



Evaluation of the United Nations Trust
Fund (UNTF)/Gender Links Sunrise
Campaign:
Local Action to End Violence and Empower
Women
(1 January 2020- 31 December 2022)
Final Evaluation Report

January to March 2023

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"This Evaluation Report has been developed by an independent evaluator. The analysis presented in
this report reflects the views of the author and may not necessarily represent those of Gender Links,
its partners or the UN Trust Fund"

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ACRONYMS

AMGVW	Association of Mayors of Madagascar
CBOs	Community Based Organisations
CLGF	Commonwealth Local Government Forum
COE	Centres of Excellence
CPS	Community Policing Forums
CSF	Community Safety Forums
CSOs	Civil Society Organizations
DSD	Department of Social Development
DTI	Department of Trade & Industry
ELGA/SWALGA	Eswatini Local Government Association/Swaziland Local Government Association
EPWP	Municipal Expanded Public Works Programme
FCDO	Foreign, Commonwealth and Development Office
FEMNET	African Women's Development and Communication Network
FGDs	Focus Group Discussions
GBV	Gender-Based Violence
GBVF	Gender-Based Violence and Femicide
GDOC	Gender Drivers of Change
GEI	Gender Empowerment Index
GESI	Gender Equality and Social Inclusion
GFP	Gender Focal Person
GL	Gender Links
GPS	Gender Progress Score
GRB	Gender Responsive Budgeting
HQ	Headquarter
IDP	Integrated Development Plan
IDT	Independent Development Trust
IPV	Intimate Partner Violence
IT	Information and Technology
KIIs	Key Informant Interviews
KM	Knowledge Management
LAs	Local Authorities
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development, Environment & Tourism
LG	Local Government
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex & Asexual
LIMDEV	Limpopo Economic Development Enterprise
LNOB	Leaving No One Behind
M&E	Monitoring & Evaluation
MEAL	Monitoring, Evaluation, Accountability & Learning
MHM	Menstrual Hygiene Management
MoU	Memorandum of Understanding
NGOs	Non-Governmental Organisations
NPO	Non-Profit Organisation
OEDC-DAC	Organisation for Economic Development & Cooperation-Development Assistance Committee
OFAC	Observatory Finance and Administration Checklist
PWD	People Living with Disabilities
RCI	Relationship Control Index
RDP	Reconstruction and Development Programme
RMC	Results Management Checklist
SADC	Southern Africa Development Community
SALGA	South African Local Government Association

SDGs	Sustainable Development Goals
SEDA	Small Enterprise Development Agency
SEDCO	Small Enterprises Development Corporation
SME	Small and Medium Enterprises
SMME	Small, Medium and Micro Enterprises
SRHR	Sexual Reproductive Health Rights
TALD	Territorial Approach to Local Development
ToC	Theory of Change
TORs	Terms of Reference
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women.
UN	United Nations
UNTF	United Nations Trust Fund
USD	United States Dollars
VAWG	Violence Against Women and Girls
VEC	Victim Empowerment Centre
WEE	Women Economic Empowerment
WRO	Women Rights Organisation

EXECUTIVE SUMMARY

INTRODUCTION AND OBJECTIVES OF THE EVALUATION

Rebranded the Sunrise Campaign because of the promise of a new dawn, a unique feature of the programme is that it is anchored by councils that have undergone a ten-stage process to become Centres of Excellence (COEs) in gender. The councils include support for survivors of gender violence as part of their GBV and Local Economic Development (LED) action plans. GL provided an entrepreneurship training course tailored for survivors of GBV that combined life skills designed to enhance confidence and agency with basic business skills. The programme formed part of GL's work on gender responsive governance at local level through the COEs, where councils commit resources, and run campaigns to end gender violence, and empower women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. GL sought to hone and replicate this model, and amplify it through use of Information and Technology (IT). Key features include: (i) upskilling councils to run the programme and mainstream it into LED programming (ii) networking women using low data technology platforms (iii) inclusion of at least fifty percent young women with a view to "stopping violence before it starts"; (iv) inclusion of male family members (including where possible abusive partners) to manage any potential backlash & ensure a transformative approach at family level, and (iv) ensuring that the programme forms part of council plans to "end GBV community by community." This holistic approach enhanced sustainability. The **action's expected results** included

- 1) 50 councils in SA, Eswatini and Madagascar champion and upscale the Sunrise Campaign as part of Local Economic Development (LED) Programmes. This will be achieved through building the capacity of gender focal persons to run the programme and on-going technical support to Gender Focal Persons (GFPs) in integrating the Sunrise Campaign into their programming, including use of GL M&E platforms, reports, & analytical tools, both qualitative and quantitative.
- 2) 1000 survivors of GBV, including 500 young women (aged 18 – 35) trained in entrepreneurship and life skills that will help them to break the cycle of poverty, violence and dependence, as well as strengthen gender responsive governance. This will be achieved through each of the 50 councils training 20 women in the three countries. The focus on young women aged between 18 – 35 years aims to "Stop Violence before it Starts."
- 3) Increased income, agency, and reduced incidence of GBV in the lives of the 1000 participants, as measured by the Gender Empowerment Index (GEI) that includes entrepreneurial flair; income; experience of violence and relationship control, as well as changes in gender attitudes.
- 4) At least 500 men join the struggle against GBV, through working with the families of survivors of GBV. This will be achieved by working more closely with families in the next phase, including abusers and perpetrators.
- 5) More progressive attitudes towards gender equality in 50 local communities, as measured by the Gender Progress Score (GPS) administered at baseline and endline of the project.
- 6) Peer sharing, learning & networking through 3 national summits that facilitate the sharing & documentation of best practices on economic empowerment & sustainable solutions to ending GBV.

The **purpose of the evaluation** was to:

- 1) Evaluate the entire project 1 January 2020 to 31 December 2022 against the effectiveness, relevance, efficiency, sustainability, movement building, knowledge generation and impact criteria, as well as the cross-cutting gender equality and human rights criteria.
- 2) Identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.
- 3) Identify programme impact and ways that this may be sustained beyond the UNTF grant.
- 4) Record and share lessons with intended users.
- 5) Account to local stakeholders for the programme's achievements.
- 6) Improve future programme design and management.
- 7) Assess the achievement of goals by GL.
- 8) Assess the premise of the programme-that economic power decreases or prevents GBV
- 9) Generate the impact of COVID-19 on the implementation of the programme.

METHODOLOGY AND APPROACH

The consultant utilised a **summative evaluation** which is usually conducted after the program's completion to generate data about how well the programme delivered benefits to the targeted stakeholders and beneficiaries. In addition, the consultant employed a **participatory based approach**, which took into account stakeholder involvement in all stages of evaluation. A **cross-sectional study design** with pre-test and post-test comparison was used, to generate the degree to which the programme achieved its objectives and impacted on the beneficiaries and stakeholders. The **mixed-methods approach of data collection** was utilised; namely desk-based work and collection of primary data through Key Informant Interviews (via telephone/emails/video conferencing), Focus Group Discussions (via mobile applications such as WhatsApp and Signal), Beneficiary Online Survey, Observations, Observatory Finance and Administration Checklist (OFAC), Results Matrix Checklist (RMC), and Most Significant Change (MSC) stories/Case Studies capturing. These methods critically enabled the collection of primary & secondary data that had sufficient depth and breadth and gave room for a thorough **triangulation of data** which resultantly produced a verifiable body of evidence.

Gender and human rights were incorporated in the evaluation in various ways, with data collected disaggregated by sex, age, gender and location, while separate groups for men and women were targeted for FGDs. The evaluation was **conducted according to the ethical principles** and standards defined by the United Nations Evaluation Group (UNEG). These included; ensuring free & informed consent, confidentiality & anonymity, transparency and inclusiveness. The consultant also employed various strategies to avoid harm to participants and stakeholders. The consultant adhered to general set rules on preventing the spread of COVID-19 which includes inter alia, maintaining social distance, donning face masks in the public sphere and minimising gatherings. The **consultant experienced various limitations** during the evaluation, most of which were dealt with. These include the COVID-19 pandemic which limited interfacing & travelling, upheaval and conflict in Eswatini which compromised engagement and recurrent disasters in Madagascar. However, the consultant is confident that these limitations had minimal impact on the outcome of this evaluation.

KEY FINDINGS

RELEVANCE: The **project was relevant** as it resonated well with the international and regional priorities, namely Sustainable Development Goal (SDG) 5 of the United Nations (UN), SADC Protocol on Gender and Development (2008), Beijing Platform for Action (1995) and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (Maputo Protocol). In addition, the project's goals and objectives were found to be consistent with development aspirations at national levels in the three countries (Eswatini, Madagascar and South Africa). The Sunrise Campaign project was not implemented in isolation, as it was informed by pilot studies which made it relevant as it prioritised observed gaps in ending GBV strategies and overall women economic empowerment (WEE). The action targeted the real beneficiaries, that is the survivors of GBV and other key populations (LGBTQIA+, sex workers, PWD, etc.) which made it more relevant.

EFFECTIVENESS: The **Sunrise Campaign programme managed to achieve all its four outcomes**, regarding empowering women to reclaim their rights & agency in 50 communities in the three target countries; effective mounting of Sunrise Campaign programme by 50 councils for zero tolerance on VAWG and GBV in their communities; evidencing of the nexus between economic justice as a sustainable solution to preventing and reducing levels of GBV; and institutional strengthening of GL and stakeholders to effectively programme in the midst of crises like Covid-19. The following is a brief of performance of the project on its set outcomes and result areas

Outcome 1

• **Women, at least half of whom are young women, are empowered to reclaim their rights and agency in fifty communities in Eswatini, Madagascar & South Africa**

The programme realised an increase in GEI scores on all aspects namely RCI scores, attitudes, income, GBV scores and use of computers & Facebook amongst 760 women beneficiaries, slightly below the targeted 1000. Specifically, at endline, women entrepreneurs' average income in the three countries

(Eswatini, Madagascar & South Africa) rose significantly from USD 87 to USD 135 thereby denoting the success of the action (55%-point increase). Additionally, the evaluation found 89.2% (98.4% developed) and 96.9% (96.30% developed) of business plans and personal development plans having been implemented, a major success. The use of low data technologies stood at 249 women (using computers) and 435 women (using Facebook) at endline, up from 207 women (using computers) and 375 women (using Facebook) respectively at baseline. Lastly, endline results showed GBV scores having decreased from 27.47% at baseline to 21.27% at endline an indication of a reduction in the prevalence of GBV. However, the action failed to reach the 1000 targeted women, instead reaching 760 due to the challenges brought by the COVID-19 restrictions. Moreso, the programme had to forego other activities demanding interaction as a result of COVID-19, notably key workshops with GBV survivors. Guided by evidence on the performance of the Sunrise Campaign programme on this outcome and its related outputs, **the evaluation rated Outcome 1 as Achieved.**

Outcome 2

•Fifty Centres of Excellence for Gender in Local Government mount the Sunrise Campaign from zero tolerance on VAWG to respond effectively to GBV in the communities they serve

The endline results denoted an improvement in gender attitudes for the community members (men & women), standing at 67.44% at endline up from 63.89% at baseline. This was an achievement by the Sunrise Campaign programme, gaining a considerable 3.55% on progressive attitudes towards gender equality and women empowerment. The evaluation observed massive change in gender attitudes of 500 men within the family circle of entrepreneurs, standing at 80.6% at endline from 72.2% at baseline, a gain of a considerable 8.4% in men's progressive attitudes towards gender equality and women empowerment. To measure the attitudes of community members (men & women) and men within the circles of women entrepreneurs towards gender equality & WEE, the Gender Progress Score (GPS) was used consisting of 25 questions that respondents either strongly agreed, agreed, or disagreed, or strongly disagreed with. The responses were rated on a scale of zero (least progressive) to 100 most progressive. However, COVID-19 pandemic made councils prioritise COVID-19 issues over Sunrise Campaign programme initiatives. Additionally, the programme failed to penetrate the Eswatini traditional councils, also called Tinkhundlas (which are highly patriarchal in nature) resulting in the action reaching 40 instead of 50 councils in Eswatini, Madagascar and South Africa. Based on the aforementioned results, **Outcome 2 was rated as Highly Achieved**

Outcome 3

•Evidence of the nexus between economic justice as a sustainable solution to preventing and reducing the levels of GBV

Endline evaluation results showed the rise of the RCI of economically empowered women at 66.84% up from 63.89% at baseline, with the GBV scores falling from 27.47% at baseline to 21.75% at endline, thereby evidencing correlation between economic empowerment and reduced experience of GBV. Using the GEI and the "I" stories at baseline and endline stages, the programme collected pertinent information regarding RCI and GBV scores for women to gauge the nexus between economic empowerment and GBV occurrence. The presentations by COEs, Gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit depicted changes at individual, community and national level brought by the Sunrise Campaign programme. However, the GEI tool was noted to be a global one which was not context specific, making it difficult to implement in other contexts. In addition, the GEI tool was not translated into vernacular languages for usability by the respondents, most of whom were illiterate. Lastly, the uprising in Eswatini and recurrent disasters in Madagascar stalled programme activities and limited the impact of the Sunrise Campaign programme. Against this background, **Outcome 3 was rated by the evaluation as Achieved.**

Outcome 4

•Gender Links is institutionally strengthened to respond to the Covid-19 pandemic & other crises while maintaining/adapting existing interventions to EVAW/G with a focus on the most vulnerable women & girls

GL's 2021-2025 Strategy, which integrated responsiveness to various crises including Covid-19, was designed and being implemented in Eswatini, Madagascar and South Africa. The evaluation established that GL developed a new strategy, GL's 2021-2025 integrated the responsiveness of programming to

various crisis such as COVID-19 and cyclones (especially in Madagascar where they are recurrent). As indicated in earlier sections, the Sunrise Campaign programme massively led to changes in GBV and income among women entrepreneurs in Eswatini, Madagascar and South Africa even through it implemented most of its activities during the COVID-19 lockdown. With availability of a crises-responsive GL strategy (2021-2025) and various arrangements for virtual engagement and protection/safeguarding, the Sunrise Campaign programme managed to reach most of its targets as indicated in previous sections. To enhance its knowledge base on programming in the midst of crises such as Covid-19, GL successfully commissioned a Covid-19 impacts research together with the councils. However, as GL works with the councils, there was a lot to be done in terms of gender responsive crises programming in terms of GRB, planning and preparedness. Moreover, some of the business of the entrepreneurs supported by the Sunrise Campaign programme were severely affected by Covid-19 and were reportedly in need of more assistance. Albeit these challenges, and in light of this performance, **the evaluation rated Outcome 4 as Achieved.**

SUSTAINABILITY: The project was highly sustainable as it built the capacities of councils to continually run the programme and ensuring “ending of violence community by community”. As an exit strategy/handover of programming approach, the councils ran the Sunrise Campaign as part of a long term, systemic approach to changing the attitudes that fuel GBV. Additionally, the action involved 500 men in the program, as they are main perpetrators of GBV so as to avoid a backlash on the gain realised, which is sustainable. The action made a deliberate effort to target 50% young women (500) with the help of the councils’ GFPs, which was key in, ‘stopping violence’ before it starts’, a forward-looking innovative approach. The most important aspect of the programme is that it focused on women’s agency as a long-term solution to ending GBV, through life skills training of women (including survivors of GBV). Last, but not least, the Sunrise Campaign programme targeted women through locally-rooted businesses or entrepreneurship as well as networking them through low data technologies which was noted to be sustainable by the evaluation

IMPACT: The Sunrise Campaign programme impacted massively on beneficiaries and stakeholders. The council across the three countries committed USD 693 690 (in cash and in-kind contributions) to the Sunrise Campaign programme, denoting the commitment of the councils in “ending violence community by community” as envisaged by the action. Additionally, the Sunrise campaign programme resulted in all 40 councils having gender-responsive LED plans/programmes and preferential procurements for women and other vulnerable groups, which saw increased women economic empowerment. The evaluation observed all the 40 councils having gender-responsive LED plans/projects and procurement systems, with most councils ably linking women entrepreneurs to agencies and markets which triggered their economic empowerment. One of the major successful councils on this was Polokwane Municipality whose 75% of LED was going towards the empowerment of women and disadvantaged groups (youth, PWD, sex workers, etc.). Another key impact of the action was the proliferation of GBV Action Plans by councils which amplified their efforts in “addressing GBV community by community”. Councils such as Polokwane municipality and Ezulwini in Eswatini were rated by the evaluation at 9 out of 10 in terms of having GBV Action Plans. In Madagascar, as pointed out by the GL Country Coordinator/Manager, the majority of the 13 targeted councils had their own counselling structures where GBV survivors could report and be advised, with the councils also working with the police, the media, and all key stakeholders to further address GBV. Most importantly, the Sunrise Campaign programme resulted in the reclamation of humanity and agency once lost by the survivors of violence, from ‘not knowing themselves’ to ‘knowing themselves’ as a result of life skills training. Lastly, but not the least, the councils managed to generate stakeholder buy-in in fighting GBV and ensuring women economic empowerment, which was not only impactful but sustainable in the long-term. The evaluation gathered how councils in their fight against GBV roped in police, gender drivers of change as well as government departments which yielded greater results.

EFFICIENCY: The action was efficient, characterized by optimal use of human and financial resources for results realised. The programme had a positive burn rate of 43.6%, and most activities (90%) were implemented on time, despite two stalling challenges which were; natural (COVID-19 which hit the three countries in March 2020), and administrative (delayed disbursement of the funds from UNTF). The higher positive programme burn rate (43.6%) was attributed to limited programme implementation in 2020 and 2021 years due to Covid-19 restrictions on

gatherings/interaction and travelling. GL was audited by the donor, UNTF for the 2020 year in April 2022, with more audits planned for 2021 and 2022 years.

MOVEMENT BUILDING: Gender Links through the Sunrise Campaign programme contributed greatly to movement building towards ending GBV and ensuring women empowerment. The programme, based on its central aim, strengthened the Women Rights Organisations (WROs) – the “crucial driver of progress” in ending violence against women in Eswatini, Madagascar and South Africa. These were termed as ‘gender drivers of change’ in the Sunrise Campaign programme in Eswatini, South Africa and Madagascar. In addition, the action successfully strengthened 40 local councils in the 3 countries and secured their buy-in to join the bandwagon of women empowerment through ‘ending GBV community by community’. A testament to the councils’ buying-in of the movement towards ending GBV was demonstrated by the USD 693 690 (in cash and in-kind contributions) pledged by the councils to the Sunrise Campaign programme. The action resulted in gender-responsive LED plans and projects, with councils having GBV Action plans after being part of the movement towards ending GBV. For instance, the evaluation observed 75% of LED in Polokwane municipality going towards the empowerment of women and other disadvantaged groups like youth and PWD. The Sunrise Campaign programme successfully managed to include diverse voices and constituencies in ending violence against women which fostered women’s movement at local, national and regional levels. Most importantly, the programme provided platforms and spaces online and physically for movement building, namely the three GL’s offices in Eswatini, Madagascar & South Africa as well as annual presentation of case studies at SADC Protocol@Work Summit. However, the major limitation noted by the evaluation was the limited involvement of men’s organisations in the movement building. Lastly, the action failed to penetrate the traditional councils (Tinkhundlas) in Eswatini, thereby not roping them in the movement towards ending GBV and ensuring women empowerment.

INSTITUTIONAL STRENGTHENING & KNOWLEDGE MANAGEMENT: The Sunrise Campaign Programme resulted in the establishment of strong quantitative and qualitative Monitoring, Evaluation, Accountability & Learning (MEAL) tools by GL which were used to successfully gather information and inform programme results. At the start (baseline) and end (endline) of the action, selected participants filled out the GEI which comprised five questionnaires that were devised by GL with the help of experts, adapted in some instances from standard UN tools. These included: (i) 20 questions to gauge entrepreneurial flair (ii) an income survey that includes cash and assets (iii) a relationship control index (RCI) based on a WHO tool, (iv) experience of GBV, adapted from GL’s GBV indicators survey and (v) gender attitudes, based on GL’s Gender Progress Score (GPS). Participants also wrote an “I” story or personal account in their language and in their own words at both baseline and endline stages. GL successfully contributed to amplifying the body of knowledge premised on the notion that economic empowerment is critical to sustainable solutions to ending GBV. Knowledge sharing was another area which was well done by the action, where case studies were shared annually by gender drivers of change, emerging entrepreneurs and councils/COEs at the SADC Protocol@Work Summit for learning. These case studies featured on GL website (<https://genderlinks.org.za/>). Other knowledge products included books, videos, follow up pamphlet for each country; academic and conference papers; the online data base of I Stories (before and after) as well as media articles and interviews. The Sunrise Campaign programme, through new GL’s Strategy (2021-2025) strengthened GL to effectively programme in the face of crises/disasters. Lastly, the action successfully strengthened councils to run the as part of a long term, systemic approach to changing the attitudes that fuel GBV (through capacitating the GFPs and councils’ M&E officials).

PARTNERSHIP ARRANGEMENTS: The multi-stakeholder partnership arrangement of the action ensured sustainability, effectiveness, efficiency and impact of programming. GL capitalized on the already solid partnerships with the councils (COEs), local government ministries and associations to provide coaching, mentoring and support to the women. GL assisted the GFPs and council staff to approach micro-finance institutions to assist women involved in entrepreneurships. The COEs signed MOUs, committed income and resources to run campaigns to end GBV, and empowered women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. At regional level, GL worked with Southern African Gender Protocol Alliance; the SADC Gender Unit, UN Women, the UNFPA and the SADC Parliamentary Forum Women’s Caucus to share results from the programme for replication. At continental level, GL worked with the African Union Women,

Gender and Development Unit, and FEMNET, while at global level, it worked with learning units of the Spotlight Initiative, UNTF, DFID's What Works to End Gender Violence. Strengthening involvement by the councils was part of GL's belief that "community by community we can end gender violence." At national level, GL worked closely with the focal networks of the Southern African Gender Protocol Alliance; the Eswatini Local Government Association (ELGA), the South African Local Government Association (SALGA) and the Association of Mayors of Madagascar.

SOCIAL EQUITY AND INCLUSION: The programme embraced the **Territorial Approach to Local Development (TALD)** approach, a "national policy that promotes endogenous, integrated, multi-scalar and incremental local development. The focus on gender responsive LED (ensuring tailor-made local economic solutions for local economic development), life-skills enhancement, networking women using low data technologies and capacitation of councils to sustainably run the interventions of the Sunrise Campaign programme (GFPs, M&E officials, councils committing resources; etc.) were all in line with the TALD's bottom-up approach to development. Additionally, the programme was in line with the tenets of Leaving No One Behind (LNOB), to ensure inclusive local development, targeting vulnerable women (survivors of GBV) and other key populations (LGBTQIA+, PWD and youth), which stimulated inclusive local development. The programme resonated well with the Gender Equality and Social Inclusion (GESI) approach. As already articulated in previous sections, the programme ensured gender responsive LED planning and programming as a proven approach to "ending GBV community by community" by the councils in Eswatini, Madagascar and South Africa.

MAINSTREAMING OF CROSS CUTTING ISSUES: The Sunrise Campaign programme managed to integrate cross-cutting issues at its design and implementation stages. While the programme targeted women GBV survivors, there were deliberate efforts to include women with disabilities and other key populations (LGBTQIA+ and youth) in the programme. Poverty alleviation was integrated in the action both at design and implementation. By targeting women survivors of GBV (design) and economically empowering them (implementation), the action was in line with the need to alleviate poverty on women which was created by their overreliance on male counterparts which triggered VAWG and GBV. The programme ensured that LED plans & programmes as well as the councils' Integrated Development Plans (IDPs) were responsive to the needs of women, youth and PWDs which are the most vulnerable groups in the society. Although the project did not actively deal with environmental issues, it was active throughout tailor-made entrepreneurship businesses for beneficiaries which were environmentally friendly, for instance, the 10 women from Nhlngano Town Council in Eswatini who were supported on the Bokashi (organic fertilizer) which is more environmentally friendly than the inorganic fertilizers.

LESSONS LEARNT, BEST PRACTICES & INNOVATIONS FOR SCALING-UP

Programmatic Lessons and Best Practices

- 1. The holistic integrated approach to women and economic empowerment (looking at the whole person) was a good practice which yielded good results in ending GBV:** The Sunrise Campaign programme in its quest to end GBV did not only focus on economic empowerment of women (entrepreneurship), but also personal development (life skills) and boosting their self-confidence (to be able to negotiate as entrepreneurs and making decisions).
- 2. Humanitarian programmes like the Sunrise Campaign programme need to have an institutional base (government/other existing institutions) as part of the sustainability strategy.** Once such programmes end, the base from which the programme was implemented will still be there. The approach to implement the programme through council by GL was a best practice, as the councils would continually sustain the programmatic interventions post its lifetime.
- 3. Peer learning & knowledge sharing are key for amplifying project results and success:** Peer learning and sharing of knowledge are essential aspects for programme success, as seen from the case studies which were shared by COEs/councils, gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit.
- 4. Economic power is a very key component for GBV reduction as evidenced by positive changes in RCI & GBV scores on empowered women.** The evaluation proved a nexus/correlation between economic empowerment and GBV (increase in economic

empowerment results in decreased in occurrence of GBV), which made it a best practice by GL in economically empower women to address the scourge of GBV.

5. **Multi-stakeholder partnership is a best practice which enhances programme effectiveness, sustainability, impact (policy-level impact) & efficiency:** The involvement of key stakeholders at regional, national, district and community levels generated a strong buy-in for the project sustainability. It was observed during the evaluation process that there was sufficient integration of the partnership institutions within the regional, national and local level units.
6. **Covid-19 pandemic eroded most gains of the women entrepreneurs; thus, it was a good practice by GL to work with SME consultants in all SADC countries who kept ties with the emerging entrepreneurs and were willing to help:** Evidence suggests that before embarking on a next phase, it was important to assist the participants in the first phase of the programmes, whose livelihoods have been severely affected by the pandemic. These fragile businesses require financial support and advisory services to link them to government support. GL therefore worked with SME consultants in all SADC countries who kept ties with the emerging entrepreneurs and were well placed to help.
7. **Involving men in efforts to end GBV was a best practice which stops a backlash in gains realised towards ending GBV (repeat offending):** The action targeted 500 men from within the circles of the entrepreneurs to be sensitised on ending GBV. The advantage was that they were not just ordinary men from the community, but those chosen by the targeted survivors of GBV (including the former perpetrators of GBV). They had their reasons for identifying such men.
8. **Targeting 50% young women (18-35 years) in the programme was a best practice which greatly contributed to ‘ending violence before it starts’:** These women will grow and have relationships in future, and they will be empowered enough both in agency (life skills) and economically (entrepreneurs) to avoid facing GBV and overcome GBV upon encountering it.

Technical Lessons and Best Practices

1. **Councils have the will and skills to enhance program successes if involved, hence a best practice of the action to work with council:** As indicated earlier, the Sunrise Campaign programme mostly provided the software (training, M&E products & services, skills, etc.) and partnered with the councils which provided the hardware (venues, computers, staff such as GFPs & M&E officials; etc) in programming which was not on efficient, but sustainable. It was not surprising that councils showed their commitment to the programme by contributing to the tune of USD 693,950 (cash and in-kind contributions).
2. **Gender responsive LED planning and programming is central to sustainable women economic empowerment, hence its pursuance a best practice by the programme:** The LED strategies and approaches are key for unlocking sustainable and inclusive local economic development for women and other vulnerable groups, evidenced by the results of the Sunrise Campaign programme. Most women benefitted from the council projects after their councils pursued gender-responsive LED plans and strategies.
3. **From the planning and implementation point of view, programming in the midst of pandemics or disasters requires innovation to circumvent implementation failure:** Pursuant to this lesson, the best practice realised by the Sunrise Campaign programme was the development of the crises-responsive GL Strategy (2021-2025) as well as the acquiring of audio-visual materials and products for virtual engagements in case of restrictive pandemics and disasters.
4. **Councils and governments are bureaucratic and it takes time to get their buy-in.** In Eswatini, the Sunrise Campaign programme dropped the rural councils (Tikhundlas) as getting buy-in from them as councils was very difficult. The Tikhundlas (rural councils) in Eswatini were volatile and violent in accepting efforts to end GBV and empowering women, as they were noted to be patriarchally dominated chiefdoms.

Innovations for Scaling Up/Replication

1. **The acquiring and utilisation of audio-visual equipment and IT infrastructure for GL’s three country offices (Eswatini, Madagascar and South Africa) was an innovative approach for interfacing employed during COVID-19 induced restrictions, could be further scaled up and replicated.** This innovation has its massive benefits in terms of efficiency, as meetings are held without incurring costs of workshops such delegates travelling costs, allowances & accommodation costs; venue hires; time costs; etc. There is need to increase in ICT

capital or investment within councils which work with GL so as to amplify the critical virtual engagements or interaction in the midst of crisis, so that programming doesn't stop.

2. **Targeting men in ending GBV programming was an innovative approach which is replicable in other contexts as it stops a backlash in what would have been gaining in ending GBV programming.** Men are the perpetrators of GBV and VAWG and they need to be considered in such programming. Involving men from the circle of women entrepreneurs was a good practice by the action. The women were the ones who identified the men to come to the workshops and join the programme and that was a good practice as they would identify the perpetrators of GBV which addressed this social ill.
3. **Targeting 50% young women was another innovative good practice which is replicable, as it 'stops violence before it starts'.** Such an approach was future-looking, as it 'empowered these women in terms of their agency (life skills and confidence) and economically (entrepreneurship) to be capacitated to effectively fight GBV.
4. **Working with council staff (GFPs and M&E officials) was an approach which should be scaled up as these staff were not paid by the project (efficiency) and drove the implementation of the project effectively for achievement of results (effectiveness).** As already indicated, the councils provided the the hardware (venues, Gender Focal Persons, additional resources) while the Sunrise Campaign programme provided the software (skills training, M&E, etc.). This was not only efficient, but sustainable as it capacitated the councils to be able to continue with the interventions of the programme after its ending.
5. **Networking women using low data technologies such as WhatsApp was an innovative approach which is replicable, as they can continually use such cheaper technology post the Sunrise Campaign programme:** The creation of 40 WhatsApp groups for women in the 40 reached councils in Eswatini, Madagascar and South Africa was an important innovation which enabled women to effectively (reliable) and efficiently (cheap) communicate on their businesses and issues of ending GBV, even during the restrictive COVID-19 pandemic period.

EVIDENCE-BASED AND ACTIONABLE RECOMMENDATIONS

1. **Consolidating and deepening the many gains of the Sunrise Campaign programme:** GL should continue their support to the ongoing processes with a view to consolidating and deepening the positive dynamics, innovations and institutional development of councils triggered by the action for next phase of programming. This implies (i) enhancing capacities of women enterprises through linking them to markets & agencies, (ii) regular capacitation of councils (local government area is dynamic) to "end violence community by community", and (iii) effective implementing of GL's strategy (2021-2025) to effectively program in the midst of disasters/crises.
2. **Sustainability of future support to local level dynamics and LAs transformation:** Future GL support should better analyse the conditions for sustainability and develop coherent response strategies. This implies (i) developing and distribution of referral manuals and other Information, Education & Communication (IEC) materials, which communities and stakeholders can use as reference even after the lapse of the program, and (ii) formulating responsible and sustainable exit strategies for up-scaling or institutionalisation of programme activities at the inception, with all stakeholders and beneficiaries informed.
3. **The holistic and integrated approach (looking at the whole person) is an effective approach in addressing GBV which should be considered by futuristic like-minded programmes:** To address GBV effectively, there is need to look at the whole person, so as to build individual confidence and agency, as did by the action through both life skills and entrepreneurship training on women. A fragmented approach to addressing GBV through solely women empowerment will not yield much desired results, without looking at the life skills issues.
4. **As a guarantor to sustainability, futuristic like-minded programmes should consider having an institutional base with key institutions for sustainability of results:** Endline evaluation evidence showed that programmes run by NGOs have to have an institutional base as part of the sustainability strategy (to further implementation even after the ending of the programme.) This was realised by GL which worked well with the council, which are highly likely to further the implementation of programme components beyond its lifestyle.
5. **In terms of M&E, GL and partners should consider localising their monitoring tools (GEI templates, GPS tools, etc.) to avoid a one-size fits all approach which is not**

applicable to other contexts: Specifically, the GEI tool was noted to be a global one which was not context specific, making it difficult to implement in other contexts. For instance, while most women left abusive relationships and were staying alone, some questions in the GEI template still referred to husbands. In addition, the GEI needed to be translated into vernacular languages for usability by the respondents, most of whom are illiterate.

6. **Future like-minded programming should consider gender-responsiveness and preparedness to crises in programming to safeguard realised gains through ‘non-stopped programming’ in the face of crises:** COVID-19 will not be the last global pandemic Southern Africa will see. GL should work with councils on gender responsive guidelines for all disasters, not just the COVID-19 pandemic. In addition, there must be a budget set aside for emergencies and their gendered impacts. This should be integrated in Gender Responsive Budgeting (GRB) going forward, and should feature in the Gender and Local Government Score Card. Lastly, SRHR issues should be prioritised as menstruation and reproduction doesn’t stop during pandemics/disasters.
7. **With most countries grappling with the issues of climatic disasters, the issue of climate justice should be an ever-present phenomenon in programming:** With climatic disasters such as cyclones ravaging Southern Africa, there is need for future like-minded programmes to consider focusing on climate justice and gender justice, especially to disaster-prone countries such as Madagascar.
8. **Against the backdrop of the action failing to reach 50 councils, as a result of non-penetrable Eswatini’s Tinkhundlas (highly patriarchal councils in nature), GL and other like-minded organisations should consider working with willing Tinkhundlas.** GL and other key partners should choose progressive Tinkhundlas and work with them over the duration of the programmes with one group of women (assisted by the action) per site to mitigate the buy-in process. GL and its partners recognise the importance of working in these sites as critical to achieving gender equality. If these traditional councils (Tinkhundlas) are involved in the movement towards ending GBV and promoting women empowerment, they will entrench the cause for gender equality and women empowerment through debunking the dominance of patriarchy in these chiefdoms which would be a plus towards ending GBV.
9. **To enhance effective movement building, GL and partners in futuristic programmes should consider involving more men’s organisations in the efforts towards ending GBV and promoting women empowerment.** With men being chief perpetrators of GBV, the involvement of their organisation such as Sonke Gender Justice and Men Engage Alliance in the movement building to end GBV and ensuring men’s empowerment is therefore critical and imperative to realised massive results.

1.0 INTRODUCTION

1.1 Introduction and Background

Geographical and Demographics: According to the SADC Protocol on Gender and Development, Gender-based Violence (GBV) means all acts perpetuated against women, men, boys and girls on the basis of their sex which causes or could cause them physical, sexual, psychological, emotional or economic harm, including the threat to take such acts, or to undertake the imposition of arbitrary restrictions on or deprivation of fundamental freedoms in private or public life in peace time and during situations of armed or other forms of conflict.¹ GBV covers domestic violence, sexual harassment in the workplace, human trafficking and sexual and emotional abuse to name a few examples. GBV is known to be widespread in the Southern African Development Community (SADC) region, and therefore presents a major obstacle to attaining gender equality and equity.² SADC considers GBV as a critical area of concern and recognizes the prevention and reduction of GBV as a catalyst for attaining an environment conducive for serene peace and security in the SADC region. According to UN Women (2022)³; child marriage is still a big issue in SADC, almost one-fifth (19.4%) of Basotho girls marry before the age of 18, a woman is murdered every 4 hours in South Africa - more than half (57.1%) by an intimate partner, South Africa's femicide rate is five times more than the global rate, one in three Swazi girls will experience some form of sexual violence by the time they are 18 years old, while almost half of Swazi women will experience some form of sexual violence over their lifetime. The SADC Secretariat conducted a study of the situation and status of GBV and related response in the Region for the period 2010-2017/18.⁴ The results showed that while GBV is a common phenomenon in SADC, its prevalence rates vary significantly across member states. Physical violence ranged between 6% to 34.4%; sexual violence ranged between 4% to 25.5% and emotional violence ranged between 15.9% to 36.5%.⁵

Social: Gender-based violence (GBV) is a widespread human rights violation, which was further exacerbated by the outbreak of Covid-19 which hit Southern Africa in March 2020. In Southern Africa, the prevalence of GBV is high by international comparison.⁶ According to SADC (2022), GBV covers domestic violence, sexual harassment in the workplace, human trafficking and sexual and emotional abuse to name a few examples. Gender-based violence (GBV) is known to be widespread in the SADC region. GBV presents a major obstacle to attaining gender equality and equity.⁷ Intimate partner violence (IPV) is widely accepted in societies in Southern Africa, and is, as all forms of GBV, rooted in harmful social norms and practices. Statistically, up to two thirds of all women in Southern African countries state that they have experienced physical and/or emotional violence with intimate partner violence at the hands of a man being the most common form.⁸ Social norms are contextually and socially derived collective expectations of appropriate behaviors. Harmful social norms that sustain GBV include women's sexual purity, protecting family honor over women's safety, and men's authority to discipline women and children.

Economic: Gender inequality translates into socio-economic structures such as the workplace, where the majority of opportunities are available to only heterosexual men.⁹ The cycle of this type of inequality is upheld because the decision-makers themselves are usually gender-conforming males, who are either uneducated about the realities of gender disparities or abuse their power to perpetuate this unequal system. Women's economic empowerment (WEE) is an essential component of the United Nations Sustainable Development Goals (SDGs). Not only is it an end in itself but it has further been promoted

¹ SADC (2022). Gender Based Violence (GBV). <https://www.sadc.int/pillars/violence-basee-sur-le-genre-vbg>

² SADC (2022). Ibid

³ UN Women (2022). Spotlight Initiative Africa Regional Programme: Civil Society in East and Southern Africa Pledged to Jointly Advocate Against Gender-Based Violence

⁴ Relief Web (2021). SADC recognises prevention and reduction of GBV as catalyst for peace and security.

⁵ Relief Web (2021). Ibid

⁶ GIZ (2022). Preventing Gender Based Violence (GBV) in Southern Africa. <https://www.giz.de/en/worldwide/79490.html>

⁷ SADC (2022). Gender Based Violence (GBV). <https://www.sadc.int/pillars/violence-basee-sur-le-genre-vbg>

⁸ GIZ (2022). Ibid

⁹ Development Bank of Southern Africa (DBSA) (2023). How Gender Based Violence (GBV) Hinders Africa's Development. <https://www.dbsa.org/article/how-gender-based-violence-hinders-africas-development>

for its potential to create positive externalities, including the reduction of intimate partner violence (IPV). However, the link between economic empowerment and the risk of IPV remains theoretically ambiguous. *Marital dependency theory* predicts that women with more financial resources hold higher bargaining power and are in a better position to leave potentially abusive relationships.¹⁰ Conversely, *Resource theory* posits that an increase in women's financial resources may clash with traditional gender roles, which may prompt their partner to reassert their status through violent means.¹¹ This, in essence, means that women and individuals in the LGBTQ+ community do not receive a fair chance at work opportunities. They're blocked from accessing opportunities that will better their lives and the lives of their families and communities, as well as participating in the regional and national economy.

Political: The Southern African Development Community (SADC) recognises the prevention and reduction of Gender Based Violence (GBV) as a catalyst for attaining an environment conducive for peace and security.¹² According to Relief Web (2021), SADC's commitment to fight GBV is expressed through the Protocol on Gender and Development of 2008 (revised 2016), which identifies GBV as an area of concern and proposes several approaches to addressing this epidemic. The Protocol calls for state parties to enact and enforce legislation prohibiting all forms of GBV, including sexual harassment and human trafficking; and develop strategies to prevent and eliminate all harmful social and cultural practices.¹³ The Protocol further mandates state parties to ensure that laws on GBV provide for treatment and care of survivors of GBV, and adopt integrated approaches, including institutional cross sector structures, with the aim of eliminating GBV. Further, SADC's commitment to fight GBV is also expressed through the Regional Indicative Strategic Development Plan (RISDP) 2020-2030 which identifies gender as a cross-cutting issue.¹⁴ The RISDP (2020-2030) identifies safeguarding the rights of refugees and conflict migrants, and enhancing conflict prevention, resolution, and management. According to Relief Web (2021), all 15 SADC member states have legislation to address GBV, including violation of children, trafficking in persons, unequal treatment of males and females, and sexual harassment. In addition, all 15 SADC member states, except Lesotho, have national action plans for the prevention and response to GBV, with four member states, namely Angola, DRC, Namibia and Mozambique, having specific national action plans on women, peace and security (UN Security Council Resolution 1325).

1.2 Project Context

According to Gender Links' Theory of Change (ToC), reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others.¹⁵ Gender inequality is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the life cycle of most women from cradle to grave. Despite changes in laws and constitutions, many women remain minors all their lives –under their fathers, husbands, even sons, and as widow's subject to male relatives.¹⁶ It is well documented that poverty (and economic dependence) places women and girls at greater risk of gender-based violence (GBV) and that economic empowerment can reduce gender-based violence by increasing women's options and decision- making capacity within households.

There are many ways in which women are vulnerable to GBV in their everyday lives. These experiences are often directly related to the financial and social realities of their lives. According to Gender Links (2019), women are often denied resources and assets, and this limits their ability to explore significant opportunities for economic independence which in turn exacerbates their vulnerability to dependence-based relationships.¹⁷ This also limits their ability to pursue sustainable businesses and tends to restrict

¹⁰ del Campo, I.E; and Steinert, J.I (2020). The Effect of Female Economic Empowerment Interventions on the Risk of Intimate Partner Violence: A Systematic Review and Meta-Analysis. <https://journals.sagepub.com/doi/abs/10.1177/1524838020976088?journalCode=tvaa>

¹¹ del Campo, I.E; and Steinert (2020). Ibid

¹² Relief Web (2021). SADC recognises prevention and reduction of GBV as catalyst for peace and security

¹³ Relief Web (2021). Ibid

¹⁴ Ibid

¹⁵ Gender Links (2020). Gender Links Theory of Change. <https://www.wvlsa.org.za/about/theory-of-change/>

¹⁶ Gender Links (2020). Ibid

¹⁷ Gender Links (2019). The United Nations Trust Fund to End Violence Against Women 2019 Call for Proposals: Full Fledged Proposal

many women to micro entrepreneurship such as street trading. Street trading can expose women to harassment and sexual violence. These are two obvious ways in which economics and GBV are connected. Economic dependence is recognised as a key factor in the perpetuation of GBV as women who perceive themselves unable to support themselves are most likely to stay in abusive relationships.¹⁸

One of the key ways in which women can seek economic independence is through sustainable entrepreneurship, yet access to appropriate financial services evades most women (Gender Links, 2019).¹⁹ Regional and national economic planning and performance does not take into account the contribution of women in the economy nor the needs of women for suitable financial services which meet their needs at all levels of business activity. Little attention also is made to the gender related realities of women's lives which preclude them from owning or acquiring assets. The majority of women therefore are restricted to microfinance as their only source of capital and primarily operate as micro entrepreneurs.

Gender Links (GL)'s Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAWG can be turned into a virtuous positive cycle targeting all levels from individual to societal. GL's work in gender justice program seeks to "turn around" the vicious cycle of negative attitudes, behaviours & practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages – "peace begins at home".

In terms of the Sunrise Campaign this means:

- ❖ Individual realm of power: life skills training
- ❖ Private realm of power: taking back economic rights through entrepreneurship training and implementation
- ❖ Community realm of power: facilitating support from partnerships with the public and private sectors, service providers of skills and financial support and funding to support the programme; financial and non-financial services to participants
- ❖ Societal realm of power: advocacy for changes that create an enabling environment for women in entrepreneurship

The strategy at the individual level is to develop:

- ✚ An understanding of GBV and its impact on the survivor and their relationship with an abuser.
- ✚ Self-respect and understanding of victimization as a result of GBV.
- ✚ Ways of building self-confidence and assertiveness.
- ✚ An understanding of financial abuse in a relationship as a form of control.
- ✚ Skills that can provide an alternative source of income.
- ✚ Confidence in the ability to support oneself and children.
- ✚ Confidence to make positive choices in terms of their relationships.

The role of community realm of influence and change it to:

- ✚ Influence local economic development policies and procurement opportunities.
- ✚ Influence private sector attitudes towards the economic empowerment of women and reduction of GBV through funding and or in-kind assistance.
- ✚ Provide mentorship.
- ✚ The role of societal transformation includes to:
- ✚ Facilitate a framework which recognises the financial needs of women entrepreneurs beyond micro-finance.

The role at the societal level is to:

- ✚ Address legislation and enforcement of women's property rights.
- ✚ Create local and regional task forces on access to finance for women.
- ✚ Create platforms for consultation with women on the issues they face as entrepreneurs
- ✚ and explain why these are expected to lead to the results proposed.

¹⁸ Gender Links (2019). Ibid

¹⁹ Gender Links (2019). Ibid

1.3 Project Justification and Intervention logic

Research conducted by Gender Links in seven SADC countries shows that between a quarter and three quarters of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year.²⁰ Several other forms of exclusion compound the misogyny associated with patriarchal norms. These include race, class, the rural/urban divide, age, disability, occupation (especially sex work), sexual orientation and gender identity. These often-multiple forms of exclusion result in even higher levels of violence for certain categories of women such as disabled women.²¹ The Violence Against Women and Girls (VAWG) Baseline studies include questions on gender attitudes that show that while 88% of men and 82% of women think that people should be treated the same whether they are male or female, 86% of men and 58% of women think a woman should obey her husband.²² The studies show that the most likely forms of violence are also those least likely to be reported to the police – economic, psychological and verbal abuse.²³

GL has worked with over 2000 women in documenting their experiences of GBV in the “I” Stories series –first- hand accounts of physical, sexual, verbal and emotional abuse. Many women spoke about staying in (or returning to) abusive relationships for economic reasons.²⁴ Some experienced financial control as a form of abuse. Working with 100 Centres of Excellence (COEs) for Gender in Local Government in ten Southern African Development Community (SADC) countries GL has championed an innovative pilot project showing that economic empowerment can offer sustainable solutions to gender violence.²⁵

Rebranded the Sunrise Campaign because of the promise of a new dawn, a unique feature of the programme is that it is anchored by councils that have undergone a ten-stage process to become COEs. The councils include support for survivors of gender violence as part of their GBV and Local Economic Development (LED) action plans. GL provides an entrepreneurship training course tailored for survivors of GBV that combines life skills designed to enhance confidence and agency with basic business skills. While GBV debilitates and destroys self-worth, business builds confidence, negotiation skills, innovation, and resilience. The two forms of training thus complement each other.

According to Gender Links (2019), in the pilot phase (2013 to 2015), 1350 survivors of GBV trained as entrepreneurs. 91% completed a business plan and 79% followed through on the plan. 533 survivors of GBV in nine Southern African countries were mentored in the follow-up phase in 2016. Average income increased by \$35 per month after the first phase to \$328 per month in the follow-up phase. 85% (post training) and 97% (follow up) of participants said they now experience less or much less GBV (Gender Links, 2019). Overall, the relationship control index increased by four percentage points to 66%. In 2016 the campaign won the Mail and Guardian “Investing in the Future Award”.²⁶

The programme forms part of GL’s work on gender responsive governance at the local level through the COEs. Councils commit resources, and run campaigns to end gender violence, and empower women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. GL measures gender attitudes using the Gender Progress Score (GPS). Overall, this increased from 61% to 63% in the pilot project, with participants registering a higher score of 70%. These promising initial results show that if the work is sustained, change is possible.²⁷ The work on the ground contributes to the attainment of the Post 2015 SADC Protocol on Gender and Development as well as Sustainable Development Goal (SDG) 5. Participants shared what works to end poverty and gender violence at the annual SADC Gender Protocol@Work summits which also featured the SADC Gender Protocol Barometer, used to track progress towards attaining gender equality.

²⁰ Gender Links (2019). The United Nations Trust Fund to End Violence Against Women 2019 Call for Proposals: Full Fledged Proposal

²¹ Gender Links (2019). Ibid

²² <https://genderlinks.org.za/what-we-do/justice/research/violence-against-women-baseline-research/>

²³ <https://genderlinks.org.za/what-we-do/justice/research/violence-against-women-baseline-research/>

²⁴ Gender Links (2019). The United Nations Trust Fund to End Violence Against Women 2019 Call for Proposals: Full Fledged Proposal

²⁵ Gender Links (2019). The United Nations Trust Fund to End Violence Against Women 2019 Call for Proposals: Full Fledged Proposal

²⁶ Gender Links (2019). Ibid

²⁷ Gender Links (2019). Ibid

GL sought to hone and replicate this model, and amplify it through use of Information and Technology (IT). Key features included: (i) upskilling councils to run the programme and mainstream it into LED programming (ii) networking women using low data technology platforms (iii) inclusion of at least fifty percent young women with a view to “stopping violence before it starts”; (iv) inclusion of male family members (including where possible abusive partners) to manage any potential backlash and ensure a transformative approach at family level, and (v) ensuring that the programme forms part of council plans to “end GBV community by community.” This holistic approach enhanced sustainability. The main challenge was to ensure councils commit requisite resources. This was mitigated by selecting councils that have shown the greatest commitment to the programme in the pilot phase.

Project’s expected outcomes: The action’s expected results included

- 1) 50 councils in SA, Eswatini and Madagascar champion and upscale the Sunrise Campaign as part of Local Economic Development (LED) Programmes. This will be achieved through building the capacity of gender focal persons to run the programme and on-going technical support to GFPs in integrating the Sunrise Campaign into their programming, including use of GL M and E platforms, reports, and analytical tools, both qualitative and quantitative.
- 2) 1000 survivors of GBV, including 500 young women (aged 18 – 35) trained in entrepreneurship and life skills that will help them to break the cycle of poverty, violence and dependence, as well as strengthen gender responsive governance. This will be achieved through each of the 50 councils training 20 women in the three countries. The focus on young women aged between 18 – 35 years aims to “Stop Violence before it Starts.”
- 3) Increased income, agency, and reduced incidence of GBV in the lives of the 1000 participants, as measured by the Gender Empowerment Index (GEI) that includes entrepreneurial flair; income; experience of violence and relationship control, as well as changes in gender attitudes.
- 4) At least 500 men join the struggle against GBV, through working with the families of survivors of GBV. This will be achieved by working more closely with families in the next phase, including abusers and perpetrators.
- 5) More progressive attitudes towards gender equality in 50 local communities, as measured by the Gender Progress Score administered at baseline and endline of the project.
- 6) Peer sharing, learning & networking through 3 national summits that facilitate the sharing & documentation of best practices on economic empowerment & sustainable solutions to ending GBV.

1.4 Rationale and Objectives of the Evaluation

The purpose of the evaluation was:

- 1) To evaluate the entire project | January 2020 to 31 December 2022 against the effectiveness, relevance, efficiency, sustainability, movement building, knowledge generation and impact criteria, as well as the cross-cutting gender equality and human rights criteria.
- 2) To identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.
- 3) Identify the impact of the programme and ways that this may be sustained beyond the UNTF grant.
- 4) Record and share lessons with intended users.
- 5) Account to local stakeholders for the programme’s achievements.
- 6) Improve future programme design and management.
- 7) Assessment of the achievement of goals by GL.
- 8) Assessment of the premise of the programme: that economic power decreases or prevents gender-based violence.
- 9) Impact of COVID-19 on the implementation of the programme.

2.0 METHODOLOGY

2.1 Evaluation Design and Approach

2.1.1 Evaluation Approach

The consultant utilised a **summative evaluation** which is usually conducted after the program's completion, end of a program cycle, to generate data about how well the programme delivered benefits to the targeted stakeholders and beneficiaries. In addition, the consultant employed a **participatory based approach**, which took into account stakeholder involvement in all stages of evaluation. In line its participatory approach, the consultant ensured regular involvement of Gender Links, different stakeholders and target group representatives throughout. This enhanced transparency, validity, reliability and usability of evaluation results. This approach incorporated principles of independence, objectivity, transparency, validity, reliability, partnership and usability as a basis. The goal of the evaluation was not only be to appreciate **if** the intervention worked, but also **how** it worked: **why, where** and **for whom**.

The consultant employed **mixed methods approach of data collection**, using primary and secondary data sources, combining both qualitative and quantitative data elements. As such, data collection involved desk-based work (desk review, literature review & in-depth case studies) and collection of primary data through Key Informant Interviews (via telephone/emails/video conferencing), Focus Group Discussions (via mobile applications such as WhatsApp or Signal), Beneficiary Online Survey, Observations, Observatory Finance and Administration Checklist (OFAC), Results Matrix Checklist (RMC), and Most Significant Change (MSC) stories/Case Studies capturing. The aforementioned mixed-methodology approach successfully produced findings both quantitatively and qualitatively. These methods critically enabled collection of primary & secondary data that had sufficient depth and breadth and gave room for a thorough **triangulation of data** which resultantly produced a verifiable body of evidence.

Gender and human rights were incorporated in the evaluation in various ways. First, the evaluation methodology ensured that rights holders and duty bearers are both included in the process of data collection. As such, data collected from primary and secondary data sources was disaggregated by sex, age, gender and location. Secondly, the data collection approach recognised the implication gender had in respect to women and girls' ability to express themselves in the presence of men/boys. Therefore, separate groups of women and men, and boys and girls were interviewed during the evaluation process.

2.1.2 Evaluation Design

A cross-sectional study design with pre-test and post-test comparison was used, to generate the degree to which the programme achieved its objectives and impacted on the beneficiaries and stakeholders. The evaluation **strictly applied utilization-focused study/evaluation principles** in the following ways:

- ❖ The evaluation kick-started with the Inception Meeting where a consensus was reached on the approach to the evaluation between the consultant and GL.
- ❖ Attention was given to collect information from all types of stakeholders, with special focus on vulnerable and marginalised and a special attention to gender within these groups.
- ❖ All deliverables, from Inception Report to the Final Report were shared with GL as Draft Reports to allow for key input and quality checking. This ensured quality of reporting as it enabled GL and its partners to feed into report writing, which boded well for validation.
- ❖ The evaluation was carried out in phases, where GL's approval of one phase was the basis of engaging in the next phase (e.g., fieldwork did not start before the approval of inception report by GL and stakeholders).
- ❖ Since not all stakeholders who are going to use the report are Social Scientists or experts in the field, technical rhetoric, including statistical jargon, was minimized by all means.

2.2 Data Collection Methods

The consultant employed both online/virtual and face-to-face data collection approaches, where necessary. Consultations with key informants such as staff from GL and local councils was done either face-to-face or virtually (emails, telephones & video-conferencing), while FGDs with women entrepreneurs and men was done via mobile applications (WhatsApp/Signal). As for the surveys with women entrepreneurs and men, the consultant used online surveys. The following were the employed secondary and primary data collection methods, incorporating the mixed-methodology approach.

2.2.1 Desk/Literature Review

The consultant undertook comprehensive in-depth desk review of programme documents and other related literature. Literature review, which started at inception phase, contributed to stakeholder mapping for data collection and contextual analysis of the programme. Programme documents and various case studies were provided by GL, while other relevant literature such as government policies, strategic documents were sought from stakeholders and internet. Documents reviewed included inter alia; research studies, baseline reports, project documents (including results framework), monitoring reports and benchmark data, as available, and other relevant quantitative & qualitative secondary data.

2.2.2 Online Beneficiary Survey:

The consultant administered online survey or questionnaire to women entrepreneurs and men to estimate outcome and output performance indicators and to compare with baseline benchmarks. Questions covering the Relationship Control Index (RCI), Gender Empowerment Index (GEI) and Gender Progress Scores (GPS) were factored in the surveys.

2.2.3 Key Informant Interviews (KIIs)

At all stages, KIIs were undertaken with key stakeholders either face-to-face or virtually (emails, telephones & video- conferencing), which included inter alia; GL Executive Director, GL Eswatini Coordinator, GL Madagascar Coordinator, GL South Africa Facilitator, GL Finance Manager, 40 Local Councils Gender Focal Persons (GFPs) and Gender Drivers of Change (GDOC). Questions related to Gender Progress Score (GPS) within the council were developed for populating by the targeted 50 councils. These tools gave the consultant much needed information on performance of the programme.

2.2.4 Virtual Focus Group Discussions (FGDs)

At all stages, FGDs were undertaken and provided meaningful insights on various programme's impact, outcome and output indicators. FGDs were undertaken with women entrepreneurs and men. Each FGD included a paper roster sheet which kept track of important details such as physical location, number of participants, and participants' gender & age, to facilitate subsequent data analysis. The FGDs were facilitated using voice recorders or other digital devices (verbatim) after obtaining consent from participants to ensure the collection of quality, reliable and unedited data.

2.2.5 Observatory Finance and Administration Checklist (OFAC)

In-order to check the level of efficiency of the project, the consultant developed a tool for which the existence and non-existence of mandatory policies, processes, procedures and variances were checked. This tool was used to collect this pertinent information from the GL's Executive Director and GL's Finance Manager at the headquarters in South Africa.

2.2.6 Result Matrix Checklist (RMC)

The Key KII guide with GL staff and partners was administered concurrently with the Result Matrix Checklist (RMC). The outputs and outcomes were ticked for completion level. The checklist was not only be fundamental for developing the draft report but created preliminary findings.

2.2.7 Case Studies/Most Significant Change (MSC) Stories

The consultant identified stories of change, denoting impact of the programme from literature documents as well as presentation at the SADC Protocol@Work Summit presentations by COEs/council, Gender Drivers of Change, Gender Champions and emerging entrepreneurs in December 2022. Information from the various case studies will be critically assessed by the lead consultants, from these, case studies with most significant change were then selected based on the extent to which evidence of change are linked with the outcome/impact indicators of the programme.

2.3 Data Analysis Approach

2.3.1 Quantitative Data Analysis

For the online surveys, data cleaning was done in SPSS to verify validity of data and its completeness. After data cleaning, dataset(s) were analysed in SPSS by the consultant and the outputs were be tables, pie charts, graphs, numerical narratives and related statistical presentations. These were used in reporting. Gender Progress Scores (GPS) focusing on men and community's attitudes on gender equality/women empowerment, Relationship Control Index (RCI) and Gender Empowerment Index (GEI) scores were analysed on excel and resultant outputs used for reporting.

2.3.2 Qualitative Data Analysis

Data matrices in Word were used to analyse qualitative data from key informants and FGDs. Thematic analysis in line with study objectives was utilised to interpret qualitative data from key informants and stakeholders. This was triangulated with quantitative data, which allowed the evaluation consultant to complement the findings from the surveys with more in-depth qualitative data (from FGDs and KIIs). The outputs of the qualitative analysis are presented in the report in the form of narratives, verbatim quotes, flow diagrams and tables.

2.3.3 Rating of Program Performance

The consultant ranked the performance of programme on its various interventions using the Organization for Economic Development-Development Assistance Committee (OECD-DAC) criteria as presented in Table 1.

Table 1: Key to rating program performance using OECD-DAC criteria for evaluation

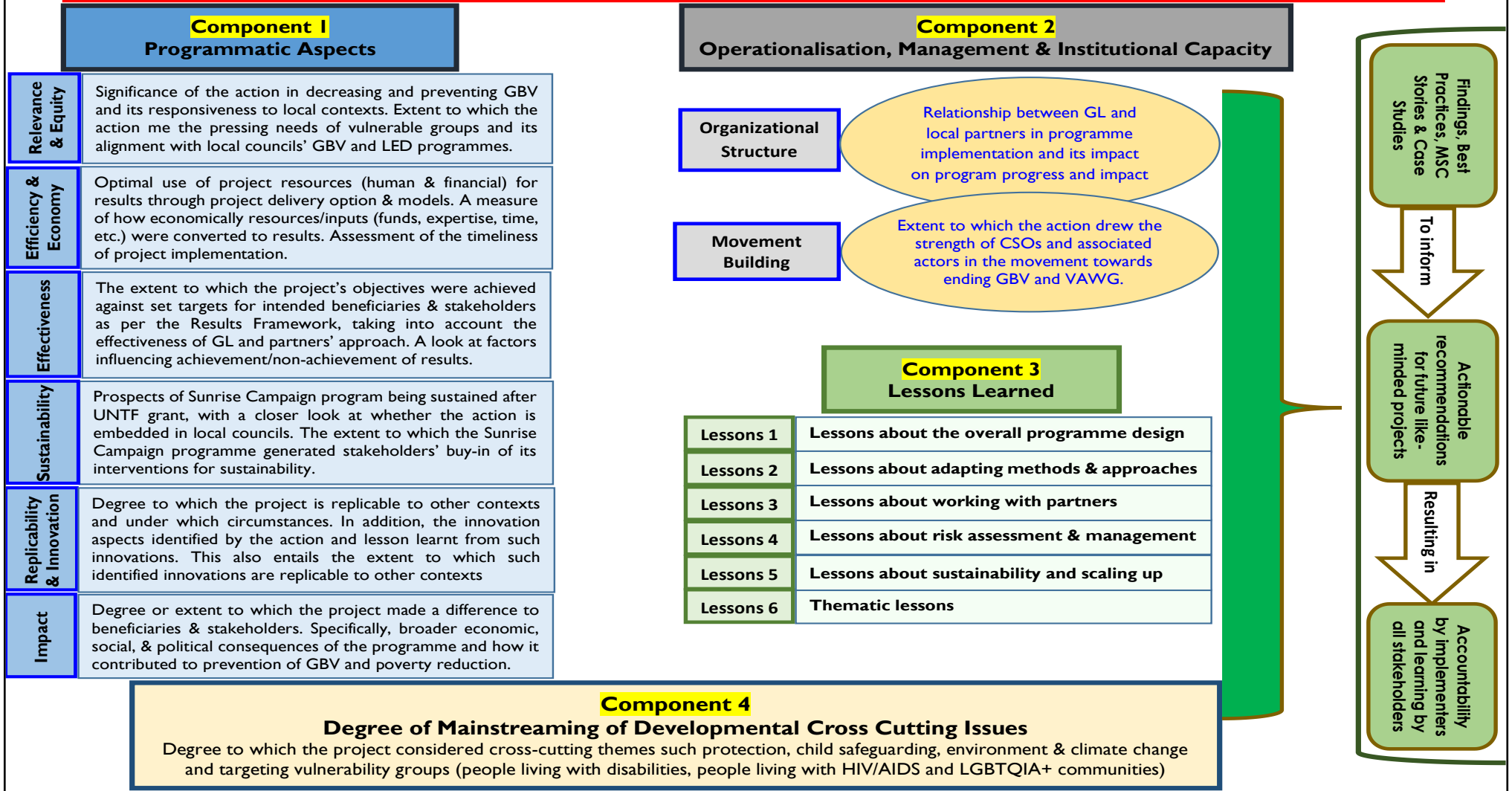
Criteria	Rating (1 low, 5 high)					Rationale for Rating
	1	2	3	4	5	
Relevance/equity						
Efficiency/economy						
Effectiveness						
Sustainability						
Impact						
Movement building						
Institutional Strengthening						

KEY to Rating (Colour Rating)	
Color Rating	Meaning
1	Unsatisfactory
2	Improvement needed
3	On average, meets expectations
4	Achieved, meets expectations
5	Exceptional

2.4 Evaluation Conceptual Framework

This evaluation was in line with the OECD-DAC criteria for evaluation of humanitarian programmes, covering three aspects as follows: (i) **Programmatic** (relevance/equity, effectiveness, efficiency/economy, impact, replicability & innovation); (ii) **Operationalisation, Management & Institutional capacity** (knowledge management & institutional strengthening), (iii) **Movement building** (degree to which the programme enhanced the civil society and vibrant actors towards united efforts in ending GBV), (iv) **Lessons learned** on (a) programme design, methods & approaches, (b) working with partner organisation, (c) risk assessment & management, and (d) sustainability & scaling up, as well as thematic lessons); and (v) degree of mainstreaming of cross-cutting issues. Figure 1 shows the **Conceptual Framework** for the evaluation of the Sunrise Campaign program.

Evaluation of the United Nations Trust Fund (UNTF)/Gender Links Sunrise Campaign: Local Action to End Violence and Empower Women Project (1 January 2020 - 31 December 2022)



Findings, Best Practices, MSC Stories & Case Studies

↓ To inform ↓

Actionable recommendations for future like-minded projects

↓ Resulting in ↓

Accountability by implementers and learning by all stakeholders

Figure 1: Evaluation Conceptual Framework for the Sunrise Campaign Programme

2.5 Ethical Considerations and COVID-19 Compliance

The evaluation was conducted according to the ethical principles and standards defined by the United Nations Evaluation Group (UNEG). The following are some of the ethical considerations and COVID-19 prevention measures which were observed by the consultant during the evaluation process

- i. *Free & informed consent* – all members interviewed provided informed consent. Not only from parents but also from children, from an early an age as possible. Participants therefore signed Informed Consent forms before they were consulted.
- ii. *Confidentiality and anonymity* – Collected data was held securely, confidential and anonymised and data collectors were made aware this. The Final Report does not contain any propriety or personally identifiable information (PII) without consent such as names, national ID numbers, addresses, birthplaces, facial images, village name; etc.
- iii. *Data protection*: All data was submitted to GL and permanently deleted from the consultant’s database once the final report was signed off and all of the assignment deliverables having been met. There was a data rights clause in the signed contract, and the consultant will forever seek permission from GL before sharing the final evaluation report with any external party, including posting it on website or publishing it.
- iv. *Transparency in research* - Understanding that research is ‘two-way, respondents should know what their collected data is. The consultant informed the respondents and participants on the essence & importance of the evaluation and their role in the process. This ensured their buy-in in the evaluation/study, which was key for the obtaining quality & correct information.
- v. *Equity and Inclusiveness* – The consultant ensured inclusiveness at all stages of the evaluation. The consultant was cognisant to the fact that this assignment was on vulnerability (with issues of gender, and vulnerability), which further strengthened the need for inclusiveness. Therefore, the data was disaggregated by gender, age, location and status
- vi. *Non-exploitation, Child Protection & Safeguarding*: The consultant was aware that GL has a zero-tolerance approach to abuse and exploitation. Therefore, the consultant adhered to GL’s policies Safety and Ethical Protocols for researchers and research staff in relation to children, vulnerable adults and the wider community. The consultant signed his compliance with the aforementioned policies upon signing the contract for the work.
- vii. *COVID-19 compliance*: The consultant adhered to general set rules on preventing the spread of COVID-19 which includes inter alia, maintaining social distance, donning face masks in the public sphere and minimising gatherings.

2.6 Gender and Social Inclusion

The consultant encouraged women’s and girls’ participation. Beyond involving women and girls, the consultant also explored the extent to which the programme contributed to gender equality through increasing access to quality and equitable education. Where possible, involving children of appropriate age was also encouraged. The following were points which were pursued to ensure gender and social inclusion aspects in the evaluation;

Disaggregation of data: All data collected was disaggregated by sex, age, disability, and location. Specifically, the evaluation assessed the extent to which gender and human rights-based approach was integrated in the design and implementation of the intervention.

Gender and vulnerability consideration during data collection: Gender roles and expectations were considered both with respect to the ability of the community members to participate in the assessment and group dynamics of any FGD or interviews to allow for the participation of diverse groups such as the marginalized to participate in the assessment. The assessment followed the United Nations Evaluation Group (UNEG) norms and standards including the UN Women guidance on gender Integration in Evaluations.

Alignment with international standards for gender and social inclusion: The evaluation process was guided by relevant instruments or policies on human rights, including child rights and

gender equality e.g., International human rights law and human rights principles, including the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women etc.

2.7 Limitations of the Evaluation

The consultant experienced various limitations during the evaluation, most of which were dealt with. The consultant therefore is confident that the limitations encountered did not affect the quality of findings of the evaluation. The following are the limitation encountered during the evaluation of the Sunrise Campaign Programme in Eswatini, Madagascar and South Africa.

- 1. COVID-19 pandemic which limited interfacing and traveling-** One of the major limitations for the evaluation was the COVID-19 pandemic which made it impossible for face-to-face interaction with stakeholders and beneficiaries. To circumvent this limitation, the consultant facilitated virtual consultations with stakeholders and beneficiaries for surveys (online surveys), FGDs (WhatsApp or Signal), and key informant interviews (teleconferencing using Zoom/Skype and information exchange via emails & We Transfer). Literature documents, including case studies were also shared on emails for use by the consultant in reporting.
- 2. Upheaval and conflict in Eswatini which compromised engagement with beneficiaries and stakeholders:** One of the data collection militating factors was the unrest in Eswatini where citizens were clamouring for an end of the monarchy and its replacement by democracy, which started in June 2021. Most councils were withdrawn during this crisis, with most of them closing, which made interactions difficult. However, based on GL's strong partnership with councils (COEs) through working with GFPs, interviews were done virtually, and information obtained during the crisis (upheaval and conflict in Eswatini).
- 3. Recurrent Disasters in Madagascar:** Madagascar is prone to various disasters which are recurrent. This was one of the major limitations to the consultant to reach beneficiaries and stakeholders in Madagascar. This was resolved by getting this information from Madagascar's GL's Coordinator (through interview and sharing of documents via email)

However, the consultant is confident that these limitations had minimal impact on the outcome of this evaluation. The consequences of these limitations were mitigated and/or did not compromise the results and conclusions made by the endline evaluation. Additional key stakeholders were consulted to compensate for those who could not be available due to other commitments. According to the evaluator' criteria, there was reasonable evidence to support all the findings and conclusions as the overall validity and robustness of the data was not compromised.

3.0 KEY FINDINGS

The findings have been organised using the OECD/DAC development project evaluation framework.²⁸ The achievement of the four outcomes in relation to the results framework are discussed under the effectiveness section. Other criteria of relevance, efficiency, sustainability, impact, movement building, institutional strengthening & knowledge management, partnership arrangements, equity & social inclusion and cross-cutting issues are discussed under this section.

3.1 Relevance

This section addresses the relevance of the project. It encompasses the extent to which the programme was able to meet the development priorities of beneficiaries and stakeholders at local (councils' level national (three countries' level) regional and international levels.

The project's goals and objectives were consistent with development aspirations at international levels, resonating well with Sustainable Development Goal (SDG) 5 of the United Nations (UN), SADC Protocol on Gender and Development (2008), Beijing Platform for Action (1995) and Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (Maputo Protocol). The evaluation found out that the programme conformed to the aforementioned international and regional protocols in its efforts to "end GBV community by community" through women economic empowerment (WEE) and agency (building life skills of women). Table 2 denotes the degree to which the action aligned to these international & regional statutes.

Table 2: Alignment of the programme to international and regional protocols

Protocol/Statute	Sunrise Campaign programme's alignment to global & regional plans
Beijing Platform for Action (1995)	The Sunrise Campaign programme responded to the Beijing Platform for Action (1995) through embarking on WEE (supporting women entrepreneurs), elimination of discrimination (changes in gender attitudes using Gender Progress Score), enhancing women agency (through life skills training) and encouraging development.
Maputo Protocol (2003)	The Maputo Protocol calls for protection of women's rights. Under the Sunrise Campaign, women were instilled (through life skills training) to regain their confidence and reclaim their own rights (making their own decisions). The action further targeted marginalised key populations (KP) such as Lesbian, gay, bisexual, transgender, queer, intersex & asexual (LGBTQIA+); People living with Disabilities (PWD) and youth.
SDG 5	SDG 5 talks about the achievement of gender equality and empowerment of women and girls, where women should benefit equally and contribute to economic, social, political and cultural development. The Sunrise Campaign programme ensured WEE (through life skills & entrepreneurship training and provision of start-up capitals of USD 150 to women survivors of GBV & young women) to ensure gender equality where women would have a say in relationships (RCI) and less dependent on their male counterparts which proved to result in GBV occurrence
SADC Protocol on Gender and Development (2008)	The programme contributed immensely to attainment of the Post 2015 SADC Protocol on Gender and Development. Gender Links coordinates the Southern Africa Gender Protocol Alliance that comprises 40 Women Rights Organisations (WROs) organised in these clusters including Sexual Reproductive Health Rights (SRHR) cluster that tracks progress in ending GBV through an annual barometer. This explains why the program was designed to have Gender Drivers of Change, Councils (COEs) and Emerging Entrepreneurs present their experiences/case studies from the action at the SADC Protocol@Work Summit in December 2022. The presentations of these various stakeholders were documented online as well as in the SADC Protocol@Work Barometer evidencing on what works to end GBV which is critical for learning.

The project's goals and objectives were found to be consistent with development aspirations at national levels in the three countries (Eswatini, Madagascar and South Africa). The action was designed and implemented within the local government (LG) system shaped by the national context defined in the policies and strategies of the three countries. The project

²⁸ The OECD-DAC evaluation criteria variable includes relevance, effectiveness, efficiency, impact, sustainability & learning. <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

interventions namely, training (life skills & entrepreneurship); supporting women entrepreneurship & linking them to markets/agencies; integration of gender & vulnerability into councils' Local Economic Development (LED) plans/projects; Gender Responsive Budgeting (GRB); development of council GBV Action plans and efforts by councils to “end GBV community by community” were observed to be resonating with the country level policies, strategies and programming on ending VAWG & GBV. The degree to which the Sunrise Campaign programme resonated well with country level policies/strategies is elaborated in Table 3;

Table 3: Alignment of the project with country-level policies, strategies and programmes

Country	Country level policies, strategies or projects resonating with the programme
South Africa	In 2022, the President of South Africa signed three additional laws that will strengthen efforts to end GBV. These are Sexual Offences & Related Matters (Amendment Act); the Criminal & Related Matters Amendment Act; and the Domestic Violence Bill. South Africa has the Domestic Violence Act and the Maintenance Act.
Madagascar	Madagascar has a law 2019-008 on the fight against GBV. The Sunrise Campaign is aligned to this law, because, except legal prosecutions and sanctions, it contributed to the focus of the chapter of law which are prevention, care, reparation and protection of survivors of GBV.
Eswatini	Eswatini's constitution does not generally advocate for women's rights, with the major empowerment of women being focused on leadership (which is only proportional representation in parliament), rather than women economic empowerment (WEE) and agency. By bringing interventions for WEE and enhancing their agency, the Sunrise Campaign programme was not only relevant for Eswatini, but of value addition.

The Sunrise Campaign project was not implemented in isolation, as it was informed by pilot studies which made it relevant as it prioritised observed gaps in ending GBV strategies and overall women economic empowerment (WEE): As gathered from the literature, in the pilot phase, GL worked with over 2000 women in documenting their experiences of GBV in the “I” Stories which were first-hand accounts of physical, sexual and emotional abuse and sexual harassment where majority revealed staying in abusive relationships for economic reasons, whilst pointing out financial control as the form of abuse. In addition, working with 100 Centres of Excellence (COEs) for Gender in Local Government in 10 Southern African Development Community (SADC) countries, GL championed an innovative pill project which showed that economic empowerment can offer sustainable solutions to GBV. Informed by these previous studies and pilot studies, the Sunrise Campaign programme then brought tailor-made solutions to address GBV and VAWG through supporting survivors of GBV with life skills and entrepreneurship, as proven strategies.

The action targeted the real beneficiaries, that is the survivors of GBV and other key populations (LGBTQIA+, sex workers, PWD, etc.) which made it more relevant: Rebranded the Sunrise Campaign because of the promise of a new dawn, a unique feature of the programme is that it was anchored by the councils that underwent a ten-stage process to become COEs. As such, the 40 reached councils included support for survivors of GBV as part of their GBV and Local Economic Development (LED) action plans and provided. In addition, GL provided entrepreneurship training tailored for survivors of GBV that combined life skills designed to enhance confidence and agency with basic business skills. In this understanding, while GBV debilitates and destroys self-worth, business builds confidence, negotiation skills, innovation and resilience. Therefore, the two forms of training complemented each other, which made them the most relevant approaches in addressing issues of GBV and VAWG. Further to this, the action roped in 500 men (including former GBV perpetrators) to be part of the programme so as to avoid backlash in gains realised on ending GBV (eliminating repeat offending of GBV), which was very relevant, against the background that these perpetrators were identified by the women survivors of violence.

RELEVANCE RATING: With results showing the action being highly relevant, the evaluation rated the relevance of the Sunrise Campaign programme as **Exceptional**

3.2 Effectiveness

The effectiveness section evaluates the extent to which the planned programme results were accomplished. It analyses the attainment of set outcomes by scrutinising the degree of achievement of set output and performance of outcome indicators (where there are available statistics). The evaluation rated the performance of the project against five categories (as shown in Table 4):

Table 4: Outcome Rating Key

Rating	Colour Rating	Description
HA -Highly Achieved	HA	If the project outcomes achievement exceeded expectations
A - Achieved	A	If the project outcomes were achieved as expected
AM -Achieved with minor shortcomings	AM	If the project outcomes were achieved, with minor shortcomings.
MA -Moderately Achieved	MA	If project outcomes were moderately/averagely achieved
BA -Below Average	BA	If the project outcomes were sparingly achieved, but below average
NA -Not Achieved	NA	If the project did not accomplish set outcomes/outputs

The discussion that follows analyses the status of achievement for programme outcomes, whether the coverage of results was reasonable against the resources and observed challenges per each outcome.

3.2.1 Snapshot of Project Performance on outcome & output indicators

To establish the degree to which the planned targets were achieved by the programme interventions, a snapshot of the Results Framework or Logical Framework is presented in Table 5 covering all four outcomes of the Sunrise Campaign programme.

Table 5: Extracted Results Framework Indicating Programme Performance on Outcome Indicators

Outcome 1: Women, at least half of whom are young women, are empowered to reclaim their rights and agency in fifty communities in Eswatini, Madagascar and South Africa				
Indicator	Baseline value (2020)	Endline value (2022)	Reasons for variance (if any)	Rating
Indicator 1.1. Increase in endline Gender Empowerment Index (GEI) Scores amongst 1000 women in Eswatini, Madagascar and South Africa	GEI and 'I' stories show low empowerment & confidence of 1000 women on RCI, technology, attitudes, GBV scores and income	GEI scores increased on RCI, RCI, technology (Facebook & using computers, attitudes, GBV scores and income on 760 women	Covid-19 restricted the action from reaching the 1000 women as planned	AM
Indicator 1.2. Changes in income in USD for each year amongst 1000 women in 50 councils in Eswatini, Madagascar & South Africa	USD 87 average income for entrepreneurs	USD 135 average income for entrepreneurs		A
Indicator 1.3. Change in individual experience of violence	GBV scores stood at 27.47%	GBV scores stood at 21.75%		A
Overall Performance of Outcome 1 on its key indicators				A

Outcome 2: Fifty Centres of Excellence for Gender in Local Government mount the Sunrise Campaign for zero tolerance on VAWG to respond effectively to GBV in the communities they serve.				
Indicator	Baseline value (2020)	Endline value (2022)	Reasons for variance (if any)	Rating
Indicator 2.1. Change in gender attitudes of women and men in each locality	63.89% progress in gender attitudes using Gender Progress Score (GPS)	67.44% progress in gender attitudes using Gender Progress Score (GPS)		A
Indicator 2.2. Change in gender attitudes of men within the family circle of the entrepreneurs	72.7% progress in gender attitudes using Gender Progress Score (GPS) for 500 men	80.6% progress in gender attitudes using Gender Progress Score (GPS) for 500 men		HA
Overall Performance of Outcome 2 on its key indicators				HA

Outcome 3: Evidence on the nexus between economic justice as a sustainable solution to preventing and reducing levels of Gender Based Violence (GBV)				
Indicator	Baseline value (2020)	Endline value (2022)	Reasons for variance	Rating
Indicator 3.1. Correlation between (women) economic empowerment and reduced experience of violence	Average Income – 87 (low) RCI- 57.03% (low) GBV Scores – 27.47% (high) The lower the income, the lesser control of relationships by women, resulting in high GBV occurrence	Average Income – 87 (low) RCI- 57.03% (low) GBV Scores – 27.47% (high) The higher the income, the higher control of relationships by women, resulting in low GBV occurrence		HA
Indicator 3.2. Evidence of change in the SADC Protocol@Work case studies	No case studies shared at the SADC Protocol@Work Summit	Various case studies shared at SADC Protocol@Work summit by COEs/councils, Gender drivers of change and emerging entrepreneurs (women)		A
Overall Performance of Outcome 3 on its key indicators				A

Outcome 4: Gender Links is institutionally strengthened to respond to the COVID-19 pandemic and other crises while maintaining or adapting existing interventions to EVAW/G with a focus on the most vulnerable women and girls				
Indicator	Baseline value (2020)	Endline value (2022)	Reasons for variance (if any)	Rating
Indicator 4.1. GL's 2021-2025 Strategy and responsiveness to the Covid-19 underpins long-term organisational sustainability	GL's 2016-2020 Strategy lacked integration of crises, with the organisation and councils less prepared for such crises as COVID-19	GL's 2021-2025 Strategy integrated crises such as COVID-19 & GL created mechanisms for virtual programming and safety.		HA
Indicator 4.2. Changes in the levels of GBV and income amongst women entrepreneurs in Eswatini, Madagascar & South Africa	Average Income – \$87 GBV Scores – 27.47%	Average Income – \$135 (increased) GBV Scores – 21.75% (decreased)		A
Overall Performance of Outcome 4 on its key indicators				A

3.2.2 Detailed Performance of Sunrise Campaign Programme Outcomes

This section assesses the progress of set outcomes at endline through scrutinizing the extent of achievement of set output and performance of outcome indicators (where there are available statistics). The performance of each of the outcomes was assessed against its set output results. The results of the endline evaluation were informed by an analysis of i) project monitoring reports; ii) feedback from stakeholder consultations, and iii) primary data collection. The discussion that follows analyses the achievement for project outcomes, whether the coverage of result was quite reasonable against the resources, and noted challenges for each of the four programme outcomes.

Outcome 1

- Women, at least half of whom are young women, are empowered to reclaim their rights and agency in fifty communities in Eswatini, Madagascar and South Africa

ACTIVITIES FOR OUTCOME I

Training council staff to implement the Sunrise programme (output 1.1): Gender Focal Persons (GFPs), Monitoring & Evaluation (M&E) officers in 50 councils in South Africa, Madagascar and Eswatini were trained on how to run the Sunrise Campaign programme, including collecting data using the Gender Empowerment Index (GEI) as well as Gender Progress Scores (GPS) tools. Specifically, a total of 100 council officials (1 GFP and 1 M&E official per each of the 50 councils) were trained.

Training of women in life skills and entrepreneurship and provision of starter packs to women entrepreneurs (output 1.2): A total of 760 women (50% of whom were young women

and also including survivors of GBV) from 40 councils in South Africa, Madagascar and Eswatini were trained in life and business skills and knowledge on market research and implementation, and received mentorship and backstopping advice. The trainings were facilitated by Gender Links' (GL's) country coordinators, working hand in glove with the council staff (GFPs and M&E officials). The Sunrise Campaign Programme provided the reached 760 women with starter packs to the tune of USD 150 per individual to start up a business or support current businesses. A total of 400 survivors of GBV managed to join the Emerging Entrepreneurs Network, while 100 joint ventures were formed across the three SADC countries. GL country teams then formed the networks of Emerging Entrepreneurs in Eswatini, Madagascar and South Africa in the 2nd and 3rd year of programme implementation.

Training and supporting women on use of low data mobile technologies technology (output 1.3): GL's coordinators and the councils provided training to the 760 reached women to use low data mobile technology to enhance their business, socio-psycho support, ongoing sharing of information on GBV as well as Sexual and Reproductive Health & Rights (SRHR). Women were also trained on using WhatsApp and Facebook, including the creation of WhatsApp groups.

STATUS OF ACHIEVEMENTS FOR OURCOME I

The programme realised an increase in GEI scores on all aspects namely RCI scores, attitudes, income, GBV scores and use of computers & Facebook amongst 760 women beneficiaries, slightly below the targeted 1000 (Indicator 1.1). The GEI scores were measured at baseline and endline stages of the Sunrise Campaign programme in order to generate the degree to which the intervention resulted in the overall empowerment of women and girls in various components such as attitudes on gender/GBV, Relationship Control Index (RCI) scores, GBV scores, income, and use of low data technologies (computers, WhatsApp, Facebook, TikTok, etc.). The following were the results generated from the evaluation in Table 6.

Table 6: GEI Scores at endline

Indicator	Baseline	Endline	Change	Rating
Attitudes on Gender equality or GBV	63.89%	67.44%	+3.55%	Improved (attitudes towards gender equality/women empowerment improved)
Relationship Control Index (RCI) scores	57.03%	66.84%	+9.81%	Increased (women having a control in relationships in and outside families)
GBV scores	27.47%	21.75%	-5.72%	Improved (reduction in GBV)
Income	USD 87	USD 135	+USD 48	Increased (as a result of entrepreneurship)
Using computers	207	249	+42	Increased women computer users
Using Facebook	375	435	+60	Increased women Facebook users

At endline, women entrepreneurs' average income in 3 countries (Eswatini, Madagascar & South Africa) rose significantly to USD 135 from USD 87 at baseline (Indicator 1.2), thereby denoting program success (55%-point increase): The GEI was administered and "I" Stories were gathered at baseline and endline stages to gauge the programme in ensuring ending of GBV and ensuring women's economic empowerment. Evidence gathered from women (especially emerging entrepreneurs) corroborated the increase in income in their various businesses in the three countries. The entrepreneurial trainings offered by the Sunrise Campaign programme saw an average 66.5% of women indicating business improvement (positive change) as shown in Table 7;

Table 7: Average proportion of women indicating business improvement as a result of the Sunrise Campaign programme

Indicator (women's views)	Percentage
Started businesses as a result of the project	65,90%
Grew their businesses as a result of the project	77,90%
Went into new areas of business	58,90%
Added new products to their businesses	63,60%
Employed new staff	66,20%
Average	66.6%

One of the emerging entrepreneurs from Eswatini, Mrs Balindzile Dlamini, who runs the Eastern Bright Mobile Spa, a business which provides therapeutic services in the comfort of one's home such as

massaging reported her income and profit in a period of 3 months rising from E16760 (E8270 profit) in 2021 to 43700 (E38600 profit) in the period of three months. In the same vein, Machuene Maleka, who runs the Alpha and Omega Events Management business in Polokwane, South Africa, indicated her income in the three months measured in 2021 rising from R17500 (R5500 profit) to R30000 (R16000 profit) for three months in 2022. In Madagascar, the GL coordinator reported at least 70% of the targeted entrepreneurs having realised increased income as a result of the Sunrise Campaign Programme.

The evaluation found 89.2% (98.4% developed) and 96.9% (96.30% developed) of business plans & personal development plans having been implemented respectively, a major success: This was observed by the evaluation as one of the areas of major success, whereby the action trained women on developing business plans and running their business for profit-making. As indicated Eswatini GL coordinator, *“...prior to the Sunrise programme, the women operated the businesses without any financial management, pocketing income/sales which made them not realise their profit margins or operating expenses.”* In this regard, the action embarked on training women in financial management and advertising of their businesses, which resulted in them being not only economically empowered, but realising enhanced livelihoods. Some of the consulted beneficiaries, such as Wendy Kunene (a survivor of rape & GBV) who runs Wendy’s Chicken House since 2019 in Mbambane, Swaziland and Nomza Sathekgga (a survivor of LGBTQIA+ discrimination & rape) who runs a car wash business in Ha-Rankhuwe Moletjie, Polokwane (South Africa), revealed keeping cash book journals, petty cash vouchers, income and expenditure records, bank reconciliation statement and stock taking records after receiving life skills training and entrepreneurship training from the program. Some like Balindzile Dlamini from Eswatini who runs the vibrant Eastern Bright Mobile Spa, a business which provides therapeutic services in the comfort of one’s home such as massaging managed to grasp issues of financial management and business planning and opened a financial bank account, as shown in Figures 2 and 3.



Figure 2: Banner advertisement by Sunrise program women beneficiary entrepreneur, Balindzile Dlamini (Eswatini)’s Eastern Bright Mobile SPA business

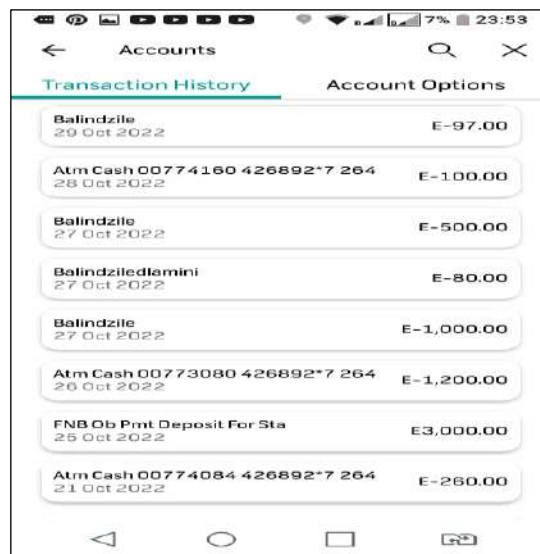


Figure 3: Bank Statement of one of the Sunrise Campaign project beneficiaries from Eswatini, Balindzile Dlamini, denoting sound financial management systems

The use of low data technologies stood at 249 women (using computers) and 435 women (using Facebook) at endline, up from 207 women (using computers) and 375 women (using Facebook) respectively. Another approach employed by the action was to network women using low data technologies which are affordable to them, with great success. As gathered by the evaluation, this enhanced the women’s businesses, socio-psycho support, ongoing sharing of information on GBV as well as Sexual and Reproductive Health & Rights (SRHR). The GL coordinator in Eswatini gave an interesting example of Manzini council whereby at the start of the programme, only 10 of the 20 targeted women had WhatsApp, which changed to 18 out of the 20 women at the endline. The Madagascar GL Coordinator revealed all 13 councils having 13 WhatsApp groups for their targeted women and 13 WhatsApp groups for the Gender Focal Persons (GFPs). At the global level, across all the three countries (Eswatini, Madagascar and South Africa), the evaluation noted the presence of 40

WhatsApp groups for women and 40 WhatsApp groups for GFPs. The aforementioned findings were corroborated by women beneficiaries consulted during the evaluation. One of them, Balindzile Dlamini, running the Eastern Bright Mobile Spa was advertising her business using Facebook where she had a total of 225 followers on her Facebook account, an illustration of her growing business. Another beneficiary, Nomza Sathekge, who operates a car wash in South Africa, situated at Moletjie Ga-Rankuwa, was advertising her business on social media, utilising WhatsApp. Figure 4 and 5 shows the two women businesses' advertising on social media

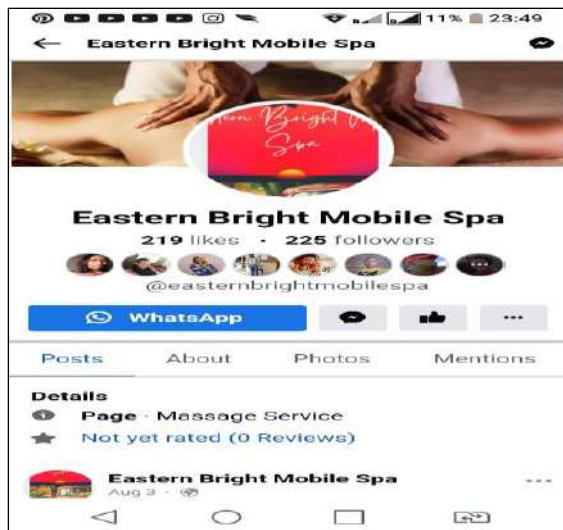


Figure 5: Sunrise Campaign beneficiary, Balindzile Dhlamini advertising her Eastern Mobile Spa business on Facebook

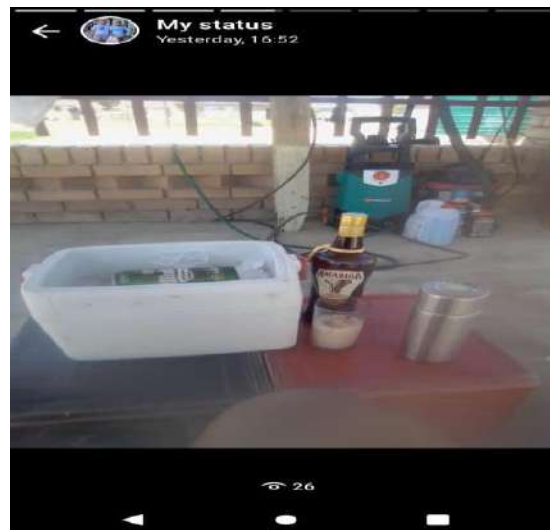


Figure 4: Sunrise Campaign beneficiary, Nomza Sathekge advertising her car wash business on WhatsApp

Endline results showed GBV scores having decreased from 27.47% at baseline to 21.27% at endline an indication of a reduction in the prevalence of GBV. This is another indicator which was measured using the GEI tool to generate the degree to which the Sunrise Campaign programme managed to change the individual experience of violence. As gathered by the evaluation, the incidences of GBV on the reached 760 women by the action nosedived, and this was reiterated by consulted beneficiaries during consultations. Some beneficiaries like Machuene Maleka, whose Alpha and Omega Events Management business was booming revealed being at the stage of finalizing divorce from an abusive relationship. Narrating her ordeal, she had this to say'

"I was down when I was abused financially and physically. But after being with GL, I started gaining momentum, I had that high self-esteem, confidence, passion. I found myself that no, I can bounce back, I can do this, I am able to do that." **Sunrise Campaign programme Women Beneficiary**

The situation with Machuene was the same as with other beneficiaries of the programme who revealed having witnessed a reduction in GBV meted on them. The GL Coordinators from Eswatini, Madagascar and South Africa confirmed cases where most assisted women moved out from abusive relationships after being empowered in both agency (life skills) and livelihoods (entrepreneurship).

GAPS AND NOTED CHALLENGES FOR OUTCOME I

The action failed to reach the 1000 targeted women, instead reaching 760 due to the challenges brought by the COVID-19 restrictions: The programme was severely affected by the pandemic and GL worked with councils to take over the running of the programme. Evidence suggests that before embarking on a next phase, it was important to assist the participants in the first phase of the programmes, whose livelihoods were severely affected by the pandemic. The fragile businesses most run by the women beneficiaries required financial support and advisory services to link them to government support. To that end, GL worked with Small and Medium Enterprises (SME) consultants in all SADC countries who kept ties with the emerging entrepreneurs and were well placed to help.

The Sunrise Campaign had to forego other activities demanding interaction as a result of COVID-19, notably key workshops with GBV survivors. From a project management perspective, GL had to pivot to circumvent challenges brought by COVID-19 especially restricted movement and gathering (lockdowns). While there were certain activities that could be done virtually, the training of GBV survivors had to be done face-to-face. The project was meant to have two intakes in 2020 and 2021. In order to mitigate the impact of the Covid-19 delays, GL did one intake trying to reach the 1000 GBV survivors (resultantly reaching 760 women). In order to ensure that the training could start in 2021, GL expedited the community attitude surveys in November and December 2020. This accelerated the project and required staff to work extremely hard to reach project goals.

Outcome 2

•Fifty Centres of Excellence for Gender in Local Government mount the Sunrise Campaign from zero tolerance on VAWG to respond effectively to GBV in the communities they serve

ACTIVITIES FOR OUTCOME 2

Strengthening councils' LED plans, GBV Action Plans and Integrated Development Plans (IDPs) to be gender-responsive and inclusive (output 2.1): The action embarked on the strengthening of the 50 councils' GBV action plans that formed part of the IDPs as well as the LED. The activities also involved ensuring that 50 councils have gender and vulnerability responsive LED plans & programmes and IDPs. Specifically, at endline, 50 GBV Action Plans within the 50 councils were updated and formed part of IDP and LED plans.

Training 500 male family members, including former perpetrators on gender, GBV and conflict management (output 2.2): The action roped in 500 men, including former perpetrators into its programming to avoid a backlash on programme gains. Specifically, 500 men, including former perpetrators of GBV were trained on skills & knowledge about gender, GBV and conflict management.

Identification of local women's rights organisations (WROs) and ensuring their visibility in championing local campaigns to end GBV (output 2.3): Another key area of programming for the Sunrise Campaign programme was the identification of WROs focusing on ending GBV and supporting them to be visible in their jurisdictions. Specifically, a total of 50 council campaigns (one per each council) were mounted by WROs to end GBV in Eswatini, Madagascar and South Africa.

STATUS OF ACHIEVEMENTS FOR OURCOME 2

The endline results denoted an improvement in gender attitudes for the community members (men & women), standing at 67.44% at endline up from 63.89% at baseline (Indicator 2.1): This was an achievement by the Sunrise Campaign programme, gaining a considerable 3.55% on progressive attitudes towards gender equality and women empowerment. As indicated, the action worked with the 50 councils to ensure improved gender attitudes in their jurisdictions. The Gender Progress Score (GPS) was used by the evaluators to measure the degree to which the community attitudes were changing towards gender equality and women empowerment. The attitudes quiz consisted of 25 questions that respondents either strongly agreed, agreed, or disagreed, or strongly disagreed with. The responses were rated on a scale of 0 (least progressive) to 100 (most progressive). The quiz results for the attitudes of community members (men & women) are attached in Annex 2.1 for reference. The councils were observed to be working hand in with WROs and various gender drivers of change in their areas to end GBV as well as ensure progressive gender attitudes. Polokwane Municipality worked with Thy Rest, a WRO (led by rape survivor turned gender driver of change, Mrs Nobesuthu Javu) on the elimination of GBV, the with organisation having accommodated 22 women and 8 children from GBV at the time of the evaluation. In Eswatini, Nondumiso Maseko, an identified gender driver of change by the council was doing entrepreneurship training and support for youth and women, including those who are GBV survivors. She was partaking in the formation of the Mankayane youth forum and youth cooperative. In the same vein, another gender driver of change, Kgomotso Komape, from Capricorn district in South Africa's Limpopo province managed to conduct over 60 GBV dialogues in Capricorn district and established 4 men forums in local municipalities

(Polokwane, Blouberg, Molemole and Lepelle-Nkumpi) with 80 ward-based men forums that has 20 WhatsApp groups for continuous engagement. Lastly, but not the least, Eswatini's Thami Mokoena (gender driver of change), a leader at Braamfischer and a Human Rights Activist/Green Door Ambassador opened the door for 24 hours to survivors of GBV where she receives, support, contain, assess and refer survivors of GBV to clients for relevant services.

The evaluation observed massive change in gender attitudes of 500 men within the family circle of entrepreneurs, standing at 80.6% at endline from 72.2% at baseline, a gain of a considerable 8.4% in progressive attitudes towards gender equality women empowerment (Indicator 2.2): As with the attitudes of community members (men & women) towards gender equality, the Gender Progress Score (GPS) was used by the evaluators to measure the degree to which the attitudes of men within the circle of the entrepreneurs were changing towards gender equality and women empowerment. The attitudes quiz consisted of 25 questions that respondents either strongly agreed, agreed, or disagreed, or strongly disagreed with. The responses were rated on a scale of zero (least progressive) to 100 most progressive. The quiz results for the attitudes of men within the circle of entrepreneurs are attached in Annex 2.2 for reference. For Madagascar, the GPS on men's attitudes (those living within the circles of women entrepreneurs) towards gender equality and women empowerment rose significantly from 56.12% at baseline to 61.52% at endline. The action deliberately targeted men from the circle of women entrepreneurs (some previous perpetrators of GBV) so as to safeguard against the backlash in progress made in addressing GBV (repeat offending), which was key for sustainability of results. Most men changed their attitudes towards women in a progressive way, as quoted by the Madagascar GL coordinator who remarked;

“One man from targeted confessed not being proud of having beaten his wife before and appreciated Gender Links for opening his eyes. For him, the conversation in the house changed from exchanging words to meetings on how to disburse funds.” Madagascar Gender Links Coordinator

The Eswatini Gender Links Coordinator revealed women survivors being the ones who identified the 500 men to be included in the programme and they had their valid reason in doing so. This was not disclosed to the 500 men identified (the person who volunteered them to be part of the Sunrise Campaign programme) as this could have triggered violence.

GAPS AND NOTED CHALLENGES FOR OUTCOME 2

COVID-19 pandemic made council prioritise COVID-19 issues over Sunrise Campaign initiatives: Over the duration of this project, the impact of COVID-19 was very real from a project management and partnership perspective, as councils prioritised COVID-19 programming over the Sunrise Campaign programme initiatives. On 26 March 2020, the president of South Africa announced a total lockdown. Madagascar and Eswatini followed suit in quick succession. Workplaces and gatherings remained restricted till November 2020. The COVID-19 pandemic exacerbated GBV levels across the SADC region. However, during this time, GL worked on getting buy-in from the councils, developing the project materials, doing virtual training of trainers particularly on monitoring and evaluation. Local councils took a while to buy-in because of the need to respond to the immediate needs relating to COVID-19.

Failure of the programme to penetrate the Eswatini traditional/rural councils called Tinkhundlas (highly patriarchal in nature), resulting in the action reaching 40 instead of 50 councils: As per Section 79 of Eswatini, the local government system is parallel, where there are the urban councils which fall under the Ministry and the Tinkhundlas (rural councils), which fall under the king (customary structure). Unfortunately, working with the Tinkhundlas was important but difficult. Eswatini has 55 Tinkhundlas in the country's four districts, and in order to work with them, organisations are required to go through the patriarchal chieftom structure which takes time as they don't buy-in aspects of gender equality and women empowerment. The deeply entrenched patriarchal values makes it difficult to get the Tinkhundlas' buy-in. Approaching them was difficult, as one has to go through the chief structure, which is male dominated and where patriarchy is deep rooted.

ACTIVITIES FOR OUTCOME 3

Availing of GEI, “I” Stories, business plans and mentorship reports on 1000 women (output 3.1): The programme ensured the availing of GEI scores, “I” Stories, business plans and mentorship reports at baseline and endline for 1000 women and 760 women respectively.

Sharing on drivers of change case studies at the SADC Protocol@work summit for learning (output 3.2): One of the key activities for outcome 3 was the sharing of case studies by councils/COEs, gender drivers of change and emerging entrepreneurs at the SADC Protocol@work summit to enhance learning. This was done as planned, with a total of 300 case studies or presentations by COEs, Gender drivers of change and emerging entrepreneurs presented at SADC Protocol@work summit done in December 2022

Publication and sharing of the video, booklet and at least three conference papers and 30 media articles on what works in ending GBV (output 3.3): As planned, 2 videos & booklets, 3 conference papers and 30 media articles on “what works” to end GBV based on the Sunrise Campaign programme were published and shared for learning.

STATUS OF ACHIEVEMENTS FOR OURCOME 3

Endline evaluation results showed the rise of the RCI of economically empowered women at 66.84% up from 63.89% at baseline, with the GBV scores falling from 27.47% at baseline to 21.75% at endline, thereby evidencing correlation between economic empowerment and reduced experience of GBV: Using the GEI and the “I” stories at baseline and endline stages, the programme collected pertinent information regarding RCI and GBV scores for women to gauge the nexus between economic empowerment and GBV occurrence. The Sunrise Campaign programme’s pilot phase (2013 to 2015), involving 1350 survivors had proved this nexus with the relationship control index increasing by four percentage points to 66%. The endline evaluation results therefore justify the notion that women economic empowerment results in their increased control of relationships and a reduction in the occurrence of GBV. These findings were substantiated by women beneficiaries of the Sunrise Campaign programme, with some remarking;

*“Anna, the GFP told me I am enough, you can take care of your child, you can start a business and we will help you start a business. And here I am, I am doing great, I am financially independent and I even built one room from proceeds gotten from my Chicken house. Before I had no job, no income, I was begging my husband, worshipping him, because he was doing everything for me. I left the relationship and I won’t go back.” **Woman beneficiary from Eswatini (anonymized names)***

*“I don’t depend on anyone, I am the provider for my family, for my kids. I am happy about the little I have. I am happy being the owner of a business-Lavumisa chicken business.” **Woman beneficiary from South Africa***

Another beneficiary from Siteki, Eswatini revealed how her relationship with her husband became 50/50 after being economically empowered with her not asking for permission to go out with friends as she used to while being able to buy household goods and ‘putting food on the table’. She indicated owing Gender Links millions of thanks in upgrading her status in her household.

The presentations by COEs, Gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit in December 2022 depicted changes at individual, community and national level brought by the Sunrise Campaign programme: One of the COEs and gender driver of change, Polokwane Municipality won the COE in Local Government award for a second year in a row at the 2022 SADC Protocol@Work Summit. The municipality was rated by the evaluation at 9 out of 10 in terms of having GBV Action Plans, while it’s responsiveness to the

needs of women was rated 90 out of 100. Specifically, as postulated by the GFP, there was a Gender Policy & Framework that guided the Gender Desk at the Polokwane municipality and also the multi-party women caucus Action Plan and Gender Stakeholders Action Plan. A considerable 75% of LED at Polokwane municipality was observed by the evaluation to be going towards the empowerment of women and other disadvantaged groups like youth and PWD. The organisation presented at the SADC Protocol@Work Summit in December 2021, showcasing notable achievements such as distribution of more than 10000 sanitary towels to women/girls, distribution of 400 toiletries packs to sex workers & drug rehabilitation centres and 96 food parcels to child-headed families and underprivileged members of the community. Thy Rest also had a 14-bed shelter for women and their children in case of GBV, which at the time of evaluation, had accommodated 22 women and their 8 children. An emerging entrepreneur from Eswatini, also presented her business, the Eastern Bright Mobile Spa which recorded increased income her income and profit in a period of 3 months from E16760 in 2021 to 43700 in 2022, boasting of 225 followers on her Facebook account.

GAPS AND NOTED CHALLENGES FOR OUTCOME 3

The GEI tool was noted to be a global one which was not context specific, making it difficult to implement in other contexts: As espoused by the Madagascar and Eswatini GL coordinators, the GEI template was a one-size fits all tool utilised for the three countries (Eswatini, Madagascar and South Africa) and it was inapplicable to other specific contexts. For instance, it was observed that after empowerment, most women left abusive relationships and were staying alone, yet some questions in the GEI template still referred to husbands. In addition, the GEI tool was not translated into vernacular languages for usability by the respondents, most of whom are illiterate.

The uprising in Eswatini and recurrent disasters in Madagascar stalled programme activities and limited the impact of the Sunrise Campaign project: The uprising Eswatini which started in 2021 against the monarchy and for democratization stalled programming.²⁹ In Madagascar, the GL country manager/coordinator pointed to recurrent disasters which impeded programming. This explains why data collection was not possible in Madagascar for women entrepreneurs (emerging entrepreneurs) and drivers of change.

Outcome 4

•Gender Links is institutionally strengthened to respond to the Covid-19 pandemic & other crises while maintaining/adapting existing interventions to EVAW/G with a focus on tjhe most vulnerable women & girls

ACTIVITIES FOR OUTCOME 4

Developing of mechanisms to improve GL's resilience to crises like COVID-19 (output 4.1): Gender links put in place mechanisms to improve institutional resilience to crises including COVID-19, to ensure the stability of projects and sustainability of the organisations in the longer term. Specifically, personal and institutional protective equipment and systems were observed to be in place in GL offices in Madagascar, South Africa and Eswatini. To ensure virtual engagements during crises, Gender Links acquired audio-visuals equipment and set up IT infrastructure for Eswatini, Madagascar and South Africa offices.

Developing knowledge base, skills & capacities to programme and reach targets in the midst of crises such as COVID-19 and cyclones (output 4.2): One of the key activities for outcome 4 was the development of the knowledge base and the skills & capacities to programme in the midst of crises, such as COVID-19 and cyclones (mostly realised in Madagascar). Specifically, GL successfully embarked on the integration of COVID-19 into the new GL's Strategy (2021-2025).

STATUS OF ACHIEVEMENTS FOR OURCOME 4

²⁹ <https://www.amnesty.org/en/latest/campaigns/2021/11/eswatini-the-system-is-broken/>

GL's 2021-2025 Strategy, which integrated responsiveness to various crises including Covid-19, was implemented in Eswatini, Madagascar and South Africa (Indicator 4.1). The evaluation established that GL developed a new strategy, GL's 2021-2025 which integrated the responsiveness to various crises such as COVID-19 and cyclones (especially in Madagascar where they are recurrent). Information from consultations revealed personal and institutional protective equipment and systems being in place in GL offices in Madagascar, South Africa and Eswatini. To ensure virtual engagements during crises, the GL through the action acquired audio-visuals equipment and set up IT infrastructure for Eswatini, Madagascar and South Africa. The availability of crises-responsive GL strategy was noted by the evaluation as key for strengthening programming in the midst of crises making sure that 'programming doesn't stop in crises'.

As indicated in earlier sections, the Sunrise Campaign programme massively led to changes in GBV and income among women entrepreneurs in Eswatini, Madagascar and South Africa even through it implemented most of its activities during the COVID-19 lockdown (Indicator 4.2): With availability of a crises-responsive GL strategy (2021-2025) and various arrangements for virtual engagement and protection/safeguarding, the Sunrise Campaign programme managed to reach most of its targets as indicated in previous sections. One of the key stakeholders consulted had this to say;

"We did reach our targets. Of course, we did not reach the 50 councils and the 1000 women, but given the circumstances, where we had to implement a three-year project within 2 years (2020 was closed due to COVID-19), we did well." **GL Executive Director**

The availability of crises-responsive mechanisms and the GL's Strategic Plan (2021-2025) which integrated responsiveness to crises such as Covid-19 and cyclones was key in ensuring the success of the Sunrise Campaign programme in Madagascar, Eswatini and South Africa.

To enhance its knowledge base on programming in the midst of crises such as Covid-19, GL successfully commissioned a Covid-19 impacts research together with the councils: The research was informative and resulted in the following key issues; (i) Gender responsiveness and preparedness in the midst of crises, Gender Responsive Budgeting (GRB) integrating crises response, prioritization of Sexual Reproductive Health Rights (SRHR) into programming during crises and further support for Sunrise Campaign programme participants affected by the Covid-19 crises. In detail, the following emerged from the Covid-19 research conducted by Gender Links with the councils;

- ❖ **Gender responsiveness and preparedness in programming during crises-** COVID-19 will not be the last global pandemic Southern Africa will see. The research exposed gaps at both GL and councils' levels in terms of programming during crises.
- ❖ **Gender Responsive Budgeting (GRB) in programming during crises** – Most councils lacked GRB to deal with crises, with most budgets in the 50 councils targeted by the action not having specific budgets for emergencies and their gendered impacts.
- ❖ **SRHR matters prioritised** – The Covid-19 research revealed non-prioritisation of SRHR by programmes during crises such as pandemics, which affects women the most, against the background the reproduction and menstruation do not stop during pandemics.
- ❖ **Support for participants in the Sunrise Campaign:** The programme most severely affected by the pandemic was the Sunrise Campaign programme. GL has been working with councils to take over the running of the programme. Evidence suggests that before embarking on a next phase, it was important to assist the participants in the first phase of the programmes, whose livelihoods were severely affected by the pandemic. The fragile businesses embarked on by the women entrepreneurs require financial support and advisory services to link them to government support. Therefore, GL worked with SME consultants in all SADC countries who were reportedly keeping ties with the emerging entrepreneurs and were well placed to help.

GAPS AND NOTED CHALLENGES FOR OUTCOME 4

As GL works with the councils, there is a lot to be done in terms of gender responsive crises programing in terms of GRB, planning and preparedness: As the 2020 Covid-19 impact research showed, most councils lacked GRB and gender responsive & preparedness strategies to deal with the gendered impacts of crises. This was observed by the evaluation as a major shortcoming in enhancing the protection and empowerment of women during crises. Some pertinent issues such as SRHR were not being prioritised by the councils during crises (as noted during the Covid-19 pandemic period) and this disadvantaged a lot of women, who are most users of SRHR products and services (menstruation services/products, contraceptives, child bearing; etc.) than their male counterparts.

Some of the business of the entrepreneurs supported by the Sunrise Campaign programme were severely affected by Covid-19: As indicated by the GL’s Executive Director, the Sunrise Programme was severely affected by the Covid-19 pandemic which claimed one year of its implementation (2021). Some of the consulted entrepreneurs indicated having to close their businesses during the COVID-19 pandemic. One such beneficiary was from Polokwane South Africa, whose Alpha and Omega Events Management business went down. It was however imperative that the Sunrise Campaign programme capacitated women entrepreneurs to diversify their business to guard against such shocks as indicated by the GL Eswatini coordinator who remarked, “... *The entrepreneurship trainings focused on women diversifying their business, to have various businesses and not put all eggs in one basket.*” In line with this, the beneficiary had to stop her Alpha and Omega business and embark on the poultry business which was not affected by the Covid-19 restrictions/lockdowns. GL worked with councils to take over the running of the programme. Evidence suggests that before embarking on a next phase, it was important to assist the participants in the first phase of the programmes, whose livelihoods were severely affected by the pandemic. The fragile businesses embarked on by the women entrepreneurs required financial support and advisory services to link them to government support. Therefore, GL worked with SME consultants in all SADC countries who were reportedly keeping ties with the emerging entrepreneurs and were well placed to help them.

EFFECTIVENESS RATING: With the action having ‘achieved’ three of its outcomes (outcome 1, 3 and 4) and ‘highly achieved’ on outcome 2, the evaluation rated the Effectiveness criteria as **Achieved, meeting expectations**

3.3 Impact

This section addresses the impact of the Sunrise Campaign programme in the three countries (Eswatini, Madagascar and South Africa), establishing and generating the desired changes realised as a result of the interventions. It encompasses a look at the extent of the buy-in of the project by various stakeholders for policy direction and concerted efforts to eliminate GBV/VAWG. In addition, the degree to which the intervention resulted in commitment of the councils to address GBV ‘community by community’ as envisaged by the programme is looked at. The impact of the programme on various components is detailed in this section.

Goal/Impact

•To reduce gender violence among women in Eswatini, Madagascar and South Africa through the Centres of Excellence (COEs) for gender in local government that have committed to "ending violence, community by community

The councils across the three countries committed USD 693 690 (in cash and in-kind contributions) to the Sunrise Campaign programme, denoting the commitment of the councils in “ending violence community by community”: The evaluation established all the 40 councils reached by the action as having made contributions in cash or in kind to the Sunrise Campaign programme, which justified their unwavering commitment to end the scourge of GBV. For instance, Polokwane municipality contributed a total of USD 3550 (USD 687 paid directly by the council and USD 2887 on in-kind contributions such as venues, support to workshops, staff provision, computers, etc.). In the same vein, the other councils which notably contributed to the Sunrise Campaign

programme were Ezulwini from Eswatini (USD 2500), Piggs Peak from Eswatini (USD 278), and Emfuleni from Eswatini (USD 300). The 13 councils from Madagascar were also reported to have made contributions to the Sunrise Campaign programme. One of the council beneficiaries, Polokwane Municipality won the Centres of Excellence (COE) in Local Government award for the second year in a row at the 2022 SADC Protocol@Work Summit.

The Sunrise campaign programme resulted in all 40 councils having gender-responsive LED plans/programmes and preferential procurements for women & other vulnerable groups, which saw increased women economic empowerment: The evaluation observed all the 40 councils having gender-responsive LED plans/projects and procurement systems, with most councils ably linking women entrepreneurs to agencies and markets which triggered their economic empowerment. One of the major successful councils on this was Polokwane Municipality whose 75% of LED was going towards the empowerment of women and disadvantaged groups (youth, PWD, sex workers, etc.) whereas of the 400 market places allocated by the municipality, 75% (200) were for women, 100 (15%) for men, 80 (5%) for youth, 20 (5%) for PWD. Polokwane Municipality also made arrangements with several agencies to support women entrepreneurs which include inter alia; Limpopo Economic Development Agency (LEDA); Limpopo Economic Development Enterprise (LIMDEV); Small Enterprise Development Agency (SEDA); Independent Development Trust (IDT); Department of Trade & Industry (DTI), and Limpopo Economic Development, Environment & Tourism (LEDET). To further support women, youth & PWD, the municipality set a target for increasing the number and value of contracts allocated to these key groups, for instance, out of the 250 public tenders issued in 2021; 50 (14%) were for women, 196 (85%) for men, and 4 (1%) for youth. As a result of this, the evaluation rated the council 90 out of 100 in terms of the responsiveness to the needs of women, youth and PWD. Another council making in-roads was Ezulwini from Eswatini whose LED plan and projects targeted women, youth and PWD entrepreneurs as key beneficiaries, while promoting local entrepreneurship. For instance, of the 70 market places allocations in 2021/2022, women got 70% (49), men 18% (13), and youth 12% (8). As such, evaluation rated the council 8 out of 10 in terms of having LED plan and projects which were responsive to the needs of women, men, youth and PWD.

Another key impact of the action was the proliferation of GBV Action Plans by councils which amplified their efforts in “addressing GBV community by community”: One of the key interventions of the Sunrise Campaign programme was to support the councils in coming up with the GBV Actions Plans to be able to support efforts towards ending GBV, which yielded much needed results and impact. Eswatini’s beneficiary council, Emfuleni was reportedly effectively participating in campaigns to raise awareness on GBV which include inter alia; 16 Days of Activism on GBV, Child protection campaign and ongoing life skills workshops on women economic empowerment. The council score for GBV Action Plans was rated 8 out of 10 by the endline evaluation. The same can be said of Polokwane Municipality which was being involved in walk for 16 Days of Activism Against GBV, Take Back the Night, Door to Door Campaign, Gender based dialogue for men & all stakeholders, outreach programme of GBV and GBV training (See Figure 6). The council was also offering key services in capacity building on GBV, which includes among others four (4) GBV workshops (1 per quarter) and Gender mainstreaming workshops/training per quarter by Beyond Zero, PFD and Future Families. The Polokwane municipality was rated by the evaluation at 9 out of 10 in terms of having GBV Action Plans. In Madagascar, as pointed out by the GL Country Coordinator/Manager, the majority of the 13 targeted councils had their own counselling structures where GBV survivors could report and be advised, with the councils also working with the police, the media, all key stakeholders to further address GBV.

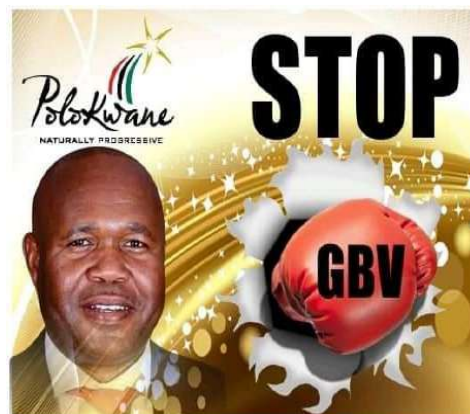


Figure 6: Polokwane Municipality's messaging on Ending GBV

The sunrise Campaign programme resulted in the reclamation of humanity and agency once lost by the survivors of GBV, from ‘not knowing themselves’ to ‘knowing themselves’ as a result of life skills training: Evidence showed many women having reclaimed their lives as a

result of the programme after being downed by GBV perpetrated on them. One interesting example given by the Eswatini GL coordinator was of the programme beneficiary who once contemplated suicide after being raped but turned to be a leading trader flying to China to acquire stock for her business (*transformed into a flying business woman*). Some who were not confident were helped massively by the action's life skills sessions, to an extent that they presented their cases at the SADC Protocol@Work summit in December 2022 as emerging entrepreneurs whose gatherings would reach 150 people. Such was the impact of the Sunrise Campaign programme in the Eswatini, Madagascar and South Africa. Some stakeholders and beneficiaries had this to say;

“After hearing the stories of the survivors, at the start, and now, when they told their stories at the beginning, it was painful, they were even crying when they were telling their stories, but now, they no longer cry because they know where they are going and they see the light. They see they still have a future, they have hope now, they were not having hope.” Polokwane Municipality GFP.

Sunrise means now is my time to shine. Sunrise campaign is like a wake-up call. When I go back to the community, I will show them that I am really empowered both personally and in my business. I am going to make wonders when I get there.” South African women beneficiary

Most women are afraid of the unknown. I started dealing with my brokenness so that I can get healed, after GL training. I am in the process of divorce now; it is about to be finalized. I started gaining momentum, I have that high self-esteem, confidence and passion. I found myself that no, I can bounce back, I can do this, I am able to do this.” Eswatini women beneficiary

The aforementioned quotes from stakeholders and beneficiaries denoted how the Sunrise Campaign programme built their confidence and restored their lives/humanity which they had lost after experiencing GBV and various forms of abuse.

The councils managed to generate stakeholder buy-in in fighting GBV and ensuring women economic empowerment, which was not only impactful but sustainable in the long-term: The evaluation gathered how councils in their fight against GBV roped in police, gender drivers of change as well as government departments which yielded greater results. Polokwane municipality was reportedly getting statistics on GBV cases from police, and due to the establishment of the Community Safety Forums (CSF) and Community Policing Forums (CPS), the council was able to effectively work with police in addressing and combating GBV, through hosting GBV campaigns or door to door campaigns together with Department of Social Development (DSD). As for Eswatini's Eluzwini council, there was a Domestic Violence unit at Lobamba Police Station which was facilitating easier reporting and better handling of investigations. Additionally, the Lobamba police station appointed two police officers to be the focal persons and liaisons between the council and the police station on various issues including GBV. In Madagascar, the GL country coordinator/manager revealed all 13 councils in the programme working 'hand in glove' with the police and successfully dealing with issues of GBV. All the 40 councils from the 3 countries linked with gender drivers of change in their communities who spearheaded, with massive success, the addressing of GBV and VAWG with their case studies presented at the SADC Protocol@Work Summit in December 2022. Another interesting finding was observed in Eswatini where the Deputy Prime Minister graced the SADC Protocol@Work Summit in December 2022, a sign of how GL's programming attracted the attention of key policy makers for the amplification of efforts to end GBV and VAWG.

IMPACT RATING: The evaluation rated the impact realised by the Sunrise Campaign programme as **Exceptional**

3.4 Sustainability

This section addresses the sustainability of the Sunrise Campaign Programme. The following are the sustainability approaches of the programme observed by the evaluation.

As an exit strategy/handover of programming approach, the councils ran the Sunrise Campaign as part of a long term, systemic approach to changing the attitudes that fuel

GBV. GL trained Gender Focal Persons (GFPs) in all the 40 councils to run the programme themselves. The evaluation found out councils having volunteered to take up the programme (signing MOUs) and committing time and resources (USD 693,950 committed by councils to the Sunrise Campaign programme), a sign of sustainability. Specifically, the action enhanced the ownership and capacity of the councils, through building the capacity of Gender Focal Persons (GFPs) to run the programme themselves and mainstream it into LED plans & programmes. One of the key stakeholders consulted corroborated this and said;

“The councils will continue when we (GL) will not be there. They provided the hardware (venues, Gender Focal Persons, additional resources) while the action provided the software (skills training, M&E, etc.). The councils will continue with the interventions.” GL Executive Director

The GFPs of the 40 councils took responsibility for coordinating training, after receiving training in GL’s Sunrise campaign module made available with their M&E on online platforms. GL country managers and experts only monitored implementation and ensured quality control, whilst the councils were the real implementers of the action, which resulted in getting their buy-in of the interventions and capacity enhancement, which are key for sustainability. The councils will then continually implement the programme interventions post the Sunrise Campaign programme, as they have the needed capacities and with GBV and WEE issues having been prioritised in council’s Local Economic Development (LED) plans and GBV Action Plans.

The action involved 500 men in the programme (main perpetrators of GBV) so as to avoid a backlash on the gains realised, which is sustainable: The programme design to involve 500 men living within the circle of women entrepreneurs in its programming (who are the main perpetrators of GBV) was a sustainable and innovative approach which would safeguard the gains realised on addressing GBV as men perpetrators of GBV would change and shun GBV. This would then eliminate repeated cases of GBV in the communities, thereby safeguarding the gains realised by the Sunrise Campaign programme in eliminating GBV and VAWG.

The action made a deliberate effort to target 50% young women (500) with the help of the councils’ GFPs, which was key in, ‘stopping violence’ before it starts’, a forward-looking innovative approach. The evaluation noted that half of the targeted women were young women (18-35 years) which was a forward-looking innovative approach to prevent GBV before it starts. These women became the gender drivers of change and emerging entrepreneurs as a result of the Sunrise Campaign programme. As the evaluation results show, empowered women are less likely to encounter GBV, and the same goes to these targeted young women who gained agency and economic empowerment from the action.

The most important aspect of the programme is that it focused on women’s agency as a long-term solution to ending GBV, through life skills training of women (including survivors of GBV). In that regard, it created an increase in self-confidence, income, skills (such as use of low-cost data technologies or IT) and helped women reclaim their lives. Mindful that one course alone cannot be sufficient to lift women out of years of abuse, the programme design included mentorship, backstopping, longitudinal M&E and use of low data technologies/IT to ensure the desired impact. The Sunrise Campaign Programme was integral to GL’s Theory of Change which creates links between the individual, household, community and the broader society. This was noted to be key to sustaining the programme results.

The Sunrise Campaign programme targeted women through locally-rooted businesses or entrepreneurships as well as networking them through low data technologies which was noted to be sustainable by the evaluation: The best guarantee of programme sustainability was that the enterprises which women embarked on under the action were locally rooted, developed and supported. For instance, after supporting women in various entrepreneurship ventures, Polokwane Municipality linked them to agencies Limpopo Economic Development Agency (LEDA); Limpopo Economic Development Enterprise (LIMDEV); Small Enterprise Development Agency (SEDA); Independent Development Trust (IDT); Department of Trade & Industry (DTI), and Limpopo Economic Development, Environment & Tourism (LEDET). In the same vein, Nhlanguano Town Council

in Eswatini supported 10 women in Bokashi (organic fertilizer) business, giving them land, and linking them to markets, with the women advertising their business using low data technologies such as Facebook and WhatsApp. As gathered from the evaluation, at endline, there were 40 WhatsApp groups for women and 40 WhatsApp groups for GFPs across the three countries (Eswatini, Madagascar and South Africa) and these were noted to be easy to sustain as they were cheaper, thereby ensuring sustainable networking.

SUSTAINABILITY RATING: Based on the sustainability results noted by the evaluation, the sustainability of the programme was rated as **Achieved, meeting expectations**

3.5 Efficiency

This section addresses the efficiency of the Sunrise Campaign programme. It encompasses a look at the degree to which the programme exhibited optimal use of human & financial resources for results and timeliness & quality of programme implementation.

Optimal Use of Human Resources for Results: The programme delivered most of the expected outcomes using a wide range of human resources and already existing structures at national, district and community levels. The programme roped in staff from within the councils to be Gender Focal Persons (GFPs) and M&E officials to spearhead programming in their jurisdictions. The human resources from these organisations were paid from such institutions and were just roped on a part-time basis by the programme which evidenced efficiency. They were only paid on time allocation from the programme basis, which was one of the good practices on efficiency. Moreover, the staff, having previously worked on GL’s previous programmes under their councils which are COEs, were already capacitated in local governance and this saved GL from training them in local governance and gender issues, instead, starting from the capacity strengthening stage.

Optimal Use of Financial Resources for Results: To some extent, the Sunrise Campaign programme performed well in terms of utilisation of the allocated funds to support the implementation process. Overall, the programme had a positive **burn rate of 43.6%** across its three years of implementation, with COVID-19 having stalled most programme activities implementation. It was noted from consultations that COVID-19 saved on resources as GL resorted to relatively cheaper virtual consultations, engagement and programming which reduced travel and workshop costs. Table 8 shows the utilisation (burn rate) of the programme funds;

Table 8: Utilisation of programme funds (burn rate)

Year	Planned Budget	Expenditure	Amount Deviation	% Deviation	Reasons
2020	519915,00	220454,70	299460,30	57,60%	In 2020 and 2021 the organisation was working within the constraints of COVID-19. The second half of 2021 saw a major push in project implementation.
2021	824795,30	326068,11	498727,19	60,47%	
2022	883476,89	771176,19	112300,70	12,71%	The final year resulted in major programme implementation.
Average burn rate of programme funds				43.6%	

The programme employed aspects which were efficient in programming, thereby minimizing costs. By involving councils, the action witnessed committing of resources to its programming by councils as earlier reported to the tune of USD 693,950 (in cash and in-kind contributions). Gender Links only provided the software (trainings, M&E skills, tools, etc.) to the councils which voluntarily provided most of the hardware (venues, computers, staff such as GFP and M&E officials) for the implementation of the programme, which was an efficient move. To track use of funds, GL utilised the state evolution system, which coded the finances of the Sunrise Campaign programme (i.e., 380235-047 and 380235-08), with workplans of all departments (programmes, human resources and operations) checked vis-à-

vis utilised funds regularly. The programme was audited by the donor, UNTF for the 2020 year in April 2022, and there would be further audits by the same donor for 2021 and 2022 years.

Timeliness and quality of project Implementation: Based on findings from consultations and document review, 90% of the project activities were implemented on time. The intervention reportedly encountered two delays; one administrative and one natural. Firstly, despite reporting on time, the disbursement of funds from UNTF delayed, which resulted in delayed provision of start-up funds to women entrepreneurs and at some point, GL reportedly borrowed from its Future Financing to enable programming. Secondly, another delay was caused by the COVID-19 pandemic, first detected in March across the three countries, which resulted in imposition of lockdown which barred movements, interactions (workshops and meetings) and other capacity strengthening initiatives. However, despite all these, the project managed to accomplish most of its objectives, and the GL Finance Manager called it a “value for money” project after witnessing its impact during the presentations of case studies by councils/COEs, gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit in December 2022.

EFFICIENCY RATING: With the programme demonstrating optimal use of human and financial resources, the evaluation rated the efficiency criteria as **Exceptional**

3.6 Movement Building

This section addresses the contribution made by GL through the Sunrise Campaign Programme to movement building towards ending GBV and ensuring women empowerment. Gender Links through the Sunrise Campaign programme contributed greatly to movement building towards ending GBV and ensuring women empowerment. Movement building is the process of drawing on the strength of vibrant civil society organisations (CSOs) and associated actors in the struggle towards social justice to amplify their voices through a wide variety of projects.³⁰ To contribute to movement building towards ending GBV and ensuring women empowerment, the action encompassed the following interventions; (i) women economic empowerment (WEE), (ii) push for institutional changes, (iii) addressing harmful traditional practices, and (iv) changing mindsets to embrace diversity.

The Sunrise Campaign programme, based on its central aim, strengthened the Women Rights Organisations (WROs) – the “crucial drivers of progress” in ending violence against women in Eswatini, Madagascar and South Africa. These were termed as ‘gender drivers of change’ in the Sunrise Campaign programme in Eswatini, South Africa and Madagascar. The inclusion of these ‘drivers of change’ in the movement building to end GBV yielded positive results in the three countries. One of the drivers of change, was a survivor of rape who hailed from Polokwane, found Thy Rest, a Non-Profit Organisation (NPO) which was supporting victims and survivors of Gender-Based Violence & Femicide (GBVF) and enhancing WEE, with its 14-bed shelter having to date accommodated 22 women and their 8 children. She also conducted a number of awareness outreaches to schools, churches, communities and sex workers and distributed more than 10000 sanitary towels to women, 400 toiletries packs to sex workers & drug rehabilitation centres and 96 food parcels to child-headed families and underprivileged members of the community. Another driver of change, a woman beneficiary living with disability, was leading campaigns on teaching about GBV in her jurisdiction and has to date won awards pertaining her craft from Sunrise Campaign and Small and Enterprises Development Corporation (SEDCO). In Madagascar, all the 13 councils in the Sunrise Campaign programme successfully identified and were reportedly working hand in glove various WROs in ending violence GBV. All the 13 councils in Madagascar were reportedly having their own counselling structures where GBV survivors can report and be advised.

In addition, the action successfully strengthened 40 local councils in the 3 countries and secured their buy-in to join the bandwagon of women empowerment through ‘ending

³⁰ UN Women (2020). UN Trust Fund to End Violence Against Women: Movement Building-Joining forces to end violence against women and girls. <https://unf.unwomen.org/en/news-and-events/stories/2020/07/building-movement-and-joining-forces-to-end-violence-against-women-and-girls>

GBV community by community’: The interventions of the Sunrise Campaign programme entailed working with the local councils to promote women economic empowerment, address harmful traditional practices, enhance institutional changes within councils for gender equality and ensuring as change in mindsets towards gender diversity. A testament to the councils’ buy-in of the movement towards ending GBV was demonstrated by the USD 693 690 (in cash and in-kind contributions) pledged by the councils to the Sunrise Campaign programme. All the 40 councils reached by the action were actively participating in campaigns to raise awareness on GBV namely; walk for 16 Days of Activism Against GBV, Take Back the Night, Door to Door Campaign, Gender based dialogue for men & all stakeholders, outreach programme of GBV and GBV training. Being part of the movement towards ending GBV, all the councils were having preferential procurement practices for women and other vulnerable groups (i.e., PWD and youth), and this ensured women and vulnerable groups becoming beneficiaries of such public tenders once wholly dominated by men. For instance, out of the 250 public tenders issued in 2021 by Polokwane municipality in South Africa; 50 (14%) were for women, 196 (85%) for men, and 4 (1%) for youth. In the same vein, in Ezulwini council in Eswatini, of the 70 market places allocations in 2021/2022, women got 70% (49), men 18% (13), and youth 12% (8). As already elaborated, the action further resulted in gender-responsive LED plans and projects, with councils having GBV Action plans after being part of the movement towards ending GBV. The evaluation observed 75% of LED in Polokwane Municipality going towards the empowerment of women and other disadvantaged groups like youth and PWD. In Madagascar, all the 13 targeted councils 13 in Madagascar reportedly had their GBV Action plans and Gender Responsive Budgets (GRB) which were developed in collaboration with GL team and updated in early 2022.

The Sunrise Campaign successfully managed to include diverse voices and constituencies in ending violence against women which fostered women’s movement at local, national and regional levels. These included diverse voices and constituencies in the Sunrise Campaign programme included inter alia; youth, men, women and women living with disabilities, and LGBTQIA+ communities. Small, women-led and women’s rights organizations are often the first to respond to the needs of the most marginalized women and girl survivors and at risk of violence, as seen first-hand during the COVID-19 pandemic. They will continue to be integral to building and sustaining the women’s movement. Within each council, strong partnerships were forged with the private sector, women’s business associations (that can offer mentorship and support), and WROs especially on local financing, IT services provision, and GBV services provision & counselling). For instance, one of the outstanding buy-ins in Madagascar was the collaboration between the Sabotsy Namehana rural council and the MASCA group which offered free 3-months IT training to the beneficiaries of the programme. One of the gender drivers of change, a woman beneficiary hailing from Johannesburg, SA was a Green Door Ambassador who opened the door 24 hours to survivors of GBV where she receives, support, contain, assess and refer to clients for relevant services. At national level, GL worked closely with the focal networks of the Southern African Gender Protocol Alliance; the ELGA, the SALGA and the Association of Mayors of Madagascar. Partnerships was also forged with ministries or departments responsible for gender, local government as well as small and medium scale enterprise in each country, with the buy-in of these parent ministries crucial to the success of the programme and the overall movement towards ending GBV. For instance, in Eswatini, the buy-in was witnessed when the Deputy Prime Minister attended the SADC Protocol@Work summit presentations in December 2022. In Madagascar, for GBV counselling services, councils were working with a branch of the Ministry of Population. At regional level, GL worked with the Southern African Gender Protocol Alliance; the SADC Gender Unit, UN Women, the UNFPA and the SADC Parliamentary Forum Women’s Caucus to share results from the programme for replication. At global level, GL worked with the African Union Women, Gender and Development Unit, FEMNET, learning units of the Spotlight Initiative, UNTF, and DFID’s What Works to End Gender Violence.

The Sunrise Campaign programme provided platforms and spaces online and physically for movement building, at the three GL’s offices in Eswatini, Madagascar & South Africa as well as presentation of case studies at SADC Protocol@Work Summit: The Sunrise Campaign programme was effectively implemented through three GL’s country offices in Eswatini, South Africa and Madagascar. All the three GL country offices effectively coordinated the programme and movement towards ending GBV in their respective countries (Eswatini, Madagascar and South Africa). In addition, various case studies emanating from the Sunrise Campaign programme were shared

by gender drivers of change, councils/COEs and emerging entrepreneurship for learning at the SADC Protocol@Work Summit in December 2022 in Eswatini, Madagascar and South Africa.

However, the major limitation noted by the evaluation was the limited involvement of men's organisations in the movement building: The Sunrise Campaign programme focused less on involving men's organisations in the movement to end GBV, which was a major limitation. Organisations such as Sonke Gender Justice and Men Engage Alliance could have added value if they were roped in the movement to end GBV and VAWG. The action did well in involving 500 men within the circles of women entrepreneurship in changing their attitudes towards gender equality and women empowerment, but involving men's organisation would have been key in strengthening the movement towards gender equality and women empowerment. One key stakeholder remarked;

“Gender Links should seek to engage organisations working with men such as Sonke Gender Justice and Men Engage Alliance to have the same interventions for men.” GL Executive Director

In Eswatini, the action did well in working with Umsimisi (meaning source of stability) community project which was working on involving men in GBV through facilitating men engagement workshops in Eswatini. This should have been scaled-up to other countries (South Africa & Madagascar).

Lastly, as reported earlier, the action failed to penetrate the traditional or rural councils (Tinkhundlas) in Eswatini, thereby not roping them in the movement towards ending GBV and ensuring women empowerment: As earlier reported, the action failed to reach its target of 50 local councils in Eswatini, Madagascar and South Africa because it couldn't penetrate the traditional or rural councils (Tinkhundlas) in Eswatini which falls under the patriarchal-dominated chiefdoms. If these traditional councils (Tinkhundlas) are involved in the movement towards ending GBV and promoting women empowerment, they will entrench the cause for gender equality and women empowerment through debunking the dominance of patriarchy in these chiefdoms which would be a plus towards ending GBV.

MOVEMENT BUILDING RATING: The evaluation rated the contribution of the action to movement building as **Achieved, meeting expectations**

3.7 Institutional Strengthening and Knowledge Management

This section addresses the degree to which the Sunrise Campaign programme strengthened GL and its partners institutionally as well as on knowledge management. It also encompasses a look at the extent to which the programme built the capacities of GL Headquarter (HQ), its country offices and partners to improve their programming and effective implementing of interventions.

The Sunrise Campaign Programme resulted in the establishment of strong quantitative and qualitative Monitoring, Evaluation and Learning (MEAL) tools by GL which were used to successfully gather information and inform programme results: The tools used by the action were online, with each participant having their own ID number and a longitudinal set of data as well as qualitative information that was used to track progress. At the start (baseline) and end (endline) of the action, selected participants filled out the GEI which comprised five questionnaires that were devised by GL with the help of experts, adapted in some instances from standard UN tools. These included: (i) 20 questions to gauge entrepreneurial flair (ii) an income survey that includes cash and assets (iii) a relationship control index (RCI) based on a WHO tool, (iv) experience of GBV, adapted from GL's GBV indicators survey and (v) gender attitudes, based on GL's Gender Progress Score (GPS). Participants also wrote an "I" story or personal account in their language and in their own words at both baseline and endline stages. This showed changes in income; experience of violence; relationship control; use of IT and several relevant parameters. The "I" stories, written and digital, provided a "human face" and qualitative evidence of the change taking place. Throughout the four phases of the programme (life skills, business training, development and implementation of a plan, mentorship and backstopping), GL successfully tracked participation and mentored file online report and uploaded the business plans

GL successfully contributed to amplifying the body of knowledge premised on the notion that economic empowerment is critical to sustainable solutions to ending GBV. The other critical Knowledge Management (KM) question concerned the fundamental premise of this programme: that economic empowerment is critical to sustainable solutions to GBV. As results have shown from the GEI scores (especially GBV scores and RCI scores) as well as the 'I' Stories at baseline and endline, GL successfully managed to test this hypothesis with the evaluation concluding the nexus between economic empowerment and GBV.

Knowledge sharing was another area which was well done by the action, where case studies were shared annually at the SADC Protocol@Work Summit for learning: As reported earlier, various case studies were shared by gender drivers of change, emerging entrepreneurs and councils/COEs annually at the SADC Protocol@Work Summit. These case studies featured on GL website (<https://genderlinks.org.za/>). Other knowledge products included books, videos, follow up pamphlet for each country; academic and conference papers; the online data base of I Stories (before and after) as well as media articles and interviews. GL curated the final results in a follow up booklet and video at both regional and national levels.

The Sunrise Campaign programme, through the newly developed GL's Strategy (2021-2025) strengthened GL to effectively programme in the face of disasters: The evaluation established that GL developed a new strategy, GL's 2021-2025 which integrated the responsiveness to various crises such as COVID-19 and cyclones (especially in Madagascar where they are recurrent). Information from consultations revealed personal and institutional protective equipment and systems being in place at GL offices in Madagascar, South Africa and Eswatini. To ensure virtual engagements during crises, GL acquired audio-visuals equipment and set up IT infrastructure for Eswatini, Madagascar and South Africa. The availability of crises-responsive GL strategy was noted by the evaluation as key for strengthening programming in the midst of crises. This was noted as key preventing stalled-programming during pandemics as other gender components such as 'menstrual hygiene and management (MHM)' and GBV were noted to continue even during disasters. Continued programming during disasters and pandemics for GL were strengthened by the Sunrise Campaign programme.

The Sunrise Campaign programme successfully strengthened the councils to run the as part of a long term, systemic approach to changing the attitudes that fuel GBV. GL trained Gender Focal Persons (GFPs) to run the programme themselves. The action enhanced the ownership and capacity of the councils, through building the capacity of Gender Focal Persons (GFPs) to run the programme themselves and mainstream it into LED plans & programmes. The GFPs of the 40 councils took responsibility for coordinating training, after receiving training in GL's Sunrise campaign module made available with their M&E on online platforms. GL country managers and experts only monitored implementation and ensured quality control, whilst the councils were the real implementers of the action, which resulted in getting their buy-in of the interventions and capacity enhancement, which are key for sustainability. The councils will then continually implement the programme interventions post the Sunrise Campaign programme, as they have the needed capacities and with GBV and WEE issues having been priorities in council LED plans and GBV Action Plans.

INSTITUTIONAL STRENGTHENING & KNOWLEDGE MANAGEMENT RATING:

The evaluation rated the contribution of the action to institutional strengthening and knowledge management as **Achieved, meeting expectations**

3.8 Partnership Arrangements

This section addresses the partnership arrangements of the Sunrise Campaign Programme. The following are the partnership arrangements of the programme observed by the evaluation at global, regional and national levels.

Multi-stakeholder involvement and partnerships ensured sustainability of results: The involvement of key stakeholders at regional, national, district and community levels generated a strong buy-in for the project sustainability. It was observed during the evaluation process that there was sufficient integration of the partnership institutions within the national and local level units. GL capitalized on the already solid partnerships with the councils (COEs), local government ministries and associations to provide coaching, mentoring and support on ending GBV, enhancing women's agency (life skills) and promoting WEE. GL assisted the GFPs and council staff to approach micro-finance institutions to assist women involved in entrepreneurships. The primary partners were the COEs and through them, community based WROs in each locality. The COEs signed MOUs, committed income and resources to run campaigns to end GBV, and empowered women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. At regional level, GL worked with Southern African Gender Protocol Alliance; the SADC Gender Unit, UN Women, the UNFPA and the SADC Parliamentary Forum Women's Caucus to share results from the programme for replication. At continental level, GL worked with the African Union Women; Gender and Development Unit; African Women's Development & Communications Network (FEMNET); while at global level, it worked with learning units of the Spotlight Initiative; United Nations Trust Fund (UNTF); Foreign, Commonwealth & Development Office (FCDO)'s What Works to End Gender Violence.

Strengthening involvement by the councils was part of GL's belief that "community by community we can end gender violence." Within each council, strong partnerships were forged with the private sector, women's business associations (that can offer mentorship and support); community and Faith Based WROs. Partnerships were also strengthened with sources of local financing, IT service providers, and NGOs that provide GBV services and counselling (who typically refer survivors of violence to the programme). Another important set of partnerships on the ground was with organisations that work to change the attitudes and behaviours of men. At national level, GL worked closely with the focal networks of the Southern African Gender Protocol Alliance; the Eswatini Local Government Association (ELGA), the South African Local Government Association (SALGA) and the Association of Mayors of Madagascar. Partnerships were also forged with ministries or departments responsible for gender, local government as well as small and medium scale enterprise in each country. The buy-in of these parent ministries was crucial to the success of the programme and its sustainability.

3.9 Social Equity and Inclusion

The programme embraced the Territorial Approach to Local Development (TALD) approach, a "national policy that promotes *endogenous, integrated, multi-scalar and incremental* local development."³¹ The focus on gender responsive LED (ensuring tailor-made local economic solutions for local economic development), life-skills enhancement, networking women using low data technologies and capacitation of councils to sustainably run the interventions of the Sunrise Campaign programme (GFPs, M&E officials, councils committing resources; etc.) were all in line with the TALD's bottom-up approach to development. Additionally, the programme was in line with the tenets of Leaving No One Behind (LNOB), to ensure inclusive local development, targeting vulnerable women (survivors of GBV) and other key populations (LGBTQIA+, PWD and youth), which stimulated inclusive local development. The Sunrise Campaign programme resonated well with the Gender Equality and Social Inclusion (GESI) approach. As already articulated in previous sections, the programme ensured gender responsive LED planning and programming as a proven approach to "ending GBV community by community" by the councils in Eswatini, Madagascar and South Africa.

³¹ <https://europa.eu/capacity4dev/articles/what-territorial-approach-local-development>

4.0 MAINSTREAMING OF CROSS-CUTTING ISSUES

This section looked at the degree to which cross-cutting issues were mainstreamed at the design and implementation stages of the Sunrise Campaign programme. In terms of cross-cutting issues, the evaluation established that the programme contributed significantly to achieving gender equality and had a rights-based approach. The following indicate the degree of mainstreaming of cross-cutting issues by the programme.

Inclusion of Vulnerable Groups in programming: While the programme targeted women GBV survivors, there were deliberate efforts to include women with disabilities and other key populations (LGBTQIA+ and youth) in the programme. One case in point is of Nomcebo Dlamini from Eswatini, a 46-year-old person living with disability who transformed the lives of several women who joined her sewing business and she co-founded the Network for Women with Disabilities which had 32 active members at the time of the endline evaluation.

Poverty alleviation was integrated in the action both at design and implementation: By targeting women survivors of GBV (design) and economically empowering them (implementation), the action was in line with the need to alleviate poverty which created their overreliance on male counterparts which subjected women to GBV. The programme ensured that LED plans & programmes as well as the councils' Integrated Development Plans (IDPs) were responsive to the needs of women, youth and PWDs which are the most vulnerable groups in the society.

Although the project did not actively deal with environmental issues, it supported tailor-made entrepreneurship businesses for beneficiaries which were environmentally friendly. The project did not actively mitigate the impacts of climate change on the targeted beneficiaries, but through the process of ensuring beneficiaries engage in locally-rooted entrepreneurs, councils were becoming more aware of the situation facing their citizens and LED plans looked to find alternative sources of income for citizens. In Nhlngano Town Council in Eswatini, 10 women were supported on the Bokashi (organic fertilizer) business which is more environmentally friendly than the inorganic fertilizers. However, the issue of climate justice was not part of the programming, and this posed a lot of gaps especially for Madagascar which experienced a lot of these disasters in its jurisdiction.

5.0 LESSONS LEARNT & BEST PRACTICES

5.1 Programmatic Lessons Learnt & Best Practices

- 1. The holistic integrated approach to women and economic empowerment (looking at the whole person) was a good practice which yielded good results in ending GBV:** The Sunrise Campaign programme in its quest to end GBV did not only focus on economic empowerment of women (entrepreneurship), but also personal development (life skills) and boosting their self-confidence (to be able to negotiate as entrepreneurs and making decisions).
- 2. Humanitarian programmes like the Sunrise Campaign programme need to have an institutional base (government/other existing institutions) as part of the sustainability strategy.** Once such programmes end, the base from which the programme was implemented will still be there. The approach to implement the programme through council by GL was a best practice, as the councils would continually sustain the programmatic interventions post its lifetime.
- 3. Peer learning & knowledge sharing are key for amplifying project results and success:** Peer learning and sharing of knowledge are essential aspects for programme success, as seen from the case studies which were shared by COEs/councils, gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit.
- 4. Economic power is a very key component for GBV reduction as evidenced by positive changes in RCI & GBV scores on empowered women.** The evaluation proved a nexus/correlation between economic empowerment and GBV (increase in economic empowerment results in decreased in occurrence of GBV), which made it a best practice by GL in economically empower women to address the scourge of GBV.

5. **Multi-stakeholder partnership is a best practice which enhances programme effectiveness, sustainability, impact (policy-level impact) & efficiency:** The involvement of key stakeholders at regional, national, district and community levels generated a strong buy-in for the project sustainability. It was observed during the evaluation process that there was sufficient integration of the partnership institutions within the regional, national and local level units.
6. **Covid-19 pandemic eroded most gains of the women entrepreneurs; thus, it was a good practice by GL to work with SME consultants in all SADC countries who kept ties with the emerging entrepreneurs and were willing to help:** Evidence suggests that before embarking on a next phase, it was important to assist the participants in the first phase of the programmes, whose livelihoods have been severely affected by the pandemic. These fragile businesses require financial support and advisory services to link them to government support. GL therefore worked with SME consultants in all SADC countries who kept ties with the emerging entrepreneurs and were well placed to help.
7. **Involving men in efforts to end GBV was a best practice which stops a backlash in gains realised towards ending GBV (repeat offending):** The action targeted 500 men from within the circles of the entrepreneurs to be sensitised on ending GBV. The advantage was that they were not just ordinary men from the community, but those chosen by the targeted survivors of GBV (including the former perpetrators of GBV). They had their reasons for identifying such men.
8. **Targeting 50% young women (18-35 years) in the programme was a best practice which greatly contributed to 'ending violence before it starts':** These women will grow and have relationships in future, and they will be empowered enough both in agency (life skills) and economically (entrepreneurs) to avoid facing GBV and overcome GBV upon encountering it.

5.2 Technical Lessons & Best practices

1. **Councils have the will and skills to enhance program successes if involved, hence a best practice of the action to work with council:** As indicated earlier, the Sunrise Campaign programme mostly provided the software (training, M&E products & services, skills, etc.) and partnered with the councils which provided the hardware (venues, computers, staff such as GFPs & M&E officials; etc) in programming which was not on efficient, but sustainable. It was not surprising that councils showed their commitment to the programme by contributing to the tune of USD 693,950 (cash and in-kind contributions).
2. **Gender responsive LED planning and programming is central to sustainable women economic empowerment, hence its pursuance a best practice by the programme:** The LED strategies and approaches are key for unlocking sustainable and inclusive local economic development for women and other vulnerable groups, evidenced by the results of the Sunrise Campaign programme. Most women benefitted from the council projects after their councils pursued gender-responsive LED plans and strategies.
3. **From the planning and implementation point of view, programming in the midst of pandemics or disasters requires innovation to circumvent implementation failure:** Pursuant to this lesson, the best practice realised by the Sunrise Campaign programme was the development of the crises-responsive GL Strategy (2021-2025) as well as the acquiring of audio-visual materials and products for virtual engagements in case of restrictive pandemics and disasters.
4. **Councils and governments are bureaucratic and it takes time to get their buy-in.** In Eswatini, the Sunrise Campaign programme dropped the rural councils (Tikhundlas) as getting buy-in from them as councils was difficult. The Tikhundlas (rural councils) in Eswatini were volatile and violent in accepting efforts to end GBV and empowering women, as they were noted to be patriarchally dominated chiefdoms.

5.3 Innovations for Scaling Up/Replication

1. **The acquiring and utilisation of audio-visual equipment and IT infrastructure for GL's three country offices (Eswatini, Madagascar and South Africa) was an innovative approach for interfacing employed during COVID-19 induced restrictions, could be further scaled up and replicated.** This innovation has its massive benefits in terms of efficiency, as meetings are held without incurring costs of workshops such delegates travelling costs,

allowances & accommodation costs; venue hires; time costs; etc. There is need to increase in ICT capital or investment within councils which work with GL so as to amplify the critical virtual engagements or interaction in the midst of crisis, so that programming doesn't stop.

2. **Targeting men in ending GBV programming was an innovative approach which is replicable in other contexts as it stops a backlash in what would have been gaining in ending GBV programming.** Men are the perpetrators of GBV and VAWG and they need to be considered in such programming. Involving men from the circle of women entrepreneurs was a good practice by the action. The women were the ones who identified the men to come to the workshops and join the programme and that was a good practice as they would identify the perpetrators of GBV which addressed this social ill.
3. **Targeting 50% young women was another innovative good practice which is replicable, as it 'stops violence before it starts'.** Such an approach was future-looking, as it 'empowered these women in terms of their agency (life skills and confidence) and economically (entrepreneurship) to be capacitated to effectively fight GBV.
4. **Working with council staff (GFPs and M&E officials) was an approach which should be scaled up as these staff were not paid by the project (efficiency) and drove the implementation of the project effectively for achievement of results (effectiveness).** As already indicated, the councils provided the the hardware (venues, Gender Focal Persons, additional resources) while the Sunrise Campaign programme provided the software (skills training, M&E, etc.). This was not only efficient, but sustainable as it capacitated the councils to be able to continue with the interventions of the programme after its ending.
5. **Networking women using low data technologies such as WhatsApp was an innovative approach which is replicable, as they can continually use such cheaper technology post the Sunrise Campaign programme:** The creation of 40 WhatsApp groups for women in the 40 reached councils in Eswatini, Madagascar and South Africa was an important innovation which enabled women to effectively (reliable) and efficiently (cheap) communicate on their businesses and issues of ending GBV, even during the restrictive COVID-19 pandemic period.

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The overall rationale and purpose of the endline evaluation was to independently and objectively assess the achievement of the Sunrise Campaign programme on its desired outcomes and establish whether the programme met these expected strategic objectives. The evaluation used mixed methods (qualitative and quantitative) with secondary data sources like progress reports providing some quantitative information (e.g., case studies, delivery rates, etc.). The findings were reported under relevance, effectiveness, efficiency, impact, and sustainability. A look at partnership arrangements; , movement building, institutional arrangements, complementarity and social equity & inclusion was also done. Lastly, the evidence-based & actionable recommendations are proffered, as are the best practices for replication, innovations for scaling up and lessons learnt.

RELEVANCE: The **programme was relevant** as it resonated well with the international and regional priorities, namely SDG 5 of the UN, SADC Protocol on Gender and Development (2008), Beijing Platform for Action (1995) and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (Maputo Protocol). In addition, the programme's goals and objectives were found to be consistent with development aspirations at national levels in the three countries (Eswatini, Madagascar and South Africa). The Sunrise Campaign programme was not implemented in isolation, as it was informed by pilot studies which made it relevant as it prioritised observed gaps in ending GBV strategies and overall women economic empowerment (WEE). The action targeted the real beneficiaries, that is the survivors of GBV and other key populations (LGBTQIA+, sex workers, PWD, etc.) which made it more relevant.

EFFECTIVENESS: The **Sunrise Campaign programme managed to achieve all its four outcomes**, regarding empowering women to reclaim their rights & agency in 50 communities in the three target countries; effective mounting of Sunrise Campaign programme by 50 councils for zero

tolerance on VAWG and GBV in their communities; evidencing the nexus between economic justice as a sustainable solution to preventing and reducing levels of GBV; and institutional strengthening of GL and stakeholders to effectively programme in the midst of crises like Covid-19. The following is a brief of performance of the project on its set outcomes and results areas

Outcome 1: The programme realised an increase in GEI scores on all aspects namely RCI scores, attitudes, income, GBV scores and use of computers & Facebook amongst 760 women beneficiaries, slightly below the targeted 1000. Specifically, at endline, women entrepreneurs' average income in the three countries (Eswatini, Madagascar & South Africa) rose significantly from USD 87 at baseline to USD 135 at endline, thereby denoting the success of the action (55%-point increase). Additionally, the evaluation found 89.2% (98.4% developed) and 96.9% (96.30% developed) of business plans and personal development plans having been implemented, a major success. The use of low data technologies stood at 249 women (using computers) and 435 women (using Facebook) at endline, up from 207 women (using computers) and 375 women (using Facebook) respectively at baseline. Lastly, endline results showed GBV scores having decreased from 27.47% at baseline to 21.27% at endline an indication of a reduction in the prevalence of GBV in the targeted communities within the 40 councils reached by the action. However, the action failed to reach the 1000 targeted women, instead reaching 760 due to the challenges brought by the COVID-19 restrictions. Moreso, the programme had to forego other activities demanding interaction as a result of COVID-19, notably key workshops with GBV survivors. Guided by evidence on the performance of the Sunrise Campaign programme on this outcome and its related outputs, **the evaluation rated Outcome 1 as Achieved.**

Outcome 2: The endline results denoted an improvement in gender attitudes for the community members (men & women), standing at 67.44% at endline up from 63.89% at baseline. This was an achievement by the Sunrise Campaign programme, gaining a considerable 3.55% on progressive attitudes towards gender equality and women empowerment. The evaluation observed massive change in gender attitudes of 500 men within the family circle of entrepreneurs, standing at 80.6% at endline from 72.2% at baseline, a gain of a considerable 8.4% in progressive attitudes towards gender equality and women empowerment. To measure the attitudes of community members (men & women) and men within the circles of women entrepreneurs towards gender equality & WEE, the Gender Progress Score (GPS) was used consisting of 25 questions that respondents either strongly agreed, agreed, or disagreed, or strongly disagreed with. The responses were rated on a scale of zero (least progressive) to 100 most progressive. However, COVID-19 pandemic made councils prioritise COVID-19 issues over Sunrise Campaign initiatives. Additionally, the programme failed to penetrate the Eswatini traditional or rural councils, also called Tinkhundlas (which are highly patriarchal in nature) resulting in the action reaching 40 instead of 50 councils in Eswatini, Madagascar and South Africa. With these realised achievements, albeit some noted challenges, **Outcome 2 was rated as Highly Achieved**

Outcome 3: Endline evaluation results showed the rise of the Relationship Control Index (RCI) of economically empowered women, standing at 66.84% up from 63.89% at baseline, with the GBV scores falling from 27.47% at baseline to 21.75% at endline, thereby evidencing correlation between economic empowerment and reduced experience of GBV. Using the Gender Empowerment Index (GEI) and the "I" stories at baseline and endline stages, the programme collected pertinent information regarding RCI and GBV scores for women to gauge the nexus between economic empowerment and GBV occurrence. The presentations by COEs, Gender drivers of change and emerging entrepreneurs at the SADC Protocol@Work Summit depicted changes at individual, community and national level brought by the Sunrise Campaign programme. However, the GEI tool was noted to be a global one which was not context specific, making it difficult to implement in other contexts. In addition, the GEI tool was not translated into vernacular languages for usability by the respondents, most of whom were illiterate. Lastly, but not the least, the uprising in Eswatini and recurrent disasters in Madagascar stalled programme activities and limited the impact of the Sunrise Campaign programme. Despite the noted limitations, **Outcome 3 was rated by the evaluation as Achieved.**

Outcome 4: GL's 2021-2025 Strategy, which integrated responsiveness to various crises including Covid-19, was designed and being implemented in Eswatini, Madagascar and South Africa. The evaluation established that GL developed a new strategy, GL's 2021-2025 integrated the responsiveness of programming to various crisis such as COVID-19 and cyclones (especially in Madagascar where they

are recurrent). As indicated in earlier sections, the Sunrise Campaign programme massively led to changes in GBV and income among women entrepreneurs in Eswatini, Madagascar and South Africa even through it implemented most of its activities during the COVID-19 lockdown. With availability of a crises-responsive GL strategy (2021-2025) and various arrangements for virtual engagement and protection/safeguarding, the Sunrise Campaign programme managed to reach most of its targets as indicated in previous sections. To enhance its knowledge base on programming in the midst of crises such as Covid-19, GL successfully commissioned a Covid-19 impacts research together with the councils. However, as GL works with the councils, there was a lot to be done in terms of gender responsive crises programming in terms of GRB, planning and preparedness. Moreover, some of the business of the entrepreneurs supported by the Sunrise Campaign programme were severely affected by Covid-19 and were reportedly in need of more assistance. Albeit these challenges, and in light of this performance, **the evaluation rated Outcome 4 as Achieved.**

SUSTAINABILITY: The project was highly sustainable as it built the capacities of councils to continually run the programme and ensuring “ending of violence community by community”. As an exit strategy/handover of programming approach, the councils ran the Sunrise Campaign as part of a long term, systemic approach to changing the attitudes that fuel GBV. Additionally, the action involved 500 men in the program, as they are main perpetrators of GBV so as to avoid a backlash on the gain realised, which is sustainable. The action made a deliberate effort to target 50% young women (500) with the help of the councils’ GFPs, which was key in, ‘stopping violence’ before it starts’, a forward-looking innovative approach. The most important aspect of the programme is that it focused on women’s agency as a long-term solution to ending GBV, through life skills training of women (including survivors of GBV). Last, but not least, the Sunrise Campaign programme targeted women through locally-rooted businesses or entrepreneurship as well as networking them through low data technologies which was noted to be sustainable by the evaluation

IMPACT: The Sunrise Campaign programme impacted massively on beneficiaries and stakeholders. The council across the three countries committed USD 693 690 (in cash and in-kind contributions) to the Sunrise Campaign programme, denoting the commitment of the councils in “ending violence community by community” as envisaged by the action. Additionally, the Sunrise campaign programme resulted in all 40 councils having gender-responsive LED plans/programmes and preferential procurements for women and other vulnerable groups, which saw increased women economic empowerment. The evaluation observed all the 40 councils having gender-responsive LED plans/projects and procurement systems, with most councils ably linking women entrepreneurs to agencies and markets which triggered their economic empowerment. One of the major successful councils on this was Polokwane Municipality whose 75% of LED was going towards the empowerment of women and disadvantaged groups (youth, PWD, sex workers, etc.). Another key impact of the action was the proliferation of GBV Action Plans by councils which amplified their efforts in “addressing GBV community by community”. Councils such as Polokwane municipality and Ezulwini in Eswatini were rated by the evaluation at 9 out of 10 in terms of having GBV Action Plans. In Madagascar, as pointed out by the GL Country Coordinator/Manager, the majority of the 13 targeted councils had their own counselling structures where GBV survivors could report and be advised, with the councils also working with the police, the media, and all key stakeholders to further address GBV. Most importantly, the Sunrise Campaign programme resulted in the reclamation of humanity and agency once lost by the survivors of violence, from ‘not knowing themselves’ to ‘knowing themselves’ as a result of life skills training. Lastly, but not the least, the councils managed to generate stakeholder buy-in in fighting GBV and ensuring women economic empowerment, which was not only impactful but sustainable in the long-term. The evaluation gathered how councils in their fight against GBV roped in police, gender drivers of change as well as government departments which yielded greater results.

EFFICIENCY: The action was efficient, characterized by optimal use of human and financial resources for results realised. The programme had a positive burn rate of 43.6%, and most activities (90%) were implemented on time, despite two stalling challenges which were; natural (COVID-19 which hit the three countries in March 2020), and administrative (delayed disbursement of the funds from UNTF). The higher positive programme burn rate (43.6%) was attributed to limited programme implementation in 2020 and 2021 years due to Covid-19 restrictions on gatherings/interaction and travelling. GL was audited by the donor, UNTF for the 2020 year in April

2022, with more audits planned for 2021 and 2022 years.

MOVEMENT BUILDING: Gender Links through the Sunrise Campaign programme contributed greatly to movement building towards ending GBV and ensuring women empowerment. The programme, based on its central aim, strengthened the Women Rights Organisations (WROs) – the “crucial driver of progress” in ending violence against women in Eswatini, Madagascar and South Africa. These were termed as ‘gender drivers of change’ in the Sunrise Campaign programme in Eswatini, South Africa and Madagascar. In addition, the action successfully strengthened 40 local councils in the 3 countries and secured their buy-in to join the bandwagon of women empowerment through ‘ending GBV community by community’. A testament to the councils’ buying-in of the movement towards ending GBV was demonstrated by the USD 693 690 (in cash and in-kind contributions) pledged by the councils to the Sunrise Campaign programme. The action resulted in gender-responsive LED plans and projects, with councils having GBV Action plans after being part of the movement towards ending GBV. For instance, the evaluation observed 75% of LED in Polokwane municipality going towards the empowerment of women and other disadvantaged groups like youth and PWD. The Sunrise Campaign programme successfully managed to include diverse voices and constituencies in ending violence against women which fostered women’s movement at local, national and regional levels. Most importantly, the programme provided platforms and spaces online and physically for movement building, namely the three GL’s offices in Eswatini, Madagascar & South Africa as well as annual presentation of case studies at SADC Protocol@Work Summit. However, the major limitation noted by the evaluation was the limited involvement of men’s organisations in the movement building. Lastly, the action failed to penetrate the traditional councils (Tinkhundlas) in Eswatini, thereby not roping them in the movement towards ending GBV and ensuring women empowerment.

INSTITUTIONAL STRENGTHENING & KNOWLEDGE MANAGEMENT: The Sunrise Campaign Programme resulted in the establishment of strong quantitative and qualitative Monitoring, Evaluation, Accountability & Learning (MEAL) tools by GL which were used to successfully gather information and inform programme results. At the start (baseline) and end (endline) of the action, selected participants filled out the GEI which comprised five questionnaires that were devised by GL with the help of experts, adapted in some instances from standard UN tools. These included: (i) 20 questions to gauge entrepreneurial flair (ii) an income survey that includes cash and assets (iii) a relationship control index (RCI) based on a WHO tool, (iv) experience of GBV, adapted from GL’s GBV indicators survey and (v) gender attitudes, based on GL’s Gender Progress Score (GPS). Participants also wrote an “I” story or personal account in their language and in their own words at both baseline and endline stages. GL successfully contributed to amplifying the body of knowledge premised on the notion that economic empowerment is critical to sustainable solutions to ending GBV. Knowledge sharing was another area which was well done by the action, where case studies were shared annually by gender drivers of change, emerging entrepreneurs and councils/COEs at the SADC Protocol@Work Summit for learning. These case studies featured on GL website (<https://genderlinks.org.za/>). Other knowledge products included books, videos, follow up pamphlet for each country; academic and conference papers; the online data base of I Stories (before and after) as well as media articles and interviews. The Sunrise Campaign programme, through new GL’s Strategy (2021-2025) strengthened GL to effectively programme in the face of crises/disasters. Lastly, the action successfully strengthened councils to run the as part of a long term, systemic approach to changing the attitudes that fuel GBV (through capacitating the GFPs and councils’ M&E officials).

PARTNERSHIP ARRANGEMENTS: The multi-stakeholder partnership arrangement of the action ensured sustainability, effectiveness, efficiency and impact of programming. GL capitalized on the already solid partnerships with the councils (COEs), local government ministries and associations to provide coaching, mentoring and support to the women. GL assisted the GFPs and council staff to approach micro-finance institutions to assist women involved in entrepreneurships. The COEs signed MOUs, committed income and resources to run campaigns to end GBV, and empowered women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. At regional level, GL worked with Southern African Gender Protocol Alliance; the SADC Gender Unit, UN Women, the UNFPA and the SADC Parliamentary Forum Women’s Caucus to share results from the programme for replication. At continental level, GL worked with the African Union Women, Gender and Development Unit, and FEMNET, while at global level, it worked with learning units of the

Spotlight Initiative, UNTF, DFID's What Works to End Gender Violence. Strengthening involvement by the councils was part of GL's belief that "community by community we can end gender violence." At national level, GL worked closely with the focal networks of the Southern African Gender Protocol Alliance; ELGA, SALGA and the Association of Mayors of Madagascar.

SOCIAL EQUITY AND INCLUSION: The programme embraced the TALD approach, a "national policy that promotes endogenous, integrated, multi-scalar and incremental local development. The focus on gender responsive LED (ensuring tailor-made local economic solutions for local economic development), life-skills enhancement, networking women using low data technologies and capacitation of councils to sustainably run the interventions of the Sunrise Campaign programme (GFPs, M&E officials, councils committing resources; etc.) were all in line with the TALD's bottom-up approach to development. Additionally, the programme was in line with the tenets of Leaving No One Behind (LNOB), to ensure inclusive local development, targeting vulnerable women (survivors of GBV) and other key populations (LGBTQIA+, PWD and youth), which stimulated inclusive local development. The programme resonated well with the Gender Equality and Social Inclusion (GESI) approach. As already articulated in previous sections, the programme ensured gender responsive LED planning and programming as a proven approach to "ending GBV community by community" by the councils in Eswatini, Madagascar and South Africa.

MAINSTREAMING OF CROSS CUTTING ISSUES: The Sunrise Campaign programme managed to integrate cross-cutting issues at its design and implementation stages. While the programme targeted women GBV survivors, there were deliberate efforts to include women with disabilities and other key populations (LGBTQIA+ and youth) in the programme. Poverty alleviation was integrated in the action both at design and implementation. By targeting women survivors of GBV (design) and economically empowering them (implementation), the action was in line with the need to alleviate poverty on women which was created by their overreliance on male counterparts which triggered VAWG and GBV. The programme ensured that LED plans & programmes as well as the councils' Integrated Development Plans (IDPs) were responsive to the needs of women, youth and PWDs which are the most vulnerable groups in the society. Although the project did not actively deal with environmental issues, it was active throughout tailor-made entrepreneurship businesses for beneficiaries which were environmentally friendly, for instance, the 10 women from Nhlangoan Town Council in Eswatini who were supported on the Bokashi (organic fertilizer) which is more environmentally friendly than the inorganic fertilizers.

6.2 Evidence-based & Actionable Recommendations

- 1. Consolidating and deepening the many gains of the Sunrise Campaign programme:** GL should continue their support to the ongoing processes with a view to consolidating and deepening the positive dynamics, innovations and institutional development of councils triggered by the action for next phase of programming. This implies (i) enhancing capacities of women enterprises through linking them to markets & agencies, (ii) regular capacitation of councils (local government area is dynamic) to "end violence community by community", and (iii) effective implementing of GL's strategy (2021-2025) to effectively program in the midst of disasters/crises.
- 2. Sustainability of future support to local level dynamics and LAs transformation:** Future GL support should better analyse the conditions for sustainability and develop coherent response strategies. This implies (i) developing and distribution of referral manuals and other Information, Education & Communication (IEC) materials, which communities and stakeholders can use as reference even after the lapse of the program, and (ii) formulating responsible and sustainable exit strategies for up-scaling or institutionalisation of programme activities at the inception, with all stakeholders and beneficiaries informed.
- 3. The holistic and integrated approach (looking at the whole person) is an effective approach in addressing GBV which should be considered by futuristic like-minded programmes:** To address GBV effectively, there is need to look at the whole person, so as to build individual confidence and agency, as did by the action through both life skills and entrepreneurship training on women. A fragmented approach to addressing GBV through solely women empowerment will not yield much desired results, without looking at the life skills issues.

4. **As a guarantor to sustainability, futuristic like-minded programmes should consider having an institutional base with key institutions for sustainability of results:** Endline evaluation evidence showed that programmes run by NGOs have to have an institutional base as part of the sustainability strategy (to further implementation even after the ending of the programme.) This was realised by GL which worked well with the council, which are highly likely to further the implementation of programme components beyond its lifestyle.
5. **In terms of M&E, GL and partners should consider localising their monitoring tools (GEI templates, GPS tools, etc.) to avoid a one-size fits all approach which is not applicable to other contexts:** Specifically, the GEI tool was noted to be a global one which was not context specific, making it difficult to implement in other contexts. For instance, while most women left abusive relationships and were staying alone, some questions in the GEI template still referred to husbands. In addition, the GEI needed to be translated into vernacular languages for usability by the respondents, most of whom are illiterate.
6. **Future like-minded programming should consider gender-responsiveness and preparedness to crises in programming to safeguard realised gains through ‘non-stopped programming’ in the face of crises:** COVID-19 will not be the last global pandemic Southern Africa will see. GL should work with councils on gender responsive guidelines for all disasters, not just the COVID-19 pandemic. In addition, there must be a budget set aside for emergencies and their gendered impacts. This should be integrated in Gender Responsive Budgeting (GRB) going forward, and should feature in the Gender and Local Government Score Card. Lastly, SRHR issues should be prioritised as menstruation and reproduction doesn’t stop during pandemics/disasters.
7. **With most countries grappling with the issues of climatic disasters, the issue of climate justice should be an ever-present phenomenon in programming:** With climatic disasters such as cyclones ravaging Southern Africa, there is need for future like-minded programmes to consider focusing on climate justice and gender justice, especially to disaster-prone countries such as Madagascar.
8. **Against the backdrop of the action failing to reach 50 councils, as a result of non-penetrable Eswatini’s Tinkhundlas (highly patriarchal councils in nature), GL and other like-minded organisations should consider working with willing Tinkhundlas.** GL and other key partners should choose progressive Tinkhundlas and work with them over the duration of the programmes with one group of women (assisted by the action) per site to mitigate the buy-in process. GL and its partners recognise the importance of working in these sites as critical to achieving gender equality. If these traditional councils (Tinkhundlas) are involved in the movement towards ending GBV and promoting women empowerment, they will entrench the cause for gender equality and women empowerment through debunking the dominance of patriarchy in these chiefdoms which would be a plus towards ending GBV.
9. **To enhance effective movement building, GL and partners in futuristic programmes should consider involving more men’s organisations in the efforts towards ending GBV and promoting women empowerment.** With men being chief perpetrators of GBV, the involvement of their organisation such as Sonke Gender Justice and Men Engage Alliance in the movement building to end GBV and ensuring men’s empowerment is therefore critical and imperative to realised massive results.

ANNEXES

Annex I Case Studies

Annex I.1 Case Study I

Polokwane Municipality, a flag bearer council in “ending GBV community by community” as a result of the Sunrise Campaign programme

About the Council and its involvement in Sunrise Campaign Programme

The Polokwane Municipality is one of the council beneficiaries of the Sunrise Campaign Programme, and one of the flag bearers for the successful implementation of the action and the overall women economic empowerment, including survivors of GBV. Polokwane Municipality won the COE in Local Government award for a second year in a row at the December 2022 SADC Protocol@Work Summit. The council is domiciled in South Africa’s Limpopo province. The council serves a population of 859,651 people (both rural and urban) comprising of 441730 women and 417940 men. Polokwane municipality is a COE for Gender and a hub council in the hub and spoke programme, meaning it mentors other councils (spoke councils) on gender equality and women empowerment. **Women occupy 30% (866 positions) of council’s overall staff component, 38% (37 positions) council positions, and 25% (2) council management positions.** This is shown in Table 9 below

Table 9: Proportion of women in council positions of Polokwane Municipality

	Women	Men	Total	% Women
Council	37	53	90	38%
Management	2	4	6	25%
Council staff overall	866	1313	2179	35%
Average				33.7%

Although women remain behind in terms of equal employment opportunities like their male counterparts at Polokwane Municipality, the evaluation found it encouraging that women comprised of 33.7% of council’s staff complement, which is relatively high in the SADC region. **The council supported a total of 40 women survivors of GBV in the Sunrise programme.**

Gender-responsive Local Economic Development (LED)

Gender & vulnerability Inclusive Local Economic Development (LED): The council conducts SRHR training and action plan as part of the #VoiceandChoice campaign. **The council had a Local Economic Development (LED) Plan and projects which target women, People living with Disabilities (PWD) and youth entrepreneurs as key beneficiaries.** Specifically, at the time of the evaluation, the council registered 250 small, medium & micro enterprises (SMMEs) and 65 cooperatives, **with 75% of LED going towards the empowerment of women and other disadvantaged groups like youth and PWD.** Figures 7 and 8 show the efforts made by the council in supporting women entrepreneurship and their economic empowerment.



Figure 8: Polokwane Municipality congratulates winners of the Global Entrepreneurship week, 2022:



Figure 7: Live Radio interview of Executive Mayor of Polokwane Municipality supporting entrepreneurship

As espoused by the consulted Gender Focal Person (GFP), the council promoted local entrepreneurship, especially for women, youth and PWD. For instance, of the 400 market places allocated in Polokwane municipality, 75% (200) were for women, 100 (15%) for men, 80 (5%) for youth, 20 (5%) for PWD. The stalls were leased to entrepreneurs and they were reportedly selling their products during sporting events at stadiums and exhibiting at municipal & provincial events as well as tourism occasions.

To further support entrepreneurship of its citizenry, especially women, youth and PWD, the council was reportedly referring women to various agencies for entrepreneurial assistance. At the time of the evaluation, the council had arrangements with several agencies for supporting women entrepreneurs which included inter alia; LEDA; LIMDEV; SEDA; IDT; DTI, and LEDET.

To further support women, youth and PWD, Polokwane municipality set a target for increasing the number and value of contracts allocated to these key groups. These included inter alia contract jobs, Municipal Expanded Public Works Programmes (EPWP), internships and learnerships. For instance, out of the 250 public tenders issued in 2021; 50 (14%) were for women, 196 (85%) for men, and 4 (1%) for youth. In 2021, the council surpassed its EPWP employment target of 1702 by employing 3883 people, comprising of 781 adult women (20%), 1122 adult men (28%), 1973 youth (51%) and 7 PWD (0.002%). Although this needed improvement, its positive that women and vulnerable groups benefitted from the council tendering system unlike in the past where less or no women would be beneficiaries of the council tenders. The major challenge for Polokwane Municipality was the non-availability of a procurement policy itself and the failure of the procurement department to have disaggregated data (by gender, vulnerability, status, etc.)

Contribution to addressing/ending Gender Based Violence (GBV)

The council had public lighting, which was key for the safety of the citizenry during nights, especially marginalised groups and key populations such as women, youth, PWD and sex workers. Specifically, there were Apollo lights/High Mass Lights and or street lights in rural areas, urban areas, stadiums, community halls. The city had a street named after a woman, Bertina Sisulu Street, thereby demonstrating its inclusiveness to women. **Polokwane municipality was reportedly participating in campaigns to raise awareness on GBV** and the following were the campaigns the council was being involved in; walk for 16 Days of Activism Against GBV, Take Back the Night, Door to Door Campaign, Gender based dialogue for men & all stakeholders, outreach programme of GBV and GBV training. The council offers key services in capacity building on GBV, which includes among others four (4) GBV workshops (1 per quarter) and Gender mainstreaming workshops/training per quarter by Beyond Zero, PFD and Future Families. The involvement of the council in gender campaigns is shown in Figures 9 and 10.

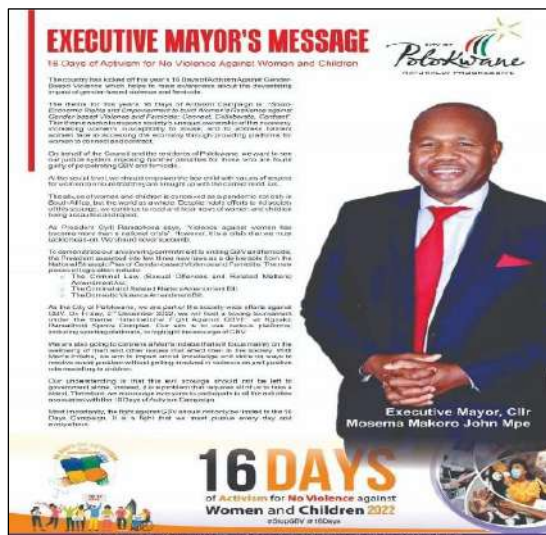


Figure 10: Executive Mayor of Polokwane's Message on 16 Days of Activism on GBV



Figure 9: Polokwane Municipality's messaging on Ending GBV and VAWG

The council works in harmony with the police in addressing GBV, a sign of programme sustainability through having a buy in of key stakeholders in the movement. The council was reportedly getting statistics on GBV cases from police, and due to the establishment of the Community Safety Forums (CSF) and Community Policing Forums (CPS), the council was able to effectively work with police in addressing and combating GBV, through hosting GBV campaigns or door to door campaigns together with Department of Social Development (DSD). To further strengthen community efforts in addressing GBV, the CSF and CPS were inclusively represented by women, men, youth, adults and People living with Disabilities (PWD). **The council had services and products for GBV survivors (shelters, places of safety, counselling services, etc.)** through the assistance of Victim Empowerment Centre (VEC) and Thuthuzela Care Centre, where social workers offer counselling services for survivors of GBV.

The Polokwane municipality was rated by the evaluation at 9 out of 10 in terms of having GBV Action Plans, while it's responsiveness to the needs of women was rated 90 out of 100. Specifically, as postulated by the GFP, there was a Gender Policy and Framework that guides the Gender Desk and the Municipality and also the Multi Party Women Caucus -Action Plan and Gender Stakeholders Action Plan. Additionally, Issues of Special Focus are addressed in the IDP meeting and it's Budget. **The council contributed immensely to the implementation of the Sunrise Campaign programme, pleading a total of USD 3550** (USD 687 paid directly by the council and USD 2887 on in-kind contributions such as venues, support to workshops, staff provision, computers, etc.)

Annex 2 Community & Men Attitudes on Gender Equality

Annex 2.1 Community attitudes (men & women) on gender equality & women empowerment



UN Trust Fund to End Violence against Women

Country

Council

Gender attitudes per question

QUESTION	% Baseline - Agree or Strongly Agree	% Endline - Agree or Strongly Agree
A woman should obey her husband	51%	53%
If a woman works she should give her money to her husband	20%	40%
A man should have the final say in all family matters	29%	40%
Men should share the work around the house with women such as doing dishes, cleaning and cooking	53%	49%
A woman needs her husband's permission to do paid work	34%	34%
A woman can refuse to have sex with her husband	53%	52%
Children belong to a man and his family	25%	30%
There is nothing a woman can do if her husband wants to have girlfriends	18%	25%
If a wife does something wrong her husband has the right to punish her	20%	23%
If a man has paid Lobola (bride price) for his wife, he owns her	20%	25%
If a man beats a woman it shows that he loves her	14%	22%
People should be treated the same whether they are male or female	57%	49%
Gender is only about women's issues	23%	25%
A man can marry as many wives as he wants but a woman can only marry one man	20%	26%
A woman has the right to insist on a man using a condom	52%	46%
If a woman wears a short skirt she is asking to be raped	18%	23%
A woman should be able to choose to terminate a pregnancy in the first three months of her pregnancy	24%	33%
Homosexuality is a psychological disease	29%	27%
It bothers me when a girl acts like a boy	30%	27%
The media interviews more men than women for stories	25%	25%
Sexy images of women in the media gets me to read or watch more	26%	26%
I trust what men say in the news more than what women say	24%	21%
Families should spend less money on the education of daughters as on the education of sons	13%	20%
Men are naturally better religious leaders than women	30%	30%
Disabled boys should have priority over disabled girls to special needs facilities and services	13%	34%

Annex 2.2 Men Attitudes on gender equality & women empowerment



UN Trust Fund to End Violence against Women

Country

Council

Gender attitudes per question

QUESTION	% Baseline - Agree or Strongly Agree	% Endline - Agree or Strongly Agree
A woman should obey her husband	66%	49%
If a woman works she should give her money to her husband	25%	16%
A man should have the final say in all family matters	33%	23%
Men should share the work around the house with women such as doing dishes, cleaning and cooking	74%	81%
A woman needs her husband's permission to do paid work	34%	26%
A woman can refuse to have sex with her husband	59%	62%
Children belong to a man and his family	34%	18%
There is nothing a woman can do if her husband wants to have girlfriends	10%	8%
If a wife does something wrong her husband has the right to punish her	23%	15%
If a man has paid Lobola (bride price) for his wife, he owns her	30%	16%
If a man beats a woman it shows that he loves her	8%	8%
People should be treated the same whether they are male or female	78%	79%
Gender is only about women's issues	20%	14%
A man can marry as many wives as he wants but a woman can only marry one man	28%	15%
A woman has the right to insist on a man using a condom	61%	60%
If a woman wears a short skirt she is asking to be raped	17%	10%
A woman should be able to choose to terminate a pregnancy in the first three months of her pregnancy	28%	28%
Homosexuality is a psychological disease	32%	26%
It bothers me when a girl acts like a boy	38%	25%
The media interviews more men than women for stories	25%	19%
Sexy images of women in the media gets me to read or watch more	36%	26%
I trust what men say in the news more than what women say	22%	13%
Families should spend less money on the education of daughters as on the education of sons	11%	4%
Men are naturally better religious leaders than women	33%	15%
Disabled boys should have priority over disabled girls to special needs facilities and services	14%	4%

Annex 3 List of People Interviewed

Annex 3.1 GL staff

Name	Position	Country	Organisation
Kubi Rama	Executive Director	SADC region	Gender Links
Thandokuhle Dhamini	Local Action for Gender Justice Coordinator	Eswatini	Gender Links
Naledi Masipa	Local Action for Gender Justice Coordinator	South Africa	Gender Links
Iafine Papisy	Local Action for Gender Justice Coordinator	Madagascar	Gender Links
Mary Banga	Finance Manager	SADC region	Gender Links

Annex 3.2 Council staff

Name	Position	Country	Organisation
Sibusiso P Siyaya	Gender Focal Person (GFP)	Eswatini	Mbambane City Council
Tengetile Khumalo	Gender Focal Person	Eswatini	Pigg's Peak council
Khetsiwe Dhlamini	Assistant GFP	Eswatini	Nhlangano Town Council
Khanyesile Mamba	Gender Focal Person	Eswatini	Mankayane Town Board
Dumsile Gamedze-Mkhonta	Gender Focal Person	Eswatini	
Lindelwa Nxumalo	Gender Focal Person	Eswatini	
Jeanette Rasemula	Gender Focal Person	South Africa	Polokwane Municipality
Zanelle Mthembu	Gender Focal Person	South Africa	Emfuleni

Annex 3.3 Gender Drivers of Change

Name	Position	Country	Organisation
Nobesuthu Java	Gender Drivers of Change	SA	Thy Rest
Kgomotso Komape	Gender Drivers of Change	SA	Father-a-Nation #No excuse
Josephine Malema	Gender Drivers of Change	SA	
Lebo Monama	Gender Drivers of Change	SA	LGBTQIA+ Rights Activist
Andrew Moyo	Gender Drivers of Change	SA	Umsimisi
Thamie Mokoena	Gender Drivers of Change	SA	GBV Green Door Ambassador
Khomotso Komape	Gender Drivers of Change	SA	Gender Champion
Mapule Mokoena	Gender Drivers of Change	SA	Gender Champion
Lebohand Rikhotso	Gender Drivers of Change	SA	Gender Champion
Nondumiso Maseko	Gender Drivers of Change	Eswatini	Mankayae Youth Forum
Nomcebo Dhlamini	Gender Drivers of Change	Eswatini	Network of Business Women with Disabilities
Zanele Mthembu	Gender Drivers of Change	Eswatini	Social Development

Annex 3.4 Emerging Entrepreneurs

Name	Position	Country	Business Name
Natasha Moloi	Emerging entrepreneur	South Africa	
Maburwana L Monama	Emerging entrepreneur	South Africa	Maburanwa projects
Machuene Maleka	Emerging entrepreneur	South Africa	Alpha & Omena Events Management
Magdelene Bopape	Emerging entrepreneur	South Africa	Streer
Ramashisha Mulalo	Emerging entrepreneur	South Africa	PUSH (Pray Until Something Happens)
Sewela Mpe	Emerging entrepreneur	South Africa	Sewela's Food Court
Nomza Sathekge	Emerging entrepreneur	South Africa	Car Wash at Moletjie Ga-Rankuwa
Philie Tsabedze	Emerging entrepreneur	South Africa	
Tshililo C Mphephu	Emerging entrepreneur	South Africa	
Lorraine Babaya	Emerging entrepreneur	South Africa	Fornos of Limpopo
Lebo Lehonye	Emerging entrepreneur	South Africa	
Gloria N Nxumalo	Emerging entrepreneur	Eswatini	
Wendy Kunene	Emerging entrepreneur	Eswatini	Wendy's Chicken House
Nomcebo Jiyane	Emerging entrepreneur	Eswatini	Bake Delights
Tengetile B Dlamini	Emerging entrepreneur	Eswatini	Luju Hairdressing Salon
Balindzile Dhlamini	Emerging entrepreneur	Eswatini	Eastern Bright Mobile Spa
Sakhile Dlamini	Emerging entrepreneur	Eswatini	

Annex 4 List of Documents Reviewed/Bibliography

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Annex 5 Terms of Reference (ToR)



Call for Expression of Interest: Evaluation of the United Nations Trust Fund (UNTF)/Gender Links *Sunrise Campaign: Local Action to End Violence and Empower Women* (1 January 2020 – 31 December 2022)

Type of Contract: Consultancy

Based in: Johannesburg

Consulting days: 30 days

Time period: 23 December 2022 – 23 January 2023

Application Deadline: Friday, 16 December 2022

Scope

This evaluation covers the *Sunrise Campaign: Local Action to End Violence and Empower Women* in South Africa, Madagascar and Eswatini through building the capacity of the municipalities that anchor the programme to run it and cascade it. Building on a successful pilot project that spanned ten Southern African countries, in this phase Gender Links (GL) will train Gender Focal Persons, Monitoring and Evaluation Officers in 50 councils to offer the unique blend of entrepreneurship training and life skills to 1000 survivors of GBV, half of whom are young women, with the aim of “stopping violence before it starts.” The next phase will see a greater emphasis on the use of low cost mobile technology to network and support the emerging entrepreneurs. In keeping with GL’s Theory of Change, the next phase aimed to reach at least 500 men including perpetrators of the violence with the aim of reducing any possible backlash at household level. Within the community, the campaign will form part of council plans to “end violence community by community”. At the policy level, the programme aims to enhance knowledge on the link between economic empowerment and sustainable solutions to GBV. Please note all evaluations must subscribe to *GL’s Safety and Ethical Protocols for researchers and research staff* that accompanies this call.

Background and context

Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary and others. Gender inequality is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. Gender inequality follows the life cycle of most women from cradle to grave. Despite changes in laws and Constitutions, many women remain minors all their lives –under their fathers, husbands, even sons, and as widow’s subject to male relatives.

It is well documented that poverty (and economic dependence) places women and girls at greater risk of gender-based violence (GBV) and that economic empowerment can reduce gender-based violence by increasing women’s options and decision- making capacity within households.

There are many ways in which women are vulnerable to GBV in their everyday lives. These experiences are often directly related to the financial and social realities of their lives. Women are often denied resources and assets. This limits their ability to explore significant opportunities for economic independence which in turn exacerbates their vulnerability to dependence-based relationships. This also limits their ability to pursue sustainable businesses and tends to restrict many women to micro entrepreneurship such as street trading. Street trading can expose women to harassment and sexual violence. These are two obvious ways in which economics and GBV are connected. Economic dependence is recognised as a key factor in the perpetuation of GBV as women who perceive themselves unable to support themselves are most likely to stay in abusive relationships.

One of the key ways in which women can seek economic independence is through sustainable entrepreneurship. Yet access to appropriate financial services evades most women. Regional and national economic planning and performance does not take into account the contribution of women in the economy nor the needs of women for suitable financial services which meet their needs at all levels of business activity. Little attention also is made to the gender related realities of women's lives which preclude them from owning or acquiring assets. The majority of women therefore are restricted to microfinance as their only source of capital and primarily operate as micro entrepreneurs.

GL's Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAW can be turned into a virtuous positive cycle targeting all levels from individual to societal. GL's work in the gender justice programme seeks to "turn around" the vicious cycle of negative attitudes, behaviours and practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages – "peace begins at home".

In terms of the Sunrise Campaign this means:

- Individual realm of power: life skills training
- Private realm of power: taking back economic rights through entrepreneurship training and implementation
- Community realm of power: facilitating support from partnerships with the public and private sectors, service providers of skills and financial support and funding to support the programme; financial and non-financial services to participants
- Societal realm of power: advocacy for changes that create an enabling environment for women in entrepreneurship

The strategy at the individual level is to develop:

- An understanding of GBV and its impact on the survivor and their relationship with an abuser.
- Self-respect and understanding of victimization as a result of GBV.
- Ways of building self-confidence and assertiveness.
- An understanding of financial abuse in a relationship as a form of control.
- Skills that can provide an alternative source of income.
- Confidence in the ability to support oneself and children.
- Confidence to make positive choices in terms of their relationships.

The role of community realm of influence and change it to:

- Influence local economic development policies and procurement opportunities.
- Influence private sector attitudes towards the economic empowerment of women and reduction of GBV through funding and or in kind assistance.

- Provide mentorship.
- The role of societal transformation includes to:
- Facilitate a framework which recognises the financial needs of women entrepreneurs beyond micro-finance.

The role at the societal level is to:

- Address legalisation and enforcement of women's property rights.
- Create local and regional task forces on access to finance for women.
- Create platforms for consultation with women on the issues they face as entrepreneurs
- and explain why these are expected to lead to the results proposed.

Objectives

The purpose of the evaluation is to:

- To evaluate the entire project 1 January 2020 to 31 December 2022 against the effectiveness, relevance, efficiency, sustainability, knowledge generation and impact criteria, as well as the cross-cutting gender equality and human rights criteria.
- To identify key lessons and promising or emerging good practices in the field of ending violence against women and girls, for learning purposes.
- Identify the impact of the programme and ways that this may be sustained beyond the UNTF grant.
- Record and share lessons with intended users.
- Account to local stakeholders for the programme's achievements.
- Improve future programme design and management.
- Assessment of the achievement of goals by GL.
- Assessment of the premise of the programme: that economic power decreases or prevents gender-based violence.
- Impact of COVID-19 on the implementation of the project.

Intervention logic

Research conducted by Gender Links in seven SADC countries shows that between a quarter and three quarters of women in Southern Africa have experienced some form of violence over their lifetime, up to 20% within the last year. Several other forms of exclusion compound the misogyny associated with patriarchal norms. These include race, class, the rural/urban divide, age, disability, occupation (especially sex work), sexual orientation and gender identity. These often multiple forms of exclusion result in even higher levels of violence for certain categories of women such as disabled women.

The Violence Against Women and Girls (VAWG) Baseline studies include questions on gender attitudes that show that while 88% of men and 82% of women think that people should be treated the same whether they are male or female, 86% of men and 58% of women think a woman should obey her husband. The studies show that the most likely forms of violence are also those least likely to be reported to the police – economic, psychological and verbal abuse.

GL has worked with over 2000 women in documenting their experiences of GBV in the "I" Stories series –first- hand accounts of physical, sexual, verbal and emotional abuse. Many women spoke about staying in (or returning to) abusive relationships for economic reasons. Some experienced financial control as a form of abuse. Working with 100 Centres of Excellence (COEs) for Gender in Local Government in ten Southern African Development Community (SADC) countries GL has championed an innovative pilot project showing that economic empowerment can offer sustainable solutions to gender violence.

Rebranded the Sunrise Campaign because of the promise of a new dawn, a unique feature of the programme is that it is anchored by councils that have undergone a ten-stage process to become COEs. The councils include support for survivors of gender violence as part of their GBV and Local Economic Development (LED) action plans. GL provides an entrepreneurship training course tailored for survivors of GBV that combines life skills designed to enhance confidence and agency with basic business skills. While GBV debilitates and destroys self-worth, business builds confidence, negotiation skills, innovation, and resilience. The two forms of training thus complement each other.

In the pilot phase (2013 to 2015), 1350 survivors of GBV trained as entrepreneurs. 91% completed a business plan and 79% followed through on the plan. 533 survivors of GBV in nine Southern African countries were mentored in the follow-up phase in 2016. Average income increased by \$35 per month after the first phase to \$328 per month in the follow-up phase. 85% (post training) and 97% (follow up) of participants said they now experience less or much less GBV. Overall, the relationship control index increased by four percentage points to 66%. In 2016 the campaign won the Mail and Guardian "Investing in the Future Award".

The programme forms part of GL's work on gender responsive governance at the local level through the COEs. Councils commit resources, and run campaigns to end gender violence, and empower women economically, as part of a long term, systemic approach to changing the attitudes that fuel GBV. GL measures gender attitudes using the Gender Progress Score (GPS). Overall this increased from 61% to 63% in the pilot project, with participants registering a higher score of 70%. These promising initial results show that if the work is sustained, change is possible.

The work on the ground contributes to the attainment of the Post 2015 SADC Protocol on Gender and Development as well as Sustainable Development Goal (SDG) 5. Participants share what works to end poverty and gender violence at the annual SADC Gender Protocol@Work summits that also feature the SADC Gender Protocol Barometer, used to track progress towards attaining gender equality.

GL seeks to hone and replicate this model, and amplify it through use of IT. Key features include: 1) upskilling councils to run the programme and mainstream it into LED programming 2) networking women using low data technology platforms 3) inclusion of at least fifty percent young women with a view to "stopping violence before it starts"; 4) inclusion of male family members (including where possible abusive partners) to manage any potential backlash and ensure a transformative approach at family level 5) ensuring that the programme forms part of council plans to "end GBV community by community." This holistic approach will enhance sustainability. The main challenge is to ensure councils commit requisite resources. This is mitigated by selecting councils that have shown the greatest commitment to the programme in the pilot phase.

The action's expected results included:

- 50 councils in SA, Eswatini and Madagascar champion and upscale the Sunrise Campaign as part of Local Economic Development (LED) Programmes. This will be achieved through building the capacity of gender focal persons to run the programme and on-going technical support to GFPs in integrating the Sunrise Campaign into their programming, including use of GL M and E platforms, reports, and analytical tools, both qualitative and quantitative.
- 1000 survivors of GBV, including 500 young women (aged 18 – 35) trained in entrepreneurship and life skills that will help them to break the cycle of poverty, violence

and dependence, as well as strengthen gender responsive governance. This will be achieved through each of the 50 councils training 20 women in the three countries. The focus on young women aged between 18 – 35 years aims to “Stop Violence before it Starts.”

- Increased income, agency, and reduced incidence of GBV in the lives of the 1000 participants, as measured by the Gender Empowerment Index (GEI) that includes entrepreneurial flair; income; experience of violence and relationship control, as well as changes in gender attitudes.
- At least 500 men join the struggle against GBV, through working with the families of survivors of GBV. This will be achieved by working more closely with families in the next phase, including abusers and perpetrators.
- More progressive attitudes towards gender equality in 50 local communities, as measured by the Gender Progress Score administered at baseline and endline of the project.
- Peer sharing, learning and networking through 3 national summits that facilitate the sharing and documentation of best practices on economic empowerment and sustainable solutions to ending GBV.

Organisation, management and stakeholders

The programme under evaluation targets survivors of gender-based violence, local government in the target countries to build capacity of women in making their voices count for gender equality and men linked to the women on the programme.

An external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme, will lead the evaluation. The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality.

The evaluation process should be impartial and independent in its function from the process concerned with the policy making, the delivery and the management of development assistance.

- Impartiality contributes to the credibility of evaluation and the avoidance of bias in findings, analyses and conclusions. Independence provides legitimacy to evaluation and reduces the potential for conflict of interest which could arise if policy makers and managers were solely responsible for evaluating their own activities.

The evaluation should cover:

- An assessment of impact
- A statement of the extent to which the impact has directly or indirectly contributed to increasing voice, accountability and responsiveness and to reducing poverty.
- Lessons and key recommendations to both the European Union and GL and implementing partners.

Methodology³²

Due the prohibitive cost and difficulty of arranging travel to Madagascar will not possible for the evaluation. Travel to project sites in South Africa and Eswatini will be possible. The following methodological considerations apply.

Desk-based Work

³² The United Nations Trust Fund to End Violence against Women Supplemental Guidance on Remote Data Collection – 9 April 2020

- **Desk Reviews**

The evaluation consultant(s) or team will /should engage with a number of project documents during the inception phase of the evaluation. These documents can range from research studies, baseline reports, project documents, monitoring reports and benchmark data, as available. The evaluation task manager should collect and make available, as much background documentation as possible for the desk review. The evaluation consultant(s) or team should document any data gaps and request any documents which may support their review. By the end of the inception phase, it should be possible to provide an evaluation matrix complete with finalized evaluation questions, evaluation indicators, and data sources. It may also be possible to provide a preliminary analysis of project progress, which would then be supplemented by additional data collected and triangulated during the analysis and writing phase of the evaluation.

- **In-depth Case Studies**

An in-depth case study is a descriptive and exploratory analysis of a person, group or event. They might also cover decisions, periods, policies, institutions or other systems. In the context of evaluation, case studies may be used to represent the results of desk-based work—sometimes in combination with telephone and online methods—to tell the story of your UN Trust Fund project results and/or impact stories. This can take the form of single or multiple cases, relies on multiple sources of evidence, and can include the use of quantitative evidence.

- **Literature Review**

A literature review provides a comprehensive summary of previous research on a topic. In the context of a final, external evaluation of a UN Trust Fund project—particularly if the scope of the exercise is significantly scaled down – you may wish for the evaluation consultant(s) or team to describe and summarise evidence on your project approach, theories, etc. to inform decision making or provide rationale for future proposal development.

Telephone Interviews

A telephone interview is a method in which the interviewer communicates with respondents via telephone and follows a prepared questionnaire/survey tool. These are likely to be closed-ended questions, or questions allowing for responses to be framed on a Likert scale. They are relatively low cost and have the potential to reach a high number of respondents, which makes telephone interviews an efficient and cost-effective methodology.

Mobile Applications

The use of mobile applications, such as WhatsApp or Signal, can also be integrated into online qualitative approaches. Though they come with some considerations in terms of safety and security, these free applications tend to be familiar to users and highly popular in various countries and territories. They make it possible for evaluation teams to create and manage groups of participants, request feedback and connect with diverse users, while making it possible for users to document experiences using text, voice, pictures and emoticons to express attitude and emotions.

Email Interviews

An email interview is a method in which participants can respond to open-ended interview questions, which enables thematic analysis of narrative (qualitative) responses. They are also a convenient and practical alternative to geographical, financial and other barriers to accessing stakeholders (evaluation sample). In addition, participants have an increased level of control over the time spent in the interview, though it should be noted that conversations over time may be needed to clarify descriptive data, ensure accuracy, and so on. But this ongoing and iterative exchange lends itself to increased opportunity for participant reflections.

Video Conferencing

Video conference interviews and focus groups are a method in which the interviewer and the participant(s) use a computer, tablet, or other device to communicate at the same time. These allow the interviewer to ask questions and for respondents to answer online, as if they were in a face to face setting. The exchange can last as long as necessary, but on average between 30 to 60 minutes. Because much of the same content is covered in online interviews as with face to face interviews and focus groups, evaluator(s) may find that the quality of the inputs received from stakeholders is the same.

Online Surveys

An online survey is a method of gathering information from a sample to provide data and insights that can be generalized to a larger population. This data collection method is likely to have been suggested during the evaluation inception phase, as online surveys are one of the most utilised methods for systematically engaging a sample to complete a questionnaire. To transfer the questions from standard/existing surveys, or prototype instrumentation, your evaluation consultant(s) will need to migrate paper-based tools to a digital software. Online surveys are likely to have cost implications; however, they increase efficiency in terms of time and the administrative burden on the evaluation team to administer the survey and analyze results.

Process

The evaluation will be based on key informant interviews with stakeholders, partners and beneficiaries. Annex B lists potential key informants. Other supplementary methods will be identified as appropriate by the evaluator to enhance the information from the interviewing process. Activities for the evaluation include:

- a) An inception meeting with the consultant to discuss the proposed methodology with GL. Key documents for evaluator reading and reference prior to inception is listed in Annex B.
- b) Field visits to project site to collect evidence including interviews with key partners and beneficiaries if required. The evaluator shall liaise with GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone. The evaluation queries that should be covered by the evaluation are attached in Annex A.
- c) Data and information coding and analysis
- d) Evaluation report writing

Duration

The evaluation is expected to start on the 1 to 25 January 2023. The total number of days for the evaluation will be 30 person days.

Deliverables

The key deliverable of the evaluation is a final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to the review criteria outlined in Annex A, recommendations, innovation and lessons learned, and list of people/organisations contacted. The report framework is listed in **Annex A**.

The report will include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation.

Evaluation Qualifications

The evaluator should be an external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme.

Knowledge and qualification requirements from the evaluator is as follows:

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media, financial systems management and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.
- A good understanding of the SADC civil society environment and the gender movement.

How to apply

Send **Expression of Interest to execdirector@genderlinks.org.za by 26 December 2022.**

ANNEX A: EVALUATION GUIDE

The evaluator shall include the following questions as queries for the evaluation under the three focus areas.

a) Programmatic

Effectiveness

1. Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework.
2. Have interventions achieved or are likely to achieve objectives?
3. How effective and appropriate was the programme approach?
4. With hindsight, how could it have been improved?

Relevance and equity

1. What is the programme's significance with respect to increasing voice, accountability and responsiveness within the local context?
2. To what extent does the programme have a positive impact on the more disadvantaged groups? NB: This should cover a discussion of social differentiation and the impact on the different population groups and the marginalised (e.g. by gender, ethnicity, socio-economic group, disability, ethnic minorities, people living with HIV/AIDS and other excluded groups)

Impact

1. What are the broader economic, social, and political consequences of the programme and how have these contributed to improved governance and transparency outcomes and to reducing GBV?
2. What was the programme's overall impact and how does this compare with what was expected?
3. Did the programme address the intended target group and what was the actual coverage?
4. Who were the direct and indirect/wider beneficiaries of the programme?
5. What difference has been made to the lives of those involved in the programme?

Replicability:

1. How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable.
2. What aspects of the programme are replicable elsewhere?
3. Under what circumstances and/or in what contexts would the programme be replicable?

Innovation

Has the programme identified a new way of working that should be shared with others? If so, please describe in this section how the programme is innovative and/or what are the main lessons learned.

b) Operationalisation, Management and Institutional capacity

Organisational structure

1. What is the relationship of Gender Links and the local partners in programme implementation?
-

2. What is the impact of the structure on programme progress and impact?
3. What recommendations can one make on how the organisation can improve its systems to achieve greater impact?

Sustainability:

1. What are the prospects for the benefits of the programme being sustained after the UNTF grant? Did this match the intentions?
2. Is the programme sufficiently embedded in the local councils?

c) Lessons Learned

The evaluation must provide a brief summary of the key recommendations that have emerged from the final evaluation. The evaluation should further cover lessons learned in the implementation of the programme. Lessons learned should be categorised by stakeholder engagement, programme implementation, programme design. Unintended results of the intervention should be highlighted in this section. Lesson learned can therefore be summarised as follows:

- Lessons about the overall programme design
- Lessons about adapting your methods and approaches
- Lessons about working with partner organizations
- Lessons about risk assessment and management
- Lessons about sustainability and scaling up
- Thematic lessons – operating environment and emerging issues contextual to the countries under review.

d) Methodology

How the final evaluation was conducted should be explicitly explained. In some cases this may include how surveys, focus groups, key informant interviews, or other evaluation techniques were conducted. This section should also include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation. Stakeholder approach in the evaluation is also critical in terms of methodology. In summary methodology may include the following:

- Sampling techniques
- Surveys, focus groups, key informant interviews
- Background documents review
- Stakeholder approach
- Link between logframe and M & E processes

e) Time schedule and deliverables

The key deliverables of the evaluation and time lines are meetings as follows:

- Inception meeting on the proposed methodology with GL to finalise consultant’s costs and explain chosen methodology by consultant.
 - Inception meeting report outlining the methodology that will be used, costs and the schedule.
 - Field visits to project site including interviews with key partners and beneficiaries
 - Draft evaluation report
 - Feedback meeting after field visits
- Final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to standard review criteria

(questions), recommendations, innovation and lessons learned, and list of people/organisations contacted. The proposed report structure will be as follows:

- Executive summary
- Introduction
- Programme Development
- Findings
- Conclusion
- Lessons Learnt
- Recommendations – short , medium, and long term
- Annexes

f) References

Relevant background information:

- Programme proposal, log-frame and budget
- GL reports to the UNTF

g) Other documents

- Booklet being produced on the project
- Any other documents or sources used for the evaluation

Annex B

EU/GL Making Every Voice Count for Gender equality in Southern Africa Interviews

–SADC

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
Effectiveness			
<ul style="list-style-type: none"> Assessment of how far the intended outcomes were achieved in relation to targets set in the original logical framework. Have interventions achieved or are likely to achieve objectives? How effective and appropriate was the programme approach? With hindsight, how could it have been improved? 	<ul style="list-style-type: none"> Programme proposal, logframe and budget; GL reports to UNTF 	GL Executive Director	GL HQ
		GL Eswatini Co-ordinator	Eswatini
		GL Madagascar Facilitator	Madagascar
		GL South Africa Facilitator	South Africa
Relevance			
<ul style="list-style-type: none"> Details of the programme's significance with respect to decreasing and preventing GBV and responsiveness within the local context. How well does/did the programme integrate into local council GBV and Local Economic Development programmes? 	<ul style="list-style-type: none"> Sample case studies Summit reports 	Women entrepreneurs	Eswatini, Madagascar, South Africa
		Local council Gender Focal Points	
Economy			
<ul style="list-style-type: none"> Has economy been achieved in the implementation of programme activities? Could the same inputs have been purchased for less money? Were salaries and other expenditures appropriate to the context? 	Budgets and financial reports	Executive Director; Finance Manager	GL HQ
Efficiency			

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<ul style="list-style-type: none"> • How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs. • Are there obvious links between significant expenditures and key programme outputs? How well did the partnership and management arrangements work and how did they develop over time? • How well did the financial systems work? • How were local partners involved in programme management and how effective was this and what have been the benefits of or difficulties with this involvement? • Were the risks properly identified and well managed? 	Budgets and financial reports	Executive Director; Finance Manager	GL HQ
Equity			
<ul style="list-style-type: none"> • How does/did the programme actively promote gender equality and reducing GBV? • What is/was the impact of the programme on women, young women and men? 	Programme proposal, logframe	Women entrepreneurs Men	Eswatini, Madagascar, South Africa
Impact			
<ul style="list-style-type: none"> • Details of the broader economic, social, and political consequences of the programme and how it contributed to improved prevention of GBV and to poverty reduction. • What was the programme's overall impact and how does this compare with what was expected? 	Logframe, Drivers of change, Protocol@work examples	GL Executive Director GL Eswatini Co-ordinator GL Madagascar Facilitator GL South Africa Facilitator	GL HQ Eswatini Madagascar South Africa

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<ul style="list-style-type: none"> • Did the programme address the intended target group and what was the actual coverage? • Who were the direct and indirect/wider beneficiaries of the programme? • What difference has been made to the lives of those involved in the programme? 		Local councils	Eswatini, Madagascar, South Africa
Lessons learned			
<ul style="list-style-type: none"> • Lessons about the overall programme design • Lessons about adapting your methods and approaches • Lessons about working with partner organizations • Lessons about risk assessment and management • Lessons about sustainability and scaling up • Thematic lessons – operating environment and emerging contextual issues 	To emerge from interviews		
Sustainability			
<ul style="list-style-type: none"> • What are the prospects for the benefits of the programme being sustained after the funding stops? Did this match the intentions? • How has/could collaboration, networking and influencing of opinion support sustainability? 		GL Executive Director	GL HQ
		GL Eswatini Co-ordinator	Eswatini
		GL Madagascar Facilitator	Madagascar
		GL South Africa Facilitator	South Africa
		Local councils	Eswatini, Madagascar, South Africa
Replication			
<ul style="list-style-type: none"> • How replicable is the process that introduced the changes/impact? Refer especially to innovative aspects which are replicable. • What aspects of the programme are replicable elsewhere? 		GL Executive Director	GL HQ
		GL Eswatini Co-ordinator	Eswatini
		GL Madagascar Facilitator	Madagascar
		GL South Africa Facilitator	South Africa
		Local councils	Eswatini, Madagascar, South Africa

EVALUATION AREA	DOCUMENTS	INTERVIEWS	Location
<ul style="list-style-type: none"> Under what circumstances and/or in what contexts would the programme be replicable? 			
<p>Innovation</p> <ul style="list-style-type: none"> Has the programme identified a new way of working that should be shared with others? If so, please describe in this section how the programme is innovative and/or what are the main lessons learned. 	Protocol@work case studies)	GL Executive Director GL Eswatini Co-ordinator GL Madagascar Facilitator GL South Africa Facilitator Local councils	GL HQ Eswatini Madagascar South Africa Eswatini, Madagascar, South Africa