

INCEPTION REPORT

SOUTH AFRICA MULTI- COUNTRY PORTFOLIO EVALUATION



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INDEPENDENT EVALUATION SERVICE

UN WOMEN

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Acronyms

ABSA	Amalgamated Banks of South Africa Limited
AU	African Union
AWOME	The Acceleration of Women Owned Micro-Enterprises (AWOME)
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
COAT	Country Office Assessment Tool
CPE	Country Portfolio Evaluation
CSW	Commission on the Status of Women
DRF	Development Results Framework
ERG	Evaluation Reference Group
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GRB	Gender Responsive Budgeting
GRES	Gender Results Effectiveness Scale
GRPBMEA	Gender Responsive Planning, Budgeting, Monitoring and Evaluation and Auditing
GTG	Gender Theme Groups
HEAIDS	Higher Education HIV and AIDS Programme
HIV	Human Immunodeficiency Virus
HQ	Headquarters
IEAS	Independent Evaluation and Audit Service
IES	Independent Evaluation Service
IOM	International Organization for Migration
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
MCO	Multi-Country Office
NAP	National Action Plan
NGC	Botswana National Gender Commission
OECD	Organisation for Economic Co-operation and Development
OEEF	Operational Effectiveness and Efficiency Framework
RCO	UN Resident Coordinator Office
RMS	Results Management System
SACBC	Special Service Agreement
SADC	Southern African Development Community
SALGA	South Africa Local Government Association

SAMCO	South Africa Multi-Country Office
SANAC	South Africa National AIDS Council
SDG	Sustainable Development Goals
SSA	Special Service Agreement
UBRAF	Unified Budget Results and Accountability Framework
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UN OHCHR	the UN Human Rights Office
UNPFD	United Nations Partnership Framework for Development
UNSCR 1325	United Nations Security Council Resolution 1325 on Women, Peace and Security
UNSDCF	United Nations Strategic Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan
UPR	Universal Periodic Review
US\$	United States Dollar
WEE	Women's Economic Empowerment
WPS	Women, Peace and Security

I. INTRODUCTION

This section introduces the inception phase and the inception report.

The inception phase for the South African Multi-Country Office (SAMCO) portfolio evaluation (M-CPE) has involved:

- Document review (evaluability assessment, portfolio analysis; Stakeholder mapping and analysis);
- An inception workshop with key MCO staff; and
- Observations of the Strategic Note consultations with country level stakeholders.

This inception report is intended to provide the framework and plan for the M-CPE, including the timeline and workplan for conducting the evaluation.

The rest of the report is set out as follows:

Section 2 introduces the evaluation objectives and scope;

Section 3 provides the context on gender equality and human rights on the countries covered by the Strategic Note;

Section 4 sets out the preliminary analysis undertaken on the Strategic Note, and areas for further enquiry;

Section 5 sets out the evaluation criteria and questions, which is followed by the evaluation approach and methodology;

Section 6 sets out the workplan.

The **Annexes** include the stakeholders and documents consulted, the theory of change, further detail on the Strategic note interventions, human and financial resources analysis, stakeholder mapping, evaluability assessment and country contexts, the full evaluation matrix, data collection tools, the data management plan, and the composition of the evaluation reference group.

II. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

The evaluation's purpose is for learning and accountability. The primary users are the MCO,

who will use findings to develop the new strategic note. The secondary users are the regional office and HQ management.

The purpose of the Multi-Country Portfolio Evaluation (M-CPE) is to deliver a systematic assessment of UN Women's work in the five countries covered by the MCO Strategic note (2017-23). These are: South Africa, Botswana, Eswatini, Lesotho, and Namibia. The intended uses of the evaluation are:

1. Learning on effective approaches, to support improved results and decision-making, including during the implementation of the current strategic note
2. Accountability for UN Women's contribution to Gender Equality and Women's Empowerment, and to meet the corporate requirement of conducting at least one CPE per two Strategic Note cycles.

The primary users of this evaluation are intended to be the UN Women South Africa multi-country office who will use the findings to implement the ongoing Strategic Note (2024-26) and design the next Strategic Note, which will be developed in 2026. Secondary users are expected to be UN Women Regional Office and HQ colleagues, national partners and others working in the countries to identify what works.

The scope of the M-CPE is the Strategic note (2017-2023), including the development results framework (DRF) and the Operational Efficiency and Effectiveness framework (OEEF). The period covered by the evaluation will be January 2017 to December 2023. All activities included in the Strategic Note will be considered, including joint programming.

The specific objectives of the M-CPE are to:

- Assess the effectiveness, efficiency coherence, relevance, sustainability and human rights and gender equality of the multi-country portfolio, including between the normative, coordination and operational arms, and the extent to which human rights and gender equality have been addressed.
- Identify lessons learned and good practices that can be scaled.
- Provide actionable recommendations to inform the new Strategic note development.

Additionally, the MCO is also interested in recommendations based on good practice of other offices in the areas of: fundraising within middle income country contexts, including for coordination; and approaches to delivering on UN Women's coordination mandate in all countries of MCOs.

III. CONTEXT

This section discusses the country contexts, including the status of CEDAW adoption and the most recent CEDAW concluding observations, the status of national policies on gender, the socio-economic context, marginalized and vulnerable groups and the UN Country Team System.

Annex 13 sets out further details on the contexts across the five countries, along with the full references.

All five countries are party to the Southern African Development Community (SADC) Protocol on Gender and Development and to CEDAW. CEDAW concluding observations set out some common findings across all countries, on the persistence of adverse cultural practices and patriarchal attitudes and deep rooted stereotypes regarding the roles and responsibilities of women. Government strategies are not always accompanied by operational plans and sufficient resource allocation.

All countries with the exception of Lesotho have specific strategies and policies on gender equality. However, Lesotho has established a Law Reform Commission, with the mandate of reviewing discriminatory laws to promote gender equality and protect women's rights.

In terms of the socio-economic context:

- **Marriage legislation:** The legal age of marriage is at least 18 across all countries. However, there remain some instances of child marriage across countries. In recent years, all countries have repealed common law practices of patriarchal marital power.
- **Economic equality:** All five countries are within the top 10 most unequal countries in the

world.¹ Agriculture remains the backbone of the subregion's economy, standing at 35%.² Societal discrimination makes it difficult for women to claim independent land rights, affecting women across Namibia, Botswana and South Africa. Despite legislation protecting economic rights and non-discrimination in employment for all citizens, gender gaps remain across the countries in terms of financial inclusion and access to credit³.

- **Gender based violence:** There are high levels of Gender Based Violence (GBV) across the five countries. All countries except Botswana have signed the protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol).
- **Political participation:** The SADC Protocol on Gender and Development (2008) requires a 50% representation of women in political leadership. However, no government has an equal gender representation. Limited measures have been introduced to promote political participation.
- **Covid-19:** Lockdown decisions have affected economies across South Africa Multi-Country Office countries. There was also evidence of increased gender-based violence during lockdowns, with limited pathways for seeking help. During the pandemic, there were increased rates of teenage pregnancies in Namibia, Botswana and Eswatini and femicide killings in both Lesotho and South Africa⁴.
- **Climate change risk:** The five countries are also affected by critical constraints arising in the water-energy-food nexus, largely due to an increasing regional population and the impacts of climate change.⁵ The INFORM climate change risk scale rates the countries a mix of medium and low risk: Botswana (2.9) Eswatini (3.3); Lesotho (3.0); Namibia: (3.2) South Africa (3.7).⁶

¹<http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx>

² World Bank. (n.d.). Agriculture, Forestry, and Fishing, Value Added (% of GDP). <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS>

³ FinMark Trust, 2016

⁴ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

⁵ [SADC Climate Change Strategy and Action Plan](#)

⁶ [INFORM Climate Change Brochure.pdf \(europa.eu\)](#)

Marginalized and vulnerable groups are similar across all five countries. Across all five countries, women are more likely to be poor, unemployed, face gender-based violence and have a higher prevalence of HIV than their male counterparts across the country. Poor women-headed households are vulnerable and are more at risk from food insecurity. Across all five countries, the risk of gender-based violence is particularly high for lesbian, bisexual and transgender women and intersex persons, refugee women, women with disabilities, women and girls with albinism, women and girls with HIV and AIDs, and sex workers.⁷

In terms of the UN System, across all five countries, the UN Country Teams (UNCT) are implementing the Delivering as One Initiative with the aim to harness the combined resources, capacity and knowledge of UN agencies in a coherent programme. UN Gender Theme Groups have been mandated across the five countries to support the mainstreaming of gender as cross cutting issue in the UN Development System. Common Context Analysis documents are in place for all five countries. All existing UNSDCFs and UNDAFs across the five countries have a specific outcome on gender, and gender also cuts across the other outcomes.

IV. PORTFOLIO ANALYSIS

The portfolio analysis summarizes the strategic note, its theory of change, the results framework and results management systems and the key interventions. It also analyzes financial and human resources and stakeholders involved in the delivery of the Strategic note, highlights findings from the evaluability assessment and sets out preliminary observations used to inform the evaluation design.

Strategic Note overview

At the end of 2023, the mobilized budget for the Strategic Note period was US\$ 31m⁸. The Strategic note covers 2017-23, the **five countries** of South Africa, Namibia, Botswana, Lesotho and Eswatini. It targets women, especially the poorest and most excluded, as well as the institutions and communities (including men and boys) that can contribute to strengthening

women’s empowerment and gender equality. It covers the **thematic areas** of 1) Ending Violence against Women; 2) Women Political Participation; 3) Women’s Economic Empowerment and 4) Women, Peace and Security.

Theory of Change

The theory of change sets out goals, outcomes, outputs and assumptions across three results areas, summarized in the table below. The full theory of change is set out in Annex 2.

Result Area 1: Gender responsive norms
Outcomes: Gender equality tools and skills to monitor and measure progress on global commitments under the normative framework; and institutions and community organizations promote gender equality
Outputs: Governments and civil society report and monitor global normative frameworks implementation; regional knowledge management for HIV / SRHR / GBV; UN, Regional bodies, governments and civil society implement HIV/AIDs prevention and management strategies focused on addressing gender inequalities; more women in informal economy access social protection
Result Area 2: Women are economically empowered and benefit from development
Outcomes: gender statistics are accessible and used; procurement is gender responsive and capacity of women business and entrepreneurs is strengthened
Outputs: gender statistics is collated, disseminated and used to advocate; advocacy leads to public procurement laws and policies that support women’s business enterprises; women’s capacity to respond to procurement calls and strengthened to move up the value chain.
Result Area 3: Women and girls live a life free from violence
Outcomes: GBV prevention strategies and action plans are implemented; favourable social norms, attitudes and behaviours are promoted; an enabling environment for Women, Peace and Security is created.
Outputs: Stronger coordination system, authorities use GBV statistics; community is mobilized to support ending violence against women; South Africa adopts accountability frameworks to ensure delivery of the national action plan on Women, Peace

⁷ South Africa, Eswatini and Lesotho CCA

⁸ Quantum

and Security, and SADC adopts a regional framework and Action plan on Women, Peace and Security.

Common assumptions include: sufficient political will of relevant stakeholders; sufficient resources; uptake of approaches and outputs of interventions; effectiveness of approach in leading to target change; and removal of barriers that hinder gender equality and women's empowerment.

Results Framework and Results Data

The Development Results Framework sets out indicators against the target outcomes and outputs, as summarized in the theory of change section above.

The overall Operational Effectiveness and Efficiency Frameworks includes the following goals to support intended development results:

1. Effectively and efficiently delivers processes to advance delivery of its mandate, including coordinating and promoting accountability for the implementation of Gender Equality and Women's Empowerment commitments across the UN system.
2. Effectively leverages its partnerships and communications capacity to increase support for financing of the gender equality agenda.
3. Manages with accountability its financial and other resources to deliver its target objectives.

The **results-based management system** involves quarterly reporting against output indicators, bi-annual reporting against outcome indicators, and annual reporting as per the UN Women template. No mid-term review was undertaken under the 2017-23 strategic note. A summary of the main results from the Results Management System and Annual Reports is set out in Annex 3. Selected data from these systems will be validated during the evaluation.

The **2017-23 communications and advocacy strategy** sets out its objectives of advocating for gender equality and women's empowerment through stakeholder and media engagement, and increasing UN Women's media visibility and strengthening its position as a sub-regional authority through thought leadership and consistent branding. The strategy involved investing in media partnerships, audio-visual content production and evidence-based knowledge products.

Strategic Note interventions

The full list of programmes undertaken during the strategic note, mapped against normative, coordination and operational (national, regional and global programmes) is set out in Annex 4. The Annex also identified any joint programmes and provides the timeline of implementation.

The largest five projects are as follows:

1. **The Acceleration of Women Owned Micro-Enterprises (AWOME):** Operations, contributing to Result Area 2 (Women are economically empowered), delivered between 2018-22 in South Africa, Botswana and Namibia, with a total budget of US\$ 4.8m
2. **Stimulating Equal Opportunities:** Operations, contributing to Result Area 2 (Women are economically empowered), delivered between 2018-22 in South Africa, with a total budget of US\$ 2.6m
3. **Generation Equality Forum:** Normative and Operations, contributing to all three result areas, delivered between 2020-22, across all countries, with a total budget of US\$ 1.6m.
4. **Women, Peace and Security Advocacy in SADC:** Normative, delivered between 2019-22, contributing to Result Area 3 (Women and girls live a life free from violence), and delivered in all five countries, with a total budget of US\$ 1.6m.
5. **Climate Smart Agriculture:** a regional operations programme, contributing to Result Area 3 (Women and girls live a life free from violence), delivered between 2019-22 in South Africa, with a total budget of US\$ 1.3m.

Financial and Human Resources analysis

The **financial and human resources analysis covers January 2017 to December 2023**. Annex 5 provides more detail on the preliminary financial and human resources analysis undertaken. It should be noted that some data discrepancies were identified between the Atlas, Quantum, Results Management System and OneApp system, which were resolved with the MCO during the inception workshop.

SAMCO has been successful with its resource mobilization. Its annual actual budget has more than doubled from US\$ 2.3m (2017) to US\$ 7.5m (2023), achieving its overall resource mobilization target. It has successfully fundraised from the private sector. For

example, De Beers PLC is its largest donor, contributing 33% of the country office's total funding.

However, implementation has not managed to keep up with resource mobilization. The financial disbursement / utilization rate over the Strategic Note period of 2017-23 was 74% (23m compared to an actual budget of 31m).

Timeliness of donor reporting has been poor, with 52% of reports submitted late during the 2017-23 period.

The largest area of work is Women's Economic Empowerment (SP2), accounting for 66% of the budget during 2017-2023, followed by Ending Violence Against Women (SP3), with 23% of the budget, then Peace, Security and Humanitarian Action (SP4) at 8% and Women's Political Empowerment (SP1) at 4%.

As of December 2023, according to the OneApp human resources dashboard, the office employed 23 people in total, of which 39% are staff, 13% consultants, 39% service contractors and 9% UN Volunteer. All personnel are based out of the Pretoria office.

Stakeholder mapping and analysis

The main stakeholder groups are as follows:

Governmental Stakeholders: principle and primary duty bearers who make decisions and responsible for leading the countries' development.

Civil Society Organisations: Partners working with UN Women to deliver, as well as partners working on different activities aiming to contribute to the same target outcomes. Some organizations are women rights organizations and others represent marginalized groups.

Research and academic institutions: Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.

Private sector: Partners on Women's Economic Empowerment Projects and funders.

UN agencies: Partners on joint programs, development partners supported by UN Women's coordination work.

Bilateral and foundation donors: Donors of UN Women's work.

UN Women team: responsible for implementing the Strategic Note.

Other multilaterals / regional bodies: Key partners contributing to same target outcomes.

Target groups of right holders: Right holders that UN Women are aiming to support to achieve gender quality and women's empowerment.

Annex 6 sets out the additional information on the institutions included within each stakeholder group, as well as their roles in the strategic note, and their main intended contributions to the strategic note, mapped against UN Women's normative, coordination and operational work.

Evaluability Assessment

The evaluability assessment comprises four areas. Findings are set out below, and implications for the evaluation approach in italics.

- 1. Assessment of the MCO Strategic note Theory of Change:** The overall theory of change is relevant, appropriate and coherent. The main challenge to the evaluability of the Theory of Change is the lack of clear explanation of the expected mechanisms. *The links between activities, outputs and outcomes were further developed during the inception workshop, to strengthen evaluability and support the evaluation's contribution analysis approach. (See Annex 2)*
- 2. Conduciveness of the context to conduct the M-CPE:** Due to capacity constraints, the M-CPE was postponed until 2024. UN Women and external stakeholders have recently participated in the internal audit and the strategic note planning. *Engagement of stakeholders will be done sensitively to avoid over-burdening stakeholders and negatively affecting UN Women's relationships with key stakeholders. Other evaluations are also planned – including the UNSDCF evaluation and other UN agencies' country programme evaluations.*
- 3. Accountability including the management structure, leadership, staffing and performance management culture at the MCO:** The 2022 internal audit identified some challenges with the recent management structure turnover at the MCO, with potential implications on the office's effective and efficient delivery. *The evaluation team will work closely with the management team to ensure efficient and effective evaluation delivery and uptake.*
- 4. Quality and completeness of the DRF/OEEF:** The table below summarizes the assessment of the quality and completeness of the Development

Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF). Annex 7 sets out more detail. *The evaluation will focus on gathering additional evidence to support achievement against target outcomes, especially in areas where the indicators and data quality is weak.*

Measure	Overall Rating
DRF Outcomes	Limited
DRF Outputs	Adequate
DRF Framework Indicators	Limited
DRF data quality	Limited
OEEF Outputs	Adequate
OEEF Indicators	Adequate
OEEF data quality	Adequate

Preliminary observations

The following preliminary observations will be further explored during the evaluation.

- Staffing structure and challenges within MCOs:** SAMCO planning documents have noted that securing the right personnel has been an ongoing challenge. Internal audits and evaluations of other MCOs have identified that staffing for MCOs is a particular challenge, given the need to cover multiple countries. The internal audit identified that the gap in leadership had affected collaboration across teams. The MCO has also identified the high personnel turnover during the SN period as a particular area of risk. The evaluation will review the extent to which the personnel mix was sufficient to cover stakeholder expectations of the MCO, as well as the MCO's mandate.
- Presence across the five countries and structural challenges:** The lack of permanent presence in the other countries besides South Africa affected the scope of what UN Women can do in these countries. Other UN Agencies, such as UNDP, UNICEF and UNFPA have taken on some of the gender coordination and delivery role in these other countries. However, the evaluators also note the structural challenges due to the size of the MCO. By size, the MCO falls under UN Women's corporate category of a 'medium' office. It is unable to fund coordination specialists in all 5 countries, while remaining within the corporate target ratio of core to non-core. The evaluation will explore stakeholder reflections on priorities for UN Women in the other four countries, given the MCO's limited resources.
- Response to Covid-19:** Covid-19 required a shift to online delivery, affecting what could be achieved. UN Women also joined other UN agencies to shift to immediate needs such as food and personal protective equipment, as well as emergency support to businesses, people living with HIV and GBV shelters. The evaluation will review UN Women's Covid-19 response, and the extent to which it was in line with its mandate and comparative advantage.
- Disbursement rates:** The MCO has been successful at increasing resource mobilization, but there have been challenges with disbursing these funds. The evaluation will delve further to understand the barriers to timely implementation, and any effects this may have had on donor relationships, drawing on internal audit findings.
- Quality and timeliness of reporting:** Quality and timeliness of donor reporting remains a challenge. Internal Audit also identified that needs assessments were not always undertaken before projects. The evaluation will review the systems in place to support effective programme design and implementation.
- Way forward for the MCO:** The MCO has recently commissioned a study entitled 'nation of women' to help frame and prioritize its work going forward. The study highlights that within the countries covered by the MCO, despite their middle-income countries, there are 21.5m women living in less developed country status. The area of Climate Smart Agriculture has also been highlighted as a potential area to scale. The evaluation will review lessons from these areas of work to identify any recommendations for the MCO going forward.
- Inclusion and equity, including disability inclusion:** The MCO noted that disability inclusion was not a focus of the previous SN, but that it is a key priority going forward. The evaluation will review the MCO's work on disability inclusion and draw out any lessons and recommendations for the MCO going forward.

V. METHODOLOGY

The evaluation will use a mixed method, contribution analysis approach. The methodology section introduces the evaluation criteria and questions, the overall approach, sampling, data collection and analysis approach, ethics, risks and limitations and how these will be mitigated and the dissemination plan.

Evaluation Criteria and Questions

The table below sets out the evaluation criteria and questions, and a summary of the proposed approach. Additional details are set out in the evaluation matrix in Annex 8.

Key evaluation question	Sub-questions	Approach
Effectiveness, Human Rights and Gender Equality, and Sustainability		
E1. Are interventions contributing to target outcomes set out in the Strategic Note, and addressing the root causes and supporting structural changes in gender equality and women's empowerment?	E1a. What contribution is UN Women making towards gender responsive normative frameworks, policies, institutions? E1b. Are interventions targeting the root causes of gender inequality and designed to support sustainable change? E1c. What unexpected outcomes have been achieved? E1d. What are the enablers and barriers to achieving target outcomes? E1e. Are interventions applying gender and disability inclusion approaches?	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women's contribution. Outcome harvesting to capture unexpected outcomes in sampled interventions. Lessons learned around which models are effective or ineffective Review and assess extent to which sampled interventions are applying gender, human rights and disability inclusion approaches, and targeting the most marginalized groups across ethnicity and SOGIESC.
Efficiency		
F. How efficient are the organizational structures and management processes?	F1a. Does the UN Women MCO organization structure, systems and processes support effective resource mobilization and efficient implementation? F1b. Is the right personnel mix across countries in place to achieve target outcomes across all countries?	Assess extent to which structure, systems, staffing have facilitated or impeded efficient implementation. Review resource mobilization strategy and implementation, in upper and lower middle income contexts
Coherence and Relevance		
C1. Are UN Women's interventions coherent with the work of the UN Country Team and other key stakeholders across all 5 countries?	C1a. Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment? C1b. What contribution is UN Women making to UN system coordination on gender equality and women's empowerment? C1c. How effective is the MCO's approach to stakeholder engagement and partnership (with CSOs, government and donors)?	Assess synergies between UN Women's sampled interventions, and those of other stakeholders. Assess UN Women's contribution to the UN System. Assess the effectiveness of UN Women's partnership approach and review stakeholder perception
C2. Do the interventions selected maximize UN Women's comparative advantage?	C2a. What was the MCO's comparative advantage and value add vis-à-vis other development actors? C2b. Were the MCO's focus areas and strategy for implementation the most relevant for advancing gender equality and women's empowerment, considering its comparative advantage?	Review and assess UN Women's comparative advantage and decision-making process for resource allocation. Review stakeholder perception of and expectations for UN Women. Review needs assessment and priority setting process at the start of the Strategic Note and links to the Common Country Analysis.

Evaluation Approach

The evaluation approach is theory based. Contribution Analysis will be used to assess UN Women's contribution to target outcomes as set out in the reconstructed theory of change (see Annex 2). The evaluation will also use mixed methods, drawing on both quantitative data (primarily financial and from the survey) and qualitative data (from document review, interviews and focus group discussions).

Gender equality and human rights will form a critical component of the evaluation in the following ways⁹:

Stakeholder analysis and methodology: The stakeholder analysis has been used to select a diverse group of stakeholders to engage in the evaluation, including women and men, as well as those most affected by rights violations, and those who are marginalized and may be difficult to reach. The evaluation will carefully consider outreach efforts to ensure their participation. Data will be triangulated across different sources and stakeholders.

Evaluation criteria and questions: A evaluation sub-criteria has been added that focuses on gender equality and human rights. Associated evaluation questions have been developed. For sampled interventions, the evaluation team will assess outcomes against The Gender Results Effectiveness Scale (GRES)¹⁰ developed by UNDP, see below:



Reporting: Human Rights and Gender Equality analysis will be integrated in all sections of the report (findings, lessons learned, recommendations).

Sampling Frame

There are three levels of sampling.

1) Most significant contributions to outcomes

Most significant change will be used to identify areas to focus on, specifically UN Women's most significant contributions to target outcomes. Based on review of annual reports and discussions with MCO stakeholders, several areas (see Annex 3) have been highlighted as

areas where UN Women has made the most significant contribution to target outcomes, across the triple mandate, while ensuring a good mix across the Strategic Note time period and across different categories and result areas of the Strategic Note.

Contribution Analysis will focus on these areas, in order to: validate and gather additional evidence for the achievement of these outcomes; gather evidence for UN Women's contributions; identify other enablers and barriers to this achievement.

2) Sampled interventions

To ensure a comprehensive review of the processes and systems in place at the MCO, and not just areas of the most significant progress, an additional sample will be taken of all interventions, to ensure a representative sample.

The main interventions undertaken by the MCO have been mapped into a sample frame for evaluation (see Annex 4). Across this, a sample has been taken to ensure a good coverage across: investment levels; countries, thematic areas and normative, coordination and operational work; promising approaches; types of interventions – including joint and global programmes.

These sampled interventions will be used to answer the following evaluation questions:

- **E1:** Capturing any unexpected outcomes arising from these interventions, both positive and negative and whether interventions are addressing the root causes of inequality and applying gender, human rights and disability inclusion approaches.
- **C1:** Examining the coherence of select interventions with UNCT and other national level stakeholders.
- **C2:** Examining the alignment of select interventions with UN Women's identified comparative advantage.

3) Stakeholder sampling

The evaluation applies a purposive sampling approach to ensure a diverse range of perspectives is taken into account.

A full stakeholder mapping has been undertaken with the support of the MCO (See Annex 6). There will be

⁹ Building on the *Integrating Human Rights and Gender Equality in 26 Evaluation – Towards UNEG Guidance*

¹⁰ [The Gender Results Effectiveness Scale \(GRES\)](#)

three main areas of stakeholder consultation and associated sampling.

1. **Most significant contribution to outcomes:** Stakeholders able to comment on the most significant contributions to target outcomes - to support validating the achievement and UN Women’s contribution. Practically, this means all key stakeholders involved in this area of work – including UN Women personnel, donors, UN agencies, implementing partners, government, and rightsholders, selected in coordination with the MCO. Here we will also be speaking to a sample of programme participants, which will be purposively selected to ensure a good mix across geographical region, ethnicity, disability, and gender.
2. **Sampled interventions:** Stakeholders able to comment on the sampled interventions, including program managers, partners and government stakeholders. These stakeholders will be purposively selected.
3. **Country level stakeholders,** across all 5 countries, including UNCT, UN Women personnel, donors, government stakeholders and others, across all the countries covered by the multi-country office. These have been purposively sampled, to focus on stakeholders with a strategic overview of the portfolio, stakeholders whose perspective have not been previously captured; and stakeholders working in significant areas for the SAMCO (based on priority areas and relative size of area in comparison to the entire portfolio).

Annex 6 sets out the proposed sample split across these categories, as well as more detail on the sampling approach.

Data Collection

Interviews and Focus Group Discussions with key informants identified through the stakeholder analysis, comprising approximately 50 KIIs and 15 FGDs.

Surveys of UN Women personnel and UNCT partners, including CSOs.

- Survey 1 with UNCT not already interviewed: 14 organizations
- Survey 2 with all Country Office personnel not already interviewed: 15 respondents

- Survey 3 with other partners and CSOs (donors, private sector, academic institutions): 66 respondents

In total, the evaluation team is proposing to cover a sample of approximately 200 stakeholders across all 5 offices. In total, the full stakeholder list comprises 231 stakeholders. All will be contacted for survey / key informant interview / focus group discussion. However, the evaluation team expect certain numbers of stakeholders will be unable or unavailable to participate.

Data collection tools are set out in Annex 9.

Document review of UN Women documents, national documents on progress against gender equality and women’s empowerment.

All data will be disaggregated by sex where possible, including through specific questions in the questionnaire and data collection tools. With the support of programme partners, programme participant data will be disaggregated by geographical region, ethnicity, and disability status. Data will be managed as per the data management plan, set out in Annex 10.

Analysis

The evaluation matrix forms the framework for analysis. Qualitative data will be analyzed in NVivo, using codes developed based on the evaluation matrix. Quantitative data will be analyzed in Stata, to identify patterns and trends. Data analysis will disaggregate data by sex and age, and where available, by geographical region and disability status. The evaluation team will use the debrief meetings with MCO staff and the presentation of preliminary findings to validate findings and identify if there are other avenues that need to be further explored.

Contribution towards each target outcome will be analyzed using the format below.

Target Outcome
Evidence for achievement
Achievement – strength of evidence (Strong / Moderate / Weak)
Evidence for UN Women contribution
UN Women contribution – strength of evidence (Strong / Moderate / Weak)
Contribution of other factors / realization of key assumptions

Ethics

The evaluation will comply with the relevant UNEG

and UN Women standards on ethics¹¹. Specifically, the evaluation will be delivered as follows:

Integrity:

The evaluators will ensure compliance with the Code of conduct, and to deliver the evaluation with honesty, professionalism and impartiality. The evaluators are independent from the program delivery and will document any areas of disagreement between the evaluation team and the MCO, and changes to the evaluation findings.

Accountability:

The evaluation follows a transparent process through the inception report and sampling approach. Analysis will be transparently done in NVivo and Stata. All evaluation findings will be clearly mapped to the evaluation objectives and evaluation questions, with clear reference to the underlying evidence.

Beneficence and Do No Harm:

The evaluation team will seek informed consent, clearly explaining the purpose of the evaluation and how the information will be used. Explicit oral consent will be sought. The evaluators will also highlight potential benefits and harm to participating. All responses will be kept confidential. Evaluators will highlight that participants can stop the interview or focus group discussion at any point. The evaluators will carefully considering the setting, scope, structure and participant selection in interviews and focus group discussions, to avoid any harm to participants, for example, those affected by violence. This will be guided by UN Women protocol¹². Vulnerable participants may include survivors of violence and HIV positive participants, as well as other intersectional vulnerabilities such as age, status, background. To ensure a trauma informed approach, the evaluation team will remind participants that participation is voluntary, provide participants with multiple decision points to continue / stop throughout the interview, and transparently describe what questions will be asked. Only absolutely needed identifying information will be requested. The evaluation team will set aside time to put the participant at ease and take breaks as needed, and

carefully monitor any signs of distress or trauma, at which point the interview will be immediately stopped. In case of any arising issues, the evaluators will refer cases to local services, based on guidance of UN Women MCO colleagues.

Respect:

The evaluation will meaningfully engage evaluation stakeholders, and not only as subjects of data collection. The evaluation team will share the evaluation brief with all evaluation stakeholders and respondents. To ensure fair representation of different voices, the sampling approach takes into consideration coverage of different categories of stakeholders, including those hard to reach.

Risks, Limitations and Mitigations

Stakeholder engagement: Given the recent internal audit and Strategic Note Consultations, the evaluators will have to carefully coordinate with the MCO, to avoid overburdening stakeholders and ensure a good response rate.

Data collection sensitivity: The Consultants will share all data collection tools with the MCO for review, to ensure potentially cultural and political sensitivities are addressed.

Availability of monitoring data against valid indicators: Certain indicators and monitoring data are weak and/or missing. The evaluation will focus on validating reported achievements and gathering additional evidence to support achievement against target outcomes, especially in areas where the indicators and data quality is weak.

Evaluation timing: The data collection will be undertaken when the new strategic note has already started. Given the evaluation findings will be too late to inform the development of the new strategic note, the evaluation team has worked closely with the MCO on the evaluation scope to maximize the utility of the evaluation for the practical implementation of the ongoing strategic note.

Bias and reliability of findings: To avoid the risk of bias and ensure reliability of findings, the evaluation team

¹¹ The evaluation will adhere to UNEG and UN Women Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach

¹² <https://www.unwomen.org/sites/default/files/2022-12/Safe-consultations-with-survivors-of-violence-against-women-and-girls-en.pdf>

will triangulate evidence and ensure there are no findings relying on single points of evidence. Data will be validated with stakeholders through emerging findings presentations to the Multi-country office and the evaluation reference group.

Stakeholder ownership of findings and use of evaluation: To strengthen Multi-country Office and evaluation reference group ownership of findings and recommendations, two separate workshops will be used to validate findings and co-create recommendations.

Dissemination and Use

The table below sets out the dissemination plan for the targeted primary and secondary users.

Dissemination approach	How this will be tracked
SAMCO Evaluation team to share two-page brief and host a meeting to discuss findings and next steps.	Uptake of findings and extent to which meeting results in concrete, actionable next steps
UN Women Regional Office and HQ colleagues Evaluation team to share two-page brief and host webinar.	Number of stakeholders the brief is shared with Number of attendees at webinar
National partners and others working in the sector Evaluation team to share two-page external facing brief	Number of stakeholders the brief is shared with

The Country Representative will lead the follow-up process to facilitate the use of evaluation findings, and is responsible for issuing a management response within 6 weeks of evaluation report finalization.

VI. WORK PLAN

¹³ UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation

IEAS and the evaluation reference group and management group will provide quality assurance. The evaluation will be completed by November 2024.

Evaluation Management and Quality Assurance

The Director of IEAS and Chief of IES will review and sign off on all evaluation products, which will comply with relevant guidance.¹³ Supported by the evaluation analyst, the Team Lead will be overall responsible for the M-CPE, including data collection, analysis and reporting. The evaluation will also be subject to the Global Evaluation Report Assessment and Analysis System (GERAAS) process, which assesses the quality of the report and the level of confidence readers can place on the evaluation.

The External Evaluation Reference Group and Evaluation Management Group (see Annex 11 for composition and terms of reference) are responsible for providing technical review and support and ensuring a high quality, transparent process. The IES peer reviewer will support with providing another layer of review.

Evaluation Plan

Task	Date
Validation of draft Inception Report by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	June 2024
Final Inception report addressing comments from the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	July 2024
Data collection	July 2024
Data analysis, presentation of preliminary findings and draft report	August – September 2024
Draft report reviews by the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	September 2024
Final Report addressing the comments of the Peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	October 2024
Presentation of the final report	November 2024
Brief summarizing the findings of the report	November 2024

ANNEXES

- Annex 1 List of stakeholders consulted and documents reviewed
- Annex 2 Theory of Change
- Annex 3 Summary of results data
- Annex 4 Strategic Note Interventions
- Annex 5 Human and financial resources analysis
- Annex 6 Stakeholder mapping
- Annex 7 Evaluability assessment
- Annex 8 Evaluation Matrix
- Annex 9 Data Collection Tools
- Annex 10 Data Management Plan
- Annex 11 Reference Group and Management Group Members
- Annex 12 Terms of Reference
- Annex 13 Country contexts

Annex 1: List of stakeholders consulted and documents reviewed

Stakeholders consulted

- UN Women SAMCO Representative
- UN Women SAMCO Deputy Representative
- UN Women Chief of Internal Audit Office
- UN Women Audit Specialist
- UN Women Regional HIV Specialist
- UN Women SAMCO Women's Economic Empowerment Specialist
- UN Women SAMCO Partnerships and Resource Mobilization Specialist
- UN Women SAMCO Monitoring, Reporting and Evaluation Specialist
- UN Women Ending Violence Against Women Specialist
- Previous UN Women Ending Violence Against Women and Peace, Security and Humanitarian Action Specialist
- Previous UN Women SAMCO coordination consultant

Documents / systems reviewed

- SAMCO 2018-2023 Strategic Note
- SAMCO 2018, 2019, 2020, 2021, 2022 and 2023 annual reports and annual work plans
- RMS data on results and donors
- OneApp, Atlas and Quantum Data
- UN Women Gender profiles for Eswatini, South Africa, Namibia and Lesotho
- Botswana, Eswatini, South Africa, Namibia and Lesotho Common Country Analysis
- Botswana, Eswatini, South Africa, Namibia and Lesotho UNDAFs / UNSDCF
- National Strategies
- CEDAW Committee Concluding Observations
- Project documents for sampled projects (donor and partner agreements and reports)
- HeforShe TOC
- Young Women for Life Movement Concept Paper

Annex 2: Theory of Change

The diagram below sets out the reconstructed theory of change, building on the one included in the Strategic Note. The assumptions across result areas have been categorized and the causal pathways strengthened to support the evaluability of the theory of change. Various theories of change have been used over the period of the strategic note. The evaluation theory of change set out below is based on the outcomes and outputs in place for the longest period of the Strategic Note. The Women’s Political Participation result area was removed in 2020 due to constraints. Key elements have been incorporated into the theory of change below, but it has not been included as a separate result area.

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination		Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development			Result Area 3: Women and girls live a life free from violence		
Outcomes → Goal	Norms, standards and policies are gender-responsive. Discriminatory laws and policies are eliminated. Institutions and communities implement these gender responsive frameworks and promote gender equality.		Policy makers and decision makers access and use up to date sex disaggregated data for evidence-based national policy making and are held accountable WBEs and women entrepreneurs have increased opportunities to participate in the economy			Violence is being prevented before it happens or reoccurs and coordinated efforts maximizes impact of interventions, leading to a substantial reduction of violence against women		
Outcomes	1.1 Gender equality tools and skills to monitor and measure progress on global commitments under the normative framework	1.2 Bias-free Institutions (district, provincial and national parliaments, as well as traditional institutions) and community level organizations promote gender equality and implement gender responsive legal/policy frameworks	2.1 Sex disaggregated and gender statistics are available and accessible to all users to strengthen women’s economic empowerment in sector plans, strategies and SDG localization plans in South Africa	2.2 Public and private procurement is gender responsive	2.3 Capacity of Women owned businesses and women entrepreneurs to participate in the economy is strengthened	3.1 GBV prevention strategies and action plans are implemented by UN, Government and civil society in a coordinated manner and are informed by voices of women survivors of violence	3.2 Favourable social norms, attitudes and behaviours are promoted at community and individual levels to prevent GBV	3.3 An enabling environment for the implementation of Women, Peace and Security Commitments (including relating to GBV) is created in South Africa and SADC region

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination		Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development			Result Area 3: Women and girls live a life free from violence		
Outcomes →	Active engagement of stakeholders and knowledge generation by UN Women leads to global commitments being monitored	Institutions are supported to promote gender responsiveness across different areas of work, including HIV/AIDS prevention and social protection.	Data is collected, disseminated and used for advocacy, which enables the strengthening of policies and plans	Increased awareness, capacity and advocacy strengthens the gender responsiveness of procurement	Women's capacity to respond to procurement and move up the value chain is strengthened, which strengthens their participation in the economy	Strengthened coordination and use of GBV data and best practice strengthens implementation of GBV prevention strategies and action plans	Mobilization of communities and individuals leads to more gender equitable social norms, attitudes and behaviours	Strengthening of accountability frameworks, institutions and member states, regional and global dialogue and capacities of gender advocates to participate in peacebuilding and negotiations
Outputs	1.1.1 Governments and civil society engage actively in reporting and monitoring the implementation of the global normative frameworks i.e. Beijing Platform for Action and SDGs	1.2.1 HIV/AIDS prevention and management strategies and action plans are implemented by UN, RECs, Governments and Civil Society in a coordinated manner, focused on addressing gender inequalities, especially for Adolescent Girls and Young Women and are informed by voices of WLHIV	2.1.1: Data is regularly collated and curated to show the status of women compared to men	2.2.1: Increased awareness, engagement & advocacy for favourable public procurement policies for WBEs	2.3.1: Capacity of women's associations and women entrepreneurs to respond to procurement is increased	3.1.1: Enhanced integrated UN system, government and national stakeholders multi-sector coordination mechanism for responding to GBV in South Africa	3.2.1: Women, girls, men and boys at community and individual level are mobilized in favour of respectful relationships and gender equality	3.3.1: South Africa (SADC and one other SACU country) adopt high impact quality accountability frameworks, which are locally contextualized, participatory and inclusive to meet emerging threats and challenges including development of SMART National Action Plan (NAP) on UNSCR 1325.
	1.1.2 Regional knowledge management for HIV/SRHR/GBV in East and Southern Africa Region	1.2.2 More Women in Informal Economy access Social Protection	2.1.2: Increased dissemination of data at national and regional level	2.2.2: Public Procurement & related laws and policies reviewed and reformed and information disseminated in favour of women's business enterprises (WBEs)	2.3.2: Capacity development of women's associations and women entrepreneurs strengthened to move up the value chain			3.3.2: Regional Institutions and Member States are supported to implement WPS commitments in plans and strategies
					3.1.2: National and local authorities access GBV data and statistics including	3.2.2: Youth mobilized through technology		

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination	Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	Result Area 3: Women and girls live a life free from violence					
			2.1.3: Increased evidence-based advocacy on policy implementation relating to employment equity, pay gap and care economy			best practices to inform GBV strategy implementation	and social media to prevent GBV and HIV	dialogue on WPS 3.3.4: Increased availability of women leaders and gender advocates with capacities to participate in formal and informal conflict prevention, mediation, peacebuilding and peace negotiations at international, national and local community levels

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination	Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	Result Area 3: Women and girls live a life free from violence			
Activities	<ul style="list-style-type: none"> Strengthen the participation of women in developing and monitoring public policies. Engage in policy discussions with traditional court settings and government counterparts. Support government with monitoring progress against gender commitments. 	<ul style="list-style-type: none"> Support engagement between government and workers to increase access to social protection schemes Work with opinion leaders to address harmful norms and practices, to decrease women vulnerability to HIV/AIDs, Facilitate meetings and facilitating men's and women's groups. Socio-economic empowerment programmes for young women to build resilience to HIV/AIDS and GBV. 	<ul style="list-style-type: none"> Undertake research and analysis Disseminate data and research Advocate for more responsive gender policies and their implementation, based on data – on issues including pay gap and care economy Identify procurement opportunities and match them to women owned enterprises, through a digital enterprise platform Train / support women entrepreneurs and procurement officers on the women's empowerment principles (WEPS). 	<ul style="list-style-type: none"> Train, support and mentor women micro-entrepreneurs and business improvement groups Train trainers of trainers Support inclusive agricultural value chains and women owned agribusinesses. 	<ul style="list-style-type: none"> Support towards implementation of NSP on GBVF Coordinate a multi-sectoral response to GBV Support the generation of GBV data and statistics Promote individual and community social norms, attitudes, and behavior change to prevent GBV Use technology to mobilize youth on GBV and HIV Support and empower survivors of GBV 	<ul style="list-style-type: none"> Facilitate member states and regional consultations on the WPS Agenda Support the implementation of Action Plans on WPS Mediation training for State and Non-State actors. Train the Police to improve gender-sensitive policing Promote behaviour change within the media and creative industries

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination	Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	Result Area 3: Women and girls live a life free from violence				
	<ul style="list-style-type: none"> Engage likeminded partners and convene stakeholders on issues including GBV, HIV response, social cohesion, crime and structural drivers of gender equality. Deliver evidence based advocacy, based on research (including population-based surveys on attitudes, evaluation of community based interventions) 						
Key Assumptions							
Political will / willingness			<p>Statistics South Africa is committed to work on gender and statistics</p> <p>There is political will supportive of fostering WEE, and no backlash from male owned businesses. Companies are willing to review their procurement policies and empower women entrepreneurs</p>	<p>Women entrepreneurs and WBEs want to leverage procurement as a model to access markets and grow</p> <p>Women who are trained apply their skills to businesses</p> <p>Countries will fund master trainers to deliver future trainings</p>	<p>Political will and commitment to elimination of Violence against Women</p>		<p>There is political will to develop accountability frameworks and be held to account.</p> <p>There is willingness from key international actors and conflicting parties to include women in conflict resolution processes.</p>
Resources			<p>There is technology that can be leverage to collate gender data and statistics from different sources</p> <p>Availability of public and private resources.</p>		<p>Lack of technical and adequate financial resources.</p>		

Goal	Result Area 1: Gender responsive norms and policies are strengthened and implemented and individuals live lives free of discrimination		Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development			Result Area 3: Women and girls live a life free from violence		
Approach is effective / uptake			Gender statistics will be used by various sectors to inform policy making and budgeting for women economic empowerment		Business skills training to women will improve their profitability		Changes in attitudes and beliefs will result in changes in behaviours. An integrated multi-sectoral approach to prevention is effective to change social norms and attitudes	Attitudes can be changed in favour of women's participation Conflict Prevention.
Removal of barriers	Programming addresses structural drivers of vulnerabilities (underlying structures including economic dependence, patterns of influence, events)				Social and cultural barriers do not limit women entrepreneurship			

Annex 3: Summary of Results data

This annex synthesizes secondary results data for the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) of the Multi-Country Office, as reported by the Multi-Country Office.

TABLE 1

Summary of progress against indicators

The table below sets out the summary of progress reported by the MCO against outcome indicators for the DRF (by thematic area) and OEEF as of 2022. The results framework in place between 2017-2022 forms the basis of the contribution analysis. The structure of the outcomes were significant revised in 2023, and no longer align to the thematic areas.

	Not reported	No change	Some progress	Significant progress	Target reached / surpassed
Leadership & political participation (2019)		100%			
Economic Empowerment (2022)	11%	22%	22%	44%	
Ending violence against women (2022)			83%	17%	
Global norms, policies and standards (2022)		86%		14%	
OEEF (2022)		24%	29%	43%	5%

Source: OneApp Results Management System,

The sections below synthesizes results data from the DRF, drawing on the Results Management System and Annual Report, focusing on what the MCO has identified as the areas of the most significant change. A sample of these achievements will be validated during the evaluation.

Operational

Key achievements **reported by management** have been mapped to the result areas below, though noting that some achievements cut across more than one result area.

Women's Economic Empowerment

- Through the *AWOME* project training and support, women entrepreneurs have improved the profitability of their businesses.
- The *Climate Smart Agriculture* project supported 150 young farmers to start farming projects, and a training center to secure a European market.
- In South Africa, SAMCO, working with the UN system, provided technical support to ensure that women from affected areas benefit and participate in a just energy transition (JET) that seeks to ensure equitable access and sufficient power generation whilst recognizing the impact (direct or indirect) on livelihoods, workers, and communities.
- SAMCO supported the promulgation of the Procurement Bill in South Africa. The bill emphasizes the importance of local production/ content and prescribes allocations for black women, people with disability, and small and micro-enterprises.

Ending Violence against Women and Peace, Security and Humanitarian Action

- *Ending Violence against Women* project has led to changed culture with areas, including Klerksdorp, relating to gender-based violence and attitudes and behaviours towards women, visible through changed behaviours towards gender based violence cases.
- UN Women and SADC enhanced the capacity of women mediators in conflict prevention and mediation to prevent and manage social and political intra and inter-state conflicts in their countries.
- UN Women in collaboration with the African Sovereignty Institute enhanced the capacity of the Police and improved gender-sensitive policing for survivors and victims of GBV during COVID-19 and other public health emergencies in SA.
- Supported partners in South Africa and Lesotho to respond to and mitigate the effects of the COVID-19 pandemic including fighting against COVID-19-related GBV, stigma, and other forms of discrimination and human rights abuses to ensure long-term recovery.
- UN Women supported and mobilized organizations to implement the National Strategic Plan, with GBV actors submitting a joint report to the President every week on progress in implementing the Emergency Response Plan as well as the pilot of a Rapid Response Initiative
- UN Women supported partners in South Africa and Lesotho to fight GBV in the context of COVID-19 as well as

mitigate the impact of COVID-19 on shelters and GBV services. UN Women supported shelters in at least four provinces of South Africa.

- UN Women in partnership with SADC and UNDP Regional Service Centre for Africa (UNDP-RSCA) influenced countries in the region to commit to accelerating the implementation of the WPS Agenda.
- SAMCO supported South Africa to develop a communication strategy to provide a multi-sectoral, coherent strategic policy and programming framework to guide a coordinated national response to GBVF
- UN Women provided technical support to improve the effectiveness of the National Command Centre on Gender Based Violence whose capacity was ramped up because of increased calls due to the COVID-19 Pandemic

Global Norms and HIV

- Through the empowerment components of *HIV* programs, young women have become community advocates and participated in local elections, advocating for candidate to have solid mitigation plans to address gender equality and women's empowerment.
- *HeForShe* project supported men to speak out in the face of gender-based violence and rape culture, and to lead a public response to these issues. Men in the 5 provinces of KZN, Eastern Cape, Northwest Mpumalanga, and Gauteng were influenced to change their attitudes and behaviours around GBV, unequal gender relationships and HIV.
- The *SDG Fund Joint Programme on Social Protection* developed strategies to bridge Social Protection gaps in South Africa.
- Through implementing partners, UN Women strengthened communities' response to HIV & Aids and GBV by engaging men and religious leaders as agents of change to address negative social norms and gender stereotypes and leveraging the *HeForShe* campaign. Various groups committed to gender equitable social norms, attitudes and behaviours as a result of UN Women's support.

Coordination

Through guidance, training, technical assistance, financial support, the MCO reported that it had supported countries with:

- reporting on the CEDAW convention
- development and validation of action plans for the UNCTs and Gender Theme Groups
- UNCT to develop and submit the UNCT-SWAP Gender Equality Scorecard following extensive reviews and training with the Results Groups of the UNSDCF
- Through the UNCT RCO and the Gender Theme Group supported the integration of gender into the Common

Country Assessment as the country embarks on its process of preparing the new UNSDCF 2022-2027.

- UN Women, as chair of the Gender Theme Group, contributed to better synergy and coordination amongst UN Agencies implementing GBV programmes. UNW leadership in developing a tool for agencies to indicate areas of work helped to streamline work and strengthen coordination amongst UN agencies in GBV programming thus contributing to improved programming and less duplications amongst agencies.

Normative

- supported the Government of South Africa in their capacity as Chair of the African Union to prepare the draft African Union Convention on Violence Against Women
- technical support to the High-Level Steering Committee on the Framework for Gender Responsive Planning, Budgeting, Monitoring and Evaluation and Auditing (GRPBMEA), coordinating the entire government system in South Africa on the framework.
- Advocacy on policy influence and ongoing high level engagement undertaken in 2019 generated good results in 2020 - through technical support provided by UN Women to the Presidency's Technical Task Team on Gender Responsive Procurement, the Presidency signed a performance contract with Government Ministers to ensure implementation and to fast-track the 40% preferential procurement for women-owned businesses and enterprises. Six Government Ministers and the UN in South Africa committed to developing strategies on how each will implement gender-responsive procurement, policy and budgeting practices in their respective departments and institutions with the aim to support women entrepreneurs and strengthen their role in the economy.
- Both the President and the Minister responsible for Women made announcements including in the State of the Nation Address and related debates about GBV being a national priority that requires urgent attention. UN Women contributed to this through the advocacy generated from a SADC GBV regional strategy which SADC secretariat developed and was approved by member states. The dramatic actions of civil society particularly by the #TheTotalShutDown movement in South Africa in August 2018 resulted in heightened action by Government.
- Supporting the adoption by cabinet of a multi-sectoral high impact National Action Plan (NAP) on Women, Peace and Security (WPS), in line with UN Security Council Resolution 1325 in 2020. UN Women served as a member on the National Task Team comprising Government and civil society in a lead advisory role. UN Women provided technical and financial resources for the consultations, drafting, validation, and printing of the NAP on WPS.

- Provided technical assistance and advocacy which supported the adoption of:
 - *Namibia National Action Plan on UN Security Country Resolution 1325 on Women, Peace and Security*
 - South Africa Domestic Violence Amendment Act 14 of 2021.
 - South Africa Criminal Law (Sexual Offences and Related Matters) Amendment Act, Amendment Act 13 of 2021
 - South Africa Criminal Related Matters Amendment Act 12 of 2021
- In collaboration with the SADC Parliamentary Forum (PF) worked towards development of a model law on GBV to complement various initiatives in the SADC region to eliminate GBV. It is used by SADC member states as a yardstick for measuring their domestic laws and as a guide in dealing with GBV issues.
- Through the Department of Social Development, UN Women supported the review and strengthening of the National Integrated Programme of Action Plan (POA) to address Violence against women and children. The POA has a pillar on prevention which focuses on social norms, attitudes and behaviour change.

Annex 4: Strategic Note Interventions

TABLE 2

Strategic Note Interventions

Sampling Approach

The table below sets out the list of Strategic Note Interventions running from 2017-2023, as per Atlas and Quantum, along with actual budget values across the Strategic Note cycle. Sampled projects are indicated in the 'sample' column.

Project	Category	Result Area	Years	South Africa	Eswatini	Botswana	Lesotho	Namibia	Total	Sampled
AWOME	Operations	WEE	18-22	\$2,258,357		\$1,135,486		\$1,360,988	\$4,754,831	Deep dive
Stimulating Equal Opportunities	Operations	WEE	18-22	\$2,621,032					\$2,621,032	Deep dive
Generation Equality Forum	Operations	All	20-22	\$1,631,954					\$1,631,954	
Advocacy WPS in SADC	Normative	WPS	19-22	\$1,605,156					\$1,605,156	Deep dive
Climate Smart Agriculture	Operations – Regional	WEE	19-22	\$1,339,181					\$1,339,181	Project review
Advocacy EVAW	Normative	EVAW	19-22	\$1,233,477					\$1,233,477	Deep dive
3R Unpaid Care Work in WEE	Operations	WEE	21-22	\$1,138,154					\$1,138,154	
UBRAF Joint United Nations Programme on HIV/AIDS (UNAIDS)	Operations - Global	HIV	20-24	\$604,520	\$10,000	\$214,893	\$110,000	\$60,667	\$1,000,080	Deep dive
Strengthening institutional response to VAW	Operations	EVAW							\$1,000,000	Project review
Social Protection in South Africa	Operations – Joint Program	WEE	19-22	\$390,484					\$390,484	
COVID19 Crisis in Dev. Country	Operations	All	20-22	\$344,132					\$344,132	
Women, peace and security project	Operations	WPS	18-20	\$341,515					\$341,515	Project review
DFID RSA partnership GBV & WEE	Operations	EVAW and WEE	21-22	\$315,973					\$315,973	Project review
Ending Violence Against Women	Operations	EVAW	19-20	\$259,518					\$259,518	

Project	Category	Result Area	Years	South Africa	Eswatini	Botswana	Lesotho	Namibia	Total	Sampled
ABSA Capacity Building WOB	Operations	WEE	21-22	\$199,022					\$199,022	
FPI-Stimulating equal opportunities	Operations	WEE and EAW	18-19	\$185,185					\$185,185	
UN Pilot Migration Multi-Partner Trust Fund	Operations	WPS	20-22	\$176,514					\$176,514	
Botswana SDG Financing Strategy	Normative	All	20-22			\$146,542			\$146,542	
HIV & AIDS Women Organisation	Operations	HIV	19-20	\$119,770					\$119,770	Project review
CSW 60/2 by SADC Members State	Coordination	All	19-22	\$77,376					\$77,376	
Young Women for Life movement socio-economic empowerment for GBV and HIV prevention	Operations	EVAW and HIV	21-22	\$30,000	\$30,000				\$60,000	Project review
Young Women Empowerment	Operations	WEE	21-22	\$55,000	\$1,421				\$56,421	
Unstereotype Alliance	Normative	HIV	21-22	\$22,109					\$22,109	
HQ Innovation Incubator	Operations	All	18	\$17,315					\$17,315	
Safe Cities (Republic of Korean and Global Programme)	Operations - Global	EVAW	20	\$13,284					\$13,284	
UN Women and WHO Global Joint Initiative	Operations	EVAW	19	\$3,600					\$3,600	

Source: Atlas and Quantum, compiled Jan 2024.

Details of intervention sample and selection criteria

- The **deep dive sample** will involve a validation of reported project achievements and assessment of UN Women’s contribution to target outcomes. Data collection will involve interviewing of all relevant stakeholders, including donor, implementing partners, other government, CSO and private sector partners and a sample of beneficiaries. These have been selected based on the **most significant achievements as reported by the annual reports and identified by the Country Office**, while ensuring a good mix across the Strategic Note time period and across different categories and result areas of the Strategic Note, which are: Women Political Participation (WP); Women, Peace and Security (WPS) and Women’s Economic Empowerment (WEE).
- The **project review sample** will involve a desk review and interviews with the donor, UN Women staff and implementing partner, focused on answering evaluation questions concerning individual interventions (around unexpected outcomes, coherence of intervention with those of other stakeholders, alignment with UN Women’s comparative advantage and gender and human rights dimensions). The sample has been randomly selected using a stratified sample approach (across **investment level, result area, triple mandate, LNOB focus, geographical area, and time period**) to ensure a good mix of projects.

In terms of the project sample, across the three thematic areas, we have covered the largest projects (based on value) and sampled at least one project per thematic area highlighted as contributing to the most significant changes. We have also included a representative sample of other projects, to ensure we are focusing not only on the most successful projects. We have also sampled to ensure we cover projects that target LNOB and cover the five countries covered by the MCO. We have also sampled to include projects of different durations, and being delivered during different periods of the SN. Across HIV/AIDs and Global norms, we have covered the largest project.

Further detail on the sampled projects is set out below:

TABLE 4

Project sample

Project ID	Project title	Budget value	Normative component	Targets LNOB beneficiaries	Geographic area	Most significant change	Outcomes	Outputs	Dates
Outcome area 3: Ending Violence against Women and Women, Peace and Security									
00119040	Women, Peace and Security Advocacy in SADC (Government of Norway)	US\$ 1.6m	Y	Y	Lesotho, Namibia and South Africa	Y	3.3	3.3.1, 3.3.2, 3.3.3, 3.3.4	2019-2022
00118673	Strengthening Advocacy EVAW (Government of Ireland)	US\$ 1.2m	Y	Y	South Africa	Y	3.2	3.2.1, 3.2.2	2019-2022
0200001	Strengthening institutional response to VAW (Government of Ireland)	US\$ 1.0m	N	Y	South Africa	N	3.1, 3.2	3.1.1, 3.1.2, 3.2.1, 3.2.2	2020-2022
00116355	Women, peace, and security Global	US\$ 0.3m	N	Y	South Africa	N	3.3	3.3.1, 3.3.2, 3.3.3, 3.3.4	2018-2020
Outcome area 1: Global norms and HIV / AIDs									
00120471 / 00120576 / 00129622 / 00130688 / 00130691	UBRAF funds	US \$1.0m	Y	Y	Botswana, Eswatini, Lesotho, Namibia, South Africa	Y	1.1 and 1.2	1.1.1, 1.1.2, 1.2.1, 1.2.2	2020-24
00129464	Young Women for Life movement socio-economic empowerment for GBV and HIV prevention	US \$.06m	N	Y	South Africa and Eswatini	Y	1.2	1.2.1, 1.2.2	2021-2022
00129622	DFID RSA partnership GBV and WEE	US \$.3m	N	Y	South Africa	N	1.2	1.2.1, 1.2.2	2021-2022
Outcome area 2: Women's Economic Empowerment									
0014501 / 0013137 /	AWOME	US \$ 5.9m	N	Y	Botswana, Namibia, South Africa,	Y	2.2 and 2.3	2.2.1, 2.2.2, 2.3.1; 2.3.2	2019-2023

0014509 / 0012271									
0012332	Stimulating Equal Opportunities	US \$ 2.6m	Y	Y	South Africa	Y	2.1	2.1.1, 2.1.2, 2.1.3	2018-2021
00012813	The Economic Empowerment of Women in Africa through Climate Smart Agriculture	US \$ 3.0m	Y	Y	South Africa	N	2.2 and 2.3	2.2.1, 2.2.2, 2.3.1; 2.3.2	2020-2023

TABLE 4

Result areas – main interventions, partners and link to Flagship Programme Initiatives and Sustainable Development Goals

The table below summarizes the main intervention details and partners across the result areas.

Results Area 1: HIV/AIDs and Global Norms	
Partners	Ministries of Gender, Botswana National Gender Commission (NGC), South Africa Local Government Association (SALGA), UK Foreign Commonwealth and Development Office, New Zealand, Ireland, Canada, Korea, New Zealand, Norway, Bill and Melinda Gates Foundation,
SDGs	All gender related SDG indicators
Intervention details	<p>Works with the SADC Parliamentary Forum to build capacity of Regional Women’s Caucus to advocate for Gender Equality and Women’s Empowerment including on ending child marriages.</p> <p>Supports and provides Technical Assistance to the South Africa Local Government Association (SALGA) to promote women’s leadership</p> <p>In Lesotho, works with the UNDP and UNFPA to build the capacity of Parliamentary Women’s Caucus to ensure gender responsive legislation and budgets and contribute to political reforms.</p> <p>Trains and supports women alongside men to actively lead and participate in community dialogues in Lesotho, Namibia and South Africa.</p> <p>Conducts mediation training for women with the aim of enlisting selected trainees with SADC, UN and AU rosters for mediation and long-term election observation.</p>
Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	
Partners	Business Women Association South Africa, South Africa Women in Farming (SAWIF), Standard Bank, Vodacom, De Beers, MTN, Facebook Africa, ABSA bank, Nokia, JP Morgan, Johannesburg Stock Exchange (JSE), Vodacom, AFASA, Womanomics, Agriculture Research Council, African Union, German Agency for International Cooperation, the World Bank, International Monetary Fund, National Treasury, President’s Offices, Ministries of Trade or Entrepreneurship, Ministries of Social Development, South Africa Department of Energy and Department of Science and Technology, Department of Agriculture, Land Reform and Rural Development (DALRRD), Small Enterprise Development Agency.
SDGs	5.4;5.A;5.B;8.2 ;8.5
Intervention details	<p>Implements the UN Women Flagship Project Initiative on stimulating equal opportunities for women entrepreneurs, by identifying procurement opportunities and matching women owned enterprises to these opportunities, through a digital enterprise platform Buy from Women. Trains women entrepreneurs and procurement officers and supports corporate leadership around the women’s empowerment principles (WEPS).</p> <p>Implements the Accelerating Women Owned Micro-Enterprises (AWOME) program which aims to support women micro-entrepreneurs to build their businesses, create more jobs and generate more income, in Botswana, Namibia and South Africa.</p> <p>Implements the Climate Smart Agriculture program, to support inclusive agricultural value chains aimed at commercializing 100 women owned agribusinesses.</p>
Gender Equality Accelerators	Transforming the care economy; Decent work and entrepreneurship (social protection and gender-responsive procurement); Gender-responsive climate action; Making Every Woman and Girl Count
Result Area 3: Women and girls live a life free from violence	
Partners	Gender links, E-Watchdog, Makwanda Capital, University of Johannesburg, Oxfam South Africa, SADC, SAfrican Sovereignty Institute, Mandela Bay University, Cape Peninsula University, Wits University, Standard

	Bank, ABSA, Edcon retail Group, MTN, Tavern owners, We Will Speak Out South Africa, Southern African Catholic Bishops Conference, GIZ, Ilitha Labantu, SAWID, IJR, and Gertrude Shop Women Mediators Network,
SDGs	5.5 ;5.1; 16.3 ; 16.7 .
Intervention details	<p>Supports countries to develop and implement National Strategic Plan (NSP) on Gender-Based Violence and Femicide (GBVF) and to develop their National Action Plans on Women, Peace and Security.</p> <p>Supports the SADC Secretariat and member countries to implement the two regional policy frameworks - the SADC Strategy and Program of Action for Gender Based Violence and SADC Regional Strategy on Women, Peace and Security.</p> <p>Supports countries to develop their National Action Plans on Women, Peace and Security.</p> <p>In South Africa, provides technical and financial support for an enhanced integrated UN system, government and national stake-holders multi-sector coordination mechanism for responding to GBV.</p> <p>In South Africa, supports the implementation of the National Policy and Strategy Framework for addressing gender violence on campus and testing the Pheza Platform (a digital solution to prevent and respond to gender-based violence on South African Campuses) that is being developed by UN Women in partnership with HEAIDS.</p> <p>Mobilizing women, girls, men and boys at community and individual level in favour of respectful relationships and gender equality and using technology to mobilize and engage youth on GBV and HIV</p> <p>Strengthening communities' response to HIV & Aids and GBV by engaging men and religious leaders as agents of change to address negative social norms and gender stereotypes and leveraging campaigns such as HeForShe, UN SG's UNiTe to End VAW, 16 Days of Activism among several other initiatives.</p> <p>Supporting and empowering GBV survivors through training and economic integration.</p> <p>Building the capacity of the Police and improving gender-sensitive policing for survivors and victims of GBV</p>
Gender Equality Accelerators	Ending violence against women and girls
Coordination	
Partners	UNFPA, UN AIDS, UNCTs, through Gender Theme Group, Communications Group and Monitoring and Evaluation Group, UNDIO, FAO, UNOHCR, UNDP, IOM, UNICEF, UNODC, RCO, UN Joint Teams on HIV/AIDs.
Intervention details	<p>In South Africa, UN Women chairs of the United Nations Gender Theme Group in South Africa, to develop joint programming and promote adherence to national normative and policy frameworks for gender equality and women's empowerment.</p> <p>In other SACU countries, UN Women supports advocacy efforts and collaborates with sister UN agencies to support wider UN programs to ensure the integration of Gender Equality and Women's Empowerment, and focused interventions in collaboration with local partners.</p>
Normative	
Partners	The Institute for Justice and Reconciliation, Rhodes University, WLSA, Adore Little Children, Hand in Hand Southern Africa, SACBC, Justice and Peace Unit, South Africa National AIDS Council (SANAC), HEAIDS, South African Women in Dialogue, SADC Parliamentary Forum (PF)
Intervention details	<p>Delivers campaigns and events on the 25th Anniversary of the Adoption of the Beijing Declaration and Platform for Action and Generation Equality</p> <p>Delivers topical regional knowledge products</p> <p>Supports the development of national social security strategies and models and implementation plans and M&E frameworks for CSW resolution 60/2 on HIV/AIDS and gender equality</p>

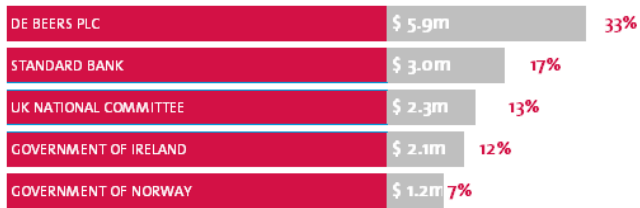
	<p>Enlisting selected trainees with SADC, UN and AU rosters for mediation and long-term election observation.</p> <p>Technical and financial assistance to the process of reviewing and strengthening a National Integrated Programme of Action Plan to address Violence against women and children led by the Department of Social Development.</p>
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Annex 5: Human and Financial Resources Analysis

The diagram below sets out the key human and financial resources analysis undertaken for SAMCO.

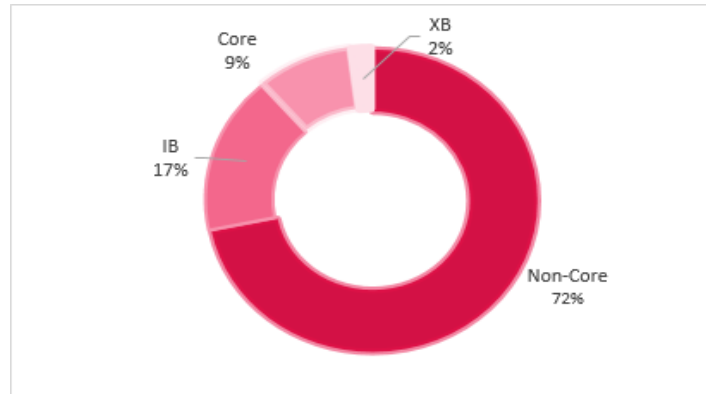
COUNTRY PORTFOLIO EVALUATION UN WOMEN SOUTH AFRICA MULTI-COUNTRY OFFICE 2017-23

TOP DONORS to SAMCO and US\$\$ received during 2017-23



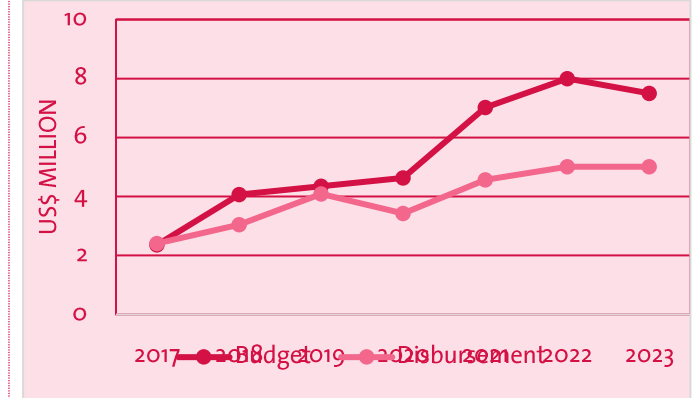
Source: UN Women DAMS

SAMCO TYPE OF FUNDING US\$\$ (2017-23)



Source: UN Women Quantum

SAMCO ANNUAL BUDGET vs. DISBURSEMENT US\$ (2017-23)



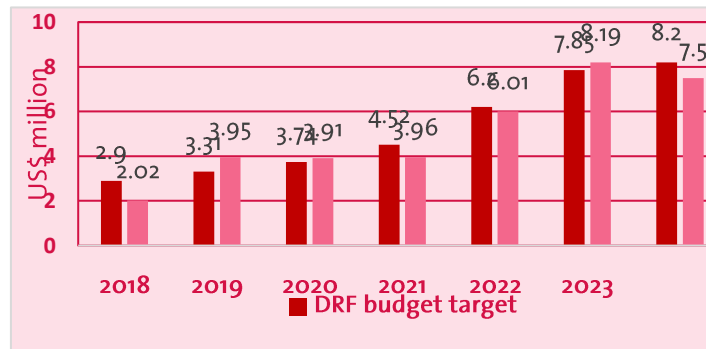
Source: UN Women One App, Project Delivery Dashboard

Thematic Areas Budget, US\$\$ million (2017-23)



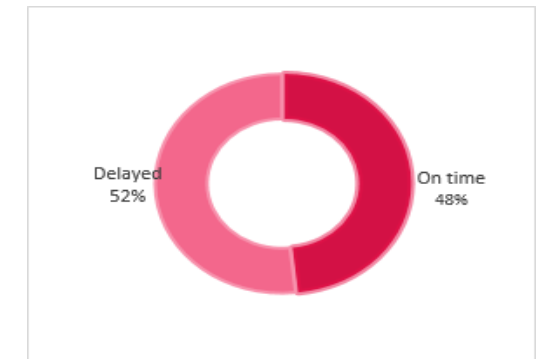
Source: UN Women One App

Development Results Framework Resource Mobilization (2017-23)



Source: UN Women One App, Project Delivery Dashboard.

SAMCO TIMELINESS OF DONOR REPORTING 2017-23



Source: UN Women One App

Annex 6: Stakeholder mapping

The table below summarizes the sampling approach, across different stakeholder categories. All stakeholders will be surveyed, and purposively sampled for interview / focus group discussion.

TABLE 5
Sampling approach

Category	Contributions to the Strategic Note	Sampling Approach
Governmental Stakeholders	Principle and primary duty bearers who make decisions and responsible for country development outcomes.	All government partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
Civil Society Organizations	Partners working with UN Women to deliver; partners working on different activities aiming to contribute to the same target outcomes	All civil society partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> and those implementing <i>desk review projects</i> will be interviewed or invited to join focus group discussions.
Research and academic institutions	Researchers working in the areas of UN Women's work, providing useful insights into what does and does not work.	All academic partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
Private sector	Partners on Women's Economic Empowerment Projects and funders.	All private sector partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
UN agencies	Partners on joint programs, development partners supported by UN Women's coordination work.	The UN Country Team will be surveyed. Several UN agencies have been identified as key partners for UN Women – these will be interviewed.
Bilateral and foundation donors	Donors of UN Women's work in SAMCO	All donors will be surveyed. Donors funding the <i>deep dive and desk review projects</i> will be interviewed.
UN Women team	Responsible for implementing the strategic note.	As those with a leadership role to implementing the SN, the country rep, deputy country rep, thematic leads, operations manager and MRE specialist will be interviewed. All other colleagues will be surveyed.
Other multilaterals / regional bodies	Key partners contributing to same target outcomes.	All multilateral partners will be surveyed. Those partnering with UN Women on the <i>deep dive projects</i> will be interviewed.
Target groups of right holders	Target Groups of rights holders	Purposively sampled for <i>deep dive sampled projects</i> , to ensure a good range of rights holders, considering different characteristics including: marginalized groups, those with disabilities and the hard to reach. These stakeholders will be invited to take part in focus group discussions.

The table below maps out the key stakeholders against the categories introduced above and their areas of contribution to the Strategic Note. The Operational Result Areas are:

- Result Area 1: HIV/AIDs and Global Norms
- Result Area 2: Women are economically empowered and benefit from development
- Result Area 3: Women and girls live a life free from violence

Their contribution to and/or engagement in UN Women's normative, coordination and operational work, as well as thematic area is also mapped. The list also highlights stakeholders linked to the deep dive and desk review sample. The list is drawn from: donors from the donor agreement system, partners from the partner agreement system, annual reports and UN Women personnel inputs.¹⁴

The final column indicates whether the institution is to be sampled, and what form of data collection is envisaged.

TABLE 6

¹⁴ Some stakeholders are listed more than once, where more than one representative from the organization has been identified as relevant for consultation.

Stakeholder mapping

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or FGD survey)
Civil Society Organisations	AFASA	WEE	Climate Smart Agriculture	CSA - Women Farmer Association	Survey
	Business Women Association South Africa	WEE		Implementing partner	Survey
	Oxfam South Africa	EVAW		Implementing partner	Survey
	South Africa Women in Farming (SAWIF)	WEE	Climate Smart Agriculture	CSA	Survey
	AAC	WEE	Climate Smart Agriculture	CSA - Agricultural Produce Marketing Organisation	Survey
	Access-Chapter 2 NPC	HIV/AIDs	UBRAF Global Funds 2020	LGBTQI organization As a secretariat of the women sector of SANAC, AC2 coordinates all the work around women agenda within the national response.	KII
	Adore Little Children Botswana	WEE	AWOME Botswana-UNW-RJB-00119870	Implementing partner	KII
	African Centre for the Constructive Resolution of Disputes	WPS	Advocacy WPS in SADC-UNW-RJB-00119040	Implementing partner	Survey
	African Sovereignty institute	EVAW	Advocacy EVAW	Implementing partner	Survey
	African Women in Supply Chain	WEE	Stimulating equal opportunities	to promote and advocate for targeted interventions supporting WOBs.	KII
	African Women Leaders Network (AWLN)	WPS	WPS Global	establishing partnerships at the national level and working with other women's networks to strengthen their advocacy efforts	Survey
	AGYW group	EVAW	Advocacy EVAW	Implementing partner	FGD
	Azali Health Care	WEE	Climate Smart Agriculture-UNW-RJB-00114487; 3R;	Community intervention for HIV prevention and AIDS management; effectively engaging men for norms transformation, gender equality and greater health outcomes; policy reform and institutionalizing community response in the HIV/AIDS response	Survey
	Council for Scientific and Industrial Re	WEE	Stimulating Equal Opportunitie-UNW-RJB-00111053	Implementing partner	KII
	eWatchdog	WEE	AWOME Namibia-UNW-RJB-00119869	Implementing partner	Survey
	Foundation for human rights	WPS	Advocacy WPS	Implementing partner	Survey
	Frontline Aids	HIV/AIDS		Implementing partner	Survey
	GEM INSTITUTE	EVAW / WEE	DFID project	Implementing partner	KII
	Gender links	WEE		Implementing partner	Survey
	Gertrude Shope Women Mediators Network	EVAW	Advocacy WPS	enhanced capacity of women mediators in conflict prevention and mediation	Survey
Hand in Hand	WEE	AWOME South Africa-UNW-RJB-00107560	Implementing partner	KII	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or survey)
	HEAIDS	HIV/AIDSs		Implementing partner	KII
	Her Rights Initiative	HIV/AIDSs	2022 SOUTH AFRICA ENVELOPE-UNW-RJB-00130691	Research and advocacy project	KII
	Higher education and training HIV/AIDS	EVAW	Advocacy EVAW	development and roll out of !Pheza platform	Survey
	Hlanganisa Institute for Development in	EVAW	Strengthening Advocacy EVAW-UNW-RJB-00118673	Implementing partner	Survey
	Ilitha Labantu	EVAW	Strengthening institutional response to VAW	Through individual and family counselling as well as skills training, empowerment and capacity-building workshops, we meet the needs of communities affected by high levels of violence and limited socio-economic opportunities. Located within the residential areas of its target group, provide easily accessible services to gender-based violence (GBV) survivors and the broader community.	KII
	INSTITUTE FOR JUSTICE & RECONCILIATION	WPS	Advocacy WPS in SADC-UNW-RJB-00119040, UN Pilot Migration MPTF RSA-UNW-RJB-00124922	Implementing partner	KII
	International Labour Organization	WEE	AWOME Namibia-UNW-RJB-00119869	Implementing partner	KII
	Lady of peace Community Foundation	EVAW	Strengthening Advocacy EVAW-UNW-RJB-00118673	Implementing partner	KII
	Lesbian Gays & Bisexual of Botswana	EVAW / WEE	DFID project	Implementing partner	KII
	Man Up Lesotho	HIV/AIDS	HeforShe	Implementing partner	KII
	Christian Council of Lesotho (CCL)	HIV/AIDS	HeforShe	Implementing partner	KII
	Masimanyane	HIV/AIDS	DFID project	built the capacity of five (5) local community-based organizations in the remote area of Lusikisiki.	KII
	MEN AND BOYS FOR GENDER EQUALITY	HIV/AIDSs	2022 UBRAF ENVELOPE BOTSWANA-UNW-RJB-00130688	Implementing partner	KII
	methodist church of south africa	EVAW	Advocacy EVAW	Implementing partner	Survey
	Passionate Unlimited Peers in Action	HIV/AIDSs	2022 SOUTH AFRICA ENVELOPE-UNW-RJB-00130691	Implementing partner	KII
	Peace clubs for young people	WPS	Institutional support EVAW	to address Xenophobia	Survey
	Reconstructed living lab(RLAB)	EVAW	Advocacy EVAW	Technical support in development of !Pheza	Survey
	South Africa Council of Churches	EVAW	Advocacy EVAW	Implementing partner	Survey
	South African National AIDS Council Trus	HIV/AIDSs		to produce an Interlinkages framework for HIV/AIDS and GBV national strategic plans. South African Women Sector of SANAC	KII
	South African Women in Dialogue	WPP		Implementing partner	KII

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or survey)
	Southern African Catholic Bishops Confer	WEE	Strengthening Advocacy EVAW- UNW-RJB-00118673; COVID19 Crisis in Dev. Country-UNW-RJB-00122687;	Implementing partner	KII
	Women's Economic Assembly (WECONA)	WEE	DFID project	Implementing partner	KII
	Women in Informal Employment: Globalizing and Organizing (WIEGO)	Norms		Social protection	Survey
	Women in Transport	WEE	Stimulating equal opportunities	to promote and advocate for targeted interventions supporting WOBs.	KII
	South African Domestic and Allied Workers Union (SADSAWU)	Norms		Social protection	Survey
	United Domestic Workers of South Africa (UDWOSA)	Norms		Social protection	Survey
	Izwi Domestic Workers Alliance	Norms		Social protection	Survey
	Neil Aggett Labour Studies Unit (NALSU)	Norms		Social protection	Survey
	Swaziland Network of Young Positive	HIV/AIDs	DFID project; 2022 ESWATINI ENVELOOPE- UNW-RJB-00130689, NZ Young women RSA	Implementing partner	KII
	The Desmond and Leah Tutu Legacy Foundation	WEE		Implementing partner	Survey
	We Will Speak Out	EVAW / WEE	DFID project	Implementing partner	KII
	Women and Law in Southern Africa- Lesotho	EVAW		Implementing partner	Survey
	Women in informal Employment Global & Or	WEE		Implementing partner	Survey
	Rightsholders	GBV survivors	EVAW	Advocacy EVAW	
	Local change makers (men and women)	EVAW	Advocacy EVAW	Men in the 4 municipalities of Greater, Hammanskraal, uMgungundlovu, Emalaheni and Ehlanzeni; 2 cities of Nelson Mandela Bay, and Klerksdorp as well as Mamelodi town and Themba township in the 5 provinces of KZN, Eastern Cape, Northwest Mpumalanga, and Gauteng were influenced to change their attitudes and behaviours around gender-based violence, unequal gender relationships and HIV.	FGD
	Men	EVAW	Advocacy EVAW	Men and women in Klerksdorp and Sedibeng committed to favourable social norms, attitudes and behaviours	FGD
	University students (young people)	EVAW	Advocacy EVAW	Students drawn from HeforShe social clubs in uMgungundlovu Nelson Mandela Bay University (South Africa) committed to respectful relationships and to advocate for an end to gender-based violence on campus	FGD
	Women	EVAW	Advocacy EVAW	Men and women in Klerksdorp and Sedibeng committed to favourable social norms, attitudes and behaviours	FGD

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or survey)
	Youth in youth programmes - SAIIA (Youth@SAIIA)	Norms	DFID project		FGD
	CBOs supported by Masimanyane	Norms	DFID project		FGD
	SACBC - South Africa - group of young women	HIV/AIDS / WEE	NZ Young Women for Life Movement	50 women, increasing their monthly sales and establishing home gardens	FGD
	SNYP+ - young women involved in the programme	HIV/AIDS / WEE	NZ Young Women for Life Movement	30+ young women with business plans	FGD
	traditional leaders in Shiselweni - Inkhundla level	HIV/AIDs / WEE	NZ Young Women for Life Movement		FGD
	Men and Boys for gender equality CSO - men and boys	HIV/AIDS	UBRAF funds		FGD
	Azali Health Care : "Takuwani Riime" Men's Movement - Mens Parliament - men	HIV/AIDS	UBRAF funds		FGD
	Access Chapter 2 PC - Women led strategic advocacy for improved access to maternal health care in hard - to reach rural	HIV/AIDS	UBRAF funds		FGD
	AWOME - beneficiaries	WEE	AWOME		FGD
	Stimulating equal opportunities - entrepreneurs	WEE	Stimulating Equal Opportunities		FGD
Donor	Absa Bank Limited	WEE		Donors of UN Women's work in SAMCO	KII
	Anglo American	EVAW	Advocacy EVAW	UN Women raised resources from Anglo American, De Beers, Ireland, and other role players for the National Shelter Movement which benefited shelters in at least four provinces of South Africa.	Survey
	Bill and Melinda Gates Foundation			Donors of UN Women's work in SAMCO	KII
	De Beers PLC	WEE	Acceleration of Women-Owned Micro-Enterprises for Decent Work and Economic Security	Donors of UN Women's work in SAMCO	KII
	Foreign,Commonwealth & Dev.Off.	EVAW / WEE / HIV/AIDS		Donors of UN Women's work in SAMCO	KII
	GIZ			Step it Up for Gender Equality Campaign.	KII
	Google LLC	normative		Donors of UN Women's work in SAMCO	Survey
	GOVERNMENT OF IRELAND	EVAW	Enhancing Advocacy and action for prevention of violence against women	Donors of UN Women's work in SAMCO	KII
	GOVERNMENT OF JAPAN	WEE		Donors of UN Women's work in SAMCO	KII

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)
	GOVERNMENT OF NEW ZEALAND	EVAW / HIV/AIDS / WEE		Donors of UN Women's work in SAMCO	KII
	GOVERNMENT OF NORWAY	WPS		Donors of UN Women's work in SAMCO	KII
	McKinsey and Co Africa Pty Ltd		Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies	Donors of UN Women's work in SAMCO	KII
	MPTF-SDG Fund	WEE		Donors of UN Women's work in SAMCO	KII
	MTN Group Management Services	EVAW / HIV/AIDS		Donors of UN Women's work in SAMCO	KII
	Multi-Donor Trust Fund Office	WEE		Donors of UN Women's work in SAMCO	KII
	Standard Bank	WEE	Climate Smart Agriculture, Stimulating equal opportunities	Donors of UN Women's work in SAMCO	KII
	TAR - UNIDO	WEE		Donors of UN Women's work in SAMCO	KII
	UNAIDS	HIV/AIDSs		Donors of UN Women's work in SAMCO	KII
	UNILEVER PLC	normative		Donors of UN Women's work in SAMCO	Survey
	UNITED NATIONS DEVELOPMENT PROGRAMME	WPS		Donors of UN Women's work in SAMCO	KII
	WORLD FOOD PROGRAMME	WEE		Donors of UN Women's work in SAMCO	KII
	Government	Amatole District Municipality	WEE	Stimulating equal opportunities	Duty bearer responsible for country's development outcomes
Blouberg and Musina Local Municipalities		WEE	AWOME	AWOME is implemented in this municipality and partner is one of the strategic stakeholder. Co-Chairs the steering committee for AWOME RSA	KII
Botswana National Gender Commission (NGC)		WPP		Duty bearer responsible for country's development outcomes	KII
Botswana-Ministry of Nationality, Immigration & Gender Affairs		WEE	AWOME	Implementation of AWOME programme in Botswana (Okavango Delta, Goodhope and Kweneng West)	KII
Department of Agriculture and land Reform		WEE		CSA.	Survey
Department of Defence		WPS	advocacy WPS	Duty bearer responsible for country's development outcomes	Survey
Department of health		EVAW	Advocacy EVAW	Duty bearer responsible for country's development outcomes	KII
Department of International Relations & Cooperation		WPS	advocacy WPS	Duty bearer responsible for country's development outcomes	Survey
Department of Small business development South Africa		WEE	Stimulating equal opportunities.	focusing on national macro-scale policies and practices impacting WOBs.	Survey
Department of Labour		Norms		Link to social protection work	Survey
National economic development and labour council		Norms		Link to social protection work	Survey

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)
	Department of Social Development - South Africa	WPS and humanitarian		Link to social protection work	Survey
	Department of women, youth and person with disability	EVAW		Duty bearer responsible for country's development outcomes	KII
	Department of Women, Youth and Persons with Disabilities	WEE / EVAW	Climate Smart Agriculture, stimulating equal opportunities	CSA, Technical Support to the National Strategic Plan on GBV Pillar 5 (Economic Justice). Focusing on key gender-responsive policies and practices focused on WEE.	KII
	Department of Women, Youth and Persons with Disability	WPS	advocacy WPS	Duty bearer responsible for country's development outcomes	Survey
	Deptment of Energy	WEE		Women in Energy	Survey
	Department of youth	HIV/AIDs	UBRAF	men, including traditional and faith leaders have been engaged in addressing the issue of abnormally high rates of GBV and HIV amongst Adolescent Girls and Young Women.	KII
	Dept of science and technology	WEE		Linking Women Owned Enterprises to Suppliers for access to markets	Survey
	DIRCO	WPS and humanitarian		Training on WPS	KII
	Gender coordination unit	Coordination		Duty bearer responsible for country's development outcomes	KII
	Land Reform and Rural Development (DALRRD)	WEE		Duty bearer responsible for country's development outcomes	Survey
	Limpopop Department of Agriculture	WEE		CSA.	Survey
	Magistrates	EVAW	Advocacy EVAW	Kwa Zulu Natal	Survey
	Ministries of Social Development	EVAW		Duty bearer responsible for country's development outcomes	KII
	Ministry of Defence & Veterans Affairs	WPS	Advocacy WPS in SADC-UNW-RJB-00119040	Duty bearer responsible for country's development outcomes	KII
	Ministry of Gender and Child Welfare	Coordination; WEE	AWOME Namibia-UNW-RJB-00119869	Implementation of AWOME programme in Namibia, building capacity of women micro-entrepreneurs in Khomas and Erongo region and 11 other regions in the country.	KII
	Ministry of Gender Equality and Child Welfare	WPS	advocacy WPS	Duty bearer responsible for country's development outcomes	Survey
	Ministry of Gender Equality, Poverty Eradication & Social Welfare	WPS and humanitarian		Duty bearer responsible for country's development outcomes	KII
	Ministry of Gender, Youth Sports and Recreation (Lesotho)	EVAW		Normative Work (On CEDAW)	KII
	Ministry of Gender, Youth, Sports and Culture	WPS	advocacy WPS	Duty bearer responsible for country's development outcomes	Survey
	Ministry of Nationality Immigration & Ge	WEE	AWOME Botswana-UNW-RJB-00119870	Duty bearer responsible for country's development outcomes	KII
	Ministry of Youth, Gender, Sports and Culture	WPS and humanitarian		Duty bearer responsible for country's development outcomes	KII
	Musina Municipality Local Economic Development, South Africa	WEE		Duty bearer responsible for country's development outcomes	KII

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or survey)
	Namibia Omaheke District	HIV/AIDS		to include Gender Equality in their local HIV/AIDS response	KII
	National AIDS & Health Promotion Agency - Botswana	WPS and humanitarian		Duty bearer responsible for country's development outcomes	Survey
	National Aids Commission - Lesotho	WPS and humanitarian		Duty bearer responsible for country's development outcomes	Survey
	National AIDS Council	HIV/AIDS		Duty bearer responsible for country's development outcomes	KII
	National police service	EVAW	Advocacy EVAW	Kwa Zulu Natal	KII
	National School of Government	WEE	Stimulating Equal Opportunitie- UNW-RJB-0011053	Duty bearer responsible for country's development outcomes	KII
	Onefarm Impact	WEE	ABSA Capacity Building WOB- UNW-RJB-00129623	Duty bearer responsible for country's development outcomes	Survey
	SACBC - South Africa	WPS and humanitarian		SACBC, Justice and Peace Unit, is our implementing partner for the community engagement work: HeForShe, working with men and boys for social norms transformation. YWfLM: working with young women and women on empowerment as prevention for HIV and GBV	KII
	SEDA	WEE		CSA.	Survey
	Small Enterprise Development Agency	WEE		Duty bearer responsible for country's development outcomes	Survey
	South Africa Institute Of Internatinal Affairs	EVAW / WEE	DFID project	the Institute seeks to give young Africans a voice to engage with the major issues that confront them, whilst empowering them with the skills to become the continent's leaders for now and the future	KII
	South Africa Local Government Association (SALGA)	WPP		Duty bearer responsible for country's development outcomes	KII
	The Presidency	WEE / EVAW	Stimulating equal opportunities	Un women supported the presidency on preferred procurement	KII
Other multilaterals / regional bodies	African Development Bank	Normative		Gender equality profiles	Survey
	World Bank	Normative		Gender equality profiles	Survey
	Gender unit	HIV/AIDS		Duty bearer responsible for country's development outcomes	KII
	Health unit	HIV/AIDS		Duty bearer responsible for country's development outcomes	KII
	SADC Parliamentary Forum (PF)	WPS		WPS project	KII
	SADC Secretariat	WPS		Advocacy WPS	KII
Private sector	Community radion stations	EVAW	Advocacy EVAW	Private sector partner	KII
	Edcon retail group	EVAW	Advocacy EVAW	Advocacy EVAW	KII
	Facebook	HIV/AIDS		Private sector partner	KII
	John Francis and Associates	WEE	Stimulating equal opportunities	to support the rollout of business development and the mentorship and coaching of WOBs.	KII
	Makwanda Capital	EVAW		CSA	Survey
	MTN	EVAW, WEE		Engaged in a strategic partnership to fund !Pheza app.	Survey
	Nokia	HIV/AIDS		Private sector partner	KII
	Tavern owners	EVAW	Advocacy EVAW	27 new tavern owners committed to champion positive masculinities and zero tolerance to violence in their premises as well as their communities	FGD

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)
	Vodacom	WEE		CSA	Survey
Research and academic institutions	Agriculture Research Council	WEE		CSA	Survey
	Cape Peninsula University of Technology			Research partner	Survey
	Centre for the Study of Violence and Reconciliation	EVAW	Strengthening institutional response to VAW	Research partner	KII
	HUMAN SCIENCES RESEARCH COUNCIL	WPS and humanitarian		Research partner	Survey
	Nelson Mandela university	EVAW	Advocacy EVAW	Partner in implementing HeforShe campaign on campuses as well as contributing to the development of !Pheza Online Platform	KII
	Rhodes University	WEE		Research partner	Survey
	The Institute for Justice and Reconciliation	WPS		Engaged together on WEMP.	Survey
	Tshwane University of Technology	WEE	Stimulating Equal Opportunitie- UNW-RJB-0011053	to support the rollout of business development and the mentorship and coaching of WOBs.	KII
	UNIVERSITY OF CAPE TOWN	WEE	Climate Smart Agriculture-UNW-RJB-00114487	Research partner	Survey
	University of Johannesburg	EVAW		CSA	Survey
	University of Witwatersrand	EVAW	Advocacy EVAW	Partner in implementing HeforShe campaign on campuses as well as contributing to the development of !Pheza Online Platform	KII
	Wits University	EVAW		Advocacy EVAW	Survey
	Womanomics	WEE		Research partner	Survey
	Women and Law in Southern Africa	EVAW		Research partner	Survey
UN Agencies	FAO	WEE		CSA	KII
	GTG	Coordination		Coordination partner	FGD
	IFAD	Coordination		Coordination partner	Survey
	ILO	Coordination		Coordination partner	Survey
	IMF	Coordination		Coordination partner	Survey
	IOM	EVAW		MPTF Migration. Developed a proposal RE National Action Plan.	KII
	OHCHR	Normative		Work with CEDAW (in November, did a mock session for women's ministries).	KII
	RCO	Coordination		Coordination partner	KII
	UN	EVAW		Prevention Strategy. Funded SAPS handbook	Survey
	UN Joint teams on HIV/AIDS	HIV/AIDS		HIV/AIDS. UN Joint teams supports government and civil society efforts in national responses ensuring advice in strategic direction and undertaking catalytic initiatives leading to the eradication of HIV/AIDS	FGD
	UNDP	WPS		PBFSSR (Peace Building)	Survey
	UNEP	Coordination		Coordination partner	Survey
	UNESCO	Coordination		Coordination partner	Survey
	UNFPA	EVAW		Work together to fund GBV Prevention Strategy.	Survey
	UNHCR	Coordination		Coordination partner	Survey
	UNICEF	EVAW		Social protection	Survey
	UNIDO	WEE		Economic Empowerment of Women in the Green Industry	Survey
UNODC	Coordination		Coordination partner	Survey	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII or survey)
	WFP	Coordination		Coordination partner	Survey
	WHO	Coordination		Coordination partner	Survey
UN Women team	Agness Phiri	WEE / Resource mobilization		SN implementer	KII
	Aleta Miller	All		SN implementer	KII
	Asiphe Saul	All		SN implementer	Survey
	Augustine Masikati	All		SN implementer	Survey
	Ayanda Mvimbi	WEE		SN implementer	KII
	Busisiwe Mafolo	All		SN implementer	Survey
	Emmanuel Kone	All		SN implementer	Survey
	Glenda Makunyane	All		SN implementer	Survey
	Godfrey Maringa	All		SN implementer	Survey
	Hazel Gooding	All		SN implementer	KII
	Jabulani Sikakane	All		SN implementer	Survey
	Jacqueline Utamura-Nzisabira	HIV/AIDs		SN implementer	KII
	Kareem Buyana	Coordination		SN implementer	KII
	Magdeline Sekhu	All		SN implementer	Survey
	Maphuti Mabothisakga Mahlaba	All		SN implementer	KII
	Mary Njeri NJONGE	All		SN implementer	Survey
	Molline Marume	EVAW / WPS		SN implementer	KII
	Neo Thabisile Mofokeng	All		SN implementer	Survey
	Patrick Gomane	All		SN implementer	Survey
	Sbu Mdamba	All		SN implementer	Survey
	Sinazo Annette Manthata	All		SN implementer	KII
	Siya Minah Leshabane	All		SN implementer	Survey
	Sophie Chassot	All		SN implementer	Survey
Thobela Gceya	All		SN implementer	Survey	
Yolanda Radu	EVAW		SN implementer	KII	

Annex 7: Evaluability Assessment

This annex sets out the evaluability assessment, including 1) an overall assessment of the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF); 2) completeness of the DRF and OEEF in terms of presence of baselines and targets; 3) DRF and OEEF outcomes, outputs and indicators quality assessment; and 4) review of data availability for the Strategic note Interventions.

TABLE 7

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below summarizes the assessment of the DRF and OEEF.

Measure	Quality Assessment Highlights	Overall Rating	
DEVELOPMENT RESULTS FRAMEWORK	OUTCOMES	Target outcomes do not all focus on change (behavior, institutional performance, beliefs/attitudes).	LIMITED
	OUTPUTS	Target outputs consistently uses change language, are specific and clear and focused. However, some outputs are ambitious / high level, and often outside UN Women's control.	ADEQUATE
	INDICATORS	Outcome indicators were not always clearly aligned to the target outcome, and often measured only a specific component of the target change, or tended to be activity focused, rather than focusing on change (e.g. indicators measuring knowledge products produced, advocacy campaigns developed, models developed). Output indicators were generally adequate to measure the target change, and clear and SMART, though some output indicators could be refined.	LIMITED
	DATA QUALITY	Limited supporting data was included to demonstrate how performance against DRF indicators was calculated. The results management system did not clearly set out what monitoring systems and data quality assurance checks were in place to ensure the validity and accuracy of the reporting.	LIMITED
ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK	OUTPUTS	OEEF outputs were clearly defined, specific and SMART.	ADEQUATE
	INDICATORS	OEEF indicators were generally clearly aligned to the output and valid to measure the target change. Some indicators were weaker and not clearly defined, nor well aligned to the target output. For example, one indicator was 'organize and facilitate quarterly review meetings'. Another indicator sought to measure the culture of accountability and results based management based on the number of capacity trainings delivered.	ADEQUATE
	DATA QUALITY	Limited supporting data was included to demonstrate how performance against OEEF indicators was calculated. The results management system did not clearly set out what monitoring systems and data quality assurance checks were in place to ensure the validity and accuracy of the reporting.	ADEQUATE

TABLE 8

Completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework

The table below assesses the completeness of the DRF and OEEF in terms of whether baselines and targets were included against all indicators.

Framework	2023	
	baseline	targets
Development Results Framework	54%	54%
Organizational Effectiveness and Efficiency Framework	50%	50%

Source: Results Management System

TABLE 9

DRF and OEEF outcomes, outputs and indicators quality assessment criteria

A quality check of the indicators of both the DRF and OEEF was conducted, using the following criteria as per the CPE guidance:

Indicators	Grading guidance
Clearly measures change (outcome) or potential for change (output)	Weak = 1-3 attributes
Outcome indicator measures change in behavior, institutional performance, attitude, beliefs	
Output indicator uses change and not action language, and captures change in: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	
Logical direct (preferred) or proxy (acceptable) indication of change	Adequate = 4-6 attributes
Clearly aligned to output / outcome	
Specific (Sets precise criteria for success)	Strong = 6+ attributes
Singular Focus	
Plain language	
Valid / Reliable	

TABLE 10

Results Framework 2022 – DRF and OEEF outcomes, outputs and indicators quality assessment

The table below assesses the indicators, based on the quality assessment criteria above

	Strong	Adequate	Weak
Development Results Framework			
Outcome Indicators (20)	11 (55%)	4 (20%)	5 (25%)
Output Indicators (56)	22 (39%)	10 (18%)	24 (43%)
Organizational Efficiency and Effectiveness Framework			
Output Indicators (27)	12 (44%)	10 (37%)	5 (19%)

TABLE 11

Data availability for Strategic Note Interventions

The table below assess the data availability for the strategic note interventions.

Project / Area of Work	Performance Monitoring Framework	Evaluation Review	or	Quarterly or Annual Report
AWOME	Yes	No		Yes
Stimulating Equal Opportunities	Yes	No		Yes
Generation Equality Forum	Yes	No		Yes
Advocacy WPS in SADC	Yes	No		Yes
Climate Smart Agriculture	Yes	Yes		Yes
Advocacy EVAW	Yes	No		Yes
3R Unpaid Care Work in WEE	Yes	No		Yes
UBRAF	Yes	No		Yes

Project / Area of Work	Performance Monitoring Framework	Evaluation Review	or	Quarterly or Annual Report
Social Protection in South Africa	Yes	No		Yes
COVID19 Crisis in Dev. Country	Yes	No		Yes
Women, peace and security project	Yes	No		Yes
DFID RSA partnership GBV & WEE	Yes	No		Yes
Ending Violence Against Women	Yes	No		Yes
ABSA Capacity Building WOB	Yes	No		Yes
FPI-Stimulating equal opportunities	Yes	No		Yes
UN Pilot Migration Multi-Partner Trust Fund	Yes	No		Yes
Botswana SDG Financing Strategy	Yes	No		Yes
HIV & AIDS Women Organisation	Yes	No		Yes
CSW 60/2 by SADC Members State	Yes	No		Yes
Young Women Empowerment	Yes	No		Yes
Unstereotype Alliance	Yes	No		Yes
HQ Innovation Incubator	Yes	No		Yes
Safe Cities (Republic of Korean and Global Proramme)	Yes	No		Yes
UN Women and WHO Global Joint Initiative	Yes	No		Yes

Source: Results Management System

Annex 8: Evaluation Matrix

The table below sets out the evaluation matrix, which includes the evaluation questions, indicators, data collection and analysis approach and information sources.

Key evaluation question	Indicators	Data collection and analysis approach	Sources
Effectiveness			
E1. Are interventions contributing to target outcomes set out in the Strategic Note? E1a. What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions? E1b. Are interventions targeting the root causes of gender inequality and designed to support sustainable change? E1c. What unexpected outcomes have been achieved? E1d. What are the enablers and barriers to achieving target outcomes? E1e. Are interventions applying gender and disability inclusion approaches?	Evidence of changes in target (and unexpected) outcomes and of UN Women's contribution. Evidence of interventions based on needs assessment of the root causes of inequality. Evidence of contribution to structural changes. Evidence of internal and external enablers and barriers to achieving target outcomes. Evidence of interventions considering and applying gender and disability inclusion approaches.	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women's contribution. Outcome harvesting to capture unexpected outcomes and focusing on sampled interventions. Focus on most significant outcomes achieved, guided by MCO. Review of sampled interventions against the gender results effectiveness scale.	Documents: monitoring and reporting data, annual reports on outcomes, planning documents, lessons learned Interviews and Focus Group Discussions with UN Women, partners, beneficiaries of select interventions, stakeholders able to comment on achievement of outcomes – other stakeholders working in the sector, donors, government. Survey: all stakeholders
Efficiency			
F1. How efficient are the organizational structures and management processes? F1a. Does the UN Women MCO organization structure, systems and processes support effective resource mobilization and efficient implementation? F1b. Is the right personnel mix across countries in place to achieve target outcomes across all countries?	Evidence of organization structure, systems and processes contributing to efficient implementation Evidence of effective mobilization of resources – sufficient resources mobilized to deliver against strategic note Evidence of effective personnel mix – considering balance across countries, between operations and programs teams, between international / national and levels of experience and expertise.	Review of organization structure, systems and processes. Assessment of extent to which these have contributed to or hindered efficient implementation and achievement of results. Review resource mobilization strategy and implementation.	Documents: organograms, internal process documents, resource mobilization strategy Interviews: UN Women, donors, private sector partners, implementing partners. Survey: UN Women.
Coherence and Relevance			

Key evaluation question	Indicators	Data collection and analysis approach	Sources
C1. Are UN Women's interventions coherent with the work of the UN Country Team and other key stakeholders across all 5 countries? C1a. Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment?	Evidence of synergies between UN Women's interventions and those of UNCT and other stakeholders.	Review of sampled interventions.	Documents: project planning documents. Summary of key projects in this area delivered by UNCT and other stakeholders. Interviews UN Women, UNCT, key stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
C1b. What contribution is UN Women making to UN system coordination on gender equality and women's empowerment?	Evidence of UN Women's contribution to the UN System.	Review of UN Women's coordination work.	Documents: UNCT reports, SWAP scorecard. Interviews UN Women, UNCT. Survey: all stakeholders
C1c. How effective is the MCO's approach to stakeholder engagement and partnership (with CSOs, government and donors)?	Evidence of UN Women's partnership approach leading to changes in outcomes	Review perception of stakeholders on UN women's partnership approach, and comparison between UN women's approach and delivery with expectations of stakeholders.	Interviews UN Women, UNCT, government, donors, CSOs. Survey: all stakeholders
C2. Do the interventions selected maximize UN Women's comparative advantage?	Alignment between interventions selected and UN Women's comparative advantage. <i>Comparative advantage defined as: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.</i>	Assessment of UN Women's perceived comparative advantage and alignment to sampled interventions.	Documents: Project design documents, internal stakeholder analysis and landscape mappings, resource mobilization strategy, strategic and annual work plan documents, allocation across country, needs assessment, design documents for sampled interventions.
C2a. What was the MCO's comparative advantage and value add vis-à-vis other development actors? C2b. Were the MCO's focus areas and strategy for implementation the most relevant for advancing gender equality and women's empowerment, considering its comparative advantage?	Evidence of strategic decision-making process for resource allocation and building on comparative advantage. Evidence of strategic allocation of resources to maximize results.	Review of planning process. Review decision-making process at the MCO level (annual work plan, strategy setting, country allocation) and sampled interventions (needs assessment and design).	Interviews: UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.

Annex 9: Data collection tools

Introduction and informed consent (to be used across all interview and focus group discussions)

1. Hello, my name is _____. I am part of the evaluation team delivering the multi-country portfolio evaluation of the UN Women South Africa Multi-Country Evaluation. I work for UN Women / am an independent consultant.
2. The purpose of this evaluation is to assess UN Women's work in the five countries (Botswana, Namibia, Lesotho, South Africa and Eswatini). The evaluation is expected to generate learning on what works, to support better decision-making in the future, and help ensure UN Women is accountable for how it uses resources to contribute to Gender Equality and Women's Empowerment. The primary users of this evaluation are intended to be UN Women country office who will use the findings to design and implement the new Strategic Note. However, we expect that other UN Women offices, as well as other stakeholders in the countries will also be able to use the findings.
3. You have been selected to take part in the interview / focus group discussion, due to your role / experience in _____.
4. The interview / focus group discussion is expected to take approximately 45 minutes.
5. Taking part is voluntary, and you can stop at any time if you decide to. You can ask to skip any questions if they make you feel uncomfortable. Refusing to participate or withdrawing your participation at any time will not lead to any penalty.
6. Your input will be extremely valuable to help UN Women reflect on its achievements and how it can strengthen its programming going forward. There are no other expected benefits to participating in the evaluation. There are no costs associated with participating in the evaluation.
7. All information collected is private, and we will keep it confidential. The exception is if you tell us something that makes us concerned that you or somebody else are at risk of harm. We would have a duty to report this, and to keep you and others safe.
8. We will use the evaluation findings to write an evaluation report and set of evaluation briefs. These will be anonymous, so we won't include names or any other information that would allow you to be identified from what they have said or written.
9. The information that is collected will only be used for the evaluation and will be stored securely on the UN Women shared drive. We will only keep personal details (e.g. emails, telephone) for it as long they are needed for the project, after which we will delete them, once the report is finalized, which is expected to be in October 2024. The summary findings may be used for future evaluations.
10. If you want to contact someone else about your rights as participants, you can contact the Chief of the UN Women Independent Evaluation service at inga.sniukaite@unwomen.org or on +1-6467814724. You can also raise any wrongdoing to the investigations hotline: +1 212 963-1111 or through this form: [Reporting Wrongdoing \(unov.org\)](#).
11. Do you have any questions?
12. Do you consent to participating in this evaluation?

Informed **Consent**

Participation in this study is voluntary and anonymous, and the data will be used solely for this report.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I have had the purpose and nature of the evaluation process explained to me and I have had the opportunity to ask questions about it.
- I understand that I will not benefit directly from participating in this process.
- I agree to my written notes being taken of the interview.
- I understand that all information I provide for this evaluation will be treated confidentially.
- I understand that I am free to contact any of the people involved in the evaluation to seek further clarification and information.
- I.....voluntarily agree to take part in this evaluation

Most significant contributions to target outcomes

Interview guide – most significant contributions to target outcomes (UN Women, implementing partners,

government stakeholders)

Effectiveness, human rights and gender equality and sustainability

- What evidence is there that this target outcome occurred?
- What evidence is there of UN Women's contribution?
- What were the internal and external enablers and barriers to achieving these target outcomes?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- What unexpected outcomes have been achieved?
- Are interventions supporting structural changes in gender equality and women's empowerment? How likely is it that the outcome will be sustained?
- Is the intervention inclusive? Is it able to reach marginalized / hard to reach communities and individuals, including those with disabilities?

Focus group discussion guide on most significant contributions to target outcomes- beneficiaries

- What were the most significant changes you experienced as a result of this intervention?
- What contributed to these changes?
- To what extent did this intervention address the main causes of gender inequality?
- How likely is it that these changes will be sustained?

Sampled interventions

Interview guide – sampled interventions (UN Women, implementing partners, government stakeholders)

Effectiveness, Sustainability, Human Rights and Gender Equality

- For this sampled intervention, what are the enablers and barriers to achieving target outcomes?
- For this sampled intervention, what unexpected outcomes have been achieved?
- Was the sampled intervention designed to address structural barriers to gender equality? How likely is it that outcomes will be sustained?
- Did the intervention apply gender, human rights and disability inclusion approaches?

Coherence

- Is the sampled intervention coherent with the work of the UN Country Team and other key stakeholders across all 5 countries?
- Is the sampled intervention achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment?
- Does this sampled intervention maximize UN Women's comparative advantage?

National portfolio level

Interview guide – UN Women staff

Efficiency

- Does the UN Women MCO organization structure, systems and processes support efficient implementation? Are there examples where these have contributed to efficient implementation and results achievement? Are there examples where these have hindered efficient implementation and results achievement?
 - a. Considering systems and processes for donor reporting and needs assessment.

- Is the right personnel mix across countries in place to achieve target outcomes across all countries?
 - a. considering balance across countries, between operations and programs teams, between international / national and levels of experience and expertise.
- How effectively were resources mobilized and managed to deliver against the strategic note? How well is the MCO's structure, systems and processes to support effective resource mobilization? What else can it be doing? What can it do better?

Coherence

- What is UN Women's comparative advantage? What is its value add compared to that of other development partners?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- Were the MCO's focus areas and strategy for implementation the most relevant for advancing gender equality and women's empowerment, considering its comparative advantage? Do the interventions selected maximize UN Women's comparative advantage? How tactical has the MCO been in making the most of opportunities and maximising its unique value proposition?

Coordination

- Are UN Women's interventions coherent with the work of the UN Country Team and other key stakeholders across all 5 countries? Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women's empowerment?
- What contribution is UN Women making to UN system coordination on gender equality and women's empowerment?

Partnership

- How effective is the MCO's approach to stakeholder engagement and partnership (with CSOs, government and donors)?

Effectiveness, Human Rights and Gender Equality, Sustainability

- What is the most significant contribution UN Women has made to gender equality and women's empowerment across these countries?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- Are interventions targeting the root causes of gender inequality and designed to support sustainable change?
- What are the enablers and barriers to achieving target outcomes?
- Are interventions applying gender and disability inclusion approaches?
 - a. How can it strengthen its disability inclusion approach?
- How effective is the new structure and format of outcomes? Does it support more holistic, cross-thematic work? Is there anything that is lost by not having distinct thematic areas of work any more?

Forward looking questions

- Are there things that the MCO should stop, start or scale up going forward? (For example, CSA work, focus on LNOB)

Interview guide – UNCT

Coherence

- What is UN Women's comparative advantage? What is its value add compared to that of other development partners?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- Were the MCO's focus areas and strategy for implementation the most relevant for advancing gender equality and women's empowerment, considering its comparative advantage? Do the interventions selected maximize UN Women's comparative advantage?
- How effectively did its Covid-19 response build on its particular value add and comparative advantage?

- Are UN Women’s interventions coherent with the work of the UN Country Team and other key stakeholders across all 5 countries? Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team and other stakeholders working on gender equality and women’s empowerment?
- What contribution is UN Women making to UN system coordination on gender equality and women’s empowerment?
- What is the one thing you would want UN Women to start / do more of?
 - a. How can it make the best use of its limited resources to support gender equality coordination?
- How effective is the MCO’s approach to stakeholder engagement and partnership (with CSOs, government and donors)?
 - a. How can it strengthen its approach to stakeholder engagement and partnership?

Efficiency

- Does the UN Women MCO organization structure, systems and processes support effective resource mobilization and efficient implementation? How could this be strengthened?
- Is the right personnel mix across countries in place to achieve target outcomes across all countries?

Effectiveness, Human Rights and Gender Equality, Sustainability

- What is the most significant contribution UN Women has made to gender equality and women’s empowerment across these countries?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- Are interventions targeting the root causes of gender inequality and designed to support sustainable change?
- What are the enablers and barriers to achieving target outcomes?
- Are interventions applying gender and disability inclusion approaches?
 - a. How can it strengthen its disability inclusion approach?

Forward looking questions

- Are there things that the MCO should stop, start or scale up going forward? (For example, CSA work, focus on LNOB)

Interview guide – other stakeholders (implementing partners, donors, private sector partners, government partners, other stakeholders working on gender equality and women’s empowerment)

Effectiveness, Human Rights and Gender Equality, Sustainability

- What is the most significant contribution UN Women has made to gender equality and women’s empowerment across these countries?
- What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?
- Are interventions targeting the root causes of gender inequality and designed to support sustainable change?
- What are the enablers and barriers to achieving target outcomes?
- Are interventions applying gender and disability inclusion approaches?
 - a. How can it strengthen its disability inclusion approach?

Efficiency

- How efficient are the organizational structures and management processes? Does the UN Women MCO organization structure, systems and processes support efficient implementation? Are there examples where these have contributed to efficient implementation and results achievement? Are there examples where these have hindered efficient implementation and results achievement?
- Is the right personnel mix across countries in place to achieve target outcomes across all countries?
- How effectively were resources mobilized and managed to deliver against the strategic note?

Coherence

- What is UN Women’s comparative advantage? What is its value aid compared to that of other development partners?

Consider: mandate; better positioned than other partners in country; technical and operational capacity to work more effectively and efficiently than other actors to achieve results.

- Were the MCO's focus areas and strategy for implementation the most relevant for advancing gender equality and women's empowerment, considering its comparative advantage? Do the interventions selected maximize UN Women's comparative advantage?
- How effectively did its Covid-19 response build on its particular value add and comparative advantage?
- Are UN Women's interventions coherent with the work of other key stakeholders across all 5 countries? Are interventions achieving synergies between the UN Women portfolio and the work of other stakeholders working on gender equality and women's empowerment?
- What contribution is UN Women making to national coordination on gender equality and women's empowerment?
- What is the one thing you would want UN Women to start / do more of?
 - a. How can it make the best use of its limited resources to support gender equality coordination?
- How effective is the MCO's approach to stakeholder engagement and partnership (with CSOs, government and donors)?
 - a. How can it strengthen its approach to stakeholder engagement and partnership?

Forward looking questions

- Are there things that the MCO should stop, start or scale up going forward? (For example, CSA work, focus on LNOB)

Surveys

- [Survey – UN Women](#)
- [Survey – external stakeholders](#)
- [UNCT](#)

Annex 10: Data Management Plan

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

This Data Management Plan outlines the following key aspects of data protection:

- Data collection, storage and security
- archiving, preservation and curation;

Data collection and storage and security

The evaluation team will be responsible for data collection. The evaluation team comprises the Regional Evaluation Specialist for the East and Southern Africa Regional Office and one independent evaluation consultant. The primary data collection approaches are as follows:

Data Collection approach	Data collection and storage
Interviews and focus group discussions (virtual and face to face)	Virtual meetings will be held over MS teams. Interview notes will be taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes. As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers and written note destroyed.
Survey	Microsoft forms will be used to administer the survey.

All primary and secondary data will be stored using UN Women's MS sharepoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders will be revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women IT service. NVivo and Stata will be used for qualitative and quantitative data analysis respectively. Raw data will be quality assured as part of the triangulation and analysis process.

The only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution, their email addresses and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data will be removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader will maintain access to a document linking unique reference numbers with personal data, which will be destroyed upon completion of the evaluation. In the report, sensitive data will be protected and ensure they cannot be traced to its source. No personal data will be included in the evaluation report.

Archiving, preservation and curation

UN Women's policy is to preserve data for four years, aligned to the four-year Strategic note period. Upon completion of the evaluation, the team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. All data not assigned to the archive will be deleted upon completion of the evaluation. The dataset will be deleted after four years following the completion of the evaluation.

Annex 11: Evaluation Reference Group and Evaluation Management Group members

EVALUATION REFERENCE GROUP MEMBERS

Name	Organization	Position
Pravin Makan-Lakha	ACCORD	Advisor on Women, Peace and Security
	Business Engage	
Nonkosi Tyolwana	Cape Peninsula University of Technology	The Manager - Transformation Diversity and Inclusion
Ella Mangisa	Ilitha Labantu	Executive Director
Liezelle Khumalo	CSVR	Gender Programme Manager
Prince Boo	Department of Women, Youth and Persons with Disabilities	Chief Director: Economic Empowerment and Participation
Betsy Ings	e- Watchdog	Director
Lebogang Letsoalo	Sincpoint	The Director

EVALUATION MANAGEMENT GROUP MEMBERS

Name	Position
Aleta Miller	Representative
Hazel Gooding	Deputy Representative
Sinazo Manthata	Operations Manager
Jacqueline Utamuriza-Nzisabira	Regional HIV Specialist
Ayanda Mvimbi	Women's Economic Empowerment Specialist
Agnes Mukabiseseta	Partnerships and Resource Mobilization Specialist
Yolanda Radu	Ending Violence Against Women Specialist
Sbu Mdamba	Monitoring, Reporting and Evaluation Specialist

TOR for Evaluation Reference Group

The United Nations Entity for Gender Equality and Women Empowerment (UN Women) is commissioning the evaluation of its Country Portfolio (2017-23). The final evaluation is expected to:

- Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
- Assess effectiveness, organizational efficiency and coherence in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
- Enable the UN Women Multi-Country Office to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
- Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
- Identify and validate lessons learned, good practices and examples of innovation that can be scaled up and replicated to support gender equality and human rights.
- Provide insights into the extent to which the UN Women has realized synergies between its three mandates (normative, UN system coordination and operations).
- Provide actionable recommendations with respect to the development of the next Strategic Note.

The management structure of this evaluation will be composed of the following:

- An **Evaluation Reference Group (RG)** will facilitate participation of stakeholders, partners from the civil society and governments.

Evaluation Reference Group

The Evaluation Reference Group is an integral part of the Country Portfolio Evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design, implementation and dissemination of the Country Portfolio Evaluation.

The Evaluation Reference Group includes the following members: Country Representative, UN Women Regional Director/Deputy Director, national government partners, civil society representatives, development partners/donors, representatives of the UN Country team.

The Evaluation Reference Groups play a critical role in ensuring a quality evaluation that is delivered transparently. The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. An active Evaluation Reference Group is key to ensure the proper validation of evaluation findings and that the voices of key partners in the programme’s implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Participate in the two meetings of the Evaluation Reference Group:
 - i) To discuss and validate the inception report
 - ii) To validate the final report.
- Facilitate access to information by the evaluation team,
- Provide feedback to the evaluation inception report and interim finding to improve their relevance and quality,
- Review the draft and final report and provide feedback to ensure quality and completeness, and
- Disseminate and promote the use of the final report.

The indicative timeline is as follows:

June 2024	Participate in a presentation of the inception report, and provide feedback on the proposed approach
July 2024	Participate in interviews with the evaluation team
August 2024	Participate in a workshop presenting report findings and provide written comments on the final report

Annex 12: Terms of Reference

The evaluation terms of reference can be accessed [here](#).

Annex 13: Country Contexts

National policy context

All five countries are party to the Southern African Development Community (SADC) Protocol on Gender and Development and to CEDAW.

The **SADC Protocol on Gender and Development** aims to provide empowerment of women to eliminate discrimination and to achieve gender equality and equity through the development and implementation of gender responsive legislation, policies, programmes and projects. The protocol aims to ensure structures are strengthened to enhance gender mainstreaming and changing discriminatory attitudes of decision making structures against women.¹⁵

CEDAW concluding observations have been provided for all five countries. Some common findings include concerns about the persistence of adverse cultural practices and traditions and patriarchal attitudes and deep-rooted stereotypes regarding the roles and responsibilities of women and men in the family and in society, especially those portraying women as caregivers. The Committee notes that such stereotypes contribute to an increase in the practices of child and/or forced marriage, abduction of girls and polygamy and hence to the disadvantaged and unequal status of women in society.

Additionally, the following concerns were specifically raised on:

- **South Africa (Nov 2021):** the systemic failures in implementing legislation and policies to address gender-based violence, and high levels of gender-based violence include femicides, highlighting the culture of silence and impunity, the failure of the South African Police Service to systematically investigate and prosecute mishandling of cases by police officers and the lack of training for judges and prosecutors.¹⁶
- **Botswana (Mar 2019):** the fact that some elements of customary law was not in compliance with the Convention, and that inadequate capacity and resources have delayed the process of incorporating the

Convention into national legislation and that there is no timetable for the completion of the process. Concern also raised on the lack of mechanisms to monitor and evaluate the implementation of the national policy on gender and development, with a view to changing such stereotypes and harmful practices.¹⁷

- **Eswatini (July 2014):** the barriers impeding women's access to justice, and calls upon the State Party to invoke temporary special measures to increase the representation of Women in Parliament to meet the quota of 30%.¹⁸
- **Lesotho (November 2011):** the lack of priority to the enactment of the draft Domestic Violence Bill and lack of comprehensive measures put in place to address violence against women and girls. Lack of time-bound targets and sufficient resource allocation to implement strategies, and lack of quotas and other pro-active measures to achieve substantive equality of women and men, particularly in employment and education.¹⁹
- **Namibia (July 2022):** the limited economic stimulus and relief packages provided to businesses led by women; lack of clarity of resources allocated to implement the national action plan on women and peace and security, underrepresentation of women in political and public life, especially indigenous women.²⁰

All countries with the exception of Lesotho have **specific strategies and policies on gender equality**. These include:

- **South Africa's** National Policy Framework for Women's Empowerment and Gender Equality (2002) aims to operationalize the equality clause and women's legal rights set out in the 1996 Constitution. Some key objectives include ensuring women and men have equal rights and access to basic needs, and equal opportunity to participate in the political, social and economic development of society, and for an effective institutional

¹⁵ [Protocol on Gender and Development 2008 | SADC](#)

¹⁶ [South Africa CEDAW concluding observations](#)

¹⁷ [Botswana CEDAW concluding observations](#)

¹⁸ [Eswatini CEDAW concluding observations](#)

¹⁹ [Lesotho CEDAW concluding observations](#)

²⁰ [Namibia CEDAW concluding observations](#)

framework to advance the status of women towards gender equality, and affirmative action strategies to be put in place.²¹

- **Botswana's** National Policy on Gender and Development (2015) and its National Operational plan (2018) set out the goal of reducing inequality in the opportunities and outcomes of social, economic, political, cultural and legal development for both women and men.²²
- **Eswatini's** National Gender Policy (2010) aims to
 - monitor and evaluate the implementation of gender and development activities in all development sectors (public, private and civil society levels).
 - To facilitate gender mainstreaming in sector development programs at all levels.
 - To provide capacity building on gender mainstreaming and analysis for gender focal points within government, civil society and private sector organisations.
 - To promote a conducive family environment for the both men and women.
 - To support and promote the family structure and ensure cohesion.²³
- **Lesotho** does not have a specific gender policy, but it has established a Law Reform Commission, with the mandate of reviewing discriminatory laws to promote gender equality and protect women's rights. It has also passed laws including the Sexual Offence Act (2003), recognizing marital rape as an offence and the Legal Capacity of Married Persons Act (2006).²⁴

- **Namibia's** National Gender Policy 2010-20 and associated National Gender Plan.²⁵ It also has two national action plans specifically on gender, including one on women, peace and security (2019-14)²⁶ and another on gender-based violence (2019-13).²⁷ Additionally, gender is a key component in the Government of Namibia's Vision 2030, which recognises gender equality as a key "driving force" to achieve sustainable development in the country. Namibia's gender related milestones include a gender-neutral Constitution that prohibits sex discrimination, a number of gender sensitive legislation and policies, and ratification of key international conventions and regional protocols mentioned above aimed at eliminating discrimination against women and promoting gender equality.²⁸

Socio-economic context

This section provides an overview of the socio-economic context, in terms of marriage legislation, economic equality, gender based violence, political participation and Covid-19.

Marriage legislation:

The legal age of marriage is at least 18 across all countries. However, there remain some instances of child marriage across countries. In recent years, all countries have repealed common law practices of patriarchal marital power, giving men and women equal rights within marriage and guardianship over their children. However, in some cases this appears to be insufficiently addressed in the law or policy framework. For example, in South Africa, there are reports of women being afforded the legal status of minors, thus limiting their choices around where to live or parental control over their children's lives. In Namibia and Botswana, there are also challenges in terms of the protection of widows from harmful practices such as ritual 'cleansing' or property grabbing. Reports of evictions and property theft are common.²⁹ In Eswatini, marital power is conferred to

²¹ [South Africa National Policy Framework](#)

²² [UN Women summary of the National Policy, citing a Statement made by the Government of Botswana on 27 September 2015](#)

²³ [Eswatini National Gender Policy](#)

²⁴ [Lesotho CEDAW concluding observations](#)

²⁵ [Namibia CCA](#)

²⁶ [Namibia launches NAP for WPS](#)

²⁷ [Namibia National Plan on Gender Based Violence \(GBV\) 2012](#)

²⁸ [Namibia CCA](#)

²⁹ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

the husband upon marriage, that that is prerequisite for access to land through ‘kukhonta’.

Economic equality: The table below sets out some key economic gender statistics across the five countries³⁰:

Country	Labor force participation (% 15+)		Economic participation	Education level
	Female	Male	1 = full parity	
	2023	2023	2021	2021
Botswana	60	70	0.8	1.0
Eswatini	47	56	0.8	1.0
Lesotho	49	67	0.6	1.0
Namibia	55	63	0.8	1.0
South Africa	51	64	0.7	1.0

Across all five countries, labour policies are in place to strengthen inclusivity and support gender equality. Additionally, the SADC Labour Migration Action Plan 2020-25 aims to promote unified, inclusive labour migration policies across the region to alleviate poverty.³¹

Across the region, the percentage of the population living in poverty (less than \$1.90 a day 2011 purchasing power parity) ranges from 13.8% to 29.2%.³² All five countries are within the top 10 most unequal countries in the world.³³ Agriculture remains the backbone of the subregion’s economy, standing at 35%.³⁴ Societal discrimination makes it difficult for women to claim independent land rights, affecting women across Namibia, Botswana and South Africa. Indigenous groups are also affected. In Namibia, the Government purchases land for resettlement to assist

indigenous groups. On the other hand, South Africa has not ratified International Labour Organization Convention 169 on Indigenous and Tribal Peoples.

Additionally, despite legislation protecting economic rights and non-discrimination in employment for all citizens, gender gaps remain across the countries in terms of financial inclusion and access to credit³⁵. Women’s access to financial services and credit is affected by power relations, socio-cultural norms, inaccessibility in rural communities, lack of collateral and lack of knowledge. Countries have been implementing strategies to address this. The Namibian National Gender Policy seeks to improve training for small-scale entrepreneurs, and by reviewing legislation to ensure that it promotes women’s access to credit. The Botswana Government has introduced a Women’s Grant to support income generation projects, and the national Development Bank provides loans. South Africa has launched the Women Economic Assembly and allocated a significant portion of funds for economic empowerment programs.³⁶

Gender based violence:

There are high levels of Gender Based Violence (GBV) across the five countries. In South Africa, as of 2019, intimate femicide was five times the global average. The 2016 Demographic and Health Survey revealed that 20% of women had experienced physical violence by a partner, and in Eswatini, as of 2018, 18% of the population has experienced sexual abuse. Namibia has reported increased domestic violence, and forced sterilisation, particularly linked to HIV positive women. Access to justice for GBV remains low. In Botswana, in 2012, only slightly more than one-third of cases resulted in prosecution. South Africa reported in 2015 that hate crimes against LGBTI persons are increasingly common. Additionally, as of 2019, SADC has the highest HIV prevalence in the world. Women are particularly at risk of contracting the disease due to unequal gender relations, early marriage, early sexual debut and gender-based violence.³⁷

³⁰Sources: [UNDP Human Development Report – Gender Inequality Index](#); [World Economic Forum – Global Gender Gap](#); [ILO-SADC LMAP 2023](#)

³¹[Report of the Executive Secretary 2023/24 \(sadc.int\)](#)

³² South Africa 2014 (18.7); Namibia (13.8), Lesotho (27.2), Eswatini (29.2), Botswana (14.5). <https://data.worldbank.org/indicator/>

³³<http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx>

³⁴ World Bank. (n.d.). Agriculture, Forestry, and Fishing, Value Added (% of GDP). <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS>

³⁵ FinMark Trust, 2016

³⁶ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

³⁷ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

All countries except Botswana have signed the protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). Additionally, the majority of countries have sexual offences and domestic violence legislation. The Government of Lesotho is in the process of enacting the Domestic Violence Act. Several governments are also implementing Gender Based Violence strategies. Botswana developed a National Gender Based Violence strategy (2015-20). South Africa released a national Strategic Plan on Gender-Based Violence and Femicide (2020), which is being delivered by the Gender Based Violence and Femicide Council³⁸.

Political participation: The table below sets out some key political gender statistics across the five countries³⁹:

Country	% of seats in parliament held by women	Political empowerment (1 = full parity)
	2022	2021
Botswana	11	0.1
Eswatini	14	0.1
Lesotho	26	0.2
Namibia	44	0.5
South Africa	47	0.5

The SADC Protocol on Gender and Development (2008) requires a 50% representation of women in political leadership. However, no government has an equal gender representation. Policies acknowledge unequal political participation, including challenges such as cultural norms and insufficient financial resources (e.g. Namibia National Gender Policy and Lesotho's Vision 2020 document), and encourage political parties to support political participation (for example,

the Lesotho National Assembly Elections Amendment Act). However, limited measures have been introduced to promote political participation. South Africa has not introduced any compulsory measures for political parties to adopt quotas; none of Lesotho's political parties have adopted voluntary quotas. In Namibia, there are no quotas in place for women's representation in any branch of government.⁴⁰

Covid-19: Lockdown decisions have affected economies across South Africa Multi-Country Office countries. The youth employment rate in South Africa increased from 57% (2019) to 64% (2021). There was also evidence that this disproportionately affected women, with the rate of unemployment at 49% for women and 41% for men in 2021.⁴¹ There was also evidence of increased gender-based violence during lockdowns, with limited pathways for seeking help. During the pandemic, there were increased rates of teenage pregnancies in Namibia, Botswana and Eswatini and femicide killings in both Lesotho and South Africa⁴².

Main Marginalized and vulnerable groups

Poverty and women: Across all five countries, women are more likely to be poor, unemployed, face gender-based violence and have a higher prevalence of HIV than their male counterparts across the country. Poor women-headed households are vulnerable and are more at risk from food insecurity.⁴³

Rural: Across all five countries, infrastructure in rural areas tends to be less developed, affecting rural communities.⁴⁴ Also, women tend to have unequal access to resources. For example, although rural women in Botswana represent 57 per cent of the agricultural labor force, they do not have equal access to and control over productive resources such as land, water, property and finance.⁴⁵

Intersectional factors: Across all five countries, the risk of gender based violence is particularly high for lesbian, bisexual and transgender women and intersex persons, refugee women, women with

³⁸ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

³⁹ Sources: [UNDP Human Development Report – Gender Inequality Index](#) and [World Economic Forum – Global Gender Gap; World Bank 2024](#)

⁴⁰ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

⁴¹ [South Africa Youth Unemployment Rate 1991-2022 |](#)

[MacroTrends](#)

⁴² [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

⁴³ CCAs for Botswana, Namibia, Lesotho, Eswatini and South Africa

⁴⁴ [Gender Policy](#)

⁴⁵ [Botswana Common Country Analysis](#)

disabilities, women and girls with albinism, women and girls with HIV and AIDs, and sex workers.⁴⁶

The following specific groups have also been identified across countries:

South Africa: Apartheid laws continue to disempower women.⁴⁷ 46.6% of Blacks are poor, compared to 32.3% of coloured, 0.8% of Whites and 4.6% of Indians or Asian. Both gender and race affect poverty in South Africa, with females poorer in every race group.⁴⁸

Botswana: Indigenous women face particular challenges with respect to their political rights and the loss of their cultural and tribal identities. Disadvantaged groups, including indigenous women, women prisoners, women with disabilities, lesbian, bisexual and transgender women, intersex persons and migrant women, do not have equal access to free antiretroviral treatment. Migrant women and girls are often detained in transit centres separately from their male family members.⁴⁹ The Refugee (Recognition and Control) Act of 1966 imposes an encampment policy that limits the right to free movement for persons of concern resident in the country. The two UNHCR populations of concern are those restricted and confined within the Dukwi Refugee camp, situated in the North-Eastern part of Botswana, with limited access to higher education, healthcare and livelihood needs.⁵⁰

Eswatini: Regional disparities continue to persist and are different for different vulnerabilities. Droughts and changes in climate change have particularly affected the regions of Lubombo and Shiselweni.⁵¹

Lesotho: HIV and TB prevalence is higher among mineworkers and surrounding communities, though Lesotho is one of the few countries successfully reducing its TB rate. In addition, internal migrants, typically, women moving from the rural to urban areas in search of employment opportunities in textile and clothing factories are vulnerable to the HIV infection as they have limited access to sexual reproductive health service.⁵²

Namibia: Indigenous women face particular challenges with political participation.⁵³

UN Country System

Across all five countries, the UN Country Teams (UNCT) are implementing the **Delivering as One** Initiative with the aim to harness the combined resources, capacity and knowledge of UN agencies in a coherent programme. This also guides the design of the governance structures and implementation mechanisms.

UN Gender Theme Groups have been mandated across the five countries to support the mainstreaming of gender as cross cutting issue in the UN Development System programmes and activities, and to promote a deeper understanding and commitment to gender-responsive development programming and implementation. They aim to develop a common and coherent UN Agency approach to gender mainstreaming.

The table below summarizes the common country analysis (CCA) and UN Development Assistance Frameworks / UN Sustainable Development Cooperation Frameworks.

CCA	UNDAF/UNSDCF
<p>South Africa 2019-20 CCA⁵⁴ Gender parity has been achieved in primary and secondary education and political representation (45% of seats in Parliament), but not in the economy. Gender based violence remains high, which has prompted the President to declare an 'Emergency Action Plan'. Women still carry disproportionate unpaid care responsibilities.</p>	<p>South Africa UNSDCF 2022-25⁵⁵: gender cuts across the four target outcomes. The framework also sets out the ambition to mainstream a preventive approach to human rights and support a multisectoral approach to sexual and gender based violence.</p>

⁴⁶ South Africa, Eswatini and Lesotho CCA

⁴⁷ [Gender Policy](#)

⁴⁸ [South Africa CCA](#)

⁴⁹ [Botswana CEDAW concluding observations](#)

⁵⁰ [Botswana Common Country Analysis](#)

⁵¹ [Eswatini CCA](#)

⁵² [Lesotho CCA](#)

⁵³ [Namibia CEDAW concluding observations](#)

⁵⁴ [South Africa CCA](#)

⁵⁵ [South Africa UNSDCF](#)

CCA	UNDAF/UNSDCF
<p>Botswana 2020 CCA⁵⁶ Botswana has not yet adopted a comprehensive gender-responsive budgeting strategy to ensure that sufficient resources are allocated for the realization of women's rights and safety. Child sexual exploitation remains widespread.</p>	<p>Botswana UNSDCF 2022-26⁵⁷ Gender cuts across all target outcomes, for example, in ensuring economic policies are gender responsive. There is also one gender-specific outcome, with the ambition to promote gender equality and women's empowerment and address gender-based violence.</p>
<p>Eswatini 2020 CCA⁵⁸ In 2018-2023, 21% of parliamentary seats are held by women. Secondary level and labour market participate rates are lower for women than men. Customary law and practices, such as early and forced marriage, polygamy and bride inheritance, perpetuate gender inequality.</p>	<p>Eswatini UNSDCF 2021-25⁵⁹ The UNSDCF includes one specific outcome that targets gender equality: By 2025, boys, girls, women and men, especially the most vulnerable, benefit from equitable access to inclusive, gender transformative, effective and efficient quality social services, life-long learning and market-relevant skills</p>

CCA	UNDAF/UNSDCF
<p>Lesotho 2017 CCA⁶⁰ Key challenges include gender inequality, early child marriage and cultural practices that prevent women from inheriting properties, unequal access and control to resources. Women are more likely to be poor, unemployed, face gender-based violence and have a higher prevalence of HIV than their male counterparts. Although more women Few women are in political and economic leadership roles.</p>	<p>Lesotho 2019-23 UNDAF⁶¹ The framework has one gender outcome: By 2023, all people, particularly the most vulnerable benefit from gender responsive social policies and programmes for the sustainable and equitable realization of their rights. Specific projects supporting this outcome include ensuring reproductive, maternal, new-born, child and adolescent health (RMNCAH) is gender-sensitive, improving the gender-responsiveness of the social protection system, and supporting the development of a national GBV strategy and action plan.</p>
<p>Namibia 2017 CCA⁶² The share of parliamentary seats held by women; female attainment in secondary and higher education and labour market participation rates of women have advanced recently. Nonetheless, gender disparities remain. Domestic violence and gender based violence remains deeply entrenched in harmful socio-cultural norms.</p>	<p>Namibia UNDAF 2019-23⁶³ The framework has one specific outcome that targets gender equality: by 2023, vulnerable women and children are empowered and protected against violence, abuse, neglect and exploitation. Gender is also a cross-cutting issue across the other outcomes. The UN commits to continued advocacy and awareness raising of human development gender gaps.</p>

⁵⁶ [Botswana CCA](#)
⁵⁷ [Botswana UNSDCF](#)
⁵⁸ [Eswatini CCA](#)
⁵⁹ [Eswatini UNSDCF](#)

⁶⁰ [Lesotho CCA](#)
⁶¹ [Lesotho UNDAF](#)
⁶² [Namibia CCA](#)
⁶³ [Namibia UNPAF](#)

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UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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