



Development  
Researchers'  
Network

Rome, Italy

JTI Foundation and  
Swiss Academy for Development (SAD)

## EXTERNAL EVALUATION OF THE PROJECT

# “WOMEN ON THE MOVE. SPORT & PLAY-BASED PSYCHOSOCIAL INTERVENTIONS FOR TRAUMATIZED WOMEN IN SOUTH SUDAN”

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## FINAL REPORT

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### **Annex 1: Detailed Mission Work Plan and list of meetings**

## 1. Introduction

WOMEN ON THE MOVE is a pilot project led by the Swiss Academy for Development (SAD) jointly with the South Sudan Psychosocial Programme (SSPP) and financed by the JTI Foundation meant to contribute to improved quality of life of women in South Sudan. The core activities of the project took place from October 2012 to September 2013.

During this time, JTI Foundation carried out an internal monitoring and evaluation visit in March 2013 and contracted DRN to perform the final evaluation (August – September 2013).

The external evaluation entailed a desk phase with document review, phone interviews to both JTI Foundation and SAD representatives and first email exchanges with Mr Kenneth Godi (Director of SSPP). The present report follows the structure of the Inception Report, answering the questions posed in that document on which DRN – Development Researchers' Network and JTI Foundation agreed upon during the inception phase.

The field phase of the evaluation took place between August 29 and September 5, with 7 full days of work in collaboration with the staff and management of SSPP, and particularly with those involved in the project WOMEN ON THE MOVE, i.e. Mr Kenneth Godi, Mrs Lillian and Mrs Beatrice.

Evaluation activities specifically included a series of meetings with institutional and non- governmental stakeholders active at local and county level; group meetings and focus groups with the target group of the project (women coach for sport and play activities) at SSPP's compound; focus groups with final beneficiaries participating to the Sports&Play activities, at SSPP's compound; participation to two sessions of project activities (Kaetp and Ebenezer playgrounds); focus group and individual interviews with SSPP senior management team.<sup>1</sup>

WOMEN ON THE MOVE is fully co-implemented by SAD and SSPP that act as partners and carry out complementary activities to achieve project results and goals. The division of tasks and responsibilities, including the repartition of the overall budget, is regulated by a general agreement between SAD and SSPP. Among other things, the agreement specifies the budget devoted to the activities that SSPP is directly in charge of, the duties of SSPP with respect to financial and narrative reporting, and the timing for receiving the 3 installments.

As far as general management is concerned, the coordination with SAD by SSPP has been very well conducted and quite smooth. As far as internal management in SSPP, the project has been put under the responsibility of the senior management of the organization and specifically assigned to the only woman already member of the senior management (Mrs Lillian), supported by the other only women composing the counsellors' team (Mrs Beatrice), both supervised by Mr Kenneth Godi.

As far as the budget management is concerned, SSPP managed an overall amount of USD 81.051, used to carry out field activities such as playground

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<sup>1</sup> A complete list of meetings and focus group hold during the evaluation visit is provided in Annex 1

activities (including the purchase of goods to be distributed to beneficiary women once a week, such as washing soap or glucose mono-dose bags), logistic organization for the training sessions, cover salaries for SSPP staff involved in the project, the allowances for coaches, office supplies and local transport costs. At the date of the evaluation visit, 90% of SSPP budget had been executed, in line with time forecast and work plan. The end of activities of the pilot phase is foreseen by the end of September 2013, complying with the work-plan.

The three main results<sup>2</sup> of WOMEN ON THE MOVE which aimed at enabling distressed and traumatized women to better cope with daily challenges, were generally achieved. In particular, R2, linked to the increase / development of support networks of women, proved to be particularly well achieved through project activities. Also, as far as R3 is concerned, the evaluation visit could assess that the interviewed women (both target group and beneficiary women) relate about improvement of physical health and of the reduction of psycho-somatic complaints. Notwithstanding these positive comments, a complete assessment of the achievement of Result 3 particularly depends on of the comparison between data from the baseline and the post-intervention studies that will only be available after the completion of this final evaluation.

The choice of focusing on women as a target group has been guided by JTIF, and it has been as pilot as the Sport&Play methodology both for SSPP and, more broadly, for NGOs and CBOs in Kajo Keji. In general terms, the introduction of sports and recreational activities for women has been well received by spontaneous groups/associations/CBOs in the Kajo Keji county area, were women returned after the experience in the camps as refugees. Also, it has been positively taken by local population and it has allowed for effective achievement of results with beneficiaries with little jeopardizing effects/impact. Nonetheless, the specific aspect of negative impact of restricting the beneficiary group to women should be further analysed and regarded before proceeding to the follow up phase.

## **2. Inception phase: main activities**

The inception phase started with the official notification of contract award to DRN (August 2013) and ended with the approval of the inception report.

During the inception phase the following activities were carried out:

- Gathering of Programme Documents through SAD and JTI Foundation staff;
- Review and analysis of WOMEN ON THE MOVE documentation by evaluator and quality officer;
- Analysis of the Intervention Logic;
- Skype interview with Mr Niklaus Eggenberger and Mrs Pia Amman SAD / Switzerland (9<sup>th</sup> August 2013);
- Skype interviews with Mr Nenad Ljubicic and Mr Fujimaki Daisuke JTI Foundation / Switzerland (13<sup>th</sup> August 2013);
- Further e-mail contacts with both Niklaus Eggenberger and Pia Amman (August 3<sup>rd</sup> and 14<sup>th</sup> 2013);

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<sup>2</sup> To increase general self-efficacy among women;

To expand support networks of women and to increase quality and amount of social support received;

To improve psychological and physical health and to reduce psycho-somatic complaints

- Definition of methodological tools for the evaluation by evaluator and quality adviser;
- Preparation of the inception report (submission: 15<sup>th</sup> August 2013).

### 3. Preliminary findings

Underneath we will list an overview of the preliminary findings gathered through the documents review and the first round of skype interviews.

- The evaluator found a very supportive environment to the evaluation; project management and staff in SAD and JTI Foundation that promptly and effectively provided full support and the necessary information for the evaluation start up;
- A preliminary review of expected outputs shows that WOMEN ON THE MOVE delivered the majority of planned activities; amongst pending activities: finalization of the Manual and completion of the study comparing baseline and final study based on monitoring questionnaires;
- Programme progress reports by SAD to JTI Foundation are well structured and provide clear information on progress of the different project components. Nonetheless, it would be very useful to have access to progress reports elaborated by SSPP to SAD and the minutes/notes taken by SAD project officer after skype weekly meeting with SSPP officers;
- The analysis of the financial implementation is based on two financial statements dated December 2012 and April 2013, provided by SAD to the evaluator. Summing up the information contained in those two documents, it shows, that out of the total budget CHF 374.232, 68% was executed by April 2013. The remaining balance in April was CHF 121.018.
- The use of the funds generally respected the provisional budget.
- WOMEN ON THE MOVE design is based on a very clear logic of intervention obtained through participatory analysis of the problem and elaboration of project objectives, results and indicators. Nonetheless, as far as the use of indicators is concerned, the evaluator did neither have access to the baseline nor the post intervention study, therefore she could neither assess the actual impact of the action nor measure quantitatively the level of achieved results.
- Nonetheless, WOMEN ON THE MOVE design does not clearly show what is the psychosocial approach used by SAD and by SSPP, whether they coincide or if there are some discrepancies in the methodologies (and, in case, what and how are they overcome).
- The two implementing partners, SAD and SSPP, have different functions within the projects, thus each one is in charge of specific activities such as implementing Sports&Play psychosocial support activities on the field, carrying out the baseline and post intervention study (SSPP); carrying out the trainings, elaborating the manual and the reporting materials to the donor (SAD). Nonetheless, it still needs to be clarified whether a formal partnership agreement was signed between SAD and SSPP, stating each organization's tasks and

responsibilities.

- During the inception phase it has not been possible to communicate directly with the local partner SSPP, notwithstanding the efforts made by SAD officials in this sense. Therefore, verification of the above-mentioned statements and understandings of things related to the field activities has been further evaluated after the field mission.

## 4. Field Phase: the evaluation

WOMEN ON THE MOVE has already undergone an internal evaluation by JTI Foundation project manager and project officer in March 2013. The results have been summarized in the Mission Report document dated June 2013.

Alongside with the need to provide an external assessment of the action due to the high budget devoted to the project, the scope of this external evaluation, as discussed with both Mr Ljubicic and Mr Fujimaki, was to focus on the contents of the specific intervention (psychosocial support through Sport&Play activities) and on the assessment of the capacities of the local partner, from the management and content perspectives.

### 4.1 *Analysis of the problem:*

As outlined in the document *Outcomes of the Inception Visit* elaborated by SAD, the project has been elaborated in order to help distressed women resettled in the area of Kajo Keji to cope with the effects of traumatizing experiences. First, it is necessary to reflect on this assessment. As the title of the project **WOMEN ON THE MOVE** exactly recalls, the project reflects the need for women to make a step forward, to move toward a positive change, towards **empowerment**. More than specific traumas, addressed through counselling by SSPP, the interviewed women expressed their happiness with the project because it helped to cope with their **stress, due** most of all to **domestic violence, poverty**, very extreme condition of life, **lack of solidarity chains**, lack of any State service to support numerous families of female households.

The focus of the evaluation, therefore, has been to assess the relevance, the effectiveness and the impact of the project WOMEN ON THE MOVE to address stress-related difficulties of women in the Kajo Keji County; and to assess the impact of project activities on the overall community, including men and non-targeted persons (e.g. children).<sup>3</sup>

### 4.2 *Analysis of the relevance:*

The main issues considered under "Relevance" include the design of WOMEN ON THE MOVE, the pertinence of its objective to beneficiaries needs, the relevance

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<sup>3</sup> As a disclaimer, it has to be noted that in order to assess the impact of the project it would have been needed to have access to the baseline and post intervention studies. Unfortunately, there has not been such a possibility, therefore the evaluation is only based on the on-site observation and responses to the interviews made during the field visit



of specific activities proposed (i.e. Sports&Play) to beneficiaries needs. Furthermore, it includes an assessment of the quality of psychosocial activities proposed and the capacity of these activities to cover a wide range of beneficiaries (e.g. Are women of all age included in Sports&Play activities? Does the choice of focusing on Sports&Play exclude potential beneficiaries that would be included if other psychosocial tool was implemented?) The analysis will first focus on beneficiaries (the pertinence and quality of the design with respect to the final beneficiaries), then on the methodology (pertinence and quality of Sports and Play activities to the beneficiaries), and finally on the geographical scope of the intervention.

#### 4.2.1 Final beneficiaries:

The choice to focus on women has been proposed by JTI Foundation to SAD and, in turn, by SAD to SSPP which had never differentiated its interventions on the basis of gender-targeted initiatives. This has been the first innovative approach for both the employees of SSPP (12 counsellors, of which only 2 are women) and for the community of Kajo Keji itself, used to see SSPP engaged in mental health and psychosocial support at county level, but far less used to see the organization engaged in public recreational activities directly targeting women of the community.

The intervention aimed at targeting women aged 20 years and older and it succeeded in its purpose of both involving women in the range of 20, 30, 40 and even 50 years old, and of not inviting the teenagers to drop out from school to attend the play days. The information on existing activities has proceeded through door to door information at community level, messages in churches and other gathering points for the community, messages on the radio and public information sessions directly organized by SSPP's project coordinators (Mrs. Lillian and Beatrice). Furthermore, the project also attracts children and teenagers that come with their mothers to the playgrounds and play aside during their training sessions. In this sense, the project was able to focus on women avoiding any discomfort at community level since even small children can find their place during 2 to 3 hours of activities.<sup>4</sup> Last but not least, the project coordinators often organize meetings with hundreds of the participating women to discuss their feelings with respect to their participation in the play days activities.<sup>5</sup>

Notwithstanding the positive aspects underlined, the choice of focusing on women as a specific target for the project implied two main clusters of consequences, one related to SSPP and the other related to the community of Kajo Keji in broader terms.

a. As far as **SSPP** is concerned, the gender-related methodological choice in the organization of the activities (e.g. involving female counsellors only) affected the relationships within the organization and its internal structure.

Men counsellors were not used to be put aside from their work, leaving to the two

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<sup>4</sup> For the very small children, there is a space with elder women who do not take part to sport activities and who stay aside to entertain those babies while their mothers are playing. This also gave these elder women a specific function within the setting, a part from the one of counselling the youngsters during the discussion sessions.

<sup>5</sup> Not many husbands use to attend, nonetheless Mrs. Lillian and Beatrice have registered an increase of interest by involved men over time

female colleagues, the management and the coordination of the project. In addition, men counsellors working for SSPP were not used to see psychosocial paraprofessionals and staff employed by the Department of Gender and Social Welfare at county level as a part of the team. Having said that, the introduction of the women coaches trained by SAD and supervised by women counsellors (Mrs Lillian and Beatrice) was seen by the men as a loss of power (and as an increasing competition).

On the other hand, all interviewed women underlined the relevance of having a women-led environment and a space where they can freely exchange their ideas. Women coaches acknowledged the importance of participating in a learning process in order to understand how to treat and approach distressed and traumatized women. They claimed this privileged role of observer, alleging that they would refer to SSPP counsellors only traumatized or in need for psychosocial support women. As we will comment later on, there is an emerging query for the introduction of men as second beneficiary group, and for the introduction of a closer supervision on the work of the coaches done by the SSPP men counsellor. Also, at management level, as a mean of involvement of all SSPP staff into the project, even if only 3 representatives are formally included (i.e. Mr Kenneth Godi, and Mrs. Lillian and Beatrice) all counsellors have been invited to the planning phase of WOMEN ON THE MOVE's activities, and they are regularly invited to the monthly meetings for the supervision of the coaches, led by Mrs. Lillian and Mrs. Beatrice.

b. As far as the consequences at **community** level are concerned, three main points should be borne in mind.

- **Challenge:** The community of Kajo Keji was new to gender-selective initiatives and it responded very positively notwithstanding many contradictory aspects involved, such as the need for women to take care of their children and families, to work in the field to harvest or dig land, to stay home and please their husbands, to avoid loss of time in un-productive activities such as recreational or sport activities, to avoid chatting and gossiping with other women, to obey to their husbands, among others. The challenge was to convince women (and their husbands) to take part in the activity aimed at building trust among them, to gather them and help them cope with their negative emotions, physical discomfort and behavioral changes, especially when due to domestic violence or other traumatic stresses or events.
- **Strengths:** The main strength of the project, while selecting the target, has been SSPP's reputation both at institutional and grass root level. The community has reacted positively to this innovation most of all thanks to the prestige of SSPP and its ability to also involve other targets (such as men and, most of all, children and kids) in collateral initiatives.
- **Obstacle:** Women are traditionally considered as “producers” (of food and of children) and they see themselves as being so, therefore it has been (and still is) extremely difficult to engage them in activities that are not directly linked with production of benefit (economically speaking) for their family. The issue is tackled through distribution of small products (washing soap, glucose mono-dose bags, biscuits, etc.) once a week after Sport&Play activities but it seems that this is still not enough, since all interviewed women, both from the target group and from the beneficiaries (and most of the men interviewed, from SSPP, State agencies, community leaders, etc) underlined the need to include income generating activities among those practiced by women during the playtime.



## 4.2.2 Methodology:

As commented by SAD in the inception report, the assumption underneath the intervention is that Sport&Play activities would have positive effects on the quality of life of distressed women in South Sudan who mainly suffer due to negative emotions, physical discomfort and behavioral changes. SSPP, which has a solid background in psychological support, agreed to jointly adapt and introduce/implement the intervention in Kajo Keji. Sport&Play activities were seen as very attractive, “non- intrusive”, “massive” and cost-effective since SSPP does not depend on the availability of psychologists or highly skilled paraprofessionals. Furthermore, SSPP has already had experience in using sport and recreational activity as a tool for preventing violence and for building community trust among children and youth in Kajo Keji. The new approach introduced by SAD has been to target specifically adult women aged 20 years and more.

Here lays one of the most critical points for the evaluation: assessing whether the use of such a methodology, extremely effective with children and teenagers, would be justified with a beneficiary group of adult women. In this aspect, it would have been extremely important to have access to the data of the baseline study and the post intervention study which instead are still not ready.<sup>6</sup>

The field visit could assess a sound and genuine interest of the women performing sport activities who see these activities as a mean of personal well-being, of network building, of relax and amusement, and who see the playground as a space for discussion of behaviors taken from the playground and applied in their daily lives. Based on observation and deep exchange of information with all relevant stakeholders on the field, the evaluation visit confirmed that the use of sport & play-based intervention is effective in tackling the psychosocial challenges that women face. Amongst the many tools at disposal of psychosocial support, in line with the IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. However, the following reflections do not imply that sports and play are the only and the most appropriate activities to deal with the physical and psychosocial symptoms stated by the group of interviewed women during the feasibility phase.

This positive assessment is based upon six (6) main considerations:

- Sports&Play activities represent a social and cultural innovation for the women targeted by the project. Grown up in conflict and post conflict situations, used to resettle many time in their life (as refugees and as returnees), these women were not used to engage in any kind of recreational activities, not to mention sport and play activities traditionally pertaining to men.<sup>7</sup> Breaking such “taboo” through the project the women of Kajo Keji were able to “move” forward and hopefully generate a positive social change in their community. Moreover, in each playground, together with Sport&Play activities there is always a group of women who perform traditional dances, attracting people from the community and composing a peaceful framework where some women play, some other take care of the children, and some other dance and sing.<sup>8</sup>
- Beneficiary women work the majority of their time in the field, therefore they

<sup>6</sup> At the time of the evaluation, the last questionnaires for the post intervention study were still under collection and analysis at local level and they had still not been sent to SAD

<sup>7</sup> Traditional belief in the area is that physical exercises with legs will cause the loss of virginity.

<sup>8</sup> The inclusion of traditional dances has been strongly recommended by public institution involved in the inception phase. SSPP followed the advise and, in general, women seem to vastly appreciate the variety of activities proposed

get **physical benefit** from sport activities that stretch and relax their muscles, correcting very painful positions acquired during digging and harvesting seasons;

- Beneficiary women who recently resettled in Kajo Keji (from 2005 to 2011) have a serious need to **build trust, build group relations** and expand their support **network**. The project methodology of using non competitive team activities (as opposed to other possible individual or competitive type of recreational/psychosocial activities) was therefore extremely relevant in addressing this need. Particularly, stimulating the sense of belonging to the group at large –for instance through wearing the same uniform- positively influenced the ability of the women to create a safe relational environment in which it was possible to share experiences and ask for support;
- Beneficiary women most of all need to be empowered and it seemed to the evaluator that through sport (i.e. one activity they barely never carried out before the project came in) they are building the necessary self confidence and recognition of one's skills that is necessary to the empowerment process. The main and outstanding visible effect in this regard is the **use/organization of their own time**;
- Sports&Play activities successfully integrated **traditional cultural activities** - such as dancing and music- with new sports and games;
- Last but not least, beneficiary women are used to *instrumental relations* where they are considered as means of production. The playground is a space where they do not do any *useful* activity that will result in a possible gain, but they **work on their own well-being** as a milestone for the well-being of their own families. This last consideration (performing activities that do not bring economic advantages to their families) is the most critical one. Discussion will follow in the next paragraph.
- Sports&Play activities put all the women at the same level, with no social and class differences, which is something quite new for Kajo Keji, after the completion of the resettlement. All participating women and coaches reported positive feelings of spending time and sharing experiences together with socially different women with whom they would not have the possibility to meet and speak. Sports&Play made women equal by leveling social differences.

#### 4.2.3 Limits of the methodology and choice of the final beneficiaries

Notwithstanding the positive assessment of the methodology of intervention chosen by SAD and SSPP, there are some critical points to be underlined.

- The drop-out rate registered since the beginning of activities was not high and fairly ordinary due to domestic duties of women and distance from the playground. However, the inclusion of activities that are perceived more useful for the whole family (i.e. activities that bring *something* to the children), might guarantee a more regular attendance of women.
- Being domestic violence the most commonly reported source of distress, there is a need to increase preventive activities also including men, such as information/discussion panels. The need to introduce some activities which would include men has been raised not only by SSPP counsellors but also by the

authorities (at local and county level).

- Notwithstanding the ability of coaches to prevent, mobilize and approach distressed women, there is still a lack of specific tools to address emerging problems such as women alcoholism, the spread of HIV/AIDS, early pregnancies, and others that are, on the contrary, serious and quickly spreading. More intensive training (possibly led by local people such as SSPP trainers) should focus on these problems, how to attempt to address them through group psychosocial intervention such as sports and play or other activities and how to identify and refer women in need of specialised support. In addition, the international trainings have been organized only for coaches, whereas some thematic should also be discussed in depth with beneficiary women (such as reproductive health, SGBV, early pregnancies, etc.).
- The number of coaches per playground should be increased in order to boost the mobilization at village level and in order to involve all women living in faraway villages.
- Until now, the economic empowerment of women has not been taken into account although the majority of conflicts seem to be generated by the extreme poverty condition that they experience. As a consequence, both beneficiary women, target group, community leaders and even institution, feel a discomfort in carrying out activities that do not bring anything to their families. Therefore, the point of including other activities such as knitting, tailoring, embroidery, and even of introducing small loans schemes in order for WOMEN ON THE MOVE beneficiaries to get a visible and concrete benefit out of the participation to the project, has been strongly explored.
- Furthermore, the project has been designed to work in a limited space, mainly due to the need of supervision by Mrs. Lillian and Beatrice and due to weekly planning to be conducted at the SSPP compound. Judging by the structure of the project, it is difficult to imagine a broad expansion of the intervention to the whole bomas and payams at county level, even though it would have been fair and equally important to do so.

#### **4.2.4 Geographical scope:**

WOMEN ON THE MOVE is a pilot project implemented in a restricted ray of action covering a small number of villages and only two bomas within Kajo Keji county. The success of the pilot intervention possibly depends on this limited scope and, furthermore, on the capacity of SSPP to regularly monitor the activities not only through the attendance sheet and activity diaries filled in by each couple of coaches active at playground level<sup>9</sup>, but also through field visits performed weekly by SSPP project coordination team, and with intense supervision and exchanges with the coaches.

Broadening the scope of the project is a priority underlined both by the target group, the final beneficiaries and the authorities at all levels. For this purpose, only a small scale expansion should be envisaged in order to keep the same level of monitoring, coordination and experience sharing among different

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<sup>9</sup> Further description will follow at point 3a.

playgrounds. A good solution could be to enlarge the geographical scope gradually (with assessment phases after each enlargement), while at the same time training more coaches and refreshing/deepening the psychosocial support component of the training for the already enrolled ones. This in order to allow a peer to peer monitoring and coordination for the future of the project.

### 4.3 Analysis of the efficiency

Being an end-of-project evaluation the analysis of efficiency was mainly carried out in order to understand the effectiveness of the project mechanisms and processes, in order to draw lessons and recommendations for future implementation.

**Management mechanisms:** the joint management by SAD and SSPP led to the achievement of WOMEN ON THE MOVE goals with high quality standards but it has also led to a very intense investment in training conducted by international experts, often at high costs.<sup>10</sup> The international trainers, however, have been very much appreciated by both the target groups and SSPP staff, in particular Mrs Dokas, Kenyan expert in Sports&Play activities. As far as internal management is concerned, a very good coordination system has been established both between SAD and SSPP, and between SSPP director and SSPP project coordination (Mrs. Lillian and Beatrice). This was done in order to efficiently plan, execute and monitor project activities such as playground activities, the logistics for the international trainings, the organization of celebration and special events with beneficiary women, monthly focus groups with coaches and monthly work plan with SSPP counsellors, etc.

At SSPP level, the coordination team<sup>11</sup> uses specific tools for project monitoring introduced by SAD, such as a monthly work plan and a correspondent costs' sheet. This is made to ensure the respect of the work plan and of the budget for each activity.

At field level, the project coordination follows the coaches in their weekly activities through the filling in of a weekly session plan, an activity diary, and an attendance sheet per playground per play day. These documents are then analysed by the coordination team and the data are inserted on an excel matrix to be sent to SAD periodically as a mean of further coordination between the two implementing bodies. Also, in case of any referral of specific cases from the coaches to the SSPP counsellors, this is reported to SAD, in order to ensure the quality of the psychosocial intervention.

a) **Visibility and communication:** The visibility of the WOMEN ON THE MOVE<sup>12</sup>, cannot be considered "*per se*" but as a mean to contribute to raise awareness and the need to improve the quality of women's life through sports and play activities. This visibility is further enhanced due to the popularity of both the coaches and of the women on the move themselves who, during the activities, wear very characteristic, red uniforms<sup>13</sup>; due to many references made to the project in local and national radio stations and finally due to the attention given to

<sup>10</sup> Discussion will follow at point c

<sup>11</sup> Mrs. Lillian and Beatrice

<sup>12</sup> Visibility is given to the project and not as much to SAD nor SSPP. Nonetheless, the community clearly understands that SSPP is just one of the partners and that there is a *sponsor* from Switzerland, i.e. SAD.

<sup>13</sup> On the uniform, it is important to note that their design should be reviewed in order to better cover the legs of women, and that they should include a bra and a pair of football boots.

the project in the national television. Furthermore, visibility is ensured through the participation of the group of women to the local events and celebrations (Women day, Breastfeeding day, National day, etc).

b) **Efficiency of resources allocation:** The analysis of cost/benefit ratio is one of the main critical points of the WOMEN ON THE MOVE because of the slightly unbalanced division between SAD and SSPP of both budget and responsibilities. It seems, indeed, that up to now the ownership of the project is in the hands of SAD even though SSPP has its own role and space in the logistics of activities implementation. For example, SSPP is in charge of both sports and play activities, including follow-up of coaches' activities and their coordination, a part of psychological support to women with specific needs that might arise during the activities; whereas SAD is mainly in charge of the trainings. Both organizations, however, are in charge of the elaboration of the studies: SSPP and the coaches deal with the distribution and compilation of the questionnaires, with the focus groups (4 groups of 9 women each) and the 20 individual interviews; whereas SAD is dealing with the analysis and the writing of the studies, apart from the elaboration of the manual. For the future, a more balanced utilization of resources could be guaranteed through the use of already trained professionals (such as some of the coaches who proved to be extremely good in sports or in approaching/mobilizing distressed women) to train new coaches. This would not only balance the use of resources but also further empower existing coaches and become a positive example/incentive for women/possible beneficiaries.<sup>14</sup>

#### ***4.4 Analysis of the effectiveness:***

Effectiveness has been at the centre of the evaluation analysis, in order to appreciate the capacity of WOMEN ON THE MOVE to achieve positive outcomes and to reach its goals. As it has already been underlined in previous chapters, the project positively achieved its results and vastly contributed to improve the well-being of beneficiary women thanks to its activities.

One of the main outcomes of the project is the training of 15 women coaches that are not only acting as community mobiliser examples of women's empowerment, but who are themselves pioneers of a positive message: women need to feel good, their well-being is important to the community and their time is not only to be devoted to production but also to activities that aim at making women feel physically and psychologically better.

The quality and duration of trainings has also been reported as extremely appropriate, especially in relation to sport and approach to trauma. However, the evaluator did not have access to training materials and could only use rough description of the objectives and topics dealt with during the three sessions, including methodology used by the different trainers. At present, it is relevant to say that both beneficiaries, SSPP counsellors and senior managers are extremely positive with respect to the knowledge acquired and to the methodology applied by the expat trainers.

Probably, a more intensive on-the-job training on project management and budget management would have been necessary in order to strengthen SSPP capacities. We will come back to this point in the internal management section (point 6) and in

<sup>14</sup> Coach Florence (Palyground Ebenezer) could be an example here. She is a school drop out with serious traumas behind, who benefited from the Kaetp playground in the past. She was identified as possible coach by Josephine Pony (coach ar Kaetp), substituted Agnès when she got pregnant and withdrew from the project. She is broadly considered as a strong incentive for women of her playground to get engaged



the recommendations (point 7).

The second essential outcome is the involvement of final beneficiaries and the improvement of their quality of life. In broad terms, the result has been achieved thanks to the quality of activities carried out and their regularity. Nonetheless, there are no quantitative indicators – due to the lack of baseline and post intervention studies that can prove or not the observation made by the evaluator – that can justify this improvement as far as the psychic and emotional spheres are concerned. This evaluation has been carried out after the analysis of data from the baseline and post-intervention studies. As far as coaches are concerned, it did not occur that they did not attend the playground activities<sup>15</sup>, that women have participated in and nothing has been organized with them, that women have raised issues that have not been subsequently discussed with the coaches, and/or with SSPP counsellors.

In this respect, a critical point concerns the capacity of the project to reach the most vulnerable women in the involved bomas and villages since there are issues related to domestic duties, distance from the playgrounds, dependency on men's decisions that are not directly related to the possibility of a one-year project to provide solution for. However, it has been generally noted that also women that do not attend playground activities are aware of their existence, that they have gone to watch games and dances at least once and that they would like to attend if there were no obstacles. No one has reported a lack of interest in the proposed activities, the drop out has been reasonably low and, most of the time, related to the seasonal duties of women (harvest period, digging period etc.).

A part of the playground and discussion activities, the interviews and the participation to the focus groups have been perceived as a moment for sharing experiences, a possibility to gather in groups and to strengthen inter-community relations.

Furthermore, all interviewed stakeholders and institutional representatives have recognized the role of SSPP and the Women on the Move as the only interventions currently in place to benefit distressed and often abused women. Despite this recognition and interest in the activities, with an institutional endorsement, it seems that there is no room for internalization by the government (at county level), due to the budget constraints.

Nonetheless, SSPP and the coaches of WOMEN ON THE MOVE are more and more recognized, both by the population and by the institution as reference points for cases of distressed and traumatized women and as a reference when it comes to public discussion on gender-related issues. An improvement that has been asked by all interviewed stakeholders regards the expansion of project activities both in terms of geographical areas to be covered within the 2 bomas already involved, and out of these bomas within the involved payams, and in terms of expansion of activities. There is a common understanding that, being poverty one of the main reasons for women condition and for men violence against them<sup>16</sup>, women's empowerment would need an intervention also as regards the economic independence of women.

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<sup>15</sup> It has been reported of only one case, Mrs. Agnès of Ebenezer playground, who was not regular while pregnant. Mrs. Agnès is a fonctionnaire of the Department of Gender and Social Welfare at county level and is now willing to retake activities should the opportunity arise. During this *pilot* year her participation to the activities was not regular, she has been solicited to improve her performances and eventually she withdrew from the project and left the space to coach Florence.

<sup>16</sup> It is widely reported that fights between men and women are mainly due to request for money to pay school fees and dresses for children. By improving the independence of the women it would be probably possible to help them reduce this occurrences. Nonetheless, it is extremely rare for the women to have bank accounts in the newly opened Equity bank in Kajo Keji. Therefore, their vulnerability will still be very high unless they do own the money they could gain through small art craft selling etc



#### 4.5 Analysis of the Impact

The last criterion covers evaluation questions addressing the higher levels of the intervention logic, linking outcomes to long-term goals, considering intended and unintended effects as well as positive and negative impacts. As already mentioned, the lack of data from the baseline study and from the post-intervention analysis prevent us from complete analysis of the use of sports and play intervention as a mean to reduce stress and trauma of Kajo Keji women. Nonetheless, as anticipated, the observation and assessment made during the evaluation field visit allow for some considerations.

In synthesis, the evaluation visit assessed the main positive impact related to the empowerment of women (not only beneficiaries but also coaches and SSPP coordinators).

- **SSPP:** The very immediate impact is the empowerment of SSPP female members (i.e. Mrs. Lillian and Beatrice) who have been involved in the coordination and monitoring of the project for the first time. This opportunity increased their skills and capacities, and allowed coaches (and even final beneficiaries) to set an example to be followed. As far as Mrs. Beatrice is concerned, the project gave her the first opportunity to deal with managerial tasks and proved she is not only a qualified counsellor but also a good mobilizer and supervisor. Whereas Mrs. Lillian has been already trained in management before (even though she has limits that would need to be overcome in the future if a scaling up of the project is to be implemented), Mrs. Beatrice has been exposed for the first time to the planning and decision meeting held by the senior management team.
- **SSPP and the COACHES:** Both the baseline and the post-intervention analysis included a strong effort by SSPP, not only in terms of distribution and completion of questionnaires (300) but also for the reporting of data to SAD, to ensure confidentiality for the interviewed women; the organization of focus groups (4 composed by 9 women each) and qualitative interviews (5 women per playground) with selected groups of beneficiary women, involving not only SSPP coordination team but also coaches that have been trained in basic skills for conducting focus groups and qualitative interviews.<sup>17</sup> In consequence, the whole process of conducting the two studies (even though the proper analysis of data has been done at SAD level), entailed an important process of capacity building (also at management and organizational level) for SSPP coordination team and for the coaches themselves who have been participating in the conceptualization of the evaluation and have been exposed to reasonings that they were confronting for the first time.
- **The COACHES:** The coaches acquired knowledge, skills and space for exploring their own potential (not only in sport and play, but also as advisors, as reference persons to be addressed in case of need or problems and as examples for the women in the community, etc). Particularly, there are some of them who discovered a real talent in advising, and others who developed very strong abilities in training and coaching sports' activities. For the formers, they are 3 in particular, it is advised to invest in their skills also for future expansion of activities from WOMEN ON THE MOVE to other sectors of SSPP. They are a real resource for both the community and the organization.<sup>18</sup>
- **FINAL BENEFICIARIES:** The third relates to the final beneficiaries that reported to have largely benefited from the participation to the project and so did

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<sup>17</sup> The focus groups and qualitative interviews have been conducted by coaches with women of different playgrounds from those where they act regularly, in order to guarantee even higher confidentiality.

<sup>18</sup> An assessment in this sense has been shared with Mr Kenneth Godi, Mrs Lillian and Mrs Beatrice who also recognize the possibility to invest more in these 3 coaches. We prefer not to include their names at this stage.

their families, since happier and more relaxed mother make happier children;

- **FINAL BENEFICIARIES:** Furthermore, since the playground groups are perceived by participating women as a familiar space, (where women can open themselves and share experiences) coaches can detect problems, such as possible early/forced marriages, and help the mother to denounce to the Boma/Payam authorities.
- **COMMUNITY AT LARGE:** Through the project the whole community started a (slow and complex) process of acknowledging that women can be other than only producers and domestic workers and that they have potential and skills which can be explored without negatively affecting their families.

As in any activity implemented on the field, there are a set of possibly negative impacts to be taken into account, such as SSPP internal difficulties in dealing with such a selected target thus excluding part of the staff from the performance of psychosocial support activities (which had never occurred before); such as community mistrust with respect to an activity that is only benefiting women and it has no negative consequences on the rest of their families (i.e. particularly on their children, in the sense of enabling women to pay their school fees); or such as possible lack of competencies by coaches to recognize and treat psychological problems of beneficiary women if they do not keep on being refreshed and trained on the approach to stress and trauma.

On the other hand, there is a set of positive (some of which even unattended) impacts that are worth being listed. They are not necessarily related to the choice of the methodology, but rather to the choice of the final beneficiaries and, more broadly, to the introduction of psychosocial group interventions in Kajo Keji, where nothing of this kind has been implemented before.

- The coaches are almost all employed by the Social or the Education Offices at Payam and County level, or they are primary and secondary teachers that were allowed by their directors to take part in the activities, since they have seen in the project a possibility to train and capacitate their official at zero costs on very relevant issues;
- Since the coaches are almost all employed by the public sector, their participation in the project means an even stronger endorsement at institutional level which might further strengthen the links with public institution dealing with gender, social, and right protection-related issues;
- Since the coaches are almost all employed by the public sector, they have their own visibility and recognition at grass root level, which automatically benefits the project making it more visible and recognized at community level
- Since the majority of beneficiary women work in agriculture (at subsistence level), the introduction of sports activity gave them the space to stretch muscles and distress their minds.
- Through the project and most of all through group discussion and monthly meetings with coaches and supervisor, the beneficiary women learnt a whole wording to express their feelings and to describe their problems. They gained self-confidence and learnt how to express themselves in front of the public and even in front of men.

To sum up, in general terms the project brought a new idea of using the time and skills of the women in Kajo Keji. It served as a gathering space and peaceful environment where they have started to build network, trust and ability to share their traumatic and distressing experiences. It gave women the possibility not only to

experience the joy of being at the centre of attention but also taught them how to care for other women, giving them the possibility to organize their time in such a way to give themselves a space for well-being. It also introduced the idea of observing each others' behaviors and reactions while playing to adapt the learnt/recognized skills to daily life. Finally, it gave the women the sense of belonging to a group and being recognized as positive agents of change.

Nonetheless, some factors impeded the achievement of the outcome for those women who live more difficult family situation (i.e. some husbands prevented their wives from attending playground activities because of the typology of activities performed, some others could not see the economic advantage of their women to attend, others were afraid of the empowerment that could result from the gathering and sharing of ideas...). Most probably, introducing some other traditional activities to sports and play intervention, would further incentive the necessity to be part of the group.

A final consideration on the impact involves the broader context of gender-oriented initiative and women's empowerment at Kajo Keji (and South Sudan level). As a matter of fact, WOMEN ON THE MOVE has been a pilot case of gender-oriented activities targeting specifically women not only for SSPP but also at county level (someone says at Central Equatoria level or even national level – which seems a bit exaggerated). Since end-2013 though, the British government in collaboration with the South Sudanese government in Juba will start a 6-year project on girl enrollment to schools aimed at fighting the girls' school drop out. Although SSPP is not directly involved in the above mentioned initiative, and it has not played an active role in the elaboration of the project, some of the coaches of the WOMEN ON THE MOVE project are directly involved, as they work in the Education Department at county level. One of them, in particular, will be the person in charge to coordinate the information on girls' enrollment at county level gathering information from each school.<sup>19</sup> Furthermore, there are no doubts that at county level (and at State level) the land is very fertile also thanks to the activities carried out by SSPP in the previous years and particularly with WOMEN ON THE MOVE. Therefore, a possible second phase of the project WOMEN ON THE MOVE will surely support the activities aimed at improving the empowerment and quality of lives of girls and women. Furthermore, as already noted, female coaches are mostly employed by education and social services therefore a second phase of WOMEN ON THE MOVE would be fully in line with government priorities which would directly benefit each other interventions .

#### ***4.6 Analysis of the Sustainability***

The ambitious aim of the intervention, precisely synthesized in the title of the project "WOMEN ON THE MOVE" and its pilot nature, is by definition very difficult to bring about sustainability. However, the positive impact at the beneficiary and community level described in the previous paragraph is extremely encouraging regarding the change triggered by the Sport&Play activities in the women's life and in the life of their families. Unfortunately, psychosocial changes and relational skills require longer time to consolidate, especially when rooted in the tradition and culture. Therefore, after only one year pilot project it is quite unlikely to expect some

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<sup>19</sup> Mrs. Josephine Pony. There are no doubts that Mrs Josephine will particularly benefit of the training gained through the project and will, in turn, bring new skills and knowledge to the project thanks to her new responsibility

sustainability at beneficiary level. Nonetheless, in terms of ingraining mechanisms to maintain the core activity (gathering at playgrounds and spending time together doing physical exercise, and performing some traditional dances and basic theatre plays featuring daily and domestic problems) there are small signs that allow for optimism. Play days activities are likely to be kept, at least by a (small) number of women (both coaches and beneficiaries) who are very much engaged in sports.

In general terms, the intervention already seemed very much rooted in the community but the above mentioned constraints and challenges should be tackled to achieve sustainable results (e.g. need to introduce activities that will be perceived as more useful for the rest of the family; need to involve men at some stage; need to upgrade the psychosocial training for coaches that should be able to tackle domestic violence-related issues more efficiently; need to enlarge the number of coaches in order to reach all villages within the involved bomas, etc).

As far as the benefits are concerned, it seemed that some basic mechanisms of apply main sport skills to life-skills are in place. For the time being, this is still very basic, also due to the approach adopted by most of the coaches. Only few of them (namely Betty, Mary, Josephine and Josephine Modong) are already trained enough to ingrain more complex reasoning with the women. If a follow up and a scaling up of the project is to be financed, it is necessary to invest in a broader and deeper training on psychosocial skills for the coaches, in order to ensure that women are followed and helped to build/empower/develop their own resilience skills. In this sense, monthly meetings with coaches and supervisors to discuss specific topics (i.e. early marriages and pregnancies, school drop out of girls, alcoholism among women, reproductive health in general, etc.) appear to be very useful. More trained coaches would minimize the need for these discussion groups to be co-conducted/supervised by SSPP coordination team, and would maximize their impact.

## ***4.7 Assessment of SSPP's management capacities***

### **4.7.1 History of SSPP and its members**

SSPP is an organization founded in 2007 as CBO with the purpose of providing psychosocial and mental health services and care to victims of war. After a long training period within the UK organization TPO for psychosocial intervention in Uganda camps for South Sudanese refugees. The 12 members (counsellors and trainers), the senior management (4 out of the 12 members), and the board all share the experience of crossing the border to Uganda, being refugees and living in the camps. All SSPP members have been trained in psychosocial intervention and trauma by TPO professionals, particularly Mrs Nancy Baron with whom SSPP Director elaborated the first profile document for the institution of the CBO. Activities in South Sudan started in 1999 as an offspring of TPO Uganda. The same people that were acting at the time as counsellors and psychosocial specialists, gathered in 2004 and founded SSPP<sup>20</sup>, a volunteer association which members were employed in other institutions (mainly public administration and education) as their first job. Therefore, the organization is well placed to carry out standard psychosocial intervention at individual and group level. Particularly, the counselors, who carry out psychosocial support and community mental health

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<sup>20</sup> Particularly, Mrs. Lillian, Mrs. Beatrice, Mr. Isaias Keny and Kenneth Godi

awareness activities, follow individual cases detected by themselves, by SSPP volunteers at community level and by community leaders who refer suffering individuals or families to the counsellors. Currently, there are 6 clinics within the county where people with mental health problems are treated and to whom SSPP counsellors provide drugs and follow up. Furthermore, SSPP trainers (only 3 out of the 12 members are capacitated both as counsellors and trainers) provide capacity building for government workers dealing with mental health-related issues.<sup>21</sup> Through WOMEN ON THE MOVE, SSPP also experimented some group intervention that were not in its curriculum before and proved very efficient and capable in the implementation of these kind of activities.

### SSPP Internal governance

As far as the internal governance is concerned, SSPP is coordinated by a Board of Directors composed of 7 people and directed by Mr. Henri Kala<sup>22</sup>, currently employed as national parliamentary representative for Kajo Keji county. The board has an advisory role, it helps running the organization and it advocates on SSPP's behalf at national level. Also, the second female member of the senior management staff is now in Juba, working as a national parliamentary representative.

The management is ensured by a senior management team composed of Mr Kenneth Godi, the director, Mrs. Lillian, programme coordinator for WOMEN ON THE MOVE and Training programmes, Mr. Isaia Keny, supervisor for Mental Health and Psychosocial interventions at community level and Deputy Director of the CBO, and Mr. Abel, coordinator of activities in the Eastern Equatoria region.

The activities are led by the group of 12 counsellors and trainers that constitute the body of the organization since its constitution. Among them there are only two (2) women, Mrs. Lillian and Mrs. Beatrice. The former is currently the only female member of the senior management team and both a counsellor and a trainer. The latter one is a counsellor who is having her first coordination experience through WOMEN ON THE MOVE.

### 4.7.2 Management arrangements

The management team meets once a month<sup>23</sup> to plan activities and discuss emerging issues. Since the beginning of the WOMEN ON THE MOVE, counsellor Mrs. Beatrice joined the management meetings as a vice-coordinator of the project. Mrs. Betti, the accountant of the organization, is also invited to attend when there are economic/budgetary issues to be discussed.

The main tasks of the Director, Mr Kenneth, include the supervision of all activities, the coordination with stakeholders and donors, proposal and report writing.

The main task of the activity's supervisor, Mr Isaias, is to monitor the counsellors and their activity on the field.

The main task of the training coordinator, Mrs Lillian, is to plan and carry out trainings of all kind, as well as coordinating the project Women on the Move in

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<sup>21</sup> The collaboration with the County Department of Mental Health is working well. SSPP is considered as the main interlocutor for solving/addressing psychosocial and mental health issues at county level, even by institutional representatives

<sup>22</sup> Unfortunately, for practical reasons, the evaluator could not meet Mr. Henri Kala but she had the chance to talk with him on the phone

<sup>23</sup> Mr. Abel only participates once a year due to the travel from Yei which is extremely costly



collaboration with Mrs. Beatrice. Although, Mrs. Lillian is not an experienced manager, she had some previous management experience and training through TPO<sup>24</sup> where she held mid-management positions. Similarly, Mrs. Beatrice had no previous management experience. Through the WOMEN ON THE MOVE, however, she essentially assisted and followed Lillian in her activities including: collection of activity diaries from coaches and aggregation of data/comments into monthly report to be shared with the Director and with the institutions at Boma, Payam and County level to show the project's progress and raise the awareness of relevant institutions on domestic and SGBV-related issues; organization of coaches activity at field level; supervision and coordination of their activity (through monthly meetings and round attendance to playground activities); conduction of meetings with community leaders at boma level and at village level whenever there were any raising issues; distribution of the questionnaires for the baseline and post-intervention studies and organization of focus groups activities and individual interviews for the post-intervention impact assessment, including training of coaches on focus group and interviews techniques.

The reports are consolidated every quarter and sent to SAD together with the financial report and a request for the next installment<sup>25</sup>. As far as the planning of activities is concerned, the coordination team prepares a monthly plan with a weekly break down and shares it with the accountant that in turn calculates the costs to be considered during that specific month. There is neither breakdown of activities per quarter (linked to the installments) nor a comparative breakdown of activities and related costs.

Mrs. Betti, SSPP accountant in charge of both WOMEN ON THE MOVE and Mental Health project activities<sup>26</sup>, only prepares the expenses plan when she receives the monthly planning. There is no view of the overall and proportional use of project resources, neither by the coordination team nor by the accountant herself.<sup>27</sup> According to the accountant, SSPP could not work on a budget breakdown basis – which was strongly advised by Mrs. Pia.

Mrs. Amman tried to train herself on the topic – due to the fact that the budget is in USD and they spend in SSP (South Sudanese Pounds). Therefore, it is advisable, for the future phase, to prepare a budget in local currency and make an exercise with the accountant and the coordination team (most of all Mrs. Lillian) to break it down and divide the activities per quarter (and then per month), straight from the very beginning.

#### 4.7.3 Strengths and Weaknesses of SSPP

SSPP is an organization with sound technical competencies in psychosocial intervention in refugee and resettlement settings even if among the staff there are no high level-trained professionals (psychologists, psychiatrics, physicians, etc). All

<sup>24</sup> Particularly, she attended a two weeks management course at the Uganda Institute of Management in 2009/2010

<sup>25</sup> As a matter of fact, the contacts with Mrs. Pia Amman are much more frequent and also involve exchanges of monthly updates on playground activities

<sup>26</sup> Mrs. Betti is a young woman who studied in Uganda by the time she was a refugee in the country. SSPP is her first employer. She joined the organization two years ago

<sup>27</sup> The quality of the management is ensured by the very precise design of the activities, the strong ownership of the project design by the coordination team and the strict division of tasks among SSPP officials and coaches. Nonetheless, it is strongly recommended to invest on management capacities of SSPP coordination team that has great potential but need to be strengthened as far as management skills are concerned



members have sound field experience and life-skills that enable them to carry out the necessary support with high level standards.

SSPP acts in collaboration with local and county-level institutions and existing NGOs (mainly ARC for the time being, provided that other international organizations have moved out from Kajo Keji) and it is well recognized as the only structure able to provide the community with mental health services and psychosocial care. This is due to the structural lack of funds and skilled professionals in public institutions.

Due to its collaboration with all existing Sudanese, international and non-governmental institutions and organizations, SSPP and its members are widely known and appreciated from the grass root to the institutional level and thus the incidence/impact of their activities is normally fairly high.

SSPP has been fundraising for the implementation of mental health and psychosocial activities at community level. Its donors have been since the constitution international foundations or international NGOs.

SSPP has been managing international funds since its creation, first from TPO itself, then from Flore Foundation U.S., and finally from Breatstick Foundation UK and Basic Needs UK, a part from SAD/JTI Foundation. In the last years the organization managed an average of USD 70.000.

Notwithstanding the willingness of the senior management team, and particularly of the Director of SSPP, to fundraise at international level, the capacities of the organization are still very little explored in the field. Fundraising is based on the Director's capacities to build contact with possible donors. This is further triggered by the SSPP's location and by the lack of real and concrete advocacy in Juba where most of the international organizations are based, and by the difficulties in communications<sup>28</sup>. Furthermore, fundraising activities are not properly organized and structured and instead they are left to random individual initiatives and personal contacts mainly of the Director. Therefore, it would be very important to strengthen the Director's and management team's capacity to create a list of possible donors at national and international level (i.e. of organization already represented in South Sudan or still not working in the country), to write project proposals with detailed budget and to adapt the offers to different audiences.

The Director is the only person in the organization who has the capacity to write project proposals and articulate them with budget planning, even though he would need some more capacity building on the budget-planning and budget-management side. A fortiori, capacity building at least for one or two other members of the organization/senior management team should be included in a possible second phase of the project. This in order to promote future autonomy of SSPP.

#### **4.7.4 WOMEN ON THE MOVE in the context of SSPP**

WOMEN ON THE MOVE brought important changes to the organization since it gave more space and power to the women member of SSPP, brought new professionals (women coaches) and brought one more woman into the decision making mechanism (Mrs. Beatrice who now attends senior management

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<sup>28</sup> As an example, during the 8 days of evaluation field visit, the internet connection was not working in the whole county and so it has been for the two weeks before the evaluator visit in Kajo Keji and for the following week. As a consequence, SSPP could not communicate through the web for almost one month.

meetings)<sup>29</sup>. This, however, has consumed energy of all the team (most of all the director) and did not improve neither the search for other findings to carry out different activities nor the internal balance of relations.

Luckily enough, the relations either within the senior management team and the team and the counsellors are built by sound trust and a long-lasting use to work together. Nonetheless, problems might arise if funding for the mental health activities cannot be found by SSPP: man counsellors are paid through these funding (for the time being ensured by Breatstick Foundation UK and Basic Needs UK, but the project will end in January 2014), while the project coordination team is paid through WOMEN ON THE MOVE project. Should the second phase of Women on the Move is to be approved and no other funding allows the mental health activities to continue, this will create frictions within the organization.

From the point of view of the benefits brought by the project, some of the counselors have participated in the three training seminars held by SAD and its external consultants and all have appreciated them very much. Their inclusion in the trainings could be further incentivized in a second phase of the project.

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<sup>29</sup> Mrs. Beatrice is a secondary teacher by profession and has no specific managerial skills. The project has been a challenge to her because she had not only to supervise the work of the coaches but also to plan and organize their activities, which was something totally new to her. Therefore, she has been performing more as an assistant of Mrs. Lillian in charge of the relations with the coaches and the beneficiaries

## 5. Recommendations

### 5.1 *Expanding the target of the project:*

- Establishing systems to allow women coming from the more vulnerable backgrounds to participate in the activities and to reduce the dropout rate is deemed extremely important for the future programming. In this respect, it would be advisable to complement the psychosocial activities with income generating activities. This would on the one hand attract many women (potential beneficiaries that until now have not attended the playground activities or have dropped out quickly due to productivity obligations at home<sup>30</sup>) and on the other hand further catalyse the women's empowerment process within their community. Considering that *ad-hoc* assessment to select more suitable income generating activities needs to be carried out (activities could range from traditional handcrafting to small loans or microcredit scheme as appropriate), it is important to take a household perspective which would not only allow to adjust the activities to women's needs but also these of the family members such as men and children, if this is the case.
- Household perspective is also crucial to minimize the natural cultural resistance to change within the community. As a matter of fact the project challenged traditional roles in the society and, although very well received so far, the risk of confronting community norms might increase when including in the target additional geographical areas, more vulnerable segments of the society, or younger women. Narrowing the scope, on the other hand, and targeting youth would allow to tackle the emerging issues such as reproductive health, HIV/AIDS, early pregnancies and forced marriages.
- In addition to that, as one of the major issues is domestic violence, and as the most traditional strategy to cope with these issues relate to the involvement of in-laws and of the women families to settle existing problems, it would be envisageable to include some group discussion with men that could possibly start with a drama representation by women or with a traditional dance on the topic, in order to give more strength to the activities undertaken with women.

### 5.2 *Strengthening competencies of the project staff*

- In case of both broadening the geographical scope of the project and of expanding the target, it is recommended to train additional coaches to organize refresher trainings for existing coaches, to invest in the psychosocial upgrading of those coaches who are already very much involved and able to identify and refer to women in need of specialized support, or to deal with less complex situations by themselves. If appropriately trained they could be used as "coaches focal points" to mentor and monitor junior coaches and to support the supervision of the SSPP coordination team. In addition, a mechanism of peer to peer support should be envisaged as a way to share professional experiences and to provide a cost-effective back-up system to the coaches.

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<sup>30</sup> Only few reported cases related of husbands who prevented the women to participate to the playground activities because they do not bring anything to the family. Nonetheless, many women admitted that they are expecting "something" out of the project, in the sense of a capacitation or an incentive at economic level. As a matter of fact, as reported in the introduction, the main problems of the women interviewed during the evaluation visits are domestic violence and extreme poverty.

- In line with the essence of the project it is also recommended to include some of the beneficiary women (e.g. team leaders) in the learning activities. This would greatly contribute to the women's empowerment that the project seeks to achieve.
- As far as trainings are concerned, SSPP has specialised knowledge and experience in the field of mental health and psychosocial support. It is therefore recommended for future trainings to use less external trainers and give value to the internal SSPP competencies.

### ***5.3 Strengthening the SSPP capacity***

- With reference to the SSPP financial management capacity it is recommended to involve the partner in the design of the budget for the future programming. In addition, a version of the budget in local currency, prepared in collaboration with the SSPP accountant and the coordination team (mainly Mrs. Lillian), the break-down of the budget and the activities per quarter (and then per month) should be jointly developed.
- In order to improve the SSPP financial management capacity it is also recommended to invest in training Mrs. Lillian. Mrs Lillian is extremely committed and capable but lacks practice and needs mentoring in order to have an overview of her tasks. She needs confidence in her capacity to plan and needs to relate more strongly the planning of activities with the budgetary division per activity and per week/month/quarter
- As far as management and coordination are concerned, it is recommended to support SSPP in establishing an office/contact person in Juba. The purpose of the office would be to enable SSPP coordinate with the relevant stakeholders at the national and state levels as well as coordinate with the donors based in Juba. Being restricted to Kajo Keji, SSPP has limited chances to share good practices, successes and challenges with other organisations (especially in the mental health and psychosocial sector) and is impeded to liaise with donors to ensure appropriate fundraising and contribute to the sustainability of the programmes.
- As far as management skills are concerned, a possible second phase of the project should include capacity building activities in proposal writing (including budget planning) at least for one or two other members of the organization/senior management team in order to promote future autonomy of SSPP.
- As far as fundraising is concerned, it would be crucial to strengthen the capacity both of the Director and the management team to create a list of possible donors at national and international level (i.e. of organization already represented in South Sudan or still not working in the country), to write project proposals with detailed budget and to adapt them to different audiences.
- Finally, as mentioned in the previous paragraph, it is recommended for the future programming to use the SSPP actual technical capacities and experience more consistently. As for the trainings, where it was found that the SSPP staff knowledge and competences were not sufficiently utilised (e.g. training were

outsourced), should the programme be expanded to include income generating activities as well, using the SSPP experience in this field it would be crucial. SSPP has already worked with the income generating activities for women in the framework of activities implemented together with the American Refugee Committee (ARC) – combining awareness raising on reproductive health trainings and income generating activities. It is thus extremely important for the future programming that the consultations with SSPP on the methodology to be implemented and the partners to be involved take place before having designed the intervention itself..

#### ***5.4 Improvements of the current design of activities***

In addition to the positive testing of the Sport&Play methodology, the following suggestions are offered to improve the quality of future similar activities:

- The number of the coaches (2 only) is not sufficient to mobilize and engage women from 10-12 villages in the Bomas in the activities. At least 3 coaches per playground are needed so that they reach distant villages within the selected boma and thus include the highest number of women.
- Involving local authorities in the selection of the coaches has proven to be an extremely effective strategy to foster community ownership. Although there is almost no possibility for the local authorities to take over the project's activities it is methodologically very important to keep them playing an active role in the ambitious social change that the project wants to bring.
- Equipment for the sport activities should be distributed to all women (number of uniforms should be increased). Uniforms should include longer skirts, bras and possibly football boots. Equipment for sport activities should be sufficient and in good quality (e.g. there were no sufficient balls)
- Make sure that the location of the playgrounds facilitates women's participation (e.g. playgrounds should neither be near to each other nor far from the distant villages in the countryside)
- As far as activities are concerned, it is suggested to increase the number of friendly matches among playgrounds, to set up friendly tournaments and use a participatory approach to include others in the games<sup>31</sup>: This will also contribute to the empowerment process and to the ownership of the activities by the beneficiary women. For traditional dances activities as well, use women's participation to prepare some traditional dresses in order to have a "uniform" to perform in public events.
- Should the geographical scope of the project be broadened, it is recommended to include additional transportation facilities for supervisors so that Lillian and Beatrice could carry out supervisions separately and, as a result, increase the efficiency of the undertaken activities.

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<sup>31</sup> The SSPP coordination team has a list of games that women would like to play.

**Annex 1: Detailed Mission Work Plan and list of meetings**

Date	Morning	Afternoon
Thursday 29/08/2013	Arriving at 9 from Entebbe Meeting with Mr Kenneth Godi Meeting with the Office of the Executive Director of County Administration Dept of Social Affairs/Social Welfare (Miniry of Gender): Rose Kojo Tunda, Social Worker Jakson Vuni, Acting Commissioner for Community Development Nelson Alexandre, Social worker, gender specialist Agnes Eduat, Social Workers (former Women on the Move coach)	Visit of the Kajo Keji area and meeting with SSPP staff: Jackson Duku Samuel Yangui Abraham Kanydian Wilson Aluna Isaias Keny Beatrice Lillian Betti Kenneth
Friday 30/08/2013	Meeting with Mr. Henry Sokiri, Secretary General of SSRRC, South Sudan Relief Rehabilitation Commission (local association dealing with refugee/resettled population)  Focus group with the entire group of the 14 sport & play coaches	Meeting with: Mr. Wani Lomma, boma administrator of Wudu Mr. Alfred Jame, Community headman of Kangapo II Payam Mrs. Mary Pony Paul, Social Worker Kangapo II Payam Mrs. Margaret Pony, Head Accountant Kangapo II Payam Mrs. Josephine Modong, Women on the Move Coach and education officer at Kangapo II Payam
Saturday 31/08/2013	Focus group with 5 selected representatives of the 14 local sport & play coaches, namely: Mary (Kaetp), Josephine (Kajo Keji), Grace (Beliak), Josephine Pony (Kaetp), Josephine Modong (Ebenezer)	Visit Kaetp playground Round interview with beneficiaries of Kaetp Playground Interview with Mr. Josep Duku Woli, director of the South Sudan child care centre
Sunday 01/09/2013	Individual interview with Kenneth, Lillian and Beatrice (SSPP)	Interview with Mary Keji – Secretary of the Women Association (Kajo Keji County)
Monday 02/09/2013	Interview with Ezbon Buku (representative of Wudu/Mere CBO focusing on human rights) Interview with Harriette Kuyung, Project Officer of Kajo Keji Human Rights Community Awareness Programmes (KKHRCAP)	Meeting with boma administrator of Mere Meeting with 3 community headmen Mere of boma Mr. Francis Lou Duku, Beliak Headman Mr. Enoka Dingeri, Tipere headman Mr. Evans Lou Soro, Jonyiare Headman



	<p>Interview with Emanuel Bungudiang, assistant at KKHRCAP</p> <p>Phone Interview with Henry Kala (President board SSPP)</p>	<p>Focus group with women from the community not involved in S&amp;P activities from village Logira boma Logira (with coach Nancy, Lillian, Beatrice, Isaias and Kenneth), namely: Baiti Idi, Beth Pony, Joice Mija, Hellen Paja, Betty Bony, Rose Nyaman, Regina Guo, Mourate Glime, Betti Pony, Rose Kabang, Rita Rose, Mary Dudu, Christine Juani.</p>
<p>Tuesday 03/09/2013</p>	<p>Interview with Betti (SSPP accountant)</p> <p>Interview with Lillian and Beatrice</p> <p>Meeting with: Mr. Alex, Representative of Community Development (Kajo Keji)</p> <p>Mrs. Susan Dukudu, Representative of Gender and Social Welfare (Kajo Keji)</p>	<p>Focus group discussion 1 (10 beneficiaries, 2 of each playground), namely: Alice Juan, Edith Nuba, Jaine Kaku, Vicky Jojo, Annette Modong, Magret Juan, Jesca Juan, Josephine Guwo, Joyce Pony</p>
<p>Wednesday 04/09/2013</p>	<p>Focus group discussion 2 (10 beneficiaries, 2 of each playground), namely: Rose, Esther, Joseline, Blandine, Esther, Rose, Jesca, Esther, Joyce</p>	<p>Visit Ebenezer playground</p> <p>Meeting with: Mr. Evans Spere, School Inspectors in Niepo Payam Mrs. Esther Pony, School Inspector in Ramage Payam Meeting with Lady Small, speaker at Radio Kajo Keji (who helped the promotion and divulgation of project activities)</p>
<p>Thursday 05/09/2013</p>	<p>Travel to Entebbe</p>	<p>Travel from Entebbe to Amsterdam - Rome</p>