

ANNEXES

**COUNTRY PORTFOLIO EVALUATION
UN WOMEN South Africa Multi-
Country Office (2017–2023)**

The annexes provide further detail to supplement information in the main body of the report. The annexes are set out as follows:

Annex		Page number
Annex 1	List of stakeholders consulted and documents reviewed	3
Annex 2	Theory of Change	12
Annex 3	Summary of results data and progress against results framework	15
Annex 4	Sampling frame	21
Annex 5	Strategic Note Interventions	22
Annex 6	Stakeholder mapping	26
Annex 7	Evaluability assessment	36
Annex 8	Evaluation matrix	39
Annex 9	Data collection tools	41
Annex 10	Data Management Plan	46
Annex 11	Evaluation Reference Group and Management Group Members and Terms of Reference	47
Annex 12	Terms of Reference	49
Annex 13	Country context	50
Annex 14	Inception Report	56
Annex 15	Targeting of vulnerable groups	57

ANNEX 1: LIST OF STAKEHOLDERS CONSULTED AND DOCUMENTS REVIEWED

The first two tables provide an overview of institutions and people consulted and details of the breakdown across stakeholder category and gender. This is followed by a detailed list of the stakeholders consulted and documents reviewed.

TARGET AND ACTUAL SAMPLE

	Survey		Interviews		Focus Groups	
	Target	Actual	Target	Actual	Target	Actual
Government	5	1	15	13	n/a	n/a
CSOs	18	4	60	51		
Academic institutions	2	1	2	1		
Donors and multilaterals	5	0	8	2		
Private sector and media	5	1	10	6		
UNCT	5	1	15	12		
UN Women	10	24	10	15		
Programme participants	n/a	n/a	0	17	80	95
<i>Total</i>	50	32	120	117	80	95

DISAGGREGATION BY GENDER

	Survey	Interviews	Focus Groups	<i>Total</i>
Male	6	25	38	69
Female	25	92	57	174
Prefer not to say / other	1	0	0	1
<i>Total</i>	32	117	95	244

INTERVIEWS

117 stakeholders were interviewed in total.

No	Organization	Title	Gender	Location	Project sample
Programme participants					
1	Swaziland Network of Young Positives	Chicken entrepreneur	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
2	Swaziland Network of Young Positives	Chicken entrepreneur	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
3	Swaziland Network of Young Positives	Restaurant entrepreneur	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
4	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF
5	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF
6	Participant	n/a	M	South Africa	Strengthening institutional response to GBVF
7	Participant	n/a	F	Gaborone	AWOME
8	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF
9	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF

No	Organization	Title	Gender	Location	Project sample
10	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF
11	Participant	n/a	M	South Africa	Strengthening institutional response to GBVF
12	Participant	n/a	F	South Africa	Strengthening institutional response to GBVF
13	Participant	n/a	M	South Africa	Strengthening institutional response to GBVF
14	South Africa Police Service	Police officer	F	South Africa	Strengthening institutional response to GBVF
15	South Africa Police Service	Police officer	F	South Africa	Strengthening institutional response to GBVF
16	South Africa Police Service	Police officer	M	South Africa	Strengthening institutional response to GBVF
17	South Africa Police Service	Police officer	M	South Africa	Strengthening institutional response to GBVF
Bilateral, foundation donors and multilaterals					
18	FCDO	social development advisor	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
19	Government of Ireland	Liam Mac Gabhann	M	South Africa	Advocacy EVAW
Civil society organization					
20	Her Rights Initiative	Chief Executive	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
21	Her Rights Initiative	Project Officer	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
22	Independent HIV advocate	HIV advocate	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
23	Swaziland Network of Young Positives	Chief Executive	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
24	Swaziland Network of Young Positives	Monitoring and Evaluation Analyst	F	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
25	Swaziland Network of Young Positives	Communications Analyst	M	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
26	Christian Council of Lesotho	Secretary General	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
27	GEM Institute Group	Chief Executive	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
28	GEM Institute Group	Gender Lead	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
29	GEM Institute Group	Communications and Media Lead	M	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
30	GEM Institute Group	Project Officer	M	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds

No	Organization	Title	Gender	Location	Project sample
31	GEM Institute Group	Project Officer	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
32	GEM Institute Group	Project Officer	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
33	Southern African Catholic Bishops' Conference	Project coordinator	M	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
34	Southern African Catholic Bishops' Conference	Coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
35	Southern African Catholic Bishops' Conference	Coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
36	Southern African Catholic Bishops' Conference	Coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
37	Southern African Catholic Bishops' Conference	Coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
38	Southern African Catholic Bishops' Conference	Sub-coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
39	Southern African Catholic Bishops' Conference	Sub-coordinator	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
40	Southern African Catholic Bishops' Conference	Director	M	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
41	South African Women in Dialogue	CEO	F	South Africa	Advocacy WPS in SADC
42	Lady of peace community foundation (LOPECO)	Executive Director	F	South Africa	Advocacy EVAW
43	We Will Speak Out South Africa	Director	F	South Africa	Advocacy EVAW
44	The African Centre for the Constructive Resolution of Disputes (ACCORD)	Program Officer	F	South Africa	Advocacy WPS in SADC
45	The Centre for the Study of Violence and Reconciliation (CSVr)	Senior Researcher	F	South Africa	Strengthening institutional response to GBVF
46	Ilitha Labantu	Executive Director	F	South Africa	Strengthening institutional response to GBVF
47	Ilitha Labantu	Clinical Manager	M	South Africa	Strengthening institutional response to GBVF
48	Ilitha Labantu	Stakeholder Coordinator	F	South Africa	Strengthening institutional response to GBVF
49	Ilitha Labantu	legal aid	F	South Africa	Strengthening institutional response to GBVF
50	Ilitha Labantu	Advocacy and outreach	F	South Africa	Strengthening institutional response to GBVF
51	Women in Law Southern Africa	National Director	F	Lesotho	Advocacy WPS in SADC
52	Desmond Tutu and Leah Tutu Foundation	Executive Director	F	South Africa	UN Pilot Migration MPTF RSA-UNW-RJB-00124922
53	Institute for justice and reconciliation	Executive Director	F	South Africa	Advocacy WPS in SADC
54	Legabibo	Manager	F	Gaborone	AWOME
55	One Farm Share	Manager	F	Johannesburg	Climate Smart Agriculture
56	One Farm Share	Manager	F	Johannesburg	AWOME

No	Organization	Title	Gender	Location	Project sample
57	Business Engage	CEO	F	Johannesburg	AWOME
58	South African Women in Dialogue	CEO	F	South Africa	Advocacy WPS in SADC
59	Lady of peace community foundation (LOPECO)	Executive Director	F	South Africa	Advocacy EVAW
60	We Will Speak Out South Africa	Director	F	South Africa	Advocacy EVAW
61	The African Centre for the Constructive Resolution of Disputes (ACCORD)	Program Officer	F	South Africa	Advocacy WPS in SADC
62	The Centre for the Study of Violence and Reconciliation (CSVR)	Senior Researcher	F	South Africa	Strengthening institutional response to GBVF
63	Ilitha Labantu	Executive Director	F	South Africa	Strengthening institutional response to GBVF
64	Ilitha Labantu	Clinical Manager	M	South Africa	Strengthening institutional response to GBVF
65	Ilitha Labantu	Stakeholder Coordinator	F	South Africa	Strengthening institutional response to GBVF
66	Ilitha Labantu	legal aid	F	South Africa	Strengthening institutional response to GBVF
67	Ilitha Labantu	Advocacy and outreach	F	South Africa	Strengthening institutional response to GBVF
68	Women in Law Southern Africa	National Director	F	Lesotho	Advocacy WPS in SADC
69	Desmond Tutu and Leah Tutu Foundation	Executive Director	F	South Africa	UN Pilot Migration MPTF RSA-UNW-RJB-00124922
70	Institute for justice and reconciliation	Executive Director	F	South Africa	Advocacy WPS in SADC
Government					
71	NERCHA	Head of programmes	M	Eswatini	Young Women for Life movement; DFID partnership; UBRAF funds
72	National Aids Commission	Head	F	Lesotho	Young Women for Life movement; DFID partnership; UBRAF funds
73	South Africa National Aids Council	Technical Lead	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
74	Phahameng Primary Health Centre	Nurse	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
75	South African Development Community	Head - gender unit	F	South Africa	All
76	Sobantu clinic	Community health workers	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
77	Sobantu clinic	Community health workers	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
78	department of community	safety liaison officer	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
79	Ministry of Gender, Youth, Sports and Culture	Director	F	Lesotho	Advocacy WPS in SADC
80	Ministry of Youth	Director	M	Windhoek	AWOME
81	Ministry of Gender	Director	F	Windhoek	AWOME
82	Ministry of Gender	Director	F	Gaborone	AWOME

No	Organization	Title	Gender	Location	Project sample
83	Ministry of Gender, Youth, Sports and Culture	Director	F	Lesotho	Advocacy WPS in SADC
Private Sector					
84	Nokia	Senior Account Manager	F	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
85	N/A	Tavern owner	M	South Africa	Young Women for Life movement; DFID partnership; UBRAF funds
86	BusinessEngage	CEO -Colleen	F	Johannesburg	Women's Empowerment Principles
87	vodacom	CEO	F	Midrand	Stimulating Equal Opportunities
88	DeBeers	Manager	M	Johannesburg	AWOME
89	ABSA	General Manager, Monitoring, Evaluation and Reporting	M	Johannesburg	Stimulating Equal Opportunities
Research and academic institutions					
90	Cape Peninsula University of Technology	The Manager - Transformation Diversity and Inclusion	F	South Africa	
UN Women personnel					
91	UN Women	Representative	F	MCO	
92	UN Women	Partnerships, Resource Mobilization and Women Empowerment	F	MCO	
93	UN Women - HQ	Advisor - Business Transformation	M	Global	
94	UN Women - HQ	Business Transformation Consultant	F	Global	
95	UN Women	Coordination consultant	M	MCO	
96	UN Women	Monitoring and Reporting Analyst	M	MCO	
97	UN Women	Operations Manager	F	MCO	
98	UN Women	HIV/AIDS Specialist	F	MCO	Young Women for Life movement; DFID partnership; UBRAF funds
99	UN Women	HIV/AIDS Programme Associate	M	MCO	Young Women for Life movement; DFID partnership; UBRAF funds
100	UN Women	Regional Director, OIC	F	Regional Office	
101	UN Women	Operations Manager	M	Regional Office	
102	UN Women	Human Resources	F	Regional Office	
103	UN Women	Programme specialist	F	South Africa	N/A
104	UN Women	EVAW and WPS programme manager	F	South Africa	N/A

No	Organization	Title	Gender	Location	Project sample
105	UN Women	Previous EAW and WPS programme manager	F	South Africa	N/A
UN Country Team					
106	UNFPA	Chair of GTG	F	Eswatini	
107	UNDP	Gender Focal point	F	Eswatini	
108	WFP	Gender Focal point	F	Eswatini	
109	UNFPA	Communications	F	Eswatini	
110	RCO	Head of RCO	M	Eswatini	
111	UNICEF	Chief, Child Protection	F	South Africa	
112	UNICEF	Chief, Education	F	South Africa	
113	UNICEF	Planning, Monitoring and Evaluation	F	South Africa	
114	RCO	Data Management Officer	F	South Africa	
115	RCO	Head of the Resident Coordinator's Office	M	Lesotho	
116	UNAIDS	Senior Programme Adviser	F	Regional Office	Young Women for Life movement; DFID partnership; UBRAF funds
117	RCO	Head of the Resident Coordinator's Office	F	South Africa	

FOCUS GROUP DISCUSSIONS

95 stakeholders were consulted as part of focus groups. The table below provides further details on the focus groups.

Project	Detail	Participants		Inclusion
		F	M	
Young Women for Life movement; DFID partnership; UBRAF funds	GEM and CCL project in Lesotho - coordinator, religious leaders, political party representatives, regional secretary, different church representatives	1	8	
Young Women for Life movement; DFID partnership; UBRAF funds	GEM and CCL project in Lesotho - church leaders - across Anglican, methodist and catholic church	0	14	
Young Women for Life movement; DFID partnership; UBRAF funds	SACBC in Mamelodi - young women for life movement	14	0	5 out of school youth, 2 with disabilities
Young Women for Life movement; DFID partnership; UBRAF funds	SACBC Sobantu - tavern meeting	4	16	6 youth
AWOME	Programme participants	8		
AWOME	Programme participants	15		2 with disabilities
AWOME	Programme participants	15		2 with disabilities
Young Women for Life movement; DFID partnership; UBRAF funds	Lesotho - coordinator, religious leaders, political party representatives, regional secretary, different church representatives	1	8	

DOCUMENTS REVIEWED

110 documents were reviewed. These are listed in the table below.

Category	Document
Country Context	<ul style="list-style-type: none"> • Botswana CEDAW concluding observations • Botswana Common Country Analysis • Botswana United Nations Sustainable Development Cooperation Framework • Eswatini CEDAW concluding observations • Eswatini Common Country Analysis • Eswatini National Gender Policy • Eswatini United Nations Sustainable Development Cooperation Framework • ILO-SADC Labour Migration Action Plan (2020-2025) • Lesotho CEDAW concluding observations • Lesotho Common Country Analysis • Lesotho United Nations Sustainable Development Cooperation Framework • Namibia CEDAW concluding observations • Namibia Common Country Analysis • Namibia NAP for WPS • Namibia National Plan on Gender Based Violence (GBV) 2012 • Namibia United Nations Sustainable Development Cooperation Framework • Organization for Economic Co-operation and Development (OECD) Social Institutions and Gender Index • Protocol on Gender and Development 2008 SADC • Report Of The Executive Secretary 2022/23 Overview of the SADC Region's Performance on Regional Integration • South Africa CEDAW concluding observations • South Africa Common Country Analysis • South Africa National Policy Framework • South Africa Youth Unemployment Rate 1991-2022 MacroTrends • South Africa's National Policy Framework for Women's Empowerment and Gender Equality • UN Women summary of the National Policy, citing a Statement made by the Government of Botswana on 27 September 2015 • UNDP Human Development Report – Gender Inequality Index • World Economic Forum – Global Gender Gap
Country Office	<ul style="list-style-type: none"> • Strategic Notes, Annual Reports, Workplans for 2017-23 • Resource mobilization strategy; communications strategy • RMS data on results and donors • OneApp and Quantum Data
UN Country Team	<ul style="list-style-type: none"> • Common Country Analyses and UNSDCFs for all five countries
Thematic	

Category	Document
Women's Economic Empowerment	<ul style="list-style-type: none"> • AWOME financial and narrative reports 2020, 2021 • Partner agreement De Beers PLC and UN Women • Request to no- cost extension AWOME Phase 2 • Project proposal document, Results Framework- AWOME Phase 3 • Botswana Government Ministry Of Nationality, Immigration And Gender Affairs Budget Proposal For Accelerating Women Owned Micro-Enterprises (AWOME) Programme Proposed Budget (Botswana Chapter) • Project proposal AWOME Namibia - Namibia Ministry Of Gender Equality, Poverty Eradication And Social Welfare • Request for a cost extension AWOME Namibia • Micro Assessment Report Ministry Of Gender Equality And Child Welfare -UNFPA Namibia • Summary Of The Committee For Partner Assessment's Inputs And Recommendation Upon The Review Of The Proposed Implementation Of The Acceleration Of Women-Owned Micro-Enterprises (AWOME) Programme – Namibia 2021 -2022 • Summary Of The Committee For Partner Assessment's Inputs And Recommendation Upon The Review Of The Proposed Implementation Of AWOME Programme –International Labour Organization (ILO) Master Trainer 2021 -2022 • Project document - Development of SIYB Training of Master Trainers for the AWOME Programme 2022 • Partner agreement Hand in Hand and UN Women • Note to file: Justification for the Cost Extension (Amendment 3) for Hand in Hand (November-December,2022) (August -September 2023) • LPAC minutes • Partner agreement amendment Hand in Hand and UN Women 2022 • Partner agreement amendment Ministry of Gender and Child Welfare and UN Women 2022 • Acceleration Plan - Ministry of Youth, Gender, Sport and Culture, Gender Affairs Department – AWOME Botswana • 2019 Annual Report for Standard Bank funded CSA project-Malawi • Donor report SAMCO – Standard Bank Annual Report 2023 • Progress Report (2021) Project Economic Empowerment of Women in Africa through Climate Smart Agriculture • Stimulating Equal Opportunities for Women Entrepreneurs: Partner Agreement McKinsey and Company Africa Proprietary Limited and UN Women • MOU McKinsey and Company Africa Proprietary Limited and UN Women • Financial report - Women Matter Africa Data Portal Baseline Assessment Survey
Ending Violence Against Women and Women Peace and Security	<ul style="list-style-type: none"> • UN Women SAMCO Annual Progress reports (2017,2018,2019,2020,2021,2022,2023) • Ireland Progress Update: Strengthening Institutional Responses to VAW, 27 September 2023 • First progress report, Royal Norwegian Embassy in South Africa, 1 December 2019 - 30 June 2020 • Norway/ UN Women SAMCO Progress Meeting: Support Towards Advocacy and Implementation Of WPS Commitments In The SADC Region for Durable and Sustainable Peace, October 2023 • Partner agreement, Ministry of Foreign Affairs of Ireland • Partner agreement, Women and Law in Southern Africa-Lesotho and UN Women • Partner agreement, Human Sciences Research Council and UN Women • Partner agreement, Institute for Justice and Reconciliation and UN Women • Partner agreement, Lady of Peace and Community foundation and UN Women • Project Proposal, UN Women and ACCORD • Internal Audit Report, UN Women MCO In South Africa • Partner agreement, Ilitha Labantu and UN Women • Partner agreement, Center for study of violence and reconciliation and UN Women • Namibia NAP on Women Peace and Security 2019 - 2024 • South Africa NAP ON WPS 2020 – 2024 • Meeting of the Women, Peace and Security Focal Points Network, Windhoek - Joint Communiqué by the Focal Points on Women, Peace and Security, 10-11 April 2019 • Project document South Africa partnership for GBV and Women's Economic Empowerment in Africa

Category	Document
	<ul style="list-style-type: none"> • UN Women SAMCO - South Africa Partnership For GBV And Women's Economic Empowerment In Africa donor progress report • Concept note Demographic Dividend /Gender and GBV Collaboration UK -SA-UN Women
HIV/AIDs	<ul style="list-style-type: none"> • Project proposal, Strengthening the Autonomy and Leadership of AGYW who Identify as LBQT in Botswana to Influence Change and Drive Socioeconomic and System Transformation. • UN Women SAMCO final financial reports UNAIDS – 2020, 2021 • Assessment of South African Catholic Bishops Conference - Fast Tracking New Partners • Project proposal - Southern African Catholic Bishops Conference (SACBC) Justice And Peace Department and UN Women • LPAC minutes - SACBC - Strengthening Communities' Response to HIV and AIDS in the context of COVID-19 and working with men to address negative social norms and gender stereotypes leveraging HeforShe Campaign. • Partner agreement – Southern African Catholic Bishops Conference and UN Women • Partner agreement amendment – Southern African Catholic Bishops Conference and UN Women • M&E And Reporting Template - Takuwani Riime Men's Parliament • Audited Financial Statements – Azali Health Care NPC • Concept Paper: ASIFIKELELI - Women led strategic advocacy for improved access to maternal health care in hard-to-reach rural settings of the Eastern Cape. • Request for the first amendment of the Partner Agreement on a cost extension with Azali Health for the 3R Programme • Partner Agreement amendment – Azali Health Care and UN Women • Small grant agreement Access Chapter 2 and UN Women • UN Women SAMCO final report "Young women live for live movement socio-economic empowerment for GBV and HIV prevention project- South Africa and Eswatini • Project proposal submission Using HeForShe as a methodology to address structural drivers of HIV and gender-based violence • Partner agreement Swaziland Network of Young Positives • Partner agreement amendment Swaziland Network of Young Positives
Coordination	<ul style="list-style-type: none"> • UNCT SWAP Scorecard for all five countries

ANNEX 2: THEORY OF CHANGE

The diagram below sets out the theory of change reconstructed during the inception phase, which builds 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	2.2 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
Outputs → 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.	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	1.2.1 HIV/AIDS prevention and management strategies and action plans are implemented in a	2.2.1: Increased awareness, engagement & advocacy for	2.3.1: Capacity of women's associations and women entrepreneurs to	3.1.1: Enhanced integrated UN system, government and national stakeholders	3.2.1: Women, girls, men and boys at community and	3.3.1: South Africa (SADC and one other SACU country) adopt high impact quality accountability frameworks,

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		
	implementation of the global normative frameworks i.e. Beijing Platform for Action and SDGs	coordinated manner, focused on addressing gender inequalities, especially for Adolescent Girls and Young Women and are informed by voices of WLHIV	favourable public procurement policies for WBEs	respond to procurement increased	multi-sector coordination mechanism for responding to GBV in South Africa	individual level are mobilized in favour of respectful relationships and gender equality	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	2.2.2: 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	3.1.2: National and local authorities access GBV data and statistics including best practices to inform GBV strategy implementation	3.2.2: Youth mobilized through technology and social media to prevent GBV and HIV	3.3.2: Regional Institutions and Member States are supported to implement WPS commitments in plans and strategies 3.3.3: WPS Best practices and lessons learned from the SADC region informs regional and global 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
Key Assumptions							
Political will / willingness			There is political will supportive of fostering WEE, and no backlash from male owned businesses. Companies are willing to review their procurement policies	Women entrepreneurs and WBEs want to leverage procurement as a model to access markets and grow Women who are trained apply their skills to businesses Countries will fund master trainers to deliver future trainings	Political will and commitment to elimination of Violence against Women		There is political will to develop accountability frameworks and be held to account. There is willingness from key international actors and conflicting parties to include women in conflict resolution processes.

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		
Resources			Availability of public and private resources.		Lack of technical and adequate financial resources.		
Approach is effective / uptake				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.

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 significantly 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 table below summarizes performance against the outcome indicators in the results framework, at the end of 2022.

The data draws from the MCO reporting in the results management system. Where the indicator is a cumulative one, numbers have been aggregated across the period of the Strategic Note, while avoiding double counting of participants. While the nature of these outcomes has been validated by the evaluation team through triangulation with key informant interviews, focus group discussions and document review, the specific numbers achieved have not been verified by the evaluation team.

The colour in the final column represents the performance against the target:

Red	No change from baseline / achievement far from target
Orange	Some progress towards target
Green	Target reached or surpassed

Outcome / Indicator	Baseline value (2017)	Target	2023 value
Governance & Participation in Public Life (G&PPL)			
Outcome: ZAF_D_1.1 Women are promoted as leaders in public and private sector institutions ¹			
ZAF_D_1.1A % increase in women's leadership in public and private sector	0	2010: 10%	2017: 2 2018: 61 2019: 0 2020: 0 Cumulative: 63

¹ Outcome indicator renamed Governance & Participation in Public Life (G&PPL) in 2023

Outcome / Indicator	Baseline value (2017)	Target	2023 value
Outcome: ZAF_D_1.2 Women are perceived as equally legitimate and effective leaders in public and private institutions as well as public processes ²			
ZAF_D_1.2A % increase in the population who believe women are credible leaders	0	5%	2017: 0
Women's Economic Empowerment			
Outcome: ZAF_D_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 and other SACU countries ³			
ZAF_D_2.1A Number of sector strategies/plans and SDG localization plans that use disaggregated data generated with UN Women's support	0	2020: 2	2017: 1 2018: 0 Cumulative: 1
Outcome: ZAF_D_2.2 Public and private procurement is gender responsive ⁴			
FP4_1.1A In the reporting year, did your country have public procurement policies directed toward WBE	2016: TBD	TBD	Yes
ZAF_D_2.2A Percentage change in public and private procurement directed towards WBEs	0	2022: 30%	2017: 9 2018: 9 2019: 0 2020: 0 2021: 0 2022: 20 Cumulative: 38
ZAF_D_2.2B Number of companies that develop and/or implement gender-responsive procurement policies, with UN Women support	2019: 2	2019:10	2019:0 2020:0 2021:0 2021: 2 Cumulative: 2
ZAF_D_2.2D Number of High-Level platforms in which UN Women Advocates for women's entrepreneurship and economic inclusion	2020:6	2021: 3	2021:7 2022:1 Cumulative: 8
ZAF_D_2.2E Improved national capacity to implement gender responsive procurement ⁵	2020:1	2021:1	2021: 30-69% 2022: 30-69
ZAF_D_2.4E Average percentage increase in income of women micro-entrepreneurs supported under the programme in Botswana	2017: 0	2020: 50%	2019:0
Outcome: ZAF_D_2.3 Capacity of WBEs and women entrepreneurs to participate in the economy is strengthened			
ZAF_D_2.3A % change in bids from WBEs	0	2022: 30%	2017: 8 2018: 0 Cumulative: 8
Outcome: ZAF_D_2.4 Women's participation in global value chains enhanced			
ZAF_D_2.5A Number of women with strengthened capacities and skills to participate in the economy, including as entrepreneurs, with UN-Women's support	2018: 1000	2019:3000	2019: 4318 2020:0 2021: 4318 Cumulative: 8,636
ZAF_D_2.5B Number of women entrepreneurs supported to access finance and gender-responsive financial products and services, with UN-Women's support	2018:200	2019:2000	2019:1040 2020:0 2021: 1040 Cumulative: 2,080

² Outcome indicator renamed Women's Economic Empowerment (WEE) in 2023

³ Outcome indicator renamed Ending Violence Against Women (EVAW) in 2023

⁴ Outcome indicator renamed Women Peace and Security (WPS) in 2023

⁵ Renamed Improved national capacity to implement gender responsive procurement resulting in many buyer departments producing demand plans in 2022

Outcome / Indicator	Baseline value (2017)	Target	2023 value
Outcome: ZAF_D_2.6 Increased productivity and market access for women in climate smart agriculture			
ZAF_D_2.6A Number of women with access to climate- smart non-labour agricultural inputs	2019: 0	2019: 500	2019: 720 2020: 3105 2021: 600 Cumulative: 4,425
Outcome: ZAF_D_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			
ZAF_D_3.1A Prevention strategy for ending violence against women and girls adopted in South Africa ⁶	No	2019: Yes	2017: No 2018: Yes 2019: No 2020: Yes 2021: Yes 2022: Yes
ZAF_D_3.1B GBV prevention strategies and action plans are implemented by the UN, government, and civil society in a coordinated manner and are informed by voices of women survivors of violence	2022: 1	2022: 2	2022: Yes
Global Norms			
Outcome: ZAF_D_6.1 Gender equality tools and skills to monitor and measure progress on global commitments under the normative framework			
ZAF_D_6.1A Scope of social protection needs and size of women in the informal sector conducted	2020: 0	2021: 1	2021: 1 2022: 1 Cumulative: 2
ZAF_D_6.1B Number of social security models to reach women in the informal sector developed	2020: 0	2021: 1	2021: 0 2022: 0 Cumulative: 0
ZAF_D_6.1C Advocacy Campaigns to increase Women Access and acceptability of Social Security Products	2020: 0	2021: 2	2021: 1 2022: 0 Cumulative: 1
ZAF_D_6.1D Number of Regional Bodies and Governments developing implementation plans and M&E frameworks for CSW resolution 60/2 on HIV/AIDS and gender equality	2020: 4	2021: 10	2021: 5 2022: 0 Cumulative: 5
ZAF_D_6.1E Number of networks of WLHIV effectively participating in decision-making processes in the HIV response	2020: 1	2021: 5	2021: 4 2022: 0 Cumulative: 4
ZAF_D_6.1F Number of districts where ongoing dialogues are documented	2020: 7	2021: 20	2021: 12 2022: 0 Cumulative: 12
ZAF_D_6.1G Knowledge products on key regional emerging issues developed by UN Women or jointly with other agencies (i.e. UNFPA, UNAIDS, WFP).	2020: 1	2021: 4	2021: 4 2022: 0 Cumulative: 4
Women Peace and Security (WPS)/ Ending Violence Against Women (EVAW)			
Outcome: ZAF_D_3.3 An enabling environment for the implementation of WPS commitment is created in South Africa (including on ending VAWG)			
ZAF_D_3.3A An allocated budget specifically for the implementation of NAPs on 1325 in the last calendar year	No	2022: Yes	2017: Yes 2018: No 2019: Yes 2020: Yes 2021: No

⁶ Renamed to "GBV Prevention strategy and action plan for ending violence against women and girls is adopted and implemented in South Africa in a coordinated manner" in 2019

Outcome / Indicator	Baseline value (2017)	Target	2023 value
			2022: Yes
Outcome: ZAF_D_2.4 Low-income women entrepreneurs (micro-entrepreneurs and members of co-operatives) better manage their enterprises for decent jobs and income security and/or autonomy			
ZAF_D_2.4A Number of decent jobs created in the community as a result of better management of the enterprises supported under the programme	2017: 0	2020: 500	2018: 0 2020: 0 2021: 784 2019: 200 2022: 658 Cumulative: 1, 642
ZAF_D_2.4B Average percentage increase in income of women micro-entrepreneurs supported under the programme ⁷	2017: 0	2022: 50% ⁸	2020: 0 2019: 20 2021: 0 2022: 12 Cumulative: 32
ZAF_D_2.4C Number of existing jobs sustained as a result of better management of enterprises supported under the programme	2017: 0	2020: 400	2018: 0 2019: 200 2020: 0 Cumulative: 200
ZAF_D_2.4C Percentage of existing jobs sustained as a result of better management of enterprises supported under the programme	2018: 0	2023: 80%	2021: 80
ZAF_D_2.4D Number of decent jobs created in the community as a result of better management of the enterprises supported under the AWOME programme in Botswana	2017: 0	2020: 250	2019: 0 2020: 0
ZAF_D_2.4E Number of AWOME government partners who formally institutionalize international standards on gender responsive business development services targeting micro--small entrepreneurs who are often left behind in conventional programming approaches	2018: 0	2022: 10	2021: 4 2022: 2 Cumulative: 6
ZAF_D_2.4F Number of existing jobs sustained as a result of better management of enterprises supported under the programme in Botswana	2017: 0	20020:200	2020: 0

Source: UN Women Results Management System

⁷ Renamed Average percentage increase in business revenue for enterprises supported under AWOME Programme from 2018 in 2022

⁸ Target value adjusted to 25% in 2023

ANNEX 4: SAMPLING FRAME

The evaluation undertook two levels of sampling:

1) Project sample

Most significant change was used to identify which of the Multi-Country Office's contributions to target outcomes to focus on. Based on review of annual reports and discussions with Multi-Country Office stakeholders, several areas (see Annex 3) were highlighted where UN Women has made the most significant contribution to target outcomes. Based on this and discussion with the Multi-Country Office to ensure good coverage across all Strategic Note areas of work, the following deep dive case studies (see project review sample below) involved in-depth data collection with all relevant stakeholders.

To ensure a comprehensive review of the Multi-Country Office's processes and systems, i.e. not only areas of most significant progress, a separate sample was taken of all interventions. The Multi-Country Office's main interventions were mapped into a sample frame for evaluation. Across this, a stratified, random sample was taken to ensure good coverage across thematic areas and normative, coordination and operational work. A desk review and select interviews with programme staff and partners were undertaken for this sample, as shown below. See Annex 5 for the full sample.

Contribution analysis was used to validate the achievement of these outcomes; gather evidence for UN Women's contributions; and identify other enablers and barriers to achievement.

This project sample was used to answer the following evaluation questions:

- Capturing any unexpected outcomes.
- Examining the coherence of interventions with UNCT and other national level stakeholders.
- Examining the alignment of interventions with UN Women's comparative advantage.
- Assessing whether interventions are supporting structural changes in gender equality and applying gender, human rights and disability inclusion approaches.

2) Stakeholder sampling

The evaluation applied a purposive sampling approach to ensure a diverse range of perspectives was considered.

A full stakeholder mapping was undertaken with the support of the Multi-Country Office (See Annex 7). There were three areas of stakeholder consultation and associated purposive sampling based on the characteristics below.

1. **Project sample:** Stakeholders selected based on their ability to comment on the most significant contributions to target outcomes - to support the validation of achievements and UN Women's contribution. Stakeholders able to comment on the sampled interventions, including programme managers, partners and government stakeholders.
2. **Country level stakeholders,** including UNCT, UN Women Multi-Country Office personnel, donors, government stakeholders and others. These were purposively sampled to focus on stakeholders with a strategic overview of the portfolio and stakeholders working in significant areas for the Multi-Country Office.

ANNEX 5: STRATEGIC NOTE INTERVENTIONS

STRATEGIC NOTE INTERVENTIONS

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

The **sampled projects** involved a validation of reported project achievements and assessment of UN Women's contribution to target outcomes. Data collection involved interviewing of all relevant stakeholders, including UN women personnel, donor, implementing partners, other government, CSO and private sector partners and a sample of programme participants. The sample will also be used to answer 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).

Project	Category	Result Area	Years	Total	Sampled
AWOME	Operations	2	18-22	\$4,754,831	Deep dive
Stimulating Equal Opportunities	Operations	2	18-22	\$2,621,032	Deep dive
Generation Equality Forum	Operations	1, 2, 3	20-22	\$1,631,954	
Advocacy WPS in SADC	Normative	3	19-22	\$1,605,156	Deep dive
Climate Smart Agriculture	Operations – Regional	2	19-22	\$1,339,181	Project review
Advocacy EVAW	Normative	3	19-22	\$1,233,477	Deep dive
3R Unpaid Care Work in WEE	Operations	2	21-22	\$1,138,154	
UBRAF Joint United Nations Programme on HIV/AIDS (UNAIDS)	Operations - Global	1	20-24	\$1,000,080	Deep dive
Strengthening institutional response to VAW	Operations	3		\$1,000,000	Project review
Social Protection in South Africa	Operations – Joint Program	2	19-22	\$390,484	
COVID19 Crisis in Dev. Country	Operations	3	20-22	\$344,132	
Women, peace and security project	Operations	3	18-20	\$341,515	Project review
DFID RSA partnership GBV & WEE	Operations	2, 3	21-22	\$315,973	Project review
Ending Violence Against Women	Operations	3	19-20	\$259,518	
ABSA Capacity Building WOB	Operations	1	21-22	\$199,022	
FPI-Stimulating equal opportunities	Operations	1, 2	18-19	\$185,185	
UN Pilot Migration Multi-Partner Trust Fund	Operations	3	20-22	\$176,514	
Botswana SDG Financing Strategy	Normative	3	20-22	\$146,542	
HIV & AIDS Women Organisation	Operations	1	19-20	\$119,770	Project review
CSW 60/2 by SADC Members State	Coordination	1, 2 and 3	19-22	\$77,376	
Young Women for Life movement socio-economic empowerment for GBV and HIV prevention	Operations	1	21-22	\$60,000	Project review
Young Women Empowerment	Operations	1	21-22	\$56,421	
Unstereotype Alliance	Normative	1	21-22	\$22,109	
HQ Innovation Incubator	Operations	1, 2 and 3	18	\$17,315	

Project	Category	Result Area	Years	Total	Sampled
Safe Cities (Republic of Korean and Global Programme)	Operations - Global	3	20	\$13,284	
UN Women and WHO Global Joint Initiative	Operations	3	19	\$3,600	

Source: Atlas and Quantum

The sample includes two components:

- projects contributing to the most significant achievements as reported by the annual reports and identified by the Multi-Country Office, while ensuring a good mix across the Strategic Note time period and across different categories and result areas of the Strategic Note.
- randomly selected projects using a stratified sample approach (across category, result area, outcomes, geographical area, and time period) to ensure a good mix of projects.

The table below sets out more detail on the proposed sample.

Project sample

Project ID	Project title	Budget value	Normative component	Target s LNOB beneficiaries	Geographic area	Most significant change	Outcomes	Dates
00119040	Women, Peace and Security Advocacy in SADC (Government of Norway)	US\$ 1.6m	Y	Y	Lesotho, Namibia and South Africa	Y	3.3	2019-2022
00118673	Strengthening Advocacy EVAW (Government of Ireland)	US\$ 1.2m	Y	Y	South Africa	Y	3.2	2019-2022
0200001	Strengthening institutional response to VAW (Government of Ireland)	US\$ 1.0m	N	Y	South Africa	N	3.1, 3.2	2020-2022
00116355	Women, peace, and security Global	US\$ 0.3m	N	Y	South Africa	N	3.3	2018-2020
00120471 / 00120576 / 00129622 / 00130688 / 00130691	UBRAF funds	US \$1.0m	Y	Y	Botswana, Eswatini, Lesotho, Namibia, South Africa	Y	1.1 and 1.2	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	2021-2022
00129622	DFID RSA partnership GBV and WEE	US \$.3m	N	Y	South Africa	N	1.2	2021-2022
0014501 / 0013137 / 0014509	AWOME	US \$ 5.9m	N	Y	Botswana, Namibia, South Africa,	Y	2.2 and 2.3	2019-2023

/ 0012271								
0012332	Stimulating Equal Opportunities	US \$ 2.6m	Y	Y	South Africa	Y	2.1	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	2020-2023

Across the three thematic areas, we have covered the largest projects in each area (based on value). The sampled projects cover all outcomes and outputs under this thematic area. We have also sampled to ensure we cover projects that target Leave Noone Behind stakeholders and cover different geographic areas. We have sampled projects highlighted as contributing to the most significant changes, but also randomly selected others (so we are not focusing only on the most successful projects). We have also sampled to include projects of different durations and being delivered during different periods of the SN. The sampled projects also work across multiple thematic areas.

RESULT AREAS – MAIN INTERVENTION AND PARTNERS

Result areas – main intervention and partners

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

Results Area 1: HIV/AIDs and Global Norms
<ul style="list-style-type: none"> 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. Supports and provides Technical Assistance to the South Africa Local Government Association (SALGA) to promote women's leadership 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. Trains and supports women alongside men to actively lead and participate in community dialogues in Lesotho, Namibia and South Africa. 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.
Result Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development
<ul style="list-style-type: none"> 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). 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. Implements the Climate Smart Agriculture program, to support inclusive agricultural value chains aimed at commercializing 100 women owned agribusinesses.
Ending Violence Against Women
<ul style="list-style-type: none"> 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. 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. Supports countries to develop their National Action Plans on Women, Peace and Security.

- 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.
- 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.
- 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
- 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.
- Supporting and empowering GBV survivors through training and economic integration.
- Building the capacity of the Police and improving gender-sensitive policing for survivors of GBV

Coordination

- 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.
- 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.

Normative

- Delivers campaigns and events on the 25th Anniversary of the Adoption of the Beijing Declaration and Platform for Action and Generation Equality
- Delivers topical regional knowledge products
- 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
- Enlisting selected trainees with SADC, UN and AU rosters for mediation and long-term election observation.
- 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.

ANNEX 6: STAKEHOLDER MAPPING

The table below maps out the key stakeholders against the following categories, their contributions to the Strategic Note and the sampling approach for each stakeholder category. All stakeholders will be surveyed, and purposively sampled for interview / focus group discussion.

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.

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 Atlas, partners from list of partner agreements, annual reports and UN Women personnel inputs.⁹

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

The final columns indicates whether the institution was sampled, and what form of data collection was envisaged, and whether the stakeholder was reached. Stakeholders that the evaluation team was able to reach through interviews and focus groups are annotated in the final column. As survey responses were anonymous, the evaluation team is unable to ascertain whether the sampled stakeholders have participated.

⁹ 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 FGD or survey)	Reached
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	Y
	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 FGD or survey)	Reached
	HEAIDS	HIV/AIDs		Implementing partner	KII	
	Her Rights Initiative	HIV/AIDs	2022 SOUTH AFRICA ENVELOPE- UNW-RJB-00130691	Research and advocacy project	KII	Y
	Higher education and training HIV/AIDs	EVAW	Advocacy EVAW	development and roll out of IPheza 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	Y
	INSTITUTE FOR JUSTICE & RECONCILIATION	WPS	Advocacy WPS in SADC-UNW-RJB-00119040, UN Pilot Migration MPTF RSA-UNW-RJB-00124922	Implementing partner	KII	Y
	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	Y
	Lesbian Gays & Bisexual of Botswana	EVAW / WEE	DFID project	Implementing partner	KII	Y
	Man Up Lesotho	HIV/AIDs	HeforShe	Implementing partner	KII	
	Christian Council of Lesotho (CCL)	HIV/AIDs	HeforShe	Implementing partner	KII	Y
	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/AIDs	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/AIDs	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 IPheza	Survey	
	South Africa Council of Churches	EVAW	Advocacy EVAW	Implementing partner	Survey	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
	South African National AIDS Council Trust	HIV/AIDs		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	
	Southern African Catholic Bishops Confer	WEE	Strengthening Advocacy ERAW-UNW-RJB-00118673; COVID19 Crisis in Dev. Country-UNW-RJB-00122687;	Implementing partner	KII	Y
	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 ENVELOPE-UNW-RJB-00130689, NZ Young women RSA	Implementing partner	KII	Y
	The Desmond and Leah Tutu Legacy Foundation	WEE		Implementing partner	Survey	
	We Will Speak Out	ERAW / WEE	DFID project	Implementing partner	KII	
	Women and Law in Southern Africa-Lesotho	ERAW		Implementing partner	Survey	Y
Right shold ers	GBV survivors	ERAW	Advocacy ERAW		KIIs	Y
	Local change makers (men and women)	ERAW	Advocacy ERAW	Men in the 4 municipalities of Greater, Hammanskraal, uMgungundlovu, Emalahleni 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	Y
	Men	ERAW	Advocacy ERAW	Men and women in Klerksdorp and Sedibeng committed to favourable social norms, attitudes and behaviours	FGD	Y
	University students (young people)	ERAW	Advocacy ERAW	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	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
	Women	EVAW	Advocacy EVAW	Men and women in Klerksdorp and Sedibeng committed to favourable social norms, attitudes and behaviours	FGD	Y
	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	Y
	SNYP+ - young women involved in the programme	HIV/AIDS / WEE	NZ Young Women for Life Movement	30+ young women with business plans	FGD	Y
	traditional leaders in Shiselweni - Inkhundla level	HIV/AIDS / WEE	NZ Young Women for Life Movement		FGD	Y
	Men and Boys for gender equality CSO - men and boys	HIV/AIDS	UBRAF funds		FGD	Y
	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	
Donor	Stimulating equal opportunities - entrepreneurs	WEE	Stimulating Equal Opportunities		FGD	
	Absa Bank Limited	WEE		Donors of UN Women's work in SAMCO	KII	Y Y
	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	Y
	Foreign,Commonwealth & Development Office	EVAW / WEE / HIV/AIDS		Donors of UN Women's work in SAMCO	KII	Y
	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	Y
	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)	Reached
	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	WEE	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	Y
	TAR - UNIDO	WEE		Donors of UN Women's work in SAMCO	KII	
	UNILEVER PLC	normative		Donors of UN Women's work in SAMCO	Survey	
Government	Amatole District Municipality	WEE	Stimulating equal opportunities	Duty bearer responsible for country's development outcomes	KII	
	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	Y
	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	
	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	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
	Department of Women, Youth and Persons with Disabilities	WEE / EAW	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	Y
	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	Y
	Ministry of Gender Equality, Poverty Eradication & Social Welfare	WPS and humanitarian		Duty bearer responsible for country's development outcomes	KII	Y
	Ministry of Gender, Youth Sports and Recreation (Lesotho)	EVAW		Normative Work (On CEDAW)	KII	Y
	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	Y
	Musina Municipality Local Economic Development, South Africa	WEE		Duty bearer responsible for country's development outcomes	KII	Y
	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	

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
	National Aids Commission - Lesotho	WPS and humanitarian		Duty bearer responsible for country's development outcomes	Survey	Y
	National AIDs Council	HIV/AIDs		Duty bearer responsible for country's development outcomes	KII	Y
	National police service	EVAW	Advocacy EVAW	Kwa Zulu Natal	KII	Y
	National School of Government	WEE	Stimulating Equal Opportunities- UNW-RJB-00111053	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	
	SEDA	WEE		CSA.	Survey	
	Small Enterprise Development Agency	WEE		Duty bearer responsible for country's development outcomes	Survey	
	South Africa Institute Of International 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 multi lateral / 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	Y
	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	Y
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	Y
	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	Y
	Vodacom	WEE		CSA	Survey	Y
Research and academic	Agriculture Research Council	WEE		CSA	Survey	
	Cape Peninsula University of Technology			Research partner	Survey	Y

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
mic institutions	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 IPheza Online Platform	KII	
	Rhodes University	WEE		Research partner	Survey	
	The Institute for Justice and Reconciliation	WPS		Engaged together on WEMP.	Survey	Y
	Tshwane University of Technology	WEE	Stimulating Equal Opportunities- UNW-RJB-00111053	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	Y
	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 IPheza Online Platform	KII	
	Wits University	EVAW		Advocacy EVAW	Survey	
	Womanomics	WEE		Research partner	Survey	
	Women and Law in Southern Africa	EVAW		Research partner	Survey	Y
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	Y
	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	Y
	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	Y
	UNHCR	Coordination		Coordination partner	Survey	
	UNICEF	EVAW		Social protection	Survey	Y

Category	Institution	Thematic area	Link to project sample	Contribution to the Strategic Note	Sampled (KII FGD or survey)	Reached
	UNIDO	WEE		Economic Empowerment of Women in the Green Industry	Survey	
	UNODC	Coordination		Coordination partner	Survey	
	WFP	Coordination		Coordination partner	Survey	Y
	WHO	Coordination		Coordination partner	Survey	
UN Women team	Resource mobilization Representative	WEE / Resource mobilization		SN implementer	KII	Y
	WEE lead	All		SN implementer	KII	Y
	WEE lead	WEE		SN implementer	KII	Y
	HIV analyst	All		SN implementer	Survey	Y
	Deputy rep	All		SN implementer	KII	Y
	HIV specialist	HIV/AIDs		SN implementer	KII	Y
	Previous coordination consultant	Coordination		SN implementer	KII	Y
	Previous EAW and WPS lead	EAW / WPS		SN implementer	KII	Y
	MRE	All		SN implementer	Survey	Y
	MRE analyst	All		SN implementer	Survey	Y
	Operations Manager	All		SN implementer	KII	Y
	Generation Equality lead	All		SN implementer	Survey	Y
	Executive assistant	All		SN implementer	Survey	Y
	EAW and WPS lead	EAW		SN implementer	KII	Y

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.

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

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

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 Adequate = 4-6 attributes Strong = 6+ 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	
Clearly aligned to output / outcome	
Specific (Sets precise criteria for success)	
Singular Focus	
Plain language	
Valid / Reliable	

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%)

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
Social Protection in South Africa	Yes	No		Yes

Project / Area of Work	Performance Monitoring Framework	Evaluation Review	or	Quarterly or Annual Report
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 Programme)	Yes	No		Yes
UN Women and WHO Global Joint Initiative	Yes	No		Yes

Source: Results Management System and Donor Agreement Management System (DAMS)

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?	Evidence of changes in target (and unexpected) outcomes and of UN Women's contribution.	Contribution analysis, assessing the strength of evidence for outcomes achieved and UN Women's contribution.	Documents: monitoring and reporting data, annual reports on outcomes, planning documents, lessons learned
E1a. What contribution is UN Women making to towards gender responsive normative frameworks, policies, institutions?	Evidence of interventions based on needs assessment of the root causes of inequality.	Outcome harvesting to capture unexpected outcomes and focusing on sampled interventions.	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
E1b. Are interventions targeting the root causes of gender inequality and designed to support sustainable change?	Evidence of contribution to structural changes.	Focus on most significant outcomes achieved, guided by MCO.	
E1c. What unexpected outcomes have been achieved?	Evidence of internal and external enablers and barriers to achieving target outcomes.	Review of sampled interventions against the gender results effectiveness scale.	
E1d. What are the enablers and barriers to achieving target outcomes?	Evidence of interventions considering and applying gender and disability inclusion approaches.		
E1e. Are interventions applying gender and disability inclusion approaches?			
Efficiency			
F1. How efficient are the organizational structures and management processes?	Evidence of organization structure, systems and processes contributing to efficient implementation	Review of organization structure, systems and processes. Assessment of extent to which these have contributed to or hindered efficient implementation and achievement of results.	Documents: organograms, internal process documents, resource mobilization strategy
F1a. Does the UN Women MCO organization structure, systems and processes support effective resource mobilization and efficient implementation?	Evidence of effective mobilization of resources – sufficient resources mobilized to deliver against strategic note	Review resource mobilization strategy and implementation.	Interviews: UN Women, donors, private sector partners, implementing partners.
F1b. Is the right personnel mix across countries in place to achieve target outcomes across all countries?	Evidence of effective personnel mix – considering balance across countries, between operations and programs teams, between international / national and levels of experience and expertise.		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?	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.
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?	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?	Evidence of strategic decision-making process for resource allocation and building on comparative advantage.	Review of planning process.	Interviews: UN Women, UNCT and other stakeholders working on gender equality and women's empowerment, donors and government stakeholders.
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 allocation of resources to maximize results.	Review decision-making process at the MCO level (annual work plan, strategy setting, country allocation) and sampled interventions (needs assessment and design).	

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 \(unov.org\)](https://www.unwomen.org/en/stories/2023/10/reporting-wrongdoing).
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 was responsible for data collection. The evaluation team comprised the Regional Evaluation Specialist for the East and Southern Africa Regional Office and two independent evaluation consultants. The primary data collection approaches were as follows:

Data Collection approach	Data collection and storage
Interviews and focus group discussions (virtual and face to face)	Virtual meetings were held over Microsoft teams. Interview notes were taken and stored using Microsoft Word. Temporarily during the data collection phase, interview notes were 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 were transferred to SharePoint drive, data was deleted from personal computers and written note destroyed.
Survey	Microsoft forms was used to administer the survey.

All primary and secondary data was stored using UN Women's SharePoint/OneDrive accessible by evaluation team members only. Once the evaluation is over, access to share point folders was revoked to all external evaluation team members. This is protected under overall data protection mechanisms by UN Women Information Technology (IT) service. NVivo and Stata was 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 was: names and last names of the interviewees, their function in the organization/institution, their email addresses and the affiliated institution. Personal names and last names have not been published in any of the reports and will be known only to the evaluation team members. During data analysis, personal data was removed from all interview notes and replaced with unique reference numbers. Only the evaluation team leader maintained 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 has been protected to ensure they cannot be traced to its source. No personal data has been 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 AND TERMS OF REFERENCE

EVALUATION REFERENCE GROUP MEMBERS

No.	Institution	Title
1	ACCORD	Advisor on Women, Peace and Security
2	Business Engage	Director
3	Cape Peninsula University of Technology	Dean of Students
4	Ilitha Labantu	Executive Director
5	CSV	Gender Programme Manager
6	Department of Women, Youth and Persons with Disabilities	Chief Director: Economic Empowerment and Participation
7	e- Watchdog	Director
8	Sinpoint	The Director
9	UNICEF	Planning, Monitoring and Evaluation Manager

EVALUATION MANAGEMENT GROUP MEMBERS

No.	Title
1	Representative
2	Deputy Representative
3	Operations Manager
4	Regional HIV Specialist
5	Women's Economic Empowerment Specialist
6	Partnerships and Resource Mobilization Specialist
7	Ending Violence Against Women Specialist
8	Monitoring, Reporting and Evaluation Specialist

TERMS OF REFERENCE (TOR) FOR EVALUATION REFERENCE GROUP AND EVALUATION MANAGEMENT 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 and Evaluation Management Group that will facilitate participation of stakeholders, partners from the civil society and governments.

The two groups are 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 3R Programme evaluation.

The internal Evaluation Reference Group will include the Country Representative, Deputy Country Representative, UN Women programme leads and Multi-Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final CPE recommendations within six weeks of approval of the final evaluation synthesis report.

The external Evaluation Reference Group includes the following members: 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.

ANNEX 12: TERMS OF REFERENCE

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

ANNEX 13: COUNTRY CONTEXT

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

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.¹⁰

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.¹¹

- **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.¹²
- **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%.¹³
- **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.¹⁴
- **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.¹⁵

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

¹⁰ [Protocol on Gender and Development 2008 | SADC](#)

¹¹ [South Africa CEDAW concluding observations](#)

¹² [Botswana CEDAW concluding observations](#)

¹³ [Eswatini CEDAW concluding observations](#)

¹⁴ [Lesotho CEDAW concluding observations](#)

¹⁵ [Namibia CEDAW concluding observations](#)

- **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 framework to advance the status of women towards gender equality, and affirmative action strategies to be put in place.¹⁶
- **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.¹⁷
- **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.¹⁸
- **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).¹⁹

- **Namibia's** National Gender Policy 2010-20 and associated National Gender Plan.²⁰ It also has two national action plans specifically on gender, including one on women, peace and security (2019-14)²¹ and another on gender-based violence (2019-13).²² 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.²³

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

¹⁶ [South Africa National Policy Framework](#)

¹⁷ [UN Women summary of the National Policy, citing a Statement made by the Government of Botswana on 27 September 2015](#)

¹⁸ [Eswatini National Gender Policy](#)

¹⁹ [Lesotho CEDAW concluding observations](#)

²⁰ [Namibia CCA](#)

²¹ [Namibia launches NAP for WPS](#)

²² [Namibia National Plan on Gender Based Violence \(GBV\) 2012](#)

²³ [Namibia CCA](#)

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.²⁴ In Eswatini, marital power is conferred to 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 countries²⁵:

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.²⁶

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%.²⁷ All five countries are within the top 10 most unequal countries in the world.²⁸ Agriculture remains the

backbone of the subregion's economy, standing at 35%.²⁹ 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 credit³⁰. 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.³¹

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

²⁴ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

²⁵ Sources: [UNDP Human Development Report – Gender Inequality Index](#); [World Economic Forum – Global Gender Gap](#); [ILO-SADC LMAP 2023](#)

²⁶ [Report of the Executive Secretary 2023/24 \(sadc.int\)](#)

²⁷ South Africa 2014 (18.7); Namibia (13.8), Lesotho (27.2), Eswatini (29.2), Botswana (14.5). <https://data.worldbank.org/indicator/>

²⁸ <http://iresearch.worldbank.org/PovcalNet/povOnDemand.aspx>

²⁹ World Bank. (n.d.). Agriculture, Forestry, and Fishing, Value Added (% of GDP). <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS>

³⁰ FinMark Trust, 2016

³¹ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

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.³²

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 Council³³.

Political participation: The table below sets out some key political gender statistics across the five countries³⁴:

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.³⁵

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 2021.³⁶ 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 Africa³⁷.

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.³⁸

Rural: Across all five countries, infrastructure in rural areas tends to be less developed, affecting rural communities.³⁹ Also, women tend to have unequal

³² [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

³³ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

³⁴ Sources: [UNDP Human Development Report – Gender Inequality Index](#) and [World Economic Forum – Global Gender Gap; World Bank 2024](#)

³⁵ [Organization for Economic Co-operation and Development \(OECD\) Social Institutions and Gender Index](#)

³⁶ [South Africa Youth Unemployment Rate 1991-2022 | MacroTrends](#)

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

³⁸ CCAs for Botswana, Namibia, Lesotho, Eswatini and South Africa

³⁹ [Gender Policy](#)

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.⁴⁰

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 disabilities, women and girls with albinism, women and girls with HIV and AIDs, and sex workers.⁴¹

The following specific groups have also been identified across countries:

South Africa: Apartheid laws continue to disempower women.⁴² 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.⁴³

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.⁴⁴ 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.⁴⁵

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.⁴⁶

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.⁴⁷

Namibia: Indigenous women face particular challenges with political participation.⁴⁸

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.

⁴⁰ Botswana Common Country Analysis

⁴¹ South Africa, Eswatini and Lesotho CCA

⁴² Gender Policy

⁴³ South Africa CCA

⁴⁴ Botswana CEDAW concluding observations

⁴⁵ Botswana Common Country Analysis

⁴⁶ Eswatini CCA

⁴⁷ Lesotho CCA

⁴⁸ Namibia CEDAW concluding observations

CCA	UNDAF/UNSDCF
South Africa 2019-20 CCA⁴⁹ 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.	South Africa UNSDCF 2022-25⁵⁰: 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.
Botswana 2020 CCA⁵¹ 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.	Botswana UNSDCF 2022-26⁵² 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.
Eswatini 2020 CCA⁵³ In 2018-2023, 21% of parliamentary seats are held by women. Secondary level and labour market participation rates are lower for women than men. Customary law and practices, such as early and forced marriage, polygamy and bride inheritance, perpetuate gender inequality.	Eswatini UNSDCF 2021-25⁵⁴ 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

CCA	UNDAF/UNSDCF
Lesotho 2017 CCA⁵⁵ 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.	Lesotho 2019-23 UNDAF⁵⁶ 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.
Namibia 2017 CCA⁵⁷ 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.	Namibia UNDAF 2019-23⁵⁸ 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.

⁴⁹ [South Africa CCA](#)

⁵⁰ [South Africa UNSDCF](#)

⁵¹ [Botswana CCA](#)

⁵² [Botswana UNSDCF](#)

⁵³ [Eswatini CCA](#)

⁵⁴ [Eswatini UNSDCF](#)

⁵⁵ [Lesotho CCA](#)

⁵⁶ [Lesotho UNDAF](#)

⁵⁷ [Namibia CCA](#)

⁵⁸ [Namibia UNPAF](#)

ANNEX 14: INCEPTION REPORT

The evaluation inception report can be accessed [here](#).

ANNEX 15: TARGETING OF VULNERABLE GROUPS

UN Women SAMCO interventions with vulnerable groups

Category of rightsholders	UN Women interventions ⁵⁹
Women and girls with disability	Supported digital technologies to support and advance individual social and economic development and rights, including innovations tailored to meet the needs of diverse women and girls (including women and girls with disabilities; in hard-to-reach communities and/or crises-affected contexts) etc. The MCO supported the development of a national programme on women and energy to rollout solar panels as part of Gender Responsive Just Energy Transition.
Women micro-entrepreneurs and agribusiness owners	SAMCO partnerships with the government and private sector systematically improved the enabling environment for women-owned enterprises, helping them thrive and supporting recovery efforts for women's businesses. SAMCO facilitated access to business development services for women micro-entrepreneurs who are often left behind in accessing these services The implementation of the AWOME programme, targeted hard to reach populations and has enabled women to access capacity building on business management skills. SAMCO partnered with FAO to implement inclusive agricultural value chains aimed at commercializing 100 women owned agribusinesses.
Vulnerable households	In partnership with SACBC, over 1400 vulnerable peri-urban-poor households received food and PPE supplies particularly those households with women living with HIV.
Young Women (GBV Survivors):	Through partnership with Nokia and SACBC, 10 young women (GBV Survivors) from the urban slums who are part of the Young Women for Life Movement, an HIV/AIDS program, were selected to participate in the 2020 Nokia Incubation Learnership Programme.
Survivors of violence	In Botswana, Namibia, and South Africa, survivors of violence, who often have limited support for their care and livelihoods, received assistance through the MCO partnerships with the private sector. These partnerships provided funding to shelters for essential items such as PPE, additional social distancing spaces, food, and other necessities during the COVID-19 pandemic lockdowns.
Youth	SAMCO advocated with the government to include youth in the delegation to the Commission on the Status of Women (CSW), successfully mobilizing funding for approximately 10 young people to attend the 2018 CSW. <ul style="list-style-type: none"> SAMCO also ensured the participation of youth in all key activities and events especially during women's month in August and during 16 days of activism

⁵⁹ Information derived from UN Women SAMCO annual reports and donor reports, which was also verified with implementing partners and a sample of programme participants.

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

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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