



United Nations Office
for Disarmament Affairs



SALIENT

The Saving-Lives Entity



Final Evaluation Report

PILOT PHASE EVALUATION

Saving Lives Entity – SALIENT

Date submitted: 27th August 2024

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Project profile

Project Identification		
Project ID:		
Project Title:	The Saving Lives Entity Project – SALIENT – A transformative armed-violence reduction agenda for sustainable development	
Project Number		
Linkages to corporate relevant goals and SDGs		
UNSG Peace Building Fund (PBF) Strategy 2020-2024	Focus Area – Cross Border and Regional Approaches	
Sustainable Development Goals	SDG 5 – Gender Equality SDG 16 – Peace, Justice & Strong Institutions	
Project Information		
Country/ies	Cameroon, Jamaica, South Sudan (Ghana, Honduras, Kyrgyzstan, Panama Papua New Guinea)	
Region	Global	
Project dates	Start dates: 20 January 2021	End Dates: 20 January 2023 Cost extension to 20 January 2025
Project Budget		
Project Budget	US\$ 3,795,599 (initial) US\$ 5,439,326 (in total after additional contributions)	
Project Expenditure	US\$ 2,677,789.06 (56%)	
Funding Source(s)	UNSG Peace Building Fund	
Implementing Partners	United Nations Office for Disarmament Affairs United Nations Development Programme	
Evaluation Details		
Evaluation Type	Pilot Phase Evaluation	
Evaluation coverage	20 th January 2021 – 31 st December 2023	
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ABBREVIATIONS

AFP	Agencies/Fund/Programme
AVR	Armed Violence Reduction
EAG	Evaluation Advisory Group
FGD	Focus Group Discussion
GEWE	Gender Equality & Women Empowerment
GRES	Gender Results Effectiveness Scale
HR	Human Rights
HRBA	Human Rights Based Approach
IR	Inception Report
KII	Key Informant Interview
LNOB	Leave No One Behind
M&E	Monitoring & Evaluation
NCE	No Cost Extension
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PB	Project Board
PBF	Peace Building Fund
PBSO	Peace Building Support Office
PCT	Project Coordination Team
PPE	Pilot Phase Evaluation
RC	Resident Coordinator
RF	Results Framework
RR	Resident Representative
RoL/SHR	Rule of Law/Security, Human Rights
SALIENT	Saving Lives Entity Project
SALW	Small Arms Light Weapons
SDG	Sustainable Development Goal
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNMAS	United Nations Mine Action Service
UNMISS	United Nations Mission in South Sudan
UNODA	United Nations Office for Disarmament Affairs
UNSG	United Nations Secretary General
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WPS	Women, Peace & Security
YPS	Youth, Peace & Security

Executive Summary

This Evaluation Report relates to a Pilot Phase Evaluation (PPE) of the Saving Lives Entity - SALIENT Project. SALIENT is a global project that allocates small grants to catalyse more comprehensive approaches to small arms and armed violence reduction,¹ to address the multifaceted nature of armed violence challenges in priority countries. Working on both the demand and supply sides of illicit trafficking and misuse of small arms and light weapons (SALW), SALIENT supports national initiatives in a holistic and transformative approach, through a gender lens, with 30% of the total project budget being allocated to activities in direct pursuit of gender equality and women's empowerment. Leveraging the complementary mandates, expertise and operational capacities of the United Nations Office for Disarmament Affairs (UNODA) and the United Nations Development Programme (UNDP), SALIENT supports catalytic activities in operationalizing and mainstreaming small-arms control in development efforts and policies. The project document was signed in December 2020, with implementation commencing on 20 January 2021 for an initial period of 24 months. The initial budget for the project was US\$3,795,599, with funding being provided by France, Germany, Japan, New Zealand, Sweden and Switzerland. In December 2022, the project was extended for an additional 24 months until January 2025 with additional funds committed and received from Germany (US\$542,104.32) and Sweden (US\$1,101,622.58). This brings the project's total budget to US\$5,439,326. In addition, in 2023, Finland signed an agreement to support SALIENT, including retroactively, to cover 2021 – 2024, with an additional EUR 200,000 of funds per year, totalling €800 000. With this new funding, a costed extension until June 2025 was approved.

As per the OECD/DAC Evaluation Criteria,² the evaluation aims to provide UNDP, UNODA and other UN implementing Agencies, the donors, government counterparts, civil society partners and other stakeholders with an impartial assessment of the results generated to date. The evaluation assessed the Project's relevance/coherence, effectiveness, efficiency, sustainability and impact orientation and catalytic effect³ as well as the cross-cutting issues of gender equality and women empowerment (GEWE), leave no one behind (LNOB) and human rights, which were captured through a Gender Review; identified and documented evidence-based findings; and provided stakeholders with recommendations to inform the remaining implementation phase as well as the design and implementation of future interventions.

The evaluation is based on data available at the time of the evaluation, including project documents and regular progress reports and other relevant reports, as well as comprehensive in-person and online stakeholder consultations conducted between February - June 2024. The intended users of the evaluation include primary evaluation users, namely UNDP and UNODA, who will use the evaluation to further strategize for disarmament and small-arms control normative, policy and programming work. The secondary users, namely the project's stakeholders, will use the information to learn about what works when advancing and enhancing disarmament and small-arms control operational projects at country level. This includes multiple UN entities and Agencies. The project's donors may use the evaluation for accountability and as input for decision-making purposes. Overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP and UNODA accountable for their development contributions, as well as for lessons learnt, to strengthen partnerships and joint results.

¹ The term grant used throughout this document refers to a transfer of cash from Headquarter to a respective Country Office to enable the implementation of activities at the Country Office level.

² <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

³ As the SALIENT project is ongoing and the country-level activities have only been recently concluded, the full scale of impact may not be yet assessable. Thus, the criterion impact has been replaced with impact orientation and catalytic effect.

The methodology used a mixed-methods approach but was essentially qualitative. It comprised an analysis of all relevant project documentation shared by the project – over 100 documents, articles and reports in total, and data collected both in-person and virtually through a total of 46 key informant interviews and two focus group discussions. A total of 90 partners and stakeholders were met (48 women (53%) and 42 men (47%)) including representatives from the government and state institutions; implementing UN partners; project beneficiaries; civil society organisations; the project’s donors; external partners and UNODA and UNDP project and programme representatives and senior management.

The SALIENT project marked a paradigm shift in positioning small arms and light weapons control and armed violence reduction (AVR) with a development perspective. This narrative is highly convincing and the project has huge potential to be a game changer, however it has yet to reach its full potential and needs to find better ways of leveraging the institutional mandates and capacities of both organisations in terms of programming approaches and operationalising project delivery. SALIENT is highly ambitious and its unique added value is reflected in the paradigm shift, through bringing together the supply and demand sides of SALW/AVR. It is highly relevant at both global and national level, contributing to both global and national development priorities. However, the project document was conceived more as a conceptual framework and did not provide sufficient guidance for implementation or detail how the project would be operationalised in practice. This, combined with the challenges of operationalising joint programmes between UN Agencies/Funds/Projects (AFP) and secretariat entities, has hindered the project in its implementation, which has caused significant delays. In addition, the project’s results framework was developed in such a way that it does not include baselines or targets at the outcome level, preventing the project from fully capturing the achievement of its results.

SALIENT is positioned within the UN Secretary-General’s Peacebuilding Fund (PBF), thus financial contributions to SALIENT are administered by the Multi-Partner Trust Fund Office and the Peace-Building Support Office. However SALIENT is not a standard PBF project and the funds are transferred to and disbursed by UNDP, rather than the UN Resident Coordinator’s (RC) Office. While this arrangement was a function of the circumstances at the time of the set-up of the project, this has caused the project to be highly transaction heavy, both financially and administratively, also causing delays and some challenges in implementation.

That said, the project has achieved results, including, anecdotally, results at the higher level. This includes through strengthening legislative and policy frameworks at the national level, strengthening capacities of law enforcement and criminal justice institutions, raising awareness of the need for SALW control and AVR reduction amongst both duty bearers and rights holders, as well as addressing data deficits, for example through the development of a Violence Audit Methodology in Jamaica and conducting Baseline Perception Surveys in Cameroon and South Sudan. The project allocated at least 30% of its resources to gender equality and women’s empowerment issues, enabling the project to meaningfully address the gendered dimensions of SALW/AVR. Further efforts are needed to fully address and realise human rights, leave no one behind and disability inclusion. However, throughout its implementation SALIENT has learned by doing and many of its initial challenges have already been, or are being, addressed.

This evaluation report provides a set of 14 findings, eight conclusions, five recommendations and 10 global level lessons learned, with additional country level lessons learned provided at Annex VII and lessons learned related to gender equality and women empowerment, leave no one behind and human rights included in the Gender Review at Annex I. A summary of the key findings, conclusions and recommendations are provided below. Chapter 1 provides the introduction; Chapter 2 the description of the project; Chapter 3 the methodology for conducting the evaluation

and the analytical framework; Chapter 4 contains the main analysis and findings of the evaluation; Chapter 5 provides the conclusions; Chapter 6 recommendations and Chapter 7 the lessons learned. The Gender Review is provided at Annex I.

Findings

Relevance

Finding 1: The SALIENT project is highly relevant at the global level given its clear and convincing linkages with global agendas on both disarmament and development, including the UN Programme of Action, the 2030 Agenda and the Sustainable Development Goals, and the UNSG’s Agenda for Disarmament. It is also clearly relevant for and aligned with UNODA and UNDP’s global priorities and strategies. While relevant to, it is less clear how the project is linked to the Women, Peace and Security Agenda. At the national level, SALIENT is more embedded in countries where the UN system has included the issue of small arms/light weapons control and armed violence reduction into their Common Country Assessments and UN Strategic Development Cooperation Frameworks.

Finding 2: The global SALIENT project document was designed more as a conceptual framework rather than as an implementation tool, leading to challenges in operationalising the project. At the national level, the project documents have been more practically conceptualised and they have benefitted from scoping missions, allowing for the inclusion, to some extent, of national partners in the design process. The global level project document does not include a coherent theory of change and there are gaps in its results framework, leading to challenges in fully capturing and showcasing the results of the project. By learning through doing, SALIENT has managed to overcome a number of its operational challenges including refining the results frameworks for country level projects.

Coherence

Finding 3: The SALIENT project has achieved good internal coherence in the three pilot countries through forging solid partnerships at the level of the UN Agencies as well as with national partners, although the role of the RC/O in driving coherence has not always been clear. The role of the UNODA and UNDP Regional Centres and Hubs has been increasingly leveraged during implementation and UNODA Regional Centres are implementing agencies in four of the eight SALIENT countries, contributing to the coherence of the project. However, there is limited evidence of external coherence beyond some individual country examples, with a small number of development actors. At the global level, the implementing partners have not always been coherent in their understanding and implementation of the project and there seems to be limited coherence with external partners at the global level as well.

Efficiency

Finding 4: The project has been severely constrained in its efficiency as a result of its complex operational set-up and partnership arrangements. This hindered trust-building between the partners, impacting on the efficiency of the project in the initial stages of implementation. While there is a joint vision of the partners at the conceptual level in terms of the project, this does not always translate to the operational level, where there are still gaps in understanding of the different organisational mandates and architectures of UNODA and UNDP, as well as the operational realities of implementing the project on the ground. This has however, improved throughout the course of the project’s implementation to date as the project has matured and grown and learned

by doing. The partnership arrangement with and role of the Resident Coordinator and his/her office is not always clear. In addition, donors do not fully understand the project's operational structure, the roles and responsibilities of each agency and the positioning of the project within the Peacebuilding Fund. National level operational set-ups also vary adding to the complexity of the project.

Finding 5: While managing the project through the Peacebuilding Fund has provided certain political benefits, the role of the Peacebuilding Fund has become less central and has contributed to increased transactional costs and longer procedures. Given the current size of the SALIENT project, the involvement of the Peacebuilding Fund may be less efficient. Furthermore, the project's positioning within the PBF has influenced donor relations and resource mobilization, resulting in limited direct interactions between the implementing partners and donor partners. While the PBF's role was valuable in supporting the start-up phase of SALIENT, PBSO/PBF recognized that their continued involvement might not add further value and recommended exploring alternative modalities to improve project efficiency and effectiveness.

Finding 6: There have been a number of delays throughout the project's implementation period, in part caused by the complex administrative set-up of the project and in part due to its staffing structure, which is very lean, as well as the time required to on-board project staff. The operationalisation of the project took more time than envisaged, in large part due to there being no systematic tools to support implementation either at the global or country level. These delays have also been felt by the project's donors who were not always timely informed as to the reason for the delays. Since the recruitment of a project coordinator and the development of some systems and processes, implementation has improved.

Finding 7: The selection of countries has not always been systematic or based on clearly defined selection criteria and processes, and selection criteria were not fully adhered to in the selection process of the three pilot countries. The project only developed standardised country selection criteria after the selection of the first three pilot countries. This did not contribute towards trust building between the implementing partners and has led to cases of reputation risk for UNDP.

Effectiveness

Finding 8: Despite the complexities of the project, results have been achieved in the three pilot countries at the output level. Anecdotally, the project has achieved results at the outcome level but more efforts need to be made regarding how to capture and showcase these results. The project has matured throughout its implementation and learned by doing, which has contributed to the results achieved.

Finding 9: The project has convincingly contributed towards creating a greater understanding of the nexus between small arms/light weapons control, armed violence reduction and development and the most compelling results have been seen in countries where both reduction and prevention have been addressed. Assessed against its Results Framework, the project has not always been able to capture and showcase its results, in particular outcome level results. Some results remain yet to be realised, in particular on the side of reduction as well as with regards to cross border cooperation.

Finding 10: The project's effectiveness has been hindered by the lack of available data. While there have been efforts to address this within the framework of the project, notably through the development and implementation of the Violence Audit methodology in Jamaica and conducting Baseline (Perception) Surveys in Cameroon and South Sudan, data gaps still remain a challenge.

Further, opportunities to capture and share lessons learned and exchange knowledge have not always been fully maximised and research conducted through the project is minimal.

Sustainability and Impact Orientation - Finding 11: While it is somewhat premature after only two years of implementation in the pilot countries to fully assess the sustainability and impact orientation of the project, there are some good indications regarding the sustainability of the project results. In part this is due to the level of national ownership of national authorities, which the scoping missions have contributed towards generating. The approach of the project to require a sustainability plan for the new tranche of five pilot countries is a good practice and evidences SALIENT's learning by doing approach.

Catalytic Effect

Finding 12: The SALIENT project has been catalytic to some extent in both financial and non-financial ways. Clarity and consensus on the business model to be applied by the project would reinforce whether the project funding should be used in a catalytic manner or whether longer term programming support is more appropriate. From the three pilot countries, the evidence seems to show that it is not realistic, for limited funds addressing the complex issues covered by SALIENT, to be programmed over a 12-month period to achieve sustainable, catalytic and meaningful results.

Finding 13: Perhaps the most catalytic impact of the project has been in terms of its contribution towards mindset and behavioural changes. While the project document's Results Framework does not provide for the capturing of empirical evidence to depict this, there is sufficient anecdotal evidence across the three pilot countries to evidence this shift. The partners have also used their convening power to bring security and development stakeholders together in a catalytic manner.

Gender equality and women's empowerment, human rights and leave no one behind and disability inclusion - Finding 14: The incorporation of gender equality and women's empowerment was highly relevant at the global level as well as within each of the project's pilot countries, where the project is contributing towards the achievement of gender related national development priorities as well as regarding progress towards achievement of the 2030 Agenda and the SDGs. Gender was well mainstreamed across project outputs and activities at both the global and national levels. While human rights have been realised to some extent through SALIENT addressing both the supply and demand sides of SALW/AVR, leaving no one behind and disability have been less prioritised by the project to date and are not well reflected in the project document.

Conclusions

Conclusion 1: The SALIENT project has the potential to be a game changer but needs to find more efficient ways of working, leveraging both entities' institutional mandates and capacities. Its unique added value is its approach in bringing together both the supply and the demand sides of small arms and light weapons control and armed violence reduction.

Conclusion 2: The paradigm shift of using SALIENT to bridge the gap between arms control and development is convincing and is recognised at the high, political level globally and nationally, but has not yet fully trickled down at the operational level.

Conclusion 3: Embedding the issue of small arms/light weapons control and armed violence reduction into the UN's strategic frameworks, including the Common Country Assessment and United Nations Sustainable Development Cooperation Frameworks or equivalent can contribute towards strengthening national ownership and sustainability prospects as well as resource

mobilisation opportunities.

Conclusion 4: The project and its results are more robust when there is an integrated approach that addresses both the supply and the demand side of SALW and AVR and does not only focus on one or other. This requires more stringent selection criteria, as well as additional engagement from UNODA in terms of its technical expertise and knowledge in the selection of countries.

Conclusion 5: SALIENT needs to be more realistic about what it can achieve in a short time frame and with small funds and consider adopting a different business model going forward. It is unrealistic to expect sustainable and catalytic results after a 12-month implementation period, given the complexities of the issues addressed by SALIENT.

Conclusion 6: The project is hindered by data gaps and challenges, in particular at the national level, which are preventing it from fully capturing its higher level results.

Conclusion 7: Scoping missions have not always been fully utilised, to ensure that the project proposals fully meet all selection criteria and to obtain a baseline to feed into the evidence base and decision-making as well as the development of the project's results framework and global SALIENT results framework.

Conclusion 8: The mainstreaming of gender equality and women's empowerment is highly relevant to addressing the issue of SALW/AVR at both the global and national levels. More research and data is required on SALW/AVR and inclusion to inform the identification of strategies and solutions going forward.

Recommendations

Recommendation 1: Global level set-up (vision, business model and operational arrangements)

The evaluation recommends that UNODA and UNDP agree on a joint vision that is clearly stipulated in the PRODOC to help guide the operationalisation and implementation of the project. This should be based on a full understanding of the institutional mandates and capacities of both entities, where the comparative strengths and added value of both entities is fully leveraged and maximised. Agreement on the business model for SALIENT should also be reached. The evaluation recommends adopting a more agile implementation modality to enhance efficiency. In light of PBSO/PBF's guidance, exploring alternative models in lieu of the current involvement of the PBF and the MPTFO could be beneficial. The evaluation recommends developing a detailed project document from an implementation perspective, which stipulates the roles and responsibilities of both entities and relevant stakeholders, including UNRCs/UNCTs, national authorities and implementing partners, as well as detailed processes and procedures for the entire operationalisation and implementation of the project. The evaluation recommends elaborating a staffing structure that is fit for purpose with staffing resources covering both UNODA and UNDP, to facilitate the effective implementation of the project. It is also recommended that a comprehensive, global level resource mobilisation strategy be elaborated and implemented.

Recommendation 2: Country level strategy and operations The evaluation recommends that SALIENT develop detailed criteria for the selection of countries together with a defined procedure and steps required from start to finish. Each country should be required to submit a detailed resource mobilisation strategy at the national level as part of their proposals, based on a Guideline and Procedure to be developed at the global level. The evaluation recommends that SALIENT increase its visibility to strengthen the narrative and understanding around the paradigm shift as well as to potentially attract additional donor interest. The role of the RC/O could be leveraged

further to increase visibility at the national level.

Recommendation 3: Thematic programming focus As per the current SALIENT project document, opportunities should be explored to address further the cross-border aspects of SALW/AVR. Consideration could also be given to piloting a regional, cross-border approach, learning from existing models, such as SEESAC, the Roadmap in Latin America and UNSCAR. The evaluation recommends that SALIENT continue to ensure a robust approach towards addressing the gendered dimensions of SALW/AVR while enhancing its efforts towards the realisation of human rights, leave no one behind and disability inclusion.

Recommendation 4: Addressing data deficits The evaluation recommends that further efforts to address data deficits are made, through adopting a more comprehensive strategy towards identifying existing data, developing an informed baseline with corresponding SMART indicators and targets and enhancing knowledge exchange and capturing of lessons learned. In addition, the evaluation recommends bolstering research efforts, whereby research can be conducted to inform future programming, while also providing an evidence-base to inform decision-making.

Recommendation 5: Gender equality and women empowerment, human rights and leave no one behind The evaluation recommends that SALIENT reinforces its efforts in terms of gender equality and women empowerment, while strengthening its efforts with regards to leave no one behind and human rights, to ensure that it is able to reach rights holders who are heightened risk of vulnerability and exclusion.

Pilot Phase Evaluation

Saving Lives Entity – SALIENT

1. Introduction

This Evaluation Report relates to a Pilot Phase Evaluation (PPE) of the Saving Lives Entity - SALIENT Project. The project is implemented by UNODA and UNDP, with a total budget of US\$5,439,326. SALIENT is housed in the UN Secretary-General's Peace-Building Fund (PBF), thus financial contributions to SALIENT are administered by the Multi-Partner Trust Fund Office and the Peace-Building Support Office. The evaluation was commissioned by the project at the end of the pilot phase of the project and covers three years of the project's implementation period from 20 January 2021 – 31 December 2023. The evaluation covers activities at the global level as well as in the project's three pilot countries – Cameroon, Jamaica and South Sudan. In addition, a light review was undertaken of the project's new pilot countries - Ghana, Honduras, Kyrgyz Republic, Panama and Papua New Guinea to capture perspectives and ongoing experiences. This included consultations with Ghana, Honduras and Panama, as well as a desk review of documents relating to all five new pilot countries.

As per the OECD/DAC Evaluation Criteria,⁴ the PPE aims to provide UNODA/UNDP, the PBF, the donors, government counterparts, civil society partners and other stakeholders with an impartial assessment of the results generated to date. The evaluation assessed the Project's relevance, coherence, effectiveness, efficiency, sustainability and impact orientation and catalytic effect⁵ as well as the cross-cutting issues of GEWE, LNOB and human rights, which were captured through a Gender Review (please see Annex I); and provides stakeholders with recommendations to inform the remaining implementation phase as well as the design and implementation of future interventions.

The intended users of the evaluation include primary evaluation users, namely UNODA and UNDP who will use the evaluation to understand the progress of the project to date and further strategize for promoting small arms and light weapons control and armed violence reduction normative, policy and programming work. The secondary users include the PBSO, the project's implementing partners, government counterparts and civil society in the pilot countries, who will use the information to learn about what works and what does not when promoting SALW control and AVR operational projects at country level in their respective countries. The project's donors may use the evaluation for accountability and as input for decision-making purposes. Overall, all users can use the evaluation for accountability and transparency purposes and to hold UNODA and UNDP accountable for their development contributions, as well as for lessons learnt, to strengthen partnerships and joint results. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

The report is structured as follows:

Chapter 2 presents the context and background as well as the project itself. Chapter 3 provides the evaluations' objective, scope and purpose as well as the evaluation approach, methods and data analysis approaches utilised as part of the evaluation process. Chapter 4 presents the findings, Chapter 5 the conclusions, Chapter 6 the recommendations and Chapter 7 the lessons learnt.

⁴ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

⁵ As the SALIENT project is ongoing and the country-level activities have only been recently concluded, the full scale of impact may not be yet assessable. Thus, the criterion impact has been replaced with impact orientation and catalytic effect.

There are a number of annexes to the Evaluation Report, including the Gender Review, key evaluation criteria and questions, evaluation matrix, progress towards indicators and GRES rankings, list of stakeholders met, informed consent protocol and data collection tools and instruments, country level lessons learned, a bibliography, the ToR and the signed Ethical Pledge.

2. Context and Background

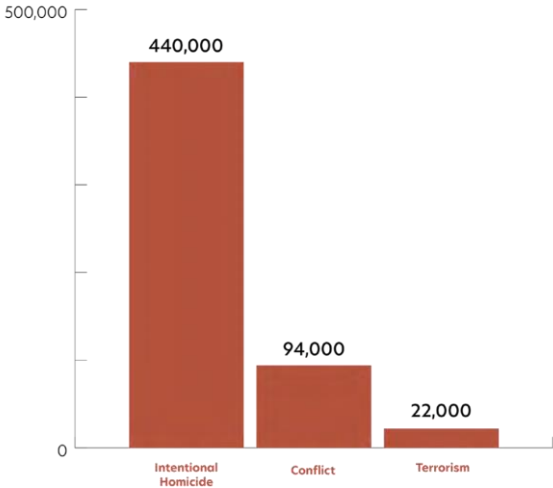
2.1 Context

2.1.1 Global context relating to small arms light weapons and armed violence reduction

Growing levels of armed violence often correspond with a higher availability and accessibility of small arms, in particular in settings of inadequate weapons regulation. The global supply has increased over the past decade, largely in the form of civilian holdings. The Small Arms Survey estimates that of the one billion firearms in global circulation as of 2017, 857 million (85 per cent) are in civilian hands, 133 million (13 per cent) are in military arsenals, and 23 million (2 per cent) are owned by law enforcement agencies. The Small Arms Survey suggests that the global stockpile has increased over the past decade, largely due to civilian holdings, which grew from 650 million in 2006 to 857 million in 2017.⁶

The most recent global data available in terms of the global homicide rate is from UNODC’s Global Study on Homicide 2023, which analyses data from 2021. The study shows that 2021 was an exceptionally lethal year, with an estimated 440,000 intentional homicides worldwide, averaging 52 per hour.

FIGURE 1: DEATHS BY CAUSE, 2019–2021 AVERAGES



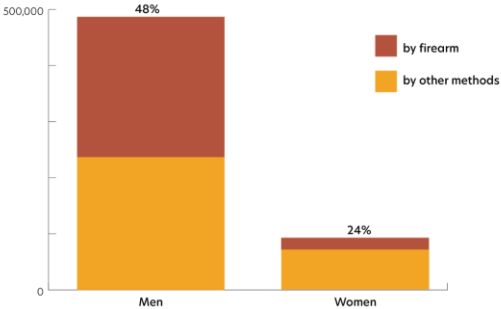
Source: “4th Edition Of The Global Study On Homicide 2023,” *United Nations Office of Drugs and Crime*, 2023, <https://www.unodc.org/unodc/en/data-and-analysis/global-study-on-homicide.html>.

The global homicide rate was at 5.8 for every 100,000 persons, a number that reflects little progress in reducing lethal violence worldwide since the launch of the 2030 Agenda and the Sustainable Development Goals. The largest share of the victims were killed with firearms, which accounted

⁶ <https://www.smallarmssurvey.org/database/global-firearms-holdings>

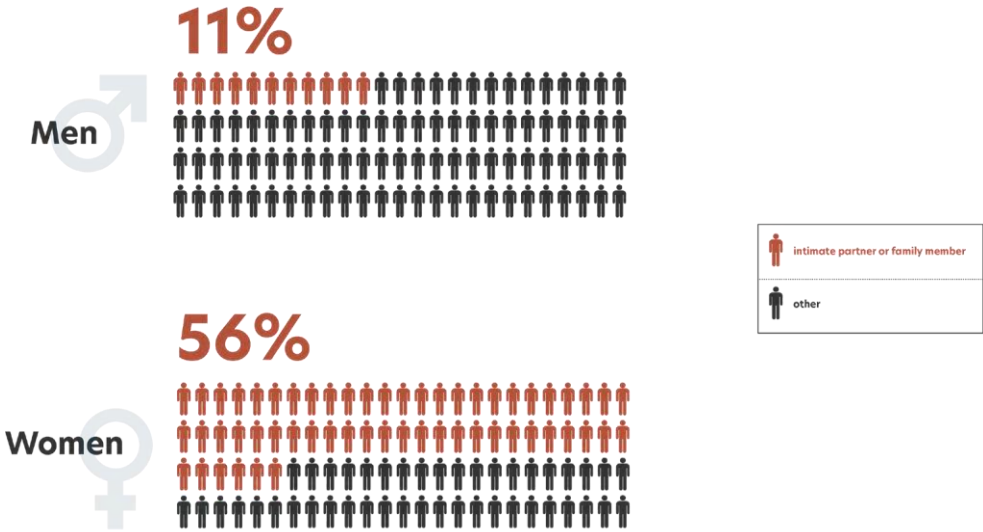
for 47% of homicides committed. All homicidal violence, in all parts of the world, is far more likely to be committed by, and against, men. Men account for 81% of the victims of homicide globally and around 90% of the suspects. Women, on the other hand, are more likely to be killed because of their gender, and more likely to lose their lives through violence at home. Women account for the victims in 54% of killings in the home and 66% of intimate partner killings.⁷

FIGURE 2: VIOLENT DEATHS BY GENDER AND METHOD



Source: “Global Violent Deaths (GVD) database 2004–2021, 2023 update, version 1.0,” *Small Arms Survey*, December 1, 2023, <https://zenodo.org/records/8215006>.

FIGURE 3: INTENTIONAL HOMICIDES BY PERPETRATOR AND GENDER



Source: Based on data from UNODC’s “Global Study on Homicide”

In terms of conflict related deaths, the Peace Research Institute Oslo (PRIO) estimates that in 2022, there were approximately 238,000 conflict related deaths, almost double those in 2021, in large part due to the wars in Ukraine and Ethiopia. This marks a 28-year high.⁸ According to the Uppsala

⁷ Global Study on Homicide, UNODC, 2023, available at https://www.unodc.org/documents/data-and-analysis/gsh/2023/Global_study_on_homicide_2023_web.pdf

⁸ <https://www.prio.org/news/3058>

Conflict Data Program, this figure declined in 2023 to 154,000, however due to continued conflicts in Sudan, the Middle East and Ukraine, it is anticipated to increase again in 2024.⁹ The decrease was primarily attributed to the end of the conflict in Ethiopia's Tigray region, which accounted for about 60% of battle-related deaths in both 2022 and 2021. Despite this positive development, the number of active state-based armed conflicts increased by three in 2023, reaching the highest level ever recorded by the UCDP, totalling 59.

A growing body of research¹⁰ has significantly contributed to the increased visibility of linkages between gender and small arms, clearly demonstrating that the use, misuse and effects of small arms are heavily gendered and have differentiated impacts on women and men. Several issues emerge, such as: young men constitute an overwhelming majority of firearms owners; men constitute the vast majority of both perpetrators and victims in firearm-related incidents; there are strong links with domestic and intimate partner violence, where women are more at risk for violence in a domestic context, and murder by an intimate partner being a common form of femicide, with a high number of them occurring through firearm use; and the possession and use of small arms are linked with expressions of masculinity and reinforce demonstrations of male dominance and risk-taking behaviour.

Armed violence has significant and enduring effects on individuals, families, and societies, often with differentiated impacts on women and men. While global figures focus on number of violent deaths, physical consequences of armed violence can be severe for survivors of gunshot wounds, often leading to long-term medical problems and disability. Aside from physical injuries, armed violence has psychological and social consequences that can be difficult to overcome. The social and economic costs of armed violence are substantial, including medical treatment, policing and legal services, lost productivity and investment in social capital, and reduced quality of life.

The harshest impact of the widespread circulation of illicit small arms is felt by vulnerable groups and in developing countries, particularly those experiencing or emerging from armed conflict or facing pervasive criminal violence. Compounding the problem, many developing countries lack comprehensive policy, legislation, personnel, training, facilities, and equipment to collect reliable data, to develop and durably implement cross-sectional small arms control measures, to perform effective inter-institutional coordination, and to adopt and enforce laws and regulations on various aspects of small arms.

The challenges of reducing armed violence are rooted in the changing nature and complex dynamics of violence in the 21st century with connections between its different forms, such as interpersonal, gender-based, terrorist, electoral, or drug-related violence. The Sustainable Development Goals (SDGs) explicitly recognized the proliferation of illicit weapons as a global development issue. SDG 16 demonstrates the critical link between preventing/reducing violence and making development possible.

2.1.2 Context relating to small arms light weapons and armed violence reduction in Cameroon

Since 2014 to date, Cameroon has been overwhelmed with multidimensional crises, including grappling with Boko Haram insurgencies in the Far North region as well as suffering from recurring separatist incursions in the English speaking North West and South West regions. The

⁹ <https://ucdp.uu.se/year/2023>

¹⁰ See, for instance, Gender and SALW in South East Europe, 2016, UNDP SEESAC; Gender Perspectives on Small Arms and Light Weapons: Regional and International Concerns, Farr, Vanessa A. and Kflemariam Gebre—Wold (eds.). 2002, Bonn International Centre for Conversion; Gender, attitudes and the regulation of small arms: Implications for action; Cukier, Wendy and James Cairns. 2009. IN Farr, Vanessa, Henri Myrntinen and Albrecht Schnabe (eds.). 2009. Sexed Pistols: The Gendered Impacts of Small Arms and Light Weapons. Tokyo: United Nations University Press.

situation is further aggravated by the huge influx of about 600,000 refugees into the East and Adamawa regions associated with rising kidnappings triggered by the civil war in the neighbouring Central African Republic. The bigger conflict, between the government and separatists from the English-speaking minority, started in 2017 and has killed over 6,000 people and it is qualified the second most neglected conflict in NRC report of 2023 in the world.¹¹ It has displaced 765,000 people, of whom over 70,000 are refugees living in Nigeria, the vast majority being women and children. According to the UN, 2.2 million of the Anglophone regions' four million people need humanitarian support while about 600,000 children have been deprived of effective schooling because of the conflict.

The country also faces a reinvigorated jihadist insurgency with deadly attacks in the Lake Chad area. The war with Boko Haram, centred in the Far North, has killed over 3,000 Cameroonians, displaced about 250,000 and triggered the rise of vigilante self-defence groups. Nascent ethnic clashes along the border with Chad have displaced thousands too. Elsewhere, and particularly following the October 2018 presidential election, ethnic discourse is heightening political tensions on- and offline.¹² According to Civil Society Activists in November 2023, 61 women were killed through femicide in 274 days in Cameroon and if meaningful measures are not taken the trend will exponentially grow to tens of thousands by 2030 and beyond.¹³ By inference, 7 women are killed through homicide on average every month in Cameroon.

Furthermore, Cameroon is surrounded by neighbouring countries with several pockets of armed violence caused by non-state armed rebels and militant groups with the possibility of enabling illicit arms trafficking across the border into Cameroon, which has a huge susceptibility to further fuel insecurity and armed violence in the already five fragile regions affected by armed violence out of ten regions. Improving Armed Reduction Violence (ARV) governance to guarantee a secure, stable and democratic Cameroon is a strategic objective of Cameroon's National Development Plan dubbed SND30.

The Cameroon 2016 legal regime on Arms and Ammunition imposed strict regulations regarding the purchase, the possession and use of fire arms and ammunitions in Cameroon but the decree of application is still pending promulgation into law. Cameroon is equally a ratified state party to the Kinshasa Convention and the Arms trade treaty with both instruments having clauses regarding arms and ammunitions stockpiles management including marking, tracing and standard rules of origin and end users certification processes. To date Cameroon lacks National Commission on Small Arms and Light Weapons (NatCom-SALWs) to guarantee the enforcement of these legal instruments from a both supply and demand side perspective.

The control of Small and Arms and Light Weapons is regulated by the Ministry of Territorial Administration in collaboration with the Security Forces and other state institutions-the General Delegation of National Security (DGSN), the Ministry of Defence and the National Security Council of Cameroon as well as local vigilante committees. Failure to develop a community-driven policing model to track arms trade and illicit proliferation through the inclusion of Local Development Authorities and CSOs-Regional Assemblies in English speaking Cameroon, Regional Councils, Traditional Authorities as well as CSOs will further complicate the fight against SALWs proliferations in Cameroon especially illicit arms trade by artisan blacksmith fire arms producers who are trading with border communities and remote hunting and transhumance

¹¹ NRC, Report of 2023 Cameroon tops list of most neglected crisis, published <https://www.nrc.no/feature/2024/the-worlds-most-neglected-displacement-crises-2023/#group-section-Cameroon-3W319wZzqh>

¹² International Crisis Group, June 14, 2024. <https://www.crisisgroup.org/africa/central-africa/cameroon>

¹³ Cameroon News Agency, November 29, 2023, <https://cameroonnewsagency.com/cameroon-femicide-gbv-cases-reach-61-in-274-days/>

communities without the knowledge of Local Authorities.

Since 2014 to date, Cameroon has significantly witnessed increased security and anti-terrorism spending with an exponential bearing on the national budget without a corresponding investment on creating and operationalizing a strong National Commission on Arms Control (NCAC). Since 2022, Cameroon spends approximately 8% of its national budget on national security issues and less than 1% in accelerating industrialization and creating decent employment.¹⁴ Comparatively speaking, Cameroon National budget resources that would have boosted investment on sustainable and quality human resource development on youths and women towards structural economic transformation in general has been heavily injected into militarization and the anti-terrorism sector, without corresponding measures to boost employment and national cohesion. This asymmetry in spending between militarism and soft power measures by the Government of Cameroon (GOC) has created a weak institutional response to curb rising armed violence by armed militant groups as well as homicide and femicide.

While Cameroon's SDG indicators compare well with other African countries averages, it faces significant fragilities and development challenges. More than a quarter of the population lives below the national poverty line. In Cameroon, 3.93 million people (including 2.14 million children, 969,000 women and 587,000 people with disabilities) urgently require humanitarian assistance. Their needs are created by armed conflict, inter-communal violence, and the influx of refugees from neighbouring countries, disease outbreaks including cholera and measles and seasonal flooding. Increased security incidents and violence hamper humanitarian access and the ability to reach affected populations with life-saving interventions.¹⁵

In addition, Cameroon is faced with low human capital development, an unfavourable business environment, and low levels of financial inclusion. Drivers of fragility include institutional complexity and governance weaknesses, internal divisions, social exclusion, insurgency, conflicts along borders, and a rising frequency of climate-related natural disasters. Political risks are increasing, with potential regional spillovers.

2.1.3 Context relating to small arms light weapons and armed violence reduction in Jamaica

Jamaica is included among countries with the highest rates of crime and violence. Firearms violence is a persistent and troubling issue within the Caribbean, with the region accounting for 23% of homicides globally, with an average homicide rate of 53.3 per 100,000 people in 2023.¹⁶ Consultations with the Ministry of National Security (MNS) as well as members of the Jamaica Constabulary Force (JCF) indicate that the proliferation of illicit firearms, coupled with the illegal narcotics trade and increased number of criminal gangs, continue to be at the centre of the high levels of crime, violence, and ongoing insecurity in Jamaica. On average, the JCF estimates that more than 700 illegal firearms have been recovered annually over the last five years. Firearms are the primary implement used to commit homicides in Jamaica. The most recent crime statistics show that for the first quarter of 2024, while the number of murders decreased from 119 to 103 compared to the first quarter of 2023, the percentage of murders committed by firearms increased from 71% to 94%.¹⁷ Illicit firearms have been used to fuel organized criminal related activities, which have resulted in most of the homicides and violence concentrated in urban inner-city areas and rural townships.

¹⁴ Investment Watch (I-Watch) Report, 10 December 2022, page 19.

¹⁵ UNICEF, 13 January 2023, Humanitarian Action for Children 2023 – Cameroon, <https://reliefweb.int/report/cameroon/humanitarian-action-children-2023-cameroon>

¹⁶ https://www.unodc.org/documents/data-and-analysis/gsh/2023/GSH_2023_LAC_web.pdf

¹⁷ <https://jcf.gov.jm/stats/>

The issue of firearms proliferation can be separated into supply-side and demand-side issues. Transnational factors have significantly impacted the supply of firearms into the country. There is a historic guns-for-drugs trade in the region. Firearms are smuggled through official ports of entry by breaking them down into parts among shipments, which are then more difficult for officials to detect. Additionally, the porous nature of the borders, make it difficult to police due to numerous unofficial points of entry and the issue is further compounded by corruption. Demand-side issues were more locally rooted and socio-economic in nature. At-risk and violent communities in the country are often the most socially precarious, with many being labelled as “informal communities” due to their existence outside of the national development scheme. These communities are home to a large section of the nation’s poorest citizens who often find it difficult or impossible to attain a stable life. Demand-side issues thus encompass issues of precarity and social exclusion, and the resultant social issues which lead persons and communities to lack stability. Further, when combined with the inherent political liminality that can be inherent within informal communities, power vacuums may arise wherein gangs step in to provide ‘governance’ and economic opportunities for community members. In these spaces, the manifestation of crime and violence is not homogenous across Jamaica’s youth population. Data shows that youth, particularly males, between the ages of 16-24 are disproportionately impacted by violent crimes.¹⁸ Male youth are arrested, jailed, and murdered at twice the rate of the general population.

Vision 2030 Jamaica, Jamaica’s National Development Plan and the subsequent Medium Term Socio-Economic Policy Frameworks (MTFs¹⁹) indicate that high crime rates can stymie development progress in other areas. Crime and violence are arguably the most visible and impactful challenge to social order, which has proven largely intractable, demonstrating resistance to a myriad of community-based and national level interventions. Similarly, studies show that insecurity is a strong deterrent to growth due to its impacts on life expectancy, health care costs, cost of doing business, capital flight, emigration of skilled workers and dampening of foreign investment.

Jamaica's National Development Plan, Vision 2030, and subsequent MTFs (PIOJ 2018; PIOJ 2015) underscore the impact of high crime rates on hindering development progress. Crime and violence, notably the high rate of homicides, pose significant challenges to social order and have proven resistant to various interventions. Insecurity acts as a deterrent to growth, affecting life expectancy, healthcare costs, the cost of doing business, capital flight, emigration of skilled workers, and foreign investment. Domestic violence also remains a serious concern with one in every four Jamaican women experiencing physical violence at the hands of their male partners. There is also a growing trend for femicides to be committed via firearm and as a proportion of all homicides, with latest available data for Jamaica from 2021 showing a rate of 9.3 femicides per 100,000 population.²⁰

2.1.4 Context relating to small arms light weapons and armed violence reduction in South Sudan

The presence of SALW is a pervasive problem in South Sudan and a result of the protracted civil war that pitched the government of Sudan against the Sudan People’s Liberation Army (SPLA). SALW are often labelled “Multipliers of violence”, but that hides a more pervasive effect they have had on South Sudanese society. Over the course of the civil war and the post Comprehensive Peace Agreement (CPA)-years, they have become embedded in rural culture, not merely as a means of violence but as an intrinsic component of a young man’s transition to adulthood.²¹ In

¹⁸ <https://www.undp.org/jamaica/blog/partnering-youth-break-cycles-violence>

¹⁹ PIOJ 2018; PIOJ 2015.

²⁰ <https://data.worldbank.org/indicator/VC.IHR.PSRC.FE.P5?locations=JM>

²¹ Vondervoort, L. v. d.2014. "Guns are for the government": an evaluation of a BICC advisory project on state-owned arms control in South Sudan. BICC Working Paper, 1/2014

pastoral societies, the youth own guns and use them to defend their communities as well as to protect their livestock from neighbouring rival communities and occasionally use the guns to raid cattle from other tribes/clans or groups.

Based on a Small Arms Survey conducted by UNDP in 2017 in government controlled areas only, it is estimated that between 232,000–601,000 illicit arms were in circulation in South Sudan. It is estimated that numbers of SALW are likely to be higher in rebel-held areas.²² Estimates also vary from state to state within South Sudan. For instance, community security assessments - conducted by Saferworld in 2017, in Rumbek and Kuajok- concluded that 80 per cent of households owned at least one firearm.

The presence of illicit arms in the country has contributed to a deteriorating security situation in recent years. Widespread acts of armed violence and accidents have resulted in the killing and maiming of civilians, including women and children, acts of banditry, accidental explosions and shootings, and increased incidents of armed cattle raiding which have been a cause of instability throughout South Sudan including Jonglei, Lakes, Warrap, Unity and Upper Nile states.²³

Small arms trafficking in South Sudan prevail through small-scale transactions with neighbouring countries at markets on the South Sudanese border and within the country itself through individual, informal transactions. Another important source of SALW and ammunition for non-state armed groups, self-defence groups and civilians are local illicit markets supplied by arm trades from neighbouring countries.⁵ Likewise, apart from government provision of small arms to non-state actors, weapons have also reached civilians through porous borders with neighbouring countries.²⁴ Other sources of SALW include: the Government of Sudan or military, including the Sudan People's Liberation Army (SPLA), which armed civilians and sometimes local militia/rebel groups and leaks of SALW from the security forces to civilians either because armouries are poorly managed and are insecure or because firearms are being sold to civilians; Porous borders facilitated the sale of firearms between civilians from neighbouring countries and; the black market and family and social networks were also important means for civilians to acquire firearms.²⁵

The inability of the security forces to provide security to all of the citizens of South Sudan is a significant motivating factor for individuals and communities to retain their arms and has also contributed to the formation or continuation of informal security providers. Two of the reasons that are often cited for owning guns are the protection of property (specifically cattle) and self-protection. Government security forces are generally unable to fulfil the security needs of the population. Due to this 'security gap' communities develop their own mechanisms to protect themselves and their property. This reality is a significant deterrent to the surrendering of arms by civilians in disarmament campaigns.²⁶

The proliferation of SALWs not only led to increased violence but also eroded the State's moral and material authority as the sole legitimate source of security provision. Consequently, non-state actors emerged as alternatives to the State's security structures. Likewise, the widespread circulation of SALWs led to an internal disruption and an increase in violence in South Sudan.

²² UNDP 2017. "National Small Arms Assessment in South Sudan". Survey Final Report for UNDP Small Arms Survey – December 2016 -revised February 2017

²³ Ibid

²⁴ SAFERWORLD (2018). Communities tackling small arms and light weapons in South Sudan Lessons learnt and best practices. Briefing July 2018

²⁵ SAFERWORLD (2022). Challenges to small arms and light weapons control in South Sudan. BRIEFING PAPER / October 2022)

²⁶ Sub-Saharan Center (2014). Article 44 on South Sudan, Developments in South Sudan Conflict: Small Arms and Light Weapons in South Sudan and Sudan: Is that agenda for Bahir Dar Talks, Ottawa Thursday, October-02-14)

Weapons became easily accessible, and consequently, violence outside the sphere of the State proliferated throughout society. The use of SALWs intensified the impact of violence between individuals or local groups, contributing to the disastrous consequences for South Sudanese society.²⁷ In Warrap State of South Sudan, domestic violence, violent cattle raiding, and inter and intra-communal conflict (fuelled by the ready availability of small arms and light weapons) put the most vulnerable members of the community at risk, particularly women and girls – who grapple with sexual violence, abduction and accidental or intentional killings.

The conflicts are often triggered by many factors including competition over resources like pasture and water for animals during dry spells, cycles of revenge, and a lack of alternative livelihoods for young people. Guns have been used for cattle raiding and theft, and settling disputes around grazing land and water points.

To address these challenges, South Sudan has developed a national legal framework for arms control and civilian weapon ownership. The Firearms Act was passed in 2016 and is complemented by the Firearms Handbook and a small arms and light weapons policy. A three-year roadmap for implementing the Firearms Act prioritized 21 actions, including: training organized forces in stockpile management; construction of new safe storage facilities for weapons; supporting gun marking processes; disposal of obsolete weapons as well as weapons collected from civilians; developing guidelines for registration and licensing of weapons held by civilians; and providing training to the police and other relevant government institutions to implement the registration.; and joint BCSSAC-UNDP sensitization workshops for civilians in each of the 10 states on the Fire Arms Act. The implementation of the disarmament strategy will be led by the Bureau for Community Security and Small Arms Control (BCSSAC) in partnership with other stakeholders including community leaders and CSOs and with the involvement of county and state authorities.²⁹ South Sudan has a Firearms Bill 2016, the purpose of which is to create a legal framework and administrative structures for firearms and their control. This Bill gives the National Government the power to regulate matters related to licensing of firearms and that any person that is in possession of a firearm without a valid license, permit or authorization commits an offence and is liable on conviction to imprisonment for a term not exceeding ten years or fine to be determined by the court or both.

The Bureau for Community Security and Small Arms Control (BCSSAC) will lead the disarmament which has the following objectives: a. To contribute to the improvement of community security and human security; b. To address the threat to security, peace, and development posed by civilian possession of small arms and light weapons, and; c. To promote co-ordination, responses and policies to improve the rule of law, human security, community security, civilian disarmament and small arms and light weapons control.³⁰

2.2 Background to the Project

It is against this background that the Saving Lives Entity – SALIENT – project was developed. The project document was signed in December 2020, with implementation commencing on 20 January 2021 for an initial period of 24 months. The initial budget for the project was US\$3,795,599, with funding being provided by France, Germany, Japan, New Zealand, Sweden

²⁷ Elizabeth (2013). “Restive Jonglei, From the Conflict’s Roots, to Reconciliation”. Institute for Justice and Reconciliation Working Paper, December 2013

²⁹ Oystein and Ingrid (2013) “What is Youth Violence in Jonglei?”. Peace Research Institute Oslo (PRIO), Technical Report January 2013.

³⁰ Republic of South Sudan (2020). Voluntary Civilian Disarmament Strategy, September 2020. Supported by the United Nations Development Programme and the Government of Sweden

and Switzerland. In December 2021, the project was extended by an additional 24 months until January 2025 with additional funds committed and received from Germany (US\$542,104.32) and Sweden (US\$1,101,622.58). This brings the project's total budget to US\$5,439,326. In addition, in 2023, Finland signed an agreement to support SALIENT, including retroactively, to cover 2021 – 2024, with an additional EUR 200,000 of funds per year, totalling €800 000. With this new funding, a costed extension until June 2025 was approved.

SALIENT is housed in the UN Secretary-General's Peace-Building Fund (PBF), thus financial contributions to SALIENT are administered by the Multi-Partner Trust Fund Office and the Peace-Building Support Office. However SALIENT is not a standard PBF project and the funds are transferred to and disbursed by UNDP, rather than the UN Resident Coordinator's (RC) Office.

The project was designed not just to address the challenges described in section 2.1 above, but also to provide a multi-sectoral platform for UN Agencies to respond to the challenges of armed violence as well as to respond to the need for the donor community to scale up its support to such comprehensive processes. It approaches disarmament from a development perspective, thus marking a paradigm shift in the way such types of projects have historically been positioned.

SALIENT is a global project that allocates small grants to catalyse more comprehensive approaches to small arms and armed violence reduction, to address the multifaceted nature of armed violence challenges in priority countries. Working on both the demand and supply sides of illicit trafficking and misuse of small arms and light weapons (SALW), SALIENT supports national initiatives in a holistic and transformative approach, through a gender lens, with 30% of the total project budget being allocated to activities in direct pursuit of gender equality and women's empowerment. Leveraging the complementary expertise and operational capacities of the United Nations Office for Disarmament Affairs (UNODA) and the United Nations Development Programme (UNDP), SALIENT supports catalytic activities in operationalizing and mainstreaming small-arms control in development efforts and policies.

UNODA supports multilateral efforts aimed at achieving the ultimate goal of general and complete disarmament under strict and effective international control. The mandate for the programme is derived from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern owing to their destructive power and the threat that they pose to humanity. The Office also works to address the humanitarian impact of major conventional weapons and emerging weapon technologies, such as autonomous weapons, as these issues have received increased attention from the international community.

UNODA provides substantive and organizational support for norm-setting in the area of disarmament through the work of the General Assembly and its First Committee, the Disarmament Commission, the Conference on Disarmament and other bodies. It fosters disarmament measures through dialogue, transparency and confidence-building on military matters, and encourages regional disarmament efforts; these include the United Nations Register of Conventional Arms and regional forums.

It also provides objective, impartial and up-to-date information on multilateral disarmament issues and activities to Member States, States parties to multilateral agreements, intergovernmental organizations and institutions, departments and agencies of the United Nations system, research

and educational institutions, civil society, especially non-governmental organizations, the media and the general public.³¹

UNODA supports the development and implementation of practical disarmament measures after a conflict, such as disarming and demobilizing former combatants and helping them to reintegrate in civil society.

UNDP's mandate is to end poverty, build democratic governance, rule of law, and inclusive institutions. As the lead United Nations agency on international development, UNDP works in 170 countries and territories to eradicate poverty and reduce inequality. UNDP helps countries develop policies, leadership skills, partnerships and institutional capabilities to achieve the Sustainable Development Goals. Its work is centred around six core development areas, known as our signature solutions: poverty and inequality, governance, resilience, environment, energy and gender equality.³²

The SALIENT project is channelled and operationalized through UNDP's Global Programme for strengthening the Rule of Law, Human Rights, justice and Security for Peace and Sustainable Development³³ and contributes to the Global Programme's outcomes. Within UNDP and across the wider UN system, the Global Programme is the primary mechanism for the implementation of comprehensive and integrated rule of law and human rights programmes. Operating via headquarters and at regional and country levels, the Global Programme uniquely combines rule of law, justice, security and human rights expertise, knowledge and ambitions within an overarching umbrella framework for enabling peaceful, just and inclusive societies to ensure that no one is left behind. The Global Programme contributes to establishing a culture of respect for the rule of law and embedding human rights principles in UNDP's work to build integrated and sustainable solutions for people and planet.

The SALIENT project has two outcomes, with four outputs under outcome 1 and three outputs under outcome 2. Outcome 1, which focuses more on the supply side, seeks to improve the institutional framework to effectively address the illicit trafficking of firearms and ammunition, in line with relevant international, regional and national instruments; and Outcome 2, which focuses more on the demand side, is focused on populations as risk benefiting from armed violence prevention and reduction programmes through enhanced institutional capacities, improving resilience to armed violence and rolling out transformative gender agendas on tackling the root causes and effects of armed violence. The project's outcomes and outputs are detailed below:

Outcome 1: Control of small arms is improved and access to firearms and ammunition is reduced

Output 1.1 Improved public debate and legislation to regulate access to SALW/ammunition, including awareness of impact on the vulnerable, as well as the gender dimension of armed violence

Output 1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis

Output 1.3 Capacity-development of national institutions on regulation and control of small arms and ammunition that is based on a gender analysis is supported

Output 1.4 Capacity-development of law enforcement and criminal justice institutions and cross-border cooperation is supported

³¹ <https://disarmament.unoda.org/about/>

³² <https://www.undp.org/about-us#:~:text=Mission%20and%20vision,people%20build%20a%20better%20life.>

³³ <https://www.undp.org/rolhr>

Outcome 2: Populations at-risk benefit from armed violence prevention/reduction programmes

Output 2.1 Institutional capacities to respond to armed violence through a gender lens are developed

Output 2.2 Social actors and communities are supported to improve resilience to armed violence

Output 2.3 Transformative gender agendas tackling root causes and effects of armed violence are rolled out

The project seeks expressions of interest from relevant countries. This is led by the UN Resident Coordinator (RC) who is able to apply for a grant of up to US\$500,000 for a period of 12 months of implementation, which can be extended to 24 months maximum through a No Cost Extension (NCE). At least two UN entities are the implementing agencies for each grant implementation. During the pilot phase from January 2021 – December 2023, the project awarded three grants of US\$500,000 to Cameroon, Jamaica and South Sudan. Each was initially for a period of 12 months, being extended to 24 months through an NCE. In September 2023, the PCT provisionally agreed to further top-up Jamaica with an additional grant of US\$250,000. A proposal for Phase II was developed, which, considering that top-ups are an amendment to the original SALIENT prodoc, were shared with the Programme Board for approval. This top-up was approved, and the funds have to be delivered by 31 December 2024. An additional five countries were also approved for grants starting in the latter half of 2023, with full implementation from 2024. These are Ghana, Honduras, Kyrgyzstan, Panama and Papua New Guinea. There are specific selection criteria which guide the selection of countries. Decision-making rests with the Project Coordination Team (PCT), which meets on an as required basis and is co-led by UNDP and UNODA Senior Management (UNDP - Head of the Rule of Law, Security and Human Rights team and UNODA - Chief of the Conventional Arms Branch) and representatives from the SALIENT project. The project also has a Programme Board, which meets at least on an annual basis fulfilling an advisory role and making recommendations in relation to the Programme. Details of each of the pilot countries' projects is provided below.

Cameroon - Promotion of women and youth security through small arms control

The project in Cameroon focuses on supporting progress towards the SALIENT outcomes through the following interventions:

- A baseline assessment, with data collected from the 10 regions of Cameroon on the impact of arms on women and youth (the use of arms by and against women and youth, sex and gender-disaggregated breakdown of homicide victims with SALW, links between the use of SALW and GBV);
- Capacity building of relevant institutions (national institute of statistics, Ministry of Territorial Administration, and security forces including their existing gender focal points and teams) on data collection on SDG 16.4.2 on reducing the illicit proliferation of SALW;
- Capacity building of communities, with a focus on women and youth involvement in the fight against the illicit proliferation of SALW;
- Capacity strengthening of relevant Ministries and institutions on Physical Security and Stockpile Management of Weapons (PSSM);
- Training of the Cameroon Police Force including border officers on Community Policing generating confidence building between the police and women and youth in the fight against the illicit proliferation of SALW;
- Elaboration of the action plan of the DDR Gender Strategy;
- Mass sensitization through the media campaigns and outreach.

Jamaica - Reducing Small Arms & Light Weapons in Jamaica

The project in Jamaica focuses on supporting progress towards the SALIENT outcomes through the following interventions:

SALIENT Outcome 1 is primarily achieved through **SALIENT Output 1.1** through the following activities:

- A legislative review of Jamaica’s national legislation. The legislative review will be informed by a gender analysis.
- A comprehensive review of the existing National Control System for the regulation of firearms, their parts and components and ammunition.
- Development of a National Small Arms Control Strategy. The Strategy will include a section on gender considerations.
- Provision of support to advance the ratification of the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA), including the review of legislation, such as the Gun Powder and Explosive Act.

SALIENT Outcome 1 continues to be achieved through Output 1.2 through the following activities:

The activities related to **SALIENT Output 1.2** include the following:

- National training based on UNLIREC’s Interdicting Small Arms, Ammunition, Parts and Components (ISAAPC) in Jamaica course.
- National training at Maritime and Seaport entities focusing on maritime security.
- A comprehensive assessment of detection capabilities and processes at the international airports in Kingston and Montego Bay.
- A comprehensive package of capacity building activities is delivered to joint task forces of the Airport Communication Project and the Container Control Programme.
- Support national customisation of UNODC’s guidelines for investigators and prosecutors on firearms trafficking cases and integration in training curricula for prosecutors and police.
- Provide support to strengthen national, regional and international cooperation to effectively prevent and combat trafficking in firearms and ammunition and related forms of crime.
- Facilitate collection and analysis of judicial cases and their sentencing practice in Jamaica and support the collection of cases for UNODC’s Digest on Firearms Trafficking Cases.

SALIENT Outcome 2 is achieved through the completion of the activities related to **SALIENT Output 2.1** include the following:

- UNDP with the support of UNODC to conduct a violence audit in the communities of Norwood and Denham Town.
- UNLIREC and UNESCO to provide trainings and support for the development and adaption of policies on addressing the use and possession of firearms in school settings and to foster the consolidation of an inter-institutional working group at the national level. This activity compliments ongoing initiatives to support ending violence against women and girls e.g., The Spotlight Initiative.

South Sudan – Catalysing South Sudan’s Voluntary Civilian Disarmament Strategy (VCDS)

The project in South Sudan focuses on supporting progress towards the SALIENT outcomes through the following interventions:

SALIENT Outcome 1 is achieved through **SALIENT Outputs 1.1, 1.2, 1.3 and 1.4**. Outcome 2 is achieved through **SALIENT Outputs 2.1, 2.2 and 2.3**:

1.1 Improved public debate and legislation to regulate access to small arms/ammunition, including awareness of impact on the vulnerable, as well as the gender dimension of arm violence.

1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis and include (i) weapons collection schemes that aim to reduce illicit weapons ownership; (ii) regulation of government weapons stocks and destruction of surplus.

1.3 Capacity development of national institutions on regulation and control of small arms and ammunition that is based on gender analysis is supported.

1.4 Capacity development of law enforcement and criminal justice institutions and cross border cooperation is supported.

2.1 Institutional capacities to respond to armed violence through a gender lens are developed.

2.2. Social actors and communities are supported to improve resilience to armed violence (indirect armed-violence-prevention approaches).

2.3 Transformative gender agendas tackling root causes and effects of armed violence are rolled out.

2.3 Evaluation purpose, objective and scope

The ToR provided the overall framework for the evaluation, including the purpose, objective and scope of the evaluation, which the evaluation team analysed to develop the specific methodology for conducting the evaluation.

The evaluation addressed the following key evaluation questions as contained in the ToR:

1. To what extent has the SALIENT project achieved (or is likely to achieve) its intended objectives?
2. What factors contributed to or hindered its performance and eventually, its impact potential and sustainability of results?
3. What lessons and good practices can be extracted from the three pilot countries to advise future SALIENT projects, and what evidence needs to be collected to support continuous learning?
4. What are the lessons learnt on the efficiency of the management and administration of SALIENT?
5. What are the key recommendations for future engagement for the SALIENT project?

In addition, the evaluation team scrutinised the following three areas, identified during the inception period consultations with UNDP and UNODA.

1. **Policy** - the launching of the SALIENT project marked a paradigm shift in positioning SALW and armed violence reduction (AVR) initiatives and approaching this issue from a development perspective. The evaluation team will assess to what extent this approach and paradigm shift in thinking has been effective and convincing, including with national partners and donors. In particular, the evaluation team will assess the level of commitment amongst national partners for the project, as well as towards positioning SALW and AVR as a development issues and whether SALIENT is fit for purpose to meet national level needs and priorities.
2. **Administration and Management** – Is the placement of the project within the PBF effective and efficient? Has the joint UNODA-UNDP management of the project been effective and efficient? Has the UNDP administration of the project been effective and efficient? Would other mechanisms be more efficient?

3. **Inter-Agency Coordination** - What have been the key challenges and how have these been overcome?

The evaluation covers the project period from 20 January 2021 to 31 December 2023 with a particular focus on the project's three pilot countries, Cameroon, Jamaica and South Sudan. It covers conceptualisation, design, implementation, monitoring, reporting and evaluation of results in consultation with all project stakeholders. Perspectives and ongoing experience of the initiating countries that will soon start implementation of SALIENT projects (Ghana, Honduras, Kyrgyz Republic, Panama, Papua New Guinea) have also been considered where appropriate. Guided by the SALIENT project document as well as the project documents of the country projects, the evaluation assesses the project's performance in contributing to its desired outcomes.

The evaluation assessed the project's approach and results on gender equality and women's empowerment, by incorporating a **gender review** in the evaluation. Please see Annex I for the Gender Review and Annex IV for the Gender Results Effectiveness Scale (GRES) assessment of the project's results at output level. The review used a gender lens to analyse armed violence and related justice issues and the project's contribution in the relevant areas, as well as assesses the project's overall approach to mainstreaming gender equality and women's empowerment. In the context of Leaving No One Behind (LNOB), the gender review assesses the project's approach and results in supporting other groups in vulnerable and marginalized situations, such as persons with disabilities, youth at risk, displaced persons, etc. A human rights-based approach was applied throughout the evaluation.

2.4. Theory of Change (ToC)

The project document contains a section titled programme-level theory of change, which states as follows:

By leveraging complementarity of mandates and capacities of UN entities and their comprehensive approaches; supporting projects that address the multi-faceted nature of the issue of small arms and armed violence; and working through a gender-transformative approach, SALIENT will:

- Increase the number of country-led armed-violence-reduction responses that address underlying gender norms and behaviours that shape armed violence and inform policymaking on that topic;
- Increase the number of armed-violence-affected countries that have a shared vision of small-arms and armed-violence issues, and focus on preventive strategies and measures; Place locally-led initiatives at the centre of national policies and response to armed violence reduction;
- Increase the number of countries able to report progress on SDG 16.1., 16.4., as well as SDG 5.2 and 5.5.

There is no visualisation of the ToC and the ToC does not chart the causal pathway foreseen to achieving the results or explain how SALIENT will lead to any specific development change, nor does it identify the underlying assumptions and risks that are vital to understand and revisit throughout the project implementation period.

The project's results framework contains the two outcome and seven output statements. Outcome 1 contains three indicators, while Outcome 2 contains two. Each of the outputs have one corresponding indicator, meaning that in total there are 5 outcome indicators and seven output indicators, which are used by the project to measure progress towards results. It is noted that baselines are not provided in the project document (prodoc) for either outcome or output

statements, stating that these will vary per recipient country. Within each of the output level indicators, additional statements are included which seem to suggest outcomes, but which are not linked to the outcome or output statements or targets. Further, there has been no reporting on the progress towards achievement of the indicators to date at the global level. How the evaluation addressed this is detailed below under 3.1.

3. Methodology

The main reference for the evaluation methodology was the OECD/DAC Evaluation Criteria³⁴ as well as the UN Evaluation Group (UNEG) Norms and Standards.³⁵ The evaluation also adhered to the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation³⁶ and UNDP's updated Evaluation Guidelines (2021).³⁷ Furthermore, the evaluation was designed to be gender-responsive, follow a human-rights based approach, and reflect utilisation-focused and feminist approaches. These approaches are elaborated further below. The evaluation is both summative in terms of analysing the results of the pilot phase of the project implementation as well as formative in terms of providing forward-looking and actionable recommendations to guide the remaining implementation period, as well as any potential follow-on and expansion of the project.

3.1 Evaluability Analysis

The evaluation team undertook an evaluability assessment, looking at the project's Theory of Change, together with the global level results framework and the project documentation that is available. The evaluation team assessed that there are some issues with regards to the ToC as detailed above under section 2.4. While this is a criteria based evaluation, the evaluation team also assessed the project's theory of change, as part of the analytical process. This included evaluating the project and its outcomes and outputs against the evaluation criteria as well as against its context, theory of change and organisational performance. The theory of change was unpacked and the evaluation team also took into account elements not necessarily captured in the theory of change, such as policy dialogue, contextual changes and coordination (within the project i.e. with the stakeholders, the donors and UNODA/UNDP). There are no assumptions underpinning the theory of change as detailed in the prodoc, so the evaluation team have been unable to assess these for their continuing validity. There are also a number of gaps in the project's Results Framework. As part of the evaluability analysis, the evaluation team undertook an analysis of the project's indicator framework. The assessment included all outcome and output statements together with a quality rating as well as the outcome and output indicators, also with a quality rating. The assessment was also undertaken with a gender lens, as part of the Evaluation's Gender Review process. From this it can be seen the majority of the outcome and output statements are weak, without a singular focus, with an unclear timeline and they are not using change language. A similar challenge exists with the output statements. The indicators do not include indicator statements, the targets are worded as indicator statements and there is no baseline data. The targets have generally not been defined, are not time-bound and there is no gender disaggregation (or other disaggregation) throughout the RF. To address this, the evaluation team endeavoured to a) collect as much data as possible throughout the evaluation process that could be used to inform the RF; b) discuss with all relevant stakeholders the challenges of data and how these could best be

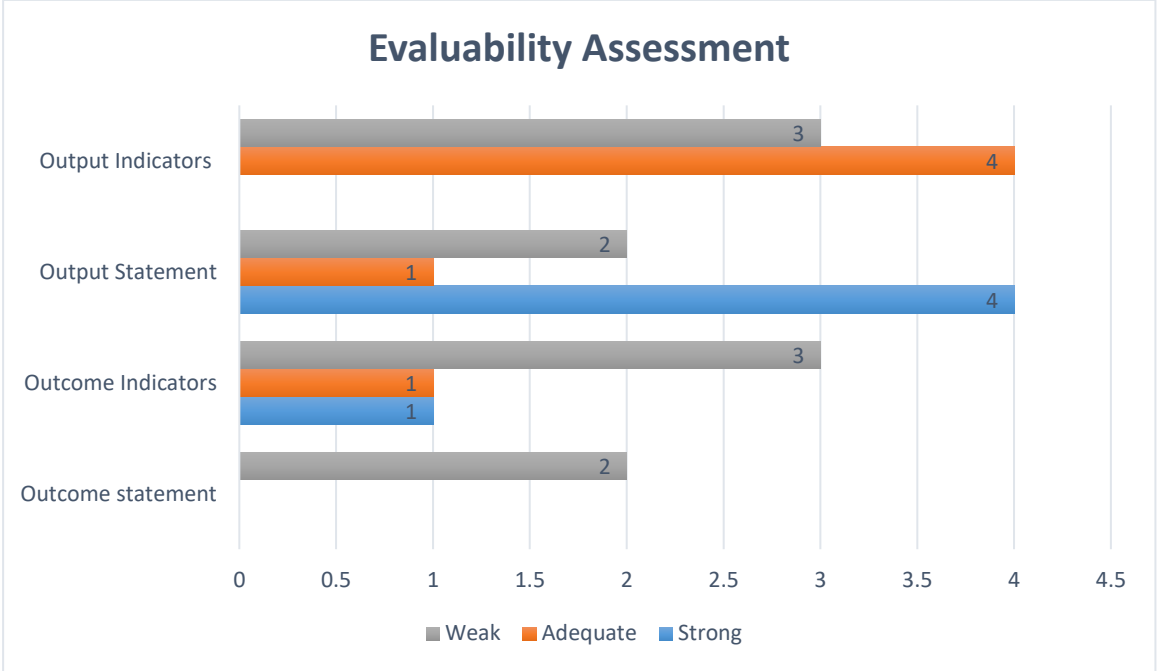
³⁴ Organisation for Economic Cooperation and Development / Development Assistance Committee (OECD/DAC), Network on Development Evaluation, Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019, available at: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

³⁵ <http://www.unevaluation.org/document/download/2787>

³⁶ <http://www.uneval.org/document/download/1294>

³⁷ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

addressed going forward, what data is currently available and what is possible to measure; and c) propose making revisions to the RF for the remaining project implementation period and/or future iterations of the project; and d) evaluate the project beyond its results framework. The graph below shows the results of the evaluability assessment of SALIENT’s results framework.



Graph 1: Evaluability Assessment of SALIENT’s Results Framework

Document availability was assessed as good. All relevant project documentation was shared with the evaluation team in an online shared folder. Regular progress reports are comprehensive and available for all years and contain relevant and updated data, which is disaggregated where appropriate. In addition, the evaluation team was provided with additional project documentation and relevant financial information. Overall, this means that from documentary sources alone, triangulation was possible. The conclusion from the evaluability analysis was that the evaluability of the project is good, if viewed beyond the project’s theory of change and results framework.

3.2 Evaluation criteria and elaboration of key questions

As per the ToR, the evaluation team has been asked to consider a number of key questions shaped around the OECD-DAC evaluation criteria and the additional cross-cutting themes. The key evaluation questions and sub-questions (see Annex II) have been synthesized into an evaluation matrix (see Annex III), which guided the evaluation team and provided an analytical framework for conducting the evaluation. The evaluation matrix sets out the relevant evaluation criteria, key questions and sub-questions, data sources, data collection methods/tools, indicators/success standards and methods for data analysis. The evaluation matrix was divided into each of the six evaluation criteria – relevance/coherence, effectiveness, efficiency, sustainability and impact orientation and catalytic effect, with the addition of the cross-cutting themes. Within the effectiveness criteria, each of the project’s two outcomes and seven outputs were individually scrutinised.

3.3. Evaluation Design

3.3.1. Overall Approach

The evaluation was multi-faceted and the methodological approach used mixed (qualitative and quantitative) methods, as the best vehicle for meeting the evaluation’s needs. The evaluation team

ensured that the evaluation was conducted through a participatory and consultative process, which included all relevant national stakeholders and the project beneficiaries. The methodological approach promoted inclusion and participation by employing gender equality and human rights responsive approaches, as detailed above under section 3.2, with a focus on a utilisation-focused approach. These approaches and how they have been incorporated into both the design of the evaluation and its conduct are detailed below:

(i) Utilisation Focused Approach³⁸

The evaluation team adopted a utilisation focused approach that promoted the usage of the evaluation report and sought to enhance learning among all stakeholders. There was a strong focus on the participation of the users of the evaluation report throughout the evaluation process. The intended users of the evaluation are detailed in the introduction but overall, all users can use the evaluation for accountability and transparency purposes, to hold UNDP and UNODA accountable for their development contributions as well as for lessons learnt, to strengthen partnerships and joint results. The evaluation team sought to ensure the full and active participation of all users as relevant throughout the evaluation process.

3.3.2 Specific Approach

The evaluation's principal guide was the project document, in particular the Results Framework containing its logframe and M&E framework. In addition, the evaluation team were guided by the country-level project documents for each of the three pilot countries – Cameroon, Jamaica and South Sudan. Draft Informant Interview Guides are provided at Annex VI, which provide an indication and outline of questions that the evaluation team asked each stakeholder group. Additional questions are provided in the Evaluation Matrix. These guides were adapted for each of the pilot countries and tailored to the national context.

As this is a pilot phase evaluation and many of the activities are still on-going, the evaluation team also analysed the potential for further outcomes to which the project may contribute in the longer term. A linear approach to the evaluation based on the benchmark of results against indicators was insufficient to grasp the nature of the results produced and to identify the key facilitating and constraining factors. The methodological approach selected by the evaluation team thus allowed for a non-linear approach, which enabled an evidence-based analysis of the relevance/coherence, efficiency, effectiveness, sustainability and impact potential of the project's interventions as well as the cross-cutting themes.

The non-linear, sequential methodology for conducting the evaluation of the project consisted of three main phases:

Phase 1 – Inception Phase - Desk research, document review and Inception Report of 100+ documents

Phase 1 was focused on the desk research, document review and preparation of the Inception Report, including the evaluation matrix and the data collection tools and instruments. The desk research and document review included: the SALIENT project document including its results framework; the pilot country project document's including their results frameworks; annual and semi-annual project progress reports for 2021, 2022 and 2023 and the accompanying financial reports; minutes from the project board meetings and related documents; minutes from the project coordination team meetings and associated documents including the selection criteria for grant selection; communication materials; pilot country related materials; and documents relating to the five newly selected grant recipient countries. The Inception Phase also included conducting the

³⁸ <https://www.betterevaluation.org/methods-approaches/approaches/utilisation-focused-evaluation>

evaluability assessment as presented above under 3.1. The draft Inception Report was presented to the evaluation manager and the project team for their preliminary validation of the approach and methodology and shared with them for written comments and suggestions. The Inception Report was then presented to the UNODA, UNDP and the SALIENT project team for further validation. The final version of the Inception Report, addressing all received comments and providing an audit trail, was submitted to UNDP and UNODA for final approval, prior to the commencement of the data collection.

Phase 2 – Data Collection, Analysis and Validation

A number of different data collection methods and instruments were utilised by the evaluation team in order to collect as much primary and secondary, quantitative and qualitative data as possible to ensure the integrity of the evaluation. This allowed for the maximum reliability of data and validity of the evaluation findings, as well as generating feedback loops and insights to inform future planning. This included the following:

- (a) **Desk research and document review of over 100 documents, reports and articles:** The evaluation team conducted a detailed desk research and document review as part of the inception phase, including documents related to the three pilot countries and the five, new pilot countries. This process remained on-going throughout the evaluation to obtain additional information, to validate and verify preliminary findings, and to fact-check and cross-reference data and information. Documentary review findings were recorded using a standardised analytical tool derived from the evaluation matrix, questions, and criteria; and triangulated against other data sources to generate robust findings. Data collected from all sources was captured and systematised in a framework according to the key evaluation questions. The desk review and document research was triangulated with other data collection methods used in this evaluation to answer the evaluation questions as specified in the ToR and evaluation matrix.
- (b) **Financial Analysis:** A detailed financial analysis was undertaken of the project's financial reports and related documentation to determine the level of efficiency of the project implementation.
- (c) **Key informant interviews/focus group discussions with 90 partners and stakeholders - 48 women (53%), 42 men (47%)** at the global, regional and national level (Cameroon, Jamaica, South Sudan, Ghana Honduras, Panama) were consulted during 46 key informant interviews and two focus group discussions. The level of involvement of both men and women in the evaluation process contributed to the credibility of the evaluation and its findings. The qualitative interviews were conducted using interview protocols developed based on the evaluation questions (main questions and sub-questions). The interviews were semi-structured, with questions included from the interview guide, but also with enough flexibility to expand the topics of conversation based on the respondent's knowledge of the project's activities and the project overall. In all cases, the evaluation team treated all information that respondents provided as confidential, in as much as their comments have been reported in such a way that they cannot be traced back to a particular individual. This was intended to foster a frank discussion and to encourage interviewees to provide an accurate assessment of the project.

A summary of the data collected is provided below:

Data collected

+100

documents analysed

90

Individuals consulted

53%

women participation

47%

men participation

48

KIs & Group Discussions

Total 90 partners and stakeholders consulted

- Government representatives
- State institutions
- CSOs/NGOs
- Beneficiaries
- Donors
- UN partner agencies and programmes
- UN Resident Coordinators/Offices
- UNODA/UNDP project and programme staff
- UNODA/UNDP Regional hubs & centres
- UNODA/UNDP Senior Management

Disaggregation of Stakeholders consulted by Sex

48 Women (53%)
42 Men (47%)



Gender Review – global + 3 pilot countries

3 Country Case Studies – Cameroon, Jamaica, South Sudan

Light review of new pilot countries

Phase 3 – Data systematisation, analysis and interpretation of findings, drafting, revision and finalisation

Phase 3 was focused on analysing and validating the data, developing findings, conclusions and forward-looking and actionable recommendations, as well as lessons learned and drafting the evaluation report. The evaluation team prepared a first draft of the report and submitted it to the evaluation manager and the project team for comments. The draft was shared with implementing partners as well as relevant stakeholders. The evaluation team revised the draft Evaluation Report, addressing all received comments and suggestions and prepared an updated version of the Evaluation Report, together with an audit trail. All comments and suggestions were addressed, and this final Evaluation Report was prepared and submitted. In addition, a de-brief was held with UNODA and UNDP representatives to test and validate the preliminary findings and recommendations. A terminal stakeholder workshop to present the evaluation is also planned for September 2024 after the finalisation of the evaluation report.

3.4 Analytical Framework

In order to analyse the collected data, the following analytical methods were applied by the evaluation team:

Contribution Analysis

In the complex humanitarian/development context in which the project is implemented, it is difficult for the evaluation to attribute the observed results *solely* to the project. This is partly because of the number of stakeholders involved, partly because of other exogenous factors, and partly because of the complex nature of the project itself. For this reason, the evaluation team adopted a contribution analysis approach, which does not firmly establish causality but rather seeks to achieve a plausible association by analysing the project's ToC and results framework, documenting the project's successes and value added, applying the “before and after” criterion, i.e. what exists now that did not exist before and what has changed since the start of the project, and through considering the counterfactual – what would have happened without the project.

Political Economy Analysis

A political economy approach recognises the local, regional and global contexts and the incentives faced by the actors engaged in it, i.e. the internal and external factors that determine success. This helped the evaluation team to understand who seeks to gain and lose from the project, as well as to identify who has vested interests and the social and cultural norms that need to be taken into account. Applying political economy analysis helped answer why things are the way they are and helped unpack the enabling environment by understanding the political economy drivers behind disarmament and the reduction of small arms and light weapons. A political economy approach also allowed the evaluation team to consider the geo-political sensitivities at play and how these might have affected (positively or negatively) the project.

Quantitative and Qualitative Data Analysis

Most of the primary data collection methods (interviews and focus group discussions) collected qualitative data. These were analysed using a code structure,³⁹ aligned to the key evaluation questions, sub-questions and indicators. The qualitative data from the primary data collection methods will be cross-referenced with other sources such as documents. The quantitative data produced from the desk research and document review is anticipated to produce descriptive analysis (rather than more complex regressions).⁴⁰

Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. The evaluation team will use more than one approach (data collection method) to address the evaluation questions in order to reduce the risk of bias and increase the chances of detecting errors or anomalies. Wherever possible all data gathered, both qualitatively and quantitatively was triangulated, through cross verification from two or more sources. For interviews, this was done through posing a similar set of questions to multiple interviewees. For the document review it was accomplished through crosschecking data and information from multiple sources to increase the credibility and validity of the material. The evaluation team applied three approaches to triangulation: methods triangulation (checking the consistency of findings generated by different data collection methods); interrogating data where diverging results arise; and analyst triangulation (discussion and validation of findings, allowing for a consistent approach to interpretive analysis).

Data Synthesis

Data synthesis is the process of bringing all the evidence together to synthesize the data and formulate findings and conclusions. Multiple lines of evidence will feed into the contribution analysis. An evidence map will be utilized to map information obtained from different sources on the same results area and evaluation questions, and information collected through interviews, focus groups discussions and the case studies. The evaluation team synthesised data in two ways. The first was the process of articulating the key findings and cross-checking the strength of the evidence for each. Based on this, the conclusions were developed and cross-checked for their relevance to the findings.

Verification and Validation

The above steps incorporate verification and validation of evidence during the data collection and data analysis processes. In addition, the evaluation team presented the preliminary findings and recommendations at an evaluation de-brief held with UNDP and UNODA and the draft report will be shared widely amongst the ERG, the project team and other key stakeholders, allowing for

³⁹ A code structure is used to code the data in alignment with the key evaluation questions. It enables the evaluation team to take larger sets of semi-structured data and to structure it into smaller segments for further analysis and triangulation.

⁴⁰ This is because the majority of the data collected is qualitative rather than quantitative.

review and comments. These processes will provide an opportunity to share key findings, offer mutual challenges, and discuss the feasibility of and receptiveness to draft recommendations. It will also provide an important opportunity to foster buy-in to the evaluation process particularly for the stakeholders who will have responsibility for implementing recommendations.

3.5 Sampling Methods for Qualitative and Quantitative Data Collection

The geographical scope of the evaluation included activities conducted at the global level as well as the activities in the three pilot countries. The evaluation was also informed by the activities that will be conducted in the five newly selected grant recipient countries. The evaluation team ensured that stakeholders – duty bearers and rights holders - from all locations are included in the data gathering process.

The evaluation team used a combination of both purposive and random sampling techniques. For example, purposive sampling techniques was used for the selection of stakeholders and beneficiaries from all three pilot countries where the project activities have been undertaken, to ensure their inclusion and participation in the evaluation and data collection processes. Purposive sampling techniques was also used to try to ensure as equal a gender representation as possible, with a minimum of 40% women interviewees; and for participation in the key informant interview to ensure that the participants are able to actively engage and provide the needed information during the KIIs. Random sampling techniques were applied for participation in the focus group discussions to the extent possible.

3.6 Challenges and Limitations of the Evaluation and Mitigation Responses

The main challenge faced by the evaluation team was with regards to the timing for conducting the evaluation, which extended well beyond what was originally envisaged. This was partly due to the additional time required to on-board the national consultants, partly due to additional time being required for organisation of the stakeholder meetings and consultations and partly due to the availability and willingness of stakeholders to participate in the evaluation. This led to challenges in maintaining the momentum of the evaluation. In order to mitigate this, the evaluation team were consistently as flexible and as accommodating as possible to ensure that the largest number of stakeholders possible were consulted.

3.7 Data management plan, informed consent and ethical considerations

The evaluation adhered to international best practices and standards in evaluation, including the OECD DAC ethical considerations for development evaluations⁴¹ and [UNEG Ethical Guidelines and Code of Conduct](#).⁴² In addition, the evaluation team signed the UNEG Pledge of Ethical Conduct at the start of the evaluation process – please see Annex X. All stakeholder information has been handled with confidentiality and in accordance with UNDP’s Rules on Personal Data Protection. All interview notes have been de-identified by the evaluator and all names were changed into a code. Proper storage of data was essential for ensuring confidentiality and the data protection procedures were adhered to during all stages of the evaluation.

The evaluation was conducted in an ethical and legal manner, taking into account the well-being of those involved in and affected by the evaluation. The evaluation was conducted in accordance with professional ethics and standards to minimize risks to evaluation participants, including the principle of ‘do no harm’, and a protocol was in place to ensure that the clearly defined informed consent of all evaluation participants was obtained prior to the start of the data collection meeting/interview – please see Annex VI for the informed consent protocol.

⁴¹ <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

⁴² United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation- UNEGFN/CoC , 2008.

3.8 Management arrangements and Evaluation Team Composition

3.8.1 Management Arrangements

SALIENT Implementation Partners (UNDP, UNODA): The implementation partners commissioned the evaluation and supported the overall evaluation process. The implementation partners reviewed and approved the evaluation ToR, report and management response, and will be responsible for implementing relevant actions on the evaluation recommendations. The SALIENT Project Coordinator, in consultation with the UNDP ROLSHR Team and the UNODA Conventional Arms Branch, supported the overall implementation of the evaluation and the evaluation manager. She provided documents, data, contacts, comments, clarification, coordination support as requested. UNODA and UNDP management will be responsible for the management response that will be prepared by the project coordinator under the guidance of management. The project coordinator will ensure the dissemination of the evaluation report to stakeholders and partners.

UNDP Rule of Law, Security and Human Rights (ROLSHR) Team: UNDP ROLSHR Team managed and oversaw the conduct of the evaluation. The ROLSHR Team conducted the evaluation in consultation with the UNDP country offices and the SALIENT implementation partners. The ROLSHR Monitoring, Evaluation and Learning (MEL) Specialist served as the evaluation manager, leading the evaluation process and participating in all its stages. She was assisted by the ROLSHR MEL Officer.

SALIENT Project Teams/UNDP Country Offices in Cameroon, Jamaica and South Sudan: The country offices/teams supported the evaluation team by liaising with national stakeholders; ensured that all necessary information regarding the projects and activities in the country was available to the evaluation team; and provided factual verifications of the draft report on a timely basis. The country offices provided the evaluation team in-kind organizational support (e.g., arranging meetings, debriefs and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff did not participate in interviews and meetings with stakeholders. The country office will support the dissemination and use of the final evaluation report in the country.

Evaluation Advisory Group: The project board, as well as key counterparts and stakeholders in the SALIENT pilot countries, were engaged and consulted throughout the evaluation process. A debrief was conducted with the stakeholders and a terminal stakeholder workshop to present the evaluation is also planned for September 2024 after the finalisation of the evaluation report..

3.8.2 Evaluation Team Composition

The evaluation team was comprised of an international consultant, who was the evaluation team leader, and two national experts for Cameroon and South Sudan. A brief summary of their roles and responsibilities is provided below.

Joanna Brooks – Team Leader

Joanna was the team leader for the evaluation. As such, Joanna's role was to lead and coordinate all aspects of the evaluation as outlined in the ToR. Joanna provided general oversight as well as ensuring that quality and consistency was maintained throughout the reporting process. Responsibilities included desk research and document review of all project documentation and supporting documentation; preparation and presentation of inception report; leading the primary data collection at the global level and for Jamaica and participating to the extent possible in the

data collection for Cameroon and South Sudan; analysis of primary and secondary data, presentation of preliminary findings; preparation and presentation of final evaluation report. Joanna was also responsible for the gender review and for preparing the Jamaica case study. At all stages of the evaluation, Joanna maintained regular communication with the evaluation manager as well as with the SALIENT project team.

Charles Linjap– National Expert Cameroon

Charles was the national expert for Cameroon and supported all stages of the evaluation process in Cameroon. In particular, Charles provided the analysis of the national context and the political economy of the current situation in Cameroon, in which the project is being implemented and was responsible for conducting the Cameroon Case Study. Charles was primarily responsible for conducting the data collection through the conduct of KIIs and FGDs. He provided the team leader with detailed notes in English from the meetings and participated in the analytical and drafting processes.

Johnny Okeny – National Expert South Sudan

Johnny was the national expert for South Sudan and supported all stages of the evaluation process in South Sudan. In particular, Johnny provided the analysis of the national context and the political economy of the current situation in South Sudan, in which the project is being implemented and was responsible for conducting the South Sudan Case Study. Johnny was primarily responsible for conducting the data collection through the conduct of KIIs and FGDs. He provided the team leader with detailed notes in English from the meetings and participated in the analytical and drafting processes.

4. Findings

This chapter presents the analysis and findings of the final evaluation grouped around each of the evaluation criteria and based on the analysis of the qualitative and quantitative data collected. Each of the key evaluation questions is answered within the narrative and the analysis and findings are also informed by the guiding questions provided in the ToR, which are included at the start of each sub-section.

4.1 Relevance

Finding 1: The SALIENT project is highly relevant at the global level given its clear and convincing linkages with global agendas on both disarmament and development, including the UN Programme of Action, the 2030 Agenda and the Sustainable Development Goals, and the UNSG’s Agenda for Disarmament. It is also clearly relevant for and aligned with UNODA and UNDP’s global priorities and strategies. While relevant to, the linkages with the Women, Peace and Security Agenda and Youth, Peace and Security Agenda are less clear at the global level. At the national level, SALIENT is more embedded in countries where the UN system has included the issue of small arms/light weapons control and armed violence reduction into their Common Country Assessments and UN Strategic Development Cooperation Frameworks.

The SALIENT project marked a paradigm shift in how the UN approaches disarmament by explicitly linking it with development. The project has convincingly linked the two agendas together in both its design and its implementation. As such, the SALIENT project is highly relevant at the global level given its clear linkages with a number of global agendas related to disarmament or development or both. This includes the UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons,⁴³ which was adopted by all UN member states in 2001 and aims to counter the illicit trade in small arms and light weapons and control the negative consequences of Small Arms and Light Weapons. The project is also aligned with and contributes towards the 2030 Agenda and the Sustainable Development Goals. In particular, the project is aligned with SDG 5 on gender equality and SDG 16 on peace, justice and strong institutions. Specifically, the project contributes towards two of SDG 16’s targets, 16.1 - significantly reduce all forms of violence and related death rates everywhere; and 16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime. The project also tessellates with the UNSG’s Agenda for Disarmament.⁴⁴

At the global level, the project is also aligned with and contributes towards UNODA’s Strategic Plan 2021 – 2025 and its strategic outcomes 1, 3, 4 and 5, as well as UNDP’s Strategic Plan 2022 – 2025 and Gender Equality Strategy 2022 – 2025. The project is placed within UNDP’s Global Programme on Rule of Law, Human Rights and Security, although the links with the Global Programme are more explicit in the tranche of five new implementation countries, rather than in the global SALIENT project document or the initial three pilot country prodocs.

At the national level, while the project is relevant in the three pilot countries as well as the five new pilot countries, the project has greater relevance and is more closely aligned to national priorities in countries that include small arms/light weapons and armed violence reduction in their Common Country Assessments and UN Strategic Development Cooperation Frameworks, as was

⁴³ <https://www.unrcpd.org/conventional-weapons/poa/#:~:text=The%20UN%20Programme%20of%20Action,Small%20Arms%20and%20Light%20Weapons.>

⁴⁴ <https://www.un.org/disarmament/sg-agenda/en/>

the case in Cameroon, Jamaica and South Sudan. For example, in Cameroon, SALIENT is fully aligned with and contributes to the national development plan of Cameroon (SND30-a subset of vision 2035), which seeks to foster a peaceful, prosperous, democratic and secured Cameroon. It is also structurally aligned with the National Commission on Disarmament, Demobilization and Reintegration (NCDDR) with a mandate to fight against illicit proliferation of SALWs in conflict affected regions in Cameroon. SALIENT is aligned with the strategic governance and security objectives of SND30 as reflected in principle five of the second phase of Vision 35 (2020-2030), which requires that key government ministries must prioritize the needs of all regions affected by armed conflict and high level of insecurity. The SND30 agenda equally encourages participation of women in development processes in alignment with SALIENT project. Additionally, SALIENT is aligned with the Stabilization and Recovery/Reconstruction Plan (SRP) for conflict affected regions (North West, South West and the Far North regions) anchored on a structured political multi-stakeholder dialogue, which seeks to pacify the regions, reconstruct destroyed properties both private and public towards fostering sustainable social cohesion and the livelihood of citizens severely affected armed conflict.

Further, SALIENT collaborated with the Ministry of Women and Family Affairs (MINPROFF) and the Ministry of Youth and Civic Education (MINJEC) in Cameroon to ensure alignment with ongoing government policies towards protecting youth and women against armed violence in Cameroon. SALIENT stimulated inclusion and the protection of youth and women upon ensuring key actions are integrated into the National Action Plans of the United Nations Security Council Resolutions (UNSCRs) 1325 on Women, Peace and Security (WPS) and 2250 on Youth, Peace and Security (YPS) that seek to foster the equitable participation of women and youth on peace-building and sustainable development related issues respectively. SALIENT is also aligned with Cameroon's national gender strategy and as well as Cameroon's national youth development plan.

Regarding development cooperation alignment, SALIENT is partially integrated into the United Nations Strategic Development Cooperation Framework (UNSDCF) for Cameroon, under the 3rd pillar on peace and social cohesion and it is equally aligned with the gender mainstreaming dimension. The SALIENT project is equally aligned with one of the key missions of the United Nations Office for Central Africa (UNOCA), which is fundamentally oriented towards fostering peace-building upon engaging with national institutions for enhanced social cohesion and as well as advancing the Paris Climate Agenda. SALIENT will be fully integrated into the new UNDSDCF. The UNRCO has confirmed the fact that SALW will be added/mainstreamed to the Common Country Assessment (CCA) during its review and this will be an occasion for other agencies to work in fostering the fight against SALW. The issue will be reflected in UN planning documents within the country.

Likewise, the SALIENT project in Jamaica is highly relevant to and closely aligned with the development needs and priorities of the country. These are articulated in the Vision 2030 – Jamaica National Development Plan, Goal 3 of which highlights the need to develop a “Jamaican society that is secure, cohesive and just.” The Government of Jamaica has frequently articulated the need to reduce the number of firearms and has expressed its concerns around rising levels of violent crime. The project also responds to sector specific strategies and plans, including the National Crime Prevention and Community Safety Strategy, which provides the framework for implementation of crime prevention and community safety initiatives. The SALIENT project is also relevant for the United Nations and its implementing agencies in Jamaica, as reflected in the Common Country Assessment 2022 and the Multi-Country Sustainable Development Cooperation Framework 2022 – 2026, both of which reflect the need for Small arms and light weapons (SALW) control and armed violence reduction (AVR) measures, including in schools.

In South Sudan, the SALIENT project is in line with the South Sudan Vision 2040, “Towards Freedom, Equality, Justice, Peace and Prosperity for All.” Under the pillar, Safe and Secure Nation, the objective is that (a) By 2040 South Sudan will have established a crime free society where all forms of crime such as illegal possession of fire arms cattle rustling and child abduction as will have been eliminated. Law enforcement procedures will have been strengthened and the training of national and local police forces will have been integrated and developed.” As a result, the public will have sufficient confidence in law enforcement agencies to report crime.

SALIENT was also well aligned with and contributed towards South Sudan’s Voluntary Civilian Disarmament Strategy, which was finalised during 2020 by the Bureau of Community Security and Small Arms Control. Throughout 2021, the Strategy was promulgated across South Sudan’s 10 states and three administrative areas. In particular, SALIENT aligned with the proposed activities contained in the Strategy, including capacity strengthening, stockpile management, marking, tracing and databases, cross-border control, arms registration and marking, private firearms licence, and conflict transformation, peacebuilding and social cohesion.

Similarly, the goal of the Republic of South Sudan, Revised National Development Strategy (R-NDS) 2021–2024 is to consolidate peace, stabilize the economy and return to sustainable development. Under the Governance Cluster, the key issues to be addressed during the NDS period, among others include: high level proliferation of illegal arms and delay in the implementation of the security sector reform (SSR) and the disarmament, demobilization and re-integration programme. One of the priority objective under the Governance Cluster that is relevant for the SALIENT South Sudan project is the rule of law and security. The R-NDS states that law enforcement agencies will be strengthened to regain the trust of the population through improved police-community relationships. The reduction and prevention of violence, crime and disputes and promotion of safety in hot spot areas and borders will be further supported by stronger community security mechanisms.

The priorities of SALIENT are also reflected in the UNSDCF 2023 – 2025 for South Sudan, in particular its Strategic Priority 1 – Consolidation of peace and transparent, accountable and inclusive governance, as well as with UNDP’s Country Programme Document 2023 – 2025, Pillar 1 on Inclusive Governance and Sustainable Peace.

Finding 2: The global SALIENT project document was designed more as a conceptual framework rather than as an implementation tool, leading to challenges in operationalising the project. At the national level, the project documents have been more practically conceptualised and they have benefitted from scoping missions, allowing for the inclusion, to some extent, of national partners in the design process. The global level project document does not include a coherent theory of change and there are gaps in its results framework, leading to challenges in fully capturing and showcasing the results of the project. By learning through doing, SALIENT has managed to overcome a number of its operational challenges including refining the results frameworks for country level projects.

The global SALIENT project was initially conceived back in 2018-2019 by UNODA, as a means of linking the global disarmament agenda with the development agenda and to respond to donor requests in this regard, including Japan. It was originally conceived as part of the UNSG’s Peacebuilding Fund, however it soon became clear that UNODA, as a secretariat agency, with no in-country presence, and no ability to receive or transfer funds, would not be able to implement the project itself. Following discussions between UNODA and the PBF, UNDP were approached as they key agency who would have mandate and capacities in terms of programming approaches to operationalise the project. As such, the global project document was designed more as a

conceptual framework rather than as an implementation tool, and while efforts were made in the final version of the prodoc to address how the project would “work in practice,” many gaps remained. Not least, were gaps in the project’s results framework, which did not contain clearly articulated outcome or output indicators, baselines or meaningful targets. This, added to the fact that the project did not contain a coherent theory of change, has meant that the project has been constrained in capturing and reporting on its results, in particular at the outcome or higher levels. There is also no evidence that the design of the global SALIENT project followed a participatory, consultative or inclusive process, but was moreover designed in-house.

At the national level, the project documents have been informed by scoping missions, undertaken to ensure that the design of the project is as consultative and inclusive as possible and tailored to the individual country needs. The scoping missions have become more defined in the new tranche of five pilot countries, allowing for national partner buy-in to be generated from the outset, although there is still no clearly defined process for the scoping missions. For example, there is not always clarity on who is leading the scoping mission, who will draft the scoping mission report, or who will draft the project proposal etc. Further, even where national buy-in has been secured, which was the case in the three pilot countries, it is noted that there is no requirement for national partners to endorse the SALIENT country level project documents. The scoping missions could also potentially be used to create a baseline for the project’s results framework, although to date have not really been used to this effect. In addition, because of the gaps in the global SALIENT project document, the country level prodocs are unable to really evidence how they are contributing to higher level results, beyond those at the output level.

In the tranche of the five new pilot countries, the relevance of SALIENT is somewhat mixed. For example, the SALIENT project is highly relevant in Ghana, where UNDP has a long-term partnership and engagement with the Small Arms Commission and where SALW/AVR is clearly incorporated into the Common Country Assessment (CCA) and the UNSDCF and is a key national development priority. However, in other countries, for example Kyrgyzstan, the relevance of the SALIENT project is less clear, where SALW/AVR is not a priority of the country and is not reflected in the CCA or UNSCDF.

4.2 Coherence

Finding 3: The SALIENT project has achieved good internal coherence in the three pilot countries through forging solid partnerships at the level of the UN Agencies as well as with national partners, although the role of the RC/O in driving coherence has not always been clear. The role of the UNODA and UNDP Regional Centres and Hubs in driving coherence has been increasingly leveraged during implementation and UNODA Regional Centres are implementing agencies in four of the eight SALIENT countries. However, there is limited evidence of external coherence beyond some individual country examples, with a small number of development actors. At the global level, the implementing partners have not always been coherent in their understanding and implementation of the project and there seems to be limited coherence with external partners at the global level as well.

When assessing the level of coherence, the evaluation team have broken this down into internal and external coherence as well as global and national level coherence. At the national level, the project has achieved good internal coherence both at the level of the UN implementing agencies as well as with national partners. For example, in Jamaica, the project brought together a wide range of stakeholders who were able to find innovative solutions to the challenges of small arms/light weapons control and armed violence reduction. This included a strong partnership with non-traditional security sector partners such as the Ministry of Education, Youth and Innovation.

SALIENT Jamaica benefited from a strong governance framework, which aided its efficiency, effectiveness and coherence. This included a multi-stakeholder Project Steering Committee held between once and twice per year, where key strategic decisions were made and updates on the project's progress were provided. For example, the Steering Committee decided on the locations for conducting the Violence Audit and the work in schools. The Steering Committee was multi-sector and very engaged, which contributed to ensuring the relevance and coherence of the project throughout its implementation, as well as its efficiency. It also allowed for knowledge sharing. Technical Working Groups around the core themes of the project were also established and conducted on a quarterly basis. These provided opportunity to discuss any technical issues related to the project implementation and to help address bottlenecks and any delays. Finally, UN Coordination meetings with all UN Implementing Agencies were held on a monthly basis and were used to strategize and plan, as well as to avoid any overlap or duplication. However, the evaluation was informed by UN stakeholders that the project was largely coordinated by UNDP and the role of the RC/O was not seen or felt.

In Jamaica, the project also ensured, to some extent, coherence with the main external partner, USAID, through trying to avoid overlap and duplication and seeking out synergies and complementarities. This resulted in USAID using the methodology that was created through SALIENT for undertaking the Violence Audits. However, USAID subsequently adapted the methodology, meaning that a unified, joint methodology should be agreed on going forward.

Similarly, in Cameroon, the coherence of the project was ensured through the strong SALIENT coordination mechanisms, as evidenced by the collaboration between MINREX and UNDP as well as MINREX and other relevant stakeholders. SALIENT was implemented through a joint multistakeholder collaboration approach which ensured the key central government ministries and institutions were selected as relevant focal points to work as a team towards achieving the desired outcomes of the project, which drove the project's coherence. This was driven through a three pronged mechanism anchored on the inter-ministerial coordination unit:

- ✓ *The first mechanism included a mutual collaboration coordination mechanism between MINREX and UNDP in terms of organizing relevant project meetings at very high political level and also at medium levels with SALIENT headquarter team and in-country SALIENT team. The Executive board of SALIENT equally organized coordination meetings to appraise the level of implementation of the project. There is good relationship between the inter-ministerial coordination unit under MINREX and with other relevant stakeholders (UNDP, UNODA, focal points in key government ministries/institutions, CSOs, etc.).*
- ✓ *The second mechanism consisted of coordination with all focal points in key government ministries and institutions as well as the civil society towards gathering meaningful feedback and inputs in terms of planning and implantation of SALIENT activities. Concerning in-country meetings SALIENT organized monthly meetings with stakeholders to ensure that SALIENT is in alignment Cameroon's government SALIENT priorities*
- ✓ *The third mechanism consisted of communication with the external direct project beneficiaries in terms of preparing letters of invitations for meetings and other logistics arrangements.*

Furthermore, the coordination of SALIENT was achieved through effective collaboration between the MINREX and the relevant UN agencies (UNDP, UNODA, UN Women, RCO, etc.). MINREX acted as the coordination interface between the national and international stakeholders towards the

organization of planning meetings and also facilitated the synchronisation of the actions executed by the technical secretariat in drafting reports, proposing thematic workshops and their respective training modules as well as participated in the selection of resource persons and participants. SALIENT was implemented through a joint multistakeholder collaboration approach which ensured the key central government ministries and institutions were selected as relevant focal points to work as a team towards achieving the desired outcomes of the project. The relevant stakeholders were expected to participate in the entire conception, planning and implementation of core SALIENT activities in Cameroon, which all contributed towards the coherence of the project.

In South Sudan, SALIENT achieved a strong level of coherence amongst the implementing partners, UNDP, UNMISS and UNMAS as well as with national partners, such as the South Sudan National Police Service and external partners, including the Regional Office of Interpol.

UNODA and UNDP Regional Centres and Hubs have been increasingly leveraged to drive coherence. Since the start of SALIENT, they have been involved in the processes for the selection of countries and their participation has been increasingly sought in scoping missions and reviewing project proposals. In particular UNODA regional centres have been active in their participation in scoping missions, for example in Honduras and Panama, where UNLIREC participated, yet their technical expertise in drafting the project documents has not always been fully leveraged. UNRCPD took part in the scoping missions for Papua New Guinea, and was involved in the planning of the Kyrgyzstan scoping mission – although the centre was not able to physically participate due to scheduling conflicts. UNODA Regional Centres have capacities to implement SALIENT activities and are implementing partners in four out of the eight total SALIENT countries, while UNODA/RCPD is an implementing partner for Kyrgyzstan and Papua New Guinea as well. UNDP's regional centres and hubs have played a mixed role. For example, UNDP's Regional Hub in Panama has been active in providing technical support to the Country Offices in Jamaica, where the regional hub supported the design process, convening stakeholders, and in implementation, and in Panama and Honduras with regards to the scoping missions and design of the projects. In Africa, UNDP's regional centre has played a less active role, largely due to personnel turnover. UNDP's Istanbul Regional Hub actively participated in the scoping mission as well as in the design of the project document in Kyrgyzstan and UNDP's Bangkok Regional Hub also played a key role in the Papua New Guinea scoping mission.

At the global level, there has not always been coherence between the implementing partners in terms of their vision for how to operationalise the project. This is perhaps best seen in terms of the selection of countries, as well as in relation to the top up of one of the initial pilot countries. It appears that there is no clear alignment in terms of the business model for SALIENT – whether it will support a larger number of pilot countries, with small funds, with the intention of being innovative and catalytic, or whether it will adopt a more programming type of approach through more longer term support to a smaller number of countries, with increased funding – and this has impacted on the project's coherence.

Externally, both UNODA and UNDP have made good efforts to ensure that the SALIENT project is aligned and coherent with the respective agencies' ongoing programming in the pilot countries, however, there seems to be limited evidence of partnerships with other actors and development partners who are relevant in the sector.

4.3 Efficiency

Finding 4: The project has been severely constrained in its efficiency as a result of its complex

operational set-up and partnership arrangements. This hindered trust-building between the partners, impacting on the efficiency of the project in the initial stages of implementation. While there is a joint vision of the partners at the conceptual level in terms of the project, this does not always translate to the operational level, where there are still gaps in understanding of the different organisational mandates and architectures of UNODA and UNDP, as well as the operational realities of implementing the project on the ground. This has however, improved throughout the course of the project's implementation to date as the project has matured and grown and learned by doing. The partnership arrangement with and role of the Resident Coordinator and his/her office is not always clear. In addition, donors do not fully understand the project's operational structure, the roles and responsibilities of each agency and the positioning of the project within the Peacebuilding Fund. National level operational set-ups also vary adding to the complexity of the project.

The efficiency of the project has been severely constrained by its complex operational set-up and partnership arrangements, often seen in joint projects between UN agency/fund/programme (AFP) and a secretariat entity. SALIENT is housed in the UN Secretary-General's Peace-Building Fund, thus financial contributions to SALIENT are administered by the Multi-Partner Trust Fund Office and the Peace-Building Support Office. However SALIENT is not a standard PBF project and the funds are transferred to and disbursed by UNDP, rather than the UN Resident Coordinator's (RC) Office. While this arrangement was a function of the circumstances at the time of the set-up of the project, this has caused the project to be highly transaction heavy, both financially and administratively, also causing delays and some challenges in implementation. While this was seen as the most efficient way of operationalising the project at the time, these complex structures have led to a lack of understanding among the implementing partners and has led to administrative realities guiding strategic decision-making. For example, with regards to the selection of countries, the first consideration is the operational realities on the ground and whether the UNDP Country Office in question can absorb the funds. This is mainly due to the project structure and management arrangements, which as per the prodoc, stipulate that funds are transferred from UNDP HQ to UNDP Country Offices, who are then responsible for the timely expenditure of funds. While this is a very necessary practical consideration, it *de facto* makes the pilot projects very much UNDP driven, which has led to some misunderstanding between the implementing partners. It is noted that this is frequently the case in joint projects between an AFP and a secretariat entity and reflects more the project implementation challenges at the country level rather than the SALIENT approach *per se*.

The implementing partners have invested considerable efforts in creating a partnership based on trust and mutual understanding, and while there is a shared vision of the project at the conceptual level, there are still gaps at the operational level. The organisational mandates and architecture of the two implementing agencies is very different, and the different mandates in terms of political and programmatic roles and capacities are what causes the complexity of implementing the joint project. Noting that this is a recurring challenge but also opportunity with joint projects between Secretariat entities and an AFP. Gaps still remain, for example in the understanding of Headquarters management of the project as well as the practical realities of implementing the project on the ground. This has led to risks, including reputational risks, and in some countries, for example Kyrgyzstan and Panama, negatively impacted UNDP's relationship with government.

The project document does not clearly articulate the roles and responsibilities of each of the implementing partners, nor of the RCO. The comparative advantage of UNODA and UNDP is not detailed or how the project will capitalise and leverage these to its full advantage. Initially, UNDP was seen more as a pass through mechanism without a full understanding that UNDP could also bring significant technical expertise as well as implementation know-how and practical experience

to the table. UNODA's role was not fully articulated in terms of its expertise in standard setting or the technical and political leadership it can bring. While there is now a better understanding between the agencies in this regard, there are still gaps in a shared vision of how to achieve the goals of the project, in terms of its implementation.

The RC and the RCO can play a key role in coordinating and ensuring the coherence of the projects at the local level, as well as leveraging the project politically within countries. However, the role and responsibilities of the RC/O are not articulated in the project document and there is simply a mention that the projects should be designed with the involvement of the RC. This has led to a non-standardised approach whereby the RC/O is more active in some countries than others. The level of engagement is also impacted by the RC cycle and whether the projects have been developed at the start of an RC's term or at the end. For example, in Jamaica the RCO's role was minimal and the project was largely coordinated by UNDP, in part due to the resignation of the RC during preliminary stages. The situation in South Sudan was similar, although the RC/O has played a more active role, to good effect, in Cameroon. In the new tranche of five pilot countries, the RCOs are playing a more active role and Panama, provides a good example of where the project was designed at the start of the RC cycle and where the RC is empowered and playing a key role in coordination, as well as politically. This is in part due to efforts from UNODA and UNDP to raise awareness of the RCs on SALW control and AVR and the scoping missions have provided a useful opportunity for this. In addition, meetings with all of the new salient countries were organised with the RCs where both UNODA and UNDP management participated. However, while the RC's involvement can send a strong message politically, it is often challenging to manage operationally and the role of the RC has not always been leveraged to maximum effect.

This lack of clarity also translates at the level of the donors, who do not have a clear understanding of the role and responsibilities of the two implementing partners, or why it is positioned within the Peacebuilding Fund. This is discussed further in Finding 5 below.

At the country level, there have been different approaches to operationalising the project. For example, in Jamaica, a full joint project between all partners was developed, where SALIENT also benefitted from having a coordinator, whereas in South Sudan, the UNDP Country Office allocated funds directly for all activities. While both projects have been implemented effectively, a more standardised approach might have proved beneficial.

Finding 5: While managing the project through the Peacebuilding Fund has provided certain political benefits, the role of the Peacebuilding Fund has become less central and has contributed to increased transactional costs and longer procedures. Given the current size of the SALIENT project, the involvement of the Peacebuilding Fund may be less efficient. Furthermore, the project's positioning within the PBF has influenced donor relations and resource mobilization, resulting in limited direct interactions between the implementing partners and donor partners. While the PBF's role was valuable in supporting the start-up phase of SALIENT, PBSO/PBF recognized that their continued involvement might not add further value and recommended exploring alternative modalities to improve project efficiency and effectiveness.

The initial idea for the SALIENT project was initiated by UNODA, who had already been promised funds from the Government of Japan for such a project, through the Peacebuilding Fund. While PBF funds cannot directly be allocated for certain projects, they can be informally preferred as was the case with SALIENT. Thus, UNODA approached the PBF to discuss how to operationalise the project. While the initial concept was to create a separate window within the PBF for the SALIENT entity, due to the size of the funds being relatively small and other administrative challenges, PBF approached UNDP to operationalise the funds on their behalf. This

led to UNDP designing an approach that brought the UN entities together, with UNDP being accountable for the funds. This has led to the project having a high amount of transactional costs as well as other administrative challenges to implement the funds. For example, PBF has a 3% overhead and the MPFT has a 1% overhead. In addition to this, UNDP has its own overhead of 7%, meaning that less money is available for implementation.

The complicated administrative set-up has also impacted on managing donor relations and resource mobilisation efforts. Although donors are familiar with PBF projects, because SALIENT is not a standard PBF project in terms of the administrative arrangements, the donors do not understand why the project is placed within the PBF. This has also impacted on resource mobilisation efforts, since there is confusion over whose role it is to mobilise resources. While the PBF signs the contracts with donors and receives the resources initially, their role is not to mobilise resources. Yet UNDP does not have regular dialogue or the relationship with the donors because of the administrative set-up, nor can it receive funds directly from donors into the Global Programme, which constrains resource mobilisation efforts. Further, all money received by the PBF is classified officially as overseas development assistance funds, the amount of which is decreasing globally. Finally, there are no procedures in place to guide resource mobilisation efforts at the national level.

Overall, the administrative set-up for a project the size of SALIENT is too burdensome, too convoluted and too expensive, rendering continuation of the project through the PBF as inefficient.

Finding 6: There have been a number of delays throughout the project's implementation period, in part caused by the complex administrative set-up of the project and in part due to its staffing structure, which is very lean, as well as the time required to on-board project staff. The operationalisation of the project took more time than envisaged, in large part due to there being no systematic tools to support implementation either at the global or country level. These delays have also been felt by the project's donors who were not always timely informed as to the reason for the delays. Since the recruitment of a project coordinator and the development of some systems and processes, implementation has improved.

The complex administrative set-up of the project detailed in finding 5 has also led to delays in the project's implementation, not least because each time a payment is disbursed an amendment to the project document has to be sought and approved. Delays have also been caused by the project's staffing structure, which is very lean, and took considerable time to put in place. The project management structure detailed in the project document includes the Programme Board, comprised of recipient countries, representatives from UNODA and UNDP, donors, PBSO and CASA,⁴⁵ the latter of which would be consulted and provide advice on an as needed basis. The project also details the Project Coordination Team co-led by Head of the Rule of Law, Security and Human Rights team, and the Chief of the Conventional Arms Branch, UNODA. However, the prodoc does not detail any project staff or their roles and responsibilities.

The current project staffing comprises a project coordinator, who is engaged on a full-time basis with a double reporting line between UNODA and UNDP. However, the project coordinator was only onboarded in September 2022, some 19 months after the start of the project implementation. The project also benefits from a project officer who is engaged on a 50% time basis and reports to UNDP although she was only onboarded as of July 2023. The final member of the project staff is a financial and administrative/operations assistant who is again engaged on a 50% basis and reports to UNDP. It is noted that the operations assistant has been on long-term sick leave on and off since

⁴⁵ CASA comprises 24 UN entities who are involved in small-arms control.

his onboarding, which has also contributed to a large backlog and additional delays.⁴⁶ The current project staffing structure is not really sufficient for a project of the size, scope and complexity of SALIENT. While the project coordinator is a shared resource, this role is seen as very much being UNDP's, despite efforts to address this and the double reporting line. There being no operations counterpart at UNODA means that all operational requirements fall on UNDP.

The complexities of operationalising the project led to a very slow-start up with very low delivery rates in the first two years of the project's implementation, which was also hindered by the continuation of the COVID-19 global pandemic. Since the onboarding of the project coordinator and other staff, implementation has improved and as of November 2023, the delivery rate for the project had increased to 56%. However, donors felt that they were not kept adequately informed as to the reasons for the delays. While the Programme Board meetings are held annually and provide an opportunity for the project to present its results and discuss challenges, this was perceived as being too infrequent, in particular at the start of the project, when the partners needed answers. While this has been addressed now to some extent by the project, through the introduction of 6-monthly newsletters as of November 2022, more regular opportunities for communication would have been appreciated by the project's donors and partners.

The lack of systematic tools to support the implementation of the project at both the global and national level also resulted in delays and confusion. Templates had to be devised, procedures had to be developed and there was an overall lack of clarity regarding procedures for implementing the project. This was done more on a "learning by doing" approach, and for example, selection criteria have now been developed for the selection of the five new tranche of pilot countries, however the project would have benefitted from having more systems and tools in place at the beginning to support its implementation.

Finding 7 The selection of countries has not always been systematic or based on clearly defined selection criteria and processes, and selection criteria were not fully adhered to in the selection process of the three pilot countries. The project only developed standardised country selection criteria after the selection of the first three pilot countries. This did not contribute towards trust building between the implementing partners and has led to cases of reputation risk for UNDP.

While the SALIENT global project document detailed eligibility requirements for the selection of pilot countries, there were no specific selection criteria and the eligibility criteria were not always fully adhered to. For example, Cameroon and Jamaica has already been pre-selected prior to UNDP's involvement in SALIENT. The eligibility criteria identified in the project document are detailed below:

Eligibility Criteria for Projects as per the SALIENT Project Document

- Project proposals need to be integrated into national policies/strategies (SDG national plan, national action plan on small arms, police reform, etc.)
- Project proposals must be developed by at least two UN entities and jointly with national government.
- Project proposals need to be catalytic and explain, in the strategy, how the project will be "scaled-up" and made sustainable.
- Projects must be built on a gender analysis, derived from pre-existing in-country analysis, and include a gender-transformative agenda, recalling the gender-marker minimum of 30% of project funding being related to gender equality.

⁴⁶ Since the completion of the data collection, the financial and administrative/operations assistant is no longer in his position.

- Projects must be part of an existing broader umbrella small-arms/AVR or rule-of law programme (furthermore, it is desirable activities related to Outcome 1 be linked to the Programme of Action on small arms and light weapons).
- Proposals must provide a risk-analysis and mitigation strategy in relation to the HRDDP (through the UNDP Implementation Tool and if required per UNDP POPP)
- Proposals must indicate to which SDG targets they are contributing. (e.g. SDG targets:16.1, 16.4 and 5.2, 5.5, 5C);
- Should include collection of data and/or capacity-development of national institutions to collect data on small arms/AVR.

This resulted in the project identifying a need for selection criteria, which were initially developed in December 2022, for the selection of additional SALIENT project implementation countries. Six criteria were identified, including the objective of covering all regions at the global level; the submission of an expression of interest by the UN coordinating actor, preferably the RC; the strategic complementarity of the country for UNDP and UNODA portfolios; the funding complementarity and the presence of other entities working on the subject in the country; the significance of SALW/AVR in the country and the presence of national coordination bodies. These selection criteria were expanded in April 2023 to include national ownership and the requirement to secure the buy-in of the national government, including the involvement of at least one government entity in the development of the project; a sustainability workplan; alignment with UN strategic frameworks including the 2030 Agenda and the SDGs, the CCA and the UNSCDF in each country; and target setting within a broader framework, meaning that projects proposals must reflect targets that are part of an existing broader framework on SALW/AVR or rule of law programmes such as a national action plan (NAP) on SALW control and ammunition management and armed violence reduction. In particular, it is desirable that activities related to SALIENT Outcome 1 “*Control of small arms is improved and access to firearms and ammunition is reduced*” are linked to that broader framework.

Projects are selected by the SALIENT Project Coordination Team (PCT), which is led by the Chief CAB within UNODA and the Head of ROLSHR within UNDP, and includes the Senior Political Affairs Officer and Programme officer from UNODA, the Programme Manager ROLSHR from UNDP, the SALIENT project coordinator; the MPTFO Fund Portfolio Manager and the Senior Advisor and Programme Office from PBSO/PBF. Despite this comprehensive composition, there had been some misalignment with regards to the selection of countries. Situations have arisen whereby countries have been selected by the PCT and subsequently objections have been made by one of the parties. This has led to reputational risks and damage, in particular for UNDP, for example in Kyrgyzstan where a scoping mission had been organised and was cancelled at the last minute. These situations should not occur.

4.4 Effectiveness

Finding 8: Despite the complexities of the project, results have been achieved in the three pilot countries at the output level. Anecdotally, the project has achieved results at the outcome level but more efforts need to be made regarding how to capture and showcase these results. The project has matured throughout its implementation and learned by doing, which has contributed to the results achieved.

Despite the complexities of the project’s set-up, there have been results achieved in all three of the pilot countries and the projects have largely been implemented effectively, albeit over a longer, more realistic time-frame than was originally envisaged. For example, in Cameroon SALIENT contributed to strengthening the technical capacity of government stakeholders regarding

domesticate international legal instruments (Kinshasa Convention and the Arms Trade Treaty) in alignment with national laws (Cameroon's 2016 bill on arms and ammunition control) towards effectively creating and operationalizing a National Commission on SALWs (NC-SALWs) through a gender lens approach. If the National Commission is realised, this is a potential game changer, which could prove to be transformation. The project's contribution towards strengthening the enabling environment for its creation has been crucial. SALIENT contributed in conducting a baseline study which was effectively used in making decisions towards engaging with relevant stakeholders and the beneficiary communities towards effectively reducing the illicit proliferation of SALWs. Additionally, government stakeholders were directly trained on arms and ammunitions stockpile management processes regarding registration, monitoring rules of origin and end users licensing in order to reduce the illicit proliferation of SALWs. SALIENT equally trained the DDR and law enforcement officers on how to effectively internalize a gender strategy and also to develop a cross-border strategy into the fight against the illicit proliferation of SALWs.

Under outcome 2, SALIENT Cameroon also achieved significant results, in particular through the training of Gender Desk Officers from community policing law enforcement agency (DGSN) through a training of trainers (ToT) workshop with 30 Police Officers on how to provide holistic treatment to victims of violence and how to fight against illicit proliferation arms within communities as well as border community policing anchored on the gender transformative approach. Through a likeminded approach, SALIENT Cameroon trained the core staff (30) of DDR on how to develop a gender strategy into their work with a focus on building a comprehensive roadmap document to factor the gender transformative into their work. Moreover, about 90 government stakeholders were trained on how to prevent arms diversion and also how to prevent the illicit flows of SALWs through proper arms and ammunitions stockpile management training workshop. The game changer came into play, when the Prime Minister organized a community-driven impact event on mass arms collection and destruction in Buea in May 2022, in one of the separatist incursions affected cities in Cameroon which was accompanied a multiplicity of sensitization campaigns using traditional and social media outlets. Additionally, SALIENT equally trained 220 CSOs and 150 independent community radio journalists on the relevant legal and policy framework as well as advocacy and sensitization campaigns to effectively sensitize their respective communities on the threats posed by illicit flows of SALWs through a gender transformative approach.

In Jamaica, the project provided meaningful support in improving Jamaica's legislative and institutional framework to regulate access to small arms and ammunition in line with relevant regional and international instruments. There is evidence that the project contributed towards the adoption of the Firearms Act in November 2022, the development of a National Small Arms Control Strategy, which is currently pending adoption and movement towards the ratification of the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA), including through the review of legislation, such as the Gun Powder and Explosive Act. While Jamaica became a signatory to the Convention in 1997, it has been unable to ratify it until it changed its legislation on explosives. Again, while not ratified during the lifespan of the pilot project, the anticipated ratification could prove game-changing. The legislative and policy acts and amendments supported through the project significantly strengthen the regulations around small arms and ammunition in Jamaica, which could prove to be transformational. However, it is too premature to be able to assess the impact of these legislative changes.

Similarly in Jamaica, the project achieved some significant results under outcome 2, with regards to strengthening the collection and usage of data to inform policies and decision making on how national and local authorities respond to armed violence, including through the introduction of

Violence Audits. The SALIENT Violence Audit methodology has also been used and adapted by USAID in conducting additional Violence Audits, although it is important to develop one unified methodology that will be used by all stakeholders, so that all data gathered is comparable and the Audits can be further replicated. The evaluator was also informed that external stakeholders, such as the Caribbean Bank, are also using the Violence Audit to inform their programming on the ground.

The other key result saw UNLIREC and UNESCO providing trainings and support for the development and adaptation of policies on addressing the use and possession of firearms in school settings and to foster the consolidation of an inter-institutional working group at the national level. This included the development of the Guidelines for Preventing Violence in Schools, which were tested in the same two communities where the Violence Audits were conducted. This activity focused on strengthening capacities of both teachers and students in conflict management and selected students with the highest degree of behavioural difficulties. Anecdotally, the capacity building led to a greater awareness about the root causes affecting students and resulting in undesirable behaviour, although there is no empirical evidence to support this. The Guidelines have been developed and the evaluator was informed that they are being further tested by the Ministry of Education, Youth and Innovation, with a view to their further piloting and eventual roll-out nationwide. The work with schools was highly innovative and even started conversations on how schools are constructed so that if there is a shooting the construction of the school can minimise impact.

Anecdotally, the project also contributed in starting to change how young people are viewed in society and harnessing their potential as agents of change. For example, the project participated in the Governor General's consultation with youth on 2023 on crime and violence. With support from the project, the entire design of the consultation was amended from seeing you not as negative agents but as positive agents of change. The project also provided a presentation on this during the consultation. The results achieved by SALIENT in Jamaica have the potential to be transformation if they are scaled up and replicated at the national level. Capacity building efforts have also yielded results although these need to be reinforced and embedded further.

In South Sudan, the project provided meaningful support to South Sudanese authorities in establishing procedures to reassert control over firearms illegally held in the population, through the development of key legal documentation processes for civilians to voluntarily register their weapons temporarily. There is evidence that the project contributed towards the control of small arms and reduced access to firearms and ammunition through the review and/amendments or development of three regulatory documents: a) the Temporary Civilian Disarmament Registration Form and licenses, b) Revised Arms Registration Ledger Forms and c) The Movement of Arms Register. Equally important, the project conducted 11 dialogues reaching 454 people (M:383 - F:71) in the state capitals targeting the senior state leadership including governors, deputy governors, mayors, heads of the various ministries, the organized forces, and civil society among others. The high-level engagements anecdotally advanced mind-set changes among the leaders from being focused on forced disarmament by the security apparatus to embracing the concept of voluntary civilian disarmament. The in-depth discussions laid the background for additional trainings and community level engagements.

SALIENT South Sudan also achieved results with regards to building and strengthening institutional capacities to prevent and respond to armed violence through a gender lens. This was done through the training of 1018 police officers including 507 female police officers on voluntary civilian disarmament, weapons and ammunition management and gender sensitive democratic policing that thus strengthened their capacity to control the proliferation of illicit SALWs and instil

gender responsive delivery of services. Notably, the Community Awareness activities have resulted in more informed, motivated and engaged communities that are willing to support the efforts of law enforcement agencies in reducing the presence of weapons and enhancing community safety. Overall, the soft skills on stockpile management, policy and awareness has been effectively achieved. However, there is need to establish the infrastructure for the police to compliment the ongoing community livelihood for arms (control) project.

Finding 9: The project has convincingly contributed towards creating a greater understanding of the nexus between small arms/light weapons control, armed violence reduction and development and the most compelling results have been seen in countries where both reduction and prevention have been addressed. Assessed against its Results Framework, the project has not always been able to capture and showcase its results, in particular outcome level results. Some results remain yet to be realised, in particular on the side of reduction as well as with regards to cross border cooperation.

The SALIENT project marks a paradigm shift in the understanding of SALW control and AVR reduction and its inherent linkages with development. This paradigm shift is convincing, is well-accepted by, and has secured the buy-in of, national partners as well as the project's donors. All national partners with whom the evaluation met were clear in their understanding of the contribution and need of SALW control and AVR reduction towards development in their respective countries. However, outside of the SALIENT project there is perhaps less understanding of this paradigm shift, which could be addressed through greater visibility of the project's results.

When the project is assessed against its indicator framework, there is mixed results. Firstly, the project has been unable to report any progress against its outcome level indicators. The evaluation made concerted efforts to gather data and information that could be used by SALIENT to report against its outcome indicators- this is provided at Annex IV although it remains limited. As part of its learning and growth, SALIENT has emphasized the MEL component in proposal development and reporting for the five new pilot countries. New templates have been designed, handholding calls have also been conducted with SALIENT country teams specifically on MEL, and a lessons learned study was initiated with Cameroon and shared with SALIENT stakeholders, and received positive feedback from partners, donors and stakeholders.

Results at the output level are stronger, although they mainly capture activity level results. Out of its 12 output level indicators under outcome 1, SALIENT has achieved 11, with the remaining indicator (relating to the adoption of the CIFTA and a National Small Arms Control Strategy in Jamaica) being partially met as both are pending adoption. Under outcome 2, the project achieved all of its seven indicators. This can also be seen at Annex IV. However, since the achievement of these activities, the project has not conducted any follow-up, for example to see whether and how the knowledge imparted through trainings has been applied, to see what effect legislative and policy introductions/amendments have had etc. This is in large part due to the limited implementation period for the project as well as budgetary limitations, although conducting these types of follow-up should be considered by the project as a way to report on the achievement of higher level results.

There are a number of results of the project that have yet to be achieved, in particular with regards to reduction, or the supply side of SALW and with regards to cross-border cooperation. While contributions have been made in terms of reduction through capacity building of law enforcement officers, for example in Cameroon, South Sudan and Jamaica, the results of this have yet to be seen and/or are not being captured. Similarly, cross-border aspects of SAWL/AVR have not always been fully explored by the project, despite achieving results when they have been. For

example, the SALIENT project in South Sudan, supplied materials to the Border Police, including 35 Motorcycles (with Helmets & reflector jackets) and 100 handheld metal detectors (with extra batteries), to increase their capacity to monitor border crossings and reduce illicit weapons proliferation. Before the project the Border Police lacked the means of transport to patrol the borders and curb illegal arms trade. The availability of the motorcycles has enhanced the mobility of the border police enabling them to catch up with and apprehend illicit arms dealers in remote border areas. Similarly, the metal detectors have been and will continue to be used by the Border Police in detecting arms and ammunitions that are concealed in bags and other containers to curb illegal movement of weapons and ammunitions and contribute to armed violence prevention/reduction, ensuring peace and security for the at-risk populations.

Finding 10 The project's effectiveness has been hindered by the lack of available data. While there have been efforts to address this within the framework of the project, notably through the development and implementation of the Violence Audit methodology in Jamaica and conducting the Baseline Perception Surveys in Cameroon and South Sudan, data gaps still remain a challenge. Further, opportunities to capture and share lessons learned and exchange knowledge have not always been fully maximised and research conducted through the project is minimal.

There is a general lack of data at both global and national level pertaining to SALW and AVR. The absence of data, both evidence- and perception-based, is a major obstacle for countries to debate armed violence issues, design strategies and programmes that can tackle the impact of armed violence and illicit small arms/ammunitions in an effective manner. It is also an issue for countries to produce baselines and report progress on SDG targets 16.4 and 16.1. For example, despite the implementation of SALIENT project for 2 years, Cameroon did not submit its 2024 PoA national report to RevCon4. Therefore, Cameroon's data related to Indicator 16.4.2 was not shared in the UN PoA process. UNODA was not informed if such data collection was actually implemented, or produced valid information in Cameroon. This indicates the challenges in gathering relevant data.

Another issue is the lack of verified and consolidated data at national level. While data on armed violence might be collected by a variety of institutions in charge of health, social affairs and security, those institutions rarely share data. In many instances, national institutes for statistics are not empowered and given the capability to coordinate production and analysis of data on armed violence. Some countries and regions tackled that issue in the past 15 years with interesting results – notably countries in Central/South America and the Caribbean that established national armed violence observatories, but also countries in the Western Balkans that developed comprehensive SALW Surveys and established monitoring mechanisms through the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC).

This is something that was recognised in the SALIENT project document resulting in the inclusion of supporting national capacities in data production, collection and analysis and research for gender-sensitive responses at national and local level. In particular, the project aims to support initiatives aimed at collecting disaggregated data and data related to gender-specific issues (violence against women, intimate partner, domestic violence, etc.). While some results have been achieved with regards to this, notably the development and implementation of the Violence Audit methodology in Jamaica and conducting the Baseline Perception Survey in both Cameroon and South Sudan, data gaps still remain a challenge. In Cameroon, for example, the National Institute of Statistics is in the process of integrating arms flows and armed violence statistics into its work but still lacks the necessary financial resources to collect data from the field. These factors impact

the project's ability to gather data to inform its baseline and setting of SMART⁴⁷ indicators and targets as well as its ability to report on the achievement of higher level results.

The project's programme board meets on an annual basis fulfilling an advisory role and making recommendations in relation to the Programme, but also provides an opportunity for knowledge exchange and experience sharing. This has proven vital in the absence of any other knowledge exchange mechanisms within the project's structure. The evaluation was informed that some of the project's new implementing countries informally shared knowledge amongst each other, for example, Honduras and Panama exchanged with Jamaica to learn from its experience and share knowledge, however no formal mechanisms are in place to share knowledge and lessons learned. Cognisant of this and as part of its learning and growth, SALIENT has created new knowledge exchange mechanisms, including SALIENT newsletters and cross-cutting consultations with SALIENT focal points in the five new countries. These have been additional mechanisms not envisaged in the project document and, hence, in the project's structure. However, the limited knowledge exchange is a missed opportunity and has rendered the projects being implemented in relative isolation of each other.

Further, despite the Baseline Perception Surveys in Cameroon and South Sudan and the Violence Audit Methodology in Jamaica, SALIENT has not conducted, or supported conducting additional research that would be able to feed into programming and provide an evidence base for decision-making. Other initiatives, such as SEESAC and UNDP's Business + Human Rights programming conduct significant research to plug gaps in knowledge and data and guide programming efforts.

4.5 Sustainability and Impact Orientation

Finding 11: While it is somewhat premature after only two years of implementation in the pilot countries to fully assess the sustainability and impact orientation of the project, there are some good indications regarding the sustainability of the project results. In part this is due to the level of national ownership of national authorities, which the scoping missions have contributed towards generating. The approach of the project to require a sustainability plan for the new tranche of five pilot countries is a good practice and evidences SALIENT's learning by doing approach.

The project document does not fully detail the sustainability of the project, however it was envisaged that SALIENT would be a larger entity with larger funds, which would support a larger number of countries with catalytic funds, linked to on-going programming on SALW/AVR and/or rule of law. As stated in the global SALIENT prodoc, the current Programme was meant to be the starting point of broader resources mobilization efforts by UNODA and UNDP. The financial objective of the Programme was to reach USD 8 million for the period 2020-2022 and to be further developed in the years to come. However, this did not materialise. At the national level with the three initial pilot countries, while the global level prodoc required countries to explain in their strategy how the project would be scaled-up and made sustainable, this was not always the case. Although the project document for South Sudan did not reference sustainability as such, the project successfully implemented a number of interventions that would support sustainability, including the advancement of the NPS Women's security Sector Networks in the 10 states and one administrative area. This was intended to advance sustainability through on-going women police mentorship. The training of trainers approach, was also intended to strengthen sustainability prospects. In addition, the project document addressed national ownership in detail, in particular by the Bureau for Community Security and Small Arms control. Cameroon and Jamaica both include short sections on sustainability in their project documents, largely linked to the gathering

⁴⁷ Specific, Measurable, Attainable, Realistic, Timebound

of data to inform future programming as well as capacity building efforts. In addition, the SALIENT projects in Cameroon and Jamaica were closely linked to on-going or previous initiatives and so built on already existing results. They also both succeeded in bringing different stakeholders together and strengthening collaboration on SALW/AVR.

Learning from this and as the project grew and matured, the global SALIENT project now requires all new pilot countries to develop a sustainability plan as part of the project proposal and this is one of the selection criteria that is applied in assessing the strength of the proposals. As implementation has only just begun in these new pilot countries, the evaluation team cannot assess the sustainability of these initiatives, however it is noted that it is a good practice to require a sustainability plan at the outset and sustainability prospects in the new tranche of countries are anticipated to be stronger. For example, the SALIENT project in Ghana already has a sustainability plan and resource mobilisation strategy, which contains a list of potential donors and a Concept Note on taking the project further has already been developed for one of the donors. Sustainability and generating additional resources was the basis for all the discussions with partners and was also clearly laid out in all the project documents.

When looked at through the lens of national ownership of relevant national authorities, there are some good indications as to the sustainability prospects of the three initial pilot countries. The scoping missions also provided an opportunity to generate national ownership and buy-in, another good practice in terms of strengthening the sustainability prospects. For example, in Jamaica, the Planning Institute of Jamaica was heavily engaged in the project, and as the main coordinating body of the Government of Jamaica was able to coordinate other stakeholders and ensure the project remained on track. Activities with the Ministry of National Security and the Ministry of Education, Youth and Innovation were well targeted to their needs and will continue going forward. This includes the methodology for the Violence Audit, developed and implemented through the project, which will be used not only for conducting Violence Audits in other locations but also as a template for conducting other types of audit to generate data to inform decision making and programming in the future. It is anticipated that the draft Guidelines on the Prevention of Violence in Schools will be further piloted and tested before being adopted and scaled-up nationwide. The legislative amendments supported through the project, including the Firearms Act, legislation to enable Jamaica's ratification of the CIFTA and the soon to be adopted National Strategy of Small Arms and Light Weapons all indicate strong sustainability prospects.

In South Sudan, the capacity building for the South Sudan National Police Services (SSNPS) police officers through a training of trainers programme and the provision of equipment such as motorcycles and metal detectors to the border police was an important aspect of sustainability. The border police will continue to use the motorcycles for patrolling the porous South Sudan border, carrying out surveillance for illicit arms and other banded goods entering South Sudan. The project also supported the establishment of ten new female police officers' networks in the various state capitals making 11 of such for the SSNPS. It is anticipated that the female networks established will remain instrumental in mentoring and empowering female officers and women in the community to advance a gender responsive and inclusive security sector. The SALIENT project empowered female police officers through the TOTs training that included components that aimed to increase the understanding among participants on the link between illicit SALWs and GBV leading to the preventive measures and support mechanisms for survivors of GBV, especially women and children. Thus, the SALIENT South Sudan project created a pool of confident and capable female officers who are actively contributing to peacebuilding, conflict resolution, and community outreach efforts. Equally important, there has been an increased understanding and application of inclusive and gender responsive democratic policing practices among the police at different levels where the officers have been deployed in their different departments. In term of

national ownership, the SALIENT project in South Sudan was specifically designed to provide operational support to nationally identified priorities and approaches outlined in the Voluntary Civilian Disarmament Strategy as finalized by the Bureau of Community Security and Small Arms Control (BCSSAC), a component of the Ministry of Interior.

In Cameroon, SALIENT has created ownership and appropriation, mechanisms and niches for all the relevant stakeholders to sustain although it is similarly too premature to assess the impact of the project. The overall SALIENT Cameroon sustainability and impact strategy was assessed as favourably good, and it was predicated on a two pronged mechanisms. The first mechanism is the supply side policy mechanism, which ensured that SALIENT was effectively internalized, appropriated and replicated in some public policy making spaces through the training of focal points as trainers in their respective institutions of belonging. Additionally, the focal points were trained through a ToTs workshop to guarantee the mid and long term replication of the training as a sustainability strategy of the SALIENT project.

MINREX has effectively created an inter-ministerial coordination unit with technical secretariat to consolidate and sustain SALIENT activities in Cameroon. Additionally, SALIENT has been internalized into specific government institutions. For instance, the existing Gender Desk Officers (GDOs) within the DGSN community police stations will replicate the gender dimensions of SALIENT through the use of their functioning budget and has aligned them to the existing organizational structure of the police force. To consolidate the interventions of GDOs, a code of conduct was designed to synergize and regulate their work in Cameroon. In terms of ripple effects on communities, the GDOs have been trained to protect the rights of women and youths affected by armed violence alongside the protection of other vulnerable entities like people living with disability, and Internally Displaced Persons (IDPs) in general.

Additionally, The DRR has developed a gender Strategy, which makes Cameroon one of the best pilot countries in ranking in terms of taking the initiative. Thus far, the DDR is currently mainstreaming gender dimensions in the fight against the illicit proliferation of SALWS in Cameroon. The DDR has integrated SALIENT into its mission and has even developed gender strategy blueprint for all its SALIENT interventions and SALIENT objectives have been integrated into national action plans regarding the UNSCR 1325 (WPS) and is in its gestational phase pending integration into UNSCR 2250 (YPS).

The second mechanism was at the demand side which consisted of training 220 CSOs and 150 community radio journalists as trainers to continually sensitize grassroots communities to fight against armed violence and to protect youth and women through a gender transformative approach. Thus far, CSOs and community radio journalists have reached tens of thousands of people. Additionally, CSOs have acquired the relevant knowledge and life skills to work in communities affected by armed conflict which could contribute significantly in pacifying the communities in the long run if granted some sub-grants. CSOs have been involved in the development of the UNSCR 1325 action plan for Cameroon and there is specific action dedicated to SALIENT that seeks to fight against the illicit proliferation of SALWs. Notwithstanding the foundation created towards achieving meaningful impact thus far by the SALIENT project is not fully integrated into Cameroon's government program Budget planning and implementation agenda. Achieving meaningful impact will require that the Ministry of Finance (MINFI) and the Ministry of Economy, Planning and Regional Development (MINEPAT) are effectively integrated into the in-country mixed steering committee of the SALIENT project in order to guarantee its integration into the national budget making processes.

The scoping missions have provided a good opportunity to generate national ownership, however

where there has not been political consultation as part of the scoping missions, the level of national ownership is limited, for example in Honduras and Panama. However, the evaluation was informed that this was in part so as not to raise national partner expectations before final approval of the project. The RCO can also play a key role in leveraging national ownership, which has perhaps not always been sufficiently utilised. Some countries, for example, Ghana, have already embedded the issue of SALW and AVR into their Common Country Assessments and United Nations Sustainable Development Cooperation Frameworks (or equivalent) and where this is the case, the sustainability of the project is more guaranteed. However, to embed the issue into these frameworks takes time and the project has not been well organised or sufficiently engaged in driving this through. Further, national partner endorsement of the project documents at the national level is not required, which can also diminish the level of national ownership from the outset.

4.6 Catalytic Effect

Finding 12: The SALIENT project has been catalytic to some extent in both financial and non-financial ways. Clarity and consensus on the business model to be applied by the project would reinforce whether the project funding should be used in a catalytic manner or whether longer term programming support is more appropriate. From the three pilot countries, the evidence shows that it is not realistic, for limited funds addressing the complex issues covered by SALIENT, to be programmed over a 12-month period to achieve sustainable, catalytic and meaningful results.

The initial premise of SALIENT, as detailed in the project document, is that it would be a grant-making project that would provide catalytic support to address the multifaceted nature of the armed violence challenges. The catalytic nature of the funds is one of the key requirements for the selection of countries, as detailed in both the project document and the subsequent selection criteria. However, the implementing partners do not always have clarity regarding the selection of countries or the business model to be applied. For example, one of the initial pilot countries, Jamaica, has already received “top-up” funds of US\$250,000 to embed further the results of the pilot phase and to contribute towards the sustainability of the project’s interventions. There is a lack of clarity and consensus on the business model to be applied and whether the approach should be small funds for a short time period to kick-start interventions or whether a more longer term programming approach with larger funds is more appropriate. From the three pilot countries, the evidence seems to show that it is not realistic for funds to be programmed over a 12-month period to achieve meaningful results. Given the realities of starting up what is a relatively complex project, with multiple implementing agencies and given the operational complexities of SALIENT and the lack of standardised systems and procedures in place, 12-months is too short. The three initial pilot countries were impacted by a delay in the transfer of funds as well as in trying to operationalise the project. This has also been felt by the new tranche of pilot countries who were anticipating funds to be transferred at the start of January 2024, whereas funds were only released at the start of April. For a 12-month implementation period it is unrealistic to expect that the countries will be able to implement the activities and achieve results during what in reality is a 6-8 month implementation phase. The three initial pilot countries all requested a non-cost extension of an additional 12 months to enable them to implement the planned activities. It seems almost certain that the new tranche of countries will be required to do the same, who have been allocated incredibly short timeframes within which to complete their projects. Thus the catalytic approach does not seem to be viable in this context.

However, it is also worth noting that even in the three pilot countries where the implementation period has been extended, no additional SALIENT related funds have as yet been mobilised. There is no resource mobilisation strategy at the global level, nor clarity on who is responsible for mobilising resources, nor is there a resource mobilisation plan in the project documents for the

three initial pilot countries. While the RC could play a key role in this, that role is not detailed and where the issue of SALW/AVR is not already embedded in the CCA or UNSDCF, it is more challenging for RCs to take on this role. At the global level, UNODA and UNDP have come together to organise pledging events, for example in October 2023 and June 2024, although as yet, additional resources have yet to be pledged.

When assessing the non-financial catalytic nature of the project, there are indications of the catalytic nature of the project. This includes generating national political will to address the issue, forging and strengthening partnerships, and triggering a way to look differently at the issue by linking it more with development processes. This can be seen across all three of the pilot implementation countries. In addition, platforms and networks have been created, awareness has been raised and capacities to address the issue built.

Finding 13 Perhaps the most catalytic impact of the project has been in terms of its contribution towards mindset and behavioural changes. While the project document's Results Framework does not provide for the capturing of empirical evidence to depict this, there is anecdotal evidence across the three pilot countries to evidence this shift. The partners have also used their convening power to bring security and development stakeholders together in a catalytic manner.

While there is no empirical data captured by the project to provide evidence of the project's contribution towards changing mindsets and behaviours, there is sufficiency anecdotal evidence, across all three pilot countries, to evidence the project's contribution in regard.

For example, in South Sudan, there was some observable shift of mind-set of the predominantly male leadership of the South Sudan National Police Service, who have realized the importance of not leaving females behind. This to a certain extent is evidenced by the increasing number of female police officers from the different SNPSS Directorate/Department who were selected by the SNPSS and trained by the UNDP SALIENT project. The SALIENT project empowered female police officers through the TOTs training that included components that aimed to increase the understanding among participants on the link between illicit SALWs and GBV leading to the preventive measures and support mechanisms for survivors of GBV, especially women and children. Thus the SALIENT South Sudan project created a pool of confident and capable female officers who are actively contributing to peacebuilding, conflict resolution, and community outreach efforts. Equally important, there has been an increased understanding and application of inclusive and gender responsive democratic policing practices among the police at different levels where the officers have been deployed in their different departments.

The project through the national Senior Leadership Dialogue sensitized senior police leadership, BCSSAC, the local government, the Speaker of the Juba Legislative Council and RJMEC on Voluntary Civilian Disarmament. This contributed in the observed relative shift of mind-set of the senior NPS away from the concept of forceful disarmament to supporting the voluntary civilian disarmament strategy. With increased awareness and understanding, the officers became more aligned with the methods and objectives of voluntary civilian disarmament, including the need to work with communities and youth, and contributed effectively to the implementation roadmap. Furthermore, there has been some observed behavioural change among the local communities, people are now more willing to register their illicit firearms with the police, being more aware of the danger of illicit arms in the hands of civilians.

There is also anecdotal evidence that the project is contributing towards changes in mindsets and behaviours in Jamaica, for example, changing perceptions on youth towards a more positive narrative and viewing them as positive agents of change; a greater understanding among teachers

as to the root causes of violence in schools; and a greater understanding among prosecutors and investigators with regards to interdiction.

The project has brought together many stakeholders who would not traditionally have cooperated together and the partners have used their convening power to facilitate this. This has proven to be catalytic in moving the SALIENT agenda forward, for example, in Jamaica, where the project brought together non-traditional security sector stakeholders, such as the Ministry of Education, Youth and Innovation to identify innovative solutions to security sector challenges.

4.7 Gender equality and women's empowerment, human rights and leave no one behind and disability inclusion

While GEWE, HR and LNOB and disability inclusion are assessed in more detail in the Gender Review at Annex I the report provides a general finding relating to these cross-cutting issues.

Finding 14 The incorporation of gender equality and women's empowerment was highly relevant at the global level as well as within each of the project's pilot countries, where the project is contributing towards the achievement of gender related national development priorities as well as regarding progress towards achievement of the 2030 Agenda and the SDGs. Gender was well mainstreamed across project outputs and activities at both the global and national levels. While human rights have been realised to some extent through SALEINT addressing both the supply and demand sides of SALW/AVR, leaving no one behind and disability have been less prioritised by the project to date and are not well reflected in the project document.

The SALIENT project's inclusion of gender equality and women's empowerment is highly relevant at the global level, where there is growing evidence and understanding of the gendered dimensions of SALW/AVR. The project reinforced its commitment to GEWE by allocating 30% of its budget towards this and ensuring that implementing pilot countries did the same. All pilot implementing countries confirmed the relevance of GEWE at the national level, where it is contributing towards the achievement of gender related national development priorities. For example, the gender dimensions of the SALIENT project in Cameroon was highly complementary towards accelerating Cameroon's national development priorities articulated in the SND30, the National Gender Strategy (NGS), the National Youth Development Plan (NYDP) as well as relevant international legal instruments and policy framework – UNSCR 1325 (WPS) and UNSCR 2250 (YPS).

SALIENT Cameroon had a gender strategy, which was fully internalized into the entire cycle of the pilot phase with meaningful inputs proposed by technical partners (MINPROFF, UN Women, UNDP, MINREX, DDR, NCHRF, etc.). The specialized gender agencies in both the government and UN agencies highly collaborated in developing specific gender alignment activities towards the relevant stakeholders. For instance, MINPROFF and UN Women ensured gender was mainstreamed through a gender transformative approach in all earmarked SALIENT activities. The SALIENT gender strategy has been aligned with the work of the DDR and the General Delegation of national Security (DGSN)-law enforcement agency as well as UNSCR 1325(WPS) and UNSCR 2250 (YPS) as required by the SND30. SALIENT is equally fully aligned with the gender priorities of the United Nations implementing agencies (UNDP, UNODA, RCO and UN Women) with the lead focal point attributed to UN Women. Thus far, UN Women in partnership with MINPROFF and MINJEC has ensured that SALIENT is meaningfully mainstreamed in the National Gender Strategy (NGS) and as well as the National Youth Development Plan (NYDP). There are ongoing efforts by UN Women to ensure that SALIENT is fully integrated into its triennial program strategy for Cameroon.

Similarly, in Jamaica, gender equality and women's empowerment are important components of Vision 2030 Jamaica. The plan recognizes the importance of addressing gender disparities and promoting the full participation of women in all sectors of society. In Vision 2030 Jamaica, gender equality is seen as essential for sustainable development and economic growth. The Vision aims to ensure that women and men have equal opportunities and access to resources, and that gender-based discrimination is eliminated. Overall, Vision 2030 reflects the country's commitment to advancing gender equality and women's rights as part of its broader development agenda. Jamaica also has a National Policy for Gender Equality which serves as a framework for addressing gender disparities in various sectors such as education, health, employment, and political representation.

This localized vision of long-term peace, justice, and security for all Jamaicans is aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs). In particular, the gender perspective of the project contributes towards SDG 5 - *to achieve gender equality and empower all women and girls*; and overall to SDG 16 *to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels* and SDG 4 *quality education for all*.⁴⁸ Ultimately, the attainment of gender equality and long-lasting peace and security for all Jamaicans will rest considerably on the strengthening of the capacity of relevant stakeholders and institutions in Jamaica to identify and sustain effective violence prevention and reduction strategies, especially among at-risk or vulnerable inner-city communities. The SALIENT project has made significant contributions towards this.

Likewise, in South Sudan, SALIENT contributes to and is aligned with South Sudan's gender related development priorities. These include the overarching long-term strategic development plan, the South Sudan Vision 2024, in particular the "Compassionate and Tolerant Nation Pillar" with the aspiration that, "No citizen of South Sudan will be disadvantaged as a result of gender, age, religion, belief, disability, colour, ethnic origin, location, language or political opinion. The future South Sudan will have eradicated negative social attitudes towards the youth, the elderly, the disabled and women and will be free from all forms of sexual harassment and other prejudice". The Compassionate and Tolerant Nation pillar and the Safe and Secure Nation pillar in the South Sudan Vision 2040 are aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs) 5 and 16 respectively. In particular, the gender perspective of the project contributes towards SDG 5 - *to achieve gender equality and empower all women and girls*; and overall to SDG 16 *to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels*. The project was aligned with and contributed to the Revised National Development Strategy Consolidate Peace and Stabilize the Economy 2021–2024 particularly under the cross cutting issues – gender, youth, the environment and capacity development. The key issues are lack of gender-sensitive policies and programmes in public institutions; the limited or no integration of protection of women, children, youth and other vulnerable groups in public and private institutions and services and; the limited enabling environment for women's empowerment in social, economic, political and cultural activities and in decision-making. The goal of the gender, youth, the environment and capacity development issues is to mainstream gender and all-important cross-cutting development objectives in development policies and programmes, and empower women and youth as drivers of growth and nation-building.

While human rights have been realised to some extent through SALEINT addressing both the supply and demand sides of SALW/AVR, leaving no one behind and disability have been less prioritised by the project to date. This is in part because they are not addressed in the global project

⁴⁸ The contribution of the SALIENT Jamaica to other SDGs is discussed in the main evaluation report.

document or in the national level project documents. While it could be argued that the project is addressing LNOB aspects, for example in Jamaica, through the Violence Audits where locations for conducting the audits were identified based on inclusion criteria, such as poverty, prevalence of violence etc., or in Panama and Papua New Guinea where the project is engaging with minority and migrant groups, this has not been a priority of the project during its implementation to date.

5. Conclusions

Conclusion 1: The SALIENT project has the potential to be a game changer but needs to find more efficient ways of working, leveraging both entities' institutional mandates and capacities. Its unique added value is its approach in bringing together both the supply and the demand sides of small arms and light weapons control and armed violence reduction.

Based on findings 4, 5, 6 and 9

The SALIENT project has significant potential to be a game changer in reducing armed violence through its approach to how the issue of small arms and light weapons control and armed violence reduction is addressed. The project's unique added value is its ability to bring together the two sides of the equation through addressing both the supply of small arms and light weapons as well as the demand for them. However, due to the constraints that the project has faced as a result of its organisational and operational set-up, it is yet to reach its full potential.

Conclusion 2: The paradigm shift of using SALIENT to bridge the gap between arms control and development is convincing and is recognised at the high, political level globally and nationally, but has not yet fully trickled down at the operational level.

Based on findings 9 and 12

The launching of the SALIENT project marked a paradigm shift in how the issue of small arms and light weapons control and armed violence reduction is approached. The project bridges the gap between the arms control community and the development community and convincingly links the two agendas together, by integrating SALW/AVR into prevention and development processes. This paradigm shift is seen at the high, political level both globally and nationally and is also recognised within the development community, at least by those development partners invested in the project. However, it has yet to be seen fully at the operational level and more effort is required to translate this message more broadly.

Conclusion 3: Embedding the issue of small arms/light weapons control and armed violence reduction into the UN's strategic frameworks, including the Common Country Assessment and United Nations Sustainable Development Cooperation Frameworks or equivalent can contribute towards strengthening national ownership and sustainability prospects as well as resource mobilisation opportunities.

Based on findings 1, 10 and 11

In SALIENT project countries where the issues of small arms and light weapons is already incorporated into the UN's strategic frameworks, the project has been able to generate a higher level of political buy in at the national level as well as integrate the project into other workstreams and raise the potential for additional resource mobilisation efforts. For example, in Ghana, the issue of SALW is well integrated into both the Common Country Assessment as well as the United Nations Sustainable Development Cooperation Framework and UNDP's Country Programme Document 2022-2025. UNDP has worked extensively on the issue of small arms in Ghana and contributed to the establishment of the Small Arms Commission. The project was designed on the basis of a gap assessment undertaken by the Small Arms Commission and their identification of

specific needs and gaps that the SALIENT project could address. The scoping mission provided an opportunity to validate the project design with the national partners and helped to catalyse the RC in terms of raising awareness and generating support. The role of the RC was critical in convening the meetings for the scoping mission. The SALIENT project in Ghana already has a sustainability plan and resource mobilisation strategy, which contains a list of potential donors and a Concept Note on taking the project further has already been developed for one of the donors. Sustainability and generating additional resources was the basis for all the discussions with partners and was also clearly laid out in all the project documents. Ghana thus provides a good example of how, when all the pieces of the puzzle come together, the SALIENT project funds can prove both catalytic and sustainable, while also ensuring a strong element of national ownership.

Conclusion 4: The project and its results are more robust when there is an integrated approach that addresses both the supply and the demand side of SALW and AVR and does not only focus on one or other. This requires more stringent selection criteria, as well as additional engagement from UNODA in terms of its technical expertise and knowledge in the selection of countries.

Based on findings 7 and 8

SALIENT is more convincing and has achieved more robust results where there is an integrated approach that address both small arms light weapons control and armed violence reduction, as in South Sudan, rather than one or the other. For example, in Kyrgyzstan, SALW/AVR is not incorporated into the CCA or UNSDCF and the project is very much focused on prevention and not disarmament. Similarly in Jamaica, the project was more focused on prevention. This could be better addressed through adherence to more stringent selection criteria, as well as additional UNODA involvement, particularly from the regional centres, in the selection of countries and more technical expertise in the scoping missions and project document development at the national level.

Conclusion 5: SALIENT needs to be more realistic about what it can achieve in a short time frame and with small funds and consider adopting a different business model going forward. It is unrealistic to expect sustainable and catalytic results after a 12-month implementation period, given the complexities of the issues addressed by SALIENT.

Based on findings 4, 5, 10 and 11

The experience from the implementation of SALIENT to date has shown that it is unrealistic and infeasible to achieve results over a short period of time. 12 months is too short a time frame for success in a complex project such as SALIENT. It is also unrealistic to expect sustainable and catalytic results within a 12 month period. This has been proven by the need to extend by an additional 12 months all three of the project's pilot implementing country projects as well as by the need for additional top-up funds in 1/3 countries.

Conclusion 6: The project is hindered by data gaps and challenges, in particular at the national level, which are preventing it from fully capturing its higher level results.

Based on findings 2, 7 and 12

The effectiveness and comprehensive assessment of the project are significantly limited by the presence of substantial data gaps and associated challenges. These issues are most pronounced at the national level, where the collection, verification, and integration of critical data points face numerous obstacles. As a result, these data deficiencies impede the project's ability to accurately and fully assess its broader impacts and higher-level outcomes. Without addressing these data gaps, the project cannot provide a complete and accurate picture of its achievements, limiting its potential for scalability, replication, and informed decision-making. Ensuring robust data collection and overcoming these national-level challenges are essential steps for the project to fully

realize and demonstrate its intended high-level results.

Conclusion 7: Scoping missions have not always been fully utilised, to ensure that the project proposals fully meet all selection criteria and to obtain a baseline to feed into the evidence base and decision-making, as well as the development of the project's results framework and global SALIENT results framework.

Based on findings 7, 8, 9, 10 and 11

Scoping missions are crucial for gathering essential data and insights that ensure project proposals align with all established selection criteria as well as generating national ownership. Scoping missions could play a vital role in establishing a solid evidence to inform decision-making processes, and develop an effective results frameworks at both the project and global levels. The absence of a comprehensive baseline undermines the project's ability to measure progress accurately and make informed adjustments as needed. Without fully leveraging scoping missions, the project risks making decisions based on incomplete or inaccurate information.

The process is also complicated by differing decision-making approaches. While UNODA decisions may be influenced by political considerations, UNDP tends to adopt a more strategic perspective. To achieve the project's goals, it is imperative to bridge these decision-making approaches and build mutual trust. UNDP's strategic insights and understanding of what might work on the ground should be leveraged together with UNODA's technical expertise and political gravitas to guide the selection process and ensure successful project implementation.

Overall, optimizing the use of scoping missions and fostering alignment between UNODA and UNDP decision-making processes are essential for enhancing the project's effectiveness and achieving its desired outcomes.

Conclusion 8: The mainstreaming of gender equality and women's empowerment is highly relevant to addressing the issue of SALW/AVR at both the global and national levels. More research and data is required on SALW/AVR and inclusion to inform the identification of strategies and solutions going forward.

Based on Finding 14 and the Gender Review at Annex I

There is a general consensus amongst the majority of SALIENT stakeholders of the need and relevance of addressing the gendered dimensions of SALW/AVR. All pilot countries confirmed the relevance of gender at the national level and the need to specifically allocate funds to addressing the multifaceted gendered dimensions of SALW/AVR through integrating gender perspectives into all stages of SALW control and armed violence reduction initiatives, ensuring inclusive participation, and tailoring interventions to meet the specific needs of all genders.

6. Recommendations

Recommendations are provided in the event that SALIENT mobilises sufficient resources and there is a solid, hard pipeline in place to develop a Phase II of the project. They are intended to maximise the partnership between the entities, based on their institutional mandates and capacities, with a more efficient implementation structure to guide the implementation of the project going forward. Each recommendation stipulates who the recommendation is targeted towards, a timeline for addressing it, as well as a series of practical next steps required to realise the recommendation.

Recommendation 1: Global level set-up (vision, business model and operational arrangements)

The evaluation recommends that UNODA and UNDP agree on a joint vision that is clearly stipulated in the PRODOC to help guide the operationalisation and implementation of the project. This should be based on a full understanding of the institutional mandates and capacities of both entities, where the comparative strengths and added value of both entities is fully leveraged and maximised. Agreement on the business model for SALIENT should also be reached. The evaluation recommends adopting a more agile implementation modality to enhance efficiency. In light of PBSO/PBF's guidance, exploring alternative models in lieu of the current involvement of the PBF and the MPTFO could be beneficial. The evaluation recommends developing a detailed project document from an implementation perspective, which stipulates the roles and responsibilities of both entities and relevant stakeholders, including UNRCs/UNCTs, national authorities and implementing partners, as well as detailed processes and procedures for the entire operationalisation and implementation of the project. The evaluation recommends elaborating a staffing structure that is fit for purpose with staffing resources covering both UNODA and UNDP, to facilitate the effective implementation of the project. It is also recommended that a comprehensive, global level resource mobilisation strategy be elaborated and implemented.

Recommendation targeted at UNODA, UNDP and SALIENT project, short-term priority, based on findings 1, 2, 3, 4, 5, 6, 7, 8 and 12 and conclusions 1, 3, 4 and 5

SALIENT is currently the only mechanism where SALW/AVR and development is brought together. Given the merit in this, there is a need to focus on how to go forward, assuming resources are mobilised. While there is a joint vision for the project at the high, political level, this has not always translated at the implementation level. The evaluation recommends that UNODA and UNDP agree on a joint vision that is clearly stipulated in the PRODOC to help guide the operationalisation and implementation of the project. The entities need to have a full understanding of the institutional mandates and capacities of both entities and fully leverage their comparative advantages and strengths. For example, UNODA has an extraordinary thematic footprint but no programmatic experience, whereas UNDP should be viewed as more than a pass-through mechanism that is also able to bring technical expertise, development experience and perspective and programming capability. UNODA adds value in terms of its technical expertise on disarmament whereas UNDP would more traditionally focus on reduction and prevention. It is recommended that UNODA should focus on its normative strengths, providing input into policy work and process and guidance support, whereas UNDP should focus on programming and implementation.

As part of the process of agreeing on a joint vision and mission statement for SALIENT, it will be important to clearly define the business model for SALIENT going forward. When designed, it was envisaged that SALIENT would provide, small, short-term, catalytic funds to kick start discussions on SALW/AVR and its linkages with development and generate resource mobilisation opportunities at the country level, rather than more longer-term programmatic support. The experience of SALIENT to date has shown that this approach has not proven to be effective. 12 months is too short a time span to operationalise such a complex project at the national level and it is unrealistic and infeasible to expect catalytic results and impact within this timeframe. This has resulted in all three of the project's pilot countries being granted no cost extensions, as well as one of the three pilot countries, Jamaica, receiving additional, top-up funds to reinforce results achieved. Going forward, UNODA and UNDP need to agree on the most realistic and feasible business model to achieve the goals of the project. A decision needs to be made on whether to continue with the short-term, small investment, catalytic approach model for a larger number of countries, which has not proven hugely successful to date, or whether to develop a more longer-term, programmatic support model for a small number of countries.

The complexities of the project's operational structure, which have caused a very transaction heavy approach to operationalising the project have been well detailed in the findings. Going forward, it is recommended that the project identify a more agile implementation modality, which does not include the involvement of the PBF and the MPTFO. Not only will this reduce financial transaction costs, but it will also reduce the administrative transactions required to implement the project, making the project more efficient and less susceptible to delays.

Once the vision and mission statement have been defined and an implementation modality identified, a detailed project document will need to be developed. The PPE found that the existing SALIENT project document was developed more as a conceptual framework, rather than an operational tool. Phase II needs to be designed from an implementation perspective and be more agile in terms of implementation process and the programming approaches necessary to operationalise project delivery. The project document should detail the roles and responsibilities of UNODA and UNDP, including the role and responsibilities of the regional centres. It is recommended that UNODA Regional Centres provide backstopping, technical advice on policy, as well as participate in scoping missions, play an advisory role in the selection of countries and the provision of technical advice for the development of national project documents. UNDP Regional Centres and hubs can play a similar role but can also support in implementation where appropriate. This should be clearly defined in the project document.

Similarly, the role of the RC/O needs to be clearly defined. The involvement of the RC/O sends a strong message politically but is challenging to manage operationally. It is also dependent to some extent of the RC cycle and the link to political momentum as a trigger as to whether engagement in a certain country makes sense. While UNODA is trying to raise RC's awareness on small arms control issues, through its Guideline on how to coordinate and mainstream SALW at country level (done by Coordination Action on Small Arms), the role and responsibility of the RC/O needs to be more clearly defined in the new project document. The role of implementing partners should also be clearly defined, including UNODC, which has technical expertise on firearms control and criminal justice approaches, which could further promote the SALW control component of SALIENT projects.

The current staffing structure is too lean given the realities of implementing such a complex project. Staffing resources are stretched and this combined with the time taken to on-board staff has contributed to delays in the project's implementation. When designing the new project document, particular care should be taken to design an organisational structure for the project that is fit for purpose and able to meet the demands of the project operationalisation and implementation. This should be aligned with the comparative roles and responsibilities of both UNODA and UNDP, ensuring that the staffing needs of both organisations are covered to effectively implement the project, including operational support divided between entities.

The optimal staffing structure should be based on the overall funding available for SALIENT going forward, however consideration should be given to the following:

- 1 x Programme Manager at 100% – in line with the aspirations of the implementing partners to transform SALIENT from a project to a programme, a full-time Programme Manager will be required
- 1 x Operations & Finance Associate at 100% – SALIENT is currently being implemented in eight countries, requiring a full-time operations and finance officer. If SALIENT expands further, this will become even more necessary.

- 1 x Project Officer/Associate at 100% - to support the Programme Manager in the implementation of the SALIENT programme
- 1 x Communications & Visibility Officer at 100% – currently SALIENT does not have sufficient capacity to sufficiently address communications and visibility.
- 1 x M&E Officer at 100% - this person will support M&E efforts at the global level and also support SALIENT countries in the development of their M&E mechanisms and processes

Consideration could be given towards utilising a UNV to fill some of the positions, a cost-efficient approach that has worked well in other projects.

In addition to the global SALIENT staffing structure, consideration should also be given to the following:

- Coordinators in each of the selected countries – the lesson learned from the PPE shows that Jamaica benefitted from having an appointed SALIENT coordinator. These positions will be funded through the country allocations made by SALIENT
- Regional Centres and Hubs – their roles and responsibilities should be clearly defined, removing some of the burden from HQ and benefitting from their regional expertise and knowledge
- Focal point within both implementing partners – Positioning SALIENT within the portfolios of both UNODA and UNDP to elevate its status will require a SALIENT focal point to be appointed within both UNODA and UNDP and their roles and responsibilities should be formalised in the prodoc.

All processes and procedures need to be clearly defined in the project document to fully operationalise the project. This includes detailed procedures for the selection of countries (see below under recommendation 4), detailed procedures for the scoping missions – who will lead, who will participate and the composition of the scoping mission teams, who will be responsible for the organisation of meetings and the drafting the back to office report; the procedures for drafting and approval of the national project documents, M&E mechanisms and data collection tools and instruments, reporting requirements etc. By clearly defining all of these processes and procedures, the project will be able to increase its efficiency and ensure that all stakeholders remain on the same page.

The project has been constrained in its resource mobilisation efforts to date by its complex set-up and a lack of clarity regarding who is responsible for resource mobilisation, as well as challenges with regards to donor engagement and management due to the project’s positioning with the PBF. Going forward, it is important to develop a detailed global level Resource Mobilisation Strategy, as well as to ensure that there is a clear understanding and procedure for donor engagement and management.

Next Steps:

- Define joint vision and mission statement for SALIENT
- Define a workable business model, including in post-conflict and fragile contexts
- Identify and agree on implementation modality to reduce financial and administrative financial burdens.
- Develop a detailed project document from an implementation perspective
- Define the roles and responsibilities of both entities and relevant stakeholders
- Design a fit for purpose project organisational structure

- Detail processes and procedures for the entire operationalisation and implementation of the project
- Develop a global level resource mobilisation strategy together with steps for donor engagement and management

Recommendation 2: Country level strategy and operations

The evaluation recommends that SALIENT develop detailed criteria for the selection of countries together with a defined procedure and steps required from start to finish. Each country should be required to submit a detailed resource mobilisation strategy at the national level as part of their proposals, based on a Guideline and Procedure to be developed at the global level. The evaluation recommends that SALIENT increase its visibility to strengthen the narrative and understanding around the paradigm shift as well as to potentially attract additional donor interest. The role of the RC/O could be leveraged further to increase visibility at the national level.

Recommendation targeted at UNODA, UNDP and SALIENT project, short-mid-term priority, based on findings 1, 2, 3, 4, 5, 6, 7, 9 and 12 and conclusions 1, 2, 3 and 4

While the project has already made efforts to define eligibility and selection criteria for the selection of countries, these have not always been adhered to, which has caused delays, disagreements and more seriously, reputational risk and damage to UNDP. In order to avoid this in the future, very detailed selection criteria need to be developed, as well as a step-by-step procedure for the selection of countries, detailing the roles and responsibilities of all those concerned. A more methodological approach is needed, with clear criteria and processes, and the endorsement from national partners should be a mandatory requirement, for example through Small Arms Commissions or other relevant national authorities, as is the case with SEESAC. National authorities need to be full involved in the designing, implementation and evaluation of the SALIENT projects. Clear criteria need to be defined, for example, the levels of violence, perceptions on safety etc. although the modality should still be flexible to the country context. Consideration could also be given as to the involvement of the project's donors in the selection of countries. This would help to generate more donor buy-in and ownership and potentially attract additional resources. This has proven to be the case with SEESAC for example. It is recommended that the project only engage in countries where SALW/AVR is already included either in the country's CCA and UNSCDF or in the country's national development priorities. This will not only generate more political buy-in but will potentially open up access to additional funding streams at the national level. Linking the SALIENT project with national development priorities, policies and strategies should also be a key requirement, including the WPS and YPS agendas.

Going forward, it is important to develop a detailed Resource Mobilisation Strategy to guide efforts at the country level, as well as to ensure that there is a clear understanding and procedure for donor engagement and management. It is recommended that national level project proposals include a detailed resource mobilisation strategy for national level efforts. The project could assist in terms of developing guidance and a standardised procedure for this.

The project's visibility is currently very low. The project does not have its own dedicated website, the audience for its newsletters is limited and beyond its direct stakeholders and beneficiaries the project has a very low profile. If the ambitions of SALIENT are to be met, the project should make considerable efforts to increase its visibility. This could be through having a dedicated SALIENT website, increasing its social media presence and have dedicated communications capacities within the projects organisational structure.

Beyond increasing the visibility of the project's results, there should be increased visibility to strengthen the narrative and understanding of the paradigm shift and the interlinkages between

SALW/AVR and development. Not only would this help to generate more buy-in at the national level but would also potentially aid the project in its resource mobilisation efforts, both globally and nationally. At the national level, increased political engagement with the RCs and their teams, could also help to drive the visibility of the project.

Next Steps:

- Develop detailed criteria for the selection of countries
- Define the method and procedure, and roles and responsibilities of those involved
- Support national level resource mobilisation efforts through the development of a Guideline and procedure
- Develop a dedicated SALIENT website and explore other opportunities for increased visibility

Recommendation 3: Thematic programming focus

Thematic programming focus As per the current SALIENT project document, opportunities should be explored to address further the cross-border aspects of SALW/AVR. Consideration could also be given to piloting a regional, cross-border approach, learning from existing models, such as SEESAC, the Roadmap in Latin America and UNSCAR. The evaluation recommends that SALIENT continue to ensure a robust approach towards addressing the gendered dimensions of SALW/AVR while enhancing its efforts towards the realisation of human rights, leave no one behind and disability inclusion.

Recommendation targeted at UNODA, UNDP and SALIENT project, short-mid-long-term priority, based on findings 1, 8, 9, 13 and 14 and conclusions 1 and 8

Going forward, it is recommended that the project continue to be designated as a GEN 2 project, requiring a minimum allocation of 30% of its funds towards GEWE activities, in order to ensure that the gendered dimensions of SALW/AVR continue to be addressed. The need and relevance for this was clearly articulated by the project's stakeholders, in particular at the national level.

More efforts should be made with regards to the realisation of human rights, leave no one behind and disability inclusion, to ensure that the project is addressing the needs of rights holders who are most at risk of vulnerability and exclusion. This could include through undertaking research, which would not only contribute towards a baseline and evidence base, but could also be used to inform decision-making and guide the development of strategies and solutions to address these rights-holders' needs.

Building on initial results gained through SALIENT to date, for example in Jamaica and South Sudan through strengthening border police and law enforcement officers, the project should explore opportunities to expand its cross-border efforts and consider piloting a regional approach, where UNDP has considerable experience and impressive results, for example through SEESAC.

SALW control and armed violence reduction necessitate a cross-border approach due to the inherently transnational nature of the problem. Addressing SALW control and reducing armed violence involves various interlinked factors that span across national borders, necessitating cooperation and coordination among neighbouring states and regional entities. For example, weapons can be sourced from one country, transported through another, and ultimately sold in a third country. This transnational flow makes it difficult for any single nation to tackle the problem independently.

A cross-border approach enables countries to share intelligence, harmonize regulations, and conduct joint operations to disrupt these trafficking networks more effectively. Different countries

often have varying laws and regulations concerning SALW. Disparities in legal frameworks can create loopholes that traffickers exploit. A cross-border approach promotes the harmonization of laws and regulations, ensuring that there are consistent standards for the production, trade, and possession of SALW. This can involve adopting international treaties, such as the Arms Trade Treaty (ATT), and creating regional agreements that standardize legal practices. Effective SALW control and armed violence reduction require robust information sharing and intelligence cooperation among countries. Trafficking networks are sophisticated and adaptable, and without timely and accurate information, efforts to combat them can be undermined. Cross-border cooperation facilitates the sharing of intelligence on trafficking routes, criminal organizations, and emerging threats. This can enhance the ability of law enforcement agencies to anticipate and respond to trafficking activities. Ensuring compliance with SALW control measures and tracking the movement of weapons requires robust monitoring and verification mechanisms. These mechanisms are more effective when they operate across borders, allowing for comprehensive tracking of weapons from production to end use. Cross-border approaches can establish regional monitoring systems, joint inspection teams, and collaborative verification protocols that enhance transparency and accountability. Armed violence is often driven by underlying socio-economic and political factors, such as poverty, inequality, and governance deficits. These issues are not confined by borders and often require regional solutions. Cross-border cooperation can address these root causes through coordinated development programs, regional economic initiatives, and political dialogue. By tackling the broader drivers of violence, countries can create a more sustainable environment for peace and security.

Next Steps:

- Explore opportunities to enhance the cross-border aspects of SALW/AVR
- Consider piloting a regional approach or collaboration with other initiatives with cross border and regional approaches
- Continue to designate the SALIENT project as GEN 2
- Conduct research on the differentiated needs of rights-holders who are most at risk of vulnerability and exclusion in the context of SALW/AVR

Recommendation 4: Addressing data deficits

The evaluation recommends that further efforts to address data deficits are made, through adopting a more comprehensive strategy towards identifying existing data, developing an informed baseline with corresponding SMART indicators and targets and enhancing knowledge exchange and capturing of lessons learned. In addition, the evaluation recommends bolstering research efforts, whereby research can be conducted to inform future programming, while also providing an evidence-base to inform decision-making.

Recommendation targeted at UNODA, UNDP and SALIENT project, mid-term priority, based on findings 2, 8 and 10 and conclusions 6 and 7

The project is aware of the existing challenges around the availability and reliability of data relating to SALW/AVR and has made some efforts to address this in the three SALIENT pilot countries. Going forward, the project should adopt a more comprehensive strategy towards addressing data deficits. From SALW control perspectives, States are requested to gather data on collection and destruction of SALW; and cases of tracing and diversion of SALW. In addition to these, relevant data on armed violence reduction can be articulated. A more informed baseline is required to enable the project to develop a set of SMART indicators and targets, so that it is able to measure, monitor and capture its results, in particular at the higher level. The scoping missions, or a stand-alone activity during the inception phase of national projects, could be a useful vehicle for establishing a baseline. Once a baseline is established and data gaps have been identified, strategies on how to effectively tackle this can be developed. Activities could be focused around

SDG 16.4 (by 2030 significantly reduce illicit financial and arms flows and indicator 16.4.2 – proportion of seized, found or surrendered arms whose illicit origin or context has been traced or established by a competent authority in line with international instruments) and supporting national security authorities to report on the UN Plan of Action. Some of the project’s outcome indicators could also be linked to this. In this context, a strengthened partnership on data collection with UNODC may be considered.

Similarly, the project should comprehensively address the issue of knowledge exchange and the capturing and sharing of lessons learned. Consideration could be given to establishing a Community of Practice among the implementing SALIENT countries, who meet on a regular basis to exchange experiences, discuss challenges and identify solutions, as well as sharing lessons learned. Dedicated MEL resources within the project’s organisational structure is also recommended. More knowledge products and policy guidance are required as well as research and think-pieces to help guide the implantation of SALIENT. The project could look to the global Business + Human Rights project as well as SEESAC and RECSA (East Africa) for inspiration on how to approach this.

Building on this, consideration should be given to bolstering SALIENT’s research efforts, which would undertake research at global, regional and national level on thematic issues. This would help to inform decision-making on future programming as well as provide an evidence base.

Next steps:

- Develop a comprehensive data strategy to identify deficits, establish a baseline and define approaches on how to tackle this
- Develop a set of SMART indicators and targets to capture the project’s progress, informed by the baseline
- Strengthen knowledge, research and learning capacities within the project
- Consider establishing a Community of Practice among SALIENT implementing countries
Consider including dedicated MEL capacities within the project’s organisational structure.

Recommendation 5: Gender equality and women empowerment, human rights and leave no one behind

The evaluation recommends that SALIENT reinforces its efforts in terms of gender equality and women empowerment, while strengthening its efforts with regards to leave no one behind and human rights, to ensure that it is able to reach rights holders who are heightened risk of vulnerability and exclusion.

Recommendation targeted at UNODA, UNDP and SALIENT project, short-mid-term priority, based on finding 14, conclusion 8 and the Gender Review at Annex I

Going forward, the SALIENT project should use the GRES to move its activities and therefore its results from gender blind/gender targeted towards gender responsive and ultimately gender transformational. This means that the results should contribute to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination.

While the SALIENT project successfully incorporated gender considerations into the design and implementation of the project, there was less focus on the other intersections of leave no one behind. It is recommended that future projects in this area integrate further LNOB into both their design and implementation. Global SALIENT narrative and financial reporting templates should be reviewed and amended to allow pilot countries to report on and showcase their gender results and gender related financial delivery.

The SALIENT project should support capacity building for the state women police officers members to enable them undertake mentorship and empowering female officers and women in the community to advance a gender responsive and inclusive security sector, modelled on the SALIENT programming conducted in South Sudan.

SALIENT should link its activities more to the WPS and YPS agendas, to align itself further at the strategic level, as in Cameroon. This would also potentially attract additional donor interest and contribute towards resource mobilisation efforts.

Next steps:

- Ensure that any future SALIENT prodoc fully mainstreams GEWE/LNOB/HR
Provide for the collection of gender and other intersectionality related disaggregated data

7. Lessons Learned

7.1 Global lessons learned

Lesson Learned 1 Conducting Scoping Missions and ensuring the inclusion of national partners from the outset, including into the design and development of the project, can ensure national ownership as well as facilitate the implementation and results of the project. This also strengthens sustainability prospects since the national partners are the owners of all project results and products, which they can use going forward. National endorsement and buy-in from the outset is crucial in ensuring the relevance of a project at the national level, can contribute towards its efficient and effective implementation, as well as contribute towards the sustainability of the achieved results.

Based on experience from Cameroon, Jamaica, South Sudan and the five new SALIENT countries

Lesson Learned 2 An integrated, inter-ministerial approach, which looks at the whole eco-system and brings together all relevant stakeholders and partners can further project results, their sustainability and impact. While the SALIENT pilot projects were security-centred they provided space to find solutions for security related issues with multi-sector stakeholders, including civil society, which could prove transformational.

Based on experience from Cameroon and Jamaica

Lesson Learned 3 A strong governance framework for the operationalisation and implementation of projects, including an engaged Steering Committee, supported by Technical Working Groups and complemented by regular Coordination Meetings, allows projects to remain on-track and achieve results. Strong governance frameworks at both global and national level can aid coherence, efficiency and effectiveness.

Based on experience from Cameroon, Jamaica, South Sudan

Lesson learned 4 The project duration⁴⁹ and budgets were too small compared to the complex issues faced. The timeframe was also perceived as too short to incorporate a truly reflective approach based on monitoring data and learning, that would be catalytic and transformational. A more realistic and feasible approach is required.

Based on experience from Cameroon, Jamaica, South Sudan

⁴⁹ As per SALIENT project document, the project implementation strategy of SALIENT in-country covers 12 to 24 months of implementation with a maximum of US\$500,000 contribution.

Lesson Learned 5 Strategically investing limited resources in areas with potentially high impact, such as supply-side legislative and policy strengthening, combined with testing approaches and solutions on the demand side, can contribute to the overall success and results achieved by the project.

Based on experience from Cameroon, Jamaica, South Sudan

Lesson Learned 6 A stronger system of monitoring, evaluation and learning, including indicators at the outcome and impact level, would enable the project to capture its contribution towards higher level results. These results could be showcased more visibly, potentially generating donor interest and commitment in furthering the goals of the project.

Based on experience from Cameroon, Jamaica, South Sudan

Lesson learned 7: It is important to take into account the RC cycle and to trigger and build on the political momentum at the start of an RC cycle. It is difficult to keep momentum when RCs leave during the initiation or implementation period of a project.

Based on experience from Cameroon, Jamaica, South Sudan

Lesson learned 8: It is important to address sustainability aspects from the outset and to ensure that the sustainability of the project's results is addressed at both global and national level through detailed Sustainability Strategies and Exit Plans.

Based on experience from Cameroon, Jamaica, South Sudan

Lesson learned 9: It is crucial that the project has standardised systems, procedures and processes in place to guide and inform its operationalisation and implementation. This includes detailed selection criteria for the selection of countries that are stringently applied, together with a detailed procedure outlining the steps from start to finish and the roles and responsibilities of those involved.

Based on experience from Cameroon, Jamaica, South Sudan and the five new SALIENT countries

Lesson learned 10: There is a need to learn more from others (for example SEESAC, Business + Human Rights) and to share knowledge more and conduct more research to inform decision-making and programming.

Based on experience from Cameroon, Jamaica, South Sudan and the five new SALIENT countries

Additional country level lessons learned can be found at Annex VII and lessons learned related to GEWE, LNOB and human rights can be found in the Gender Review at Annex I.

Annex I Gender Review



Saving Lives Entity – SALIENT – Project Pilot Phase Evaluation Gender Review

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ABBREVIATIONS

AVR	Armed Violence Reduction
CIFTA	Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials
CSO	Civil Society Organisations
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GEWE	Gender Equality, Women’s Empowerment
GRES	Gender Results Effectiveness Scale
KII	Key Informant Interview
LNOB	Leave No One Behind
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
PIOJ	Planning Institute of Jamaica
PPE	Pilot Phase Evaluation
SALIENT	Saving Lives Entity Project
SALW	Small Arms Light Weapons
SDG	Sustainable Development Goal
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNODA	United Nations Office for Disarmament Affairs
UNODC	United Nations Office on Drugs and Crime
UNLIREC	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
USAID	United States Agency for International Development

1. Introduction

1.1 Background

In addition to the OECD/DAC evaluation criteria, the evaluation team were asked to analyse three cross-cutting themes – gender equality and women’s empowerment (GEWE), disability inclusion, and leave no one behind (LNOB) and the realisation of human rights. To respond to this and as per the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the evaluation team conducted a gender review as part of the evaluation as well as for each of the Country Case Studies. To address this, gender equality and the human rights-based approach aspects were integrated into both the evaluation scope and methodology and incorporated into the evaluation matrix and evaluation questions. This allowed the evaluation team to assess how the project contributes towards gender equality and diversity and inclusion, for example through affecting gender and power relations and structural causes of inequalities. In addition to being participatory and inclusive, the evaluation team’s approach was based on the principles of gender equality. All data gathered has been disaggregated to the largest extent possible (gender, age, disability status, ethnicity etc.) and efforts were made for positive sampling in terms of ensuring a minimum of 40% women representation during the key informant interviews and focus group discussions. To the extent possible, the evaluation team assessed gender equality and the human rights-based approach using an intersectionality lens, looking at gender, age, disability status, ethnicity and other intersectional elements that may be relevant. However, in the absence of the project disaggregating its data beyond sex disaggregation for some of its indicators, this proved challenging.

1.2 Global Gender and SALW/AVR Context

Armed violence against women is a significant and pervasive issue, though it is challenging to quantify precisely due to underreporting and variations in data collection methods across different regions. The proliferation, use and impact of small arms reflects gender dimensions. A growing body of research has significantly contributed to the increased visibility of linkages between gender and small arms, clearly demonstrating that the use, misuse and effects of small arms are heavily gendered and have differentiated impacts on women and men.⁵⁰

- **Ownership and access:** Young men make up an overwhelming majority of firearms owners.⁵¹
- **Misuse and effects:** Men constitute a vast majority of both perpetrators and victims in firearm-related incidents. Globally, men and boys accounted for 84 per cent of the people who die violently.⁵²
- **Domestic and intimate-partner violence:** While men are more often at risk of firearm misuse, women are more at risk in a domestic context. Murder by an intimate partner is a

⁵⁰ See, for instance, *Gender and SALW in South East Europe, 2016*, UNDP SEESAC; *Gender Perspectives on Small Arms and Light Weapons: Regional and International Concerns*, Farr, Vanessa A. and Kiflemariam Gebre-Wold (eds.). 2002, Bonn International Centre for Conversion; *Gender, attitudes and the regulation of small arms: Implications for action*; Cukier, Wendy and James Cairns. 2009. In Farr, Vanessa, Henri Myrntinen and Albrecht Schnabe (eds.). 2009. *Sexed Pistols: The Gendered Impacts of Small Arms and Light Weapons*. Tokyo: United Nations University Press.

⁵¹ *A Gendered Analysis of Violent Deaths*, Small Arms Survey Research Notes, Number 63, November 2016, Small Arms Survey.

⁵² *A Gendered Analysis of Violent Deaths*, Small Arms Survey Research Notes, Number 63, November 2016, Small Arms Survey.

common form of femicide (and the most common in a number of countries)⁵³, while the high number of women murdered with firearms reflects the high lethality of firearms in the context of domestic violence.. Unless specific measures are being taken to address domestic and intimate-partner violence, intimate-partner homicide is unlikely to be reduced.⁵⁴

- **Attitude, cultural norms and masculinity:** The possession and use of small arms are often linked with expressions of masculinity in society, i.e. roles, practices and expectations attributed to men that encourage demonstrations of dominance and risk-taking behaviour. Women are more likely to see the presence of a firearm as a threat to their own and their families' security.⁵⁵ Women and women's organizations have traditionally played a vital role in advocating for stricter small-arms regulations.

It is clear that normative and institutional frameworks do not sufficiently address gender dimensions.

- **Legislation insufficiently recognizes the links between homicide and gender-based violence:** Legislation on gender-based and domestic violence and legislation, which regulates and controls small arms, is often insufficiently aligned. In many countries, for instance, the licensing process for legally owning a firearm does not include background checks on domestic violence, femicides or other acts of violence.
- **Women are still under-represented in policy making on small-arms control:** Women account for a small number of members of national small-arms commissions.⁵⁶ This underrepresentation of women hinders the articulation of diverse perspectives and affects policy outcomes.
- **Absence of gender- and age-disaggregated data:** there is insufficient disaggregated data in relation to armed violence, but also insufficient data showing gender differences about the ownership, use and misuse of firearms, differentiated effects of firearms on women and men, as well as mechanisms in which gender roles shape dominant practices. Men, women, girls and boys face different risks in relation to armed violence. For example, non-conflict countries with high rates of lethal violence generally have proportions of female violence below the global average, whereas the reverse is true of countries with low violent death rates.⁵⁷ For that reason, disaggregated national/local data are critical to better understand and design gender-responsive policies and programmes.⁵⁸ There is also insufficient data on gender-based violence affecting women, particularly femicides.⁵⁹ As a result, those dimensions of armed violence are not being effectively addressed.

Although armed violence has highly gendered dimensions, policies regulating small-arms control, armed violence prevention programmes are insufficiently designed and implemented to address those dimensions. When attempts are made to address the gender aspects of small arms and armed violence, they tend to be fragmented and focus on domestic violence issues. There is thus a need to integrate gender into all cycles of armed violence prevention and small arms control to

⁵³ See, for instance, *The Misuse of Firearms in Domestic Violence in South East Europe, 2019*, UNDP SEESAC

⁵⁴ *A Gendered Analysis of Violent Deaths, Small Arms Survey Research Notes, Number 63, November 2016, Small Arms Survey.*

⁵⁵ *Modular Small Arms Control Implementation Compendium, MOSAIC, 06.10.*

⁵⁶ For example, in South East Europe, women account for 14 to 29 % of the members of small-arms commissions, while the share of men is between 71 and 86 % - UNDP SEESAC.

⁵⁷ *A Gender Analysis of Violent Deaths, Small Arms Survey Research Notes, Number 63, Small Arms Survey, November 2016.*

⁵⁸ See, for instance, *Gender and Small Arms: Fast Facts series, 2019* developed by UNDP SEESAC for each jurisdiction in South East Europe.

⁵⁹ Terms such as “femicide” or “feminicide” have been used to define the gender-related killing of women, which itself can take many forms (“honour”-related killings, dowry-related killings, as well as witchcraft or sorcery-related killings, etc).

understand the complexity of the issues at stake and to identify measures that can be transformative, including measures aimed at addressing gender roles and masculine identities that underpin dynamics of violence. The SDGs offer an ideal framework to address gender-dimensions of armed violence. For example, gender-responsive arms regulation has a recognized role to play in eliminating violence against women and girls in both public and private spheres (SDG target 5.2). Likewise, the equal, full and effective participation of women in all decision-making processes related to disarmament is essential for the promotion and attainment of sustainable peace and security (SDG target 5.5).⁶⁰

1.2.1 Gender context in Cameroon

Since 2014 to date, Cameroon has been affected by multifaceted crises caused by the triple conflict of Boko Haram insurgencies in the Far North region of French speaking Cameroon, recurrent separatist incursions in the English speaking North West and South West regions against the regular military as well as a humanitarian crisis with a huge influx of approximately 600,000 refugees from the Central African Republic, into the East and Adamawa regions. The humanitarian situation is further complicated by forced migration of Internally Displaced People (IDPs) from three regions affected by armed conflict with greater majority being women, children and youths. In Cameroon, 3.93 million people (including 2.14 million children, 969,000 women and 587,000 people with disabilities) urgently require humanitarian assistance.⁶¹

Cameroon, women, children, youth and the elderly are severely and disproportionately affected by armed conflict and tens of thousands have fled their homes into neighbouring regions without livelihood support. A large number of women IDPs have resorted to sex work for survival,⁶² while their male counterparts are grappling with daily survival by hustling through petty trade on the streets with further exposure to street violence and possible recuperation by armed bandits. Cameroon and other humanitarian actors working in the English speaking regions affected by separatist incursions, and also in the Far North regions of Cameroon, have identified several cases of sex related war crimes that deserve trauma psychotherapy and livelihood support, however most of the victims of armed violence have not received this types of support. For instance, the city of Maroua in the Far North region is harbouring about a quarter of a million IDPs, mostly young girls and women, and most of them do not possess their civil status papers (birth certificates, national identity cards, electoral cards, etc.) making them susceptible to police harassment and further complicated by sex working. Testimonies from several women IDPs highlight severe trauma symptoms⁶³ caused by war and their inability to care of their children as single and deserted mothers. It is a similar situation with female IDPs living in Buea, Bamenda, Douala and Baffoussam caused the armed conflict in English speaking Cameroon.

Cameroon continues to struggle with sexual and reproductive health issues specifically maternal mortality and unsafe abortion. With regards to maternal mortality, Cameroon's maternal mortality ratio stands at 529 deaths per 100,000 live births and while there has been a decrease in this ratio over the course of the years,⁶⁴ this ratio is relatively high when compared to the recommended ratio of 70 deaths per 100,000 live births needed to achieve the SDGs especially goal number 3

⁶⁰ UNODA, Action Plan on the 2030 Agenda for Sustainable Development.

⁶¹ UNICEF, 13 January 2023, Humanitarian Action for Children 2023 – Cameroon, <https://reliefweb.int/report/cameroon/humanitarian-action-children-2023-cameroon>

⁶² The Guardian Post, Cameroon IDPs as sex workers, published on 15 May 2023 <https://theguardianpostcameroon.com/post/1118/en/cameroon-idp-sex-workers-access-hiv-prevention-kits-tale-of>

⁶³ OCHA, Cameroon Insecurity hampering crises affected populations' access to healthcare Last updated: 21 Mar 2024, <https://reports.unocha.org/en/country/cameroon/card/2vJyu5X4JA/>

⁶⁴ SVRI, Violence against women in Cameroon: The Maputo protocol and Cameroon's human rights obligations, by **Dr Corinne Aurelie Moussi, June 26, 2024**, <https://www.svri.org/violence-against-women-in-cameroon-the-maputo-protocol-and-camerouns-human-rights-obligations/>

(good health and wellbeing). The reality however remains that mortality linked to childbirth or pregnancy is avoidable, yet due to factors such as the low status of women and gender inequality, social determinants of health, the three-delays factors, early child marriages, and unsafe abortions, maternal mortality remains difficult to tackle.

Closely linked to maternal mortality is unsafe abortion and according to the World Health Organisation, countries in the Global South bear the burden of 97% of all unsafe abortions and have high maternal deaths which can be attributed to these. Unsafe abortions continue to account for 25% of maternal deaths in Cameroon and it is one of the leading causes of maternal mortality in Cameroon.⁶⁵ This trend is a consequence of the punitive and restrictive abortion law and inaccessible quality abortion care in the country. The law on abortion in Cameroon is restrictive in that abortion is allowed on strict grounds such as in the case of rape or if the pregnancy endangers the mother's life. These grounds however encompass so many medical and administrative hurdles and fail to consider women's varied circumstances and inequalities. The high levels of maternal mortality and the restrictive legal regime on abortion violate various fundamental rights such as the rights to non-discrimination, equality, inhumane and degrading treatment, and the right to life as well as the right to privacy and family life, and right to health.

Violence and Gender in Cameroon

Intimate Partner Violence (IPV) in Cameroon poses a serious threat to the survival of the female gender in Cameroon. For example, in the first quarter of 2023, 2,386 sex related violence incidents were reported in the North West, South West and Far North regions of Cameroon. 97.1% of the incidents reported were women or girls. 17.9% were children below 18 years old and 82.2% were adults 18 years. In terms of displacement status at the time of incidents, 45.5% were IDPs, 44.2% were of the host community, 5.8% were returnees and 4.7% were refugees. In regards to the type of reported incidents, sexual violence is at 15.5%, which comprises of: rape at 9.1% and sexual assault at 6.5%. Physical assault is at 20.2%, forced marriages at 5.2%, denial of resources and opportunity at 37.6% and psychological and emotional violence at 21.7%. In terms of case context, 69.5% of survivors were violated by intimate partners (IPV),⁶⁶ 4.3% of children were sexually abused 2.9% were sent into early marriages.

Additionally, IPV is of great concern, not just from an economic and health standpoint but also from a human rights perspective. The following rights are infringed in instances of IPV – the right to life, right to dignity, freedom from discrimination and inhumane and degrading treatment, the right to liberty and security of person. In May 2022, France24 reported that femicide was on the upswing in Cameroon, yet impunity and inadequate legal recourse make it hard to address this issue or for victims to get justice. Cameroon Tribune further notes, IPV has become so engrained and become commonplace in the Cameroonian society despite the numerous victims it continues to claim.

Likewise, Conflict Related Sexual Violence (CRSV) caused by war in three regions affected by conflict in Cameroon has not gained sufficient media attention and many cases remain unreported and undocumented by the competent legal and human rights authorities, and the situation is characterized by general impunity. There have been reports of sexual violence committed against women and women have been bearing the brunt of conflict. Within the humanitarian crisis which has ensued, women account for 51% of the internally displaced populace.⁶⁷ Internal displacement

⁶⁵ Ibid

⁶⁶ Reliefweb, GBV AoR Cameroon-GBVIMs Statistics, published on the first semester of 2023
<https://reliefweb.int/report/cameroon/gbv-aor-cameroon-gbvims-statistics#:~:text=Physical%20assault%20is%20at%202020.2,were%20sent%20into%20early%20marria>

⁶⁷ Ibid

opens up the vulnerability and victimization of affected women to economic, physical and sexual violence. The ongoing conflicts and insecurity reveal the continuous manifestations of violence towards women, the violations of their rights and the failure on the part of the Cameroonian state to enforce these rights as enshrined in the Maputo Protocol. The violence and violations women in the conflict torn regions are subjected to obstruct their rights to dignity, to life, integrity and security of the person, right to participation in the political and decision-making process, right to peace, right to food security and protection in armed conflicts.

Thus far, there has been a dramatic increase in sexual violence and assault cases⁶⁸ toward women in the North and the Anglophone North West and South West regions of Cameroon, and it is reported that the main perpetrators of the attacks are “armed separatists, military personnel and civilians.” Children and women have been the main targets of sexual violence during the conflict. As a result, the mental health condition of the abused women and girls may be affected, including depression, anxiety, posttraumatic stress disorder (PTSD), and substance use disorder. These conditions significantly increase the risk of attempted or completed suicide amongst women. Studies have shown that psychological violence is as detrimental to mental health as other forms of violence, thus equally increasing the prediction of PTSD mental health disorders.

Gender Based Violence in Cameroon

Prior to the violent armed conflicts in Cameroon, GBV had been crippling society and undermining the rights of women and girls. Data shows that 56.4% of women in Cameroon have suffered emotional and/or sexual violence, however, this figure is likely to be under-reported. The on-going conflicts, combined with the global COVID-19 pandemic have exacerbated the rates of GBV, which are a manifestation of the pervasive, systematic, and structural discrimination girls and women face.⁶⁹ It is estimated that 43.2% of women in union are confronted with domestic violence, 39.8% and 14.5% respectively face emotional and sexual violence, and nationally 20.1% of women were reported to have been forced to have sex for their first sexual relationship.⁷⁰

Concerning the refusal to report in Cameroon, the stigma associated with gender-based violence and mental health concerns can stop women from sharing their experiences, reporting the incidents, and accessing support⁷¹. Many women say the fear of not being believed by their friends, family, or authorities keeps them from disclosing their experiences, and losing custody of their children is another concern that may keep women from disclosing their experiences. Additionally, women who experience mental health concerns are even less likely to report that they have experienced violence, as their mental health is often used to discredit their experiences or to blame them for what happened .

Furthermore, some women are more vulnerable to violence, such as living in poverty, forced migration status, and discrimination due to age, race, and sexual orientation, the barriers to accessing support are real. Deep-rooted patriarchy and continuous gender inequality have continued to negate women’s values in society⁷². This has inevitably made

⁶⁸ Reliefweb, GBV AoR Cameroon-GBVIMs Statistics, published on the first semester of 2023

[https://reliefweb.int/report/cameroon/gbv-aor-cameroon-gbvims-](https://reliefweb.int/report/cameroon/gbv-aor-cameroon-gbvims-statistics#:~:text=Physical%20assault%20is%20at%202020.2,were%20sent%20into%20early%20marria)

[statistics#:~:text=Physical%20assault%20is%20at%202020.2,were%20sent%20into%20early%20marria](https://reliefweb.int/report/cameroon/gbv-aor-cameroon-gbvims-statistics#:~:text=Physical%20assault%20is%20at%202020.2,were%20sent%20into%20early%20marria)

⁶⁹ Nkafu Policy Institute, Gender-Based Violence: Beyond the Crises in Cameroon and Effects on Mental Well-Being,

By Tazoacha Francis, Claudia Masa and Dr. Odette KIBU|July 12th, 2022, [https://nkafu.org/gender-based-violence-](https://nkafu.org/gender-based-violence-beyond-the-crises-in-cameroon-and-effects-on-mental-well-being/)

[beyond-the-crises-in-cameroon-and-effects-on-mental-well-being/](https://nkafu.org/gender-based-violence-beyond-the-crises-in-cameroon-and-effects-on-mental-well-being/)

⁷⁰ Ibid

⁷¹ Ibid

⁷² Ibid

women and girls more vulnerable to shocks and stresses, including GBV. Thus, effective violence prevention and a joint response that deracinate its causes and supports human and women’s rights entail a larger comprehension of inequalities.

1.2.2 Gender context in Jamaica

Jamaica has one of the highest rates of fatal violence against women in the world (9.33 women killed per 100,000).⁷³ In 2020, 39% of ever-partnered women ages 15-64 in Jamaica had experienced one or more of four types of intimate-partner violence (IPV) in their lifetime (physical, sexual, psychological and/or economic violence).⁷⁴ UNDP’s Gender Inequality Index (2022) ranks Jamaica as 83rd out of 166 countries with a score of 35/100, demonstrating that despite some recent progress, Jamaica has room to advance gender equality.⁷⁵ The World Economic Forum’s Global Gender Gap Index measures gender-based gaps across four dimensions: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment. In 2023, Jamaica ranked 24th out of 146 countries with an index score of 78/100, an increase of 14 rankings from 2022.⁷⁶

Domestic violence, including gender-based violence (GBV) also remains a serious concern with one in every four Jamaican women experiencing physical violence at the hands of their male partners. There is also a trend for femicides to be committed via firearm, as in 2007, 70% of cases involved a firearm. Between 2009 and 2013, homicides in Jamaica declined by 30.2 %, shootings by 25.8 % and robberies by 12.5%. Murder of women, or femicide, declined by 15 %, but as a proportion of all homicides, femicide remained stable at 10 %. One study estimates that, if crime and violence in Jamaica were lowered to international standards, economic growth could increase by 2 to 5 percentage points. The Economic Group Council thus deemed improving public security and reducing crime as the “single-most important growth-inducing reform Jamaica can take.”⁷⁷

A range of structural factors, including societal normalization of GBV, institutional corruption, political and socioeconomic gender inequalities, and limited legal recourse, safety, and protection for survivors— create the conditions within which GBV persists in all contexts in Jamaica. According to the Corruption Perceptions Index, in 2021 Jamaica scored 44/100, indicating significant corruption. In survey data from 2020 on attitudes toward the social acceptance of GBV, 43.8% of Jamaicans consider physical violence between members of a couple is a private matter that should be handled by the couple or close family, rather than by formal authorities.

Despite important progress made in recent years to fill gaps in its statutory framework to address violence against women and children, women in Jamaica report experiencing persistently high levels of GBV and social acceptance of violence against women in the country. Forms of GBV against men, boys, and especially non-binary and transgender people are also under-recognized in law and practice. The involvement of gangs and gang members as perpetrators of GBV is a key influence on GBV prevalence, causes, and consequences such as impunity.

USAID/Jamaica’s 2020 - 2025 Country Development Cooperation Strategy notes that gang violence is a persistent threat to women and girls, and may take many forms, including sexual

⁷³ Gender, Institutions and Development Database (GID-DB) 2019 : Americas.

<https://stats.oecd.org/index.aspx?queryid=94771#>

⁷⁴ Robin Haarr (Ed.). (2020). Intimate Partner Violence in Five CARICOM Countries. UN Women.

<https://caribbean.unwomen.org/en/materials/publications/2021/7/research-brief---intimate-partner-violence-in-five-caricom-countries>

⁷⁵ <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII>

⁷⁶ <https://www.weforum.org/publications/global-gender-gap-report-2023/in-full/benchmarking-gender-gaps-2023/>

⁷⁷ <https://www.undp.org/jamaica/publications/roadmap-sdg-implementation-jamaica>

coercion and reprisal crimes.⁷⁸ Gang violence as participants noted has affected men and women differently. JCF data show murder victims between 2012-2018 were 87% men, 9% women and 4% children. But rape and sexual violence are typically committed primarily against women and girls. Jamaica has one of the highest rates of homicides, and fatal violence against women. Gang-related GBV persistently and increasingly threatens the lives of women and vulnerable groups with widespread impunity. Gang activity and corruption combine with discriminatory gender norms and structural gender inequalities to create systemic obstacles for GBV survivors to access prevention, protection, and justice, and hold perpetrators accountable. Intersections between gangs, institutional corruption, and politicians are central in sustaining gang-related GBV impunity in Jamaica. GBV prevention and protection programmes are scarcely available or accessible, and usually under-resourced. There is little justice for GBV survivors, owing to a culture of silence related to GBV cases, inadequate or non-response by law enforcement, and an absence of a survivor-centred judicial system that does not revictimize survivors.

Violence and Gender in Jamaica

As the previous sub-section revealed, lethal violence in Jamaica is heavily gendered, with young males being the overwhelming perpetrators and victims.⁷⁹ This incidence is connected to notions of masculinity that enforce social norms among some men related to their role as providers and protectors within their families. Civil Society Organizations (CSOs) have mentioned that while this makes men in severe need of outreach, these social factors also make men the most difficult group to reach within social programmes. Due to societal gender and class norms, men often require specific interventions that address their needs, for example, CSOs noted that men were more likely to attend training programmes in high-paying fields. The over-representation of men and boys as victims and perpetrators of violence can be linked to notions of hegemonic masculinity; high drop-out rate and dis-engagement of boys from the formal education system; and socio-economic precarity. The social problems of firearms proliferation, gang violence and gender-based/domestic violence are thematically linked to overall social precarity as well as harmful gender norms that normalize violence.⁸⁰

However, another important gender variable of violence in Jamaica is gender inequality, which disproportionately affects females. The Jamaican society has been built on gender norms inferring female subordination to male authoritarianism, societally and within the context of intimate relationships. Jamaican males, thus, very often exert power and authority over females through physical and sexual coercion, while Jamaican females often suffer in silence out of fear of shame, stigma, or further violence.⁸¹ Equally, their internalized sense of disempowerment and lack of means for achieving economic parity with their male counterparts make many females more likely to subject themselves to domestic and gender-based violence, only seeking formal help or intervention when the violence becomes severe or unbearable.⁸²

Many Jamaican communities and households continue to grapple with gender-based and domestic violence. The Jamaica Women's Health Survey 2016, the first comprehensive national survey on gender-based violence, revealed a GBV prevalence of 27.8% and found that more than 1 in 4 women aged between 15 and 64 years experienced intimate partner physical and sexual violence in their lifetime. Similarly, a 2008 study on the prevalence of interpersonal violence in three Caribbean countries —Barbados, Jamaica, and Trinidad and Tobago—found that 45.3% and

⁷⁸ https://www.usaid.gov/sites/default/files/2022-05/Jamaica_CDSCS_2020_2025_external.pdf

⁷⁹ Between 2012 and 2018 of Jamaica's 8,801 murder victims, 87 percent were adult male.

⁸⁰ SALIENT Jamaica Project Document, 2021

⁸¹ Williams, C. W. (2018). Women's Health Survey 2016: Jamaica: Final Report. IADB.

⁸² Ibid.

72.6% of Jamaican women experienced physical violence and sexual coercion, respectively, in the context of an intimate relationship, with sexual violence victimization the highest in Jamaica.⁸³

Additionally, lower educational attainment levels among young Jamaican males have significantly increased their vulnerability to violence as both perpetrators and victims. A UNESCO report published in 2020 entitled “Inclusion and Education: All means all: Gender and Education” warned of dire societal consequences if “the *phenomenon of boys’ underperformance in and disengagement from the education system in Latin America and the Caribbean is not addressed.*”⁸⁴ In Jamaica, studies have confirmed a strong perception among many young Jamaican males that formal education does very little to unlock gainful employment. Thus, one of the main implications of male educational underachievement in Jamaica has been the growing inclination of young males to seek opportunities for mobility, recognition and gratification outside of the formal system. This has often entailed enrolment in gangs and participation in organized criminal activities that intersect with violence. Furthermore, abusive upbringing and cultural norms of masculinity from the compelling popular culture also help to disincentivize formal education.⁸⁵ Equally, violation of heterosexual masculine norms often culminates in the use of violence by Jamaican young males.⁸⁶

1.2.3 Gender context in South Sudan

The Human Development Report 2023/2024 ranked South Sudan at 192 preceded by Central African Republic, Niger and Chad at 191, 190 and 189 respectively.⁸⁷ The rate of child marriage in the country is estimated at 52 per cent, with a direct negative impact on the health, resilience and productive capacity of survivors, leading to increased poverty and creating a self-reinforcing cycle of underdevelopment, violence and vulnerability. Child marriage is deeply rooted in gender inequality and harmful social norms.

There is limited availability and access to GBV prevention and response services, and a weak capacity and investment for addressing gender equality and social inclusion, including conflict-related sexual violence.⁸⁸ In 2018, 26.7% of women aged 15-49 years in South Sudan reported that they had been subject to physical and/or sexual violence by a current or former intimate partner in the previous 12 months. Moreover, women of reproductive age (15-49 years) often face barriers with respect to their sexual and reproductive health and rights.⁸⁹ In contemporary South Sudan, gender-based violence has been further intertwined with the availability and easy access of small arms since the end of the civil war, which is often used to threaten and subject women to submission. For instance, today women in South Sudan experience varying forms of abuses such as intimidation, sexual harassment, rape, and so on, at school, work-place, or other public spaces. The Transitional Constitution of South Sudan calls for equal treatment of women and men at the workplace. Unfortunately, women who venture into politics and other public professions sometimes encounter marginalization, intimidation, and sexual harassment from some of their male counterparts. Incidences of rape and other forms of sexual abuse are common in South Sudan. Women are often raped and sexually assaulted, if they venture into public spaces and institutions which are predominantly male – such as the military, the police and other organized forces, or in public spaces such as market places or traveling from one neighbourhood, or village to another.⁹⁰

⁸³ E Le Franc, M Samms-Vaughan, I Hambleton, K Fox, D Brown, ‘Interpersonal violence in three Caribbean countries: Barbados, Jamaica, and Trinidad and Tobago’ *Pan Am J Public Health* 2008: 24(6) 409-21. (n.d.).

⁸⁴ Clarke, C. (2020). *Gender and education in Jamaica: boys and inclusion in education in the Caribbean*. UNESCO

⁸⁵ Patterson, OM. (2021). *The Reform of Education in Jamaica*.

⁸⁶ James, C.E; Davis, E. (2013). *Jamaican Males’ Readings of Masculinities and the Relationship to Violence*.

⁸⁷ UNDP 2024. *Human Development Report 2023/2024*

⁸⁸ UNFPA South Sudan, *Gender and Social Inclusion*, <https://southsudan.unfpa.org › topics › gender-and-social...>

⁸⁹ County Fact Sheet, UN Women Data Hub <https://data.unwomen.org › country › south-sudan>.

⁹⁰ Jane Kani Edward (2014). *A Strategy for Achieving Gender Equality in South Sudan*, the SUDD Institute, 2014, SPECIAL REPORT, January 28, 2014)

Discriminatory social norms and power inequalities between men and women, and compounded by a highly patriarchal legal system and the use of customary laws that often condone GBV or are lenient towards perpetrators is a key driver of GBV in South Sudan. Equally important, poverty, and harmful cultural and gender norm contribute to GBV. Poverty, combined with limited education and economic opportunities, is also a clear driver of GBV. Likewise, societal and community practices, such as polygamy, encourage violence and abuse against women. The prevalence of early marriages is in itself a driver of further GBV, such as early and frequent frequency and rape.⁹¹

Conflict-related Sexual and Gender based Violence in South Sudan

Gender-based violence (GBV) is one of the most critical threats to the protection and wellbeing of women and children in South Sudan. Studies indicate that 65 percent of women and girls have experienced physical and/or sexual violence in their lifetime, and 51 percent have suffered intimate partner violence.⁹² Similarly, some 33 per cent of women have experienced sexual violence from a non-partner, primarily during attacks or raids. The majority of girls and women experience sexual violence for the first time under the age of 18.⁹³

There is a link between conflict and sexual violence- for Conflict-Related Sexual Violence (CRSV) rarely occurs in isolation and is often perpetrated alongside other acts of violence such as killings, child recruitment into armed groups, looting, or destruction of property.⁹⁴ The perpetrators of CRSV are often affiliated with a State or non-State armed group and also civilians including men and women also commit CRSV.⁹⁵

United Nations Mission in South Sudan (UNMISS) documented 224 cases of conflict-related sexual violence affecting 133 women, 66 girls and 9 men and 6 boys. Prior incidents, which had taken place between 2014 and 2018 affecting 55 women and 26 girls were also verified during the period under review (January-December 2019). The report indicated that the majority of incidents of sexual violence were recorded in Central Equatoria, where fighting between Government forces and armed opposition groups that remain non-signatories to the peace agreement intensified. Rape, sexual slavery and sexual torture were used for the purposes of intimidation and punishment, based on perceived political affiliation.⁹⁶ The impact of CRSV on the survivors include long-term health conditions resulting from CRSV, such as HIV and hepatitis; women survivors who have had children born of rape struggle psychologically with keeping them and the children themselves experience damaging long term stigmatisation, stigma and victim-blaming and; many survivors are prevented from earning an income due to physical or psychological trauma, CRSV related health conditions or because they fear the continued risk of CRSV.⁹⁷ Survivors of CRSV in South Sudan have received very limited judicial remedies and no reparation to date. Survivors interviewed by Rights for Peace and partners indicate extreme unmet needs, including urgent

⁹¹ South Sudan Women Empowerment Network (SSWEN), (2021) Initial Assessment and Mapping: Reducing Inequality and Gender-Based Violence in South Sudan Case Studies for Wau, Juba, and Renk

⁹² UNICEF (2020). CHILD PROTECTION IN EMERGENCIES: UNICEF's Response to Gender-Based Violence in South Sudan. A FINAL REPORT PREPARED FOR DINING FOR WOMEN, December 2020

⁹³ UNICEF (2019). GBV Briefing Note, Gender Based Violence, South Sudan Country Office, December 2019.

⁹⁴ United Nations (2020). Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence

⁹⁵ Hana Salama (2023). Addressing Weapons in Conflict Related Sexual Violence: The Arms control and Disarmament Toolbox, UNIDIR, Geneva.

⁹⁶ UN Security Council resolution (2019). CONFLICT-RELATED SEXUAL VIOLENCE s/2020/487 03 June 2020 report of the united nations secretary-general

⁹⁷ South Sudan Women Empowerment Network (SSWEN), (2021) Initial Assessment and Mapping: Reducing Inequality and Gender-Based Violence in South Sudan Case Studies for Wau, Juba, and Renk

medical, psychological, social and economic needs directly resulting from the specific sexual violence experienced.⁹⁸

2. Methodology

The evaluation team adopted a two-pronged approach towards conducting the gender review and utilising gender equality and the HRBA as a means of analysing the cross-cutting themes.

The first ensured that the evaluation was gender-responsive and efforts were made to promote:

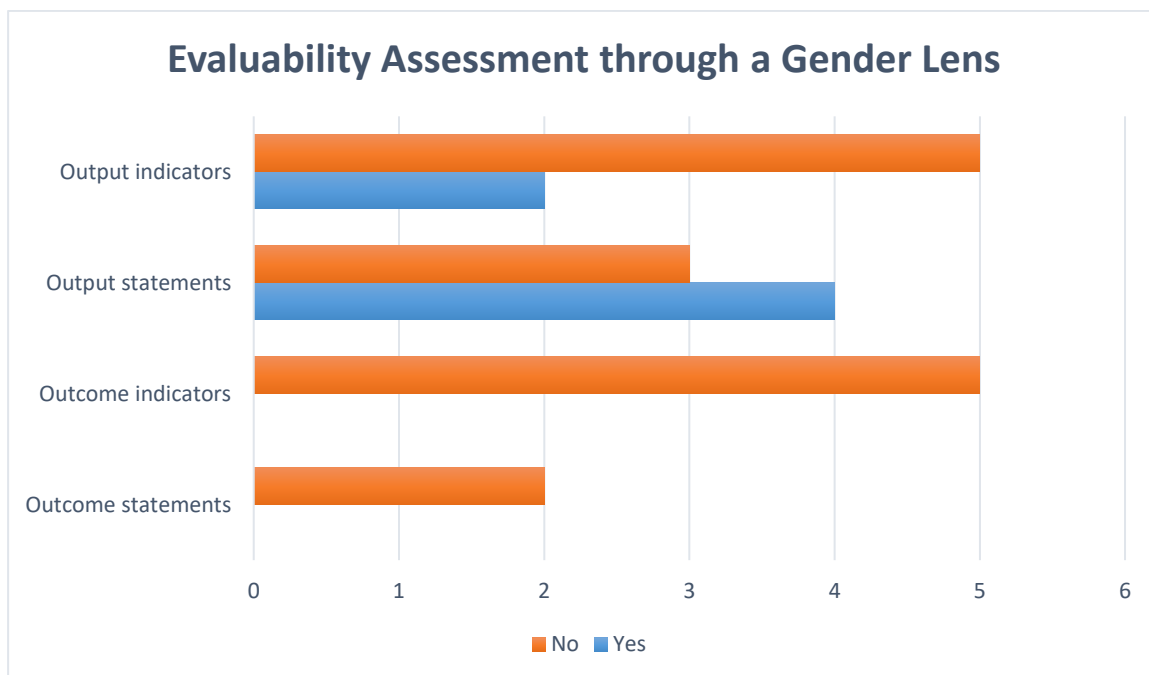
- **Gender Equality and Human Rights (GE/HR)** throughout the evaluation scope of analysis and the evaluation criteria. This ensured that questions were designed to be gender responsive and that GE/HR – i.e. intersectionality related data was collected at all stages of the evaluation where it exists;
- **A gender responsive methodology** ensured appropriate methods and tools that reflect gender and inclusion sensitivity. This promoted the employment of a mixed methods approach and the collection of disaggregated data. It also guaranteed that a wide range of data sources and processes were employed, as well as a wide range of stakeholders interviewed, in order to promote diversity, inclusion and representation of all relevant groups in the evaluation.
- **Evaluation findings, conclusions and recommendations reflect a gender and HR analysis:** The evaluation analysed the effects of the project on human rights and gender equality and ensured that findings included triangulated data, and where possible, disaggregated data.

The second was to ascertain the extent to which the project and its results are gender responsive. This entailed a detailed examination of the following:

- The overall design of the SALIENT project and the extent to which it ensured that needs of women, in all their diversity, were considered. This will include intersectional factors such as ethnicity, disability status, sexual orientation etc.
- The implementation of the SALIENT project and the extent that it ensured gender sensitivity and HRBA in its activities and the promotion of gender equality and HR both from a project management perspective as well as from a performance perspective.

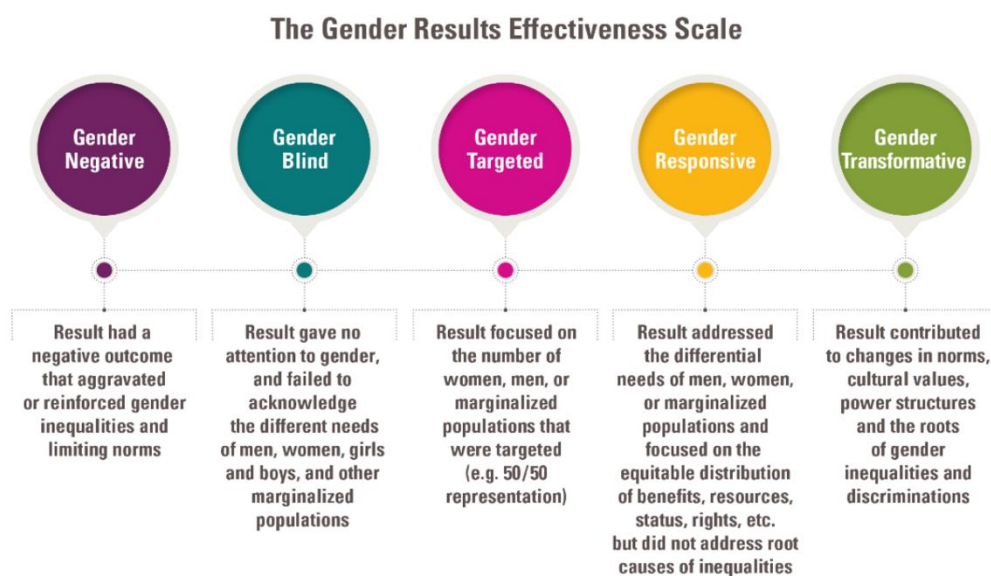
As part of the Gender Review process, the evaluation team assessed the project's results framework through a gender lens to identify which of the project's outcome and output statements and outcome and output indicators were gender responsive as per the yes/no results of the assessment seen in the graph below. This shows that neither of the outcome statements or their indicators are gender responsive, while four of the project's output statements reference gender, but only two of its output indicators do. This is illustrated in the graph below showing the evaluability assessment of the project's RF through a gender lens.

⁹⁸ Rights for Peace, Centre for Inclusive Governance, Peace & Justice, and Dialogue and Research Initiative (2021). Submission to the United Nations Universal Periodic Review of South Sudan for consideration at the 40th Session of the Working Group in January - February 2022, 15 July 2021



Graph 1: Evaluability Assessment of SALIENT’s Results Framework through a Gender Lens

In conducting the gender review, the evaluation team applied the UNDP Independent Evaluation Office’s Gender Results Effectiveness Scale (GRES). The aim of the GRES is to deepen the gender lens by providing operational definitions and marking distinctions between different types of results. The GRES enabled the evaluation team to speak in more granularity about results; for example, is the result primarily focused on counting the number of men or women (gender targeted), or is it truly moving to shifting power and gendered social norms in communities or institutions (gender transformative)? The GRES that was used by the evaluation team in conducting the gender review is provided below.



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment, IE0, UNDP, 2015

3. Findings

Relevance/Coherence

Finding 1: The incorporation of gender into the SALIENT project was highly relevant given both the global and the national gender context in the pilot countries. It contributes towards the achievement of global and national gender related development priorities, the 2030 Agenda and the SDGs, in particular SDG 5, as well as the UN and the implementing agencies' strategies on accelerating gender equality throughout the world. In some pilot countries the project was aligned with the Women, Peace and Security and Youth Peace and Security Agendas, however this could have been leveraged further.

The gendered dimensions of SALIENT were aligned with and contribute towards global gender related development priorities. This includes the 2030 Agenda and the SDGs, in particular SDG 5 – to achieve gender equality and to empower all women and girls and its target 5.2 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation, as well as the UNSCR 1325 and the Women, Peace and Security Agenda. SALIENT is also aligned with and contributes towards global development priorities reflected in the Beijing Platform of Action,⁹⁹ which flags violence against women and girls as one of the key issues negatively impacting on gender equality and women's empowerment. In addition, the project tessellates with UNODA's Gender Policy 2021 – 2025¹⁰⁰ and UNDP's Gender Equality Strategy 2022 – 2025.¹⁰¹

SALIENT was also highly relevant at the national level in the three pilot countries in terms of being aligned with and contributing to national level gender priorities. For example, the gender dimensions of the SALIENT project in Cameroon were highly complementary towards accelerating Cameroon's national development priorities articulated in the SND30 and the National Gender Strategy(NGS). According to principle two of Cameroon's National Development Plan-SND30, every government programme must ensure it is delivering as one without a duplication of efforts. Additionally, the eighth implementation principle of SND30 stipulates that project designing in Cameroon should factor all its international commitments into the project development phase. Against this backdrop, SALIENT was implemented in alignment with SDG 5 regarding gender equality and participation in development processes. The SND30 equally empathizes the need to empower vulnerable entities like youth and women in order to significantly reduce poverty in the long run.

SALIENT Cameroon had a gender strategy which was fully internalized into the entire cycle of the pilot phase with meaningful inputs proposed by technical partners (Ministry of Women and Family Affairs - MINPROFF, UN Women, UNDP, Ministry of External Relations - MINREX, Disaster Risk Reduction Strategy (DDR), National Commission on Human Rights & Freedom - NCHRF, etc.). The specialized gender agencies in both the government and UN agencies highly collaborated in developing specific gender alignment activities towards the relevant stakeholders. For instance, MINPROFF and UN Women ensured gender was mainstreamed through a gender transformative approach in all earmarked SALIENT activities. SALIENT gender strategy has been aligned with the work of the DDR and the General Delegation of National Security (DGSN) as well as UNSCR 1325 (WPS) and UNSCR 2250 (YPS) as required by the SND30. UN Women in partnership with MINPROFF and Ministry of Justice (MINJEC) ensured that SALIENT was meaningfully mainstreamed into the National Gender Strategy (NGS) as well as the National Youth Development Plan (NYDP). There are ongoing efforts by the UN Women to ensure that SALIENT is fully integrated into its triennial program strategy for Cameroon.

⁹⁹ https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/PFA_E_Final_WEB.pdf

¹⁰⁰ <https://www.unwomen.org/sites/default/files/2022-09/UNODA-gender-policy-2021-2025-en.pdf>

¹⁰¹ https://www.undp.org/sites/g/files/zskgke326/files/2022-09/UNDP_Gender_Equality_Strategy_2022-2025_EN.pdf

The incorporation of gender into the SALIENT Jamaica project was similarly highly relevant given the national context, as detailed in Chapter 1 above. The project contributes to and is aligned with Jamaica's development priorities. These include Jamaica's overarching long-term strategic development plan "Vision 2030," which details Jamaica's aspirations to make Jamaica "the place of choice to live, work, raise families, and do business" by the year 2030. This vision ultimately cannot be attained without the effective and sustainable promotion of peace and security nationally. Indeed, National Development Goal 2 under "Vision 2030" envisions a Jamaican society that is "secure, cohesive, and just." This ideal has been further articulated in Vision 2030's "Medium-Term-Socio-Economic-Policy-Framework-MTF-2021-2024," which identifies "*reducing criminal violence*" and "*reducing entry into crime and violence (first offence) and recidivism*" as key objectives of its "Plan Secure Jamaica" programme.

Gender equality and women's empowerment are important components of Vision 2030 Jamaica. The plan recognizes the importance of addressing gender disparities and promoting the full participation of women in all sectors of society. In Vision 2030 Jamaica, gender equality is seen as essential for sustainable development and economic growth. These Vision aims to ensure that women and men have equal opportunities and access to resources, and that gender-based discrimination is eliminated. Overall, Vision 2030 reflects the country's commitment to advancing gender equality and women's rights as part of its broader development agenda. Jamaica also has a National Policy for Gender Equality which serves as a framework for addressing gender disparities in various sectors such as education, health, employment, and political representation.

This localized vision of long-term peace, justice, and security for all Jamaicans is aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs). In particular, the gender perspective of the project contributes towards SDG 5 - *to achieve gender equality and empower all women and girls*; and overall to SDG 16 *to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels* and SDG 4 *quality education for all*.¹⁰² Ultimately, the attainment of gender equality and long-lasting peace and security for all Jamaicans will rest considerably on the strengthening of the capacity of relevant stakeholders and institutions in Jamaica to identify and sustain effective violence prevention and reduction strategies, especially among at-risk or vulnerable inner-city communities. The SALIENT project has made significant contributions towards this, as discussed under Finding 2.

The SALIENT project is relevant for the United Nations and its implementing agencies in Jamaica, as reflected in the Common Country Assessment 2022 and the Multi-Country Sustainable Development Cooperation Framework 2022 – 2026, both of which reflect the need for small arms and light weapons (SALW) control and armed violence reduction (AVR) measures, including in schools as well as the need for gender equality and women's empowerment.

The SALIENT project in South Sudan is also in line with the United Nations South Sudan Sustainable Development Cooperation Framework (UNSDCF) 1 January 2023-31 December 2025 Republic of South Sudan especially with the Women & Youth Empowerment for Sustainable Development (in support of SDGs 5, 10 & 16) strategic priorities.¹⁵ The Salient project in South Sudan is also in line with the. South Sudan National Action Plan 2015-2020 on UNSCR 1325 on Women, Peace and Security and Related Resolutions objective of that is, "Provide protection for women and girls, including those with disabilities, against any form of sexual and gender-based violence and restore the respect for human rights, human dignity and equality in South Sudan."

¹⁰² The contribution of the SALIENT Jamaica to other SDGs is discussed in the main evaluation report.

Finding 2: Overall, gender was integrated throughout the SALIENT project in a meaningful and coherent way that ensured it was relevant given the development context at the global level and in the pilot countries. Gender was mainstreamed throughout the global and national level projects in outcomes, outputs and activities by all implementing agencies, ensuring a coherent approach. The majority of stakeholders at the global level and all stakeholders at the national level confirmed the need and relevance of addressing the issues of small arms/light weapons control and armed violence reduction from a gender perspective. This was also reiterated by the project's donors, who see the strong focus on gender as being an added value of the project. While efforts were made to address gender with other intersections as part of leaving no one behind, broader efforts could have been made in this regard.

The global SALIENT project recognised the need to integrate gender into all cycles of armed violence prevention and small arms control to understand the complexity of the issues at stake and to identify measures that can be transformative, including measures aimed at addressing gender roles and masculine identities that underpin dynamics of violence. Gender was meaningfully reflected through the project's results framework and the project was designated GEN 2, meaning that at least 30% of the project's resources needed to be allocated towards gender equality and women's empowerment activities.

This approach was well reflected in the national level projects. In particular, Cameroon adopted a highly gendered approach to its SALIENT project, allocating 70% of its funding to GEWE. During the entire implementation of the SALIENT project pilot phase in Cameroon, it encouraged the full participation of all stakeholders in terms of gathering meaningful inputs through a gender lens and leaving no one behind principle. This included organising public debates on the gendered dimension of armed violence and awareness of its impact on the vulnerable; informing arms control and arms reduction programmes by a gender analysis and the provision of capacity building for national institutions on regulation and control of small arms and ammunition that was based on the gender analysis. The project also supported institutional capacities to respond to armed violence through a gender lens. Most importantly, the project engaged with over 300 civil society organisations, including a majority of women and youth organizations. This broad outreach brought diversity and depth to the perception and knowledge survey developed for the baseline. It helped to establish the ecosystem beyond line ministries. The adoption of a gender strategy for DDR constituted a major policy gain. The participatory process leading to its adoption enabled women leaders to discuss DDR approaches, their roles and the needs of women associated with armed groups. In itself, these interactions were a breakthrough – the National DDR Committee had been wary of civil society – and the strategy brought new perspectives for DDR.

SALIENT Jamaica's approach to integrating gender was meaningful and coherent given the development context in Jamaica. The approach provided linkages between gender and other intersections, such as geography, social class and age. For example, UNESCO's targeted interventions specifically focused on boys within the school system, providing discourse on masculinities and aiding in the development of non-violent conflict resolution skills. Further, inspired by global initiatives and socio-emotional and behavioural research, UNESCO's actions as lead agency on SDG 4 – quality education – aimed to develop skills for prevention of aggression and foster behaviour transformation for peaceful relationships, by fostering concepts of positive masculinities and addressing negative gender norms. As socialization of negative masculine ideals such as toughness, stoicism or lack of emotional sensitivity which can lead to aggression and violence start developing at a young age, prevention. the interventions within the schools and pilot communities addressed social norms and values that can lead to violence against women and girls and the engagement of boys in crime. The Violence Audit conducted by UNDP, also provided an avenue through which the project advanced an informed gender transformative agenda. The data

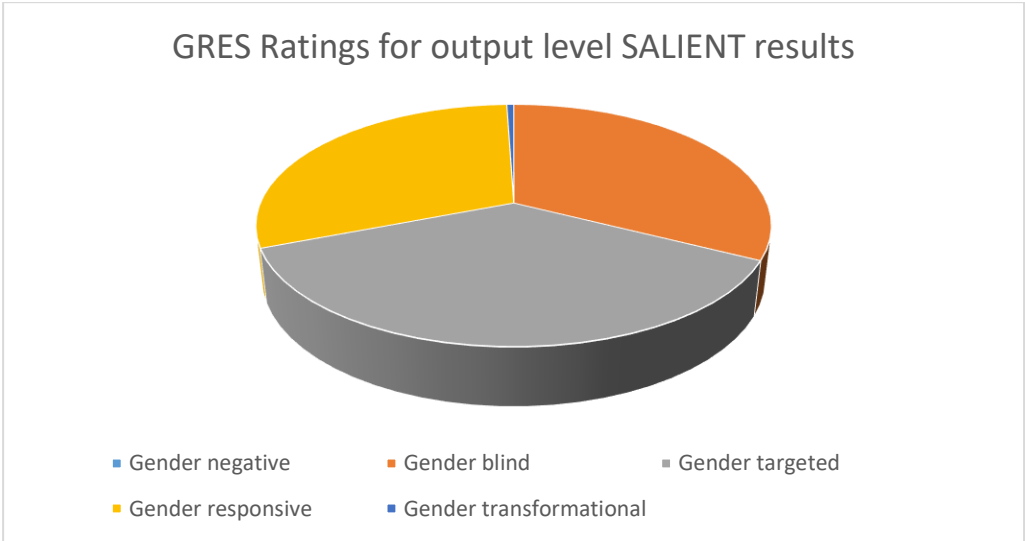
gathered illustrated the state of violence, including gender-based violence in two understudied targeted communities. Thus, providing insights into how violence within these communities is similar to or differs from other communities, as well as further information on victimology for more gender-sensitive interventions in the future.

All stakeholders confirmed the need and relevance of addressing the issues of SALW/AVR from a gender perspective. While the project aimed to address gender with other intersections such as geography, age, social class by conducting its demand driven activities in poor communities and with youth, there is no evidence of how the project reached other vulnerable groups, such as people with disabilities, LGBTQI+ communities, rural communities, people living with HIV/AIDS etc.

In South Sudan, SALIENT also ensured a coherence approach towards addressing gender, by building on the Guiding Principles outlined in the Voluntary Civilian Disarmament Strategy (VCDS), specifically, that the strategy shall be implemented with respect for human rights and rule of law, and gender and diversity. Equally important, the Guiding Principles of the VCDS further specify that the active participation of all demographic and socio-economic groups is essential. In addition to interventions with women in communities, an important gender transformative focus of the project relates to South Sudanese female police officers who were provided specialized training to enhance their role and expertise to support voluntary civilian disarmament efforts. UNPOL's interventions supporting the further professionalization of female police officers on SALW issues were undertaken in collaboration with the UNPOL Gender Advisor, and other female UNPOL officers who can help provide powerful role models for the South Sudanese female police officers.

Effectiveness

Finding 3: The SALIENT project addressed the issue of gender from both a supply and demand side perspective, although it achieved more gender responsive and potentially gender transformational results on the demand side. Overall, the project has mixed results when assessed against the GRES, with 31% of its results being gender blind; 35% gender targeted; 29% gender responsive and 0.5% gender transformational as per the graph below. However, a number of the result areas, all on the demand side, do have the potential to be gender transformational if the results are scaled-up, replicated and rolled-out at the country level. In particular, gender transformational results are starting to be seen in Cameroon.



Graph 2: GRES ratings for output level SALIENT results

The SALIENT project addressed the issue of gender from both a supply and demand side perspective. On the supply side, SALIENT aimed to balance gender-quotas for its training activities to address the paucity of women in high-level positions in the security forces. This is often due to women being less likely to enlist in the security forces, which can be connected to a myriad of factors that include complex cultural and gendered norms and the high-risk nature of the job. The project also sought to integrate gender into its supply side programming by focusing its efforts on gathering data; undertaking activities which address hegemonic masculinity and supporting the Government's effort to remove illegal firearms from circulation.

For example, in Jamaica under Outcome 1, the project sought to improve the institutional framework in Jamaica to effectively address the illicit trafficking in firearms and ammunition, in line with relevant international, regional and national instruments. This included undertaking a legislative review of Jamaica's draft Firearms Act, informed by a gender analysis. The review included the provision of recommendations, informed by a gender analysis, to ensure that the Act is in line with relevant regional and international instruments. While there have been no assessments undertaken as yet on the effectiveness of the Act, it is anticipated to limit the number of firearms in use in Jamaica by requiring all holders of firearms to have an appropriate licence, issued by the firearms licencing Authority of Jamaica. The project also conducted a needs assessment for firearms control and the capacities of institutions dealing with firearms in Jamaica and provided a number of recommendations, including on gender, to the Government of Jamaica, as well as provided support to the Government of Jamaica in its efforts to develop a National Small Arms Control Strategy geared at preventing, combating and eradicating the illicit proliferation, circulation and trafficking of small arms and light weapons and ammunition in an integrated and holistic manner. The Strategy includes a section on gender considerations. The project also provided support to advance the ratification of the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA), including the review of legislation, such as the Gun Powder and Explosive Act.

The legislative and policy acts and amendments supported through the project significantly strengthen the regulations around small arms and ammunition in Jamaica. It is anticipated that this will lead to a reduction in the number of small arms/light weapons in circulation and thus a reduction in armed violence. This would benefit women and girls as well as men and boys, however, it is too premature to be able to assess the impact of the strengthened legislative framework and the gendered results in this regard.

Under outcome 2, SALIENT Jamaica sought to enhance capacities to address supply and illicit entry of weapons through improve detection, investigation, and prosecution of firearms trafficking, as well as work more on the demand side by tackling the root causes and effects of armed violence. Under this outcome, the project provided capacity development support for law enforcement and criminal justice institutions, with targeted quotas to ensure representation of women in the capacity building activities.

Under output 2.2, the project developed a methodology for and conducted a Violence Audit in two communities in Jamaica – Norwood and Denham Town. The audit examined the nature of violent acts including gender based violence, gathered sex disaggregated data and information on the causes of violent acts by age and provided recommendations on ways to mitigate or prevent violent acts including gender-based violence and what measures needed to be introduced and how to monitor them.

The other key activities under output 2 saw UNLIREC and UNESCO providing trainings and support for the development and adaptation of policies on addressing the use and possession of firearms in school settings and to foster the consolidation of an inter-institutional working group at the national level. This included the development of the Guidelines for Preventing Violence in Schools, which were tested in the same two communities where the Violence Audits were conducted. This activity focused on strengthening capacities of both teachers and students in conflict management and selected students with the highest degree of behavioural difficulties. Topics covered included tackling issues of gang recruitment, firearms access and masculinity that concern men and boys and addressing harmful norms of masculinity. Three of the result areas have the potential to be gender transformative if they are adopted, scaled up and rolled out at the country level. This includes standardising the methodology for and conducting Violence Audits. The methodology includes a strong data perspective and gathers significant data on the gendered and other intersectional aspects of violence in Jamaica. If scaled up at the country level this has wide-ranging potential to be used for decision-making purposes and to address the gendered root causes and consequences of armed violence in the country. Similarly, the Guidelines for the Prevention of Violence in Schools and the toolkit and capacity development of teachers and students, if adopted, replicated and rolled-out also has the potential to lead to social change, through addressing norms and cultural values built around gender stereo-types, to combat gender inequality and discrimination.

In South Sudan, the SALIENT project directly built the capacity of women across the country on SALW issues. Female police officers were selected and trained according to the findings of the Perception Baseline Survey. The SALIENT project working through the SSNPS Security Sector Women's Networks ensured the training reaches female officers to empower and mentor them so that they may become more active participants in the voluntary disarmament process, including through their engagement and contact with communities. A total of 918 police officers, including 457 (49.8%) female police officers were trained on voluntary civilian disarmament, weapons and ammunition management and gender sensitive democratic policing.

Trained female police officers were encouraged to go and talk to the traditional leaders and chiefs to dispel cultural stereotypes and attitudes impacting on women empowerment. The findings of the evaluation indicated that during the SALIENT project implementation period in Western Bahr el Ghazal State the women's police network organized a clean-up exercise in the state capital Wau, as a way of advocacy to encourage women and girls to join the security forces. Specific gender responsive results in South Sudan included the following: radio talk shows on SALWs awareness (impact and the gender dimension of armed violence) were conducted ; communities reached on the impact and the gender dimension of armed violence; discussions held with police leadership to support the capacity of female officers to engage on SALW and weapons and ammunition (WAM) and; 100 (50F) Border Police Officers trained on the Firearms Act, Firearms Regulations, stockpile management, gender aspects and cross- border cooperation; 457 Female police officers mentored to undertake their duties and tasks and; 918 (457F) police officers trained on gender sensitive democratic policing and assigned to be liaisons to VCDCs.

In Cameroon, SALIENT has made significant inroads towards fostering the gender transformative approach from both the supply and demand side perspectives, which more transformative results being seen on the supply side. Since the outset of the SALIENT project in Cameroon, UN Women and MINPROFF in collaboration with other stakeholders have created strong internalisation and institutionalisation mechanisms for the accelerated and replicable assimilation of the gender strategy anchored on a ToT approach. Thus far, 300 Gender Desk Officers were trained through ToT workshops to provide holistic GBV services to victims of armed violence in Cameroon. Additionally, 220 women and youth led CSOs and 150 community radio journalists have been

empowered with replicable gender mainstreaming instruments anchored on the MOSAIC¹⁰³ modules and also conflict, peacebuilding and gender transformative courses, which have created immense impact through ripple effects with their respective constituencies.

Furthermore, from a participatory observation in community police stations nowadays in Cameroon, the gradual transformation of women taking the lead regarding front desk services can be observed, where women are actively involved in receiving complaints, providing GBV counselling services, assisting people with disabilities due to the adoption of a code of conduct regulating the activities of GDOs. The GDO activities have equally contributed in transforming the gender working norms in community police offices with women and men police officers collaborating to deliver GBV services in Cameroon. In a likeminded manner, the DDR has integrated a gender transformative approach into their workstreams and they are effectively collaborating with women and youth driven CSOs in implementing their work as attested by the CSOs during the Focus Group Discussions with limiting funding resources being the only issue that affects their outreach.

Meanwhile women driven CSOs have made significant inroads in terms of participating and implementing actions regarding UNSCR 1325 (WPS) in Cameroon especially in leading peacebuilding processes in the conflict affected regions and also in the fight against femicide in Cameroon. SALIENT Cameroon has contributed towards these gender transformative changes upon ensuring from the project outset that MINPROFF and UN Women are in synergy in terms of developing the content of the training modules towards training these stakeholders during ToT workshops.

Efficiency

Finding 3: The project successfully allocated and implemented a minimum of 30% of its funding to meaningful activities to further gender equality and women's empowerment. This increased to 70% in Cameroon. However the narrative and financial reporting templates of the project do not allow the project to fully capture or showcase its gendered interventions and results. The designation of the project as GEN 2, is a selling point for the project that attracts donors.

The SALIENT project addressed gender very comprehensively throughout its project document. The project allocated 30% of its resources to gender equality and women empowerment activities, and this was well detailed in the project's budget, which included a section on gender mainstreaming for all budgeted activities. However, while there were opportunities for the project to report on GEWE results and successes in the narrative reporting, this were not always leveraged, and the financial reporting template did not allow the project to fully capture or showcase its gendered interventions and results.

Despite that, there is some data from Cameroon and South Sudan, which evidence the project's financial commitment towards gender. In Cameroon 70% of the budget was allocated towards GEWE activities. The findings were that the South Sudan SALIENT Budget, Annex 2 – Table of Interventions had a budget of US\$ 460,000 whereby, the gender components were estimated at US\$ 215,000 representing 46.7% of the total budget. Under Outcome 1: the budget for outputs 1.1, 1.2, 1.3 and 1.4 was US\$ 360,000 of which the gender component was estimated at US\$ 175,000. Likewise, Under Outcome 2: the budget for output 2.1 and 2.2 was US\$ 100,000 of

¹⁰³ Modular Small-Arms-Control Implementation Compendium (MOSAIC) is a UNODA capacity building workbook that constitutes the detail training curriculum with adequate content including modules on the gender transformative approach.

which the gender component was estimated at US\$ 40,000. The SALIENT project in South Sudan therefore allocated 46.7% on its budget on the gender component.

The designation of the project as GEN 2, meaning an GEWE budget allocation of a minimum of 30% is not only a selling point for the project, but has also attracted donors, such as Japan and Finland.

Sustainability and Impact Orientation and Catalytic Effect

Finding 4: While there are some early indications of the potential sustainability, impact and catalytic effect of the SALIENT project in terms of gender equality and women's empowerment, it is too premature, after only two years of implementation, to see and assess this with any degree of certainty. Results achieved need to be adopted, implemented, replicated and further scaled-up to be able to fully assess their potential sustainability, impact and catalytic effect.

At the national level, there are some indications and prospects of the potential sustainability, impact and catalytic effect of the project. For example, in Cameroon, SALIENT has created enabling institutionalized mechanisms to sustain its gender results through developing and institutionalising a gender strategy into the respective work streams within the DDR, law enforcement (DGSN), MINPROFF and the inter-ministerial coordination unit at MINREX. Thus, the supply side gender equality dimensions of the project are fully integrated but long-term ownership will require both domestic and international funding resources to consolidate the existing enabling conditions towards greater impact in the long-run.

In Jamaica, as discussed under Finding 2 above, the project has achieved some initial results with regards to addressing the issue of small arms and light weapons control and armed violence reduction from a gender perspective. However, it is too premature to currently assess the sustainability, impact and catalytic effect of these interventions. While activities of the supply side, strengthening the legislative and institutional framework to reduce the number of weapons in circulation show a strong likelihood of being sustainable and impactful, there is currently no empirical data to support this. This is largely because insufficient time has passed since the adoption of the Firearms Act, the National Strategy has yet to be adopted and Jamaica's ratification of CIFTA is still pending.

Capacity building efforts with law enforcement authorities and representatives from the judicial system, as well as accompanying Guidelines, protocols and tools need to be fully adopted, implemented and rolled-out at the country level to be able to assess their sustainability and impact potential.

Similarly, on the demand side, there is a need to harmonise the methodology for conducting the Violence Audits and for this to be further replicated and scaled-up and for the Guidelines on the Prevention of Violence in Schools to be piloted and tested, adopted and rolled-out in order to assess their sustainability and impact potential. While there are strong indications in these regards – the level of national ownership is assessed as high, there is a strong commitment among national partners who own these products to use and scale them up further, there is anecdotal evidence that the project is contributing towards changes in mindsets and behaviours, for example, changing perceptions on youth towards a more positive narrative and viewing them as positive agents of change; a greater understanding among teachers as to the root causes of violence in schools; a greater understanding among prosecutors and investigators with regards to interdiction etc. there is, as yet, no empirical evidence as yet to support this. So while sustainability and impact prospects

look good, potentially leading to catalytic and transformation change in Jamaica, it is too premature to accurately assess this.

In Cameroon, SALIENT has created enabling institutionalised mechanisms to sustain gender equality by developing and internalizing a gender strategy into their respective work streams within the DDR, law enforcement (DGSN), MINPROFF, UN Women and inter-ministerial coordination unit at MINREX. SALIENT created the necessary enabling conditions for gender equality to be sustained and catalysed towards greater impact if the ongoing ownership processes are integrated into reliable mid and long term financing sources. The supply side gender equality dimensions of the project are fully appropriated but long-term sustainability will require both domestic and international funding resources to consolidate the existing enabling conditions towards greater impact in the long-run.

The SALIENT project in South Sudan has achieved some initial results with regards to addressing the issue of small arms and light weapons control and armed violence reduction from a gender perspective. Through the training and mentoring program for female officers, the project promoted the integration of gender perspectives in the South Sudan Security Sector Reform (SSR) policies and strategies. The trained female police officers along with their male colleagues were involved in radio talk shows, featured in newspapers, and part of community outreach at the state level. These initiatives show strong sustainability prospects going forward.

4. Recommendations

Recommendation 1: Going forward, the SALIENT project should use the GRES to move its activities and therefore its results from gender blind/gender targeted towards gender responsive and ultimately gender transformational. This means that the results should contribute to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination.

Recommendation 2: While the SALIENT project successfully incorporated gender considerations into the design and implementation of the project, there was less focus on the other intersections of leave no one behind. It is recommended that future projects in this area integrate further LNOB into both their design and implementation.

Recommendation 3: Global SALIENT narrative and financial reporting templates should be reviewed and amended to allow pilot countries to report on and showcase their gender results and gender related financial delivery.

Recommendation 4: The SALIENT project should support capacity building for the state women police officers members to enable them undertake mentorship and empowering female officers and women in the community to advance a gender responsive and inclusive security sector, modelled on the SALIENT programming conducted in South Sudan.

Recommendation 5: SALIENT should link its activities more to the WPS and YPS agendas, to align itself further at the strategic level, as in Cameroon. This would also potentially attract additional donor interest and contribute towards resource mobilisation efforts.

5. Lessons Learned

Lesson Learned 1: Earmarking a specific allocation of funds for gender-related activities can assist in the achievement of meaningful gender equality and women's empowerment results, however

activities need to be tailored to the country context. Stakeholders agreed that earmarking a specific allocation of the budget was necessary to ensure that the gendered dimensions of small arms/light weapons control and armed violence reduction are addressed.

Lesson Learned 2: Incorporating the issue of gender into both supply and demand side programming allowed the SALIENT Jamaica project to address gender related issues from both a top down and bottom up approach. This integrated approach provided the project with the space necessary to find solutions for security related issues with multi-sector, non-security related stakeholders as well as with traditional security related stakeholders.

Lesson Learned 3: Gender mainstreaming and inclusivity efforts need to be deliberate and targeted to ensure that all genders are well represented to not only build their capacity but also increase the opportunities for women and girls to access justice and security services.

Lesson Learned 4: Ensuring broad partnerships beyond security institutions is critical for further gender results. Bringing together line ministries in charge of youth and women affairs, the National Statistical Institute, and entities in charge of other AVR processes such as DDR can help further the gender agenda. The inclusion of civil society can also strengthen diversity and open up the conversation.

Lesson Learned 5: While there is a growing belief that small arms and light weapons control and AVR when done adequately also benefits women, it is still necessary to earmark funds specifically to GEWE activities. Without this, the gendered dimensions of SAWL/AVR would not be sufficiently addressed.

ANNEX II – Key Evaluation Criteria and Questions as per the Terms of Reference

Relevance/Coherence

- To what extent is the initiative relevant to the achievement of the SDGs in the country and in line with the UN/UNDP strategies and national development priorities?
- What gaps are the project filling and are there specific arms control processes, institutions or protocols that are supported or strengthened by this project vis-à-vis other initiatives in small arms control?
- To what extent did the project incorporate gender equality, the empowerment of women and issues related to masculinities, and adopt human rights-based and conflict-sensitive approaches?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?
- To what extent does the project have a sound theory of change and design?
- To what extent does the SALIENT project seek and benefit from synergy and partnerships with the implementation partners (their country, regional or global portfolios) and other development actors?
- To what extent has SALIENT contributed to streamlining small arms and light weapons (SALW) and armed violence reduction (AVR) topics in Common Country Assessments (CCAs) and incorporated or contributed to international/national strategic frameworks for arms control, for e.g. UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons (PoA) national reports, SALW national action plans, Women, Peace, and Security National Action Plans, etc.?

Effectiveness

- To what extent were the project outputs and objectives achieved?

- What have been the key results and changes attained?
- To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in the project countries (e.g., UNSDCF outcomes, Common Country Assessments, the SDGs, and national development priorities)?
- To what extent has the project contributed to gender equality and women's empowerment and LNOB and the realization of human rights?
- What factors have contributed to or hindered project achievements?
- If the project outcomes and objectives are not fully achieved, did the IP consult with SALIENT in a timely manner to modify the modality of the project implementation or the use of project budget?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? To what extent has project effectively adapted to the changing circumstances?

Efficiency

- To what extent has the project made economical use of financial and human resources, and what effect have these factors had on results?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent were the project management structure and partnership modalities conducive to the project delivery and achievement of results?
- To what extent have different stakeholders and beneficiary groups been involved in project implementation to achieve outcome-level results?
- To what extent do the M&E systems utilized ensure effective and efficient project management, and allow for learning and adjustment?

Sustainability

- Does the project have an explicit and adequate exit strategy or sustainability plan?
- To what extent has the project established sustainable mechanisms for continuous delivery of benefits to men, women and groups in vulnerable and marginalized situations, beyond the duration of the project?
- To what extent have partners committed to providing continuing support (financial, political, social, etc.) and delivery of benefits, to ensure the sustainability of project outcomes?
- To what extent do national partners have the institutional capacities to sustain the outcome-level results?
- What design, implementation, and contextual factors have influenced the sustainability of results?

Impact orientation and catalytic effect

- What design, implementation, and contextual factors have influenced the scale-up achievement?
- Has the project, or its implementing partners, received additional non-SALIENT funding that has been leveraged by the project since it started?
- To what extent and how has the project contributed to mobilizing new or increased funding for SALW programme/s in the project countries? What (if any) critical new process or condition for small arms control and small arms violence prevention/reduction has the project enabled that is expected to trigger transformative change?
- To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?

Crosscutting issues For all the evaluation criteria above, the evaluation will integrate the assessment and analysis of the project's approach and contribution to gender equality and women's empowerment, disability inclusion, LNOB, and the realization of human rights.

Additional Areas under Scrutiny In addition, the evaluation team will scrutinise the following three areas, identified during the inception period consultations with UNDP and UNODA.

4. **Policy** - the launching of the SALIENT project marked a paradigm shift in positioning SALW and disarmament initiatives and approaching this issue from a development perspective. The evaluation team will assess to what extent this approach and paradigm shift in thinking has been effective and convincing, including with national partners and donors. In particular, the evaluation team will assess the level of commitment amongst national partners for the project and whether SALIENT is fit for purpose to meet national level needs and priorities.
5. **Administration and Management** – Is the placement of the project within the PBF effective and efficient? Has the joint UNODA/UNPD management of the project been effective and efficient? Has the UNDP administration of the project been effective and efficient? Would other mechanisms be more efficient?
6. **Inter-Agency Coordination** - What have been the key challenges and how have these been overcome?

These issues have been incorporated into the evaluation matrix and data collection tools.

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis
<p>Relevance/ Coherence The relevance of the project design, with a specific focus on its theory of change and how the 2 outcomes and 7 outputs realistically and effectively contributed to the overall objective. The coherence of the project – i.e. the compatibility of the</p>	<p>*To what extent is the initiative relevant to the achievement of the SDGs in the country and in line with the UN/UNDP strategies and national development priorities? *What gaps are the project filling and are there specific arms control processes, institutions or protocols that are supported or strengthened by this project vis-à-vis other initiatives in small arms control? *To what extent did the project incorporate gender equality, the empowerment of women and issues related to masculinities, and adopt human rights-based and</p>	<p>* How has the positioning of the project from a development perspective been received by national partners & donors? Has this been successful – why/why not? * Were any stakeholder inputs/concerns addressed at the project formulation stage? *How does the project address the human development needs of intended beneficiaries? *What analysis, in particular of the GESI/HRBA context and its political economy was done in</p>	<p>*Global & National policy documents including on SALW & AVR; national sector strategies and action plans *Previous evaluations, audits, assessments on SALW/AVR, *External reports *UN and UNDP Strategic Documents incl. UNSDCF, CCAs UNODA SP,</p>	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	<p>N/A</p>	<p>*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation *Discussion of data amongst the evaluation team and the SALIENT project team *Verification of data with Stakeholders</p>

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
intervention with other interventions	<p>conflict-sensitive approaches?</p> <p>*To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?</p> <p>*To what extent does the project have a sound theory of change and design?</p> <p>*To what extent does the SALIENT project seek and benefit from synergy and partnerships with the implementation partners (their country, regional or global portfolios) and other development actors?</p>	<p>designing the project?¹⁰⁴</p> <p>*Was the project able to adapt to evolving needs/changing context?</p> <p>*To what extent did it use adaptive management to maintain its relevance?</p> <p>* How HRBA & GE mainstreaming principles were taken into account into project design and concretely and effectively implemented?</p> <p>*What project revisions were made – if any - and why?</p> <p>*Was a stakeholder analysis conducted as part of the project development phase?</p> <p>*What is the level of acceptance for and</p>	<p>UNDP SP, UNDP GPROL Strategy, UNDP CPDs,</p> <p>* Global and country level Project Documents</p> <p>* Project Progress Reports</p> <p>*Project board and project coordination team meeting minutes</p> <p>*Relevant partner reports</p>			<p>*Fact checking by SALIENT, comment and feedback to evaluation team</p>

¹⁰⁴ “Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation”; 1997 ECOSOC Resolution on gender mainstreaming.

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>*To what extent has SALIENT contributed to streamlining small arms and light weapons (SALW) and armed violence reduction (AVR) topics in Common Country Assessments (CCAs) and incorporated or contributed to international/national strategic frameworks for arms control, for e.g. UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons (PoA) national reports, SALW national action plans, Women, Peace, and Security National Action Plans, etc.?</p>	<p>support to the Project by relevant stakeholders? *To what extent were opportunities for synergies and complementarities explored and leveraged? *Was there any overlap and duplication with other initiatives? *To what extent was there coordination and communication with other actors in the field? *What is the extent of UN and other actors' coordination with regards to SALW & AVR?</p>				

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
<p>Effectiveness – The overall effectiveness of the implemented project activities towards the expected results</p>	<p>* To what extent were the project outputs and objectives achieved? *What have been the key results and changes attained? *To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in the project countries (e.g., UNSDCF outcomes, Common Country Assessments, the SDGs, and national development priorities)? *To what extent has the project contributed to gender equality and women’s empowerment and LNOB and the realization of human rights? *What factors have contributed to or hindered project achievements?</p>	<p>*What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how have UNDP, UNODA and the partners managed these factors? *How effective were the strategies used in the implementation of the project, in particular the HRBA and GEWE approaches? *To what extent have stakeholders been involved in project implementation? *In what ways did the Project come up with innovative measures or identify and use measures from other contexts for problem solving?</p>	<p>* Global and country level Project Documents *Previous evaluations, audits, assessments on SALW/AVR *External reports * Project Progress Reports *Project board and project coordination team meeting minutes *Relevant partner reports</p>	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	<p>N/A</p>	<p>*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Indicator assessment *Triangulation *Discussion of data amongst the evaluation team and the SALIENT project team *Verification of data with Stakeholders *Fact checking by SALIENT,</p>

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>*If the project outcomes and objectives are not fully achieved, did the IP consult with SALIENT in a timely manner to modify the modality of the project implementation or the use of project budget?</p> <p>*In which areas does the project have the fewest achievements? What have been the constraining factors and why? To what extent has project effectively adapted to the changing circumstances?</p>	<p>*What good practices or successful experiences or transferable examples have been identified?</p> <p>*In which areas does the project have the fewest achievements? Why is this and what are the constraining factors? How can or could they be overcome?</p>				comment and feedback to evaluation team
OUTCOME 1: Control of small arms is improved	<p>* Have any legislation, policies or regulations been adopted relating to SALW/AVR?</p> <p>* Have any legislation,</p>	<p>*How is the project monitoring its results under this output?</p> <p>*Is any qualitative and quantitative data</p>	<p>* Global and country level Project Documents</p>	<ul style="list-style-type: none"> • Document review and desk research • Independent external 	<p>Outcome Indicator 1a</p> <p>Baseline: To be determined¹⁰⁵</p> <p>Target: Decrease in number of unintended/unauthorized</p>	<p>*Qualitative and quantitative data analysis and disaggregation</p> <p>*Data synthesis</p>

¹⁰⁵ Since SALIENT will fund country-specific activities, baselines to measure achievement of outcomes will vary by target/recipient country. SALIENT implementing partners will identify relevant baselines at the initial stage of project implementation. A country-specific project proposal will provide further details.

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
<p>and access to firearms and ammunition is reduced</p> <p>OUTPUT 1.1</p> <p>Improved public debate and legislation to regulate access to SALW/ammunition, including awareness of impact on the vulnerable, as well as the gender dimension of armed violence</p> <p>OUTPUT</p>	<p>policies or regulations been aligned with international standards on SAWL/AVR?</p> <p>*Have any debates taken place on SALW/AVR?</p> <p>*Have any civilian weapons collection schemes been supported that aim to reduce the number of illicit weapons-ownership?</p> <p>*To what extent has the regulation of government weapons stocks and destruction of surplus been supported?</p> <p>* To what extent have the capacities of countries to implement measures aimed at regulating and controlling small arms and ammunitions increased?</p> <p>*Have any national</p>	<p>gathered? How frequently?</p> <p>*To what extent does the project ensure participation of women, PWDs, and other vulnerable groups in its activities under this output?</p> <p>*What have been the main challenges and how have these been overcome?</p> <p>*Which results can be replicated and upscaled?</p> <p>*What are the main lessons learned?</p> <p>*To what extent has gender analysis been conducted and applied in the implementation of the project?</p>	<p>*Previous evaluations, audits, assessments on SALW/AVR</p> <p>*External reports</p> <p>* Project Progress Reports</p> <p>*Project board and project coordination team meeting minutes</p> <p>*Relevant partner reports</p>	<p>research and reports</p> <ul style="list-style-type: none"> • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	<p>diversion of SALW from State owned stockpiles.</p> <p>Outcome Indicator 1b Baseline: To be determined Target: Increase in number of properly-marked State-owned SALW.¹⁰⁶</p> <p>Outcome Indicator 1c Baseline: To be determined Target: National legislation, policies and regulations are in place.</p> <p>Output Indicator 1.1.1 Baseline: To be determined Target: 1 per recipient country: national debate on small arms and AVR is organized. 1 per recipient country: assessment of national legislation, policies and regulations (including gap</p>	<p>*Descriptive statistical analysis</p> <p>*Political economy analysis</p> <p>*Contribution analysis</p> <p>*Process tracing</p> <p>*Indicator assessment</p> <p>*Triangulation</p> <p>*Discussion of data amongst the evaluation team and the SALIENT project team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by SALIENT, comment and feedback to evaluation team</p>

¹⁰⁶ The target rate may vary depending on a recipient country.

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
<p>1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis OUTPUT</p> <p>1.3 Capacity-development of national institutions on regulation and control of small arms and ammunition that is based on a gender analysis is supported OUTPUT</p> <p>1.4 Capacity-</p>	<p>strategies on SALW/AVR been developed with support of the project? *To what extent has the capacity development support been effective – how is this measured? What are the results of this? *What approaches and strategies have been the most/least effective and why? *How would you assess the level of partnership under this output? Is the project working with the right partners? Are any partners missing?</p>				<p>analysis, recommendations and roadmap). 5 policy dialogues with relevant national authorities (per recipient country).</p> <p>Output Indicator 1.2.1 Baseline: To be determined Target: The number of small arms collected from civilians (actual numbers will vary depending on a recipient country). Collected weapons are destroyed or properly stored (yes/no). Percentage of destroyed small arms to surplus stockpiles (actual numbers will vary depending on a recipient country).</p> <p>Output Indicator 1.3.1 Baseline: To be determined Target: at least 1 national small arms control strategy (e.g. a national action plan to</p>	

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
development of law enforcement and criminal justice institutions and cross-border cooperation is supported					implement the UN Programme of Action on small arms) that includes local authorities produced (per recipient country) Output Indicator 1.4.1 Baseline: To be determined Target: At least 20 law enforcement officials (of which at least 30 percent should be women) are trained in border and customs control (per recipient country). As the result, the number of seized/confiscated small arms increases (actual numbers will vary depending on a recipient country).	
OUTCOME 2: Populations at-risk benefit from armed violence	*To what extent have national capacities in data production, collection and analysis and research for responses at national and local level been	*How is the project monitoring its results under this output? *Is any qualitative or quantitative data gathered? How frequently?	* Global and country level Project Documents * Project Progress Reports	<ul style="list-style-type: none"> • Document review and desk research • Independent external 	Outcome Indicator 2a Baseline: To be determined Target: Increase in available national statistics related to armed violence (actual numbers will vary depending on a	*Qualitative and quantitative data analysis and disaggregation *Data synthesis

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
<p>prevention/reduction programmes</p> <p>OUTPUT</p> <p>2.1 Institutional capacities to respond to armed violence through a gender lens are developed</p> <p>OUTPUT</p> <p>2.2 Social actors and communities are supported to improve resilience to armed violence</p> <p>OUTPUT</p> <p>2.3 Transformati</p>	<p>supported?</p> <p>*How has the project supported the promotion of democratic policing?</p> <p>*How has the project promoted the development of local AVR strategies, plans and measures?</p> <p>*To what extent has the project supported indirect Armed Violence Prevention approaches such as environmental and urban design; educational programmes; public health approaches; etc.</p> <p>*To what extent has the project promoted shared-understanding on the importance of gender for small arms control among policy makers?</p> <p>*How has the project supported the collection of data on the impact on</p>	<p>*To what extent does the project ensure participation of women, PWDs, and other vulnerable groups in its activities under this output?</p> <p>*What have been the main challenges and how have these been overcome?</p> <p>*Which results can be replicated and upscaled?</p> <p>*What are the main lessons learned?</p> <p>*In what ways did the Project come up with innovative measures or identify and use measures from other contexts for problem solving?</p> <p>*To what extent did the resilience/prevention approach deliver results?</p> <p>*To what extent has the development approach</p>	<p>*Project board and project coordination team meeting minutes</p> <p>*Relevant partner reports</p>	<p>research and reports</p> <ul style="list-style-type: none"> • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	<p>recipient country).</p> <p>Outcome Indicator 2 b Baseline: To be determined Target: The number of available data sets/points on armed violence increases by 20-50% (actual percentage will vary depending on a recipient country). Such data is fully utilized to measure achievement of SDGs at the national level.</p> <p>Output Indicator 2.1.1 Baseline: To be determined Target: Local AVR strategies are established and implemented (1 per recipient country). The number of armed violence related data managed by national authorities increases (actual numbers will vary depending on a recipient country.)</p>	<p>*Descriptive statistical analysis</p> <p>*Political economy analysis</p> <p>*Contribution analysis</p> <p>*Process tracing</p> <p>*Indicator assessment</p> <p>*Triangulation</p> <p>*Discussion of data amongst the evaluation team and the SALIENT project team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by SALIENT, comment and feedback to evaluation team</p>

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
<p>ve gender agendas tackling root causes and effects of armed violence are rolled out</p>	<p>women and men, boys and girls, of illicit small arms? How is this data used? *Has a gender analysis been conducted in each of the pilot countries? *To what extent has the project addressed identified patterns through legislative/policy intervention, institutional support, communication campaigns?</p>	<p>to SALW/AVR produced results?</p>			<p>Output Indicator 2.2.1 Baseline: To be determined Target: at least 1 country supporting indirect AVR approaches At least 3 civil society organizations are identified at the national level (per recipient country). Relevant civil society organizations are recognized as key actors and partners in AVR approaches at the national level.</p> <p>Output Indicator 2.3.1 Baseline: To be determined Target: all recipient countries implement at least 2 activities of their Transformative Gender Agenda An increased number of armed violence-related data are further disaggregated from gender perspectives; are</p>	

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
					properly managed by national authorities; and indicate improvement in the course of implementation of the project (actual numbers will vary depending on a recipient country).	
Efficiency in delivering outputs The time and cost efficiency of the implemented project activities towards the expected results	* To what extent has the project made economical use of financial and human resources, and what effect have these factors had on results? *To what extent have project funds and activities been delivered in a timely manner? *To what extent were the project management structure and partnership modalities conducive to the project delivery and achievement of results? *To what extent have different stakeholders and beneficiary groups	*Have the implementation modalities been appropriate and cost-effective? Has the positioning of the project within the PBF been efficient? *Has UNODA/UNDP’s management of the project been efficient? * Has UNDP’s administration of the project been efficient? *Was the project implemented within deadline and cost estimates? *Did UNDP/ODA solve any implementation	* Global and country level Project Documents * Project Progress Reports *Project board and project coordination team meeting minutes *Relevant partner reports *Project financial data	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Indicator assessment *Triangulation *Discussion of data amongst the evaluation team

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>been involved in project implementation to achieve outcome-level results?</p> <p>*To what extent do the M&E systems utilized ensure effective and efficient project management, and allow for learning and adjustment?</p>	<p>issues promptly?</p> <p>*How often has the Project Board met?</p> <p>*To what extent were UNDP/ODA able to synergize with other UN agencies to ensure efficiency?</p> <p>*Is the project fully staffed and are the staffing/management arrangements efficient?</p> <p>*Are procurements processed in a timely manner?</p> <p>* Are the resources allocated sufficient/too much?</p> <p>*What were the reasons for over or under expenditure within the Project?</p> <p>*To what extent is the existing project management structure appropriate and efficient in generating the expected results?</p>				<p>and the SALIENT project team</p> <p>*Verification of data with Stakeholders</p>

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
		*Was there good coordination and communication between partners in the project?				
Impact orientation & catalytic effect The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects	*What design, implementation, and contextual factors have influenced the scale-up achievement? *Has the project, or its implementing partners, received additional non-SALIENT funding that has been leveraged by the project since it started? *To what extent and how has the project contributed to mobilizing new or increased funding for SALW programme/s in the project countries? *What (if any) critical new process or condition for small arms control and small arms violence	*To what extent has the project, through the achievements been effective in promoting inclusive SALW & ARV? *What is the project impact and benefit on the implementation at the country and global levels? *What would the status of SALW & AVR be without the project intervention and support? *What are the positive or negative, intended or unintended, changes brought about by the project's interventions? *Has the project contributed to SDGs #5	* Global and country level Project Documents * Project Progress Reports *Project board and project coordination team meeting minutes *Relevant partner reports *Media reports	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up where necessary 	N/A	*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Indicator assessment *Triangulation *Discussion of data amongst the evaluation team and the SALIENT project team

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>prevention/reduction has the project enabled that is expected to trigger transformative change? *To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?</p>	<p>and #16? Has it indirectly contributed to other SDGs? To which and how?</p>				<p>*Verification of data with Stakeholders *Fact checking by SALIENT, comment and feedback to evaluation team</p>
Sustainability of the project	<p>*Does the project have an explicit and adequate exit strategy or sustainability plan? *To what extent has the project established sustainable mechanisms for continuous delivery of benefits to men, women and groups in vulnerable and marginalized situations, beyond the duration of the project?</p>	<p>*To what extent are the project activities likely to be institutionalized and implemented by the relevant institutions after the completion of this project? *What are the key factors that will require attention to improve the prospects of sustainability of Project results? *To what extent do stakeholders support the</p>	<p>*UN and UNDP Strategic Documents incl. UNSDCF, UNODA SP, UNDP SP, UNDP GPROL Strategy, UNDP CPDs, * Global and country level</p>	<ul style="list-style-type: none"> • Document review and desk research • Independent external research and reports • Key informant interviews • Focus group discussions • Email, phone and online follow-up 	N/A	<p>*Qualitative and quantitative data analysis and disaggregation *Data synthesis *Descriptive statistical analysis *Political economy analysis *Contribution analysis *Process tracing *Triangulation</p>

ANNEX III - EVALUATION MATRIX

Relevant Evaluation criteria •	Key Questions •	Specific Sub-Questions •	Data Sources •	Data collection Methods/Tools •	Indicators/ Success Standard •	Methods for Data Analysis •
	<p>*To what extent have partners committed to providing continuing support (financial, political, social, etc.) and delivery of benefits, to ensure the sustainability of project outcomes?</p> <p>*To what extent do national partners have the institutional capacities to sustain the outcome-level results?</p> <p>*What design, implementation, and contextual factors have influenced the sustainability of results?</p>	<p>project’s long-term objectives?</p> <p>* To what extent were sustainability considerations taken into account in the design and implementation of interventions?</p> <p>*What is the level of national and sub-national ownership of the project activities?</p> <p>* To what extent has the project created a shift in attitudinal and cultural behaviour towards SALW & ARV?</p> <p>*Does the project provide for the handover of any activities?</p> <p>*What are the perceived capacities of the relevant institutions for taking the initiatives forward?</p>	<p>Project Documents</p> <p>* Project Progress Reports</p> <p>*Project board and project coordination team meeting minutes</p> <p>*Relevant partner reports</p>	<p>where necessary</p>		<p>*Discussion of data amongst the evaluation team and the SALIENT project team</p> <p>*Verification of data with Stakeholders</p> <p>*Fact checking by SALIENT, comment and feedback to evaluation team</p>

Annex IV – Progress towards SALIENT Indicators and GRES rating of output level results achieved

Global SALIENT Outcome Indicator Progress

SAVING LIVES ENTITY – SALIENT – PROJECT INDICATOR FRAMEWORK				
Outcome statement	Indicator, baseline, target	Cameroon	Jamaica	South Sudan
Outcome 1: Control of small arms is improved and access to firearms and ammunition is reduced	Outcome Indicator 1a Baseline: To be determined Target: Decrease in number of unintended/unauthorized diversion of SALW from State-owned stockpiles.	No data available (none from stakeholders interviewed and also none from the internet and desk review)	No available data (according to stakeholders interviewed and internet and desk research conducted)	Baseline: 9,380 SALW according to UNDP 2017. “National Small Arms Assessment in South Sudan”. Survey Final Report for UNDP Small Arms Survey – December 2016 -revised February 2017
	Outcome Indicator 1b Baseline: To be determined Target: Increase in number of properly-marked State-owned SALW	No data available (none from stakeholders interviewed and also none from the internet and desk review)	No available data (according to stakeholders interviewed and internet and desk research conducted)	No available data (according to stakeholders interviewed and internet and desk research conducted)
	Outcome Indicator 1c Baseline: To be determined Target: National legislation, policies and regulations are in place.	-High level instruction was given to jumpstart the creation of the NatCom as attested by letter N0'480 / SG / PR of September 28, 2022 granting instructions to start reflections regarding the creation NatCom on SALW in Cameroon. A gender strategy has been developed and integrated into the DDR and law enforcement agency (GDSN).	<ul style="list-style-type: none"> - Firearms Bill adopted November 2022 - National Small Arms Control Strategy drafted - pending adoption - CIFTA documentation finalized and pending ratification - Recommendations provided on National Control System 	Baseline: - The Small Arms and Light Weapons Control Bill 2012 (hereafter, ‘the Small Arms Bill’. Not yet adopted)- Firearms Act, 2016, Adopted - Firearms Regulations, 2017, Adopted - Transitional Constitution, 2011 (as amended) - Voluntary Civilian Disarmament Strategy

		A code of conduct to regulate the operations of GDOs has been adopted and operationalized.		
Outcome 2: Populations-at risk benefit from armed violence prevention/reduction programmes	Outcome Indicator 2a Baseline: To be determined Target: Increase in available national statistics related to armed violence (actual numbers will vary depending on a recipient country).	No available data except few civil society sources which are not conducted through empirical research but gathered from community and media sources. For instance 7 women die every month from homicide in Cameroon.	No reported increase in available national statistics related to armed violence The most recent crime statistics show that for the first quarter of 2024, while the number of murders decreased from 119 to 103 compared to the first quarter of 2023, the percentage of murders committed by firearms increased from 71% to 94%. ¹⁰⁷ Violence Audit methodology designed and conducted in 2 areas within 2 cities in Jamaica, which provides data on types of violence and experiences of violence	Baseline: 2020 - 5,800 civilians were individually affected by violence. This represents an increase of 120% as compared with 2019, when 2,631 victims were recorded. The vast majority of violence was geographically concentrated in 72 payams (13% of the 540 payams in the country), accounting for more than 79% of the victims (Data source: HRD UNMISS) ANNUAL BRIEF ON VIOLENCE AFFECTING CIVILIANS January–December2020
	Outcome Indicator 2 b Baseline: To be determined Target: The number of available data sets/points on armed violence increases by 20-50% (actual percentage will vary depending on a recipient country). Such data is fully utilized to measure achievement of SDGs at the national level.	Data concerning armed investigated by the police is available but is considered classified information, and other forms of violence in conflict affected regions are not documented, which makes it difficult to source reliable data on violence in Cameroon.	Data related to armed violence is available from the Jamaica Constabulary Force https://jcf.gov.jm/stats-2/ There is no reported increase in the number of data sets available on armed violence	No available data. Endline Data; 10,223 civilians (2021-2023) In 2021, at least 3,414 civilians were subject to killing, injury, abduction, and conflict related sexual violence in South Sudan. This represents a decrease of 42 per cent in the number of victims compared to 2020, when 5,850

¹⁰⁷ <https://jcf.gov.jm/stats/>

affected civilians' victims were recorded

~~In 2022~~, UNMISS documented at least 3,469 civilians affected by violence and subjected to killing, injury, abduction, and conflict-related sexual violence (CRSV) in South Sudan. This represents an increase of two per cent as compared with 2021 when 3,414 victims were recorded.

~~In 2023~~, UNMISS HRD documented 885 incidents of violence affecting 3,340 civilians in South Sudan, subjected to killings (1,524), injuries (1,052), abductions (601), and conflict-related sexual violence (CRSV) (163).

~~These numbers represent a 4% decrease compared to 2022 (from 3,469 to 3,340).~~

~~**Baseline:** 120 per cent (2020) increase in the number of victims, as compared with 2019 subjected to one of the four major forms of individual harm (killing, injury, abduction and conflict related sexual violence~~

~~**Endline Data:** 44 percent (2021-2023) decrease in number of victims~~

~~**2021:** There was a 42 per cent decrease in the number of victims,~~

				<p>as compared to the same period in 2020.</p> <p>2022: There was a two per cent increase in the number of victims, as compared with 2021</p> <p>2023: There was a four percent decrease in the number of victims (from 3,469 to 3,340). as compared with 2022. 42 per cent decrease in the number of victims, as compared to the same period in 2020.</p>
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Global SALIENT Output Indicator Progress and GRES rating

SAVING LIVES ENTITY – SALIENT – PROJECT INDICATOR FRAMEWORK				
Outcome/output statement	Indicator, baseline, target	Cameroon	Jamaica	South Sudan
<p>Output 1.1 Improved public debate and legislation to regulate access to small arms/ammunition, including awareness of impact on the most vulnerable, as well as the gender dimension of armed violence.</p>	<p>Output Indicator 1.1.1 Baseline: To be determined Target: 1 per recipient country: national debate on small arms and AVR is organized. 1 per recipient country: assessment of national legislation, policies and regulations (including gap analysis, recommendations and</p>	<p>Six meetings organized with about 460 participants (240 women and 200 men). GRES Rating: Gender targeted</p> <p>A gender strategy was developed for focal points and for the DDR. GRES Rating: Gender responsive</p> <p>A gender Strategy was developed for law enforcement officers</p>	<p>Jamaica’s legal framework on firearms, including the Draft Firearms Bill informed by a gender analysis GRES Rating: Gender Blind</p>	<p>One baseline perception survey on Catalysing the voluntary disarmament strategy was completed GRES Rating: Gender Blind</p> <p>918 (457F) police officers trained Out of the targeted 300 GRES Rating: Gender targeted</p>

	roadmap). 5 policy dialogues with relevant national authorities (per recipient country).	GRES Rating: Gender responsive		14 Radio Talk shows were conducted reaching 3-10 million listeners GRES Rating: Gender Blind
Output 1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis	Output Indicator 1.2.1 Baseline: To be determined Target: The number of small arms collected from civilians (actual numbers will vary depending on a recipient country). Collected weapons are destroyed or properly stored (yes/no). Percentage of destroyed small arms to surplus stockpiles (actual numbers will vary depending on a recipient country).			2 oversight mechanisms reviewed and strengthened to ensure police personnel's accountability for the misuse of police weapons (1. Establishing the movement of firearms registers and procedures to ensure that all arms owned by the police are known where they are at any given time. 1- Developed the Temporary licenses for civilian voluntary registered arms. Printed 9000 copies) GRES Rating: Gender Blind 3 regulatory documents: i.e. 1. Developed the Temporary Civilian Disarmament Registration Form and licenses. 2. Revised Arms Registration Ledger Forms 3. The Movement of Arms Register GRES Rating: Gender Blind
Output 1.3 Capacity development of national institutions on regulation and control of small arms and ammunition that is based on a gender analysis is supported	Output Indicator 1.3.1 Baseline: To be determined Target: at least 1 national small arms control strategy (e.g. a national action plan to implement the UN Programme of Action on small arms) that includes local authorities produced (per recipient country)	The Prime Minister organized a big arms destruction event in collaboration with SALIENT stakeholders. Tens of thousands were impacted with vast majority being women led CSOs who carried out peacebuilding side events during the occasion. Peacebuilding today is championed by women led	National Smalls Arms Control Strategy informed by a gender analysis to be adopted Q2 2024 & CIFTA documentation in progress GRES Rating: Gender responsive	16 Discussions: Meetings and dialogues in Juba and across the states have been held including during the planning of the different activities to encourage the police leadership to involve female officers in capacity building activities on stockpile management and community engagement GRES Rating: Gender Responsive

		associations with strong mediation capacities. There is strong active network of women mediators in Cameroon. Women and youth driven CSOs were invited. GRES Rating: Gender responsive		
Output 1.4 Capacity development of law enforcement and criminal justice institutions and cross-border cooperation is supported.	Output Indicator 1.4.1 Baseline: To be determined Target: At least 20 law enforcement officials (of which at least 30 percent should be women) are trained in border and customs control (per recipient country). As the result, the number of seized/confiscated small arms increases (actual numbers will vary depending on a recipient country).	Gender Desk Officers are trained on AVR issues. The GDOs are highly active working in all police offices in Cameroon fighting against armed violence and also providing psychosocial counselling to victims of violence. 300 participants trained (160 women and 140 men). Hundreds of GDOs have been trained in law enforcement offices of the DGSN. 70% of the GDOs are women police providing trauma therapy to victims of violence, people living with disability and IDPs who are predominantly women and youths. GRES Rating: Gender responsive	27 officials (14 women & 13 men) successfully completed Interdiction training at entry, exit and/or transit points. GRES Rating: Gender targeted 30 law enforcement officials (7 women and 27 men) overseeing maritime related border controls were trained GRES Rating: Gender targeted Protocols for civil servants to enhance interdiction capacities introduced GRES Rating: Gender Blind Media coverage of start-up of project (social and print); VA – disseminated to relevant stakeholders; Guidelines – Prevention of Arms in Schools – printed and shared (100) with MoEY GRES Rating: Gender Blind 49 law enforcement officials (20 men and 29 women) participated in capacity building training in advanced targeting and criminal analysis GRES Rating: Gender targeted	Number of officers trained in arms control and arms reduction - 918 (457F) GRES Rating: Gender targeted Number of Border Police Officers trained on Firearms Act, Firearms regulations, stockpile management, gender aspects and cross- border cooperation - 100 (50F) GRES Rating: Gender responsive

<p>Output 2.1 Institutional capacities to respond to armed violence through a gender lens are developed</p>	<p>Output Indicator 2.1.1 Baseline: To be determined Target: Local AVR strategies are established and implemented (1 per recipient country). The number of armed violence related data managed by national authorities increases (actual numbers will vary depending on a recipient country.)</p>	<p>A gender strategy of DDR is available GRES Rating: Gender responsive</p>	<p>Achieved – Violence Audit methodology developed and conducted in 2 townships incl. gender dimensions GRES Rating: Gender responsive</p>	
<p>Output 2.2 Social actors and communities are supported to improve resilience to armed violence</p>	<p>Output Indicator 2.2.1 Baseline: To be determined Target: at least 1 country supporting indirect AVR approaches At least 3 civil society organizations are identified at the national level (per recipient country). Relevant civil society organizations are recognized as key actors and partners in AVR approaches at the national level.</p>	<p>At least 100 young people (boys and girls) and women trained to respond to armed violence W: 70, M: 30 About 220 CSOs were trained in the ratio of 120:100 for Females is to males. GRES Rating: Gender targeted</p>		<p>Number of stakeholder meetings held to facilitate community-police discussions and trust building to raise relevant issues – 15 meetings GRES Rating: Gender Blind Number of Police officers including female officers trained on gender sensitive democratic policing and assigned to be liaisons to VCDCs - 918 (457F) GRES Rating: Gender targeted 1,500 (800M/700F) 12 Outreaches were conducted with messages on inclusive PCRCs & VCDCs. GRES Rating: Gender targeted</p>
<p>Output 2.3 Transformative gender agendas tackling root causes and effects of armed violence are rolled out</p>	<p>Output Indicator 2.3.1 Baseline: To be determined Target: all recipient countries implement at least 2 activities of their Transformative Gender Agenda An increased number of armed violence-related data are further disaggregated from gender</p>	<p>About 220 CSOs and 150 community radio journalists have been trained on how to integrate the gender transformative approach to fight against cultural malpractices to foster gender inequalities and also to roll back armed violence against women</p>	<p>79 Educators (55 females & 24 males) successfully participated in a workshops to manage student social and emotional development towards the prevention of armed violence. 45 students (25 males and 20 females) participated in two (2) life skills training workshops</p>	

	<p>perspectives; are properly managed by national authorities; and indicate improvement in the course of implementation of the project (actual numbers will vary depending on a recipient country).</p>	<p>and youths through mediation, and peace-building skills. GRES Rating: Gender responsive</p> <p>Tens of thousands of Cameroonians awareness has been raised by CSOs and community radio journalists in Cameroon. GRES Rating: Gender blind</p> <p>The Boys to Boys approach was also used to engage boys, elder men and traditional leaders to roll back gender inequality cultural values in some communities. GRES Rating: Gender transformational</p>	<p>conducted to enhance knowledge towards the prevention of armed violence GRES Rating: Gender targeted</p> <p>Prevention of Entry of Arms in Schools Guidelines created GRES Rating: Gender Blind</p>	
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ANNEX V – LIST OF STAKEHOLDERS MET

Stakeholder name	Institution	Position/role	Sex
Global			
Katy Thompson	UNDP	Head of RoL, Security, Human Rights	W
Revai Makanje Aalbaek	UNDP	Senior Advisor Justice & Security	W
Alexandra Meierhans	UNDP	Programme Manager	W
Ivor Fung	UNODA	Chief of Conventional Arms Branch	M
Manuel Martinez Miralles	UNODA	Senior Political Officer	M
Takashi Mashiko	UNODA	Programme Officer	M
Giada Greco	UNDP (and UNODA)	SALIENT project coordinator	W
Trushaa Castelino	UNDP	Programme Officer SALIENT and GFP	W
Xiaoling Zhang	UNDP	MEL Specialist, MEL Unit, GP ROLSHR	W
Roanna Lalmansingh	UNDP	MEL Officer, MEL Unit, GP ROLSHR	W
Ciara DiSeta	UNDP	Programme Management Associate	W
Marcus Lenzen	UN PBSO	PBF	M
Sara Lo	UN PBSO	PBF	W
Eva Saenz	UN MPTFO	MPTFO	W
Bojana Balon	UNDP SEESAC	Head of SEESAC	W
Sofiene Bacha	UNDP Crisis Bureau	Community Security Specialist	M
Katja Boettcher	UNLIREC	Political Affairs Officer	W
Radha Day	UNODA	Chief, Regional Disarmament, Information & Outreach	W
Gloria Manzotti	UNDP Regional Hub – Panama	GPROLSHR	W
Mindia Vashakmadze	UNDP Istanbul Regional Hub	GPROLSHR	M
Victoria De Mello	UNDP Regional Hub Africa	GPROLSHR	W
Andrina Schroderus- Nevalainen	MoFA Finland	Donor	W
Yoshinori Ikeda	MoFA Japan	Donor	M
Cameroon			
CoulibalySiaka	RCO	RC	M
Martin Hart Hansen	UNDP	DRR	M
Julie Mballa (Madeleine)	UNDP	Programme Officer (focal point SALIENT)	W
Valerie Mengue Ango	UNWOMEN	Programme Officer	W
Vichy Laure Djeukwi	National Institute of Statistics	Beneficiary of capacity development assistance	W
Simon Pierre Marie ATANGANA	Ministry of Territorial Administration	Member of think-tank	M
Carel Sonia Kapche FOKAM	Ministry of Defence	Beneficiary of capacity development assistance	W

Penda Timba Auguste Sylvain	Ministry of Women's Empowerment	Member of think-tank	M
Jean Claude Obame	National Committee of DDR	Member of think-tank	M
Taka Ebong Hermione	Ministry of Youth	Member of think-tank	W
Mme. Malloum Bra Nee Lamine Iza Adji	MINCOMMERCE	Member of think-tank	W
Lasconi MOUNGUI Medi	Ministry of External Relations (MINREX)	Head of the Inter-ministerial coordination unit and also Member of think-tank	M
Amaa Francisca Tamako	(CAMYOSFOP)	Research and Policy Officer	W
Prof. Willibroad Dze-Ngwa	ANICHRA (CSO)	Executive Director	M
Zebaze Joseph Desire	ONG RECODH	National Coordinator	M
Mbia Jean Francois	Fondation Conseil Jeune (FCJ)	President	M
Ursule Owoundi	MINREX	Technical Secretariat	W
Paul Cyrille Ebongue	MINREX	Member-Technical Secretariat	M
Kwedi Mbeng Eugene	MINREX	Member-Technical Secretariat	M
Nagbe Belombe Patrick	MINJUSTICE		M
Mabel Shu Nyamboli	National Commission of Human Rights and Freedoms (NCHRF), Cameroon.	Head of Division	W
Babillah Bobmia Blandine	MINREX	Member-Technical Secretariat	W
Jamaica			
Dennis Zulu	RCO	RC	M
Yanique Daley	RCO	Asst. RC	W
Maxsalia Salmon	RCO		W
Kishan Khoday	UNDP	RR	M
Kimberley Wilson	UNDP	ARR	W
Stacy-Ann Tomlinson Knox	UNDP		W
Jamaro Marville	UNDP	Programme Officer (focal point SALIENT)	M
Paula Isturiz-Cavero LaToya	UNESCO	Programme Officer	W
Roberto Codesal	UNODC	Programme Office	M
Shashion Thomas Antonette Richards Charmaine Muirhead Deidra Coy Easton Williams	Planning Institute of Jamaica	National coordinating authority for the project	W
			W
			W
			M
Samantha Allen	Law enforcement and control authorities	Beneficiaries of capacity development	W
Renee Steele	Attorney General Chambers	Implementing partners	W

Michael Morgan Shauna Trowers	Ministry of National Security		M W
Dr. Richard Troupe	Ministry of Education, Youth and Innovation		M
Dr. Elizabeth Ward	Violence Prevention Alliance	Civil Society Organisation	W
South Sudan			
Mercyline Sicasa	UNDP	Programme Officer & security Specialist (focal point SALIENT)	W
Michael Nzau	UNDP	M&E Specialist	M
Olivia Davis	UNDP	Reintegration specialist	W
Netto Chigiya	UNPOL	Police reform Advisor	M
Xavier Blais	UNMISS	CVR Expert	M
Ben Miller	UNMAS	Weapons & Ammunition Advisor	M
Christina Rosati	UNMISS	Senior Security Sector Reform Officer	W
Suwaibou Bittaye	UNMISS	Liaison Officer for Rule of Law	M
Caleb Twesigomwe	UNPOL	TL Co-location & Coordination MHQ	M
Peruth Karungi	UNDP	Security Specialist	W
Lt. Gen. Thomas Jal Thomas	SSNPS	Deputy Inspector General of Police	M
Maj. General Gabriel Guet	SSNPS, Border Police and Livestock Directorate	Director for Border Police	M
Brig. Salah Selim	SSNPS, Community Policing Directorate	Director of Community Policing	M
Brig. Samuel Gatkol	SSNPS, Firearms and Criminal Investigation Department	Director of Firearms - CID	M
Major. Martha John	SSNPS, South Sudan National Police Service Women Network	Deputy Chairperson	W
Maj. Kuol Gabriel	SSNPS, Firearms and Criminal Investigation Department	Head trainer for the SALIENT Project in South Sudan	M
1st Lt. Diana Jackson	SSNPS, Community Policing Directorate	Trainer for the SALIENT Project in South Sudan	W
Maj. Gen Ali Kur Ajak	SSPDF, Joint Defence Board (JDB) Secretariat		M
Brig. Gen. WichJang Dupp	SSPDF, Joint Transitional Security Committee (JTSC)		M
Hon. Peter Loro	Juba Legislative Council	Deputy Speaker	M
New Pilot Countries			
Itziar Gonzalez	UNDP Panama	Deputy Resident Representative	W
Patricia Perez	UNDP Panama	Head of Governance	W
Richard Barathe	UNDP Honduras	Resident Representative	M
Edward Ampratwum	UNDP Ghana	Head of Governance	M

ANNEX VI - INFORMED CONSENT PROTOCOL AND DATA COLLECTION TOOLS AND INSTRUMENTS

3.1 Informed Consent Protocol

Date: _____ Time: Start _____ End _____
Name: _____ Position and Organization: _____
Location: _____ Male ___ Female _____

Confidentiality and Informed Consent Statements: Thank you for taking the time to meet with us. We are a team of external evaluators including Joanna Brooks (the team leader) and XXXX and YYYY (National Consultants). We are conducting an independent Pilot Phase evaluation of the **Saving Lives Entity (SALIENT) Project**. We have been hired by UNDP for this assignment but are not employees of UNDP and are independent from both UNDP, UNODA and the project. All information shared will be kept confidential and anonymous. We will aggregate and present our findings from interviews in a way that cannot be tied back to any individual or organization. Therefore, please feel free to speak openly and candidly with us.

Your participation is voluntary. Please feel free to ask to skip any question that you do not feel comfortable answering or ending the interview at any point. In terms of use, we will produce a draft evaluation report following our fieldwork which will be shared with UNDP and UNODA stakeholders for their comments. We will then revise and finalize the draft based on comments received. UNDP will be responsible for the circulation of the report.

Thank you again for your willingness to participate in this interview. Do you have any questions before we get started?

3.2 Key Informant Interview Guides

Please note that the KII Guides provide an indication as to the types of questions which will be asked. They are not exhaustive and are semi-structured, allowing for the evaluation team to delve deeper into issues that the individual stakeholder raises and areas that they are more familiar with. The Guides will be contextualised to the pilot countries as required.

KIIs Guide for UNDP, UNODA and SALIENT Project Staff

Introduction

- Please describe your role in the SALIENT project and for how long you have been involved in the project.

Relevance:

- To what extent is SALIENT relevant to the achievement of the SDGs in the country/ies and in line with the UN/UNDP strategies and national development priorities?
- What gaps are the project filling and are there specific arms control processes, institutions or protocols that are supported or strengthened by this project vis-à-vis other initiatives in small arms control?
- To what extent has the paradigm shift in approaching SALW/AVR from a development perspective furthered the goals of the project? How has the shift been received by national partners and by donors?
- To what extent does the project have a sound theory of change and design?

- To what extent does the SALIENT project seek and benefit from synergy and partnerships with the implementation partners (their country, regional or global portfolios) and other development actors?
- To what extent has SALIENT contributed to streamlining SALW and AVR topics in Common Country Assessments (CCAs) and incorporated or contributed to international/national strategic frameworks for arms control, for e.g. UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons (PoA) national reports, SALW national action plans, Women, Peace, and Security National Action Plans, etc.?
- Was the project relevant to the needs & priorities of the target groups / beneficiaries? Were they consulted during design & implementation of the project? Were any stakeholder inputs/concerns addressed at the project formulation stage?
- Did the project's theory of change clearly articulate assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?
- How does the project address the human development needs of intended beneficiaries?
- Has the project remained relevant throughout its implementation and if so, how? To what extent did the project use adaptive management to maintain its relevance?
- To what extent did the project complement interventions by different entities, especially other UN actors both within and outside of the scope of the project?
- Which other donors and organisations are active in the field of SALW/ARV? To what extent have synergies and complementarities been explored? Is there any overlap and duplication?
- Are there any potential resource mobilisation opportunities from other donors going forward?
- Is the project working with the right partners? Is anyone missing?

Effectiveness:

- To what extent were the project outputs and objectives achieved?
- What have been the key results and changes attained?
- What have been the biggest challenges and how have these been overcome?
- To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in the project countries (e.g., UNSDCF outcomes, Common Country Assessments, the SDGs, and national development priorities)?
- If the project outcomes and objectives are not fully achieved, did the IP consult with SALIENT in a timely manner to modify the modality of the project implementation or the use of project budget?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why?

Efficiency:

- To what extent has the project made economical use of financial and human resources, and what effect have these factors had on results?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent were the project management structure and partnership modalities conducive to the project delivery and achievement of results (PBF/UNDP etc.)?
- To what extent have different stakeholders and beneficiary groups been involved in project implementation to achieve outcome-level results?

- To what extent do the M&E systems utilized ensure effective and efficient project management, and allow for learning and adjustment?
- Is any qualitative data captured by the project? If so, what, how and how frequently?
- What is the added value of the oversight of the RCO? How efficient is this model?
- What is the added value of UNDP administering funds at the country level? How efficient is this model?

Impact orientation and catalytic effect:

- What design, implementation, and contextual factors have influenced the scale-up achievement?
- Has the project, or its implementing partners, received additional non-SALIENT funding that has been leveraged by the project since it started?
- To what extent and how has the project contributed to mobilizing new or increased funding for SALW programme/s in the project countries? What (if any) critical new process or condition for small arms control and small arms violence prevention/reduction has the project enabled that is expected to trigger transformative change?
- To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?
- What are the intended and unintended results of the project? What are the positive and negative results and how do they differ between both Men, Women and vulnerable groups?
- What is the project impact and benefit on the implementation at the country and global levels? What would the status of SALW/AVR be without the project intervention and support?

Sustainability:

- Does the project have an explicit and adequate exit strategy or sustainability plan?
- To what extent has the project established sustainable mechanisms for continuous delivery of benefits to men, women and groups in vulnerable and marginalized situations, beyond the duration of the project?
- To what extent have national partners committed to providing continuing support (financial, political, social, etc.) and delivery of benefits, to ensure the sustainability of project outcomes?
- How would you assess the level of national ownership amongst the national partners? Are they committed to viewing SALW/AVR as a development issue?
- To what extent do national partners have the institutional capacities to sustain the outcome-level results? What are the key factors that will require attention to improve the prospects of the sustainability of the project results?
- What design, implementation, and contextual factors have influenced the sustainability of results?
- What are the main lessons learned? To what extent are lessons learned being documented by the project team on a continual basis & shared with appropriate parties who could learn from the project?
- To what extent are the project activities likely to be institutionalized and implemented by the relevant institutions after the completion of this project?
- To what extent were sustainability considerations taken into account in the design and implementation of intervention?
- What are the priorities for the project going forward – both in the remaining implementation period and in any potential future phase of the project.

Cross cutting themes - To what extent has the project contributed to gender equality and women's empowerment and LNOB and the realization of human rights?

LNOB and realisation of human rights

- How is the project ensuring Leave No One Behind? Are the furthest behind being reached and how? How can the project reconsider its approach to contribute to enhancing diversity & inclusion?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations?
- To what extent is the project contributing to the realisation of human rights?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?

Gender equality and women's empowerment:

- To what extent did the project incorporate gender equality, the empowerment of women and issues related to masculinities, and adopt human rights-based and conflict-sensitive approaches in both its design and its implementation?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects – positive or negative?
- To what extent has the programme generated lessons learned and good practices to inform future interventions?
- Has the project adhered to its commitment for 30% of its budget to be used for direct pursuit of gender equality and women's empowerment? What have the results of this been? Should this % be increased or decreased going forward? Is it still necessary to earmark part of the budget directly for GEWE?
- Is the gender marker 2 still valid for the project?

Disability inclusion:

- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?
- To what extent is the project addressing the needs of persons with disabilities?

KHIs Guide for other UN Agencies (Implementing Partners)

Introduction

- Please describe your role in the SALIENT project and for how long you have been involved in the project.

Relevance:

- To what extent is SALIENT relevant to the achievement of the SDGs in your country and in line with the UN/UNDP strategies and national development priorities?
- What gaps are the project filling and are there specific arms control processes, institutions or protocols that are supported or strengthened by this project vis-à-vis other initiatives in small arms control?
- To what extent has the paradigm shift in approaching SALW/AVR from a development perspective furthered the goals of the project? How has the shift been received by national partners and by donors?
- To what extent does the project have a sound theory of change and design?

- To what extent does the SALIENT project seek and benefit from synergy and partnerships with the implementation partners (their country, regional or global portfolios) and other development actors?
- To what extent has SALIENT contributed to streamlining SALW and AVR topics in Common Country Assessments (CCAs) and incorporated or contributed to international/national strategic frameworks for arms control, for e.g. UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons (PoA) national reports, SALW national action plans, Women, Peace, and Security National Action Plans, etc.?
- Was the project relevant to the needs & priorities of the target groups / beneficiaries? Were they consulted during design & implementation of the project? Were any stakeholder inputs/concerns addressed at the project formulation stage?
- Did the project's theory of change clearly articulate assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?
- How does the project address the human development needs of intended beneficiaries?
- Has the project remained relevant throughout its implementation and if so, how? To what extent did the project use adaptive management to maintain its relevance?
- To what extent did the project complement interventions by different entities, especially other UN actors both within and outside of the scope of the project?
- Which other donors and organisations are active in the field of SALW/ARV? To what extent have synergies and complementarities been explored? Is there any overlap and duplication?
- Are there any potential resource mobilisation opportunities from other donors going forward?
- Is the project working with the right partners? Is anyone missing?

Effectiveness:

- To what extent were the project outputs and objectives achieved?
- What have been the key results and changes attained?
- What have been the biggest challenges and how have these been overcome?
- To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in the project countries (e.g., UNSDCF outcomes, Common Country Assessments, the SDGs, and national development priorities)?
- If the project outcomes and objectives are not fully achieved, did the IP consult with SALIENT in a timely manner to modify the modality of the project implementation or the use of project budget?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why?

Efficiency:

- To what extent has the project made economical use of financial and human resources, and what effect have these factors had on results?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent were the project management structure and partnership modalities conducive to the project delivery and achievement of results (PBF/UNDP etc.)?
- To what extent have different stakeholders and beneficiary groups been involved in project implementation to achieve outcome-level results?

- To what extent do the M&E systems utilized ensure effective and efficient project management, and allow for learning and adjustment?
- Is any qualitative data captured by the project? If so, what, how and how frequently?
- What is the added value of the oversight of the RCO? How efficient is this model?
- What is the added value of UNDP administering funds at the country level? How efficient is this model?

Impact orientation and catalytic effect:

- What design, implementation, and contextual factors have influenced the scale-up achievement?
- Has the project, or its implementing partners, received additional non-SALIENT funding that has been leveraged by the project since it started?
- To what extent and how has the project contributed to mobilizing new or increased funding for SALW programme/s in the project countries? What (if any) critical new process or condition for small arms control and small arms violence prevention/reduction has the project enabled that is expected to trigger transformative change?
- To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?
- What are the intended and unintended results of the project? What are the positive and negative results and how do they differ between both Men, Women and vulnerable groups?
- What is the project impact and benefit on the implementation at the country and global levels? What would the status of SALW/AVR be without the project intervention and support?

Sustainability:

- Does the project have an explicit and adequate exit strategy or sustainability plan?
- To what extent has the project established sustainable mechanisms for continuous delivery of benefits to men, women and groups in vulnerable and marginalized situations, beyond the duration of the project?
- To what extent have partners committed to providing continuing support (financial, political, social, etc.) and delivery of benefits, to ensure the sustainability of project outcomes?
- To what extent do national partners have the institutional capacities to sustain the outcome-level results? What are the key factors that will require attention to improve the prospects of the sustainability of the project results?
- How would you assess the level of national ownership amongst the national partners? Are they committed to viewing SALW/AVR as a development issue?
- What design, implementation, and contextual factors have influenced the sustainability of results?
- What are the main lessons learned? To what extent are lessons learned being documented by the project team on a continual basis & shared with appropriate parties who could learn from the project?
- To what extent are the project activities likely to be institutionalized and implemented by the relevant institutions after the completion of this project?
- To what extent were sustainability considerations taken into account in the design and implementation of intervention?
- What are the priorities for the project going forward – both in the remaining implementation period and in any potential future phase of the project.

Cross cutting themes – To what extent has the project contributed to gender equality and women’s empowerment and LNOB and the realization of human rights?

LNOB and realisation of human rights

- How is the project ensuring Leave No One Behind? Are the furthest behind being reached and how? How can the project reconsider its approach to contribute to enhancing diversity & inclusion?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations?
- To what extent is the project contributing to the realisation of human rights?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?

Gender equality and women's empowerment:

- To what extent did the project incorporate gender equality, the empowerment of women and issues related to masculinities, and adopt human rights-based and conflict-sensitive approaches in both its design and its implementation?
- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects – positive or negative?
- To what extent has the programme generated lessons learned and good practices to inform future interventions?
- Has the project adhered to its commitment for 30% of its budget to be used for direct pursuit of gender equality and women's empowerment? What have the results of this been? Should this % be increased/decreased? Is it still necessary to earmark part of the budget for GEWE?
- Is the gender marker 2 still valid for the project?

Disability inclusion:

- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?
- To what extent is the project addressing the needs of persons with disabilities?

KIIs Guide for Government Stakeholders (Government Ministries and Entities)

Introduction

- What is your role/relationship with the SALIENT project?
- How did you become aware of the project and what were the reasons you sought cooperation?

Relevance:

- Do you think the project is relevant given the SALW/AVR needs in your country?
- To what extent is the project in line with your national development priorities?
- Do you think the project was relevant to the needs & priorities of the target groups / beneficiaries? Were they consulted during design & implementation of the project? For example, were you involved in the design of the project?

Coherence:

- From your point of view, to what extent did the project complement interventions by different entities, especially other UN actors? Was there any overlap or duplication?

Effectiveness:

- In your view what have been the biggest results made by the project activities?
- Would these have been possible without the support of the project?
- What have been the biggest challenges and how have these been overcome?
- Has the project achieved any unintended results so far, either positive or negative? For whom? What are the good practices?

Efficiency:

- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of the SALIENT project and UNDP/UNODA? (Administrative, financial, thematically etc.) What do you think are UNDP and UNODA's strengths and weaknesses with regards to strengthening SALW control and AVR?
- Were there any challenges in your cooperation with the project/UNDP/UNODA? Could anything have been improved?

Impact:

- To what extent has the project, through the achievements been effective in promoting SALW control and AVR?
- In your opinion, what would the status of SALW control and AVR be without the project intervention and support?
- Do you see any changes in behaviour and attitudes, either among institutions or among the people with regards to SALW control and AVR? Please give examples.

Sustainability:

- Will you continue with any of the project activities beyond the lifespan of the project? If so, which ones? Please share with us any specific actions that your institution/unit has taken to carry forward the work with SALIENT (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?
- What are the priorities and needs in your country regarding SALW and AVR? How can the UN, and in particular UNODA and UNDP support you in this?
- In your opinion, what is the level of ownership of the project activities by the national/local authorities? Could this be further strengthened and if so, how?

Cross cutting themes:

LNOB and Human Rights:

- Do you think the project is working with the most vulnerable people for SALW and armed violence in your country? Are any groups excluded? Could more be done to reach these groups?
- To what extent is the project contributing to the realisation of human rights?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?

Gender equality:

- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples

Disability:

- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?

KIIs guide for Interviews with CSOs

Introduction

- What is your role in the project and how was your organisation selected?

Relevance:

- Do you think the project is relevant given the SALW/AVR needs in your country? If not, why not? Were you involved/consulted during the design of the project? What has been your role during the implementation of the project?

Coherence:

- To what extent does the project complement interventions by different entities, especially other UN actors? Are you aware of any overlap or duplication with other initiatives?

Effectiveness:

- In your view what have been the biggest results made by the project activities?
- Would these have been possible without the support of the project?
- What have been the biggest challenges and how have these been overcome?

Efficiency:

- Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
- What is your perception of the capacities of SALIENT/UNDP/UNODA? (Administrative, financial, thematically etc.) What do you think are UNDP/UNODA's strengths and weaknesses with regards to strengthening SALW control and AVR?
- Were there any challenges in your cooperation with the project? Could anything have been improved?

Impact:

- To what extent has the project, through the achievements been effective in promoting SALW control and AVR?
- In your opinion, what would the status of SALW control and AVR be without the project intervention and support?
- Do you see any changes in behaviour and attitudes, either among institutions or among the people with regards to SALW control and AVR? Please give examples.

Sustainability:

- Will you continue with any of the project activities beyond the lifespan of the project? If so, which ones? Please share with us any specific actions that your organisation has taken to carry

forward the work with SALIENT (legislative/policy changes, adopted training curriculum, budget, framework, action plans, etc.) And if not, why not?

- In your opinion, what is the level of ownership of the project activities by the national/local authorities? Could this be further strengthened and if so, how?
- What are the priorities and needs in your country regarding SALW and AVR? How can the UN, and in particular UNODA and UNDP support you in this?

Cross cutting themes:

LNOB and Human Rights:

- Do you think the project is working with the most vulnerable people in your country? Are any groups excluded? Could more be done to reach these groups?
- To what extent is the project contributing to the realisation of human rights?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?

Gender equality:

- To what extent has the project promoted positive changes in gender equality, participation & the empowerment of women? Were there any unintended effects? Please give examples

Disability:

- Were persons with disabilities consulted & meaningfully involved in program planning & implementation?
- How the project ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?

Focus Group Discussion Guides

Focus group discussion guides will be developed by the evaluation team once there is final confirmation of the participants for each FGD. In this way, they will be specifically tailored to each group of participants.

Annex VII

Country Level Lessons Learned

Cameroon specific Lessons Learned

Lesson Learned 1: Strong governance structures aided in the effective implementation of the SALIENT project in Cameroon. The inter-ministerial coordination mechanism between MINREX and UNDP could be qualified a best practice and it could be strengthened to yield bigger impact upon scaling up the SALIENT project into the second phase.

Lesson Learned 2: The project duration and budgets were limited in scope compared to the complex SALWs issues SALIENT was required to address in Cameroon..

Lesson Learned 3: SALIENT Cameroon has contributed towards the review of national legislation and policy framework regarding SALWs as well as it has provided technical support towards the domestication of relevant international legal instruments(Kinshasa Convention & ATT) into national laws, and how to formulate the purported law to create the NatCom on SALWs. SALIENT Cameroon succeeded in developing the requisite enabling conditions to create the NatCom on SALWs pending the organization of High level political meetings with the Prime Minister's Adviser on SALWs, the Secretary General of the Presidency, MINJUSTICE and MINAT is an absolute imperative for the next phase of the project.

Lesson Learned 4: The communication plan was not broad and inclusive enough of both internal and external stakeholders. The internal communication never developed a knowledge sharing platform upon using a common SALIENT Cameroon website as well as using a common project management software to share project online resources, reports and evidence based studies as well as events.

Lesson Learned 5: The lack of a SALIENT Cameroon MEL officer negatively affected the overall data collection ecosystem of the project.

Lesson Learned 6: SALIENT Cameroon made significant inroads in terms of galvanizing partnership but it seems this partnership was limited to security and gender actors without a greater inclusion of development partners like MINEPAT, MINFI, JIKA, KOICA, African Union, AFD, European Union, etc. The consequence is that SALIENT Cameroon failed in mobilizing additional funding from other donors.

Lesson Learned 7: SALIENT Cameroon has successfully created a community of practitioners to efficiently and sustainably foster its community of results and standards not just in Cameroon but across other African countries.

Jamaica specific Lessons Learned

Lesson Learned 1 Conducting Scoping Missions and ensuring the inclusion of national partners from the outset, including into the design and development of the project, ensured national ownership as well as facilitated the implementation and results of the project. This also strengthens sustainability prospects since the national partners are the owners of all project results and products, which they can use going forward.

Lesson Learned 2 An integrated, inter-ministerial approach, which looks at the whole eco-system and brings together all relevant stakeholders and partners can further project results, their sustainability and impact. While the project was security-centred it also provided space to find solutions for security related issues with multi-sector stakeholders, which could prove transformational.

Lesson Learned 3 A strong governance framework for the operationalisation and implementation of the project, including an engaged Steering Committee, supported by Technical Working Groups and complemented by regular Coordination Meetings, allowed the project to remain on-track and achieve its results.

Lesson Learned 4 Strategically investing limited resources in areas with potentially high impact, such as supply-side legislative and policy strengthening, combined with testing approaches and solutions on the demand side, including the Violence Audit and the Guidelines on Preventing Violence in Schools contributed to the overall success and results achieved by the project.

Lesson Learned 5 A stronger system of monitoring, evaluation and learning, including indicators at the outcome and impact level, would enable the project to capture its contribution towards higher level results. These results could be showcased more visibly, potentially generating donor interest and commitment in furthering the goals of the project.

South Sudan specific Lessons Learned

Lesson Learned 1: It is important for the Salient project to initiate and sustain effective engagement with the government of South Sudan including the senior leadership of the SSNPS and the Ministry of Interior to strengthen local ownership and engender sustainability

Lesson Learned 2: People are willing to register and hand over their firearms on the condition that the government provides them with assured protection for their lives and properties.

Lessons Learned 3: Good coordination and networking of UN entities ensured that more work gets done on time. It was much easier to have the activities completed within the time frame because of the well-coordinated and supportive relationships that were established and maintained within the UN system, the government institutions, Civil Society Organizations, and communities at large.

Lesson Learned 4: A strong coordination mechanism embodied in the Rule of Law, Security and Human Rights Cluster, which comprises the Ministry of Justice, UNDP, the Judiciary and the

South Sudan National Police Service which meets every six weeks, complemented by regular Ad hoc meetings with senior SSNPS leadership allowed the project to remain on-track and achieve its results.

Lesson Learned 5: The perception baseline survey carried out in the ten states and three administrative areas of South Sudan laid the foundation for the design and implementation of capacity development of national institutions on regulation and control of small arms and ammunition that is based on gender analysis.

Lesson Learned 6: There is the need to ensure that project activities are conducted at the local levels as well as in the capitals of the states and three Administrative Areas in order to reach all the population.

Lessons Learned 7: Political will, community ownership as well as buy in was critical to begin the program. Resultantly, follow-up activities were designed in consultation with the government counterparts which resonated with the participants. This enhanced their understanding and acceptance of the concept of voluntary civilian disarmament

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Annex IX Terms of Reference

Evaluation of Saving-Lives Entity (SALIENT) Pilot Phase Terms of Reference

1. Background and context

The **Saving-Lives Entity (SALIENT)** is a grant-making¹⁰⁸ global project that provides catalytic support to address the multifaceted nature of armed violence challenges in priority countries. Working on both the demand and supply sides of the illicit trafficking and misuse of small arms and light weapons (SALW), SALIENT supports national initiatives in a holistic and transformative approach, through a gender lens.¹⁰⁹ Leveraging the complementary expertise and operational capacities of the United Nations Office for Disarmament Affairs (UNODA) and the United Nations Development Programme (UNDP), SALIENT supports catalytic activities in operationalizing and mainstreaming small-arms control in development efforts and policies. It is financially based in the UN Secretary-General's Peacebuilding Fund.

SALIENT, through its activities, contributes to SDG16+ (peace, justice and strong institutions) and SDG5 (gender equality), and uses the SDGs, as well as national SDG Action Plans, to guarantee national ownership, while ensuring an integrative approach to small arms control and armed violence reduction.

SALIENT started in December 2020. Three pilot countries were selected for implementation: Cameroon, Jamaica and South Sudan. While some initial overall delays in implementation were registered due to the COVID-19 global pandemic and internal security and operational challenges, these three countries are scheduled to complete implementation by October 2023.

Context¹¹⁰

Growing levels of armed violence often correspond with a higher availability and accessibility of small arms, in particular in settings of inadequate weapons regulation. The global supply has increased over the past decade, largely in the form of civilian holdings. For the first time since

¹⁰⁸ The term grant used throughout this document refers to a transfer of cash from Headquarter to a respective Country Office to enable the implementation of activities at the Country Office level.

¹⁰⁹ 30% of total project budget is allocated to activities in direct pursuit of gender equality and women's empowerment.

¹¹⁰ The statistics reported here on levels of armed violence globally and use of small arms and light weapons and its effects in the three selected countries should be interpreted as the situation that existed at the time in 2021 (i.e., during SALIENT project design phase).

2004, while the global conflict death rate dropped, the global homicide rate increased in 2017.¹¹¹ In 2017, firearms were involved in more than half of all homicides worldwide.¹¹² Many of the countries that reported a large share of homicides related to gangs and organized crime also appear among the countries with the largest shares of firearm homicides.

A growing body of research¹¹³ has significantly contributed to the increased visibility of linkages between gender and small arms, clearly demonstrating that the use, misuse and effects of small arms are heavily gendered and have differentiated impacts on women and men. Several issues emerge, such as: young men constitute an overwhelming majority of firearms owners; men constitute the vast majority of both perpetrators and victims in firearm-related incidents; strong links with domestic and intimate partner violence, where women are more at risk for violence in a domestic context, and murder by an intimate partner being a common form of femicide, with a high number of them occurring through firearm use; and the possession and use of small arms are linked with expressions of masculinity and reinforce demonstrations of male dominance and risk-taking behaviour.

Armed violence has significant and enduring effects on individuals, families, and societies, often with differentiated impacts on women and men. While global figures focus on number of violent deaths, physical consequences of armed violence can be severe for survivors of gunshot wounds, often leading to long-term medical problems and disability. Aside from physical injuries, armed violence has psychological and social consequences that can be difficult to overcome. The social and economic costs of armed violence are substantial, including medical treatment, policing and legal services, lost productivity and investment in social capital, and reduced quality of life.

The harshest impact of the widespread circulation of illicit small arms is felt by vulnerable groups and in developing countries, particularly those experiencing or emerging from armed conflict or facing pervasive criminal violence. Compounding the problem, many developing countries lack comprehensive policy, legislation, personnel, training, facilities, and equipment to collect reliable data, to develop and durably implement cross-sectional small arms control measures, to perform effective inter-institutional coordination, and to adopt and enforce laws and regulations on various aspects of small arms.

The challenges of reducing armed violence are rooted in the changing nature and complex dynamics of violence in the 21st century with connections between its different forms, such as interpersonal, gender-based, terrorist, electoral, or drug-related violence. The Sustainable Development Goals (SDGs) explicitly recognized the proliferation of illicit weapons as a global development issue. SDG 16 demonstrates the critical link between preventing/reducing violence and making development possible.

Cameroon

For decades, Cameroon has experienced relative political and economic stability in a turbulent and war-prone Sub-Saharan Africa and has been widely praised for its ability to maintain the stable and peaceful coexistence of its numerous cultural, ethnic and religious groups. However, in the past five years, internal and external forces have challenged this image of Cameroon as ‘an island of peace.’ Cameroon is grappling with two violent insurgencies: attacks by Boko Haram have

¹¹¹ Global Violent Death 2017, Time to decide, Small Arms Survey, 2017

¹¹² Global Study on Homicides. UNODC, 2019

¹¹³ See, for instance, *Gender and SALW in South East Europe*, 2016, UNDP SEESAC; *Gender Perspectives on Small Arms and Light Weapons: Regional and International Concerns*, Farr, Vanessa A. and Kflemariam Gebre—Wold (eds.). 2002, Bonn International Centre for Conversion; *Gender, attitudes and the regulation of small arms: Implications for action*; Cukier, Wendy and James Cairns. 2009. IN Farr, Vanessa, Henri Myrntinen and Albrecht Schnabe (eds.). 2009. *Sexed Pistols: The Gendered Impacts of Small Arms and Light Weapons*. Tokyo: United Nations University Press.

resurged in the Far North region, and the North-West and South-West regions are experiencing fighting between government troops and armed separatists while growing discontent over the quality of governance in the country is increasing. Cameroon is also experiencing additional security and socioeconomic threats due to a high influx of refugees from conflicts in the Central African Republic (CAR) and the Lake Chad Basin area (especially Nigeria). These conflicts have led to a sharp increase in violence against civilians, destruction of properties and forced population movements.

These conflicts highlight the grave consequences of the high level of proliferation of illicit SALW on the already precarious security situation in the country. A Small Arms Survey (SAS) baseline survey in 2004 estimated this number to be roughly 37,000 but the various conflicts plaguing Cameroon since 2012 have likely increased this number significantly. This issue – and the lack of regularly available data – have been of great concern to the government for some time. Five of Cameroon’s regions are particularly vulnerable, namely the North-West, South-West, Far North, East and Adamawa. While the most common users of small arms are men against other men, women are disproportionately killed, injured, coerced or intimidated by small arms in situations of domestic violence.

The illicit circulation of SALW in Cameroon is rooted in structural, economic and cultural factors including the limited capacity to effectively control its 5,018 km borders with Chad, CAR, Equatorial Guinea, Republic of Congo, Gabon and Nigeria. The porosity of these borders is further complicated by the lack of appropriate up-to-date electronic detection equipment at border points. Moreover, the motivations for past or persistent conflicts in Cameroon's neighbouring countries, and their corollary of refugee movements, fuel the illicit flow of SALW. One critical factor is the existence of established cross-border trafficking networks. Another structural factor enabling SALW proliferation is the limited capacity and policy framework to guarantee the physical security of stockpiles of SALW and ammunition. Further issues stem from cultural and community perceptions associated with possession of traditional arms and their use during centuries-old customary events.

Jamaica

Jamaica is included among countries with highest rates of crime and violence. Firearms violence is a persistent and troubling issue within the Caribbean, with the region accounting for 23% of homicides globally, with an average homicide rate of 15.1 per 100,000 people.¹¹⁴ Consultations with the Ministry of National Security (MNS) as well as members of the Jamaica Constabulary Force (JCF) indicate that: the proliferation of illicit firearms, coupled with the illegal narcotics trade and increased number of criminal gangs, continue to be at the centre of the high levels of crime, violence, and ongoing insecurity in Jamaica. On average, the JCF estimates that more than 700 illegal firearms have been recovered annually over the last five years. Firearm is the primary implement used to commit homicides in Jamaica. As of 2019, the percentage of homicides committed with a firearm was reported to be approximately 80%; this average has remained constant since 2015.¹¹⁵ Illicit firearms have been used to fuel organized criminal related activities, which have resulted in most of the homicides and violence concentrated in urban inner-city areas and rural townships.

The issue of firearms proliferation can be separated into supply-side and demand-side issues. Transnational factors have significantly impacted the supply of firearms into the country. There is

¹¹⁴ As referenced in SALIENT (Jamaica) Project Document.

¹¹⁵ Jamaica Constabulary Force. 2021. “Serious Crimes Report for January 1 to August 07, 2021 and Comparative Period 2020.” Crime Statistics. <https://jcf.gov.jm/stats/>.

a historic guns-for-drugs trade in the region. Firearms are smuggled through official ports of entry by breaking them down into parts among shipments, which are then more difficult for officials to detect. Additionally, the porous nature of the borders, make it difficult to police due to numerous unofficial points of entry and the issue is further compounded by corruption. Demand-side issues were more locally rooted and socio-economic in nature. At-risk and violent communities in the country are often the most socially precarious, with many being labelled as “informal communities” due to their existence outside of the national development scheme. These communities are home to a large section of the nation’s poorest citizens who often find it difficult or impossible to attain a stable life. Demand-side issues thus encompass issues of precarity and social exclusion, and the resultant social issues which lead persons and communities to lack stability. Further, when combined with the inherent political liminality that can be inherent within informal communities, power vacuums may arise wherein gangs step in to provide ‘governance’ and economic opportunities for community members. In these spaces, the manifestation of crime and violence is not homogenous across Jamaica’s youth population. Data shows that youth, particularly males, between the ages of 16-24 are disproportionately impacted by violent crimes. Male youth are arrested, jailed, and murdered at twice the rate of the general population. Vision 2030 Jamaica, Jamaica’s National Development Plan and the subsequent MTFs¹¹⁶ indicate that high crime rates can stymie development progress in other areas. Crime and violence are arguably the most visible and impactful challenge to social order, and has proven largely intractable, demonstrating resistance to a myriad of community-based and national level interventions. Similarly, studies show that insecurity is a strong deterrent to growth due to its impacts on life expectancy, health care costs, cost of doing business, capital flight, emigration of skilled workers and dampening of foreign investment.

South Sudan

South Sudan has experienced decades of war, violence and insecurity, and weapons have flooded the country as a result. It is estimated that there are at least 600,000 firearms in civilian hands.¹¹⁷ Many of these are currently being used to fuel sub-national and local conflicts, rapes and gang-rapes of women and children, and criminality that are preventing development across the country and obstructing the consolidation of peace following the country’s independence struggle and civil war. Furthermore, the proliferation of SALW within the county has led to numerous ineffective, violent disarmament campaigns that have resulted in loss of life. There is a critical need to highlight non-violent approaches to the problem of illicit SALW, ammunition and their management. At the same time, South Sudan is among the countries most unequal with respect to gender, with women given few opportunities to effective positive change in their communities. Addressing weapons proliferation is a priority for national leaders, who have recently issued a Voluntary Civilian Disarmament Strategy (VCDS).

In late 2020, the VCDS was finalized by the Bureau of Community Security and Small Arms Control (BCSSAC), a component of the Ministry of Interior. A process of promulgation by BCSSAC of the strategy across South Sudan’s 10 states and three administrative areas began in 2021 that included the participation of a broad cross-section of national, state, local representatives. Key findings and recommendations that emerged from these community consultations are:

¹¹⁶ PIOJ 2018; PIOJ 2015.

¹¹⁷ As referenced in SALIENT (South Sudan) Project Document. See footnote at 2.

- Proliferation, prevalence and misuse of SALW among the civil population has created a negative impact on socio-cultural norms;
- Inclusivity in the process is needed – particularly of women, chiefs and youth;
- Measures to control demand and supply factors for firearms should be put in place;
- A lack of trust and confidence between government law enforcement agencies and communities hampers effective collaboration;
- Each State in South Sudan should form its own local disarmament committee;
- A community-led process was recommended – community views and perceptions should be considered when designing disarmament programs; and
- Security forces must be trained to implement civilian disarmament and to lead the process with respect for human rights.

2. SALIENT Project Information

SALIENT is a grant-making project that is managed by a Programme Board and Project Coordination Team.¹¹⁸ The Project Coordination Team identifies project proposals that address one or several of the elements indicated in the table below and include a gender-marker minimum of 30% of project funding being related to gender equality.

OUTCOME 1: Control of small arms is improved and access to firearms and ammunition is reduced	
	OUTPUT 1.1 Improved public debate and legislation to regulate access to SALW/ammunition, including awareness of impact on the vulnerable, as well as the gender dimension of armed violence
	OUTPUT 1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis
	OUTPUT 1.3 Capacity-development of national institutions on regulation and control of small arms and ammunition that is based on a gender analysis is supported
	OUTPUT 1.4 Capacity-development of law enforcement and criminal justice institutions and cross-border cooperation is supported
OUTCOME 2: Populations at-risk benefit from armed violence prevention/reduction programmes	
	OUTPUT 2.1 Institutional capacities to respond to armed violence through a gender lens are developed
	OUTPUT 2.2 Social actors and communities are supported to improve resilience to armed violence
	OUTPUT 2.3 Transformative gender agendas tackling root causes and effects of armed violence are rolled out

Outcome 1 seeks to improve the institutional framework to effectively address the illicit trafficking of firearms and ammunition, in line with relevant international, regional and national instruments; and Outcome 2 seeks to enhance capacity to address the supply and illicit entry of weapons by improving detection, investigation, and prosecution of firearms trafficking.

¹¹⁸ The Project Coordination Team is co-led by the Head of the Rule of Law, Security and Human Rights team and the Chief of the Conventional Arms Branch, UNODA.

In each country, at least two UN entities are the implementing agencies, and the total project volume is 500,000USD with a period of 12 months of implementation (that can be extended to 24 through a No Cost Extension).

Cameroon

PROJECT/OUTCOME INFORMATION	
Project/outcome title	Promotion of women and youth security through small arms control
Corporate outcome and output	<p>The project in Cameroon focuses on supporting progress towards the SALIENT outcomes through the following interventions:</p> <ul style="list-style-type: none"> • A baseline assessment, with data collected from the 10 regions of Cameroon on the impact of arms on women and youth (the use of arms by and against women and youth, sex and gender-disaggregated breakdown of homicide victims with SALW, links between the use of SALW and GBV); • Capacity building of relevant institutions (national institute of statistics, Ministry of Territorial Administration, and security forces including their existing gender focal points and teams) on data collection on SDG 16.4.2 on reducing the illicit proliferation of SALW; • Capacity building of communities, with a focus on women and youth involvement in the fight against the illicit proliferation of SALW; • Capacity strengthening of relevant Ministries and institutions on Physical Security and Stockpile Management of Weapons (PSSM); • Training of the Cameroon Police Force including borders’ officers on Community Policing generating confidence building between the police and women and youth in the fight against the illicit proliferation of SALW; • Elaboration of the action plan of the DDR gender strategy; • Mass sensitization through the media campaigns and outreach.
Region	The regions of the Far North (affected by Boko Haram), the North-West and South-West (affected by local armed groups), the Adamawa and the East (which shares border with conflict-

	affected CAR) and the three largest cities of Douala, Yaoundé, and Bafoussam (affected by organized crime) are areas identified by the government and CSO as priority intervention areas of the SALIENT Project.	
Project dates	Start	Planned end
	15 Feb 2021	30 June 2023 (NCE requested after 12 months)
Implementing party¹¹⁹	UNDP CO and UN Women	

Jamaica

PROJECT/OUTCOME INFORMATION

Project/outcome title	Reducing Small Arms & Light Weapons in Jamaica
Corporate outcome and output	<p>The project in Jamaica focuses on supporting progress towards the SALIENT outcomes through the following interventions:</p> <p>SALIENT Outcome 1 is primarily achieved through SALIENT Output 1.1 through the following activities:</p> <ul style="list-style-type: none"> • A legislative review of Jamaica’s national legislation. The legislative review will be informed by a gender analysis. • A comprehensive review of the existing National Control System for the regulation of firearms, their parts and components and ammunition. • Development of a National Small Arms Control Strategy. The Strategy will include a section on gender considerations. • Provision of support to advance the ratification of the Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA), including the review of legislation, such as the Gun Powder and Explosive Act. <p>SALIENT Outcome 1 continues to be achieved through Output 1.2 through the following activities: The activities related to SALIENT Output 1.2 include the following:</p> <ul style="list-style-type: none"> • National training based on UNLIREC’s Interdicting Small Arms, Ammunition, Parts and Components (ISAAPC) in Jamaica course.

¹¹⁹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

- National training at Maritime and Seaport entities focusing on maritime security.
- A comprehensive assessment of detection capabilities and processes at the international airports in Kingston and Montego Bay.
- A comprehensive package of capacity building activities is delivered to joint task forces of the Airport Communication Project and the Container Control Programme.
- Support national customisation of UNODC’s guidelines for investigators and prosecutors on firearms trafficking cases and integration in training curricula for prosecutors and police.
- Provide support to strengthen national, regional and international cooperation to effectively prevent and combat trafficking in firearms and ammunition and related forms of crime.
- Facilitate collection and analysis of judicial cases and their sentencing practice in Jamaica and support the collection of cases for UNODC’s Digest on Firearms Trafficking Cases.

SALIENT Outcome 2 is achieved through the completion of the activities related to **SALIENT Output 2.1** include the following:

- UNDP with the support of UNODC to conduct a violence audit in the communities of Norwood and Denham Town.
- UNLIREC and UNESCO to provide trainings and support for the development and adaption of policies on addressing the use and possession of firearms in school settings and to foster the consolidation of an inter-institutional working group at the national level. This activity compliments ongoing initiatives to support ending violence against women and girls e.g., The Spotlight Initiative.¹²⁰

Project dates	Start	Planned end
	31 October 2021	31 October 2023 (NCE requested after 12 months)

¹²⁰ The SALIENT Jamaica activities have been amended retroactively as per inputs received from the SALIENT Jamaica Focal Point.

South Sudan

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Catalysing South Sudan's Voluntary Civilian Disarmament Strategy (VCDS)	
Corporate outcome and output	<p>The project in South Sudan focuses on supporting progress towards the SALIENT outcomes through the following interventions:</p> <p>SALIENT Outcome 1 is achieved through SALIENT Outputs 1.1, 1.2, 1.3 and 1.4. Outcome 2 is achieved through SALIENT Outputs 2.1, 2.2 and 2.3:</p> <p>1.1 Improved public debate and legislation to regulate access to small arms/ammunition, including awareness of impact on the vulnerable, as well as the gender dimension of arm violence.</p> <p>1.2 Arms control and arms reduction programmes are supported and informed by a gender analysis and include (i) weapons collection schemes that aim to reduce illicit weapons ownership; (ii) regulation of government weapons stocks and destruction of surplus.</p> <p>1.3 Capacity development of national institutions on regulation and control of small arms and ammunition that is based on gender analysis is supported.</p> <p>1.4 Capacity development of law enforcement and criminal justice institutions and cross border cooperation is supported.</p> <p>2.1 Institutional capacities to respond to armed violence through a gender lens are developed.</p> <p>2.2. Social actors and communities are supported to improve resilience to armed violence (indirect armed-violence-prevention approaches).</p> <p>2.3 Transformative gender agendas tackling root causes and effects of armed violence are rolled out.</p>	
Region	10 States and 1 Administrative area	
Project dates	Start	Planned end
	1 October 2021	1 October 2023 (NCE requested after 12 months)

¹²¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

3. Evaluation purpose, scope and objectives

The evaluation will examine the SALIENT project from 2020-2023, including its activities in the three pilot countries. The evaluation will examine the SALIENT project from 2020-2023, including its activities in the three pilot countries. Perspectives and ongoing experience of the initiating countries that will soon start implementation of SALIENT projects (Kyrgyz Republic, Panama, Ghana, Papua New Guinea) will also be considered where appropriate. Guided by the SALIENT project document as well as the project documents of the country projects, the evaluation will assess the project's performance in contributing to its desired outcomes. The evaluation will generate lessons learned and recommendations for the SALIENT project, its implementing agencies and stakeholders to improve the project's performance and impact in the coming years.

The evaluation will also assess the project's approach and results of gender equality and women's empowerment, by incorporating a gender review in the evaluation. The review will use a gender lens to analyse armed violence and related justice issues and the project's contribution in the relevant areas, as well as assess the project's overall approach to mainstreaming gender equality and women's empowerment. In the context of Leaving No One Behind (LNOB), the evaluation will assess the project's approach and result in supporting other groups in vulnerable and marginalized situations, such as persons with disabilities, youth at risk, displaced persons, etc. A human rights-based approach will be applied in the assessment. Please see the methodology section below for details.

4. Evaluation criteria and key guiding questions

The evaluation will be conducted in accordance with the United Nations Evaluation Group (UNEG) Norms & Standards.¹²³ It will address the following main evaluation questions:

1. To what extent has the SALIENT project achieved (or is likely to achieve) its intended objectives?
2. What factors contributed to or hindered its performance and eventually, its impact potential and sustainability of results?
3. What lessons and good practices can be extracted from the three pilot countries to advise future SALIENT projects, and what evidence needs to be collected to support continuous learning?
4. What are the lessons learnt on the efficiency of the management and administration of SALIENT?
5. What are the key recommendations for future engagement for the SALIENT project?

¹²² This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

¹²³ See <http://www.uneval.org/document/detail/1914>

The evaluation will address the specific questions below, especially for the pilot country project assessment. These questions correspond to the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC): relevance, coherence, effectiveness, efficiency, impact and sustainability. As the SALIENT project is ongoing and the country-level activities have only been recently concluded, the full scale of impact may not be yet assessable. Thus, where necessary, the criterion of “impact” may be replaced by “impact orientation and catalytic effect”.

Relevance/Coherence

- To what extent is the initiative relevant to the achievement of the SDGs in the country and in line with the UN/UNDP strategies and national development priorities?
- What gaps are the project filling and are there specific arms control processes, institutions or protocols that are supported or strengthened by this project vis-à-vis other initiatives in small arms control?
- To what extent did the project incorporate gender equality, the empowerment of women and issues related to masculinities, and adopt human rights-based and conflict-sensitive approaches?
- To what extent is the project addressing the needs of the communities and groups in vulnerable and marginalized situations (e.g., persons with disabilities, youth, etc.)?
- To what extent does the project have a sound theory of change and design?
- To what extent does the SALIENT project seek and benefit from synergy and partnerships with the implementation partners (their country, regional or global portfolios) and other development actors?
- To what extent has SALIENT contributed to streamlining small arms and light weapons (SALW) and armed violence reduction (AVR) topics in Common Country Assessments (CCAs) and incorporated or contributed to international/national strategic frameworks for arms control, for e.g. [UN Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons \(PoA\)](#) national reports, SALW national action plans, Women, Peace, and Security National Action Plans, etc.?

Effectiveness

- To what extent were the project outputs and objectives achieved?
- What have been the key results and changes attained?
- To what extent and how did the achieved results contribute to (or are likely to contribute to) any outcomes in the project countries (e.g., UNSDCF outcomes, Common Country Assessments, the SDGs, and national development priorities)?
- To what extent has the project contributed to gender equality and women’s empowerment, LNOB and the realization of human rights?
- What factors have contributed to or hindered project achievements?
- If the project outcomes and objectives are not fully achieved, did the IP consult with SALIENT in a timely manner to modify the modality of the project implementation or the use of project budget?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? To what extent has project effectively adapted to the changing circumstances?

Efficiency

- To what extent has the project made economical use of financial and human resources, and what effect have these factors had on results?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent were the project management structure and partnership modalities conducive to the project delivery and achievement of results?
- To what extent have different stakeholders and beneficiary groups been involved in project implementation to achieve outcome-level results?
- To what extent do the M&E systems utilized ensure effective and efficient project management, and allow for learning and adjustment?

Sustainability

- Does the project have an explicit and adequate exit strategy or sustainability plan?
- To what extent has the project established sustainable mechanisms for continuous delivery of benefits to men, women and groups in vulnerable and marginalized situations, beyond the duration of the project?
- To what extent have partners committed to providing continuing support (financial, political, social, etc.) and delivery of benefits, to ensure the sustainability of project outcomes?
- To what extent do national partners have the institutional capacities to sustain the outcome-level results?
- What design, implementation, and contextual factors have influenced the sustainability of results?

Impact orientation and catalytic effect

- What design, implementation, and contextual factors have influenced the scale-up achievement?
- Has the project, or its implementing partners, received additional non-SALIENT funding that has been leveraged by the project since it started?
- To what extent and how has the project contributed to mobilizing new or increased funding for SALW programme/s in the project countries? What (if any) critical new process or condition for small arms control and small arms violence prevention/reduction has the project enabled that is expected to trigger transformative change?
- To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?

Crosscutting issues

For all the evaluation criteria above, the evaluation will integrate the assessment and analysis of the project's approach and contribution to gender equality and women's empowerment, disability inclusion, LNOB, and the realization of human rights.

5. Methodology

Data collection methods: A design matrix will be prepared to elaborate on data collection and analysis plans. This will be clearly outlined in the inception report and fully discussed and agreed

between SALIENT team, UNDP, UNODA, key stakeholders and the evaluators. The evaluation is expected to take predominantly a remote, virtual approach. Field and in-person data collection may be applied to selected countries. Data and information required for the evaluation are collected through primary and secondary sources.

- Desk reviews: The evaluation team will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of SALIENT project interventions. Also included are programme-/ project-related documents and progress reports, theories of change, annual work plans, documentation of the SALIENT implementation partners such as Country Programme Documents, Results Oriented Annual Reports (ROAR), past evaluation/ audit reports, and United Nations Country Team (UNCT)/ United Nations Sustainable Development Cooperation Framework (UNSDCF)-related documents.
- Stakeholder interviews: Interviews via face-to-face/Zoom/telephone will be conducted with relevant stakeholders, including government partners; donors; UN agencies and the Resident Coordinator Offices (RCOs); other development partners such as international financial institutions (IFIs); SALIENT/Implementation Partners staff at country, regional and HQ levels; private sector; civil society organizations; and beneficiary groups. Focus groups may be organized, where possible.
- SALIENT team questionnaire: A questionnaire may be administered to the SALIENT country teams during the preparatory phase as an additional self-reporting input.
- Stakeholder survey: A stakeholder survey may be administered to collect data on SALIENT project performance from predefined stakeholder groups, including government partners, implementing agencies, donors, UNDP staff, and UN staff.
- Site visits: Brief physical visits to field project sites are expected to be minimal but may be organized in selected SALIENT countries.

Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

Limitations: As the SALIENT project is ongoing and the country-level activities have only been recently concluded, the full scale of impact may not be yet assessable. Moreover, the unavailability of official data and national statistics related to small arms and light weapons and armed violence may present additional challenges in assessing the project's contribution in these areas.

Midterm briefing: At the end of the data collection phase, the evaluation team will deliver a briefing to the ROLSHR/SALIENT team on emerging issues and preliminary findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the full synthesis and drafting phase.

Stakeholder debrief: At the finalization of the evaluation report, the evaluation team will deliver a briefing to the SALIENT stakeholders on findings and recommendations of the evaluation. The meeting will also serve as an opportunity to identify further considerations, if any, to be made to the evaluation reports and to reflect collectively on the way forward.

Stakeholder involvement: During the evaluation, relevant stakeholders will be engaged to ensure the transparency of the exercise, collect necessary documentation and evidence, and enhance the national ownership of evaluation results. A stakeholder analysis will be conducted during the preparatory phase to identify relevant SALIENT partners, including those that may have not worked directly with SALIENT but play a key role in the outcomes to which SALIENT contributes. The analysis will help identify key informants for interviews during the data collection phase.

Gender-responsive approach, LNOB and human rights: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across SALIENT interventions and operations. Gender disaggregated data will be collected, where available, and assessed against SALIENT project outcomes. The evaluation will assess the extent to which SALIENT programmatic efforts were designed to contribute to gender equality and women’s empowerment, and in fact have contributed to promoting gender equality and women and girls’ empowerment. Similarly, the evaluation will address LNOB and human rights issues in all its stages and products.

6. Evaluation products (deliverables)

- **Evaluation inception report (10-15 pages).** The inception report should be produced based on a desk review and preliminary discussions with UNDP/SALIENT implementation partners before data collection. The inception report should include an evaluation matrix that clearly outlines the approach of the evaluation to address the key evaluation questions, plan for data collection and analysis and strategy for stakeholder engagement, and structure of the evaluation report, among other elements.
- **Midterm briefing.** A midterm briefing with SALIENT teams will be organized at the end of the data collection stage.
- **Draft evaluation report (40 to 60 pages)** including the Executive Summary and Gender Review. Instruments used for data collection and analysis, and lists of documentation, stakeholders and beneficiaries consulted, as well as other relevant information should be annexed.
- **Evaluation report audit trail.** The SALIENT teams, implementation partners and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report,** (including Gender Review)
- **Evaluation debrief/stakeholder workshop.** A final stakeholder debrief will be organized upon finalization of the evaluation report.

7. Evaluation team

Evaluation Team: An evaluation team with independent consultants will be responsible for refining the evaluation design, collecting and analysing data, participating in meetings and debriefs with the SALIENT team and stakeholders, and preparing the draft and final evaluation report. The

evaluation team will be composed of an international consultant as team leader, also covering data collection of Jamaica, as well as two national consultants, one in Cameroon and another in South Sudan. Overall, the evaluation team will have extensive experience in conducting programme/project evaluations, thematic knowledge of small arms control and prevention, experience evaluating gender-related issues and armed violence, and experience collaborating with UN partners. The evaluation team will have working knowledge of English and French. The specific skills, competencies and characteristics required of the evaluators in the evaluation team, as well as specific roles and responsibilities of each evaluator will be detailed in the evaluation consultant ToRs.

The evaluation team will be independent from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’.¹²⁴ The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

9. Implementation arrangements

SALIENT Implementation Partners (UNDP, UNODA): The implementation partners will commission the evaluation and support the overall evaluation process. The implementation partners will review and approve the evaluation ToR, report and management response, and be responsible for implementing relevant actions on the evaluation recommendations.

The SALIENT Project Coordinator, in consultation with the UNDP ROLSHR Team and the UNODA Conventional Arms Branch, will support the overall implementation of the evaluation and the evaluation manager. She will provide documents, data, contacts, comments, clarification, coordination support as requested, prepare management response and ensure implementation of key actions on evaluation recommendations. She will ensure the dissemination of the evaluation report to stakeholders.

UNDP Role of Law, Security and Human Rights (ROLSHR) Team: UNDP ROLSHR Team will manage and oversee the conduct of the evaluation. The ROLSHR Team will conduct the evaluation in consultation with the UNDP country offices and the SALIENT implementation partners. The ROLSHR Monitoring, Evaluation and Learning (MEL) Specialist will serve as the evaluation manager, leading the evaluation process and participating in all its stages. She will be assisted by the ROLSHR MEL Officer.

¹²⁴ UNEG, ‘Ethical Guidelines for Evaluation’, 2020. Access at: <http://www.unevaluation.org/document/detail/2866>.

SALIENT Project Teams/UNDP Country Offices in Cameroon, Jamaica and South Sudan: The country offices/teams will support the evaluation team by liaising with national stakeholders; ensure that all necessary information regarding the projects and activities in the country is available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The country offices will provide the evaluation team in-kind organizational support (e.g., arranging meetings, debriefs and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will support the dissemination and use of the final evaluation report in the country.

Evaluation Advisory Group: The project board, as well as key counterparts and stakeholders in the SALIENT pilot countries, will be engaged and consulted throughout the evaluation process. A debrief/stakeholder workshop will be conducted with the stakeholders.

10. Time frame for the evaluation process

SALIENT Evaluation		
Activity	Timeline	Roles/Responsibilities
Phase 1: Preparatory work		
Initial briefing and consultation with project teams	May-July 2023	SALIENT project coordinator, Evaluation Manager
TOR completed and cleared by SALIENT partners	By September 2023	SALIENT project coordinator, Evaluation Manager, UNDP, UNODA
Consultant procurement (ToR development, publishing, advertising, interview, scoring)	Advertise by September Selection by October	SALIENT project coordinator, Evaluation Manager, UNDP
Compilation of documents, stakeholder list	By October 2023	SALIENT project coordinator, SALIENT country teams/ UNDP country offices
Phase 2: Desk analysis		
Preliminary desk review	November 2023	Evaluation Team
Inception report	November 2023	Evaluation Team
Advance questionnaires/surveys (tbd)	November 2023	Evaluation Team
Phase 3: Data collection		
Interviews with stakeholders	December - mid February 2024	Evaluation Team
Midterm briefing to SALIENT HQ and country teams, UNDP and ODA	Mid-February 2024	Evaluation Team
Phase 4: Analysis, report writing, quality review and debrief		

Draft report for review	February 2024	Evaluation Team
Comments by SALIENT HQ and country teams, UNDP and UNODA to the evaluation team	March 2024	SALIENT project coordinator, Evaluation Manager, UNDP, UNODA, SALIENT country teams/ UNDP country offices
Final report	April 2024	Evaluation Team
Management response	April 2024	UNDP, UNODA, SALIENT project coordinator
Final stakeholder debriefing via video conference	May 2024	Evaluation Team, Evaluation Manager, SALIENT project coordinator, stakeholders
Phase 5: Publication and dissemination		
Editing and formatting, any clearance needed	May 2024	UNDP, UNODA, SALIENT project coordinator
Dissemination of the final report	June 2024	UNDP, UNODA, SALIENT project coordinator/country teams

11. TOR annexes

- SALIENT global PRODOC
- SALIENT Cameroon, Jamaica and South Sudan project documents
- SALIENT semi-annual and annual country and global reports
- UNDP evaluation policy and guidelines
 - [Inception report template \(section 4\)](#)
 - Evaluation report template and expected content (Section 4)
 - [Quality Assessment process \(Section 6\)](#)
- UNEG norms and standards and Ethical Guidelines for Evaluation
<http://www.unevaluation.org/document/detail/2866>

ANNEX X PLEDGE OF ETHICAL CONDUCT IN EVALUATION



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Joanna Brooks

8th January 2024

(Signature and Date)