outcome Indicators Document from September 2019. The team found difference in wording of indicators between the core Outcome indicators document and the results framework.

⁶⁸ Data is taken from WILPF's annual reports to Sida and WILPFs own annual reports.

	<p>2019: WILPF intensified work on the SDGs and Women, Peace and Security. As Global Organising Partner of the Women's Major Group (WMG) on the SDG's, WILPF co-led the drafting of the WMG 2019 HLPF Position Paper, which is a recognised global consensus position on behalf of women worldwide on what is needed on women's rights and gender equality in sustainable development and is used as the basis for advocacy by the coalition. The strong new analysis on leveraging the SDGs for WPS was reflected in the Vienna Experts Group Meeting Report, to some extent in the Rome Declaration (the SDG16 community is much more gender-blind, which is an obstacle), and the Spotlight Report. WILPFs SG is a member of the advisory group to Spotlight.</p> <p>2020: Despite cancellation of events this year including the 64th session of the Committee on the Status of Women (CSW64), WILPF managed to hold two virtual CSW events online, one on political economy and second on militarism and environment</p> <p>2020: WILPF also facilitated strategic spaces for women human rights defenders (WHRDs) to engage safely with key stakeholders, including via private briefings with diplomats to provide gender-sensitive analysis of conflict and human rights issues.</p>
<p>SO 2: Stigmatise war and violence</p> <ul style="list-style-type: none"> - 2.1 Evidence of increased strength of analysis, active coalition building or/and shift in thinking/discourse - 2.2 Evidence of outreach of analysis and advocacy on militarism, technologies and the arms trade. 	<p>2017: On 7 July 2017, 122 governments voted to adopt the Treaty on the Prohibition of nuclear weapons at the United Nations General Assembly. This new legal instrument outlawing nuclear weapons is the result of nearly a decade of work for WILPF and our partners in the International Campaign to Abolish Nuclear Weapons (ICAN), of which WILPF is an International Steering Group member.</p> <p>2018: Ensured that references to gender-based violence, gendered impact of small arms and women's participation were made in a report adopted by the UN Programme for Action on small arms and light weapons. This language contributes to mainstreaming of gender in small arms control and is a concrete result of WILPF's joint advocacy work with other civil society organisations.</p> <p>2018: Promoted feminist perspectives on weapons and war through statements, articles, and talks, and in advocacy materials directed at governments at the UN, providing alternatives to weapons, war, and cultures of militarism and violence.</p> <p>2018: Promoted feminist perspectives on weapons and war through statements, articles, and talks, and in advocacy materials directed at governments at the UN.</p>

	<p>2019: WILPF co-convened with Ireland a full day workshop for diplomats to further connect arms control, human rights and the women, peace, and security agenda. WILPF also delivered several statements to CSP5, including in a high-level panel on gender, and conducted advocacy for implementation of the Treaty that protects human rights and prevents human suffering.</p> <p>2019: WILPF created a new online database that compiles and makes searchable resources related to gender and disarmament, including publications, podcasts, talks, UN documents, and much more. And a new resource guide for WILPF members about autonomous weapons: A WILPF Guide to Killer Robots. And, a gender and bias for the Campaign to Stop Killer Robots Campaigner's Kit.</p> <p>2020: WILPF achieved fifty ratifications for the Treaty on the Prohibition of Nuclear Weapons (TPNW), and worked on the elevation of feminist perspectives on autonomous weapon systems. WILPF generated several publications, spoke at many online events and continued advocacy with the UN human rights through its submissions which has contributed to an overarching narrative and strategy development against violence and weapons, and for peace and equality.</p>
<p>SO 3: Promoting feminist political economy of peace</p> <ul style="list-style-type: none"> - 3.1 Evidence of buy-in/take-up of feminist political economy approach in WILPF's advocacy work. - 3.2 Outreach of FPEA and advocacy in different aspects of WILPF's work. 	<p>2017: WILPF has been closely working with local feminists to undertake the first feminist political economy analysis of the reforms, which helps us to understand their full implications for women. The analysis and the recommendations of the report were used for a workshop discussion organised with local activists, and as a basis for advocacy meetings with different donors.</p> <p>2017: WILPF submitted a report for the CEDAW Committee's review of Ukraine, which addressed the negative impact of austerity measures required by the International Monetary Fund (IMF) and illustrated the disproportionate negative impact on women. As a result, the CEDAW Committee recommended that Ukraine ensure meaningful participation of women at all stages of the peace process.</p> <p>2018: Published WILPF Guide to Feminist Political Economy. And used a feminist political economy analysis to expose the European Union's gender- and conflict-blind approach towards Bosnia and Herzegovina.</p> <p>2019: Partnerships with academic institutions, primarily the London School of Economics, Monash University and Warwick University workshops on feminist peace and feminist political economy.</p> <p>2019: A feminist political economy approach has been increasingly mainstreamed as a basis for analysis in submissions to human rights treaty bodies such as the UPR, CEDAW, and CESCR.</p>

	<p>2019: During the 63rd Session of the Commission on the Status of Women (CSW63), WILPF supported activists from the Koreas, Lebanon, Yemen, Palestine, Colombia, Nigeria, and Cameroon to mobilise to #MoveTheMoney and create feminist political economies of peace. This included hosting discussions on feminist analysis of post-war reconstruction, the role of masculinities and militarism in realising the transformative intent of the WPS Agenda, and the launch of our coalition #KoreaPeaceNow campaign for a 2020 peace treaty in the Koreas with women at the table and a disarmed Korean peninsula.</p> <p>2020: WILPF's FPEA approach continued to be integrated in various programmes, initiatives, and submissions to the UN, with increase in cross-programme cooperation.</p> <p>2020: Increasing integration of FPEA in country submissions to human rights mechanisms. This includes: CESCR on Ukraine, CEDAW Committee on Zimbabwe (confidential), and Universal Periodic Review (UPR) on Lebanon as well as Submission to CEDAW on general recommendations on trafficking in women and girls in the context of global migration.</p> <p>2021: Second, enhancing the production of feminist knowledge stands out as a key area of impact, as a result of efforts exerted by WILPF as well as partners in the MENA region. Perspectives propagated by WILPF such as feminist analysis, bottom-up approaches, and other participatory methods contributed to maximising the impact of interventions of knowledge production. Through adopting such perspectives, WILPF was able to amplify the voices of its MENA partners.⁶⁹</p>
<p>SO 4: Movement building</p> <ul style="list-style-type: none"> - 4.1 Evidence of increased effectiveness of WILPF's internal processes - 4.2 Enhanced community of WILPF (Sections, groups, members, partners) over 5 years 	<p>2017: WILPF provided grants to sections/groups resulting in women peace advocates at grassroots level having put their efforts in bringing together members and community women for advocacy and capacity building activities.</p> <p>2018: Administered over 20 small grants to Sections and Groups, including eight targeted Environment and Peace Education Initiatives.</p> <p>2018: Provided a space for Sections and Groups through the "We are WILPF" online webinar series for members to talk about their work and how they engage the public. In some cases, these webinars opened the possibility for cooperation when Sections discovered novel ways to work on similar issues.</p>

⁶⁹ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P.51.

<p>- 4.3 Increased engagement of WILPF in coalition, networks, and with partners</p>	<p>2018: Supported Sections with capacity-building activities, including joint training and cross-learning sessions on the Universal Periodic Review (UPR) advocacy.</p> <p>2018: Provided support to 17 delegations of women peace activists in 2018 to participate in international fora and high-level meetings.</p> <p>2019: The Secretariat administered 23 small grants to Sections and Groups, including five small grants distributed by WILPF's WPS programme for the localisation of UNSCR 1325 and eight under the Environment and Peace Education Initiatives, disbursed in 2018 but implemented in 2019.</p> <p>2019: Regional meetings were held in Europe and Africa (see Outcome 5). WILPF Sections and Groups in Europe met in Brussels, Belgium, in April for discussions and strategising around crucial issues ahead of the European elections. The meeting was an opportunity for members to exchange national experiences and discuss ways to work together about their experience in human rights advocacy work.</p> <p>2019: The formalisation of the FIRE feminist consortium, and the first face-to-face meeting in January, has been focused on building the collective strength and network of feminist organisations.</p> <p>2020: WILPF Communications and Membership team has helped showcase the stories and impact of the work of women peace activists in our movement. The team has also continuously worked on producing attractive and inclusive communication products to make the Members feel connected to the movement and to the WILPF community. In October, we published WILPF's new Theory of Change film which makes WILPF's theory of change attractive and easy to understand, and stresses Members' support to advance feminist peace. The film exists in English, French, Spanish and Arabic.</p> <p>2020: In response to financial challenges brought about due to the pandemic, the WILPF Secretariat disbursed 24 care grants (between CHF 300 and CHF 3000) to Sections to allow their ongoing work on feminist peace and COVID-19 response. The fund has been an important contribution to enable Sections to continue their work during the pandemic. Most of the Sections have used these grants to build awareness in their communities, to engage in solidarity activities and provide information about the COVID-19 pandemic to people at risk.</p> <p>2020: In response to the UN Secretary-General António Guterres's appeal for a global ceasefire in response to the COVID-19 pandemic, FIRE developed five feminist principles to serve as the foundation for the negotiation, design, and implementation of meaningful ceasefires. FIRE will continue to build on these principles and support the UN</p>
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	<p>Secretary-General's call for a global ceasefire as part of its collective response to COVID-19. FIRE also asserts that the UN Security Council's resolution on COVID-19 is inadequate and the UN General Assembly resolution has little potential to make an impact. Therefore, FIRE developed the 'Feminist Principles for a post COVID-19 settlement', which had been the basis for our advocacy work in 2020.</p>
<p>SO 5: Amplify local and regional change</p> <ul style="list-style-type: none"> - 5.1 Local initiatives and activities implemented in focus countries and regions, and documented Outcomes - 5.2 Frequency of dialogue and shared learning spaces for women civil society, including examples of follow up and resulting actions for participants. 	<p>2017: In 2017, WILPF Colombia led a new campaign: 'Women for Disarmament: More Lives Less Arms'. The campaign had 11 organisations at national level and nine at regional level. The campaign included a research report, which was distributed to 800 people at forums, and lobby meetings at the local and national levels.</p> <p>2017: Two African regional meetings took place in 2017, in Stockholm (May) and Kinshasa (December). Examples of activities from Zimbabwe Group, WILPF Ghana and Uganda on engaging traditional leaders in perceptions change and peace education for youth and women.</p> <p>2018: Together with FARC-EP's gender team, WILPF Colombia co-produced the first research report ever about reintegration of former women combatants in the framework of UNSCR 1325 in Colombia. This report highlights the role of women in peace, preventing future conflicts and advancing gender-sensitive protection mechanisms in post-conflict settings.</p> <p>2018: Through its 'Feminist School for Peacebuilding', LIMPAL Colombia provided support to around 2,000 women and girls who had been victims of the armed conflict across the country. This included legal and psychological aid, leadership training and many other forms of capacity building.</p> <p>2018: In WILPF's 103-year history, the International Congress, held in Accra, Ghana, was the first to take place on the African continent.</p> <p>2018: WILPF's presence in Africa has grown from one Section in 2007, to eight Sections, seven Groups, and two emerging groups across the continent today.</p> <p>2019: Many Africa Sections have been very active, participating in the Campaign to Stop Killer Robots, supported by WILPF's disarmament programme to carry out activities and advocacy work.</p> <p>2019: In Africa, WILPF Sections and Groups met in Yaoundé, Cameroon, on the theme of strengthening collaboration. The regional meeting also included a session on cross-learning and sharing from WILPF Cameroon, WILPF DRC and the Human Rights programme.</p>

	<p>2019: WILPF Colombia participated in the CEDAW review of Colombia and has contributed to the National Development Plan, with the purpose of including women's rights and gender perspective in this policy document.</p> <p>2020: In November 2020, WILPF Members from 17 Sections and Groups across Africa gathered for the first virtual regional conference of its kind. Conference participants discussed their projects and priorities to advance the feminist peace movement in Africa.</p> <p>2020: WILPF Colombia developed podcast series on care economy that highlighted voices of women from Meta and Bolivar and expert opinion from a feminist perspective and worked with other alliances and local NGOs for the implementation of national law 1257 (2008). As a result of several consultations and meetings with government officials, a collective agreement was signed that ensured guarantee of the right to life free from violence for girls and women.</p> <p>2021: (MTE) WILPF has been challenging the status quo via broadening the scope of engagement and bringing new international mechanisms to partners' attention. Several partners indicated that WILPF was key in identifying new opportunities to partners and enhancing their capacity to engage duty bearers. The WILPF MENA team provided high level technical advisory and accompanied partners in drafting and submitting to human rights instruments and treaty bodies. Examples come from Libya, Palestine, and Yemen.⁷⁰</p> <p>2021: According to the mid-term evaluation, in Yemen, a concrete example on impact that could be traced - partly and not exclusively through - to the project is that sexual violence was brought into the international limelight. For instance, the Security Council Resolution 2564 (2021) has condemned “conflict-related sexual violence in Houthi-controlled areas.”⁷¹ This was the culmination of efforts exerted by grassroot organisations, including Peace Track Initiative-Yemen's work in integrating gender.</p> <p>2021: Collected data shows that WILPF has been challenging the status quo via broadening the scope of engagement and bringing new international mechanisms to partners' attention. Several partners indicated that WILPF was key in identifying new opportunities to partners and enhancing their capacity to engage duty bearers. The WILPF MENA</p>
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⁷⁰ Women International League for Peace and Freedom., (2021g). *Mid-term Review Growing the Movement for Feminist Peace*. Final Report. Norad Agreement Number: QZA.0817 QZA-18/0287. March 2021. P.50.

⁷¹ The Security Council Resolution 2564 (2021), <https://undocs.org/en/S/RES/2564> (2021) .

	team provided high level technical advisory and accompanied partners in drafting and submitting to human rights instruments and treaty bodies. Examples come from Libya, Palestine, and Yemen.
SO 6: Improve multilateral action <ul style="list-style-type: none"> - 6.1 Documentation of WILPF monitoring of multilateral processes - 6.2 Documentation of integration of thematic areas in multilateral actions (statements, policies, resolutions, Outcomes etc.) - 6.3 Evidence of “local to global to local” participation and analysis in multilateral forums 	<p>2017: After protesting the UN Commission on the Status of Women (CSW), WILPF organised a large Convening where over 150 women’s rights and peace activists from 40 countries gathered in Geneva to discuss how to make the UN more inclusive and help it live up to the founding principles of its Charter. WILPF drew from the findings of the Convening to respond to the High Commissioner’s call for inputs for a report on ‘Civil society in multilateral institutions’.</p> <p>2017: WILPF monitored 19 debates, 42 reports and 52 resolutions of the Security Council around Women Peace and Security (WPS) issues; maintained and updated the database of WPS National Action Plans (NAPs), which now includes 72 NAPs; and contributed to 12 Monthly Action Points (MAPs) with the coalition NGO Working Group on WPS.</p> <p>2017: WILPF pushed for meaningful participation of civil society, particularly women civil society, which led to an increased number of civil society speakers to brief the UN Security Council in 2017.</p> <p>2018: Led or supported over 50 submissions and written and oral statements, to multilateral fora including the human rights mechanisms, the Security Council and the disarmament bodies.</p> <p>2018: Monitored 15 Security Council debates and 53 Security Council resolutions for references to gender.</p> <p>2019: WILPF supported Sections and partners to engage with the UN and other multilateral spaces to which they would otherwise not have access. This included supporting advocacy delegations, setting up meetings with diplomats, preparing women activists to make statements, and supporting Sections and partners to develop strong advocacy messaging and approaches. WILPF supported delegations of activists from Yemen, Syria, Cameroon, Libya, Colombia, and South Korea, among others.</p> <p>2019: WILPF has supported Sections and partners to conduct consultations with grassroots women in several countries, including Bosnia, Syria, Afghanistan, Cameroon, and Yemen. This information has led to the development of evidence-based policy papers or briefs which have been the basis of advocacy work and brings the reality of conflict from a gender perspective to the attention of decision makers, at both the national and international levels. Information has been used to make strategic submissions to the CEDAW Committee, CESCR and the UPR, as well as the UN Security Council and relevant debates.</p>

2020: WILPF deepened its work on monitoring national-level implementation of the WPS agenda. Our approach to monitoring and advocacy was revised to be more targeted by focussing on one or two countries every month, prioritising WILPF focus countries that resulted in increased engagement with the WPS Monitor and received positive feedback.

2020: WILPF's National Action Plan monitoring page, on the [peacewomen.org](https://www.peacewomen.org) website, continues to be a well-known resource for WPS practitioners and has been redeveloped into a new microsite, which consolidates resources on national-level implementation of the WPS agenda into a one-stop-shop. We also published the final year of our WPS Scorecard, which monitors the activities of the Permanent Five members of the UNSC (China, France, Russia, the United Kingdom (UK) and USA) on the WPS agenda.

2020: In the disarmament space, WILPF published the [ATT Monitor](#) as the only comprehensive source of analysis and reporting on the written statements provided as part of CSP6 (Sixth Conference of State Parties to the Arms Trade Treaty). WILPF worked closely with Control Arms to advocate for states to build on the commitments made at CSP5 keeping into account the rising cases of domestic and gender-based violence in the context of COVID-19.

Annex 8 – Survey report

SURVEY ANALYSIS REPORT

Women's International League for Peace and Freedom Global Core Support 2017-2021 Stakeholder Survey

This report presents the results of a survey conducted with Women International League for Peace and Freedom Global Core Support. In the period between the 5th of May 2021 and 2nd of June 2021. The recipients were carefully selected and consist of members of WILPF Groups in Africa. The survey was deployed in both English and French to ensure a high response rate and, was sent out to 111 persons using Survey Monkey. Out of the 111 survey recipients 52 responded to the survey: these accounts to 47% response rate. However, 35% of recipients who responded, partially answered the survey.

Below is the representation of the survey data responses, as well as the preliminary analysis and reflections for each question. Several of the questions used a forced ranking choice (marking 1-5 with 5 being the highest degree), while other questions were open question to allow for more descriptive and qualitative data. We have tried to categorise the comments, and, in this report, we present the most relevant and representative information. The full data set can be provided to WILPF upon request.

We include only the quotes that are the most illustrative. The comments made by responses in French have been translated into English.

Note: Although sections of this survey are answered unevenly, 47% response rate is a reasonable percentage to have representative conclusions. At least approximately 38 responses were received per questions, which is 73% response rate per question as such, which is an adequate percentage to make conclusive/representative observations and analysis of the whole.

PART I – BASIC INFORMATION & DEMOGRAPHICS

Please let us know who you are?

I am a member of:

All, with the exception of 5 respondents were from West Africa. They included 2 from Southern Africa, 1 from East Africa, and 2 from central Africa. This section was answered unevenly because respondents skipped parts of this section. As such, 48 of

the total respondents attempted this section with 36 respondents (75%) mentioning their section name and another 21 (43%) mentioning their group names.

Gender, Age and occupational category in section or group

78% of the respondents who have answered this question are female compared to 22% male. Respondents aged 46-55 are the majority comprising 35% compared to 24% aged between 26-35 and 18% who are 56-65 years. While section members formed majority of the respondents (24%) Section presidents, Section board members and group members were evenly distributed, each scoring 22% cumulatively scoring for 66%.

Figure 4 – Age

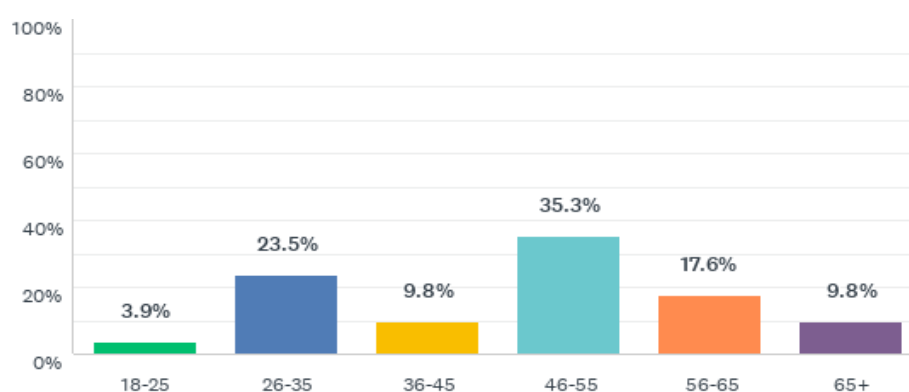


Figure 5 – Gender of Respondents

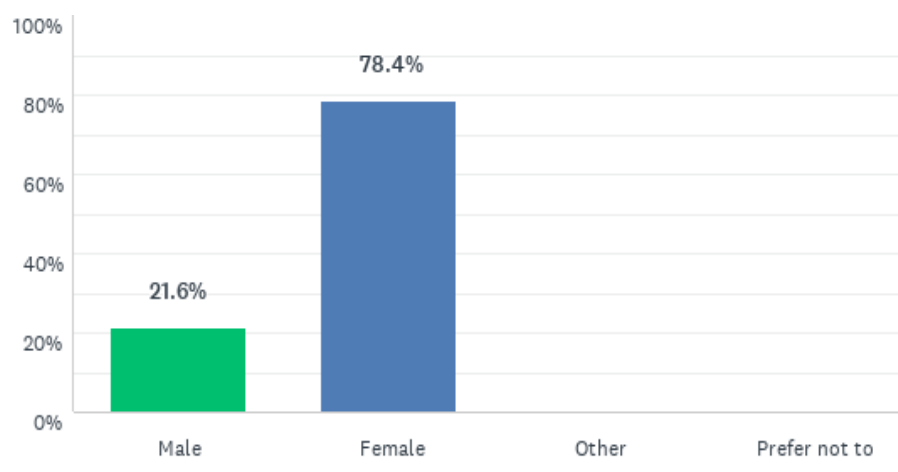
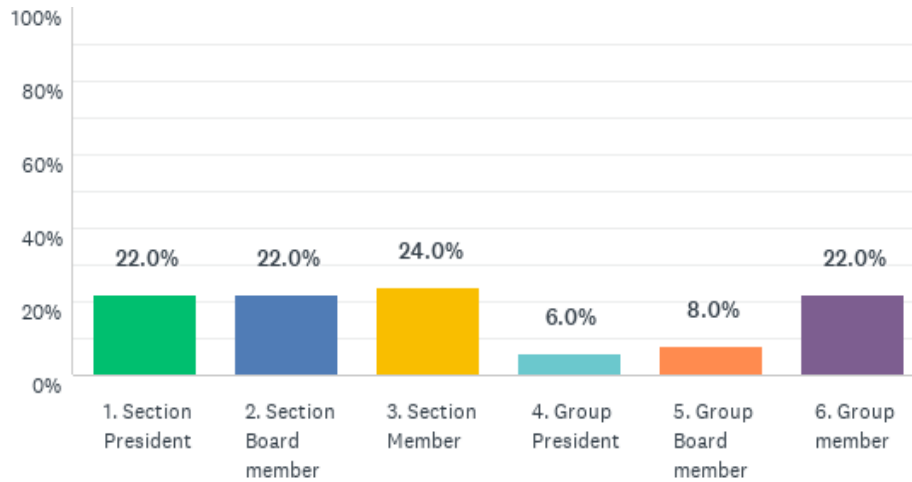
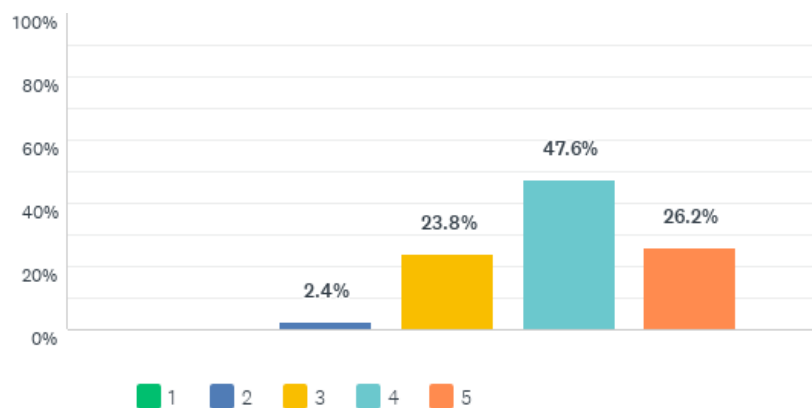


Figure 6 – Occupation

PART 2 – GROWTH OF WILPF IN AFRICA

Overall, with the exception of question 6 of this section, the ratings are positive across board with slight deviation between the number of respondents who picked 3 ('moderately agree'), 4 ('agree') and 5 ('strongly agree') as their answer.

1. To what extent has the **International Secretariat's supported** your section or group in meeting your needs to grow and mature?

Figure 4 – Extent of the International Secretariat's support (SCALE 1 (not at all) – 5 (strongly))

- All persons who responded to this survey are in agreement that the International Secretariat has supported their groups in meeting their needs. Only 2% feel the secretariats support was a bit slight compared to 24%, who are of the opinion that the support they got was moderate, and 48% who 'agreed' and 26% who were strongly in agreement respectively.
- Respondents mentioned the kind of confidence and support received from the international secretariat assisted some of them to better position and prepare for approval as a section, including receipt of technical and financial support in form of small grants and capacity building.

2. To what extent was the **International Secretariat’s** support **relevant** in building your section/group?

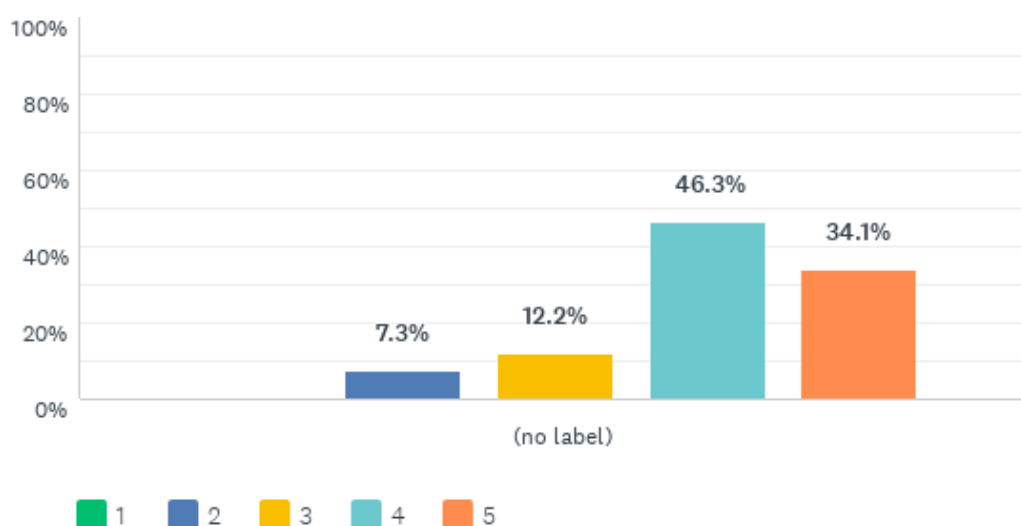
- Out of 42 responses on this question, 19 (45%) and another 17 (46%) responses indicated the international secretariats support as relevant in building section groups. A respondent mentioned how training by the International Secretariat.

“Helped to set the direction and guide for the sections priorities and intervention activities”

- One of the most recurring theme/response is ‘Training and Capacity Building’, as such, it may be concluded that training and capacity building is perceived to be the most demanded support activity from international secretariat.

3. To what extent was the **International Secretariat’s** support **effective** in developing your section/group?

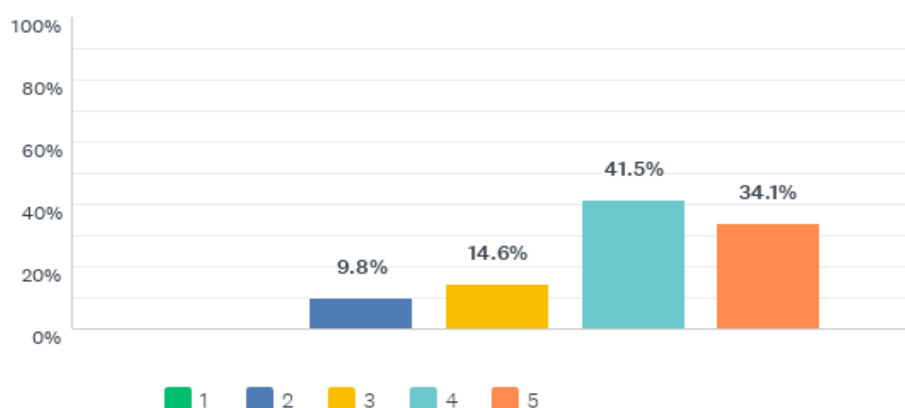
Figure 5 – Effectiveness of International Secretariat Support



- There is positive response on the effectiveness of international secretariat support to sections/groups. The support has contributed to resolution of conflicts within groups including making it “possible to carry out activities in line with the international programs”. Overall, the respondents are in agreement that IS support is effective in the development of their respective groups/sections. A sentiment ‘strongly’ shared by 34% of the 41 respondents who attempted this question, with the rest along the spectrum of either ‘moderately agreeing’ or ‘agreeing’.

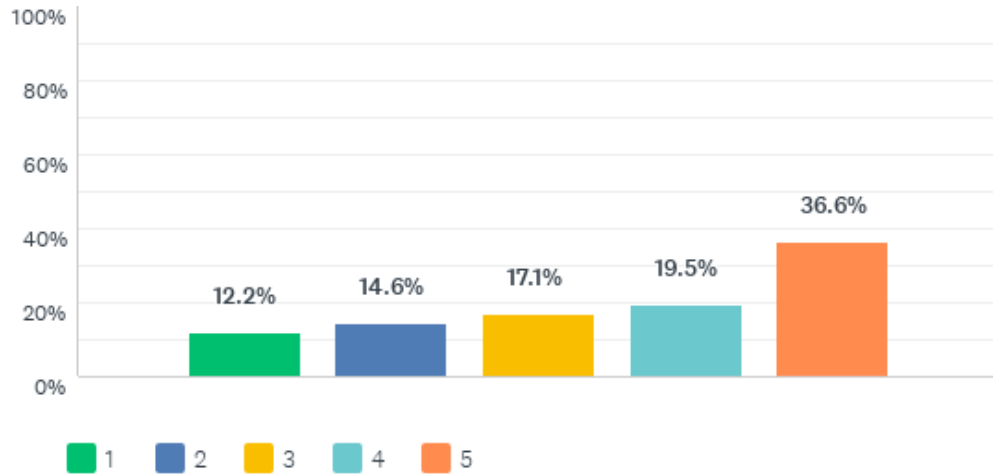
4. To what extent was the **International Secretariat’s** support **inclusive** (not excluding any of the individuals or parties involved) **of your perspective** in developing your section/group?

Figure 6 – Extent the International Secretariat’s support inclusive (SCALE 1 (not at all) – 5 (strongly))

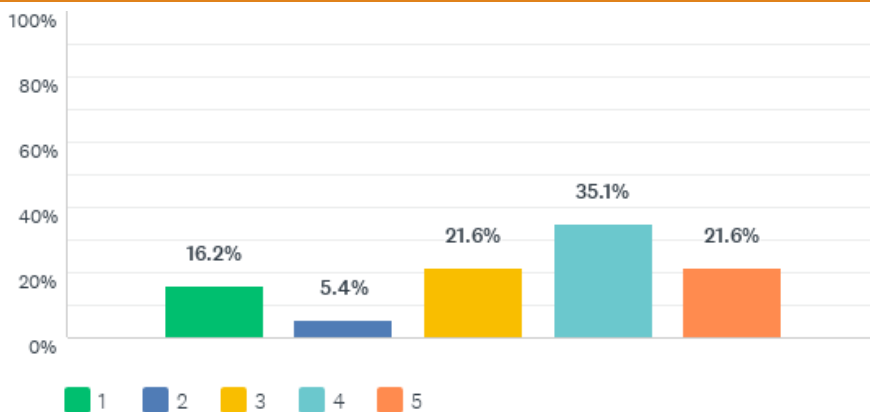


- There is a higher satisfaction with the level of inclusiveness by the International Secretariat’s support. A large proportion of the respondents confirm that their perspectives has been included especially during “decision making and when designing programs”. That the “IS takes cognisance of the peculiarities among groups/sections”.
5. To what extent was the support from **older sections to new sections** or groups **relevant** to your growth? (If you are member of an older section, please indicate from your perspective how relevant your contribution was)
- There is a big variation on the relevance of the old sections support to the new sections. While a large proportion of the respondents ‘strongly agree’ that the support was relevant, cumulatively, 27% are sceptic of the relevance of support given by older sections. See below some of the sentiments by respondents.

Positive sentiments examples	Contrary sentiments examples
<p>“WILPF Sweden has raised funding for the implementation of projects in Cameroon since 2015 - We learnt from WILPF Nigeria on their experience with the Women's Situation Room to set up an Early warning mechanism for peaceful elections in Cameroon. WILPF Cameroon being an older section, has provided coaching for new groups to emerge (Burkina Faso, CAR, Togo, Senegal, Cote d'Ivoire, Niger). As well, we provide time and technical support to other sections and groups in Africa for the implementation of their projects”</p> <p>“WILPF Cameroon and WILPF Sweden have played a pivotal role through teaching us how to write proposals, engaging with other international organisations and embassies”</p>	<p>“Not very much from the old. Not included in discussions or decisions. you'll be there and then just get to know an even is happening”</p>

Figure 7 – Relevance of support of older groups to new groups growth

6. To what extent was the support from **older sections to new sections** or groups **effective in your growth**? (If you are member of an older section, please indicate from your perspective how effective your contribution was)
- Though the margins of positive perceptions grow steadily, the margin of sceptic opinions is higher on the effectiveness of support from older sections to new sections. Cumulatively 21% of the respondents are not in total agreement compared to another 21% who ‘strongly agree’ that the support is effective.

Figure 8 – Extent of effectiveness of support from older sections to new groups growth

PART 3 – COVID-19

1. To what extent was your section or group affected by COVID-19?

- Up to 67% of the sections activities has affected by the emergence of COVID-19. Responses mentions how restrictions by governments aimed at countering the spread of the deadly virus has stalled the level of activities and communication among members. In some instances, poor internet connectivity in rural parts of West African countries meant that certain sections were cut off from information. See selected sentiments below.

Selected Sentiments

“Due to COVID most activities meetings etc. were moved from physical to online most of our members are in the grassroots they do not have access to the internet hence participation is a challenge”

“We had members who had COVID, we shut down our Secretariat and most of our members depend on daily sustenance so during the lockdown survival was very difficult including access to healthcare “

“COVID-19 created a lot of fear among the members and their families. As a result, activities were cancelled or reoriented”

“The lock down led to cancel postpone most of the group activities”

2. How did the International Secretariat support you in your COVID-19 responsive work?

- Responses from this section indicate the International Secretariats solidarity funds towards groups as a consequence of COVID-19 had positive Outcomes. Responses mention how they channelled funds provided towards ‘awareness campaigns’, ‘purchase of food, sanitation items and PPEs’. Sentiments below express the respondents’ perceptions.

Selected Sentiments

“Support received enabled the Ghana section to undertake COVID-19 prevention education and donations of sanitation items and PPEs targeting women in selected high-risk peri-urban and urban centres”

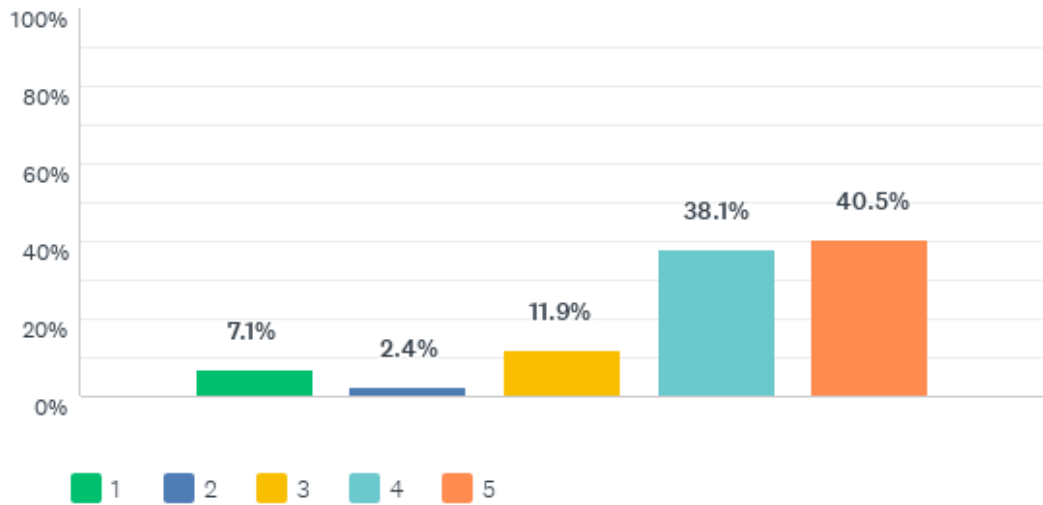
“We got the solidarity funding and this helped us in reaching out to communities in need at this critical time. The secretariat also checked on members to ensure we are healthy and doing fine”

“The solidarity funds provided by the IS help is providing protection kits to members and their families, as well as raising awareness among vulnerable populations”

“There was a provision of an emergency small grant targeted at awareness raising and providing humanitarian support”

- Up to 80% of the respondents were reached by the solidarity fund and felt that it was effective compared to 10% and 7% and 14% who did not either receive the support or moderately felt the support was not enough. See the graph below.

**Figure 9 – Support from the International Secretariat during COVID-19
SCALE 1(not at all) - 5 (strongly)**



3. Among the types of support provided by the International Secretariat to help your section/group to cope with COVID19, what were the most useful?

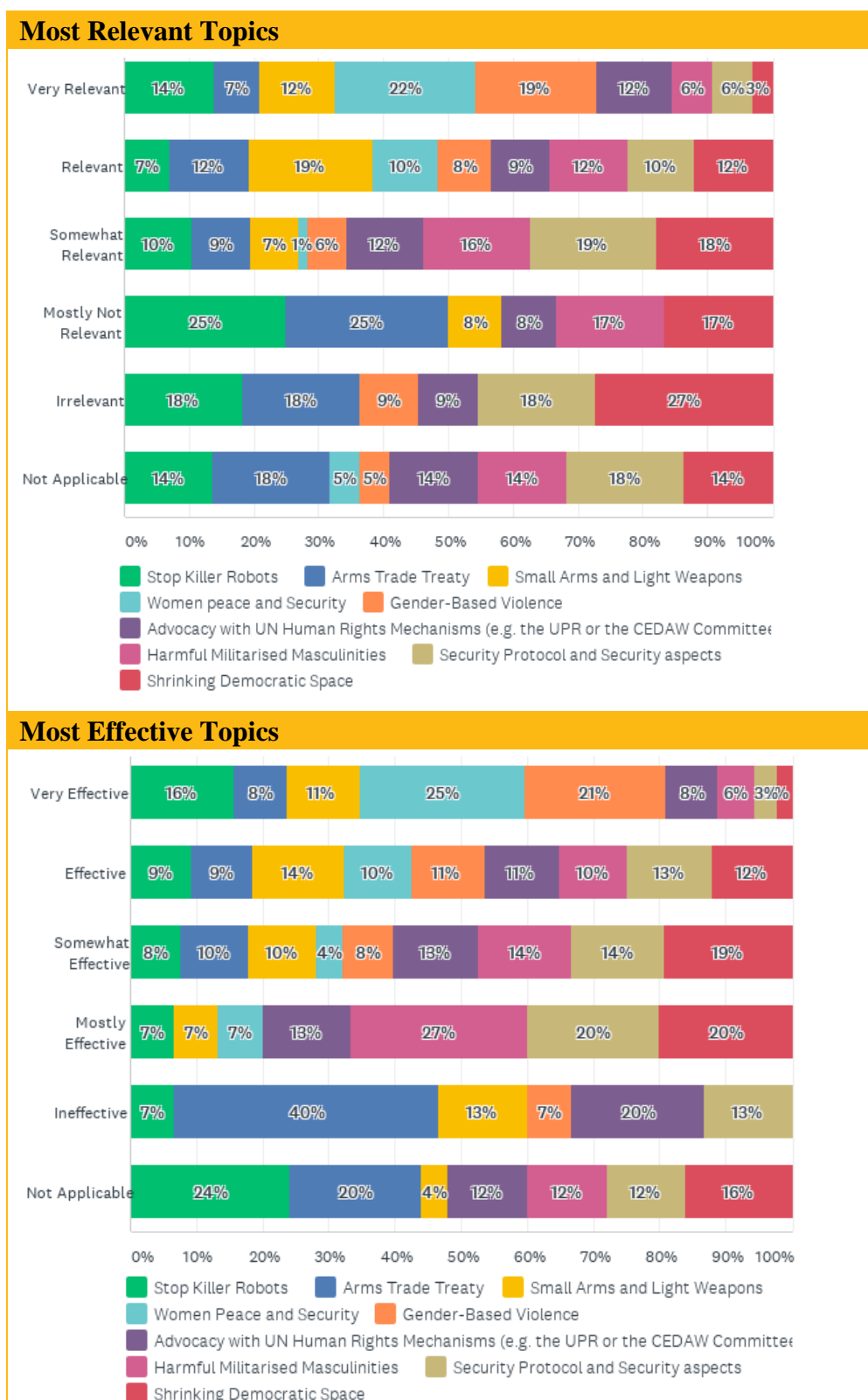
- Solidarity funds was the most mentioned type of support that was useful by section/groups to cope with COVID-19; 84% of the 38 persons who responded to this question rank solidarity fund among the topmost important. From the responses, the funds enabled the sections/groups purchase PPEs, deploy awareness campaigns, stock food items and also “provided a window of opportunity to promote and advance the work and visibility of WILPF to the public through social media”.

PART 4 – CAPACITY BUILDING

1. To what extent was the International Secretariat’ support relevant/effective in building your section/group with regard to the different topics below?

- Women peace and security, Gender based violence, advocacy with UN human rights mechanisms and stopping killer robots form the bulk of the topics perceived to be the most relevant support from the international secretariat. Although the rights-based topics are ranked high, the topic on ‘shrinking democracy’ which is supposed to be a key pillar on attainment of rights seems to not to be ‘somewhat relevant’ with sections/groups. The mentioned topics seem are also perceived to be the most effective. The topic on ‘shrinking democracy’ is still perceived to be ‘somewhat relevant’ but ranks slightly high among the respondents at 40% relevant compared to 33% effective.

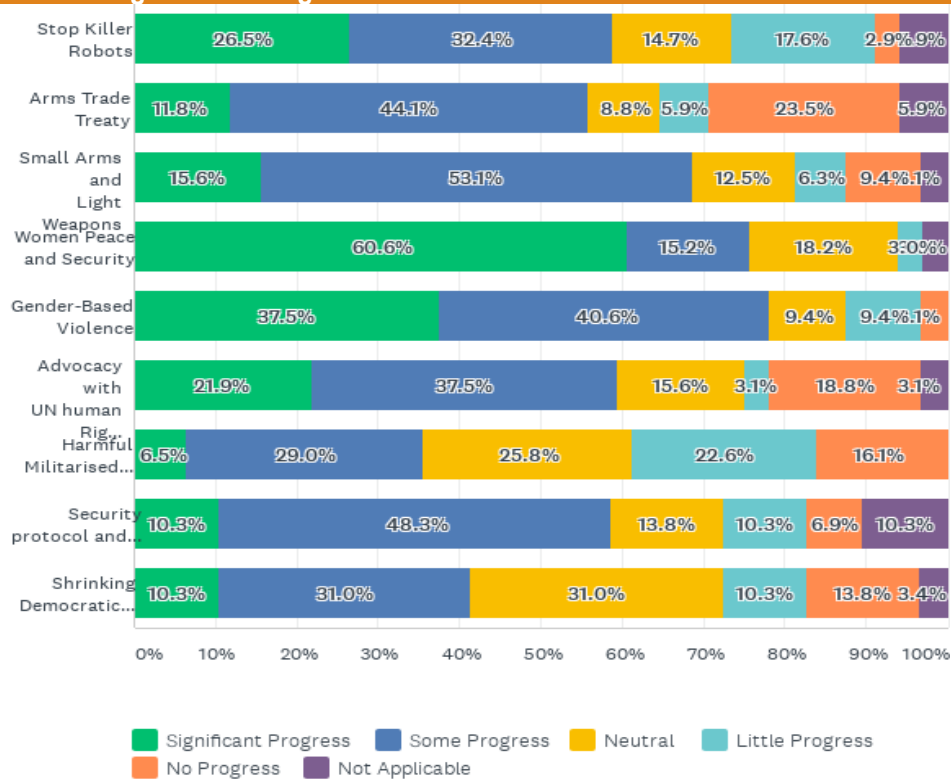
Figure 10 – Relevance in comparison to Effectiveness of topics



2. What degree of progress have you achieved within the different areas in your section or group?

- Significant progress has been made on topics around ‘Women Peace and security’, ‘Gender-based violence’, while there has been ‘some progress’ in achieving results on ‘shrinking democracy’, ‘small arms and light weapons’, and ‘advocacy with human rights mechanisms’
- While the topic on shrinking democracy ranked low on its effectiveness and relevance, there seems to be efforts to bridge the gaps, as the graph below shows progress towards this specific area. Also, areas around ‘arms trade’, ‘small arms and light weapons’ and security protocols’ are gaining ‘some progress’ compared to their effectiveness and relevance to the sections/groups.

Figure 11 – Degree of Progress

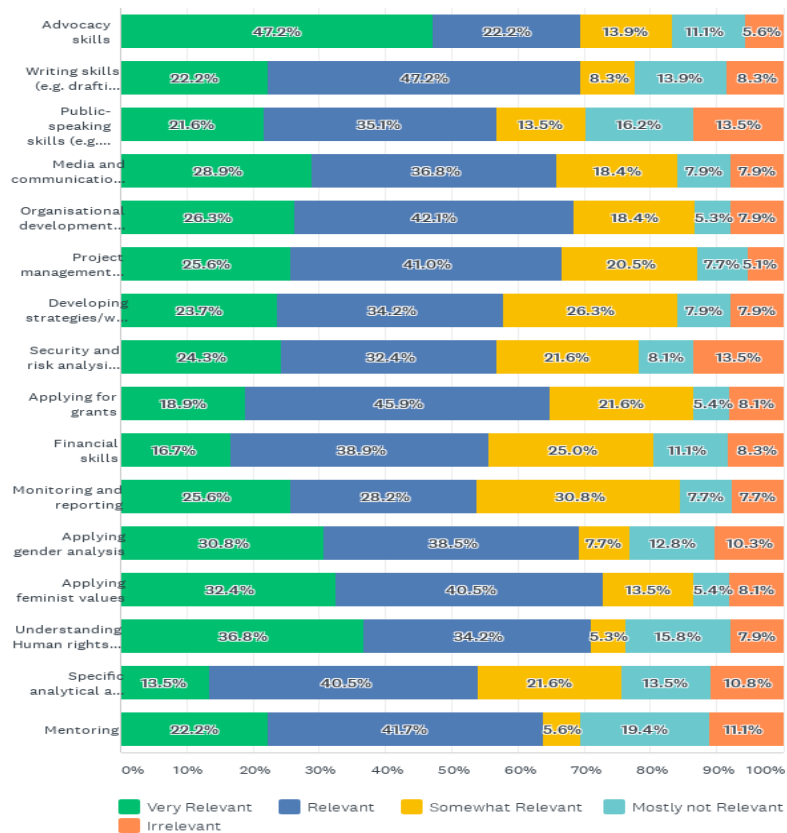


3. To what extent was the **International Secretariat**’ support **relevant/effective** in building your section/group with regard to the different **skills** below?

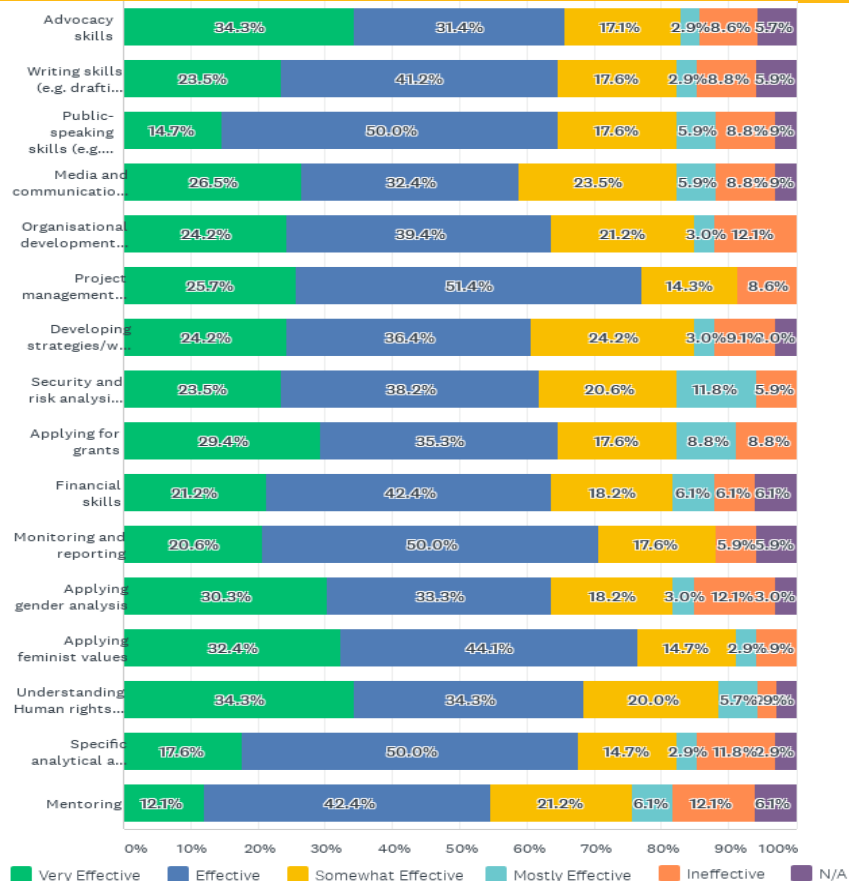
- There is a big disparity on the question regarding relevance and effectiveness of skill support. ‘Advocacy skills’, ‘writing’, ‘Grants application’ and the ‘application of feminist values’ ranked high on the degree of relevance while ‘project management’, ‘public speaking’ ‘analytical, research’, ‘monitoring and reporting’ skills are perceived to be more effective.
- Public speaking, project management, ‘mentoring’, analytical’, and ‘writing skills’ are the most relevant and effective skills support from the international secretariat to sections and groups

Figure 12 – Most Relevant and Effective skill support

Most Relevant Skills



Most Effective Skills



4. What additional support is needed?

- ‘Capacity building’ is the most recurring theme among the responses. Sections/groups need knowledge around fundraising/resource mobilisation, research, evaluation and reporting among others.

5. As a result of the support have you developed something unique that contributes to WILPF Africa?

- The following are some of the sentiments section/group members have been able to achieve as a result of the support from the international secretariat.

Sentiments examples

“WILPF Cameroon has involved men in its work, which has been replicated by others. Also, we have institutionalised the Young WILPF movement in Cameroon which is an example for others”

“Because of their contribution we are now beginning to be visible on the national platforms of our country”

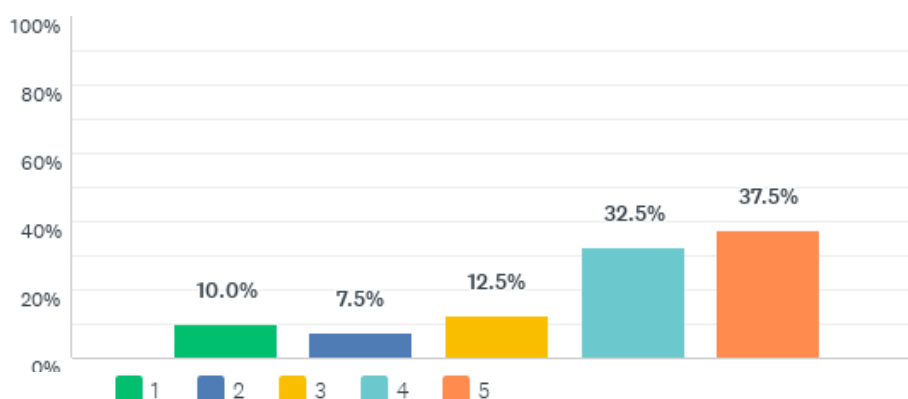
“Able to participate in online conference and shared ideas for the growth of WILPF Africa”

“The adoption of a Statement of Commitment on SGBV prevention in selected schools (initiated pre-COVID-19)”.

6. To what extent has the WILPF International secretariat supported you in linking local, national work to the international level? (for example, on Human Rights; Women, Peace and Security issues, etc.)

- Approximately 90% of the respondents (40) are affirmative of the support the International Secretariat has supported sections/groups in linking their work to the international level, compared to 10% who feel have been left out.
- A respondent mentioned how, “Through various research, they have been able to draft submissions for CEDAW and the UPR, and we are now taking part in most disarmament programs at local and international level”
- Other support includes “provision of funds that support joint activities” and the training and capacity building by external partner institutions.

Figure 13 – Extent of support in linking National groups to the international level



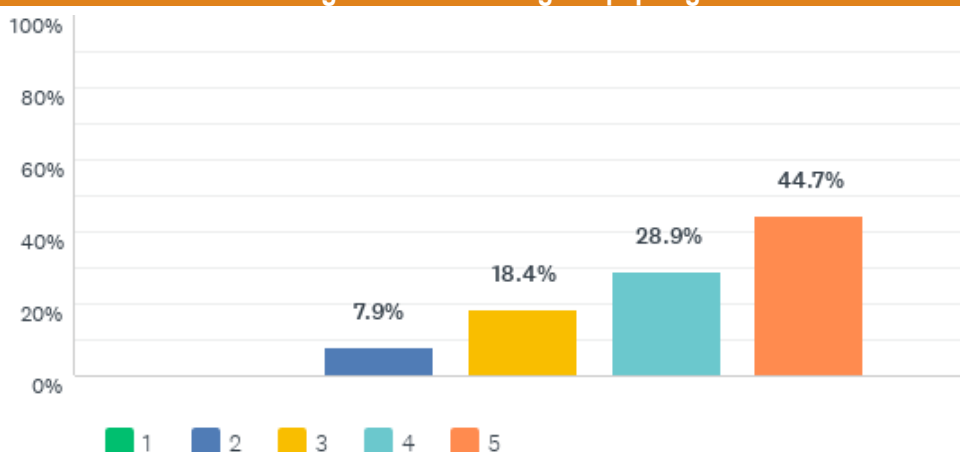
PART 5 – NETWORKING AND MOVEMENT BUILDING WITHIN THE REGION AND WITH EXTERNAL PARTIES

1. To what extent were meetings and conferences attended by a representative from your section/group in (e.g., Kinshasa, Yaoundé, Accra) and outside Africa (e.g. in Geneva, New York, etc.) contributing to helping your section move forward.

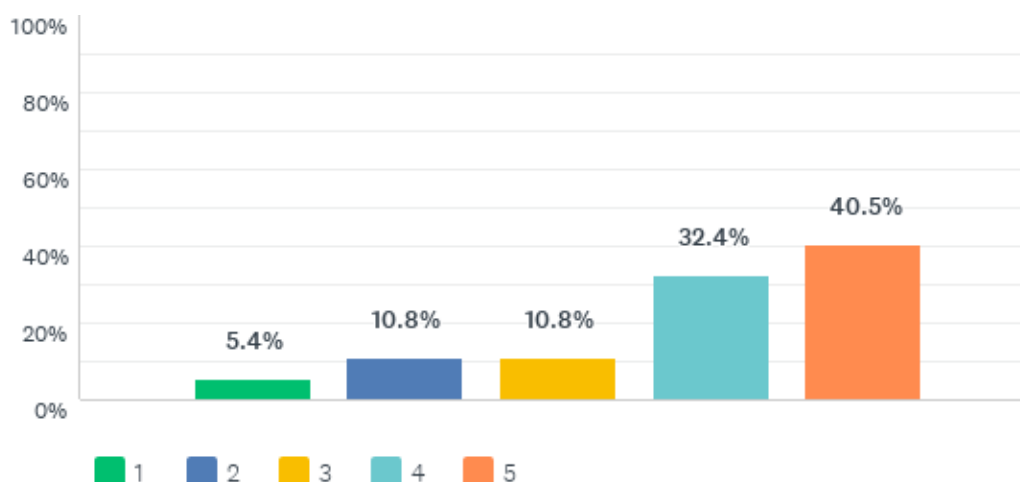
- 45% of members (38) who attempted this question conclude that experiences from the meetings have contributed to new and innovative ideas including knowledge transfer to members from the attendees of the meetings. A member opines that;

“These have been good opportunities to exchange, share experiences and learn. Back in the country, we have always used the recommendations and Outcomes from those meetings to develop new projects and/or consolidate the actual work”.

Figure 14 – Effects of meetings on Section/group progress

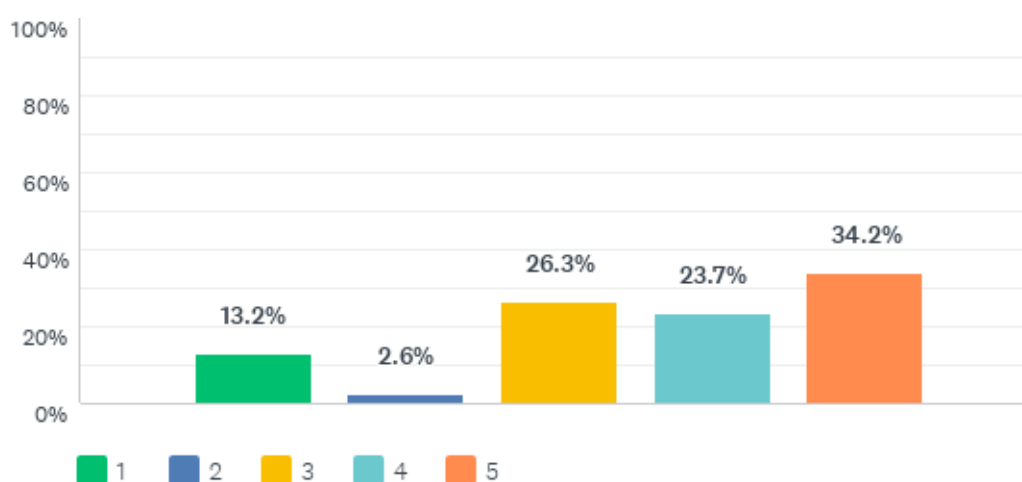


2. To what extent were specific individuals inspiring and contributing to helping your section move forward?
 - While 40% of respondents appreciate the inspiration and contributions specific individuals make in supporting groups, 15% are of a contrary opinion.
 - Names such as Annie Matundu, Elena Cason, Tove, Guy and Sylvie are frequently mentioned

Figure 15 – Extent of Support from specific individuals

3. To what extent were specific sections or groups inspiring and contributing to helping your section move forward.

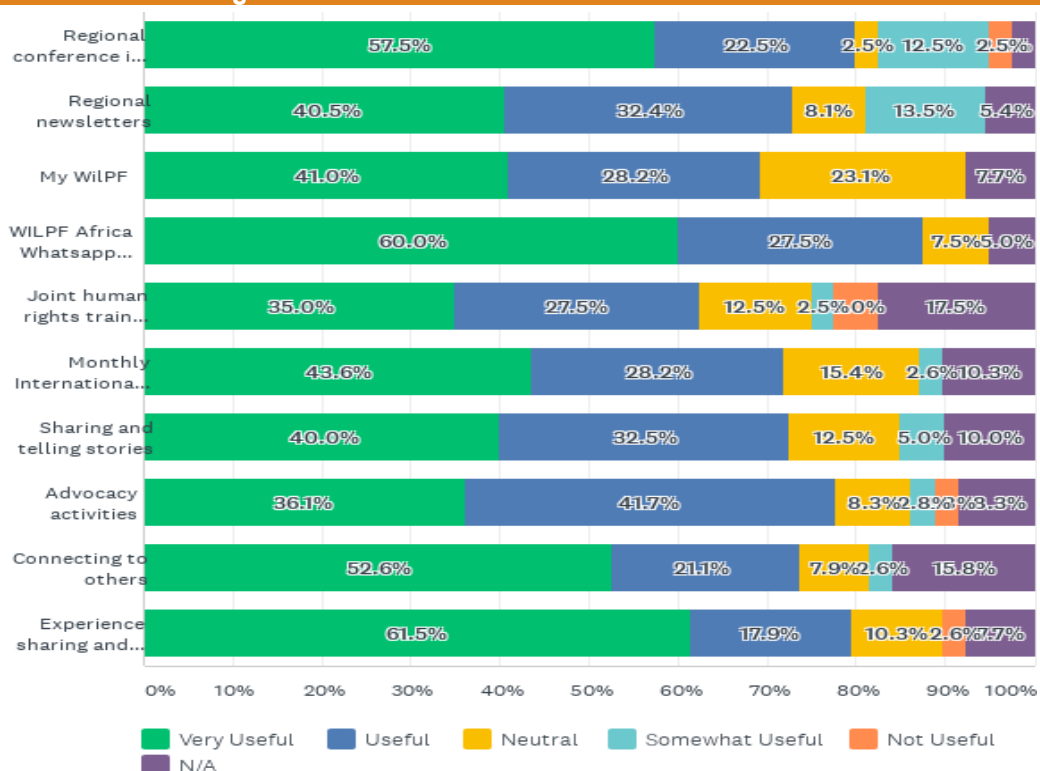
- Although 15% of the respondents (38) who answered this question are not inspired by intra-section/group support, 34% are strongly in agreement of the intersection/groups' technical support, as several indicate their benchmarking efforts and subsequent replication of ideas from other sections.
- There is a strong indication that there is a culture of support from groups although responses don't mention specific groups.

Figure 16 – Inspiration from Specific Groups/Section support

4. To what extent is interregional collaboration among groups and sections effectively helping you move forward?

- The WILPF Africa WhatsApp group, 'knowledge exchange', regional conferences in Africa, and connections to others are mentioned as the 'very useful' ways which are enhancing interregional collaboration among sections/groups.

- Note that ‘story telling’, ‘regional newsletters’, and the ‘monthly international board report’ are also ‘useful’ towards these efforts.
- These answers confirm the high ranking on the question in regards to the effect of members attendance to conferences and meetings (Q1 of this section)

Figure 17 – Interregional Collaboration

5. To what extent did activities carried out with support from the International Secretariat (e.g. advocacy) help you in establishing new contacts or partnerships with external actors? (e.g. embassies, UN officials, national human rights institutions, other CSOs)?

- Varying responses emerge in regard to the establishment of new contacts; however approximately 60% have been able to establish external contacts and a cumulative 21% not able to establish external contacts/partnerships.

Positive Sentiments examples	Contrary sentiments examples
<p>“The section is now a member of the Technical Working Group on Women, Youth, Peace and Security being coordinated by the WANEP (West Africa Network on Women and Peace), in partnership with some UN agencies (WPSI of KAIPTC, UNOWAS, and several public organisations and NGOs/CSOs with mandates on Women. Gender Peace and Security and Human rights”</p>	<p>“I did not get an opportunity to carry out such activities, but it is definitely helpful to networking and partnerships”</p>

“We have created a platform of organisations to work on several peace issues in the national territory. Our collaboration with embassies has increased; for instance, the Swiss Embassy and British High Commission have provided financial support for projects”

PART 6 – FUTURE – Next Steps

- To what extent are the results achieved in your section or group sustainable?**
 - Groups/sections have put up mechanisms including collaborations, partnerships, dovetailing as ways of ensuring sustainability of their results. The following sentiments capture these mechanisms.

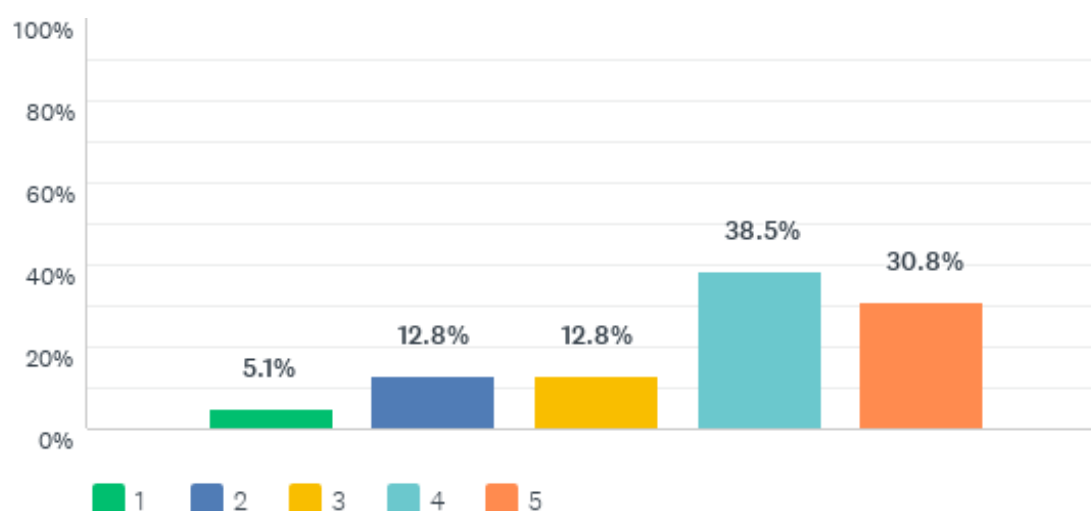
Sentiments on Sustainability

“We have set structures and mechanisms to maintain the momentum around the results achieved. For instance, there is Call centre, a Women's consultative platform, a Legal clinic and 3 offices in the country to keep working for long time”.

“Much of our activities dovetail with the interventions of other organisations to cut back on financial and other resource outlays”

“Networking is very important, and it is important for sustainability because you have created an alliance with other organisations”

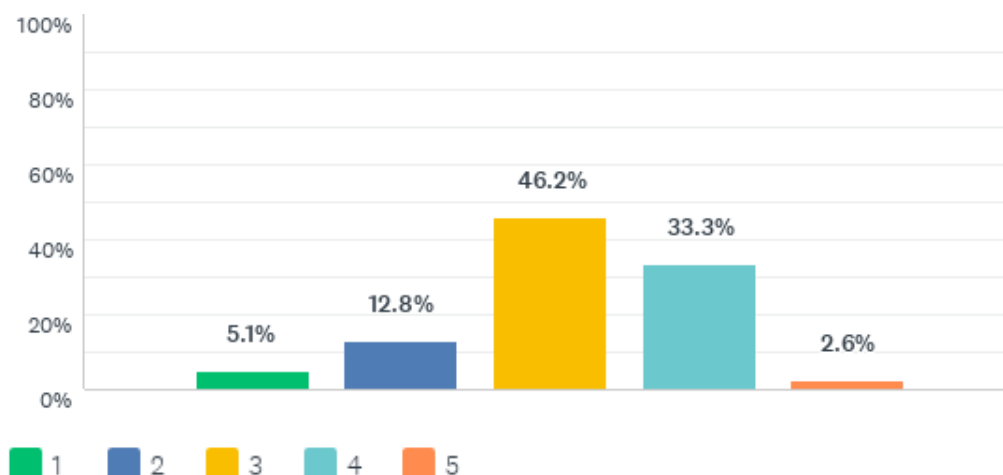
Figure 18 – Sustainability of Results Achieved



- To what extent can you mobilise different resources?**
 - Many of the group/sections (46%) can moderately mobilise resources. Read with section 4 on capacity building, it is clear that capacity building is required in the area of resource mobilisation as mentioned. Note that only 3% are

confident with resource mobilisation, lack of this asset may disrupt sustainability efforts by sections/groups.

Figure 19 – Capacity to Mobilise Resources



“Appeal to local embassies for support; mobilisation of membership; intensify proposal writing but there will be the need to equip members with the required skills”

“We can mobilise capacity building resources, use our time and talent, when it comes to financial resources it’s a challenge due to the economic crisis in our country we go to work, but we need help ourselves because our salaries cannot buy a month supply of groceries let alone pay bills and fees. Fundraising activities are always flopping”

3. What is required to ensure that your section or group expand into more activities?

Recurring themes on this question:

- “Focused team builder, manager for effective results-oriented leadership, with good governance practices”
- “Technical Support”
- “Capacity building”
- Institutional support”
- “Financial/Grant support”
- “Networking”

4. What are the specific challenges and opportunities for WILPF to grow in Africa?

No.	Challenges	Opportunities
1	Lack of capacity, skills for results and impact, soft skills and resources	Support of the international secretariat
2	Lack of Sustainable Resources	The support of WILPF Sweden and the International Secretariat is an asset

3	Lack of funding for paid stuff, have offices this important in making we visible and reliable usually if you do not have an office you are not taken seriously	Information sharing and frequent interaction through workshops/ conferences will help grow WILPF in Africa
4	“Online platforms for meetings are a challenge because of regular power cuts, most of our members do not have internet access equipment”	

5. Do you have specific recommendations for the International Secretariat to strengthen local, national, and regional work in Africa?

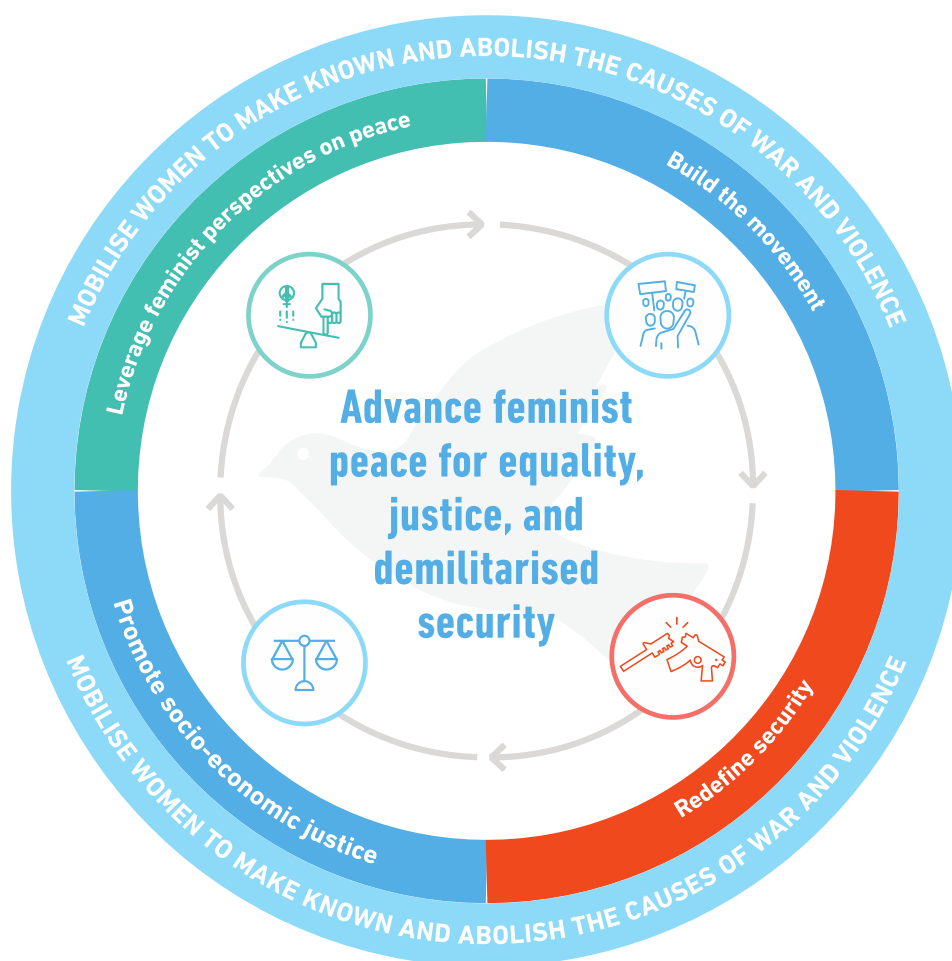
No.	Recommendations
1	The Secretariat should have an effective way to check the activities of Sections and Groups.
2	collaboration and share of knowledge with WILPF sections in the developed countries
3	For the national work, increase financial support and provide more trainings and capacity building
4	Capacity building in proposal writing and financial reporting
5	Good governance, institutional structure, communication, Information sharing, good teamwork and frequent interaction through workshops/ conferences will help grow WILPF in Africa. Learning and direct best practice experiences sharing makes immediate impact for many to becoming the change and transformation leaders we all want to see

Annex 9 – WILPF Theory of Change Diagrams

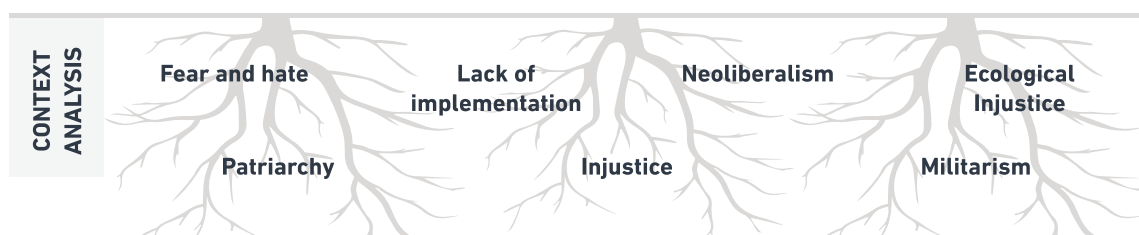
WILPF's Original Theory of Change from 2016



WILPF's overarching ToC from 201



ROOT CAUSES OF WAR AND VIOLENCE



Annex 10 – Assumptions

Overall Assumptions for Outcome 1-4	Additional Assumptions Outcome 5	Additional Assumptions Outcome 6
<ol style="list-style-type: none"> 1. There is a strong feminist peace movement: (i) with capacity for social organising which will increase women's participation and a feminist analysis in social and political processes at national and international level; (ii) coupled with social organising to promote drivers of peace at the national level and strengthen processes for community peace building; (iii) and to strengthen capacity for analysis and address root causes to conflict, and focus on measures for conflict prevention and nonviolent, non-militarised conflict resolution. 2. Increasing access and space for feminist perspectives and participation in national and international decision making will help challenge existing patriarchal, militarised systems and structures and promote nonviolent, socially and economically just alternatives. 3. Working with men to address the construction of violent masculinities and the violence of patriarchy will lead to altered gender relations built on equality. 4. A feminist political economy approach will help ensure that macroeconomic policies are responsive to existing gender bias, and directly address the structural causes 	<ol style="list-style-type: none"> 1. Gathering and sharing analysis and knowledge of experience of peace, conflict and post-conflict reconstruction process can lead to effective cross-context learning for better response and contributes to feminist alternative approaches 2. Stakeholders and policymakers will be response to evidence. Targeting WILPFs audience would serve sections better. 3. Broaden partnerships and dialogues beyond women organisations will maintaining feminism as the core principle of cross-movement building and offer compelling politics for change across the existing divisions in society 	<ol style="list-style-type: none"> 1. Monitoring of international gender, disarmament, and security commitments requires transparency on action around these commitments. Transparency can be lacking and is disabling access to relevant actors. 2. Investing resources in coalitions and strategic partnerships can strengthen our impact for change on key issues of gender, disarmament, human rights, and security by advocating with a collective voice. 3. Access to mobilise inside international forums and outside with grassroots activists exists 4. Adequate information is available at local and international level. This is linked to number 1 where access may be a right but not abided by.

<p>for inequality and violence and will challenge existing neoliberal agendas and strengthen and articulate an alternative that promotes peace, justice, and equality.</p> <p>5. There is political support and policy space for feminist peace. There is overall concern that a polarised world and increasing conflict reduces space for civil society.</p> <p>6. WILPF has sufficient staff, organisational capacity and strong partners to deliver programmes and international strategy. Outcome 4 assumes that the IS growth proportionally which requires resources.</p> <p>7. WILPF can continue to operate in unsafe situations where violent conflict continues. There is a strong call for increased security across sections.</p> <p>8. Governments, foundations and individuals are prepared to provide financial support for WILPF's vision of feminist peace and its strategic objectives over the next 5 years. This remains critical for the next SP and sustain all Outcomes and in particular Outcome 4.</p>		
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Annex 11 – Infographic illustration of evaluation findings





Evaluation of Women's International League for Peace and Freedom (WILPF), Core Support 2017–2021

This report presents an evaluation of the Women's International League for Peace and Freedom's (WILPF) Strategic Plan 2017-2021, to which Sida provides core support. The purpose of the evaluation was to assess the progress made by WILPF towards achieving its set outcomes by using the evaluation criteria of relevance, effectiveness, impact and sustainability; contribute to learning and provide Sida and WILPF with input and recommendations regarding the upcoming phase of support and the elaboration of a new Strategic Plan. The evaluation found that the set objectives as well as the ToC remains relevant for the movement and has been functioning as a guiding framework in WILPF's strategic work. WILPF has moreover strengthened its position and intervened effectively at a global, regional, and national level, as the movement's voice has been increasingly recognised and respected. The evaluation also found that the grant support of Sida has been vital in the pursuit and implementation of the Strategic Plan. It has also enabled WILPF to combine being a grassroots-movement with having a global outreach. Sustainability, in terms of a diversified founding base, thus remains a challenge.

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