

Independent Project Evaluation of the

**Support Project for the SADC-UNODC
Regional Programme on Making the SADC
Region Safer from Drugs and Crime, with
the specific focus on Violence against
Women and Children**

Project number XASV23

UNODC Regional Office for Southern Africa (ROSAF)

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This independent evaluation report was prepared by an evaluation team consisting of Dr Marie Claire Van Hout (lead evaluator) and Dr Rosemary Mhlanga-Gunda (team member/expert). The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the IES web site: <http://www.unodc.org/unodc/en/evaluation/evaluation.html>

The Independent Evaluation Section of the United Nations Office on Drugs and Crime can be contacted at:

United Nations Office on Drugs and Crime
Vienna International Centre
P.O. Box 500
1400 Vienna, Austria
Telephone: (+43-1) 26060-0
Email: unodc-ieu@un.org
Website: www.unodc.org

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ABBREVIATIONS AND ACRONYMS

<i>Abbreviation</i>	<i>Full name</i>	<i>Abbreviation</i>	<i>Full name</i>
ADA	Austrian Development Agency	SOP	Standard Operating Procedures
CEDAW	United Nations Office of the High Commissioner for Human Rights Committee on the Elimination of Discrimination against Women	TOR	Terms of Reference
CLP	Core Learning Partners	UK	United Kingdom
CSO	Civil Society Organisations	UNDAF	United Nations Development Assistance Framework
DAC	Development Assistance Committee	UNDP	United Nations Development Programme
EU	European Union	UNEG	United Nations Evaluation Group
GBUV	Gender Based Violence Units	UNFPA	United Nations Population Fund
GBV	Gender Based Violence	UNICEF	United Nations Children's Fund
MoH	Ministry of Health	UN	United Nations
MoU	Memorandum of Understanding	UNODC ROSAF	United Nations Office on Drugs and Crime Regional Office for Southern Africa
NAMPOL	Namibian Police Force	UNOV	United Nations Office at Vienna
NGO	Non-Governmental Organisations	US	United States
SDG	Sustainable Development Goals	WACPU	Women and Children Protection Unit

MANAGEMENT RESPONSE

<i>Recommendation</i>	<i>Management Response (accepted/partially accepted/rejected)</i>
1. UNODC-ROSAF should ensure sufficient project staffing capacity to support all aspects of pre-assessment, design, planning, regional and country-level stakeholder relationship-building, communications and implementation of future similar projects.	Accepted.
2. UNODC-ROSAF should continue to further strengthen relationships with all relevant stakeholders (SADC, national authorities, UN sister agencies and NGOs working to address GBV at the ground levels) and further develop existing collaborations with Ministries of Health and of Education in future similar projects.	Accepted.
3. UNODC-ROSAF should improve the design and cultural applicability of professional training in future projects by delivering training that is specific to each discipline (prosecutors, magistrates, police, clinical, social work, education, community liaison), that continues to use existing gold standard UNODC tools and templates adapted to the country legal and GBV context.	Accepted.
4. UNODC-ROSAF should institutionalise GBV training within training colleges for police, social workers and other key professionals in order to widen reach and counter staff turnover, and further ensure ownership at traineeship level, on the job and in specialised education to support the GBV knowledge cascade across the region.	Accepted.
5. Subject to additional funding, UNODC-ROSAF should address specific gaps in advanced training on sensitisation in victim statement, cross examination, psychiatric risk assessment and forensic evidence gathering.	Accepted.
6. UNODC-ROSAF should further support the development of specialisation, forensic equipment to support speedy processing of forensic evidence, forensic staff capacity and national One Stop Centres with dedicated toll lines in all major cities. Any future UNODC interventions should continue a phased approach to focus on achievable results within specific timeframe.	Partially accepted as expansion of project scope will depend on availability of additional funding.
7. UNODC-ROSAF should consider having a dedicated budget for communications which will help to have broader outreach resulting in higher visibility of UNODC-ROSAF operations and regional profile in addressing GBV and future impacts.	Accepted.
8. UNODC ROSAF should ensure that future targeting of training focuses on greater representation of male trainees and male professionals as champions both on the job and in their communities, institutionalise GBV training within training colleges for trainee police, social workers and other	Accepted.

key professionals, broaden target audiences of training to include medical doctors, nurses, magistrates and charge officers, and include specialised training content on special populations most affected by GBV (female drug users, trafficking victims, offenders, sex workers, and transgender women).

9. UNODC-ROSAF should develop future prevention, life skills, psychiatric GBV risk assessment and rehabilitation programming with other UN agencies to better understand the root causes and engage with the boy child and adult male perpetrator (or potential perpetrator).

Accepted.

10. UNODC-ROSAF should ensure that lessons learnt in the regional cooperation in tackling GBV across SADC Member States, and identified best practices, is shared with other SADC Member States to support brainstorming on possible models for integrated services to the victims of GBV.

Accepted.

EXECUTIVE SUMMARY

Background

The term “*gender-based violence*” (GBV) refers to violence that targets individuals or groups on the basis of their gender. GBV is rooted in socio-economic inequality and includes physical, emotional and sexual abuse. It is most commonly women and children (both sexes) who fall victim. GBV is a critical area of concern known to be widespread in the South African Development Community (SADC) region and presents a major obstacle to attaining gender equality and equity. UNODC-ROSAF is mandated to promote crime prevention and justice responses to tackling violence against women. Project XASV23 ‘*Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime (2013-2016), with the specific focus on Violence against Women and Children*’ commenced in 2012 and ran for eight years (until December 2019). XASV23 was funded by the Austrian Development Agency (ADA) with an overall budget of \$2,632,684. The objective was to contribute to the implementation of the joint SADC-UNODC Regional Programme and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children. XASV23 was implemented in a phased approach based on the available funding. Namibia and Lesotho were prioritised in Phase 1 based on the 2014 situational assessment, UNODC-ROSAF, ADA and SADC Secretariat consultations, and the donor funding that was available. A follow up phase II (2020-2022) is in development.

Purpose, scope and methodology of the evaluation

The purpose and scope of the final summative evaluation of XASV23 was to assess the project using DAC criteria: *relevance, efficiency, effectiveness, impact, and sustainability*; and other criteria: *established partnerships, cooperation, human rights, leaving no one behind, and gender mainstreaming*. Furthermore, *lessons learned* and *best practices* are identified, and *recommendations* based on the findings formulated, and contributing to continuation of the project outcomes, and the design of a possible follow-up phase II. The evaluation was undertaken in line with UNODC and UNEG evaluation norms and standards. The geographical coverage of the evaluation entailed activities in Namibia and Lesotho, with travel to South Africa and Namibia.

The evaluation methodology was participatory, age and gender-inclusive and gender-sensitive. It sought the views and assessments of all parties identified as main XASV23 project staff and users, CLP, and within and outside UNODC. A mixed-method approach where qualitative and quantitative methods were mixed and utilised simultaneously to obtain, analyse and interpret data was used. Information stemming from secondary data sources was cross-checked and triangulated through data retrieved from primary research methods. Primary data sources were collected using interview, focus group discussion, and observation during site visits on the country mission. The evaluation comprised 71 participants (22 males 31%/49 females 69%); with face-to-face interviews of 7 males and 22 females, focus groups with 15 males and 27 females, and site observations at Lifeline/One Stop centre in Namibia. The evaluation was conducted by a team consisting of one international independent evaluator and one national independent evaluator, both female, qualified to doctoral level, with GBV, public health and UNODC evaluation experience in the region.

Main findings

Design: XASV23 was appropriately designed to respond to GBV as a critical societal concern in the SADC region. The design was articulated to contribute to the implementation of the joint UNODC-SADC Regional Programme and its sub-programme on GBV and empowerment of victims. XASV23 had an accurate and realistic logical framework approach. The design of technical assistance provided by XASV23 differed between chosen countries, i.e. Lesotho, through supporting the drafting of the Domestic Violence Bill in order to align violence against women responses to international legal frameworks; and Namibia through the support of advocacy and outreach campaigns, optimising the hotline system for victims of GBV, development of Standard Operating Procedures (SOPs) for an inter-agency referral system, the One Stop centre, and training of multi-disciplinary criminal justice officials and social workers on the management of GBV.

Relevance: Relevance of XASV23 was substantiated by SADC activity and commitment to address GBV in the region. XASV23 had strong synergies/linkages to UN strategies, SADC regional, UNODC regional, country and UNODC thematic programmes, and it was relevant to the UNODC strategic framework, UNDAFs and to SDG 5 and 16. The training design was largely relevant to the target group of beneficiaries and delivered by Namibian expert trainers. However, a minority of trainings according to beneficiaries when delivered by trainers outside of Africa material not applicable to the Namibian legal framework was included (for example opening statements are not permitted in Namibia).

Efficiency: The project was generally time and cost efficient to achieve its outputs in relation to the inputs but was affected by lack of funding, political instability, delayed responses from national counterparts, the long time required by the Government of Namibia to identify the development model applicable to the country, as well as by staff turnover at the SADC regional level, and at UNODC-ROSAF. Instability in Lesotho, delayed responses from national counterparts, and lack of resources to implement the One-Stop centre in Namibia resulted in the project being extended three times. Project outcomes were significantly expedited in the period of 2017-2019.

Partnerships and cooperation: XASV23 was underpinned by a Memorandum of Understanding between SADC and UNODC at the regional level. Implementation of XASV23 activities was strongly based on partnerships, cooperation and stakeholder consultations between SADC, UN Agencies (UNICEF, UNFPA and UN Country Team in general), national authorities in Namibia and Lesotho, NAMPOL-Namibia and the NGOs in one prioritised country (e.g. Lifeline/Childline-Namibia). Further collaboration with the Ministries of Health and Education in Namibia in the phase II is warranted according to senior stakeholders. Interviews with country-level stakeholders revealed there were some issues with project visibility. For example in Lesotho, interviews revealed a low awareness of the drafting of the Domestic Violence bill by parliamentarians which subsequently impacted on the legislative process to enact it. In Namibia, stakeholders described how XASV23 was often confused with GBV programming efforts by the Office of the First Lady). At SADC level interviews observed a lack of awareness of XASV23 by new staff at the Gender Unit, with some confusion between XASV23 and the EU funded GBV project called Spotlight.

Effectiveness: XASV23 adopted a victim centred and human-rights based approach and was effective in supporting the GBV response in two countries, Lesotho and Namibia. Effectiveness in the regional approach was compromised by lack of sufficient funding coupled with staff turnover at the SADC Gender Unit, lack of complete handover to new SADC staff, and at times inconsistent investment by UNODC in relationship-building across the region. XASV23 was very effective in Namibia, but with sub optimal training coverage and continuity, and was less effective in Lesotho due to a very low governmental awareness of XASV23 with the process of drafting of the Domestic Violence Bill hindered by political instability and a lack of parliamentarian prioritisation.

Impact: There is impact in XASV23 by virtue of the recognition of the common need to tackle GBV across the SADC region, with the project based on a joint cooperation between UNODC and SADC. The sharing of lessons learnt, best practices (SOPs, tollfree lines, training materials, One Stop centre), draft Domestic Violence Bill and innovations (bus signage, leaflets, mock trial) was deemed very impactful, by awareness raising, increasing trust in the judicial system, and thereby making a

difference to communities, and for replication across the SADC region. XASV23 impacted positively on the criminal justice system in Namibia as evidenced by the increase in GBV case reporting and convictions, after GBV trainings, establishment of the One Stop centre, and operationalisation of the GBV hot line. Impact of the cascade of multi-sectoral consultations and trainings in the management of GBV in Namibia cannot yet be estimated as most training occurred as one-off events in 2018 and 2019, with some beneficiary concerns around the cascade of training.

Sustainability: Project XASV23 generated governmental commitment for the long-term support in the operation of the criminal justice system and other key stakeholders using a multi-disciplinary team approach in the fight against GBV in Namibia, and in the drafting of the Domestic Violence Bill aligned to international legal frameworks in Lesotho. Identified threats to sustainability are the potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity to deal with the GBV issue. There is a need for an identified need for GBV specialised magistrates, special GBV courts, forensic equipment to support speedy processing of forensic evidence (i.e. colour photos, medical equipment), forensic staff capacity and national One Stop Centres with dedicated toll lines in all major cities. Sustainability of training is hampered by staff turnover, lack of optimal coverage across all levels of qualified professionals, lack of on the job training and peer sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges).

Human Rights, Gender Equality and leaving no one behind: XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind, but with training and consultations were strongly slanted toward female participation. Target professional groups left out of training included medical doctors, magistrates, charge officers and healthcare workers, with specific training on special populations affected by GBV such as drug users, female trafficking victims, female offenders, sex workers, and transgender women not included. XASV23 did not incorporate important male aspects relating to prevention efforts, life skills training for the boy child, and perpetrator psychiatric risk assessment and rehabilitation.

Main conclusions

XASV23 was an appropriately designed, relevant project underpinned by UNODC-SADC joint long term and regional commitment to address GBV and to work together under the joint UNODC-SADC Regional Programme. It was strongly aligned with UN strategies, international norms and standards dealing with GBV, SADC regional priorities, UNODC thematic programmes, and relevant to the UNDAFs and to SDG 5 and 16. The project was generally time and cost efficient but affected by lack of funding, political instability, delayed responses from national counterparts, as well as by staff turnover at the SADC regional level, and at UNODC-ROSAF. This contributed to some delays in project implementation, lack of project visibility at times and the lack of expansion into other SADC Member States. Activities were well received in Namibia, and the project has managed to produce impact despite its relatively small financial resources. Investments in supporting Lifeline, refurbishment and upgrading of the One-Stop-Centre, capacity building of criminal justice practitioners and awareness raising among public at large have proven their efficiency. The project is showing promise in terms of the rise in GBV case reporting and convictions. Training content was well received when delivered by Namibian trainers, with concerns around the cascade of training from ground level upwards. XASV23 was less effective in Lesotho with a very low governmental awareness of XASV23, and with drafting of the Domestic Violence Bill hindered by political instability. Identified threats to sustainability are the potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity to deal with the GBV issue. There is a need for an identified need for GBV specialised magistrates, special GBV courts, forensic equipment to support speedy processing of forensic evidence (i.e. colour photos, medical equipment), forensic staff capacity and national One Stop Centres with dedicated toll lines in all major cities. XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind. However, training and consultations were strongly slanted toward female participation, with some professional groups left out (medical doctors, magistrates, charge officers, healthcare workers) and specialised training not included. XASV23 did

not incorporate important male aspects relating to prevention, psychiatric risk assessment and rehabilitation post release.

Main recommendations

Only three recommendations are included in the Executive Summary. For a complete list, please see the Matrix on pages xiii -xvi.

1. UNODC-ROSAF should ensure sufficient project staffing capacity to support all aspects of pre-assessment, design, planning, regional and country-level stakeholder relationship-building, communications and implementation of future similar projects.
2. UNODC-ROSAF should continue to further strengthen relationships with all relevant stakeholders (SADC, national authorities, UN sister agencies and NGOs working to address GBV at the ground levels) and further develop existing collaborations with Ministries of Health and of Education in future similar projects.
3. UNODC-ROSAF should improve the design and cultural applicability of professional training in future projects by delivering training that is specific to each discipline (prosecutors, magistrates, police, clinical, social work, education, community liaison), that continues to use existing gold standard UNODC tools and templates adapted to the country legal and GBV context.

Lessons learned and best practices.

Lessons learnt throughout implementation of XASV23 centred on the regional cooperation in tackling GBV across SADC Member States, the SADC Regional GBV Strategy, and the importance of fully involving all stakeholders, government partners across all Ministries, NGOs, donors and international organisations through the project's inception, design and implementation. Specific lessons learnt which can inform activity elsewhere centre on *processes* of regional consultations in tackling GBV, and drafting the Domestic Violence Bill; *design and development* of the One Stop centre with all the necessary equipment and integrated service delivery approach, targeted awareness raising and advocacy activities (information leaflets, mock trial, slogans on buses), SOPs for the Lifeline/Childline GBV hotline, and SOPs for multiagency service provision to support victims of GBV; and *design of methodologies* in conducting country situation assessments on GBV, and on criminal justice responses to GBV. It is critical that ground-level engagement is incorporated into phase II.

Best Practices identified in XASV23 which can be replicated in other SADC countries build on these *processes, design and development activities* and *situation assessment methodologies*, and additionally include context adapted *GBV training materials and evaluation toolkits*.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

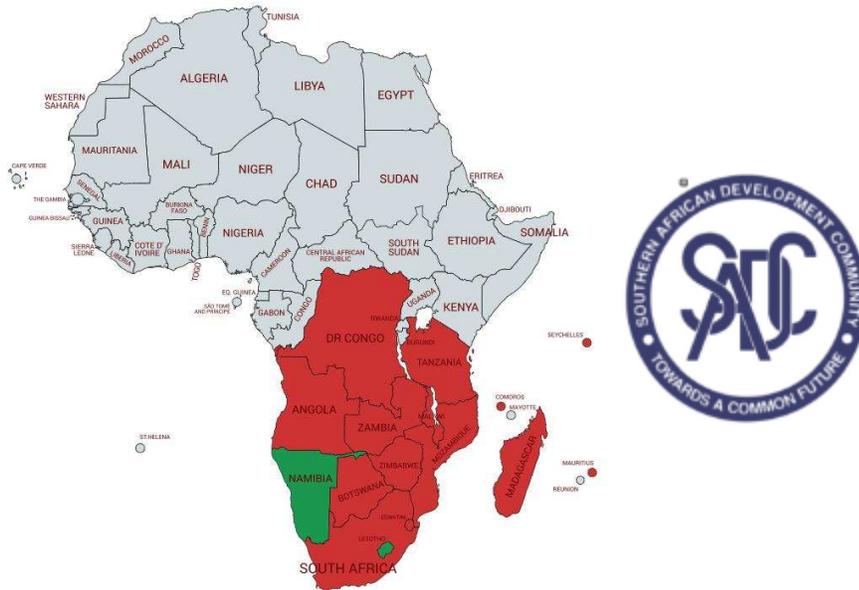
Findings	Evidence (sources that substantiate findings)	Recommendations
<p>XASV23 had a small team of staff, which successfully built relations with national counterparts, especially in Namibia. However, in order to upscale in phase II, the project should secure additional staff to compliment the programme with relevant expertise in communications and GBV experience.</p>	<p>Desk review, interviews</p>	<p>Recommendation 1 (Staffing)- UNODC-ROSAF should ensure sufficient project staffing capacity to support all aspects of pre-assessment, design, planning, regional and country-level stakeholder relationship-building, communications and implementation of future similar projects.</p>
<p>XASV23 was based on strong multi-disciplinary commitment and collaboration of relevant key stakeholders at SADC, UN sister agencies, national authorities in Namibia and Lesotho, NAMPOL-Namibia and the NGOs in one prioritised country (e.g. Lifeline/Childline-Namibia). Cooperative working with the Ministries of Health, Education was less developed. XASV23 was not very visible to new staff at SADC or government counterparts in Lesotho.</p>	<p>Desk review, interviews</p>	<p>Recommendation 2 (Partnerships and Cooperation)- UNODC-ROSAF should continue to further strengthen relationships with all relevant stakeholders (SADC, national authorities, UN sister agencies and NGOs working to address GBV at the ground levels) and further develop existing collaborations with Ministries of Health and of Education in future similar projects.</p>
<p>Finding: The design of professional training sessions for multi-disciplinary professional level staff was at the foundation level for qualified professionals and partly to senior/junior staff selected by the Prosecutor General's office as a collective training. Training was based on the gold standard UNODC tools and well received when delivered by Namibian experts. When training was delivered by trainers outside of Africa material was</p>	<p>Desk review, interviews, focus group discussions</p>	<p>Recommendation 3 (Training Activities)- UNODC-ROSAF should improve the design and cultural applicability of professional training in future projects by delivering training that is specific to each discipline (prosecutors, magistrates, police, clinical, social work, education, community liaison), that continues to use existing gold standard UNODC tools and templates adapted to the country legal and GBV context.</p>

<p>not fully adapted to the domestic context (for example training included opening statements which are not permitted in Namibia).</p> <p>Training effect was compromised by beneficiary professional staff turnover and lack of knowledge sharing in the workplace by junior staff.</p> <p>Training content did not include sufficient detail on sensitisation in documenting GBV victim statement, cross examination, psychiatric risk assessment and forensic evidence gathering.</p>		<p>Recommendation 4 (Training Activities)- UNODC-ROSAF should institutionalise GBV training within training colleges for police, social workers and other key professionals in order to widen reach and counter staff turnover, and further ensure ownership at traineeship level, on the job and in specialised education to support the GBV knowledge cascade across the region.</p> <p>Recommendation 5 (Training Activities)- Subject to additional funding, UNODC-ROSAF should address specific gaps in advanced training on sensitisation in victim statement, cross examination, psychiatric risk assessment and forensic evidence gathering.</p>
<p>Finding: Identified threats to sustainability are the potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity (special GBV courts, forensic equipment, GBV centres with toll lines) to deal with the GBV issue. Sustainability of training is hampered by staff turnover, lack of optimal regional coverage across all levels of qualified professionals, lack of on the job training and peer sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges).</p>	<p>Desk review, interviews, focus group discussion, site observations</p>	<p>Recommendation 6 (Sustainability)- UNODC-ROSAF should further support the development of specialisation, forensic equipment to support speedy processing of forensic evidence, forensic staff capacity and national One Stop Centres with dedicated toll-free lines in all major cities Any future UNODC interventions should continue a phased approach to focus on achievable results within specific timeframe.</p> <p>See also Recommendation 4.</p>
<p>Finding: There is impact in XASV23 by virtue of the recognition of the common need to tackle GBV across the SADC region, with the project based on a joint cooperation between UNODC and SADC. The sharing of lessons learnt, best practices (SOPs, tollfree lines, training materials, One Stop</p>	<p>Desk review, interviews, focus group discussion, site observations</p>	<p>Recommendation 7 (Impact) UNODC-ROSAF should consider having a dedicated budget for communications which will help to have broader outreach resulting in higher visibility of UNODC-ROSAF operations and regional profile in addressing GBV and future impacts.</p>

<p>centre), draft Domestic Violence Bill and innovations (bus signage, leaflets, mock trial) was deemed very impactful, by awareness raising, increasing trust in the judicial system, and thereby making a difference to communities, for replication across the SADC region. Whilst XASV23 was viewed as a regional project, project activities due to budget restrictions and donor preference were focused on the assistance to Namibia and Lesotho.</p>		
<p>Finding: XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind, but with training and consultations were strongly slanted toward female participation.</p> <p>Target professional groups left out of training included medical doctors, magistrates, charge officers and healthcare workers, with specific training on special populations affected by GBV such as drug users, female trafficking victims, female offenders, sex workers, and transgender women not included.</p> <p>XASV23 did not incorporate important male aspects relating to prevention efforts, life skills training for the boy child, and perpetrator psychiatric risk assessment and rehabilitation</p>	<p>Desk review, interviews, focus group discussion, site observations</p>	<p>Recommendation 8 (Human Rights, Gender Mainstreaming and Leaving No-one Behind)- UNODC ROSAF should ensure that future targeting of training focuses on greater representation of male trainees and male professionals as champions both on the job and in their communities, institutionalise GBV training within training colleges for trainee police, social workers and other key professionals, broaden target audiences of training to include medical doctors, nurses, magistrates and charge officers, and include specialised training content on special populations most affected by GBV (female drug users, trafficking victims, offenders, sex workers, and transgender women).</p> <p>Recommendation 9 (Human Rights, Gender Mainstreaming and Leaving No-one Behind)- UNODC-ROSAF should develop future prevention, life skills, psychiatric GBV risk assessment and rehabilitation programming with other UN agencies to better understand the root causes and engage with the boy child and adult male perpetrator (or potential perpetrator).</p>
<p>Finding: Lessons learnt centred on the regional cooperation in tackling GBV across SADC</p>	<p>Desk review, interviews, focus group discussion, site observations</p>	<p>Recommendation 10 (Lessons Learnt and Best Practices)- UNODC-ROSAF should ensure</p>

<p>Member States.</p> <p>Best practices which can be replicated in other SADC Member States are aspects of the regional GBV strategy, situation assessments with Action Plans, draft Domestic Violence Bill in alignment to international legal frameworks; SOPS for multi-agency referrals, advocacy and outreach campaigns; the hotline system for victims of GBV; One Stop Centre and training materials and evaluation toolkits</p>		<p>that lessons learnt in the regional cooperation in tackling GBV across SADC Member States, and identified best practices, is shared with other SADC Member States to support brainstorming on possible models for integrated services to the victims of GBV.</p>
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I. INTRODUCTION



Map 1. South African Development Community (SADC) region (red) with XASV23 countries (green) (Namibia and Lesotho) <http://www.un.org/Depts/Cartographic/english/htmain.html>

Background and context

The term “*gender-based violence*” (GBV) refers to violence that targets individuals or groups on the basis of their gender. GBV is rooted in socio-economic inequality and includes physical, emotional and sexual abuse¹. Whilst both genders can suffer GBV, it is most commonly women and children (both sexes) who fall victim. The United Nations’ Office of the High Commissioner for Human Rights’ Committee on the Elimination of Discrimination against Women (CEDAW) defines GBV as “*violence that is directed against a woman because she is a woman or that affects women disproportionately*”. This includes acts that inflict physical, mental or sexual harm or suffering, the threat of such acts, coercion and other deprivations of liberty. Together with “*sexual violence*” and “*violence against women*”, GBV is used interchangeably². Many cultures have beliefs, norms and social institutions that legitimize and therefore perpetuate violence against women. The most pervasive GBV (beating, sexual coercion, other abuse) is committed against a woman by someone she knows, including her partner or another male family member³.

¹ <https://www.unfpa.org/gender-based-violence>

² CEDAW General Recommendation 19.

³ SADC Situation Assessments on Gender Based Violence in Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe May 2013-July 2014. Austrian Development Agency. Compiled by Marcel Korth.

GBV is a critical area of concern, known to be widespread in the South African Development Community (SADC) region and presents a major obstacle to attaining gender equality and equity⁴. SADC recognises that tackling GBV is not just about the act of violence, but also about education and prevention, as well as victim assistance. The SADC Protocol on Gender and Development 2008⁵ set the following six specific targets, to be attained by 2015 and aimed to eliminate GBV at every level:

- Enact and enforce legislation prohibiting all forms of gender-based violence;
- Ensure that the laws on GBV provide for the comprehensive testing, treatment and care of survivors of sexual assault;
- Review and reform their criminal laws and procedures applicable to cases of sexual offences and GBV;
- Enact and adopt specific legislative provisions to prevent human trafficking and provide holistic serviced to the victims, with the aim of re-integrating them into society;
- Enact legislative provisions, and adopt and implement policies, strategies and programmes which define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for perpetrators of sexual harassment; and
- Adopt integrated approaches, including institutional cross sector structures, with the aim of reducing current levels of GBV by half by 2015.

The SADC Gender Protocol Barometer 2011⁶ is updated annually by the Southern Africa Gender Protocol Alliance⁷ and measures the success of these commitments at the Member State level. 11 Member States have adopted legislation that deals with domestic violence, and all but Angola and Madagascar are developing or adopting National Action Plans to end GBV. The SADC Regional Strategy on GBV was finalised in 2018 in cooperation with United Nations Office on Drugs and Crime Regional Office for Southern Africa (UNODC-ROSAF)⁸.

UNODC-ROSAF is mandated to promote crime prevention and justice responses tackling violence against women (Criminal Justice and Integrity Pillar of its Regional Programme for Southern Africa 2013-2020).

The objective of Project XASV23 *'Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children'* was to contribute to the implementation of the joint SADC-UNODC Regional Programme *"Making the SADC Region Safer from Crime and Drugs (2013-2016)"* and support the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children, in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.

XASV23 commenced in 2012 and ran for eight years (until December 2019). It was funded by Austrian Development Agency. It had an overall budget of \$2,632,684.

⁴ <https://www.sadc.int/issues/gender/gender-based-violence/>

⁵ https://www.sadc.int/documents-publications/show/Protocol_on_Gender_and_Development_2008.pdf

⁶ https://www.sadc.int/documents-publications/show/SADCGenderBarometer_2011.pdf

⁷ <https://genderlinks.org.za/>

⁸ SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030)

Disbursement History

Time periods throughout the life time of the project	Total Approved Budget	Expenditure	Expenditure in %
25/07/2012-31/12/2019	\$2,632,684.00	\$2,632,684.00	100%

Implementation of XASV23 was based on the 2014 situation assessment on GBV in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee, the design of a Monitoring & Evaluation mechanism, and implementation of some prioritized regional activities. The regional activities focused on criminal justice, specifically on violence against women and children. XASV23 had six intended outcomes, that:

- The joint SADC-UNODC Regional Programme would be finalized and made operational.
- The Regional Programme's sub-programme on gender-based violence and empowerment of victims was implemented.
- The preparation for the implementation of sub programme 2, component E of the Regional Programme framework, related to 'GBV', was finalised and activities in at least 4 SADC member states were prioritized.
- Training/capacity building to promote effective police responses to violence against women and children was implemented.
- Provision of legal assistance in order to align violence against women responses to legal frameworks was achieved.
- Situational Assessment of the SADC member states with regards to criminal justice outcomes was achieved.

XASV23 was implemented in a phased approach to allow implementation of funded priority activities in Phase 1 (ending in 2019) to plan for a follow up phase 2 (2020-2022). Namibia and Lesotho were prioritised in Phase 1 based on the donor request and funding available. Phase II is currently in development.

Purpose and Scope of the Evaluation

The purpose and scope of the final summative evaluation of XASV23 was to assess the project using the DAC criteria: *relevance, efficiency, effectiveness, impact and sustainability*; and other criteria ; *established partnerships, cooperation, human rights, leaving no one behind, and gender mainstreaming*. Furthermore, *lessons learned* and *best practices* are identified, and *recommendations* based on the findings formulated, and contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022). The evaluation was undertaken in line with UNODC evaluation norms and standards and those of the United Nations Evaluation Group (UNEG). The geographical coverage of the evaluation entailed activities in Namibia and Lesotho, with travel to South Africa and Namibia.

Main Users of the Evaluation

The main users of the evaluation are the Austrian Development Agency (ADA), UNODC (Head Quarters, ROSAF), the SADC Secretariat and Gender Unit-Botswana, UN Country Office-Namibia, United Nations Children's Fund (UNICEF) -Namibia, Office of the Prosecutor General-Namibia; Ministries of Gender and Child Welfare/Works-Namibia, Members of Parliament-Lesotho, Ministry of Gender-Lesotho, Namibian Police Force (NAMPOL); Lifeline/Childline-Namibia and United Nations Population Fund (UNFPA)-Lesotho.

The composition of the evaluation team

The evaluation was conducted by a team consisting of one international independent female evaluator, qualified to doctoral level with two decades of public health and clinical experience in drug prevention, treatment and rehabilitation, blood borne viruses, and health rights responses for vulnerable groups. She had previous experience of UNODC Independent Project Evaluations as Lead Evaluator in the thematic areas of the regional programme of HIV Prevention, Treatment, Care and Support in Prison Settings in Sub Saharan Africa⁹, and regional Response to the Social and Livelihood Needs for HIV/AIDS Prevention in East Africa¹⁰. She was supported by one national independent female evaluator, qualified to doctoral level with three decades of public health and GBV experience, and prior UNODC evaluation experience as national evaluation consultant of the regional programme of HIV Prevention, Treatment, Care and Support in Prison Settings in Sub Saharan Africa¹¹.

Evaluation methodology

The evaluation methodology was gender-inclusive and gender-sensitive, generating information from and about men, women and other marginalised groups as well as about key gender and human rights issues. It was underpinned by a participatory, age and gender-sensitive approach which sought the views and assessments of all parties identified as main XASV23 project staff and users, the Core Learning Partners (CLP), and involved multiple perspectives, views and assessments both within and outside UNODC.

Stakeholders included ADA the donor; relevant governmental, international and regional partner organisations, SADC, Implementing Partners, such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho, non-governmental organisations (NGO) operating to tackle GBV, such as Lifeline/Childline- Namibia, the One Stop centre-Namibia, training beneficiaries, UNODC staff in Vienna and the field (ROSAF) and others identified by project staff. See Annex V. Evaluation Matrix.

⁹ UNODC (2017) Independent Evaluation of Project XSS V02 HIV Prevention, Treatment, Care and Support in Prison Settings in Sub Saharan Africa. Available at http://www.unodc.org/documents/evaluation/Independent_Project_Evaluations/2017/XSSV02_independent_project_evaluation_report_2017.pdf

¹⁰ UNODC (2017). Independent Evaluation of Project XAFK 45: Response to the Social and Livelihood Needs for HIV/AIDS Prevention in East Africa. Available at <http://www.unodc.org/unodc/en/evaluation/independent-project-evaluations-2015.html>

¹¹ UNODC (2017) Independent Evaluation of Project XSS V02 HIV Prevention, Treatment, Care and Support in Prison Settings in Sub Saharan Africa. Available at http://www.unodc.org/documents/evaluation/Independent_Project_Evaluations/2017/XSSV02_independent_project_evaluation_report_2017.pdf

A mixed-method approach where both qualitative and quantitative methods were mixed and utilised simultaneously to obtain, analyse and interpret data was used. This was in order to ensure a gender-sensitive, inclusive methodology. Special attention was paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Information stemming from secondary data sources was cross-checked and triangulated through data retrieved from primary research methods. Primary data was collected using interviews, focus group discussions, and observation during site visits and the techniques used were both gender-sensitive and inclusive. The evaluation comprised a total of 71 participants (22 males 31% /49 females 69%) with face-to-face interviews of 7 males and 22 females, focus groups with 15 males and 27 females and site observations at Lifeline/One Stop centre in Namibia.

Key data sources for this evaluation

The evaluation analysed all relevant information secondary data sources via a comprehensive desk review of key project documents, that included:

- XASV23 Project log frame;
- XASV23Project document 2012-2013, reports (including Annual Project Progress Report 2016, 2018 and Semi-Annual Project Report 2019) and revisions conducted in 2013, 2015 and 2018;
- Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) 2014 and subsequent Action Plans;
- SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030);
- Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs Regional Programme: 2013 – 2020;
- Draft Lesotho Domestic Violence Bill;
- Technical report (including Standard Operating Procedures: SOPS) with evaluation data on the Namibian Lifeline/Childline hotline;
- National SOPs for the inter-agency referral system for victims of GBV in Namibia;
- Materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial;
- UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women;
- PowerPoint presentations used in training the criminal justice officers on GBV, and training evaluations;
- Terms of Reference (ToR) of the 2019 assessment of criminal justice response to GBV in the SADC region.

This comprehensive desk review subsequently informed design of primary data collection tools and techniques using a qualitative and observational approach consisting of:

- interviews (telephonic/skype) with key stakeholders UNODC Head Quarters and ADA;
- interviews (face to face) with the UNODC ROSAF regional representatives, National GBV Project Officer and relevant UNODC ROSAF staff;
- interviews (face to face) with the SADC Secretariat and Gender Unit;
- interviews (telephonic/skype) with key stakeholders in Lesotho at the Ministry of Gender-Lesotho, Member of Parliament-Lesotho and UNFPA;
- interviews (face to face) with key stakeholders in Namibia: UN Country Team-Namibia, UNICEF, Office of the Prosecutor General-Namibia, NAMPOL, Ministries of Gender and Child Welfare, Ministry of Works, Ministry of Health, Ministry of Safety and Security, Ministry of Education;

- interviews (face to face) with the directors at Lifeline/Childline and One Stop centre;
- site visit with observation at Lifeline/Childline and One Stop centre;
- focus group discussions with staff at NAMPOL;
- focus group discussions with staff at Lifeline/Childline;
- focus group discussions with staff at One-stop centre;
- interviews (face to face) with GBV training consultants;
- focus group discussions with Namibian training beneficiaries.

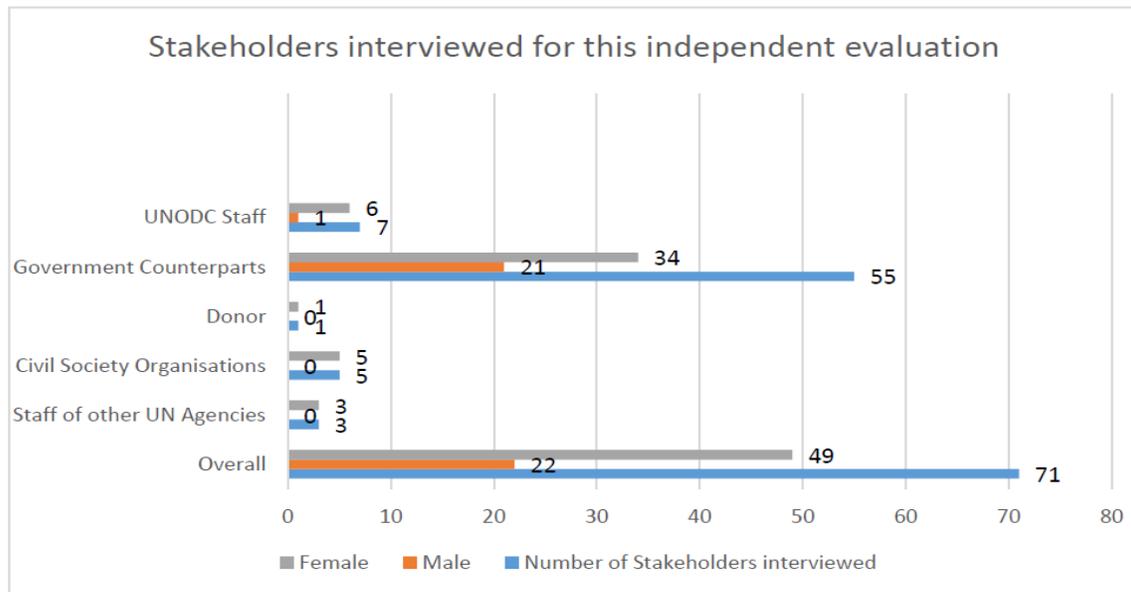


Figure I. Stakeholders interviewed for this independent evaluation of XASV23

Sampling

The evaluation involved all identified key stakeholders of XASV23 and consulted all evaluation participants deemed relevant to XASV23. Their involvement was ensured by virtue of the chosen methodological approach where identified key stakeholders were targeted for inclusion (interviews, focus groups, site observation) via purposive sampling, with inclusion criteria based on identification of regional and country-based critical stakeholders (governmental, NGO and UN agency), key informants and beneficiaries (for example multidisciplinary professionals trained, see Annex IV) by the implementing office UNODC-ROSAF. As the evaluation utilised textual, qualitative and observational primary data collection methods, statistical power was not relevant.

The In-Country Mission

Date Range	Task
30/09/2019 South Africa, Pretoria	Project UNODC ROSAF and evaluation team meeting Face-to-face Interviews with the Project Manager UNODC ROSAF, XASV23 project staff, UNODC-ROSAF Regional representative, UNODC Field staff. Interviews (telephonic/skype) with Implementing Partner Member of Parliament, Recipient Ministry of Gender Lesotho and UNFPA Lesotho
01/10/2019	Face-to-face Interviews with Implementing Partner NAMPOL

Namibia, Windhoek	Face-to-face Interviews with Recipient NAMPOL Face-to-face Interviews with GBV training consultants Focus group discussions with staff at NAMPOL Focus Group Discussions with multidisciplinary Namibian training beneficiaries (Keetmanshoop/ Swakopmund/ Gobabis/ Otjiwarongo/ Windhoek)
02/10/2019 Namibia, Windhoek	Face-to-face Interview with Recipient Ministry of Gender and Child Welfare Face-to-face Interview with Implementing Partner Ministry of Works Interview (telephonic/skype) with UN Country Team Face-to-face Interviews with Implementing Partner Office of the Prosecutor General Face-to-face Interviews with Recipient Office of the Prosecutor General Face-to-face Interview with UNICEF-Namibia Face to face interview with Ministry of Health
03/10/2019 Namibia, Windhoek	Site visit with observation at Lifeline/Childline Face-to-face Interview with Director NGO-Lifeline/ Childline Focus group discussions with staff at Lifeline/Childline. Site visit with observation at One-stop centre. Face-to-face Interview with Director One-stop centre Focus group discussions with staff at One-stop centre.
04/10/2019 Homebased	Interviews (telephonic/skype) with the SADC Secretariat and Gender Unit-Botswana, Botswana.
07/10/2019-15/10/2019 Homebased	Interviews (telephonic/skype) with key stakeholders UNODC Head Quarters, UNODC-ROSAF Deputy Regional representative and ADA.

Triangulation of data

Analysis of data was triangulated across sources and data types, methods, theories and analysis (descriptive analysis of disaggregated training beneficiary cohort data), and assessed and determined the effects of outcomes and impacts (intended or unintended) for different types of duty bearers and right holders in disaggregated fashion. Secondary data sources were cross-checked and triangulated through the collected qualitative and observational primary research data which was analysed thematically using NVIVO.

Limitations to the evaluation

The evaluation may have been limited in so far that the availability of stakeholders, time and calendar of the mission put some constraints to the ability to process the data collected and may have impacted on the quality of analysis to some extent. The evaluation team partially mitigated any limitations by analysing the data on the go, and supported by regular team consultation, whilst on the mission. This was also mitigated by extensive interviewing (skype, telephonic, face to face) and conducting of focus group discussions supported by site visits (observation) with all relevant stakeholders, review of training evaluations and provided descriptive data on training beneficiaries, triangulation across primary and secondary data sources, and collective data analysis with development of collective results orientation. Further limitations identified in the course of the evaluation mission were that the small number of identified stakeholders in Lesotho and to a lesser degree at SADC level, were not fully familiar with XASV23. This incurred further efforts to interview stakeholders at SADC and Lesotho who were sufficiently aware of the project in order to be interviewed and contribute to the evaluation.

II. EVALUATION FINDINGS



Awareness Raising Posters

Design

Evaluation questions:

- To what extent did the design of the project and its logframe respond to the expected achievements of phase I
- To what extent does the project consider the learning component of the RBM cycle so that possible improvements can be incorporated into follow-up phases?

Triangulation of all data strongly supports that XASV23 was appropriately designed to respond to GBV as critical societal concern in the SADC region. The design was articulated to contribute to a long-term regional approach via the implementation of the joint UNODC-SADC Regional Programme and its sub-programme on GBV and empowerment of victims through a Memorandum of Understanding between UNODC and SADC:

- *Regionally* through supporting the development of the regional SADC GBV strategy and conducting and completion of the 2014 situation assessments¹² in five member states (Namibia, Lesotho, Mozambique, Swaziland, Zimbabwe) to identify priority areas in SADC Member States for intervention in the area of GBV and develop national Action Plans;
- *Regionally* though involving Criminal Justice practitioners in the discussion of SADC Regional response to GBV
- In *Lesotho* through the provision of technical assistance in the drafting of the Domestic Violence Bill order to align violence against women responses to international legal frameworks;
- In *Namibia* through the provision of technical assistance in supporting advocacy and outreach campaigns, optimising the hotline system for victims of GBV, development of SOPs for an inter-agency referral system, upgrading One Stop Centre facilities in Windhoek and training of multi-disciplinary criminal justice officials on the management of GBV.

A comprehensive log frame was established with detailed monitoring tools to monitor progress towards implementation of the project. The logframe linked well and was deemed appropriate.

¹² SADC Situation Assessments on Gender Based Violence in Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe May 2013-July 2014. Austrian Development Agency. Compiled by Marcel Korth.

Interviews with regional and national stakeholders reported that the logical framework approach was accurate and realistic with good risk mitigation, sufficient implementation capacity despite key staff turnover (the National GBV Project Officer) throughout the project lifespan, and was appropriately set up to facilitate continuous monitoring, reporting and provision of useful data throughout. The design was developed based on a systematic approach that involved capacity building training and advocacy, and empowerment of the criminal justice professionals and social workers who work with GBV victims and GBV witnesses.

Interviews with regional CLP reported that the two countries Namibia and Lesotho were chosen based on UNODC, SADC and ADA consultations post the 2014 situational GBV assessments. The design of XASV23 differed between countries. Namibia was uniquely positioned and committed to tackling GBV due to institutional willingness, its legal framework, promotion of ideas and a receptive population. The design phase reflected gaps identified in the Situational assessment but could have benefitted from more consultations with key legislators in Lesotho, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare as revealed by policy level stakeholders during interviews.

The phased approach according to interviews with regional stakeholders was used to identify lessons learnt (for example drafting of the Domestic Violence Bill) and best practices (SOPs, awareness raising materials) which could be used in phase II. It was further deemed correct to prioritise and address gaps in the judicial system in selected countries phase I and scale up in phase II, with a focused mandate and ownership by implementing partners.

Summary: Design

XASV23 was appropriately designed to respond to GBV as a critical societal concern in the SADC region.

The design was articulated to contribute to the implementation of the joint UNODC-SADC Regional Programme and its sub-programme on GBV and empowerment of victims. XASV23 had an accurate and realistic logical framework approach.

The design of technical assistance provided by XASV23 differed between chosen countries, i.e. Lesotho through supporting the drafting of the Domestic Violence Bill in order to align violence against women responses to international legal frameworks; and Namibia through the support of advocacy and outreach campaigns, optimising the hotline system for victims of GBV, development of SOPs for an inter-agency referral system, the One Stop centre, and training of multi-disciplinary criminal justice officials and social workers on the management of GBV.

Relevance

Evaluation questions:

- To what extent did XASV23 respond to the identified needs of the two priority countries of phase I (i.e. Lesotho and Namibia)?
- To what extent were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?

Triangulation of all data strongly supports that relevance of XASV23 was substantiated by SADC commitment to address GBV as critical concern in the region. GBV according to the SADC Protocol on Gender and Development 2008¹³ represents a major obstacle to attaining gender equality and equity¹⁴, with interventions efforts spanning education, prevention and victim assistance. Relevance of XASV23 was further substantiated by the 2014 situational assessments conducted by the donor, the Austrian Development Agency, in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and their Action Plans¹⁵. The SADC Regional Strategy on GBV was completed during the lifetime of XASV23 in 2018¹⁶.

The selection of relevant countries (Lesotho and Namibia) targeted for immediate follow up assistance in GBV project implementation was according to interviews with regional stakeholders based on consultation between the SADC Secretariat, UNODC-ROSAF, and the donor. One relevant legislative activity was implemented in Lesotho (drafting of the Domestic Violence Bill in alignment with international legislation) regarded as one of the priority countries, in comparison to the more extensive awareness raising, advocacy, training and victim support activities implemented in Namibia. Project activities in Namibia according to triangulated data are very relevant (the technical report including SOPs with evaluation data on the Namibian Lifeline/Childline hotline, SOPs for the inter-agency referral system for victims of GBV in Namibia, the One Stop centre, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial, and the training of multi-disciplinary professionals).

Triangulation of data indicates that XASV23 had strong synergies/linkages with the UNODC/UNOV Strategy for Gender Equality and the Empowerment of Women (2018-2021); the joint UNODC-SADC Regional Programme, SADC Protocol on Gender and Development 2008-2015; SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030); Making the SADC Region Safer from Crime and Drugs Regional Programme: 2013 – 2020 Substantive Pillar II: Criminal Justice and Integrity, and UNODC thematic programmes: Crime Prevention and Criminal Justice Reform, Action against Transnational Organized Crime and Illicit Trafficking (2011-2013), Corruption (2012-2015), and Addressing Health and Human Development Vulnerabilities in the context of Drugs and Crime 2009-2011. Because of the anticipated outcome of preventing violence against women and children, XASV23 promoted the objectives of most international treaties and standards dealing with GBV. The relevant treaties include CEDAW, Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, UN Convention on the Rights of the Child. The relevant UN standards and norms include United Nations Declaration on the Elimination of Violence against Women (1993); Updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice (1997/2010); Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime (2005); United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children.

Prior to implementation of XASV23 in Namibia the Criminal Justice System and other key stakeholders lacked a systematic approach to investigating cases of GBV, preparation of dockets, management of GBV victims, and witnesses of GBV. Interviews with stakeholders and focus groups

¹³ https://www.sadc.int/documents-publications/show/Protocol_on_Gender_and_Development_2008.pdf

¹⁴ <https://www.sadc.int/issues/gender/gender-based-violence/>

¹⁵ SADC Situation Assessments on Gender Based Violence in Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe May 2013-July 2014. Austrian Development Agency. Compiled by Marcel Korth.

¹⁶ SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030

with criminal justice staff, Ministries of Gender; Justice, Health, Safety and Security revealed that the delivery of professional trainings was relevant and very useful as basis to understanding GBV how it differs from domestic violence, preparation of dockets and managing of GBV witnesses and prosecution. Interviews and focus group discussions reported that training which was based on the gold standard UNODC tools and well received when delivered by Namibian experts. When training was delivered by trainers outside of Africa, material not applicable to the Namibian legal framework was included (for example opening statements are not permitted in Namibia).

Summary - Relevance

Relevance of XASV23 was substantiated by SADC activity and commitment to address GBV in the region.

XASV23 had strong synergies/linkages to UN strategies, SADC regional, UNODC regional, country and UNODC thematic programmes, and it was relevant to the UNODC strategic framework, UNDAFs and to SDG 5 and 16.

Training was based on the gold standard UNODC tools and well received when delivered by Namibian experts. When training was delivered by trainers outside of Africa material was not fully adapted to the domestic context (for example opening statements are not permitted in Namibia).

Efficiency

Evaluation questions:

- To what extent did the resources and inputs convert to outputs in a timely and cost-effective manner?
- To what extent have management systems facilitated or hindered the achievements of phase I of XASV23?

Desk review of project reports and interviews with implementing partners and stakeholders revealed that XASV23 utilized its resources generally efficiently to achieve its outputs in relation to the inputs. Time related efficiency was impacted on by delays in implementing activities and this affected replication of lessons learnt and best practices in the SADC region. Triangulation of desk review and interviews with implementing partners and stakeholders revealed how instability in Lesotho, delayed responses from national counterparts, and lack of resources to implement the One-Stop centre in Namibia resulted XASV23 project being extended three times (2013, 2015 and 2018). In 2013 the revision was aimed at providing for an extension phase, with additional funding received), 2015 (the revision proposed an extension in project duration until March 2018, based on the situation assessments on GBV in 5 SADC member states and action plans) and 2018 (the revision was requested as activities were delayed, and timeframes had to be extended, due to challenges experienced in Namibia and Lesotho because of political instability and re-prioritising of activities). There were some further timeframe related comments by regional stakeholders that given the timeframe of 2013-2019, that more countries could have been included. In terms of cost effectiveness, the project faced certain limitations due to the available funding, which was earmarked by the donor for specific interventions, but utilised its resources well to convert inputs into outputs. According to interviews with UNODC-ROSAF and national implementation partners/recipients, once the national authorities agreed on the development model to follow, the project outcomes have been significantly expedited in the period of 2017-2019.

XASV23 was implemented by UNODC-ROSAF in line with the programme management and monitoring framework established at field and Headquarters levels. These included regular financial reports as well as semi-annual and annual progress reports that were prepared as part of UNODC's regular reporting cycle. There were some observations at UNODC Head Quarters that the project would have benefited from stronger support from Vienna, and this was addressed in recent years. XASV23 had a small team of staff, which successfully build relations with national counterparts, especially in Namibia. Interviews revealed that in order to upscale in phase II, the project should secure sufficient staff with expertise in communications and relevant experience in GBV programming.

Summary - Efficiency

XASV23 utilized its resources generally time and cost efficiently to achieve its outputs in relation to the inputs and received stronger support from UNODC Head Quarters in recent years.

Instability in Lesotho, delayed responses from national counterparts, and lack of resources to implement the One-Stop centre in Namibia resulted in the project being extended three times.

XASV23 was also negatively affected operationally and regionally by staff turnover and absence of a National GBV Project Officer. Once the national authorities agreed on the development model to follow the project outcomes have been significantly expedited in the period of 2017-2019.

Partnerships and cooperation

Evaluation questions:

- To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?

XASV23 was underpinned by a Memorandum of Understanding between SADC and UNODC at the regional level. The joint SADC-UNODC Regional Programme framework was developed on the basis of extensive consultations with experts of member states in the SADC region, including the Ministries of Interior, Police authorities, Ministries of Justice and Legal Affairs, and Prosecuting authorities. Implementation of XASV23 activities according to triangulated data was based on partnerships, cooperation and stakeholder consultations between SADC, UN Agencies (UNODC, UNICEF, UNFPA, UN Country Team), government and relevant Ministries in Namibia and Lesotho, NAMPOL-Namibia and the NGOs in one prioritised country (e.g. Lifeline/Childline-Namibia). For example, the National SOPs for the inter-agency referral system was developed in partnership with UNICEF Namibia. Interviews with national stakeholders revealed a need to further develop collaborations in Namibia with the Ministries of Health and Education.

Interviews with country-level stakeholders revealed there were some issues with project visibility. For example, in Lesotho, interviews revealed a low awareness of the drafting of the Domestic Violence bill by parliamentarians which subsequently impacted on the legislative process to enact it. In Namibia, stakeholders described how XASV23 was often confused with GBV programming efforts by the Office of the First Lady. At the SADC level, interviews observed a lack of awareness of

XASV23 by new staff at the Gender Unit, with some confusion between XASV23 and the EU funded GBV project called Spotlight.

Summary - Partnerships and cooperation

XASV23 was underpinned by a Memorandum of Understanding between SADC and UNODC at the regional level.

Implementation of XASV23 activities was strongly based on partnerships, cooperation and stakeholder consultations between SADC, UN Agencies (UNICEF, UNFPA and UN Country Team in general), national authorities in Namibia and Lesotho, NAMPOL-Namibia and the NGOs in one prioritised country (e.g. Lifeline/Childline-Namibia). Further collaboration with the Ministries of Health and Education in Namibia is warranted according to senior stakeholders in the phase II.

Interviews with country-level stakeholders revealed there were some issues with project visibility. For example in Lesotho, interviews revealed a low awareness of the drafting of the Domestic Violence bill by parliamentarians which subsequently impacted on the legislative process to enact it. In Namibia, stakeholders described how XASV23 was often confused with GBV programming efforts by the Office of the First Lady). At SADC level interviews observed a lack of awareness of XASV23 by new staff at the Gender Unit, with some confusion between XASV23 and the EU funded GBV project called Spotlight.

Effectiveness

Evaluation questions:

- To what extent were the planned activities achieved and how were they conducive to the attainment of the project's phase I intended outcomes and objective?

According to desk review, XASV23 adopted a victim-centred and human rights-based approach and was effective in supporting the GBV response in two countries, Lesotho and Namibia. Prior to XASV23 there was an identified need to strengthen the available services in terms of staff, NGO and governmental capacities for coordinated evidence based GBV strategies such as advocacy, awareness and empowerment to address the problem and production of SOPs to guide implementation in a coordinated way. Some stakeholders who were interviewed observed that XASV23 whilst useful in tackling the legal system via awareness raising, sensitisation and training, and supporting a multi-agency approach, it neglected to focus on root causes of GBV and understanding and engaging with potential perpetrators (boy child) and perpetrators (adult males).

Degrees of effectiveness were observed across regional and country levels. At a regional level, the project proved to be effective in achieving the signing of a Memorandum of Understanding between UNODC and SADC, conducive to the development of the 2018 Regional GBV Strategy¹⁷ which was signed off by the relevant member state Ministers. The project was also effective in conducting the

¹⁷ SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030

situational country assessments in five member states: Namibia, Lesotho, Mozambique, Zimbabwe and Swaziland, and country-level Action Plans¹⁸. Effectiveness in the regional approach was however compromised by lack of sufficient funding coupled with staff turnover at the SADC Gender Unit, lack of complete handover to new SADC staff and, at times, inconsistent investment by UNODC in relationship-building across the region.

At the country levels, XASV23 was very effective in Namibia, but with sub-optimal training coverage and continuity. At the country level, triangulation of data supports that overall implementation in Namibia was very effective where a variety of awareness raising, advocacy, training and victim support activities were implemented (the technical report including SOPS with evaluation data on the Namibian Lifeline/Childline hotline, SOPs for the inter-agency referral system for victims of GBV in Namibia, One Stop centre, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial and training of multidisciplinary professionals). Stakeholders observed a rise in case reporting and prosecutions due to increased victim trust with the judicial system and enhanced evidence gathering. The GBV toll line (106), the One Stop centre and SOPs were deemed very useful and effective in supporting multi-agency service responses to support the victim. The Lifeline/Childline hotline system with its multi-agency referral system was deemed very effective and worthwhile with an observed increase in people calling the dedicated GBV line since 2015. It is currently operated mostly by volunteers during working hours (8am to 6pm) due to security concerns. Of note during site observation was that billboards advertising the 106 GBV line did not display UNODC logos. The One Stop centre was viewed as an exemplar centre; however, it did not open evenings or weekends, operating between 8am-5pm and was reliant on after-hours call out. It was less effective in Lesotho due to a very low governmental awareness of XASV23, and with the process of drafting of the Domestic Violence Bill hindered by political instability and a lack of parliamentary prioritisation.

Focus group discussions with training beneficiaries revealed a lack of appreciation for mass marketing strategies that promote the use of slogans on buses and indicated that repeat messaging through radio media would have been more effective in generating discussions. The video of a mock trial (not actors) based on a typical Namibian case of GBV was viewed by many interview participants as extremely worthwhile and innovative and having added value by involving the beneficiaries in developing and producing it as a communication tool.

Training was well organised and well received when delivered by expert Namibian professionals working in the field. The selection of training beneficiaries was conducted by the Office of the Prosecutor General, with a mix of junior and senior staff selected by their line management. Focus group discussions with training beneficiaries observed that knowledge transfer and peer skills transfer was not adequately supported by XASV23. Some qualitative research participants voiced concerns over the lack of continuity of training for those transferred to other units, and lack of training cascade within regions, particularly as junior staff did not share with peers on return, and training impetus was dependent on senior staff delivering training to junior staff. In some regions, training created a closer bond between participants driven by a senior prosecutor, and which is now supported by peer level WhatsApp groups.

XASV23 was less effective in Lesotho due to political instability and a lack of parliamentary prioritisation of the draft bill but achieved a drafted Domestic Violence Bill aligned to international

¹⁸ SADC Situation Assessments on Gender Based Violence in Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe May 2013-July 2014. Austrian Development Agency. Compiled by Marcel Korth.

legal frameworks. Interviews with key stakeholders at government level in Lesotho indicated a very low awareness of XASV23.

Summary - Effectiveness

XASV23 adopted a victim-centred and human rights-based approach and was effective in supporting the GBV response in two countries, Lesotho and Namibia.

Effectiveness in the regional approach was compromised by lack of sufficient funding coupled with staff turnover at the SADC Gender Unit, lack of complete handover to new SADC staff, and at times inconsistent investment by UNODC in relationship building across the region.

At the country levels, XASV23 was very effective in Namibia, but with sub optimal training coverage and continuity, and was less effective in Lesotho due to a very low governmental awareness of XASV23, and with the process of drafting of the Domestic Violence Bill hindered by political instability and a lack of parliamentary prioritisation.

Impact

Evaluation questions:

- To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address gender-based violence?

The desk review of key project documents revealed that XASV23 had the potential to contribute to the SADC region in its efforts to address the issue of GBV as identified by the situational assessment. Interviews with policy level stakeholders indicated that XASV23, to a large extent, supported an increased political commitment and capacity of the two priority SADC member states to address GBV. The linkage of the project activities to UNODC strategic framework, UNDAFs and to SDGs was strong. The activities implemented by XASV23 promoted the objectives of most international treaties and standards dealing with GBV, hence further strengthening relevance and potential for higher-level impact.

There is impact in XASV23 by virtue of the recognition of the common need to tackle GBV across the SADC region, with the project based on a joint cooperation between UNODC and SADC. The sharing of lessons learnt, best practices (SOPs, tollfree lines, training materials, One Stop centre), draft Domestic Violence Bill and innovations (bus signage, leaflets, mock trial) was deemed very impactful, by awareness raising, increasing trust in the judicial system, and thereby making a difference to communities, for replication across the SADC region. SOP were observed by all stakeholders as very impactful, by making a difference to communities and increased trust in the courts.

XASV23 impacted positively on the criminal justice system in Namibia as evidenced by the increase in GBV case reporting and convictions after GBV trainings and establishment of the One Stop centre, and the GBV hot line. It is not possible to quantify specific population level impact of XASV23 technical assistance across the region as well as in Namibia and Lesotho. However, stakeholders in Namibia reported that the rise in case reporting and convictions sends a strong societal message. XASV23 was also attributed to have an increase in knowledge and awareness

among the population as evidenced by an increase in the use of the dedicated GBV hotline in numbers of people reporting cases of GBV.

Impact of the cascade of multi-sectoral consultations and trainings in the management of GBV in Namibia cannot yet be estimated as most training occurred as one-off events in 2018 and 2019. Also, training cascade is affected by beneficiary rotation and turnover, and resultant lack of ownership. Focus group discussions with beneficiaries of the trainings indicated that the trainings had improved their practice leading to behaviour modification in the management of GBV victims and witnesses. Subjective individual-level impacts described by training beneficiaries included increase in empathy toward the victim, competency in sensitive questioning of the victim, and avoiding excessive re-traumatisation of the victim in court. This was viewed as ultimately leading to a rise in case reporting and follow through to court and convictions.

Participants in FGDs observed that through technical assistance and trainings XASV23 facilitated the creation of units that deal with GBV by NAMPOL, also leading to the change of the name of WACPU (Women and Children Protection Unit) to an all-embracing term GBVU (Gender Based Violence Units).

Summary - Impact

There is impact in XASV23 by virtue of the recognition of the common need to tackle GBV across the SADC region, with the project based on a joint cooperation between UNODC and SADC. The sharing of lessons learnt, best practices (SOPs, tollfree lines, training materials, One Stop centre), draft Domestic Violence Bill and innovations (bus signage, leaflets, mock trial) was deemed very impactful, by awareness raising, increasing trust in the judicial system, and thereby making a difference to communities, for replication across the SADC region.

XASV23 impacted positively on the criminal justice system as evidenced by the increase in GBV case reporting and convictions after GBV trainings and establishment of the One Stop centre, and the GBV hot line.

Impact of the cascade of multi-sectoral consultations and trainings in the management of GBV in Namibia cannot yet be estimated as most training occurred as one-off events in 2018 and 2019 and with beneficiary concerns around the cascade of training due to staff rotation and turnover, and resultant lack of ownership.

Sustainability

Evaluation questions:

- How could sustainability of the project achievements of phase I be ensured and strengthened in the second phase of the project?
- How can project achievements in Lesotho and Namibia be relevant in informing a potential phase II project in Zimbabwe, Mozambique or Swaziland?

The evaluation showed that project XASV23 generated governmental commitment for the long-term support in the operation of the Criminal Justice system and other key stakeholders using a multi-disciplinary team approach in the fight against GBV in Namibia, and in the drafting of the Domestic Violence Bill aligned to international legal frameworks in Lesotho. Maintaining the sustenance of

political commitment gained during Phase I was also mentioned as key to the achievement of Phase II outcomes. According to stakeholders, the sustainability of XASV23 depended on strengthening cooperation and partnerships built during the implementation of Phase I.

The most important threats to the project's sustainability identified by stakeholders include the decline in economic resources to respond to a rise in reporting, court cases and convictions, causing decreased human and financial resource capacity to deal with the GBV issue. Other risks include a potential lack of the Justice Systems' capacity to deal with the rise in GBV cases, indicating an identified need for specialisation (for example GBV-specialised magistrates, special GBV courts); a lack of forensic equipment to support speedy processing of forensic evidence (i.e. colour photos, medical equipment); a lack of resources and staff capacity to have One Stop Centres with dedicated toll lines in all major cities. At present the Lifeline/Childline toll line is dependent on volunteers and fundraising for manpower. Victim withdrawal remains a risk, as well as perpetrator release without adequate risk assessment, rehabilitative measures, and risk of re-offence. Trauma counselling for prosecutors was highlighted as imperative by several prosecutors in response to the rise in GBV cases and violent crime.

Sustainability of training is hampered by staff turnover, lack of optimal regional coverage across all levels of qualified professionals, lack of on-the-job training and peer-sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges). GBV preventive measures (adult male, boy child) are not fully incorporated into education and life skills training or in school curricula.

Summary - Sustainability

Project XASV23 generated governmental commitment for the long-term support in the operation of the Criminal Justice system and other key stakeholders using a multi-disciplinary team approach in the fight against GBV in Namibia, and in the drafting of the Domestic Violence Bill aligned to international legal frameworks in Lesotho.

Identified threats to sustainability are the potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity to deal with the GBV issue. There is a need for an identified need for GBV specialised magistrates, special GBV courts, forensic equipment to support speedy processing of forensic evidence (i.e. colour photos, medical equipment), forensic staff capacity and national One Stop Centres with dedicated toll lines in all major cities.

Sustainability of training is hampered by staff turnover, lack of optimal coverage across all levels of qualified professionals, lack of on the job training and peer sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges).

Human Rights, Gender Equality and leaving no one behind

Evaluation questions:

- To what extent were human rights considerations included in the project design and implementation? What were the facilitating and hindering factors?
- To what extent were gender equality considerations included in the project design and implementation? What were the facilitating and hindering factors?
- To what extent were under-represented and vulnerable groups included in the project design and implementation? What were the facilitating and hindering factors?

XASV23 was built on the basis of human rights in protecting the rights of women and girls, gender mainstreaming and leaving no-one behind. These considerations (addressing violence against women and girls as human rights violation) were included in the project design and its implementation, based on UN legal frameworks on human rights and was victim-centred. Visitation to the refurbished GBV unit revealed that gender mainstreaming was considered in XASV23, to some extent. The unit offered confidentiality and privacy of both GBV victims and witnesses. The refurbished unit ensures separation between the complainant and the perpetrator. The design of the project ensured that beneficiaries were reached through the use of various strategies, including the mock trial video, erecting billboards to raise awareness on GBV and Trafficking and establishing a dedicated GBV hotline.

Training and consultations were strongly slanted toward female participation, (179 females compared to 63 males). Target professional groups left out of training included medical doctors, nurses, magistrates and charge officers at police stations. Doctors and nurses were observed by many prosecutors interviewed as requiring training in counselling and detail on evidence collection, using the appropriate definition of rape, with often incomplete medical reports (188 forms). Special populations affected by GBV not included in training includes female drug users, trafficking victims, offenders, sex workers, and transgender women.

XASV23 did not fully consider the important male aspects relating to prevention efforts and life skills training for the boy child, particularly youth with behavioural issues, and the perpetrator himself in terms of psychiatric risk assessment and rehabilitation post-release. For example, particular attention should be paid to anger management, substance abuse, previous trauma, prevention of repeat offences and homicide, and potential father to son normalisation of violence. It is paramount not to neglect the male aspect and male training participation in professional training or indeed prevention or response programming, and to ensure support structures in place for staff dealing with the increase in GBV cases to prevent burnout. In rural areas where GBV is normalised, the training of community liaison officers as *male champions* is vital in cooperation with NGO, elders and pastors.

Summary - Human Rights, Gender Equality and leaving no one behind

XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind, but with training and consultations were strongly slanted toward female participation.

Target professional groups left out of training included medical doctors, magistrates, charge officers and healthcare workers, with specific training on special populations affected by GBV such as drug users, female trafficking victims, female offenders, sex workers, and transgender women not included.

XASV23 did not incorporate important male aspects relating to prevention efforts, life skills training for the boy child, and perpetrator psychiatric risk assessment and rehabilitation.

Innovations

Several key innovations were developed through XASV23 which can be further developed in phase II and replicated across the SADC region. For example:

- In some regions, training has created a closer bond between participants which is now supported by peer level *WhatsApp* groups amongst prosecutors that support case reviews and peer discussions. This could be further supported by online modules and regular regional webinars.

- The video of a mock trial based on a typical Namibian case of GBV was viewed by many interview participants as extremely worthwhile and innovative and has added value by involving the beneficiaries in making it as a communication tool.
- There is enhanced GBV data collection and monitoring at Lifeline Childline to inform effective programming and strengthen the referral mechanisms, identification of gaps in service delivery, thus ensuring quality case management supported by SOPs for the inter-agency referral system.

III. CONCLUSIONS



XASV23 was an appropriately designed, relevant project underpinned by UNODC-SADC joint long term and regional commitment to address GBV which was a critical concern in the SADC region^{19 20}. It was strongly aligned with UN strategies, international treaties and standards dealing with GBV, SADC regional, UNODC regional, country and UNODC thematic programmes, and relevant to the UNODC strategic framework, UNDAFs and to SDG 5 and 16. XASV23 was articulated to contribute to a long-term regional approach based on a Memorandum of Understanding between UNODC and SADC via the implementation of the joint UNODC-SADC Regional Programme and its sub-programme on GBV and empowerment of victims. This framework was developed on the basis of extensive consultations with experts of member states in the SADC region (Ministries of Interior, Justice and Legal Affairs, Police authorities and Prosecuting authorities.)

XASV23 had strong synergies/linkages to UN strategies, SADC regional, UNODC regional, country and UNODC thematic programmes, and was relevant to the UNODC strategic framework, UNDAFs and to SDG 5 and 16. XASV23 was strongly aligned with the mandate of international treaties and standards dealing with GBV²¹. The SADC Regional Strategy on GBV was completed during the lifetime of XASV23 in 2018²².

The selection of relevant countries (Lesotho and Namibia) targeted for immediate follow up assistance in GBV implementation was based on the 2014 situational assessments in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and their Action Plans²³, following consultation between the SADC Secretariat, UNODC-ROSAF, and the donor.

XASV23 had a logical framework approach and utilized its resources generally time and cost efficiently to achieve its outputs in relation to the inputs. The project was affected by lack of funding, political instability, delayed responses from national counterparts, as well as by staff turnover at the SADC regional level, and at UNODC-ROSAF. This contributed to some delay in project implementation, lack of project visibility at times and the lack of expansion into other SADC

¹⁹ https://www.sadc.int/documents-publications/show/Protocol_on_Gender_and_Development_2008.pdf

²⁰ <https://www.sadc.int/issues/gender/gender-based-violence/>

²¹ The relevant treaties include CEDAW, Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, UN Convention on the Rights of the Child. The relevant UN standards and norms include United Nations Declaration on the Elimination of Violence against Women (1993); Updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice (1997/2010); Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime (2005); United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice (2014); as well as Sustainable Development Goals (SDG) 5 which amongst others seeks to eliminate violence and discrimination and SDG 16 which is about the provision of access to justice for all and to the building of effective, accountable and inclusive institutions at all levels are very relevant.

²² SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030

²³ SADC Situation Assessments on Gender Based Violence in Lesotho, Mozambique, Namibia, Swaziland, and Zimbabwe May 2013-July 2014. Austrian Development Agency. Compiled by Marcel Korth.

Member States. There was duplication with GBV programming by the Office of the First Lady in Namibia. There was room for improved collaboration in Namibia with the Ministries of Health and Education.

XASV23 activities were well received in Namibia, and the project has managed to produce impact despite its relatively small financial resources. Impact centres on the investments in supporting Lifeline-Childline and its dedicated GBV toll line with resultant increase in reporting, the refurbishment and upgrading of the One-Stop-Centre which supports victims of GBV, capacity building of Criminal Justice practitioners to deal with GBV, and awareness raising among public at large. When delivered by expert Namibian trainers, XASV23 training was very positive. The project reveals promising results in terms of increased GBV reporting and convictions in Namibia. Sustainability of training is hampered by staff turnover, lack of optimal coverage across all levels of qualified professionals, lack of on the job training and peer sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges). XASV23 was less effective in Lesotho with a very low governmental awareness of XASV23, and with drafting of the Domestic Violence Bill hindered by political instability.

Identified threats to sustainability are the potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity to deal with the GBV issue. There is a need for an identified need for GBV specialised magistrates, special GBV courts, forensic equipment to support speedy processing of forensic evidence (i.e. colour photos, medical equipment), forensic staff capacity and national One Stop Centres with dedicated toll lines in all major cities.

XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind. However, training and consultations were strongly slanted toward female participation, with some professional groups left out (medical doctors, magistrates, charge officers at police stations, healthcare workers) and specialised training not included.

Specialised training on populations affected by GBV such as drug users, female trafficking victims, female offenders, sex workers, and transgender women was not included. XASV23 did not fully consider important male aspects relating to prevention, life skills, psychiatric risk assessment and rehabilitation post release.

IV. RECOMMENDATIONS

Staffing

Finding: XASV23 had a small team of staff, which successfully built relations with national counterparts, especially in Namibia. However, in order to upscale in phase II, the project should secure additional staff to compliment the programme with relevant expertise in communications and GBV experience.

Recommendation 1 (Staffing)- UNODC-ROSAF should ensure sufficient project staffing capacity to support all aspects of pre-assessment, design, planning, regional and country-level stakeholder relationship-building, communications and implementation of future similar projects.

Partnerships and Cooperation

Finding: XASV23 was based on strong multi-disciplinary commitment and collaboration of relevant key stakeholders at SADC, UN sister agencies, national authorities in Namibia and Lesotho, NAMPOL-Namibia and the NGOs in one prioritised country (e.g. Lifeline/Childline-Namibia). Cooperative working with the Ministries of Health, Education was less developed. XASV23 was not very visible to new staff at SADC or government counterparts in Lesotho.

Recommendation 2 (Partnerships and Cooperation)- UNODC-ROSAF should continue to further strengthen relationships with all relevant stakeholders (SADC, national authorities, UN sister agencies and NGOs working to address GBV at the ground levels) and further develop existing collaborations with Ministries of Health and of Education in future similar projects.

Training Activities

Finding: The design of professional training sessions for multi-disciplinary professional level staff was at the foundation level for qualified professionals and partly to senior/junior staff selected by the Prosecutor General's office as a collective training activity. Training was based on the gold standard UNODC tools and well received when delivered by Namibian experts. When training was delivered by trainers outside of Africa material was not fully adapted to the domestic context (for example training included opening statements which are not permitted in Namibia). Training effect was compromised by professional staff turnover and lack of knowledge sharing in the workplace by junior staff. Training content did not include sufficient detail on sensitisation in documenting GBV victim statement, cross examination, psychiatric risk assessment and forensic evidence gathering.

Recommendation 3 (Training Activities)- UNODC-ROSAF should improve the design and cultural applicability of professional training in future projects by delivering training that is specific to each discipline (prosecutors, magistrates, police, clinical, social work, education, community liaison), that continues to use existing gold standard UNODC tools and templates adapted to the country legal and GBV context.

Recommendation 4 (Training Activities)- UNODC-ROSAF should institutionalise GBV training within training colleges for police, social workers and other key professionals in order to widen reach and counter staff turnover, and further ensure ownership at traineeship level, on the job and in specialised education to support the GBV knowledge cascade across the region.

Recommendation 5 (Training Activities)- Subject to additional funding, UNODC-ROSAF should address specific gaps in advanced training on sensitisation in victim statement, cross examination, psychiatric risk assessment and forensic evidence gathering.

Sustainability

Finding: The potential decline in economic resources to respond to rise in reporting, incidence of court cases and convictions, causing decreased human and financial resource capacity (special GBV courts, forensic equipment, GBV centres with toll lines) to deal with the GBV issue are some of the main threats to the project's sustainability. Sustainability of training is hampered by staff turnover, lack of optimal regional coverage across all levels of qualified professionals, lack of on the job training and peer sharing, and lack of institutional level curricula incorporating GBV (i.e. police and social worker training colleges).

Recommendation 6 (Sustainability)- UNODC-ROSAF should further support the development of specialisation, forensic equipment to support speedy processing of forensic evidence, forensic staff capacity and national One Stop Centres with dedicated toll-free lines in all major cities Any future UNODC interventions should continue a phased approach to focus on achievable results within specific timeframe.

See also **Recommendation 4.**

Impact

Finding: There is impact in XASV23 by virtue of the recognition of the common need to tackle GBV across the SADC region, with the project based on a joint cooperation between UNODC and SADC. The sharing of lessons learnt, best practices (SOPs, tollfree lines, training materials, One Stop centre), draft Domestic Violence Bill and innovations (bus signage, leaflets, mock trial) was deemed very impactful, by awareness raising, increasing trust in the judicial system, and thereby making a difference to communities, for replication across the SADC region. Whilst XASV23 was viewed as a regional project, project activities due to budget restrictions and donor preference were focused on the assistance to Namibia and Lesotho.

Recommendation 7 (Impact)- UNODC-ROSAF should consider having a dedicated budget for communications which will help to have broader outreach resulting in higher visibility of UNODC-ROSAF operations and regional profile in addressing GBV and future impacts.

Human Rights, Gender Mainstreaming and Leaving No-one Behind

Finding: XASV23 was built on the basis of human rights, gender mainstreaming and leaving no-one behind, but participation in training and consultations were strongly slanted toward females. Target professional groups left out of training included medical doctors, magistrates, charge officers at police stations and healthcare workers, with specific training on special populations affected by GBV such as drug users, female trafficking victims, female offenders, sex workers, and transgender women not included. XASV23 did not incorporate important male aspects relating to prevention efforts, life skills training for the boy child, and perpetrator psychiatric risk assessment and rehabilitation.

Recommendation 8 (Human Rights, Gender Mainstreaming and Leaving No-one Behind)- UNODC ROSAF should ensure that future targeting of training focuses on greater representation of male trainees and male professionals as champions both on the job and in their communities, institutionalise GBV training within training colleges for trainee police, social workers and other key professionals, broaden target audiences of training to include medical doctors, nurses, magistrates

and charge officers, and include specialised training content on special populations most affected by GBV (female drug users, trafficking victims, offenders, sex workers, and transgender women).

Recommendation 9 (Human Rights, Gender Mainstreaming and Leaving No-one Behind)- UNODC-ROSAF should develop future prevention, life skills, psychiatric GBV risk assessment and rehabilitation programming with other UN agencies to better understand the root causes and engage with the boy child and adult male perpetrator (or potential perpetrator).

Lessons Learnt and Best Practices

Finding: Lessons learnt centred on the regional cooperation in tackling GBV across SADC Member States. Best practices which can be replicated in other SADC Member States are aspects of the regional GBV strategy, situation assessments with Action Plans, draft Domestic Violence Bill in alignment to international legal frameworks; SOPS for multi-agency referrals, advocacy and outreach campaigns; the hotline system for victims of GBV; One Stop Centre and training materials and evaluation toolkits.

Recommendation 10 (Lessons Learnt and Best Practices)- UNODC-ROSAF should ensure that lessons learnt in the regional cooperation in tackling GBV across SADC Member States, and identified best practices such as aspects of the regional GBV strategy, situation assessments with Action Plans, draft Domestic Violence Bill in alignment to international legal frameworks; SOPS for multi-agency referrals, advocacy and outreach campaigns; the hotline system for victims of GBV; One Stop Centre, GBV data capturing, and training materials and evaluation toolkits, is shared with other SADC Member States to support brainstorming on possible models for integrated services to the victims of GBV.

V. LESSONS LEARNED AND BEST PRACTICES

Evaluation questions:

- What were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase?
- What best practices emerged from the project implementation to be maintained and shared with other countries such as Mozambique, Swaziland and Zimbabwe, in the second phase of the project?

Lessons learnt throughout implementation of XASV23 centred on the regional cooperation in tackling GBV across SADC Member States, the SADC Regional GBV Strategy, and the importance of fully involving all stakeholders, government partners across all Ministries, NGOs, donors and international organisations through the project's inception, design and implementation. Specific lessons learnt which can inform activity elsewhere centre on the following:

- The process of regional consultations in tackling GBV;
- The process in drafting the Domestic Violence Bill;
- The methodology of country situation assessments on GBV;
- The methodology of country situation assessments on criminal justice responses to GBV;
- The process of design and development of awareness raising and advocacy activities (information leaflets, mock trial, slogans on buses);
- The development of SOPs for the Lifeline/Childline GBV hotline, and for multiagency service provision to support victims of GBV;
- The One Stop centre.

Given the sensitivity and magnitude of GBV within the SADC region, GBV remains a problem rooted in traditional beliefs and cultures. Hence there is potential for community resistance from traditional leaders, community gate keepers and religious leaders from sect churches once they feel that the accepted patriarchy status and unequal gender power is challenged. It is therefore critical that ground-level engagement is incorporated into phase II.

Best Practices identified in XASV23 which can be replicated in other SADC countries build on these *processes, design and development activities and situation assessment methodologies*, and additionally include context adapted *GBV training materials and evaluation toolkits*.

These can all be used to support the GBV response elsewhere in the SADC region when adapted to the domestic and legal context.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

Terms of Reference

of the

Final Independent Project Evaluation

Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence against Women and Children

Project number XASV23

UNODC Regional Office for Southern Africa (ROSAF)

Pretoria, South Africa

July 2019

I. BACKGROUND AND CONTEXT

Project number:	XASV23
Project title:	Support project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence Against Women and Children
Duration of contract	25 July 2019-December 2019
Location:	SADC Region
Linkages to Country, Regional and Thematic Programmes:	Sub programme 5 (Justice). Regional Programme Pillar II: Criminal Justice and Integrity, Outcome 1: Countries of the Southern African region reform criminal justice systems in accordance with UN standards and norms in crime prevention and criminal justice, and recognized good practices
To which UNDAF ²⁴ is the project/programme linked to (if any)	Criminal Justice and Integrity
Executing Agency:	UNODC Regional Office for Southern Africa (ROSAF)
Partner Organizations:	South African Development Community (SADC) Secretariat
Total Approved Budget:	
Total Overall Budget	
Donors:	Austrian Development Agency
Project Manager/ Coordinator:	Dr Linda Naidoo, National Project Officer-GBV
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final)	Final Independent Project Evaluation of phase I of the project, 18 July 2019 – 13 September 2019 (end of field

²⁴ United Nations Development Assistance Framework

	mission)
Time frame of the project covered by the evaluation:	25 July 2012- 13 September 2019 (end of field mission)
Geographical coverage of the evaluation:	Namibia and Lesotho (the two focus countries out of the five SADC Member States addressed in this project: Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe)
Budget for this evaluation in USD:	\$ 25 000 (inclusive of 2 travels)
Number of independent evaluators planned for this evaluation ²⁵ :	Two
Type and year of past evaluations (if any):	None
Core Learning Partners ²⁶ (entities):	UNODC HQ; Donor; UNODC Field; Implementing Partners e.g. SADC Gender Unit and Office of the Prosecutor General

²⁵ Please note that the minimum for any UNODC evaluation is two independent evaluators, i.e. one lead evaluator and one team member.

²⁶ The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Project overview and historical context

Gender-based violence (GBV) is rooted in socio-economic inequality. It can take many forms, and can include physical, emotional and sexual abuse. While both men and women can suffer from gender-based violence, it is predominantly women and children of both sexes that fall victim to it. The most pervasive form of gender-based violence is violence committed against a woman by her partner. Many cultures have beliefs, norms and social institutions that legitimize and therefore perpetuate violence against women. Around the world, statistics shows that as many as one in every three women has been beaten, coerced into sex, or abused in some other way — most often by someone she knows, including by her husband or another male family member. Similarly, in the South African Development Community (SADC) region there are major concerns on the high levels of gender-based violence. SADC GBV Unit considers gender-based violence as a critical area of concern and has finalized the Regional Strategy on GBV in 2018.

The United Nations Office on Drugs and Crime (UNODC) is mandated to promote crime prevention and criminal justice responses to violence against women, in line with relevant international standards and norms adopted by the General Assembly, in particular the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice,²⁷ as well as the Convention on the Elimination of all Forms of Discrimination Against Women and other relevant instruments.

Through the Criminal Justice and Integrity Pillar of its Regional Programme for Southern Africa (2013-2020), UNODC has implemented projects to strengthen the criminal justice institutions in the region by improving the effectiveness of investigation, prosecution, access to justice with focus on the needs of women and children. The project to be evaluated, XASV23, implemented by UNODC Regional Office for Southern Africa (ROSAF), commenced in 2012 for a duration of eight years (until December 2019) and was funded by Austrian Development Agency with an overall budget of \$2,632,684.00.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism, as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children.

The implementation of XASV23 was based on the findings of the assessment on Gender-based violence in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans. Based on the funding available (hence Namibia and Lesotho prioritised), the project introduced a phased approach to allow implementation of funded priority activities in Phase 1 (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the

²⁷ A/Res/65/228, annex. See also the Declaration on the Elimination of Violence against Women, 1993, A/Res/48/104.

current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

To date, the following achievements are noted:

REGIONAL ACTIVITIES

1. UNODC supported the SADC Secretariat with the process of developing a Regional GBV Strategy. The finalised strategy was signed off by the relevant member state Ministers in July 2018.
2. Situational country assessments were conducted in five countries: Namibia, Lesotho, Mozambique, Zimbabwe, Swaziland. The donor indicated that two countries viz, Lesotho and Namibia would be chosen for GBV implementation.

LESOTHO

1. Provided technical assistance in the drafting of the Domestic Violence Bill order to align violence against women responses to international legal frameworks

NAMIBIA

1. Assisted in advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts, as a result of which information pamphlets and mass marketing of slogans on buses were developed. A video of a mock trial was produced based on a typical Namibian case of GBV.
2. UNODC supported Lifeline/Childline Namibia in optimizing the hotline system for victims of GBV. The optimized call-centre and database, has been updated with the most updated technology, to improve the efficiency and effectiveness of the national, toll-free, call-centre. Key outcomes of this newly optimized database entails (1) an improved and expanded data collection process, (2) improved availability of data to inform effective programming, (3) synchronized reporting of data for all the incoming telephone lines, which will strengthen the referral mechanisms, and (4) identification of gaps in service delivery, thus ensuring quality case management.
3. The National Standard Operating Procedures (SOPs) for the inter-agency referral system, was developed with the assistance of a National Consultant, and in partnership with UNICEF Namibia.
4. Criminal justice officials were trained on the management of gender-based violence. Five train-the-trainers' workshops, led by NAMPOL and the Prosecutor General's office were conducted in five locations in the country, including Keetmanshoop (22 – 28 January 2018, with 34 participants); Swakopmund (12 -16 February 2018, with 35 participants); Gobabis (on 5-9 March, with 34 participants); Otjiwarongo (on 4-8 June 2018 with 35 participants); Windhoek (2-6 July, with 29 participants). The 138 multidisciplinary practitioners service providers were selected from the health, justice, police and social welfare sectors.

Main challenges during implementation

In Namibia, the project has had many achievements in several areas, such as the renovation of the One Stop Centre in Khomas, the implementation of multisectoral trainings in all regions, the optimisation of the National Tollfree Gender based Violence line, the drafting of the Domestic Violence Bill, the drafting of the Standard Operating Procedures and the development of materials for awareness programmes.

However, some project activities were delayed due to the additional time which was needed for the decision-making authorities to agree on the model for the One-stop Centre to be supported in Namibia. For instance, the renovations of the One-Stop Centre were only initiated in the latter of 2018, once the Namibian police agreed to spearhead the project.

In Lesotho, the political instability affected the finalisation of the Domestic Violence Bill, which has still not been passed by cabinet. The drafting of the Domestic Violence Bill was the only activity chosen for implementation in Lesotho.

Project documents and revisions of the original project document

	Year	Please provide general information regarding the original project document.
Project document	2012	Original Project Document indicating project duration of one year.

Project revision ²⁸	Year	Reason & purpose (max. 2 sentences per revision)	Change in (please check)
1	2013	To provide for an extension phase, with additional funding received	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe
2	2015	The revision proposed an extension in project duration until March 2018, based on the findings of the assessment on GBV in 5 SADC member states and subsequent action plans.	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe <input type="checkbox"/> Log frame
3	2018	Project revision was requested as activities were delayed, and timeframes had to be extended, due to challenges experienced in Namibia and Lesotho- due to political instability and re-prioritising of activities	<input type="checkbox"/> Budget <input checked="" type="checkbox"/> Timeframe <input type="checkbox"/> Logframe

Main objectives and outcomes

Objective of the project/programme (as per project document/revision):

Objective:	To contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional
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²⁸ Please add further rows as needed

	Programme and its sub-programme on gender-based violence and empowerment of victims.
Performance indicators:	Finalized regional programme implementation programme Number of countries reached in the Region with regards to GBV implementation

Outcomes of the project/programme (as per project document/revision)

Outcome 1:	The joint SADC-UNODC Regional Programme is finalized and made operational.
Performance indicators:	Finalized regional programme document approved by EXCOM by second quarter 2012.
Outcome 2:	The Regional Programme's sub-programme on gender-based violence and empowerment of victims is implemented
Performance indicators:	Number of GBV Protection Units refurbished Availability of SOPs for referral of victims of GBV Number of booklets of Guidelines for Prosecutor -led investigation of GBV cases printed Availability of new server for GBV hotline Number of GBV campaigns supported Mock trial video
Outcome 3:	The preparation for the implementation of sub programme 2, component E of the Regional Programme framework, related to 'gender-based violence', is finalised and activities in at least 4 SADC member states have been prioritized
Performance indicators:	Agreement reached with at least 4 SADC member states for implementation of relevant training activities by third quarter of 2012.
Outcome 4:	Training/capacity building to promote effective police responses to violence against women and children implemented.
Performance indicators:	One regional and at least 4 national workshops were held. - Number of trainings
Outcome 5:	Provision of legal assistance in order to align violence against women responses to legal frameworks
Performance indicators:	Availability of Domestic violence law for Lesotho in line with international instruments
Outcome 6:	Situational Assessment of the SADC member states with regards to criminal justice outcomes
Performance indicators:	One regional workshop One final report on the situational assessment related to criminal justice systems

Contribution to UNODC's country, regional or thematic programme

Contribution to the following UNODC country and regional programmes:

XASV23 was implemented under the Regional Office for Southern Africa's strategic framework for implementation – that is the joint SADC-UNODC Regional Programme. It aimed to support

SADC countries to respond to the evolving threats and challenges related to crime, drugs, gender-based violence, terrorism in all its manifestations. The Regional Programme is divided into three substantive pillars namely: Pillar I: Countering Illicit Trafficking and Organised Crime; Pillar II: Criminal Justice and Integrity; and Pillar III: Improving Drug Abuse Prevention, Treatment and Care, and HIV Prevention, Treatment and Care for People Who Use Drugs, including Injecting Drug Users and in Prison Settings. XASV23 contributed towards Pillar II. The main objective of the project was:

To contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victim's crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims

Contribution to the following thematic programme(s):

XASV23 contributed to the following thematic programmes: Crime Prevention and Criminal Justice Reform, Action against Transnational Organized Crime and Illicit Trafficking (2011-2013), Corruption (2012-2015), and Addressing Health and Human Development Vulnerabilities in the context of Drugs and Crime 2009-2011.

Linkage to UNODC strategic framework, UNDAFs and to Sustainable Development Goals

The proposed activities fall under the joint UNODC-SADC Regional Programme," Making the SADC Regional Safer from Crime and Drugs", Substantive Pillar II: Criminal Justice and Integrity. Because of the anticipated result of preventing violence against women and children, the proposed activities promoted the objectives of most international treaties and standards dealing with GBV/VAWC.

The relevant treaties include the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, UN Convention on the Rights of the Child.

The relevant UN standards and norms include United Nations Declaration on the Elimination of Violence against Women (1993); Updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice (1997/2010); Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime (2005); United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice (2014); as well as Sustainable Development Goals.

Notably SDG 5 which amongst others seeks to eliminate violence and discrimination and SDG 16 which is about the provision of access to justice for all and to the building of effective, accountable and inclusive institutions at all levels are very relevant. The proposed activities were also aligned with the SADC Protocol on Gender and Development (2008).

The Project/Programme contributed to the following Sustainable Development Goals, Targets and Performance Indicators:

Relevant UN Sustainable Development Goals ²⁹	Target(s)	Indicator(s) ³⁰
5- Achieve Gender Equality and Empower women and girls	5.1	5.1.1
	5.2	5.2.1
	5.3	5.2.2
	5.6	5.6.2
16-Promote Peaceful and Inclusive Societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.1	16.1.3
	16.2	16.2.1
	16.3	16.3.1
	16.6	
	16.10	

Moreover, the Project/Programme contributed to the following UNDAF goals:

- Development of capacities of national institutions
- Fostering multi-disciplinary approaches to development
- Provision of technical expertise and policy analysis and advisory support
- Strengthening knowledge generation and management, and sharing of best practices
- Facilitating south-south cooperation

II. DISBURSEMENT HISTORY

<u>Time periods throughout the life time of the project</u>	Total Approved Budget	Expenditure	Expenditure in %
25/07/2012-31/12/2019	\$ 3,356,185	<i>\$3,356,185</i>	<i>100%</i>

²⁹ All SDGs and targets can be found here: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

³⁰ All SDG indicators can be found here: https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework_A.RES.71.313%20Annex.pdf

<u>Time period that will be covered by the evaluation</u>	Total Approved Budget	Expenditure	Expenditure in %
25 July 2012-13 September 2019 (end of field mission)	\$3,356,185	\$3,020,566	90%

III. PURPOSE OF THE EVALUATION

This final Independent Project Evaluation will be undertaken in line with UNODC evaluation norms and standards and those of the United Nations Evaluation Group (UNEG). The evaluation will cover the period from 25 July 2012 to the end of the evaluation field mission (tentative 13 September 2019). It shall only cover project activities implemented in Namibia and Lesotho.

UNODC project XASV23 acts as the operational vehicle for the joint UNODC-SADC Regional Programme, “Making the SADC Region Safer from Crime and Drugs (2013-2016)”. The initial donor contributions were designed to facilitate the operationalization of the Regional Programme, including the preparation/finalization of the programme design and implementation modality, the establishment of a Steering Committee and the design of a Monitoring & Evaluation mechanism, as well as the implementation of some prioritized regional activities focusing on criminal justice, specifically on violence against women and children. The project introduced a phased approach to allow implementation of funded priority activities in Phase I (ends in 2019) to plan for a follow up phase 2 (2020-2022). Phase I concentrated on activities in Namibia and Lesotho, as requested by the funder. Phase II is currently not planned for, so details are unknown, but the current country assessment on judicial processes on gender-based violence, being conducted with SADC member states will determine future selection of countries.

The purpose of the final summative evaluation is to draw lessons learned from project implementation of phase I of the project and form the basis for instituting substantive improvements for future project planning, design and management in order to inform the design of a possible follow-up phase II of the project (2020-2022).

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned, and best practices will be identified, and recommendations based on the findings formulated.

The evaluation will also help UNODC and other stakeholders to take stock of the project (phase I) learn from its implementation process and results, and identify gaps. In particular, the

evaluation will identify facilitating factors that contributed to the progress made by the project in achieving its objectives and hindering factors that made it difficult to achieve what was intended. The evaluation will also assess to what extent project delivery was met according to the design of the project and whether all elements required were considered for achieving the planned results. Furthermore, establishing whether a different design would be needed for a possible future phase II of the project.

The main users of the evaluation will be:

- UNODC and beneficiaries of the project such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho - the findings, lessons and recommendation will inform implementation of a possible follow-up phase II of the project. A gap analysis of policing, prosecuting and adjudicating of GBV cases within the 15-member states in the SADC Region will be conducted, and is currently in its infancy stage of advertising. The second phase of implementation assumed to be commencing 2020-2022, will seek to address the respective gaps in the two prioritised countries, Namibia and Lesotho and additional counties that may be chosen.
- SADC Secretariat and Gender Unit and other partners – for purposes of future joint planning and programme development
- Donor –Austrian Development Agency as an accountability mechanism.

IV. SCOPE OF THE EVALUATION

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	Project phase I with a focus on 2 countries only: Namibia and Lesotho
Time period of the project/programme covered by the evaluation	25 July 2012 - 13 September 2019 (tentative end of field mission).
Geographical coverage of the evaluation	Travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)

V. KEY EVALUATION QUESTIONS

Evaluation Criteria

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as design, partnerships and cooperation, human rights, gender equality and leaving no one behind as well as lesson learned and best practices. The questions will be further refined by the Evaluation Team.

Design
<i>The Design of a project or programme measures the extent to which the logical framework approach was adopted.</i>
<ol style="list-style-type: none"> 1. To what extent did the design of the project and its logframe respond to the expected achievements of phase I? 2. How should the logframe be focused in order for phase II to be efficient and comply with results-based management?
Relevance
<i>Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</i>
<ol style="list-style-type: none"> 3. To what extent did XASV23 respond to the identified needs of the two priority

countries of phase I, Lesotho and Namibia?
4. To what extent were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?
Efficiency
<i>Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.</i>
1. To what extent did the resources and inputs convert to outputs in a timely and cost-effective manner?
5. To what extent have management systems facilitated or hindered the achievements of phase I of XASV23?
Effectiveness
<i>Effectiveness is a measure of the extent to which an aid activity attains its objectives.</i>
6. To what extent were the planned activities, such as the workshops, Situational Assessment, achieved and how were they conducive to the attainment of the project's phase I as per situational assessment (completed in 2014), intended outcomes and objective?
Impact
<i>Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</i>
7. To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address gender-based violence?
Sustainability
<i>Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</i>
8. How could sustainability of the project achievements of phase I be ensured and strengthened in the second phase of the project?
Partnerships and cooperation
<i>The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.</i>
9. To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?
Human rights, gender equality, and leaving no one behind
<i>The evaluation needs to assess the mainstreaming throughout the project/ programme of human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups.</i>
Human Rights
10. To what extent were human rights considerations included in the project design and implementation? What were the facilitating and hindering factors?
Gender Equality
11. To what extent were gender equality considerations included in the project design and implementation? What were the facilitating and hindering factors?
Leaving no one behind (optional)
12. To what extent were under-represented and vulnerable groups included in the project design and implementation? What were the facilitating and hindering factors?
Lessons learned and best practices

<i>Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.</i>
13. What were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase?
14. What best practices emerged from the project implementation to be maintained and shared with other countries, in the second phase of the project?

VI. EVALUATION METHODOLOGY

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/ programme, the Core Learning Partners (CLP). Participants of workshops to be included

The present ToR provide basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the evaluation team in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data. The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

When designing the evaluation data collection tools and instruments, the evaluation team needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

The main elements of the evaluation process are the following:

- Preliminary desk review of all relevant project documentation, (Annex II of the evaluation ToR), as provided by the Project Manager and as further requested by the evaluation team, as well as relevant external documents (e.g. UNDAFs; SDGs; UN and global/regional strategies; etc.);
- Preparation and submission of an Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IEU for review and clearance before any field mission may take place;
- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission;
- Interviews (face-to-face or by telephone/skype), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation;
- Analysis of all available information;
- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website <http://www.unodc.org/unodc/en/evaluation/index.html>). The lead evaluator submits the draft report to the Project Manager for the review of factual errors (copying IEU) and the Project Manager shares with IEU for review, comments and clearance. Subsequently the Project Manager shares the final draft report with all CLPs for comments.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager), including full proofreading and editing. The evaluation team incorporates the necessary and requested changes and finalizes the evaluation report in accordance with the feedback received from IEU, the Project Manager and CLPs. It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary through Skype).
- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be considered. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: <http://www.unodc.org/unodc/en/evaluation/index.html>.

The sources of data

The evaluation will utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include project documents and their revisions, progress and monitoring reports, external reports and strategies (e.g. UNDAFs; SDGs; country/regional/global strategies; etc.) and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review

The evaluation team will perform a desk review of all existing documentation (please see the preliminary list of documents to be consulted in Annex II of the evaluation ToR). This list is however not to be regarded as exhaustive as additional documentation may be requested by the evaluation team. The evaluation team needs to ensure that sufficient external documentation is used for the desk review.

Phone interviews / face-to-face consultations

The evaluation team will conduct phone/Skype interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Donor, i.e. Austrian Development Agency;
- Southern Africa Development Community;
- Implementing Partners, such as NAMPOL in Namibia; Office of the Prosecutor General in Namibia; Ministry of Gender in Lesotho;
- UNODC staff at HQ and the field;
- NGOs in GBV, such as Lifeline/Childline Namibia

Questionnaire

A questionnaire (on-line) is to be developed and used in order to help collect the views of additional stakeholders (e.g. trainees, counterparts, partners, etc.), if deemed appropriate.

VII. TIMEFRAME AND DELIVERABLES

<i>Duties</i>	<i>Time frame</i>	<i>Location</i>	<i>Deliverables</i>
Desk review and drafting of Inception Report	23/07/2019 – 04/08/2019 (10 days for lead evaluator and 6 for team member)	Home base	Draft Inception report in line with UNODC evaluation norms and standards ³¹
Review of draft Inception Report by IES	05/08/2019 – 09/08/2019 (1 week for IES review)		Comments on the draft Inception Report to the evaluation team
Incorporation of comments from IES (can entail various rounds of comments from IES)	12/08/2019 – 23/08/2019 (3 w/d for lead evaluator and 2 for team member) (1 week for IES review)	Home base	Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	By 26/08/2019 (overall 13 w/d for lead evaluator and 8 for team member)		Final Inception report to be cleared by IES at least one week before the field mission can get started

³¹ https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Inception_Report

Evaluation mission: briefing, interviews with staff at UNODC HQ/FO (including by phone/skype); observation; focus groups; presentation of preliminary observations (if applicable)	02/09/2019 – 13/09/2019 (8 w/d for lead evaluator and 8 w/d for team member)	Travel to South Africa, Namibia and Lesotho (stakeholders in other countries and UNODC HQ to be covered through phone and Skype)	Interviews and data collection
Drafting of the evaluation report; submission to Project Management and IES;	16/09/2019 – 04/10/2019 (10 w/d for lead evaluator and 6 for team member)	Home base	Draft evaluation report
Review of Project Management for factual errors	07/10/2019 – 11/10/2019 (1 week for review)		Comments on the draft evaluation report to the evaluation team
Consideration of comments from the project manager	14/10/2019 – 18/10/2019 (2 w/d for lead evaluator and 1 for team member)	Home base	Revised draft evaluation report
Review of IES for quality assurance	21/10/2019 – 28/10/2019		Comments on the draft evaluation report to the evaluation team
Incorporation of comments from IES (can entail various rounds of comments from IES)	29/10/2019 – 14/11/2019 (4 w/d for lead evaluator and 2 for team member) + 1 week for IES	Home base	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates	By 15/11/2019 (overall 24 w/d for lead evaluator and 17 for team member)		Draft evaluation report, to be cleared by IES
IES to share draft evaluation report with Core Learning Partners	18/11/2019 – 29/11/2019 (2 weeks)		Comments of CLPs on the draft report

for comments			
Consideration of comments from Core Learning Partners and preparation of draft Evaluation Brief	02/12/2019 – 05/12/2019 (2 w/d for lead evaluator and 1 for team member)	Home base	Revised draft evaluation report
Final review by IES; incorporation of comments and finalization of report and Evaluation Brief, including full proofreading and editing (can entail various rounds of comments from IEU)	06/12/2019 – 20/12/2019 (3 w/d for lead evaluator and 1 for team member) + 1 week for IES review	Home base	Revised draft evaluation report; draft Evaluation Brief
Presentation of evaluation results (to be reviewed and cleared by IES)	Tentative: 03/01/2020 (1 w/d for lead evaluator)		Presentation of evaluation results
Deliverable C: Final evaluation report; presentation of evaluation results; Evaluation Brief (2-pager)	By 20/12/2019 (overall 6 days for lead evaluator and 2 days for team member)		Final evaluation report; Evaluation Brief and presentation of evaluation results, both to be cleared by IES
Project Management: Finalise Evaluation Follow-up Plan in ProFi	By 27/12/2019		Final Evaluation Follow-up Plan to be cleared by IES
Project Management: Disseminate final evaluation report	By 06/01/2020		Final evaluation report disseminated to internal and external stakeholders
IES: facilitate the external Evaluation Quality Assessment of the Final Report	31/01/2020		

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

VIII. EVALUATION TEAM COMPOSITION

Role	Number of consultants/ evaluators³² (national/international)	Specific expertise required³³
Team leader	1 (international/national consultant)	Evaluation methodology
Expert	1 national consultant	Expertise in gender-based violence within criminal justice

An evaluation team consisting of one lead evaluator and one team member/expert will be hired to undertake the final Independent Project Evaluation.

Preference will be given to an evaluation team that is gender balanced and culturally sensitive to the South African Development Community (SADC) context.

The evaluators will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluator are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the chief or deputy chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

Absence of Conflict of Interest

According to UNODC rules, the evaluators must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluators shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

IX. MANAGEMENT OF THE EVALUATION PROCESS

Roles and responsibilities of the Project Manager

The Project Manager is responsible for:

- managing the evaluation process,
- drafting and finalizing the ToR,

³² Please note that an evaluation team needs to consist of at least 2 independent evaluators – at least one team leader and one team member.

³³ Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism; etc.) – please note that at least one evaluation team member needs to have expertise in human rights and gender equality.

- selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role,
- recruiting the evaluation team following clearance by IEU, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IEU and the evaluation team are to be immediately notified,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation team including the full TOR,
- liaising with the Core Learning Partners,
- reviewing the draft report for factual errors only,
- developing a follow-up plan for the usage of the evaluation results and recording of the implementation of the evaluation recommendations (to be updated once per year),
- disseminate the final evaluation report and communicate evaluation results to relevant stakeholders as well as facilitate the presentation of evaluation results;
- ensure that all payments related to the evaluation are fulfilled within 5 working days after IEU's request - non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IEU.

The Project Manager will be in charge of **providing logistical support** to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:

- All logistical arrangements for the travel (including travel details; payments; transportation; etc.)
- All logistical arrangement for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed); set-up of interview schedules; arrangement of ad-hoc meetings as requested by the evaluation team; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the evaluation team and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IEU).

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are identified by the project managers. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Section

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Please find the respective tools on the IES web site <http://www.unodc.org/unodc/en/evaluation/evaluation.html>. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report and an Evaluation Brief; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider. Moreover, IES may decide, in consultation with Project Management, to upgrade any Independent Project Evaluation to an In-Depth Evaluation considering e.g. an unforeseen higher involvement of IES staff in the evaluation process.

X. PAYMENT MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contracts are legally binding documents in which the evaluation team agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

1. The first payment upon clearance of the Inception Report (in line with UNODC evaluation norms, standards, guidelines and templates) by IES;
2. The second payment upon clearance of the Draft Evaluation Report (in line with UNODC norms, standards, evaluation guidelines and templates) by IES;
3. The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report, Evaluation Brief (in line with UNODC evaluation norms, standards, guidelines and templates) and clearance by IES, as well as presentation of final evaluation findings and recommendations.

75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation-process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Interview guides: Face to Face/Telephonic/Skype Interview: Regional and Key Stakeholders³⁴

You, as a stakeholder, are invited to participate in the final Independent Project Evaluation of XASV23 ‘*Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence*,’ implemented by the Regional Office for Southern Africa, United Nations Office on Drugs and Crime (UNODC).

The objective of XASV23 was to contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.

The purpose and scope of the final summative evaluation of XASV23 is to assess its design, relevance, effectiveness, efficiency, impact, sustainability, human rights and gender mainstreaming, and networking and partnerships, and derive recommendations and lessons learned from measuring its achievements, contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022).

The evaluation is being carried out by a team of two external independent evaluators, Dr Marie Claire Van Hout (lead evaluator), and Dr Rosemary Gunda (expert).

As a stakeholder, your views are very important to this evaluation.

Confidentiality

You are assured of complete confidentiality. The data will be reported only in an aggregated form and no individual will be identified.

Participant Detail

Male	Female	Role
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³⁴ UNODC HQ/ROSAF staff, UNODC HRMS, UNODC FRMS, UNODC SPIA, the Expert Group Meeting representatives, the Austrian Development Agency, SADC Secretariat and Gender Unit-Botswana, critical stakeholders in Mozambique, Swaziland and Zimbabwe (NGO, UN agency, government).

Design

1. Do you think XASV23 was designed in line with the SADC regional needs? Yes/No
 - If Yes what were the needs give examples?
2. Was the design of XASV23 accurate and realistic in relation to its objectives and outcomes?
 - (i) Was the design accurate and realistic in relation to its objectives?
 - If Yes, give examples of these
 - If No, why not?
 - What would have made the design accurate?
 - (ii) How about realistic outcomes? Yes/No
 - If Yes, give examples of these
 - If No, why not?
 - How else would the design have been made realistic?
3. Should there be any change for any future similar project? Yes/No
4. If yes what are some of these changes? To what extent did the design of the project and its and its logframe respond to the expected achievements of phase I?
 - (i) Did the design respond to the expected achievements of phase I? Yes/No
 - If Yes, give examples of these
 - If No, why not?
 - (ii) How about the logframe? Yes/No
 - Yes, to what extent?
 - Give examples
 - If No, why not?
5. How should the logframe be focused in order for phase II to be efficient and comply with results-based management?
 - Examples of focusing of logframe phase II to be efficient
 - Examples of focusing phase II to comply with results-based management

Relevance

1. To what extent do you think XASV23 responded to the identified needs of the two priority countries of phase I, Lesotho and Namibia?
 - (i) Did XASV23 respond to the identified needs in Phase I in Lesotho? Yes/No
 - If yes to what extent did the project respond to identified needs in I Lesotho
 - (ii) Did XASV23 respond to the identified needs in Phase I in Namibia? Yes/No
2. If yes to what extent did the project respond to identified needs in Phase I in Namibia?
3. To what extent were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?
 - (i) Were the outputs of the project relevant to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
 - (ii) Were the outcomes of the project relevant to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
 - (iii) How about objectives of the project relevance to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
4. Was the overall project structure in the two countries relevant to facilitate the replication of good practice, sharing of experiences and lessons learned?

- (i) Was the overall project structure relevant to facilitating replication of good practice in Lesotho Yes/No?
 - If yes how
 - If No, why not
 - (ii) How about overall project structure relevance to facilitating sharing of experiences in Lesotho? Yes/No
 - If yes how
 - If No, why not
 - (iii) Were any lessons learnt in Lesotho? Yes/No
 - If yes what were the lessons learnt?
 - (iv) Was the overall project structure relevant to facilitating replication of good practice in Namibia Yes/No?
 - If yes how
 - If No, why not
 - (v) Was the overall project structure relevant to facilitating sharing of experiences in Namibia Yes/No?
 - If yes how
 - If No, why not
 - (vi) Were any lessons learnt in Namibia? Yes/No
 - If yes what were the lessons learnt?
5. To what extent are XASV23 outputs; for example, Regional GBV Strategy, Standard Operating Procedures for the inter-agency referral system for victims of GBV, Materials for awareness programmes, National Tollfree Gender based Violence line, Draft Lesotho Domestic Violence and Train the Trainers training relevant to the needs of the target group, recipient and donor?
- (i) Are outputs for Regional GBV Strategy relevant to the needs of the target group? Yes/No
 - If Yes to what extent
 - If No, why not
 - (ii) How about recipient? Yes/No
 - If Yes to what extent
 - If No, why not
 - (iii) How about the donor? Yes/No
 - If Yes to what extent
 - If No, why not
 - (iv) Are outputs for Standard Operating Procedures for the inter-agency referral system for victims of GBV relevant to the target group? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (v) How about recipient? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (vi) How about the donor Yes/No?
 - If Yes to what extent?
 - If No, why not
 - (vii) Are outputs from National Tollfree Gender based Violence relevant to the target group? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (viii) How about recipient? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (ix) How about the donor? Yes/No

- If Yes to what extent?
- If No, why not?
- (x) Was the drafting of the Lesotho Domestic Violence Bill relevant to the target group? Yes/No
 - If Yes to what extent?
 - If No, why not?
- (xi) How about the recipient? Yes/No
 - If Yes to what extent?
 - If No, why not?
- (xii) How about the donor? Yes/No
 - If Yes to what extent?
 - If No, why not?

Efficiency

1. To what extent do you think the resources and inputs converted to outputs in a timely and cost-effective manner?
 - (i) Did the resources and inputs convert to outputs? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (ii) Did the resources and inputs convert to outputs in a timely manner? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (iii) Did the resources and inputs convert to outputs in a cost-effective manner? Yes/No
 - If Yes to what extent?
 - If No, why not?
2. To what extent have management systems facilitated or hindered the achievements of phase I of XASV23?
 - (i) Did management systems facilitate the achievements of phase I of XASV23? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - How did management systems facilitate the achievements? (Probe Facilitating Factors)
 - (ii) Did management systems hinder the achievements of phase I of XASV23? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - How did management systems hinder the achievements?
3. Do you think the results obtained under the project are justified in the costs? Yes/No
 - If yes explain
 - If no, why not?
4. In your view could the same results have been achieved with fewer resources? Yes/No
 - What was the most cost driver?
5. Were there any hindering factors which impacted on efficiency? Yes/No
 - (i) If Yes what were the hindering factors?

Probe: monitoring and log frames + specific to UNODC SPIA, UNODC HRMS, UNODC FRMS.

Effectiveness

1. To what extent were the planned activities (for example the workshops, situational assessment, training activities) achieved and how were they conducive to the attainment of the project's phase I intended outcomes and objectives?
 - (i) Were planned activities for example workshops achieved? Yes/No
 - If Yes to what extent?
 - If No, why not? (Probe reasons for non-achievement)

- (ii) Were the planned workshops achieved in phase I project's intended outcomes (Yes/No)
 - If Yes to what extent?
 - If No, why not?
 - (iii) Were the workshops conducive to the attainment of the project's phase I intended objectives Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (iv) Was a situational assessment conducted and completed? Yes/No
 - If Yes when was it completed?
 - If No, why not?
 - (v) Was the situational assessment conducive to the attainment of the project's phase I intended outcomes? Yes/No
 - If Yes to what extent?
 - If No, why not? (prob for reasons)
 - (vi) Were the workshops conducive to the attainment of the project's phase I intended objectives (Yes/No)
 - If Yes to what extent?
 - If No, why not? (prob for reasons)
 - (vii) Were planned training activities achieved? Yes/No
 - If Yes to what extent?
 - If No, why not? (prob for reasons)
 - (viii) Were the training activities conducive to the attainment of the project's phase I intended outcomes (Yes/No)
 - If Yes to what extent?
 - If No, why not?
 - (ix) Were the training activities conducive to the attainment of the project's phase I intended objectives (Yes/No)
 - If Yes to what extent?
 - If No, why not?
2. To what extent did XASV23 achieve its planned results (objective and outcomes) and which unachieved results should be targeted in future projects?
 - (i) Did XASV23 achieve its planned results Yes/No
 - If Yes to what extent?
 - If No, why not ((prob for reasons)
 - (ii) Which unachieved results should be targeted in future projects? (List)
 3. To what extent did the implementation strategy of XASV23 produce unintended outcomes (positive or negative)?
 - (i) Did the implementation strategy of XASV23 produce unintended positive outcomes? Yes/No
 - If Yes to what extent?
 - If No, why not (probe explain and give reasons)
 - (ii) How about unintended negative outcomes? Yes/No
 - If Yes to what extent?
 - If No, why not probe explain and give reasons)
 4. What were the major factors influencing the achievement or non-achievement of the objective and outcomes (including difficulties, challenges, setbacks)?
 - (i) Were there major factors influencing the achievement Yes/No
 - What were the major factors? Explain
 - (ii) How about factors influencing non-achievement of the objective and outcomes Yes/No
 - What were the major factors? Explain and give reasons
 - (iii) Were there major difficulties influencing non-achievement? Yes/No

- What were the major difficulties? Elaborate
- (iv) How about challenges Yes/No
 - What were the major challenges?
 - What were the major difficulties? Elaborate
- (v) How about setbacks? Yes/No
 - What were the major setbacks? Explain
- 5. Was XASV23 appropriately responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?
 - (i) Was XASV23 appropriately responsive to political factors affecting the operational environment? Yes/No
 - If Yes what were these?
 - (ii) How about appropriately responsive to legal factors affecting the operational environment? Yes/No
 - If Yes what were these?
 - (iii) How about appropriately responsive to economic factors affecting the operational environment? Yes/No
 - If Yes what were these?
 - (iv) How about appropriately responsive to institutional factors affecting the operational environment? Yes/No
 - If Yes what were these? Elaborate
 - (v) How about appropriately responsive to environmental factors affecting the operational environment? Yes/No
 - If Yes what were these?

Impact

1. To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address GBV?
 - (i) Did the project contribute to an increased political commitment in Lesotho? Yes/No
 - If Yes to what extent?
 - If No, why not elaborate on the reasons
 - (ii) How about capacity Yes/No
 - If Yes to what extent?
 - If No, why not
 - (iii) Did the project contribute to an increased political commitment in Namibia? Yes/No
 - If Yes to what extent?
 - If No, why not explain please
 - (iv) How about capacity Yes/No
 - If Yes to what extent?
 - If No, why not?
2. What are the effects of XASV23? Are they intended and unintended, positive and negative, long term?
 - (i) Were there any effects of XASV23? Yes/No
 - If yes, what were the positive intended effects long term?
 - What were these explain
 - How about the negative effects long term? Yes/No
 - What were these explain
 - (ii) How about unintended effects? Yes/No
 - If yes, what were the unintended effects long term?
 - What were these explain
 - (iii) Did the project produce positive unintended effects long term? Yes/No
 - If yes, what were the unintended effects long term?

- What were these explain
 - How about the negative unintended effects long term?
 - What were these explain
3. Did the training make a difference and to what extent can the project's impact be measured in terms of the training cohort cascade of impact?
 - (i) Did the training make a difference? Yes/No
 - If Yes to what extent?
 - (ii) To what extent can the project's impact be measured in terms of the training cohort cascade of impact?
 4. To what extent can the project's impact be described in terms of critical beneficiary (for example those affected by GBV experiences)?
 - (i) Can the project's impact be described in terms of critical beneficiary (for example those affected by GBV experiences Yes/No?
 - If Yes to what extent?
 - If No, why not?

Sustainability

1. How could sustainability of the project achievements of phase I be ensured and strengthened in the second phase of the project?
 - (i) Could sustainability of the project achievements of phase I be ensured and strengthened in the second phase of the project? Yes/No
 - If Yes how could be done
 - If No, why not?
2. To what extent are services and products developed under the project likely to continue, be scaled up or replicated after the project funding ceases?
 - (i) Are the services and products developed under the project likely to continue after the project funding cease? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (ii) How about scaling up after the project funding ceases? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (iii) How about replication after the project funding ceases Yes/No
 - If Yes to what extent?
 - If No, why not? Explain the reasons
3. In which ways are the host institutions developing the capacity and motivation to continue implementing the project into Phase II after the end of XASV23? (please explain)
4. What do you think are the key risk factors for longer term sustainability of the results of XASV23? (please explain)
5. To what extent was the evolution of these factors assessed during the implementation of XASV23?
 - (i) Was the evolution of these factors assessed during the implementation of XASV23? Yes/No
 - If Yes to what extent?
 - If No why not?
6. To what extent is lack of ownership a threat to the sustainability of cascade of training?
 - (i) Is lack of ownership a threat to the sustainability of cascade of training? Yes/No
 - If Yes to what extent?
7. Are any follow-up mechanisms in place to support cascade and ownership of training gains? (please explain your response)
8. How can project achievements in Lesotho and Namibia be relevant in informing a potential phase II project in Zimbabwe, Mozambique or Swaziland?

Partnerships and Cooperation

1. To what extent were the project activities designed and implemented with participation of relevant partners and recipients?

- (i) Were the project activities designed and implemented with participation of relevant partners Yes/No
 - If Yes to what extent?
 - If No, why not?
- (ii) How about participation of relevant recipients? Yes/No
 - If Yes to what extent?
 - If No, why not?
- 2. To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?
 - (i) Were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (ii) How about regional partners (SADC)? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (iii) How about international organisations? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (iv) How about Civil Society Organisations? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (v) How about UN agencies? Yes/No
 - If Yes to what extent?
 - If No, why not?
- 3. Has XASV23 actively cooperated with other relevant agencies, and how have activities been coordinated? Yes/No
 - (i) How have activities been coordinated? (please explain)

Human rights, gender mainstreaming and leaving no one behind

- 1. To what extent were human rights considerations included in the project design and implementation?
 - (i) Were human rights considerations included in the project design? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - (ii) How about implementation? Yes/No
 - If Yes to what extent?
 - If No, why not?
- 2. What were the facilitating and hindering factors?
 - (i) Were there facilitating factors? Yes/No
 - If yes what were the factors
 - (ii) How about hindering factors? Yes/No
 - If yes what were the factors
- 3. To what extent were gender equality considerations included in the project design and implementation? What were the facilitating and hindering factors?
 - (i) Was gender equality consideration included in the project design? Yes/No
 - If Yes to what extent?
 - If No, why not?
 - What were the facilitating factors?
 - How about hindering factors?
 - (ii) Were gender equality considerations included in the project implementation? Yes/No

- If Yes to what extent?
 - If No, why not?
 - What were the facilitating factors?
 - How about hindering factors?
4. To what extent were gender aspects considered; for example, were female quotas achieved in the training
- (i) Were gender aspects considered; for example, were female quotas achieved in the training? Yes/No
 - If Yes to what extent?
 - If No, why not? (Elaborate)
5. Were GBV responsive services and training activities gender appropriate or have any aspects were overlooked or omitted?
- (i) Were GBV services responsive? Yes/No
 - If yes, please elaborate how?
 - In No why not
 - (ii) Were GBV responsive training activities gender appropriate? Yes/No
 - If yes, please elaborate
 - If No, why not?
 - (iii) Were any GBV aspects overlooked or omitted? Yes/No
 - If yes, please elaborate
6. To what extent were under-represented and vulnerable groups included in the project design and implementation? What were the facilitating and hindering factors?
- (i) Were under-represented groups included in the project design? Yes/No
 - If yes, please elaborate how.
 - Who are they?
 - In No why not
 - What were the facilitating factors?
 - How about hindering factors?
 - (i) Were vulnerable groups included in the project design? Yes/No
 - If yes, please elaborate how?
 - Who are they?
 - In No why not
 - What were the facilitating factors?
 - How about hindering factors?
7. Have all groups have been considered or are additional efforts required for a phase II? (please elaborate)

Lessons Learnt

1. What were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase II?
 - (i) Were any realizations/lessons learned throughout the course of the implementation to be considered in the follow-up phase II? Yes/No
 - What were the realizations/lessons?
2. What best practices emerged from the project implementation to be maintained and shared with other countries, in the second phase of the project?
 - (i) Did best practices emerge from the project implementation to be maintained? Yes/No
 - If yes share the realizations/best practices
3. Based on lessons learnt, how can a new follow on project strengthen the gains made by XASV23? (please elaborate)
4. What were the major challenges and constraints faced when implementing this project in Namibia and Lesotho at the different levels and what are the possible solutions?

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- (i) Were there major challenges faced when implementing this project in Namibia at the different levels? Yes/No
 - If yes what were they?
 - What could be some of the solutions to the challenges?
 - How about constrains?
 - (ii) Were there major challenges faced when implementing this project in Lesotho at the different levels? Yes/No
 - If yes what were they?
 - What could be some of the solutions to the challenges?
 - How about constrains?
5. What lessons can be drawn to inform UNODC-ROSAF technical assistance agenda responding to the Sustainable Development Goals?
- (i) Are there any lessons that can be drawn to inform UNODC-ROSAF technical assistance agenda responding to the Sustainable Development Goals? Yes/No
 - If yes what are the lessons?
- Were there any problems that XASV23 did not address? Yes/No
- If yes elaborate on the problems not addressed.
6. What new issues have arisen that need to be addressed in future?
- (i) Are there any new issues that have arisen that need to be addressed in future? Yes/No
- If yes elaborate on the problems.
7. What best practices emerged from the project implementation to be maintained and shared with other countries such as Mozambique, Swaziland and Zimbabwe, in the second phase of the project?

Thank you for your participation in this evaluation.

Face to Face/Telephonic/Skype Interview: Country Level Stakeholders³⁵

You, as a stakeholder, are invited to participate in the final Independent Project Evaluation of XASV23 ‘*Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence*’, implemented by the Regional Office for Southern Africa, United Nations Office on Drugs and Crime (UNODC).

The objective of XASV23 was to contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.

The purpose and scope of the final summative evaluation of XASV23 is to assess its design, relevance, effectiveness, efficiency, impact, sustainability, human rights and gender mainstreaming, and networking and partnerships, and derive recommendations and lessons learned from measuring its achievements, contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022).

The evaluation is being carried out by a team of two external independent evaluators, Dr Marie Claire Van Hout (lead evaluator), and Dr Rosemary Gunda (expert).

As a stakeholder, your views are very important to this evaluation.

Confidentiality

You are assured of complete confidentiality. The data will be reported only in an aggregated form and no individual will be identified.

Participant Detail		
Male	Female	Role

Design

1. Do you think the project was designed in line with the SADC regional needs? Yes/No
 - (i) If yes, what were these needs give examples?)
 - (ii) Was the design of the project accurate and realistic in relation to its objectives and outcomes? Yes/No
 - o If Yes, give examples)
 - o If No, why not?
 - o What would have made the design accurate?

Probe should there be any change for any future similar project?

Relevance

1. To what extent do you think the project responded to the identified needs of the two priority countries of phase I, Lesotho and Namibia? * question tailored to country.
 - (i) Did XASV23 respond to the identified needs in Phase I in Lesotho? Yes/No

³⁵ **Namibia** UN Country Team, UNICEF, Office of the Prosecutor General, NAMPOL, Ministries of Gender and Child Welfare, Ministry of Works; **Lesotho** Ministry of Gender, Member of Parliament, UNFPA, and critical stakeholders identified in Lesotho (NGO, government, UN agency)

- If yes to what extent did the project respond to identified needs in I Lesotho
 - (ii) Did XASV23 respond to the identified needs in Phase I in Namibia? Yes/No
 - If yes to what extent did the project respond to identified needs in Namibia? *Probe* 2014 situation assessment report.
- 2. To what extent do you think were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?
 - (i) Were the outputs of the project relevant to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
 - (ii) Were the outcomes of the project relevant to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
 - (iii) Were the objectives of the project relevant to implementing the Sustainable Development Goals? Yes/No
 - If yes to what extent?
 - If No, why not
- 3. Was the overall project structure in the two countries relevant to facilitate the replication of good practice, sharing of experiences and lessons learned?
 - (i) Was the overall project structure relevant to facilitating replication of good practice in Lesotho Yes/No?
 - If yes how
 - If No, why not
 - (ii) Overall project structure relevant to facilitating sharing of experiences in Lesotho? Yes/No
 - If yes how
 - If No, why not
 - (iii) Were any lessons learnt in Lesotho? Yes/No
 - If yes what were the lessons learnt?
 - (iv) Was the overall project structure relevant to facilitating replication of good practice in Namibia Yes/No?
 - If yes how
 - If No, why not
 - (v) Was the overall project structure relevant to facilitating sharing of experiences in Namibia Yes/No?
 - If yes how
 - If No, why not
 - (vi) Were any lessons learnt in Namibia? Yes/No
 - If yes what were the lessons learnt?
- 4. Were the project outputs; for example, Regional GBV Strategy, **Namibia** Standard Operating Procedures for the inter-agency referral system for victims of GBV, Materials for awareness programmes, National Tollfree Gender based Violence line, and Train the Trainers training and the **Lesotho** Draft Lesotho Domestic Violence Bill relevant to the needs of the target group, recipient and donor? * question tailored to region + country.
 - (i) Are outputs for Regional GBV Strategy relevant to the needs of the region? Yes/No
 - If Yes to what extent
 - If No why not
 - (ii) How about recipient? Yes/No

- o If Yes to what extent
- o If No why not
- (iii) How about the donor
 - o If Yes to what extent
 - o If No why not
- (iv) Are outputs for Standard Operating Procedures for the inter-agency referral system for victims of GBV relevant to region? Yes/No
 - o If Yes to what extent?
 - o If No why not?
- (v) How about recipient? Yes/No
 - o If Yes to what extent?
 - o If No why not?
- (vi) How about the donor Yes/No
 - o If Yes to what extent?
 - o If No, why not
- (vii) Are outputs from National Tollfree Gender based Violence relevant to the target group? Yes/No
 - o If Yes to what extent?
 - o If No, why not?
- (viii) How about country? Yes/No
 - o If Yes to what extent?
 - o If No, why not?
- (ix) How about the donor? Yes/No
 - o If Yes to what extent?
 - o If No, why not?
- (x) Was the draft of the Lesotho Domestic Violence relevant to the region? Yes/No
 - o If Yes to what extent?
 - o If No, why not?
- (xi) How about the country? Yes/No
 - o If Yes to what extent?
 - o If No why not?
- (xii) How about the target group? (Yes/No
 - o If Yes to what extent?
 - o If No why not?
- (xiii) Were there any challenges encountered? Yes/No
 - o If yes what were the challenges?

Efficiency

1. Do you think the project was timely and cost efficient? Yes/No
 - (i) Did the resources and inputs convert to outputs? Yes/No
 - o If Yes to what extent?
 - o If No why not?
 - (ii) Did the resources and inputs convert to outputs in a timely manner? Yes/No
 - o If Yes to what extent?
 - o If No why not?
- (ii) Did the resources and inputs convert to outputs in a cost-effective manner? Yes/No
 - o If Yes to what extent?
 - o If No why not?
2. Did project management systems facilitate or hinder the achievements of phase I of the project?
 - (i) Did management systems facilitate the achievements of phase I of XASV23? Yes/No
 - o If Yes to what extent?
 - o If No why not?
 - o How did management systems facilitate the achievements?

(ii) Did management systems facilitate the achievements of phase I of XASV23? Yes/No

o If Yes to what extent?

o If No why not?

o How did management systems hinder the achievements?

3. Could the same results have been achieved with fewer resources, and were there any hindering factors which impacted on efficiency?

(i) Could the same results have been achieved with fewer resources? Yes/No

o If yes how could this have been achieved?

o If no what are the reasons elaborate?

(Probe M & E, cost analysis)

(iii) Were there any hindering factors that impacted on effectiveness? Yes/No

o If yes how could this have been achieved?

o If no what are the reasons elaborate?

(Probe M & E, cost analysis)

Effectiveness

1. i. Do you think the project was effective in implementing its activities? Yes/No

o If yes to what extent?

o If no what were the challenges?

Probe (for example the workshops, situational assessment, training activities)

(ii) Do you think this the project was effective in achieving its objectives and outcomes? Yes/No

o If yes to what extent?

o If yes what were the facilitating factors?

o If no what were the challenges?

Probe (for example the workshops, situational assessment, training activities)

(iii) How about outcomes? Yes/No

o If yes to what extent?

o If yes what were the facilitating factors?

If no what were the challenges? **Probe (for example the workshops, situational assessment, training activities)**

2. To what extent did the project achieve its planned results (objective and outcomes) and which unachieved results should be targeted in future projects?

(i) Did XASV23 achieve its planned results Yes/No

o If Yes to what extent?

o If No, why not

(ii) Which unachieved results should be targeted in future projects?

3. Did the project produce or encounter any unintended outcomes (positive or negative)?

(i) Did the project produce positive unintended outcomes? Yes/No

o If yes what were these? Elaborate

(ii) How about negative unintended outcomes? Yes/No

o If yes what were these? Elaborate

4. What were the major factors influencing the achievement or non-achievement of the project objective and outcomes (can you describe any difficulties, challenges, setbacks)?

(i) Were there major factors influencing the achievement Yes/No

o If yes what were the major factors? Explain

(ii) How about factors influencing non-achievement of the objective and outcomes Yes/No

o If yes what were the major factors? Explain

(iii) Were there major difficulties influencing non-achievement? Yes/No

o If yes what were the major difficulties? Explain

(iv) How about challenges Yes/No

o If yes what were the major challenges? Explain

- (v) How about setbacks? Yes/No
 - o If yes what were the major setbacks? Explain
- 5. Do you think the project was appropriately responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?
 - (i) Was XASV23 appropriately responsive to political factors affecting the operational environment? Yes/No
 - o If Yes how?
 - (ii) How about appropriately responsive to legal factors affecting the operational environment? Yes/No
 - o If Yes how?
 - (iii) How about appropriately responsive to economic factors affecting the operational environment? Yes/No
 - o If Yes how?
 - (iv) How about appropriately responsive to institutional factors affecting the operational environment? Yes/No
 - o If Yes how?

Impact

1. To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address GBV?

- (i) Did the project contribute to an increased political commitment in Lesotho? Yes/No
 - o If Yes to what extent?
 - o If yes how
 - o If No, why not
- (ii) How about capacity Yes/No
 - o If Yes to what extent?
 - o If yes how
 - o If No, why not
- (iii) Did the project contribute to an increased political commitment in Namibia? Yes/No
 - o If Yes to what extent?
 - o If yes how
 - o If No, why not
- (iv) How about capacity Yes/No
 - o If Yes to what extent
 - o If yes how?

If No, why not? 2. What are the effects of the project? Are they intended and unintended, positive and negative, long term?

- (i) Were there any effects of XASV23? Yes/No
 - o If yes what were the positive intended effects long term?
 - o What were these explain
 - o If not, why not
- (ii) How about the negative effects long term? Yes/No
 - o What were these explain
- (iii) How about unintended Yes/No
 - o If yes what were the unintended effects long term? explain
- (iv) Did the project produce positive unintended effects long term Yes/No?
 - o If yes what were the unintended effects long term? Explain
- (v) How about the negative unintended effects long term?
 - o If yes what were these? explain

3. Did the training make a difference? Yes/No

- o If yes what areas did the training make a difference? Elaborate

4. Did the project make a difference to those affected by GBV? Yes/No

If yes what areas did the project make a difference to those affected by GBV? Elaborate **Probe which unachieved results should be targeted in future projects?**

Sustainability

1. Do you think the project outcomes are sustainable? And how can we strengthen them in the phase II?

- (i) Are project outcomes of phase I sustainable Yes/No
 - If Yes how could this be done
 - If No, why not?
 - (ii) Could sustainability of the project outcomes of phase I be strengthened in the second phase of the project? Yes/No
 - If Yes how could this be done
 - If No, why not?
2. To what extent are services and products developed under the project likely to continue, be scaled up or replicated after the project funding ceases?

- (i) Are the services and products developed under the project likely to continue after the project funding ceases? Yes/No
 - If Yes to what extent?
 - If No, why not?
- (ii) How about scaling up after the project funding ceases Yes/No
 - If Yes to what extent?
 - If No, why not?
- (iii) How about replication after the project funding ceases Yes/No
 - If Yes to what extent?
 - If No, why not?

3) How are the host institutions (for example One Stop Shop, Childline/Lifeline, NAMPOL) developing the capacity and motivation to continue implementing the project into Phase II?

- (i) Are host institutions (for example One Stop Shop developing the capacity and motivation to continue implementing the project into Phase II? Yes/No
 - If yes what is the org doing elaborate
- (ii) How about Childline/Lifeline Yes/No
 - If yes what is the org doing elaborate
- (iii) How about NAMPOL) Yes/No

If yes what is the org doing elaborate

4. What do you think are the key risk factors for longer term sustainability of results?

- (i) In your opinion are there key risk factors for longer term sustainability of results
 - If yes what are they elaborate

5. Were these factors identified and considered during project implementation? Yes/No

- If No, why not? Please elaborate.

6. To what extent is lack of ownership a threat to the sustainability of cascade of training?

- (i) Is lack of ownership a threat to the sustainability of cascade of training? Yes/No
 - If yes how?

7. Are any follow-up mechanisms are in place to support cascade and ownership of training gains? Yes/No

- If yes what are these mechanisms? Explain please
- If no, why are these not in place?

Probe sustainability of training cascade, donor support, resource allocation

8. How can project achievements in Lesotho and Namibia be relevant in informing a potential phase II project in Zimbabwe, Mozambique or Swaziland?

Partnerships and Cooperation

1. Do you think the project activities were designed and implemented with participation of relevant partners and recipients?

- (i) Do you think project activities were designed with participation of relevant partners? Yes/No
 - If yes who are the partners?
 - If yes how did they participate?
 - In no why not?
- (ii) How about participation of relevant recipients? Yes/No
 - If yes how did they participate?
 - If No why not?

2. To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?

- (i) Were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States? Yes/No
 - If Yes to what extent?
 - If No why not?
- (ii) How about regional partners (SADC)? Yes/No
 - If Yes to what extent?
 - If No why not?
- (iii) How about international organisations? Yes/No
 - If Yes to what extent?
 - If No why not?
- (iv) How about Civil Society Organisations? Yes/No
 - If Yes to what extent?
 - If No why not?
- (v) How about UN agencies? Yes/No
 - If Yes to what extent?

If No why not? ((Probe hindering factors)³. Has the project actively cooperated with other relevant agencies in the selected two countries, and how have activities been coordinated? * question tailored to region + country.

- (i) Has the project actively cooperated with other relevant agencies in the selected two countries in SADC region? Yes/No
 - If yes who are these?
 - If yes how was this achieved?
 - If no why not?
- (ii) How about in Namibia? Yes/No
 - If yes how was this achieved?
 - If no why not? (Probe Hindering factors)
- (iii) How about in Lesotho? Yes/No
 - If yes how was this achieved?
 - If no why not? (Probe Hindering factors)

Probe NGOs, CSOs, key stakeholders

Human rights, gender mainstreaming and leaving no one behind

1. Do you think human rights were considered in the project design and implementation? What were the facilitating and hindering factors?

- (i) Do you think human rights were considered in the project design? Yes/No
 - If yes how was this achieved? (Prob facilitating factors)
 - If no why not? (Probe Hindering factors)
- (iii) How about implementation? Yes/No
 - If yes how was this achieved? (Prob facilitating factors)
 - If no why not? (Probe Hindering factors)

2. Do you think gender equality was considered in the project design and implementation? What were the facilitating and hindering factors?

- (i) Do you think gender equality considerations included in the project design? Yes/No

- If yes how was this achieved? (Prob facilitating factors)
- If no why not? (Probe Hindering factors)
- (i) Were gender equality considerations included in the project implementation?
Yes/No
 - If yes how was this achieved? (Prob facilitating factors)
 - If no why not? (Probe Hindering factors)

3. To what extent were gender aspects considered? For example, were female quotas achieved in the training

- (i) Were gender aspects considered; for example, were female quotas achieved in the training?
Yes/No
 - If Yes to what extent?
 - If No why not?

Probe Were GBV responsive services and training activities gender appropriate or have any aspects were overlooked or omitted?

4. Were under-represented and vulnerable groups included in the project design and implementation?

- (i) Were under-represented groups included in the project design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - In No why not
 - What were the facilitating factors?
 - How about hindering factors?
- (ii) Were vulnerable groups included in the project design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - In No why not
 - What were the facilitating factors?
 - How about hindering factors?

Probe Have all groups have been considered or are additional efforts required for a phase II?

Lessons Learnt

1. Were there any realizations/lessons identified and learned throughout implementation which could be useful for the follow-up phase II?

- (i) Were there any realizations/lessons identified and learned throughout implementation
Yes/No
 - If yes what were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase II?

2. What best practices emerged from the project implementation to be maintained and which could be shared for the follow-up phase II?

- (ii) What best practices emerged from the project implementation to be maintained and shared with other countries, in the second phase of the project?
- (iii) Did best practices emerge from the project implementation to be maintained?
Yes/No
 - If yes share the realizations/best practices

3. Based on lessons learnt, how can a new follow on project strengthen the gains made by XASV23? (please explain)

4. What were the major challenges and constraints faced when implementing this project in Namibia and Lesotho at the different levels and what are the possible solutions? * question tailored to region + country.

- (i) Were there major challenges faced when implementing this project in Namibia at the different levels? Yes/No

- If yes what were they?
 - What could be some of the solutions to the challenges?
 - How about constrains?
- (ii) Were there major challenges faced when implementing this project in Lesotho a at the different levels? Yes/No
- If yes what were they?
 - What could be some of the solutions to the challenges?
 - How about constrains?
5. What lessons can be drawn to inform UNODC-ROSAF technical assistance agenda responding to the Sustainable Development Goals?
- (i) Are there any lessons that can be drawn to inform UNODC-ROSAF technical assistance agenda responding to the Sustainable Development Goals? Yes/No
- If yes what are the lessons?
6. Were there any problems that XASV23 did not address? Yes/No
- If yes elaborate on the problems
- Were these new issues that arose that need to be addressed in future? Yes/No
- If yes elaborate on the problems
7. What best practices emerged from the project implementation to be maintained and shared with other countries such as Mozambique, Swaziland and Zimbabwe, in the second phase of the project?

Thank you for your participation in this evaluation.

Interviews with GBV training consultants in Namibia.

You, as a stakeholder, are invited to participate in the final Independent Project Evaluation of XASV23 ‘Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence,’ implemented by the Regional Office for Southern Africa, United Nations Office on Drugs and Crime (UNODC).

The objective of XASV23 was to contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.

The purpose and scope of the final summative evaluation of XASV23 is to assess its design, relevance, effectiveness, efficiency, impact, sustainability, human rights and gender mainstreaming, and networking and partnerships, and derive recommendations and lessons learned from measuring its achievements, contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022).

The evaluation is being carried out by a team of two external independent evaluators, Dr Marie Claire Van Hout (lead evaluator), and Dr Rosemary Gunda (expert).

As a stakeholder, your views are very important to this evaluation.

Confidentiality

You are assured of complete confidentiality. The data will be reported only in an aggregated form and no individual will be identified.

Participant Detail		
Male	Female	Role
Training site:		
Keetmanshoop	<input type="checkbox"/>	
Swakopmund	<input type="checkbox"/>	
Gobabis	<input type="checkbox"/>	
Otjiwarongo	<input type="checkbox"/>	
Windhoek	<input type="checkbox"/>	

Design Do you think the project was designed in line with the SADC regional needs? Yes/No

a) (If Yes what are the regional needs give examples?)

1. How did the Situational Country Assessments on GBV and empowerment of victims in Namibia inform the training provided by you? Explain please
2. How did the UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women inform the training provided by you? Elaborate

Relevance

1. Was the training relevant to the needs of the target group of trainees? Yes/No

- If yes what were the identified training needs of the target group of trainees?
- If No why was there a mismatch between the training content and the target group?

2. Do you think the training could be expanded to include other target groups to support those affected by GBV? Yes/No

- If yes what other target groups to support those affected by GBV could be trained?

What would be the reason for targeting these groups?

Efficiency

1. Was the training organised in an efficient manner? Yes/No

- If not, what were the hindering factors?
- What could have worked better?

Effectiveness

1. Was the training responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?

- (i) Was the training appropriately responsive to political factors affecting the operational environment? Yes/No
 - If Yes how?
- (ii) How about appropriately responsive to legal factors affecting the operational environment? Yes/No
 - If Yes how?
- (iii) How about appropriately responsive to economic factors affecting the operational environment? Yes/No
 - If Yes how?
- (iv) How about appropriately responsive to institutional factors affecting the operational environment? Yes/No
 - If Yes how?
- (v) How about appropriately responsive to environmental factors affecting the operational environment? Yes/No
 - If Yes how?

2. Were there any differences in training experience in training sites? Yes/No

- If Yes what were these? Keetmanshoop
- (i) Were there any differences in training participants in Keetmanshoop? Yes/No
 - If yes explain the differences
- (ii) How about differences in training experience in Swakopmund Yes/No
 - If Yes what were these? Swakopmun
- (iii) Were there any differences in training participants in Swakopmun Yes/No
 - If Yes what were these? Swakopmun

(iv) How about any differences in training participants in Gobabis? Yes/No

- If Yes what were these Gobabis?

(v) How about any differences in training experience in Gobabis? Yes/No

- If Yes what were these Gobabis?

(vi) How about any differences in training participants in Otjiwarongo? Yes/No

- If Yes what were these Otjiwarongo?

(vii) How about training experience Otjiwarongo? Yes/No

- If yes Otjiwarongo please explain these

(viii) How about any differences in training participants in Windhoek? Yes/No

- If yes Please explain Windhoek

(ix) How about any differences in training experience in Windhoek? Yes/No

- If yes Please explain Windhoek

Impact

1. Did the training make a difference? Yes/No

- If yes to what extent can the project's impact be measured in terms of the training cohort cascade of impact? (Explain please)

Sustainability

1. To what extent is lack of ownership a threat to the sustainability of cascade of training? (Explain please)

2. Are any follow-up mechanisms in place to support cascade training gains? Yes/No

- If yes what are the follow up mechanisms in place
- In no why not)

3. How about ownership of the training gains Yes/No

- If yes what is the evident?
- If no why not?

Partnerships and Cooperation

1. Was the training activity implemented in partnership or cooperation with any relevant partners or agencies? Yes/No

- If yes who were the partners?

Probe: NAMPOL and the Prosecutor General's office. Could any others have been identified and involved?

Human rights, gender mainstreaming and leaving no one behind

- 1 To what extent did the training incorporate human rights considerations?
 - (i) Were human rights considerations included in the training? Yes/No
 - If yes what human rights issues were included?
 - If Yes to what extent?
 - If No why not?
 - 2 To what extent were gender equality considerations included in the training?
 - (i) Were gender equality considerations included in the training? Yes/No
 - If yes what gender equity issues were included?
 - If Yes to what extent?
 - If No why not?
 - (ii) Were the female quotas achieved in the training? Yes/No
 - If yes how?
 - If no why not?
- 3 Do you think more males should have been included in the training? Yes/No
 - If Yes how could this be achieved
 - If No why not?
- 4 To what extent were under-represented and vulnerable groups included in the training design and implementation? Who would they be?
 - (i) Were under-represented groups included in the training design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not
 - (ii) How about training implementation? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not
 - (iii) Were vulnerable groups included in the training? Yes/No

- If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
- (iv) How about training implementation? Yes/No
- If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not
- 5 Have all groups have been considered or are additional efforts required for training in a phase II?
- (i) Have all groups been considered? Yes/No
- If yes which groups have been considered? Elaborate)
 - What was rationale for their consideration?
 - If which groups have been left out?

Lessons Learnt

Do you have any recommendations for improved training or diversified training in future similar projects, or in a follow-up phase II? Yes/No

- If yes in what areas
- If yes kindly share the recommendations

Thank you for your participation in this evaluation.

Focus Group Guide: NGO Staff³⁶

You, as a stakeholder, are invited to participate in the final Independent Project Evaluation of XASV23 ‘*Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence*’, implemented by the Regional Office for Southern Africa, United Nations Office on Drugs and Crime (UNODC).

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The purpose and scope of the final summative evaluation of XASV23 is to assess its design, relevance, effectiveness, efficiency, impact, sustainability, human rights and gender mainstreaming, and networking and partnerships, and derive recommendations and lessons learned from measuring its achievements, contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022).

The evaluation is being carried out by a team of two external independent evaluators, Dr Marie Claire Van Hout (lead evaluator), and Dr Rosemary Gunda (expert).

As a stakeholder, your views are very important to this evaluation.

Confidentiality

You are assured of complete confidentiality. The data will be reported only in an aggregated form and no individual will be identified.

Focus group Participant Detail

No of people in Focus Group.....Gender of participants in the group.....

Design

1. Do you think the project was designed in line with the SADC regional needs? What were they?

Yes/No

- (If Yes what were the regional needs examples?)

2. How did the Situational Country Assessments on GBV and empowerment of victims in Namibia inform the project activities provided by you? Elaborate

Probe advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts (GBV flyers, posters, bus signage with GBV messages and video of mock trial)

Probe Lifeline/Childline Namibia in optimizing the hotline system for victims of GBV (data collection, informing programming, strengthened referral systems, identification of gaps in-service delivery)

³⁶ Staff at NAMPOL, Lifeline/Childline and One-stop centre.

Probe National Standard Operating Procedures (SOPs) for the inter-agency referral system

3. How did the UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women inform the training provided by you? * NAMPOL staff. Please explain

Relevance

1. Were these project activities relevant to the needs of the target group of NGO staff? Yes/No
 - If no what informed project activities?
2. Do you think these activities could be expanded to include other target groups to support those affected by GBV? Yes/No
 - If yes what other target groups to support those affected by GBV?
 - If No why not?

Efficiency

- Was the project organized in an efficient manner? Yes/No
- If not, what were the hindering factors?
 - If yes what were the facilitating factors?

Effectiveness

1. Was the project responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?
 - (i) Was XASV23 appropriately responsive to political factors affecting the operational environment? Yes/No
 - If Yes how?
 - (ii) How about appropriately responsive to legal factors affecting the operational environment? Yes/No
 - If Yes how?
 - (iii) How about appropriately responsive to economic factors affecting the operational environment? Yes/No
 - If Yes how?
 - (iv) How about appropriately responsive to institutional factors affecting the operational environment? Yes/No
 - If Yes how?
- If Yes how? 2. Do you think the hotline system is effective in supporting those affected by GBV? Yes/No
 - If yes in what way
 - If yes what were the facilitating factors?
 - If No were the hindering factors
3. Do you think the advocacy and outreach campaigns to educate and support women and children victim of violence and support prevention efforts are effective? Yes/No
 - If yes probe the different strategies used (**GBV flyers, posters, bus signage with GBV messages and video of mock trial**) are effective in preventing **GBV**?
 - Among the different methods used which one was the most effective (Why elaborate on the response
 - Among the different methods used which one was the least effective (Why elaborate on the response
 - What other methods would work better in this country (Why elaborate on the response
3. Do you think the new National Standard Operating Procedures (SOPs) for the inter-agency referral system improve service effectiveness in supporting those seeking help? Yes/No
 - If yes how elaborate
 - In no why not?

4. Were there any differences in training experience or training participants between the different sites (Keetmanshoop, Swakopmund; Gobabis; Otjiwarongo; Windhoek)?
 - If Yes what were these? Keetmanshoop
 - (i) Were there any differences in training participants in Keetmanshoop? Yes/No
 - If yes explain the differences
 - (ii) How about differences in training experience in Swakopmund YES/No
 - If Yes what were these? Swakopmun
 - (iii) Were there any differences in training participants in Swakopmun Yes/No
 - If Yes what were these? Swakopmun
 - (iv) How about any differences in training participants in Gobabis? Yes/No
 - If Yes what were these Gobabis?
 - (v) How about any differences in training experience in Gobabis? Yes/No
 - If Yes what were these Gobabis?
 - (vi) How about any differences in training participants in Otjiwarongo? Yes/No
 - If Yes what were these Otjiwarongo?
 - (vii) How about training experience Otjiwarongo? Yes/No
 - If yes Otjiwarongo please explain these
 - (viii) How about any differences in training participants Windhoek? Yes/No
 - If yes Please explain Windhoek
 - (ix) How about any differences in training experience in Windhoek? Yes/No
If yes Please explain Windhoek

Impact

- 1 Has the advocacy and outreach campaign made a difference to communities? Yes/No
 - If yes what have been the difference/Differences made?
 - If No why not what have been the hindering factors
 - (i) How about those affected by GBV? Yes/No
 - If yes what have been the difference/Differences made?
- 2 If No why not what have been the hindering factors? Has the hotline made a difference to communities? Yes/No
 - If yes what have been the difference/differences made?
 - If No why not what have been the hindering factors
 - (ii) How about those affected by GBV? Yes/No
 - If yes what have been the difference/Differences made?
 - If No why not what have been the hindering factors?
- 3 Are the new National Standard Operating Procedures (SOPs) for the inter-agency referral system making a difference to those seeking help? Yes/No
 - If yes If yes what have been the difference/Differences made?
 - If No why not what have been the hindering factors?
2. Has the training to professionals made a difference to communities? Yes/No
 - If yes what have been the difference/differences made?
 - If No why not what have been the hindering factors
 - (iii) How about those affected by GBV? Yes/No
 - If yes what have been the difference/differences made?
 - If No why not what have been the hindering factors?

Sustainability

- 1 Are there any threats to sustainability of the advocacy and outreach campaign? Yes/No
- 2 If yes what are the threats? Are there any threats to sustainability of the hotline? Yes/No
 - If yes what are the threats?
- 3 Are there any threats to sustainability of the cascade of training? Yes/No

4. If yes what are the threats? Are there any threats to sustainability of new National Standard Operating Procedures (SOPs) for the inter-agency referral system? Yes/No
 - If yes what are the threats?
3. Are any follow-up mechanisms in place to support these three activities? Yes/No
 - If yes what are the follow up mechanisms (name for each what is in place?)
 - If No why not and for which activities?

Partnerships and Cooperation

Were the activities implemented in partnership or cooperation with any relevant partners or agencies? Yes/No

- If yes who were the relevant partners or agencies?

Probe: NGOs. Could any others have been identified and involved?

Human rights, gender mainstreaming and leaving no one behind

1.To what extent did the activities incorporate human rights considerations?

- (i) Were human rights considerations incorporated? Yes/No
 - If yes what was incorporated
 - If Yes to what extent?
 - If No why not?

2.To what extent were gender equality considerations included in the training?

- (i) Were gender equality considerations included in the training? Yes/No
 - If yes what was incorporated
 - If Yes to what extent?
 - If No why not?
 - Were the female quotas achieved in the training? Yes/No
 - If no why not?

3.Do you think more males should have been included in the training? Yes/No

- If Yes how could this be achieved
- If No why not?

4.To what extent were under-represented and vulnerable groups included in the training design and implementation? Who would they be?

- (i) Were under-represented groups included in the training design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not
- (ii) How about training implementation? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not
- (iii) Were vulnerable groups included in the training design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
- (iv) How about training implementation? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not

5. Have all groups have been considered or are additional efforts required for the activities in a phase II?

- (i) Have all groups been considered? Yes/No
 - If yes which groups have been considered? Elaborate
 - If no which groups have been left out?

Lessons Learnt

Do you have any recommendations for improved and targeted activities in future similar projects, or in a follow-up phase II? Yes/No

- If yes in what areas
- If yes kindly share the recommendations

Thank you for your participation in this evaluation.

Focus Group Guide: Criminal Justice Training Beneficiaries

You, as a stakeholder, are invited to participate in the final Independent Project Evaluation of XASV23 ‘*Support Project for the SADC-UNODC Regional Programme on Making the SADC Region Safer from Drugs and Crime, with the specific focus on Violence,*’ implemented by the Regional Office for Southern Africa, United Nations Office on Drugs and Crime (UNODC).

The objective of XASV23 was to contribute to the implementation of the joint SADC-UNODC Regional Programme, and the establishment and integration of programmes for the support, protection and empowerment of victims, crime and violence with a special focus on women and children in line with the UNODC Regional Programme and its sub-programme on gender-based violence and empowerment of victims.

The purpose and scope of the final summative evaluation of XASV23 is to assess its design, relevance, effectiveness, efficiency, impact, sustainability, human rights and gender mainstreaming, and networking and partnerships, and derive recommendations and lessons learned from measuring its achievements, contributing to continuation of the project outcomes, and the design of a possible follow-up phase II of the project (2020-2022).

The evaluation is being carried out by a team of two external independent evaluators, Dr Marie Claire Van Hout (lead evaluator), and Dr Rosemary Gunda (expert).

As a stakeholder, your views are very important to this evaluation.

Confidentiality

You are assured of complete confidentiality. The data will be reported only in an aggregated form and no individual will be identified.

Participant Detail

Male	Female	Role
Training site:	<input type="checkbox"/>	
Keetmanshoop	<input type="checkbox"/>	
Swakopmund	<input type="checkbox"/>	
Gobabis	<input type="checkbox"/>	
Otjiwarongo	<input type="checkbox"/>	
Windhoek	<input type="checkbox"/>	

No of people in Focus Group.....Gender of participants in the group.....

Design.

1.Do you think the project was designed in line with the SADC regional needs? Yes/No What were they?

- (If Yes what were the regional needs give examples?)

2.How did the Situational Country Assessments on GBV and empowerment of victims in Namibia inform the training provided to you? (Explain)

3. How did the UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women inform the training provided to you? (Explain)

Relevance

1. Was the training relevant to your professional needs? Yes/No
 - If no what was irrelevant?
2. Do you think the training could be expanded to include other target groups to support those affected by GBV? Yes/No
 - If Yes what other groups should be included?
 - Why these groups?

Efficiency

1. Was the training organised in an efficient manner? Yes/No
 - If not, what were the hindering factors?
- (i) Were activities organized in an efficient manner? Yes/No
 - If not, what were the hindering factors?

Effectiveness

1. Was the training responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?
 - (i) Was XASV23 training appropriately responsiveness to political factors affecting the operational environment? Yes/No
 - If yes how?
 - (ii) How about training's appropriateness responsiveness to legal factors affecting the operational environment? Yes/No
 - If yes how?
 - (iii) How about training's appropriateness responsiveness to economic factors affecting the operational environment? Yes/No
 - If yes how?
 - (iv) How about training's appropriateness responsiveness to institutional factors affecting the operational environment? Yes/No
 - If yes how?
2. Was the training effective in terms of its delivery Yes/No
How about content was it suitable for the target audience? (Yes/No)

Impact

1. Did the training make a difference to you Yes/No
 - If yes how?
 - Do you require further training? Yes/No
 - If yes in what areas?

Sustainability

1. How will you maintain your knowledge gained during training?
 - How will you share your knowledge gained during training?
2. Would you like follow up training? Yes/No
 - If yes in are there any specific topics you wish to be trained on?

Partnerships and Cooperation

1. Was the training activity implemented in partnership or cooperation with any relevant partners or agencies? Yes/No
 - If yes who were the relevant partners or agencies?

Probe: NAMPOL and the Prosecutor General's office. Could any others have been identified and involved?

Human rights, gender mainstreaming and leaving no one behind

1. To what extent did the training incorporate human rights considerations?
 - (i) Were human rights considerations incorporated? Yes/No
 - If Yes to what extent?
 - If No why not?
2. To what extent did the training incorporate gender equality considerations?
 - (i) Were gender equality considerations included in the training? Yes/No
 - If Yes to what extent?
3. If No why not? To what extent were gender aspects considered in the training content?

Was gender equality considerations /in the training? Yes/No

 - If Yes to what extent?
 - Were the female quotas achieved in the training? Yes/No
 - If no why not?
4. Do you think more males should have been included in the training?
 - (i) Have all groups been considered? Yes/No
 - If yes which groups have been considered? Elaborate
 - If no which groups have been left out?
5. To what extent were under-represented and vulnerable groups included in the training design and implementation? Who would they be?
 - (i) Were under-represented groups included in the training design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
 - (ii) How about vulnerable groups? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
 - (iii) How about inclusion of under-represented groups in the training design? Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
 - (iv) How about inclusion of under-represented groups in the implementation Yes/No
 - If yes please elaborate how?
 - Who are they?
 - To what extent?
 - In No why not?
6. Have all groups have been considered or are additional efforts required for training in a phase II?
 - (i) Have all groups been considered? Yes/No
 - If yes which groups have been considered? Elaborate
 - If which groups have been left out?
 - (ii) Are additional efforts required for training in a phase II? Yes/No
 - If yes what are the additional efforts required

Lessons Learnt

1. Do you have any recommendations for improved training or diversified training in future similar projects, or in a follow-up phase II? Yes/No
 - a. If yes in what areas?

- b. If yes kindly share the recommendations

Thank you for your participation in this evaluation.

ANNEX III. DESK REVIEW LIST

UNODC documents

Project document 2012-2013.

Project revisions; 2013, 2015, 2018.

Project reports (including Annual Project Progress Report 2016, 2018 and Semi Annual Project Report 2019)

Project logframe

UNODC organigram.

ToR Final Independent Project Evaluation XASV23.

ToR Situation Assessment of criminal justice response to gender-based violence in the SADC region.

UNDAF country/region.

UNODC mandate.

The UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women

Relevant United Nations Development Assistance Framework (UNDAF)

Relevant “Voluntary National Reviews” of the SDGs

UNODC and the Sustainable Development Goals

<https://www.unodc.org/unodc/en/about-unodc/sustainable-development-goals/sdgs-index.html>

UNODC brochure: UNODC and the Sustainable Development Goals

UNODC website: ECOSOC Report of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2017/2*)

UNODC brochure: Better Data to monitor violence, trafficking, corruption and access to Justice (2017)

ECOSOC Report of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2017/2*)

UNODC/UNOV Strategy for Gender Equality and the Empowerment of Women (2018-2021)

<https://www.unodc.org/documents/Gender/UNOV->

[UNODC Strategy for Gender Equality and the Empowerment of Women 2018-2021 FINAL.pdf](https://www.unodc.org/documents/Gender/UNOV-UNODC_Strategy_for_Gender_Equality_and_the_Empowerment_of_Women_2018-2021_FINAL.pdf)

UNODC Independent Evaluation Unit: Meta-Analysis 2011-2014

UNODC Independent Evaluation Unit: Meta-Analysis 2015-2016

http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_IEU_Evaluation_Meta-Analysis_2015-2016.pdf

UNODC Independent Evaluation Unit: Evaluation-based analysis of good practices in UNODC's approach to capacity building

http://www.unodc.org/documents/evaluation/Knowledge-Products/UNODC_IEU_Evaluation-based_Capacity_Building_Analysis_final_October_2017.pdf

UNODC Position Paper on Human Rights (2011)

http://www.unodc.org/documents/justice-and-prison-reform/UNODC_Human_rights_position_paper_2012.pdf

Guidance Note on Gender Mainstreaming in UNODC (2013)

<http://www.un.org/womenwatch/directory/docs/UNODC-GuidanceNote-GenderMainstreaming.pdf>

UNODC evaluation guidelines, templates, handbook, policy

<http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

UNODC Inception Report Guidelines and Template
https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Inception_Report
 UNODC Evaluation Report Guidelines and Template
https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Eval_Report
 UNODC Evaluation Quality Assessment
<http://www.unodc.org/unodc/en/evaluation/Evaluation-based-knowledge-products.html#EQAs>
 UNEG: Integrating human rights and gender equality in evaluation
<http://www.uneval.rgdetail/980>
 UNEG Norms and Standards for Evaluation (2016)
www.unevaluation.org/document/download/2601
 UNEG Ethical Guidelines for Evaluation
www.uneval.org/document/download/548
 United Nations Development Assistance Framework Guidance (2017)
<https://undg.org/document/2017-undaf-guidance/>

Number of internal documents reviewed: 45

External documents

SADC-UNODC Regional Programme document (Regional GBV Strategy) Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030 Approved version
 Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020.
 Situational Country Assessments on Gender-Based Violence (GBV) and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans.
 Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs Regional Programme: 2013 – 2020
 Draft Lesotho Domestic Violence Bill
 Technical report (including SOPS) with evaluation data on the Namibian Lifeline/Childline hotline
 National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV (management of Gender-Based Violence and Violence Against Children in Namibia).
 Materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial.
 Criminal justice officers training GBV PowerPoints
 Training evaluations
 Environmental, Gender and Social Standards (EGSS) Checklist. Austrian Development Agency
 PowerPoint presentations made by implementing partners in Namibia

Number of external documents reviewed: 12

ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION

<i>Number of interviewees</i>	<i>Organisation</i>	<i>Type of stakeholder</i>	<i>Sex disaggregated data</i>	<i>Country</i>
2	UNODC	Project development, management and coordination	Male: 1 Female: 1	Austria
1	UNODC	Project development, management and coordination	Male: 0 Female: 1	Nigeria
1	Austrian Development Agency	Donor	Male: 0 Female: 1	Austria
4	UNODC ROSAF	Project development, management and coordination	Male: 0 Female: 4	South Africa
1	UN Country team	UNSCO	Male: 0 Female: 1	Namibia
1	UNICEF	UN Agency	Male: 0 Female: 1	Namibia
4	Office of the Prosecutor General Namibia	Implementing Partner	Male: 1 Female: 3	Namibia
2	NAMPOL	Implementing Partner	Male: 1 Female: 1	Namibia
1	Ministry of Gender and Child Welfare	Recipient	Male: 1 Female: 0	Namibia
1	Ministry of Health	Recipient	Male: 0 Female: 1	Namibia
1	Ministry of Works	Implementing Partner	Male: 1 Female: 0	Namibia
4	Lifeline/Childline	Implementing	Male: 0	Namibia

		Partner	Female: 4	
1	One Stop centre	NGO	Male: 0 Female: 1	Namibia
42	NAMPOL/ Ministry of Justice/ Office of the Prosecutor/Ministry of Education and Social Work/ Ministry of Gender/ Ministry of Safety and Security/ Ministry of Health	Training Beneficiaries	Male: 15 Female: 27	Namibia
1	Member of Parliament	Implementing Partner	Male: 1 Female: 0	Lesotho
1	UNFPA	UN Agency	Male: 0 Female: 1	Lesotho
3	Southern African Development Community (SADC)	Implementing Partner	Male: 1 Female: 2	Botswana
Total: 71			Male: 22 Female: 49	

ANNEX V. EVALUATION MATRIX

Evaluation criteria	Evaluation Question	Indicators/sub questions to respond to each question	Collection Method and Sources
<p>Design The Design of a project or programme measures the extent to which the logical framework approach was adopted</p>	<p>To what extent did the design of the project and its logframe respond to the expected achievements of phase I? To what extent does the project consider the learning component of the RBM cycle so that possible improvements can be incorporated into follow-up phases?"</p>	<p>Was XASV23 appropriately designed to respond to the SADC regional needs in addressing GBV?</p> <p>Was the overall project structure in the two countries relevant to facilitate the replication of good practice, sharing of experiences and lessons learned?</p> <p>Was the design of XASV23 accurate and realistic in relation to its set objective and outcomes or should there be any change for any future similar project?</p>	<p><u>Detailed desk review</u> of key project documents, including its log frame, reports and revisions (2013, 2015, 2018), Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans; the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020; and the Draft Lesotho Domestic Violence Bill.</p> <p><u>Interviews</u> (face to face/telephonic/skype) with UNODC HQ/ROSAF staff, UNODC SPIA (on monitoring and log frames), the Austrian Development Agency, the Expert Group Meeting representatives, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare- Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, Lifeline/Childline-Namibia, SADC Secretariat and Gender Unit-Botswana, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC</p>

			<p>Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), critical stakeholders identified in Lesotho (NGO, government, UN agency), critical beneficiaries (victims of GBV) at NAMPOL, Lifeline/Childline, One-stop centre; and GBV training consultants.</p> <p><u>Site visit with observation and focus group discussions</u> with staff at NAMPOL, Lifeline/Childline and One-stop centre;</p> <p><u>Focus group discussions</u> with Namibian training beneficiaries.</p>
<p>Relevance Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.</p>	<p>To what extent did XASV23 respond to the identified needs of the two priority countries of phase I, Lesotho and Namibia? To what extent were the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?</p>	<p>To what extent are XASV23 outputs; for example, Regional GBV Strategy, Standard Operating Procedures for the inter-agency referral system for victims of GBV, Materials for awareness programmes, National Tollfree Gender based Violence line, Draft Lesotho Domestic Violence and Train the Trainers training relevant to the needs of the target group, recipient and donor?</p>	<p><u>Detailed desk review</u> of project documents, including its log frame, reports and revisions (2013, 2015, 2018), Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans, the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020, UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women and the Draft Lesotho Domestic Violence Bill.</p> <p>Review of relevant project activities and materials (the technical report (including SOPS) with evaluation data on the Namibian Lifeline/Childline hotline, National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock</p>

			<p>trial, the PowerPoint presentations used in training the criminal justice officers on GBV, and training evaluations).</p> <p><u>Interviews</u> (face to face/telephonic/skype) with key stakeholders will be conducted. These stakeholders include UNODC HQ/ROSAF staff, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SACD Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare- Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, Lifeline/Childline-Namibia, SADC Secretariat and Gender Unit-Botswana, critical stakeholders identified in Lesotho (NGO, government, UN agency). critical beneficiaries (victims of GBV) at NAMPOL, Lifeline/Childline, One-stop centre; and GBV training consultants.</p> <p><u>Site visit with observation and focus group discussions</u> with staff at NAMPOL, Lifeline/Childline and One-stop centre.</p> <p><u>Focus group discussions</u> with Namibian training beneficiaries.</p>
<p>Efficiency Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.</p>	<p>To what extent did the resources and inputs convert to outputs in a timely and cost-effective manner? To what extent have management systems facilitated or hindered the achievements of</p>	<p>Were results obtained under the project justified in the costs? Could the same results have been achieved with fewer resources? Were there any hindering factors which impacted on efficiency?</p>	<p><u>Desk review</u> of the XASV23 project documents including its log frame, project reports (including APPR, SAPPRs), UMOJA as a source of financial information and revisions conducted in 2013, 2015, 2018.</p> <p><u>Interview (face to face/telephonic/skype)</u> with implementation level stakeholders at UNODC</p>

	phase I of XASV23?		HQ/ROSAF, UNODC HRMS, UNODC FRMS, the Project Manager and other UNODC ROSAF staff, and the donor the Austrian Development Agency.
<p>Effectiveness Effectiveness is a measure of the extent to which an aid activity attains its objectives.</p>	To what extent were the planned activities achieved and how were they conducive to the attainment of the project's phase I as per situational assessment (completed in 2014), intended outcomes and objective?	<p>To what extent did XASV23 achieve its planned results (objective and outcomes) and which unachieved results should be targeted in future projects?</p> <p>To what extent did the implementation strategy of XASV23 produce unintended outcomes (positive or negative)?</p> <p>What were the major factors influencing the achievement or non-achievement of the objective and outcomes (including difficulties, challenges, setbacks)?</p> <p>Was XASV23 appropriately responsive to political, legal, economic, institutional and environmental factors affecting the operational environment?</p>	<p><u>Desk review</u> consisting of analysis of key project documents, including its log frame, reports and revisions (2013, 2015, 2018), Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans, the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs, Regional Programme: 2013 – 2020; UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women, the Draft Lesotho Domestic Violence Bill, the technical report (including SOPs) with evaluation data on the Namibian Lifeline/Childline hotline, National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial, the PowerPoint presentations used in training the criminal justice officers on GBV, and training evaluations.</p> <p><u>Interviews</u> (face to face/telephonic/skype) with key stakeholders to include UNODC HQ/ROSAF staff, the Expert Group Meeting representatives, the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of</p>

			<p>Gender and Child Welfare- Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, Lifeline/Childline-Namibia, SADC Secretariat and Gender Unit-Botswana, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), critical stakeholders identified in Lesotho (NGO, government, UN agency), critical beneficiaries (victims of GBV) at NAMPOL, Lifeline/Childline, One-stop centre; and GBV training consultants.</p> <p><u>Site visit with observation and focus group discussions</u> with staff at NAMPOL, Lifeline/Childline and One-stop centre;</p> <p><u>Focus group discussions</u> with Namibian training beneficiaries.</p>
<p>Impact Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended</p>	<p>To what extent did the project contribute to an increased political commitment and capacity of the two priority SADC member states to address gender-based violence?</p>	<p>What are the intended and unintended, positive and negative, long term effects of the project? Did the training make a difference and to what extent can the project's impact be measured in terms of the training cohort cascade of impact? To what extent can the project's impact be described in terms of critical beneficiary experiences?</p>	<p><u>Desk review</u> consisting of analysis of key project documents, including its log frame, reports and revisions (2013, 2015, 2018), Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans; the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020; UNODC Handbook and Training Curricula on Effective Police Responses to Violence Against Women and the Draft Lesotho Domestic Violence Bill, the technical report (including SOPs) with evaluation data on the Namibian</p>

			<p>Lifeline/Childline hotline, National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial, the PowerPoint presentations used in training the criminal justice officers on GBV, and training evaluations.</p> <p><u>Interviews</u> (face to face/telephonic/skype) with key stakeholders to include UNODC HQ/ROSAF staff, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare- Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, Lifeline/Childline-Namibia, SADC Secretariat and Gender Unit-Botswana, critical stakeholders identified in Lesotho (NGO, government, UN agency), critical beneficiaries (victims of GBV) at NAMPOL, Lifeline/Childline, One-stop centre, and GBV training consultants.</p> <p><u>Site visit with observation and focus group discussions</u> with staff at NAMPOL, Lifeline/Childline and One-stop centre;</p> <p><u>Focus group discussions</u> with Namibian training beneficiaries.</p>
Sustainability Sustainability is concerned with	How could sustainability of the project achievements of phase I	To what extent are services and products developed under the	<u>Desk review</u> of analysis of key project documents, including its log frame, reports and revisions (2013,

<p>measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.</p>	<p>be ensured and strengthened in the second phase of the project?</p>	<p>project likely to continue, be scaled up or replicated after the project funding ceases? In which ways are the host institutions developing the capacity and motivation to continue implementing the project into Phase 11 after the end of XASV23? What were the key risk factors for longer term sustainability of the results? To what extent was the evolution of these factors assessed during the implementation? Are any follow-up mechanisms in place to support cascade and ownership of training gains? To what extent is lack of ownership a threat to the sustainability of cascade of training? How can project achievements in Lesotho and Namibia be relevant in informing a potential phase II project in Zimbabwe, Mozambique or Swaziland?</p>	<p>2015, 2018), Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe, the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020; and subsequent Action Plans; the Draft Lesotho Domestic Violence Bill, the technical report (including SOPs) with evaluation data on the Namibian Lifeline/Childline hotline, National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV and training evaluations. <u>Interviews (face to face/telephonic/skype)</u> with key implementation level stakeholders at UNODC HQ/ROSAF, the Project Manager and other UNODC ROSAF staff, SADC Secretariat and Gender Unit-Botswana, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, Ministries of Gender and Child Welfare-Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, critical stakeholders identified in Lesotho (NGO, government, UN agency), GBV trainers and directors of NAMPOL, Childline/Lifeline and One Stop Shop. .</p>
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			These interviews will be triangulated against <u>site visit with observation</u> and <u>focus group discussions</u> with staff at NAMPOL, Lifeline/Childline, One-stop Centre and Namibian training beneficiaries.
<p>Partnerships and cooperation The evaluation assesses the partnerships and cooperation established during the project/programme as well as their functioning and value.</p>	<p>To what extent were synergetic and sustainable cooperation arrangements successfully established between UNODC and Member States (recipients, donors), regional partners (SADC), international organisations, Civil Society Organisations and UN Agencies?</p>	<p>To what extent were the project activities designed and implemented with participation of relevant partners and recipients? Has XASV23 actively cooperated with other relevant agencies, and how have activities been coordinated?</p>	<p><u>Desk review</u> of Project XASV23 project documents with log frame, reports and revisions (2013, 2015, 2018). <u>Interviews (face to face/telephonic/skype)</u> with key implementation level stakeholders at UNODC HQ/ROSAF, UNODC HRMS, UNODC FRMS, the Project Manager and other UNODC ROSAF staff, SADC Secretariat and Gender Unit-Botswana, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), critical stakeholders identified in Lesotho (NGO, government, UN agency) and the Austrian Development Agency will be conducted.</p>

<p>Human Rights, Gender Equality and Leaving no one behind</p>	<p>To what extent were human rights considerations included in the project design and implementation? What were the facilitating and hindering factors? To what extent were gender equality considerations included in the project design and implementation? What were the facilitating and hindering factors? To what extent were under-represented and vulnerable groups included in the project design and implementation? What were the facilitating and hindering factors?</p>	<p>To what extent were the rights and needs of other vulnerable populations mainstreamed in the project design and implementation? Have all groups been considered on whether additional efforts would be crucial, especially if a phase II must be considered? To what extent were gender aspects considered; for example, were female quotas achieved in the training? Were GBV responsive services and training activities gender appropriate or have any aspects were overlooked or omitted?</p>	<p><u>Desk review</u> of Project XASV23 key project documents, including its log frame, reports and revisions (2013, 2015, 2018), the SADC-UNODC Regional Programme document (Regional Strategy and Framework of Action for Addressing Gender Based Violence 2018 - 2030), the Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs. Regional Programme: 2013 – 2020; Situational Country Assessments on GBV and empowerment of victims in five SADC Member States (Lesotho, Mozambique, Namibia, Swaziland and Zimbabwe) and subsequent Action Plans; the Draft Lesotho Domestic Violence Bill, the technical report (including SOPS) with evaluation data on the Namibian Lifeline/Childline hotline, National Standard Operating Procedures (SOPs) for the inter-agency referral system for victims of GBV, the materials for awareness programmes including the Namibian information booklets, pamphlets and mass marketing of slogans on buses and video of a mock trial, the PowerPoint presentations used in training the criminal justice officers on GBV, and training evaluations.</p> <p><u>Interviews</u> (face to face/telephonic/skype) with key stakeholders will be conducted. These stakeholders include UNODC HQ/ROSAF staff, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SADC Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare- Namibia, Ministry of</p>
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<p>Lessons learned and best practices Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.</p>	<p>What were the realizations/lessons that were identified and learned throughout the course of the implementation to be considered in the follow-up phase? What best practices emerged from the project implementation to be maintained and shared with other countries such as Mozambique, Swaziland and Zimbabwe, in the second phase of the project?</p>	<p>How can a new follow-on project strengthen the gains made by XASV23? What were the major challenges and constraints faced when implementing this project in Namibia and Lesotho at the different levels and what are the possible solutions? What lessons can be drawn to inform UNODC-ROSAF technical assistance agenda responding to the Sustainable Development Goals? Were there any problems that the project did not address? What new issues have arisen that need to be addressed in future?</p>	<p><u>Interviews</u> (face to face/telephonic/skype) with key stakeholders to include UNODC HQ/ROSAF staff, the Expert Group Meeting representatives, critical stakeholders in Mozambique, Swaziland and Zimbabwe, as identified in the SACD Situation Assessment and the UNODC ROSAF Office (government, NGO, UN Agency), the Austrian Development Agency, UN Country Team-Namibia, UNICEF-Namibia, Office of the Prosecutor General-Namibia, NAMPOL-Namibia, Ministries of Gender and Child Welfare- Namibia, Ministry of Works-Namibia, Ministry of Gender-Lesotho, Member of Parliament-Lesotho, UNFPA-Lesotho, Lifeline/Childline-Namibia, SADC Secretariat and Gender Unit-Botswana, critical stakeholders identified in Lesotho (NGO, government, UN agency) and GBV training consultants.</p>