

Final Report:

Final Light Review of the Project ‘Empowering Communities
to Prevent Violence Against Women and Girls in Mannar’

Submitted to UN Women, UNICEF, and UNFPA
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Executive Summary

This report presents the findings of the final review of the project ‘Empowering Communities to Prevent Violence Against Women and Girls’ (VAWG) implemented by UN Women, UNICEF, and UNFPA in Mannar, Sri Lanka (From September 2020 to February 2023). This project used a combination of social norms and behavioural change, and livelihoods-strengthening interventions to prevent and respond to VAWG. The review objectives were:

1. To assess the extent to which the programme has achieved its output-level results.
2. To examine the relevance and effectiveness of the project’s implementation strategy and efforts in jointly implementing the programme.
3. To identify good practices, lessons learnt and recommendations from the programme, and how the programme has met the expectations of project teams and the beneficiaries.

Evaluation Questions

This review intended to answer the following overarching evaluation questions:

- Relevance: To what extent has the project addressed the needs identified in its design?
- Effectiveness To what extent has the project implemented its outputs to target beneficiaries?
- Efficiency: How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)?
- Sustainability: How likely would the project’s benefits continue after donor funding has been withdrawn?
- Human Rights-based and Gender-responsive Approach: To what extent has the project applied a human rights-based and gender-responsive approach and identified and engaged the most marginalised groups?

Review Methodology

This review adopted qualitative and quantitative research approaches. It used a quantitative survey which interviewed 30 beneficiaries randomly selected from all divisional secretariat (DS) divisions where the project was implemented. This involved using a structured survey questionnaire based on the evaluation questions and sub-questions. The qualitative research component used a case study method where the ‘whole of project system’ in a selected divisional secretariat (Mannar Town DS division) was examined to provide an in-depth picture of the intervention. A total of 186 UN Agency staff, government stakeholders, implementation partners, and beneficiaries (purposely selected based on their demographic features, roles, and types of involvement) were interviewed through semi-structured Focus Group Discussions and in-depth interviews. It also involved a comprehensive review of programme documents.

Key Findings and Recommendations

Evaluation Question	Findings	Recommendations
Relevance	<ul style="list-style-type: none">● The project was relevant to addressing VAWG causes/risk factors, including harmful social norms, attitudes, and perceptions around intimate partner violence and other forms of violence within	<ul style="list-style-type: none">● More targeted intervention is needed to address the needs of specific risk groups for VAWG, including those with alcohol and substance addiction and their

	<p>the family by parents and family members.</p> <ul style="list-style-type: none"> • Relevant to enhancing women's economic empowerment as a protective factor against violence. • Relevant to addressing situational triggers by the economic crisis and the COVID-19 pandemic through support to GBV response services. 	<p>families and communities with rigid social, cultural norms.</p> <ul style="list-style-type: none"> • Other forms of violence in the community, including violence in public transport, public places, technology-related violence, violence against children by schoolteachers, child negligence, child labour for seasonal work in certain industries, children used for trafficking drugs are among other VAWG concerns to address in the future.
Effectiveness	<ul style="list-style-type: none"> • Among beneficiaries interviewed, there has been some increase in knowledge and change of attitudes about GBV, gender equality, positive parenting, reporting violence, and seeking help. • Support to the GBV clinic, case conference activities, and counselling services by Mannar GH have increased response and contributed to stopping repeated violence through conflict resolution within affected families. • GBV training and sensitisation provided to first responders and frontline health workers have contributed to more awareness-raising and referrals provided by these officers. This has contributed to an increase in referrals coming into the hospital system. • Livelihood strengthening activities have supported women's knowledge and awareness and contributed to their business decision-making, supported business productivity, efficiency, marketing connections, and have overall helped women become financially independent (80% of survey respondents of a small sample). Women have developed their confidence and feel more respected by family and community members due to their business success (100% of survey respondents of a small sample). Two incidents of women escaping 	<ul style="list-style-type: none"> • To make change holistically, there should be a better overlap in beneficiary selection between the social norms and behaviour change component and the livelihoods strengthening intervention. Whole families, including men, and families in high-risk groups (substance addiction, rigid social norms) to VAWG need to be targeted more. Messages can be amplified through recruiting more community members per village, longer project exposure, involving religious leaders, and training and sensitising schoolteachers. • Specific rigid social and cultural norms that are difficult to change must be identified and targeted in the future. Some examples are norms around wife beating, women's mobility and going out for employment, issues around women's clothing and modesty, stigma, shame, and victim blaming, and certain religious and cultural norms in some communities. • Response can be strengthened by providing livelihoods support to affected families coming to hospital/police/legal system and supporting a shelter in Mannar (this work is currently underway). •

	violent situations due to the livelihood support was reported.	
Efficiency	<ul style="list-style-type: none"> • The COVID-19 pandemic and economic crisis restricted many project activities. However, the project adapted well by conducting a national needs assessment and strengthening response services such as shelters. • The project implementation was efficient overall, and human resources, implementation partner support, funding, and learning processes were adequate throughout the project. 	<ul style="list-style-type: none"> • UN agencies can further improve collaboration by collectively targeting one group of beneficiaries, which could amplify the results further.
Sustainability	<ul style="list-style-type: none"> • There is interest among adolescents and youth interviewed to organise awareness events and share messages with peers. • Some of the livelihoods beneficiaries have developed the means to continue to grow their businesses even after the project ends (100% of the survey respondents in a small sample). • Some government officials are using their learning from the project in their other work with communities (this is further discussed in the Sustainability chapter). • UN Agencies have plans for scale-up in Mannar and other districts. 	<ul style="list-style-type: none"> • More donor support is needed for scaling up the livelihoods strengthening component. • Mannar GH, Community Correction Department, AKASA shelter, and a Mannar-based drug rehabilitation centre (CRADA) need further support.
Human Rights-based and Gender-responsive Approach	<ul style="list-style-type: none"> • The project's activities and training modules are derived from evidence-based research on social norms and practices that drive gender inequality and VAWG. • The project reached many vulnerable, marginalised people in Mannar, including women heads of households, people who were displaced and resettled after the war, poor households, some people with disabilities, and ex-combatants. 	It is recommended that all project components target more VAWG risk groups, including men and their families addicted to substances, men, women, and their families from the Muslim community, and married couples and the whole of their families (as violence in the house is most prevalent in Mannar and nationally).

1.0 Introduction to the Final Review

This report presents the key findings, analysis, conclusion, and recommendations of the final light review of the ‘Empowering Communities to Prevent Violence Against Women and Girls’ project in Mannar, Sri Lanka. UN Women, UNICEF, and UNFPA in Sri Lanka jointly coordinated the design and implementation of this project from September 2020 to February 2023. The intent was to address harmful social norms and behaviours in communities and support women’s economic empowerment to prevent violence against women and girls (VAWG) in four divisional secretariats in the Mannar district. While the project duration ended in February 2023, the joint UN agencies recruited a National Consultant to conduct the final light review of the project. This final report prepared by the Consultant provides the following information:

- VAWG context in Sri Lanka and the Mannar district.
- Description of the ‘Empowering Communities to Prevent Violence Against Women and Girls’ project, including project rationale, key components and activities, and theory of change.
- The evaluation plan of the above project includes the theoretical framework, evaluation matrix, methodology and methods, sampling methods with stakeholder analysis, work plan, and data collection tools.
- Findings and analysis answering the evaluation questions and sub-questions, accompanied by conclusion and recommendations.

2.0 ‘Empowering Communities to Prevent Violence Against Women and Girls’ Programme in Mannar, Sri Lanka

2.1 The Context

Women comprise 52 per cent of the Sri Lankan population, and 1 in 4 women 15 years or older have experienced physical and/or sexual violence by an intimate partner or non-partner (DCS, 2020). Intimate partner violence is the most prevalent form of violence against women – 20.4 per cent of women in Sri Lanka have experienced physical and/or sexual violence from their intimate partners in their lifetime (DCS, 2020). Harmful gender norms and attitudes are widely prevalent about men’s authority and controlling behaviour over women, including wife beating and women’s obedience to their spouses (DCS, 2020). With the surge of the COVID-19 pandemic and the economic crisis in Sri Lanka, there has been an increase in violence against women and girls due to women’s isolation in homes with no support structures and safety nets, increased gender-unequal care burdens on families, and loss of livelihoods and financial pressures in families.

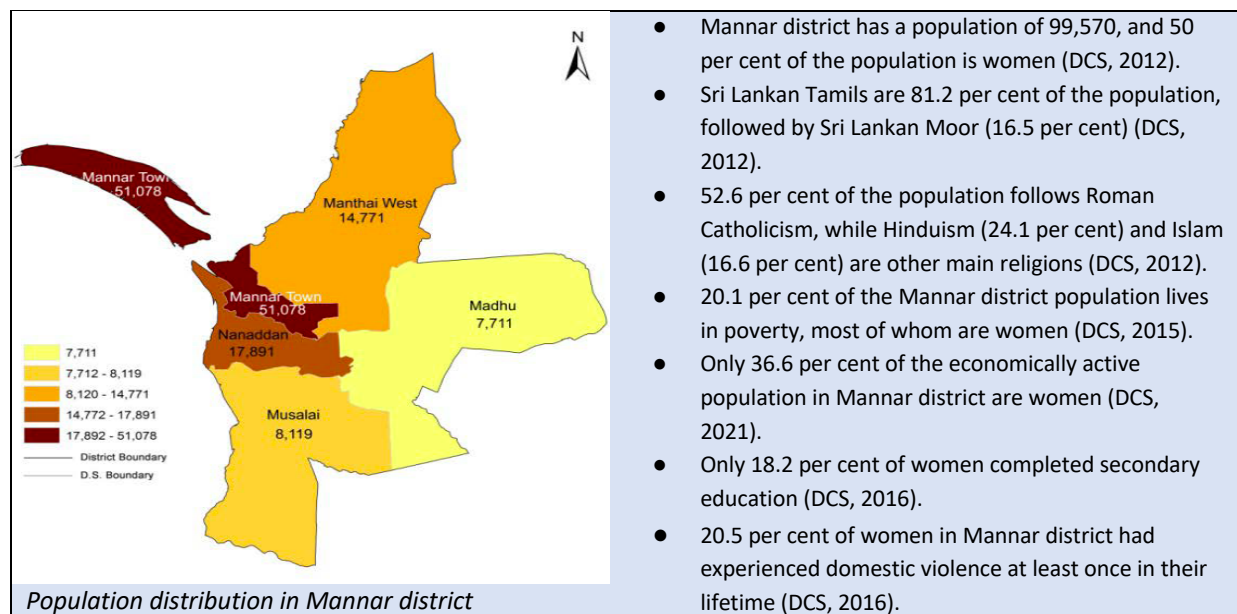
The ‘Empowering Communities to Prevent Violence Against Women and Girls’ programme was implemented in the Mannar district in the former war-affected Northern province of Sri Lanka. The Northern province went through a 30-year-long armed conflict that ended in 2009. Sexual and gender-based violence, including rape and killings, were widespread in the last phase of the war and its immediate aftermath (Minority Rights Group, 2013). High levels of domestic violence and child abuse were also reported through the years after the war (Priyadarshani, 2017). In the Mannar district,

where the project was implemented, 20.5 per cent of women had experienced domestic violence at least once in their lifetime (DCS, 2016).

The region’s high level of effect by the ethnic conflict has left many women-headed households with husbands and other household members dead or missing. Due to the war, they have also lost many years of schooling, livelihoods, land, and assets (Bastian, 2013; Kadirgamar, 2017; 2013). These women are shouldering primary income earning and care burdens in families. And many are engaged in casual, survival livelihoods with no safety nets (Godamunne, 2019; Kodikara, 2018; Lokuge, et al., 2018; Silva, et al., 2018; United Nations, 2015). They are also caught in cycles of indebtedness (Romeshun, et al. 2014). These factors, coupled with war-related disabilities, trauma, psychosocial challenges, and harmful social norms and practices, further expose women, girls, and their families to discrimination and risks of violence (Emmanuel & Saroor, 2022; Emmanuel, et al., 2014; 2015).

Mannar District

The ‘Empowering Communities to Prevent Violence Against Women and Girls’ programme was implemented in **Mannar Town, Manthai West, Musalai, and Nanaddan** divisional secretariats in the Mannar district. The district was targeted due to the high levels of poverty, vulnerability, and risks of violence and the large population of women in the district, including women-headed households.



2.2 Programme Description

The ‘Empowering Communities to Prevent Violence Against Women and Girls’ programme focuses on the prevention of violence against women and girls. The programme’s **goal** is to promote gender equality and reduce incidents of violence against women and girls in the Mannar district. It engages women, spouses, parents, children, extended family members, the wider community (community leaders), and government actors in integrated social and economic empowerment and gender-transformative social norms change to prevent violence. The UNFPA, UN Women, and UNICEF jointly designed and implemented this programme in Sri Lanka. It was implemented from September 2020 to February 2023 in the Mannar district. The total budget was AUD 1,000,000 (USD 670,691).

The programme **objectives** are:

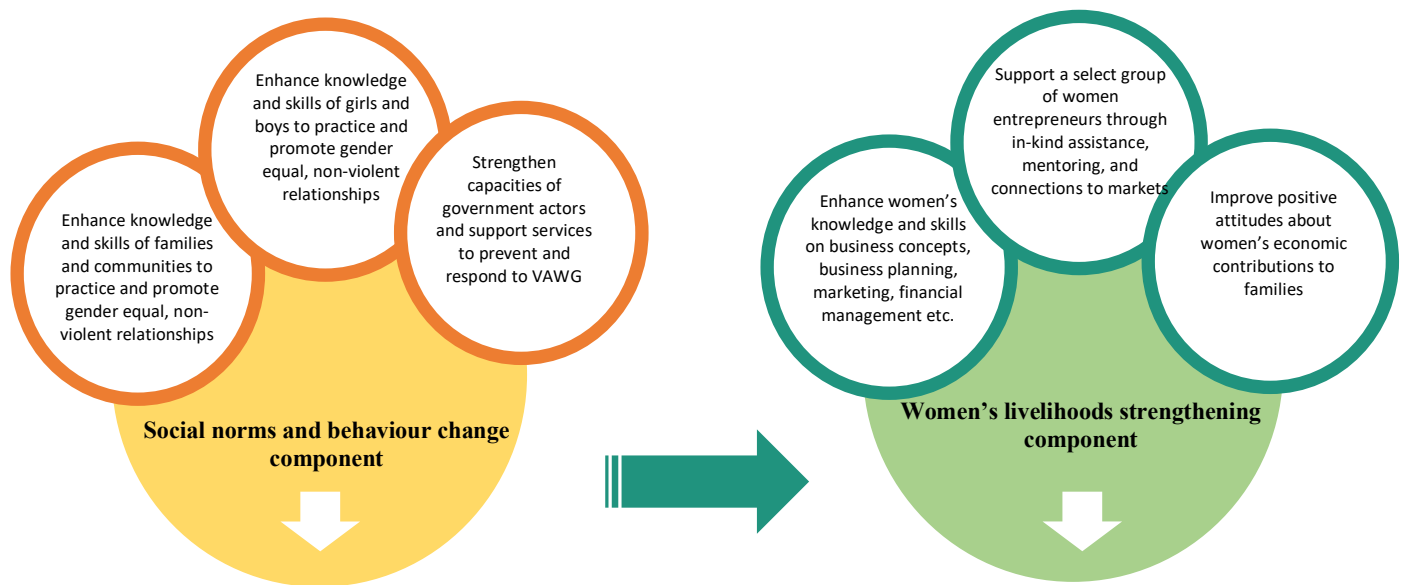
1. Change discriminatory and harmful social and gender norms, attitudes and behaviours that uphold male privilege and female subordination, justify violence against women and girls and limit their autonomy.
2. Change harmful gender-discriminatory socialisation processes of boys and girls.
3. Increase women's opportunities for economic empowerment and skills development.

This programme aligns with the UN Sri Lanka JPP Outcome 2 on strengthening communal relations and social cohesion and promoting gender equality by addressing drivers of violence, protecting women and girls, their physical and mental health and their human rights, and enhancing women's participation in decision-making processes, social-economic recovery processes and responses related to conflict prevention. The programme was also built on the WHO & UN Women's RESPECT violence prevention framework (2019), which underscores strengthening relationships, empowering women, ensuring services, reducing poverty, creating safe environments, preventing child and adolescent abuse, and transforming harmful attitudes, beliefs, and norms. Other VAWG prevention and response work by UNFPA, UN Women, and UNICEF have further complemented the programme. The programme was adapted from the successful 'Zindagii Shoista' (Living with Dignity) intervention implemented in Tajikistan.

Box 1: Zindagii Shoista Violence Prevention Programme

The 'Empowering Communities to Prevent Violence Against Women and Girls in Mannar' project was adapted from the successful 'Zindagii Shoista' (Living with Dignity) programme implemented in Tajikistan from 2015 to 2018. Zindagii Shoista was a combined social and economic empowerment intervention that worked with 80 families (men, women, and extended families) in four rural villages in Tajikistan. This programme aimed to transform attitudes and social norms, strengthen relationships, and empower women economically to reduce VAWG. Zindagii Shoista was successful in reducing women's experiences of violence from their husbands and in-laws by 50 per cent, depression and suicidality among women by nearly 50 per cent, and it increased women's earnings, savings, and food security (International Alert, 2018). It also contributed to improved gender-equitable attitudes and positive social norms in the community (International Alert, 2018). This intervention was funded by the What Works programme and implemented by International Alert, Cesvi, and local partners.

2.3 Programme Components and Activities



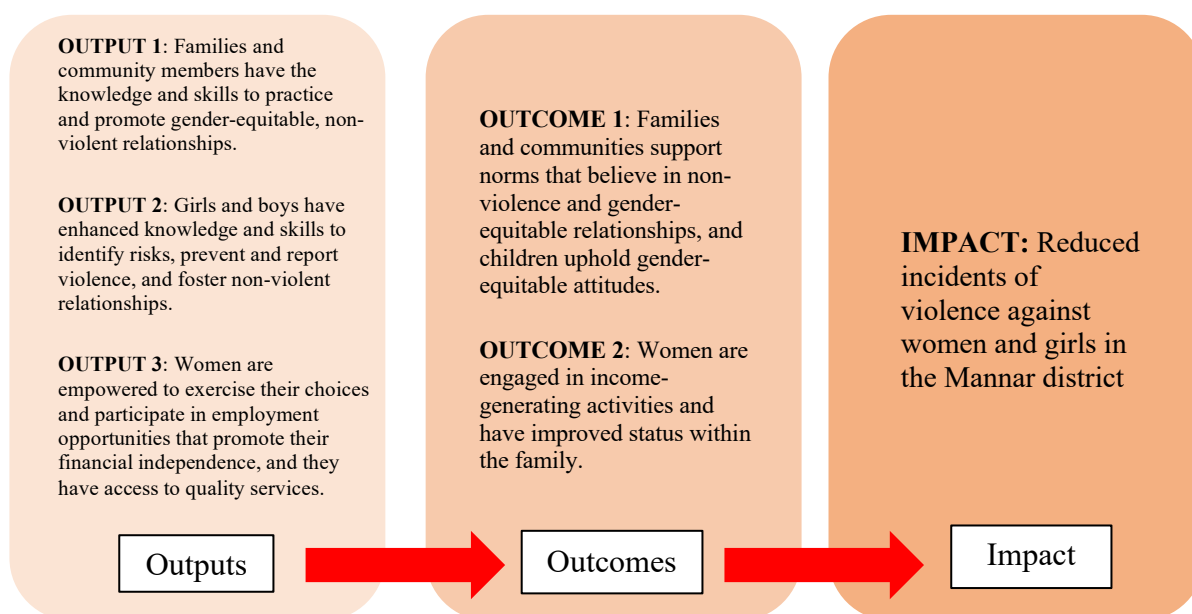
- Conducted formative research on VAWG drivers in Mannar.
- Developed training modules adapted based on research.
- Conducted community awareness sessions with women, spouses, extended family members, and community leaders on social norms change and non-violent relationship communication and conflict resolution. (**620** community members).
- Formed a trainers pool of **25** government and **10** NGO actors on social norms change.
- Conducted life skills sessions with **1,358** boys and **1,654** girls on GBV, consent, non-violent relationships, and communication.
- Conducted life skills training with adolescents aged 14 to 18 years (**1,323** boys and **1,570** girls) on gender and sexuality.
- Conducted sessions with **1,055** parents on non-violent, positive parenting.
- Conducted sessions with **145** fathers on changing harmful gender norms and gender-based violence.
- Trained **173** government officials as trainers to deliver life skills sessions for children and adolescents on issues of GBV, gender equality, and the importance of consent in healthy relationships.
- **60** Development Officers were trained as trainers on positive parenting.
- Trained **406** government and school officials on VAWG prevention, including non-violent disciplining of children.
- Strengthened VAWG response services – shelters, VT for survivors.
- Strengthened **50** Children's Clubs and reached **5,003** of their members to engage children and adolescents around issues of violence against girls.
- Reached **12,508** community members through street drama awareness sessions.
- Provided psychosocial and legal aid support and counselling services for **60** children and **170** women through the Gender Desk in Mannar Hospital.

- Conducted formative research and value chain analysis to identify women's economic empowerment needs and opportunities.
- Conducted skills training sessions on product development for **122** women beneficiaries.
- Conducted skills training sessions on business planning and financial literacy for **89** women beneficiaries.
- Conducted skills training sessions on marketing and the use of technology for **74** women beneficiaries.
- Trained **25** government officials to provide business development support for women entrepreneurs.
- Formed a resource pool of **18** mentors, provided them with training, and linked them with mentees.
- Provided whole-of-business capacity development programmes and in-kind assistance for **74** women entrepreneurs through a competitive pitching process. Procured equipment, machinery, and productive assets and distributed them to the selected beneficiaries.
- Organised market fair and experience-sharing sessions for **70** MSMEs (beneficiaries).

2.4 Programme Theory of Change

The 'Empowering Communities to Prevent VAWG' programme uses a combination of social norms and behavioural change and livelihood-strengthening components to 1) change discriminatory and harmful social norms to reduce people's acceptability of violence and promote violence-free relationships at home and in the community, and 2) empower women both economically and socially to enhance their power and autonomy to escape from violence.

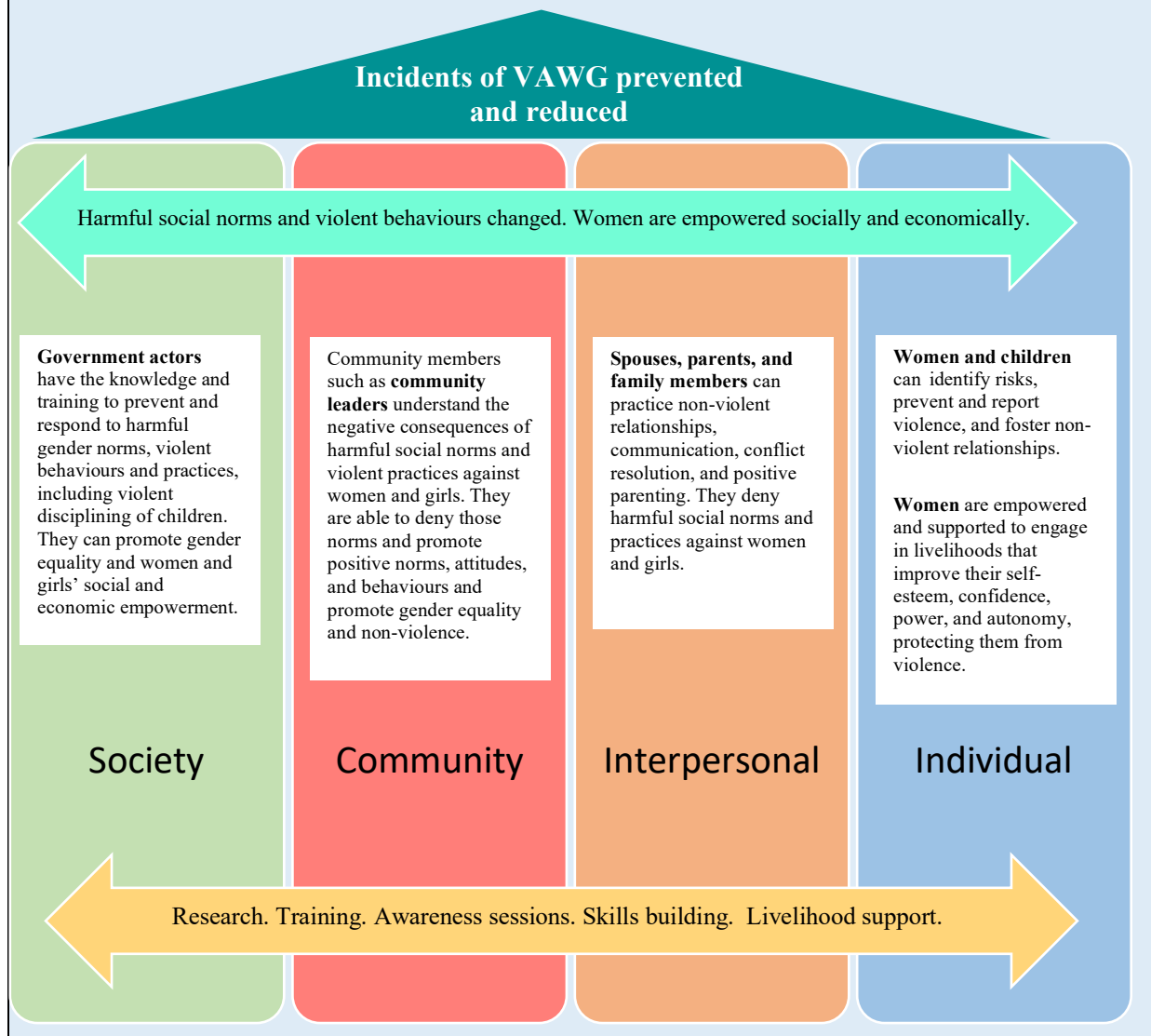
The Results Framework



The **theory of change** thus underpins that violence against women and girls is preventable if enough people, such as women, spouses, parents, boys, girls, extended family members, community members, and relevant government actors, have the knowledge, awareness, and skills to challenge and deny harmful social norms and practices and promote gender-equal and violence-free attitudes and behaviours at homes and communities. The theory of change is also founded on preventing violence against women by enhancing women's knowledge, skills, and opportunities for economic activity that may improve their self-esteem, confidence, power, and autonomy in households, which protects them from violence. See the reconstructed theory of change in *box 2 below*.

Box 2: Reconstructed Theory of Change

The following reconstructed Theory of Change depicts how the project, through its various research, training, awareness raising, and livelihood support activities, envisaged making a change at individual, interpersonal, community and societal levels. Specifically, how the project intended to address VAWG risk factors such as harmful social norms and violent behaviours and how the project envisioned to enhance protective factors against VAWG, such as women and girls' social and economic empowerment.



3.0 The Evaluation Plan

3.1 Aims, Objectives, and Scope of the Evaluation

The final light review of the ‘Empowering Communities to Prevent VAWG’ programme in Mannar intended to achieve the following three **objectives**:

4. To assess the extent to which the programme has achieved its output-level results.
5. To examine the relevance and effectiveness of the project’s implementation strategy and efforts in jointly implementing the programme.
6. To identify good practices, lessons learnt and recommendations from the programme. And how the programme has met the expectations of project teams and the beneficiaries.

This review **aimed** to enhance organisational accountability, generate evidence-based information to inform the decisions and strategies of the UN agencies, and provide learning to strengthen future VAWG prevention interventions.

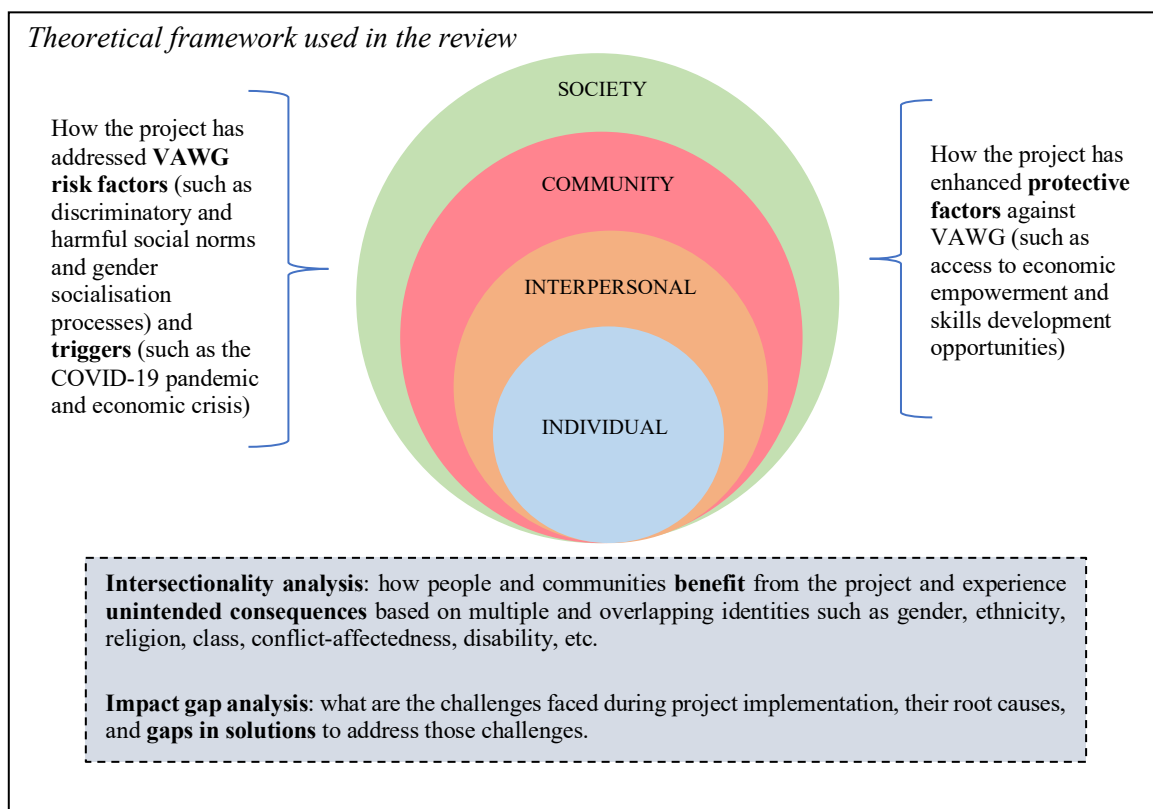
The light review covered the following **scope**:

- Thematic focus: As mentioned in the *terms of reference*, the review focused on Output-level results and contributions to the overall outcomes (detailed in the *Results Framework* on page 13).
- Time duration: The review covered the project's entire duration from 01 September 2020 – 28 February 2023.
- Geography: The quantitative component of this review focused on all divisional secretariats where the project was implemented. The qualitative component focused on a purposely selected sample of one divisional secretariat to conduct an in-depth case study. This is further discussed under the *Methodology* on pg. 20-22 .
- Primary data collection: This review involved qualitative semi-structured interviews and focus group discussions with various key stakeholders and beneficiaries, such as UN project teams, field implementation partners, relevant government officials, and purposely selected beneficiaries, including women, men, parents, youth, community leaders, etc. The review also included a survey with beneficiaries representing the different divisional secretariats. The intent was to capture diverse insights, experiences, and learnings to meet the review objectives.

The intended primary **users** of the light review are senior management and programme staff at regional and country levels at UNFPA, UN Women, and UNICEF. Secondary users of this review are government, civil society, wider UN stakeholders, partner organisations, and donors.

3.2 Evaluation Approach

The theoretical approach used for this review is the **Socio-Ecological framework** (Heise, 1998; Kerr-Wilson, et al. 2020; Murphy, et al., 2022), which is also used in the UN Women’s RESPECT (2020) and UNICEF’s INSPIRE (2018) frameworks to prevent VAWG and VAC.



The socio-ecological framework helps understand how the programme addressed VAWG in and through the personal, interpersonal, community, and societal/policy environments where the programme was implemented. These are the environments where discriminatory and harmful social norms and gender socialisation processes are formed and perpetuated, which are the risk factors for VAWG. Across these different environments, the review aimed to map the relevance, effectiveness, efficiency, sustainability, and human rights and gender equality approach (see the *Evaluation Matrix* on pg. 17-19) of project strategies, solutions, and processes in combatting VAWG risk factors (such as harmful social norms and gender socialisation) and triggers (such as the economic crisis and COVID-19 pandemic) that exacerbate VAWG. The review also intended to unpack how the project has enhanced protective factors against VAWG (such as better access to economic empowerment and skills development opportunities). Overall, the review investigated how the project, in parts at an Output level, and as a whole, addressed these various risk factors, triggers, and protective factors for effective VAWG prevention.

Using the *intersectionality analysis* (Crenshaw, 1991), the review further aimed to demystify how persons and communities benefit from the project and experience unintended consequences based on their multiple and overlapping identities, such as gender, ethnicity, religion, class, language, history, geographic location, experiences of conflict, disability, etc. These intersectional identities shape people’s experiences of disempowerment and agency and their risk to and protection from

VAWG. The review also aimed to unpack the challenges faced during project implementation, their root causes, and gaps in solutions to address those challenges. The results aim to decipher good practices, lessons learnt, and recommendations.

3.3 The Evaluation Matrix

The following evaluation matrix is based on criteria specified in the ToR and reworked by the consultant based on the UN RESPECT guidelines for evaluating VAWG prevention programmes.

Eval. Criteria	Key Question(s)	Sub-question(s)	Indicator(s) data	Data Collection method(s)	Data Sources	Assumptions
	To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?	Evidence of project alignment with community-level and national-level VAWG risk factors and beneficiary needs identified in formative research.	Document analysis Monitoring records Interviews/FGDs/ survey	Project documents, formative research, activity reports, etc. UNFPA, UNICEF, UN Women staff Implementation partners Government and community-level officers Beneficiaries Mentors	Information is available Select UN staff, implementation partners, stakeholders and beneficiaries are willing to meet
	To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results? Were there any unexpected results or unintended consequences of the project? What were the reasons for the achievement or non-achievement of planned results?	Evidence of the project addressing VAWG risk factors. Evidence of the project addressing VAWG protective factors. Evidence of positive and negative unintended consequences of the project. Evidence of the project strengthening the knowledge	Document analysis Monitoring records Interviews/FGDs/ survey	Project documents, formative research, activity reports, etc. UN staff Implementation partners Government actors Beneficiaries Mentors	Information is available Select UN staff, implementation partners, stakeholders and beneficiaries are willing to meet

		<p>To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p> <p>To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?</p>	<p>and skills of government actors, community leaders, and other community members.</p> <p>Evidence of project adaptation during the COVID-19 pandemic and the economic crisis.</p>			
	How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)	<p>Have financial and human resources been allocated strategically to achieve the project outputs and outcomes?</p> <p>Have the outputs been delivered in a timely manner?</p> <p>Have UN Agencies' organisational structures, systems and mechanisms effectively supported the delivery of the project?</p>	<p>Evidence of meeting financial, timeline targets.</p> <p>Evidence of joint coordination, communication, strategy development, learning and adaptation by the UN agencies.</p>	<p>Document analysis</p> <p>Monitoring records</p> <p>Interviews/FGDs/ survey</p>	<p>Project documents, formative research, activity reports, etc.</p> <p>UN staff</p> <p>Implementation partners</p>	<p>Information is available</p> <p>Select UN staff, implementation partners are willing to meet</p>
	How likely would the benefits of the project continue after donor funding has been withdrawn?	<p>What are the mechanisms or other interventions linked to the project that may continue even after the project closure?</p>	<p>Evidence of ownership of the project by government actors and community members.</p> <p>Evidence of local community members' interest in taking forward the</p>	<p>Document analysis</p> <p>Monitoring records</p> <p>Interviews/FGDs/ survey</p>	<p>Project documents, formative research, activity reports, etc.</p> <p>UN staff</p> <p>Implementation partners</p> <p>Beneficiaries</p>	<p>Information is available</p> <p>Select UN staff, implementation partners, stakeholders and beneficiaries are willing to meet</p>

			<p>positive messages of the project and taking ownership.</p> <p>Evidence of women entrepreneurs continuing their businesses.</p>		<p>Government actors</p> <p>Mentors</p>	
	<p>To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?</p>	<p>To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?</p> <p>To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?</p>	<p>Evidence of the project activities reaching various marginalised groups such as women heads of households, people with disabilities, diverse ethnic and religious groups, ex-combatants, LGBTIQ+ persons, etc.</p> <p>Evidence of formative research and project design identifying various vulnerabilities and inequalities in the project communities.</p> <p>Evidence of project design and curricula incorporating gender equality and human rights perspectives.</p>	<p>Document analysis</p> <p>Monitoring records</p> <p>Interviews/FGDs/ survey</p>	<p>Project documents, formative research, curricula, activity reports, etc.</p> <p>UN staff</p> <p>Implementation partners</p> <p>Mentors</p> <p>Beneficiaries</p>	<p>Information is available</p> <p>Select UN staff, implementation partners, stakeholders and beneficiaries are willing to meet</p>

3.4 Evaluation Methodology and Methods

This review used both qualitative and quantitative research approaches detailed as follows:

Qualitative Research Component:

The qualitative research approach adopted in this review aimed to generate an in-depth understanding of “how and why change happens over time and to unearth unintended consequences of programming” (UN Women & Social Development Direct, 2020, p.3). A qualitative approach is beneficial to explain complex outcomes such as social norms change, beneficiary and practitioner experiences, and the ‘quality’ of an intervention, which can be challenging to quantify, and thus best explained through qualitative methods (AWDF, 2021; Ellsberg & Heise, 2005).

A specific qualitative research method adopted in this review was the **Case Study method** – which helps provide an in-depth picture of a violence prevention intervention in a particular context or setting while exploring the multiple and intersecting dynamics in that specific setting (AWDF, 2021; Yin, 1984). As such, one **divisional secretariat** (out of the four implementation sites) was used as a sample for an in-depth case study. This helped provide a microscopic view of the features, characteristics, processes, and dynamics of the intervention in the specific context.

Through this approach, the review looked into the ‘whole of project system’ in the selected divisional secretariat, thus capturing the insights of a representative, purposely selected sample of beneficiaries, practitioners, and government and other partners relevant to all three project components in the selected divisional secretariat. They were interviewed using in-depth semi-structured questionnaires in order to capture insights on the nuts and bolts of project implementation, successes, challenges, lessons learnt, unintended consequences, and how the project met the expectations of key stakeholders. The learnings are intended to provide a nuanced view of *how and why* change happens and to imagine change pathways for future VAWG prevention interventions that *work* in a local community context.

Through this strategy, the Consultant aimed to effectively utilise the time and resources allocated for field data collection to generate deeper insights and *thick descriptions* (Geertz, 1973) about the project rather than exhausting limited resources to cover all programme locations. The importance of ‘Right Sizing’ (Prevention Collaborative, n.d. a), an evaluation is discussed in the VAWG prevention field to yield effective, nuanced learnings of a prevention intervention. Thus, it is assumed in this review that a smaller sample of ‘one divisional secretariat’ is sufficient to provide deeper and holistic insights into the change pathways of the project to answer the evaluation questions. The learnings will be useful for scaling up interventions in other divisional secretariats or similar projects. Please see the *sample selection* on pg. 21-22 for more details about the selected divisional secretariat.

The qualitative data was analysed through a Thematic Analysis Method, which is a systematic process of reading through interview/FGD transcripts, identifying patterns and meanings across the data set to derive themes, coding using a computer, and interpreting in response to the theoretical framework and evaluation criteria in order to create a narrative report.

Quantitative Research Component

Separately from the qualitative research approach discussed earlier, a quantitative approach was also used to triangulate data and capture the diversity of beneficiaries in all four project locations. As such, a survey with a smaller sample of 30 respondents was conducted. The smaller sample size depended on financial, human resources and time limitations for this review. The sample selection included a simple random sampling method where beneficiaries across all targeted divisional secretariats were included. The survey was carried out over the phone by an experienced interview facilitator in the Tamil language, who asked structured questions from the participants. Data Analysis involved a descriptive method to summarise the data set's characteristics while presenting the data frequencies and how the results are associated with beneficiary types and different project components.

Desk Review of Programme Documents

Data collection also involved a comprehensive review of secondary sources, including programme documents, formative research, baseline, midline, and endline surveys, activity reports, case stories, and any accessible records kept by community-level project implementers/practitioners.

3.5 Sample Selection

Sampling for the Qualitative Component

As further explained under *Methodology*, one divisional secretariat was used as a sample out of the four divisional secretariats where the project was implemented. As such, this review focused on **Mannar Town** based on the following assumptions:

- Mannar Town was commonly targeted by all three UN agencies in their specific programme activities.
- Due to being a more urban area, Mannar Town is more easily accessible in terms of transport and other resources.
- The offices of project implementation partners (JSAC and Chrysalis) are also located in Mannar Town, which made fieldwork coordination relatively easy.

The selection of participants for interviews and focus group discussions was based on a purposive sampling method—it is a non-probability sampling method used in qualitative research. Through this method, the research participants were selected 'on purpose' because they have unique demographic characteristics, roles, responsibilities, etc., that provide diverse and holistic insights to answer the evaluation questions. As such, a purposive sample for this review was selected based on the following criteria:

- The participants are from Mannar Town, which is the Divisional Secretariat selected as a case study for this review;
- Participants represent the project's different components and perform different roles (such as diverse beneficiaries such as women, spouses, parents, children, extended family members, community leaders, and other stakeholders such as government actors, project implementation partners, and UN agencies.)
- Participants have diverse backgrounds in terms of their gender, ethnicity, religion, and level of marginalisation (such as women heads of households and persons with disabilities)

Based on the above criteria, 63 interviews and FGDs were conducted, reaching 186 respondents. Please see *Annexe A* on page 72 for the complete list of interviewees.

Sampling for the Quantitative Component

For the quantitative survey, an equal number of 10 interviews were allocated for each project component led by the UNFPA, UNICEF, and UN Women – totalling 30 structured interviews. The respondents were selected using a simple random sampling method. The survey focused on capturing beneficiary insights in all four project implementation sites.

3.6 Methodological Limitations and Mitigation Methods

Limitations of the Qualitative Research Component

Limitations	Mitigation Methods
Data collection did not involve the whole of the project population in all implementation sites	Data collection ensured in-depth insights from stakeholders of the whole project system in the sample location. It was assumed that the learnings could also inform future project activities in other locations as well. Data collection was also supplemented with a quantitative survey, which aimed to capture insights from beneficiaries representing all implementation sites.

Limitations of the Quantitative Research Component

Limitations	Mitigation Methods
The quantitative component used structured questions to retain the ability to quantify the results. These questions were often closed in nature and thus may have limited the respondents' freedom to explain and interpret phenomena in their own words. As a result, the quantitative data may not be sufficient to better understand the change pathways of the project in detail and the unintended consequences.	It was assumed that the qualitative component would be able to fill in this gap and provide deeper explanations.
There may have been constraints to building trust via a telephone call instead of an in-person meeting.	Selected survey respondents were provided with adequate information, and an experienced interview facilitator guided the participants through the interview process.

3.7 Ethical Considerations

The Consultant complied with the UNEG evaluation ethical standards and UN Women's ethical conduct for evaluations (2015). The Consultant adhered to the evaluation ethics guidelines specified in the RESPECT framework for violence prevention (UN Women & Social Development Direct, 2020). Thus, the highest research ethics were observed throughout the assignment to 'not harm' persons, institutions, or the environment. Interviews were conducted with the consent of participants, and information was anonymised and securely stored. Interview questions were vetted to avoid sensitive topics and triggers that may disrespect or upset vulnerable persons. When children and adolescents were involved in FGDs, guardians and responsible duty bearers accompanied them. The consultant strived to maintain the highest integrity and promptly manage any incidents during fieldwork in consultation with the evaluation manager. Intellectual property rights are well respected. A gender-responsive human rights approach was observed throughout the evaluation process.

4.0 Findings and Analysis

4.1 Relevance

4.1.1 To what extent were the project's strategies relevant to local and national contexts?

As discussed previously in the Context section, violence against women and girls is prevalent in Sri Lanka, where intimate partner violence, according to national data, is the most perpetrated form of VAW. Thus, the Empowering Communities to Prevent VAWG project is directly relevant to addressing this serious human rights violation. The project is also aligned with the relevant national legal and policy frameworks, such as The Assistance to and Protection of Victims of Crime and Witness Act (2015), Articles 27 and 11 of the Constitution, The National Action Plan for Women (2002 – 2008), Penal Code Amendments in 1995, 1998, and 2006, The National Action Plan for Protection and Promotion of Human Rights (2016), Women's Charter (2005), Prevention of Domestic Violence Act (2005), The Population and Reproductive Health Policy (1998), and the Draft Gender Equality Act (2023). The project is built on the international treaties ratified by Sri Lanka, including the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of the Child.

Overall, the project's two main components, namely 1) social norms and behaviour change; and 2) livelihood strengthening, are directly relevant to addressing several risk factors and protective factors that serve as root causes for VAWG and the continuation of violence. Thus, the training and awareness provided to men, women, family members, children and adolescents, community leaders, and government officials aimed to address risk factors such as harmful social norms, attitudes, and perceptions that condone violence and violent practices in the target communities. The livelihoods training, in-kind assistance, mentorship, and other business support the project provided to small-scale female entrepreneurs was meant to strengthen women's economic empowerment and financial independence as a protective factor against violence. As mentioned earlier, the project also supported the GBV desk at the Mannar Government Hospital (GH), safe homes and shelters for survivors, including those with disabilities, and training to frontline workers such as Family/Community Health Practitioners, Counsellors, Child Protection Officers, and others to strengthen VAWG response services. Such support, especially during the COVID-19 and economic crises, aimed to address situational triggers (such as crisis situations) that escalate VAWG; it was especially relevant to addressing needs in the public health sector to respond to VAWG in the crises. Overall, the project is highly relevant to advance primary, secondary, and tertiary prevention of VAWG in the targeted communities.

4.1.2 To what extent did the project align with the needs of the intended beneficiaries?

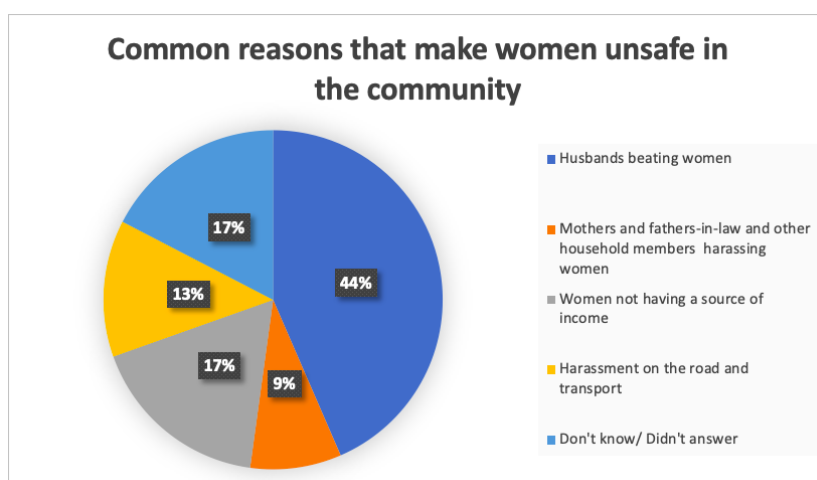
Social Norms and Behaviour Change Component

The project's social norms and behaviour change component addressed several needs of government stakeholders and community members through various project activities. The specific needs and areas of collaboration were identified through formative research and based on the previous experiences of the UN agencies working in the Mannar district, Northern province, and nationally. The training modules and activities tried to address social norms and behaviours that are generally relevant to VAWG prevention as well as community-specific as identified through formative research.

Meeting the needs of women and girls victims of violence

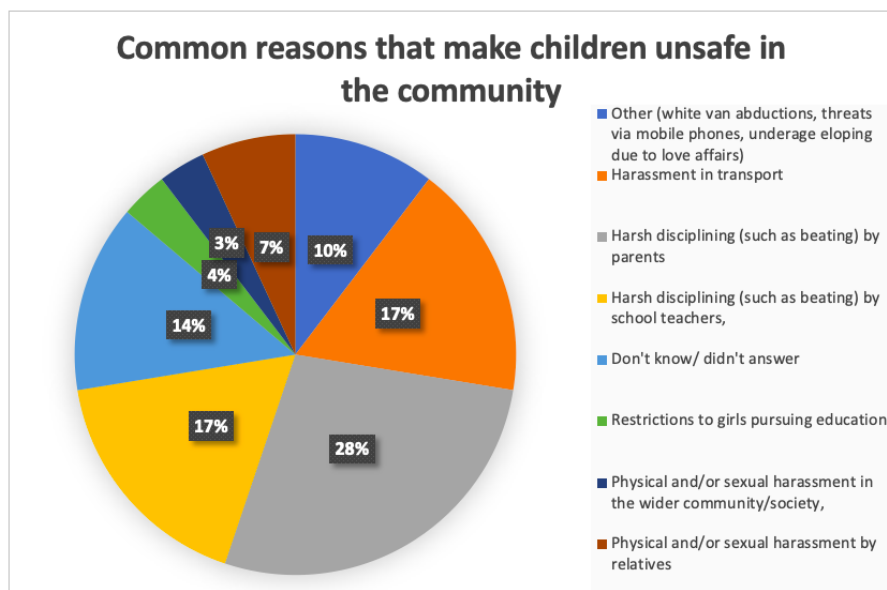
As part of this review, a sample (random and purposive sample) of beneficiaries and government stakeholders of the social norms and behaviour change component were interviewed through a telephone survey, Focus Group Discussions (FGDs), and qualitative interviews. They identified a number of reasons for women and girls' unsafety in their community. These are summarised below. **And 45% of the telephone survey respondents 'somewhat agreed', and 30% 'strongly agreed' that the project activities have managed to discuss or address these safety concerns for women and girls in the project communities.**

Among the safety concerns for women, **husbands beating their wives was identified by 44% of the telephone survey respondents (a small sample of beneficiaries of the project's social norms and behaviour change component) as the most prevalent form of women's unsafety in their community.** The project targeted this through training and awareness activities given to project communities to change people's attitudes, perceptions, and behaviours



concerning intimate partner violence. The project also tried to address violence in the family by mothers and fathers-in-law against women, which is another identified [by telephone survey respondents] reason for women's unsafety. Harassment on the roads and public transport was identified as another reason for women's unsafety. Women's equality and safety in public places, including on the roads, were somewhat addressed through the training and awareness sessions – although this was not an explicit focus area. The project's livelihoods strengthening component aimed to support women's economic empowerment and thus was relevant to address women's lack of income sources identified as a top safety concern by telephone survey respondents – this is discussed later in this report.

Among safety issues for the children, harsh disciplining (such as beating) by parents was identified by 28% of the telephone survey respondents (a small sample of beneficiaries of the social norms and behaviour change component of the project). The positive parenting module delivered to parents directly tried to change perceptions about harsh disciplining and prevent violent, harmful disciplining against children. Harsh disciplining (such as beating) by schoolteachers was



identified by 17% of the survey respondents as another top reason for children’s unsafety. The project did not explicitly intervene with schoolteachers to change harmful disciplining in schools – however, a few teachers received some training on GBV and positive disciplining practices. Other issues for children’s safety, such as harassment in public transport, abductions, mobile phone usage, love affairs, physical/sexual violence by family or community members, and issues of school dropouts, were discussed to some extent during training and awareness sessions provided to kids’ and children’s club members. Qualitative interviews with adolescents also highlighted the issue of harassment and sexual assault in public places such as buses, shops, and public transport that needs more intervention by the project:

“At shops, they touch our hands while giving us the balance of money and telling uncomfortable stories. They look at us in a bad way when we try to buy sanitary napkins... Most of the houses send their small children to shops to buy groceries. There was a case where a child went to a shop to buy something, and the shop guy took the child in and locked the door. Others thought that the shop was closed. But he was doing something inside. The child can't do anything as he's a small child. So, this is not a safe place for girls... If someone is touching us inappropriately on the bus, we feel ashamed to complain. So, we normally stand in the bus.” – Adolescent girls, FGD



Adolescents who participated in FGDs drew safe and unsafe places in their community. Many of them highlighted public transport, shops, jungle, places where drugs and alcohol are sold and consumed, as well as homes as unsafe in their community. The picture to the left is one illustration of unsafe places, according to an adolescent girls' group. The image below is from a 13-year-old boy who identified the bar/tavern and the jungle as unsafe places for him.



Meeting the needs of high-risk groups to VAWG

During qualitative interviews, alcohol and substance abuse was identified by many interviewees as a high-risk factor for VAWG in the Mannar district. The project has made some contributions to addressing this violence risk factor, such as through street drama and training for offenders at the Courts. However, more targeted work can be done to sufficiently address the needs of those addicted to substances and their families as a high-risk group. Interviewees highlighted several examples of husbands, fathers, and youth under the influence of drugs and alcohol perpetrating physical and sexual abuse against women and children. This is also identified as a primary reason for the disruption of children's education and the lack of enough money in the family, which leads to more violence. Government officials and parents noted that children are being used for selling drugs, and some are being addicted through the process, which contributes to intergenerational violence. Healthcare officials and the Police especially identified drugs as a major cause of VAWG among the cases they receive.

"They [husbands] use drugs at home and sometimes bring their friends or unknown people to homes. After they use drugs, they don't know who their wife or child is. These kinds of things are moving around... Due to these issues, children may be abused, and they are unable to study at home or continue their studies." – A group of women, FGD

"So, most of the time, GBV cases in Mannar district are due to substance and alcohol abuse. Secondly, because of economic instability in the family – so ultimately, it leads to family disharmony" – Government Stakeholder 1, Mannar GH, Interview

"At one of the children's programmes, one child expressed to the volunteer teacher about the father's 'bad touch' under the influence of alcohol. The mother had gone abroad for work, and the father had gotten addicted to alcohol." – Implementation Partner 1, FGD

Although alcohol and substance abuse was not an explicit focus area, the project's community training and awareness sessions (such as street drama) reached many communities across the Mannar district. Therefore, directly/indirectly, the positive messages of the project should have reached high-risk communities to alcohol and drugs. Also, through the GBV desk at the Mannar Government Hospital, the project provided counselling to families who are already victims of violence due to substance abuse. There were also a few men addicted to substances who were referred to the CRADA drug rehabilitation centre through Community Correction Officers who received training through the project. **However, these were not specifically tailor-made and targeted interventions to reduce the risk of drug and alcohol abuse that leads to violence in the project communities.** Interviewees shared that there are high-risk areas, such as coastal areas, where drugs are trafficked, and inland areas in the Mannar district, where illicit alcohol production is taking place, that could be targeted by the project in the future to specifically address the risk of alcohol and drugs that lead to VAWG.

Qualitative interviews identified some Muslim communities as a high-risk group experiencing VAWG in Mannar. The project has targeted several Muslim women, adolescents, and a few men through different project activities. However, more men in Muslim communities must be reached to prevent and reduce VAWG. Some interviewees reported that while there is a high prevalence of sexual and gender-based violence in the Muslim community, including underage marriage and abandonment of wives for another marriage, these issues are mainly dealt with through the mosque or not spoken about. It was also reported that there is a high level of stigma associated with victims of violence in the Muslim community seeking help, such as through counselling or reaching the police.

Some government officials also shared that they find it challenging to work in Muslim communities as they are afraid of upsetting religious or cultural sentiments or are faced with challenges posed by specific laws in the Muslim community. Thus, **future iterations of the project can work with families, especially men from the Muslim community, more closely – specifically targeting community-specific social norms and practices with the support of religious and community leaders.** Further support can be extended to ensure that VAWG victims from the Muslim community have access to essential support and services to leave cycles of violence.

“In other communities, they allow girls to go out and participate in various activities, but in our community, girls, especially after puberty, are not allowed to go out and won't send to school. Some children are studying and doing well in school. But many girls are not sent out because parents are afraid since they hear lots of bad news in the outside world... They keep the girls under control out of love, so they are not sent out” – *Muslim youth, Male, 24 years, Interview*

“In Muslim communities, there are more issues such as marriage at a young age, multiple marriages, and abandonment of wives by their spouses. It is difficult for us to work with the Muslim community as we cannot take legal action against them since they have specific laws. Their courts are not like our courts.” – *Government Stakeholder 2, Women and Children-related, Interview*

“According to our reports, in 2022, out of the rape cases reported to us, all were from the Muslim community... So, there are many GBV issues in the Muslim community, such as underage marriage. These issues are mostly dealt with through the mosque. They come to the police as a last resort.” – *Government Stakeholder 3, Police, Interview*

The qualitative interviews also identified several other risk groups to VAWG that need specific targeting by future iterations of the project – this includes children of households where mothers have migrated for work, children being targeted for trafficking drugs, children who are employed for seasonal work in fishing and farming and other forms of child labour such as in shops for cleaning, etc. While the project reached many children, adolescents and their families through various project activities, there needs to be more specific targeting of children and their families under these high-risk groups. Moreover, households under financial pressure in the present economic crisis and women caught in cycles of violence because they cannot leave abusive spouses and families due to financial dependency were also identified as high-risk groups. The project's livelihoods strengthening component aimed to address the needs of these women.

Livelihoods Strengthening Component

The project intended to address women's livelihood needs and challenges in the Mannar district (as identified through formative research) so that women have means of protection against VAWG. During the telephone survey for this review, 17% of respondents (a small sample of beneficiaries of the social norms and behaviour change component) identified not having a source of income as a major reason for women's unsafety in their community. Qualitative interviews also identified how lack of employment and income means for women create dependency on male breadwinners, putting women in a subordinate position in the family and society. Women with no income are also afraid to leave their abusive husbands and family members and thus get caught in cycles of violence. Therefore, through the livelihoods strengthening component, the project aimed to address this cause of unsafety and violence by supporting their livelihoods.

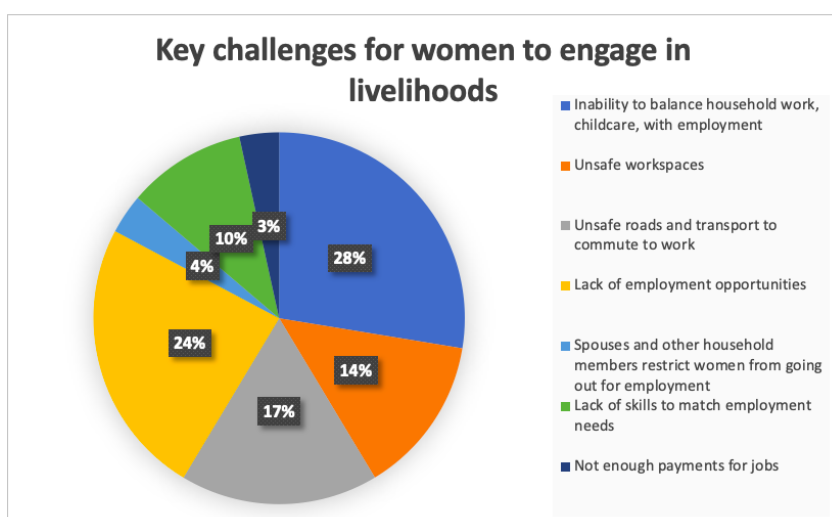
“Still, there are societies that do not give equal rights to women. So, what I feel is it is due to economic reasons. Because females are dependent on the economy of the males. Women are working – from 4 am to midnight doing household work but are unpaid. That is not counted in the economy of the country... So, if we can strengthen

village females to have some self-economy and stand on their own, they will prove they are also economically valued. They can challenge their male partners. Through that also, we can reduce violence.” – *Government Stakeholder 1, Mannar GH, Interview*

“Even if we take the orders according to the DV Act, their success rate is not 100%. Because women don’t have means of survival without their husbands. So, women tend to live with their husbands despite being abused. So, for a successful intervention, it’s necessary to strengthen women economically. For the Act to be effective, women must be financially independent.” – *Government Stakeholder 3, Police, Interview*

Addressing gender-specific challenges for women to engage in livelihoods

The telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) also identified several key challenges for women to engage in livelihoods. **Lack of employment opportunities for women was identified as a challenge by 24% of the survey respondents. The project was directly relevant to addressing this issue by creating and strengthening women’s entrepreneurship opportunities.** This component supported women, especially women heads of households (WHH), to improve



their small businesses. The livelihood needs of WHH are high in the Mannar district, which hosts a sizeable WHH population. The programme used a whole-of-business approach to support a selected group of women entrepreneurs. It provided them with business training, skills development, mentorship, in-kind assistance where machinery and equipment were provided, and supported them with market linkages.

The topmost challenge identified by 28% of the telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) was women’s difficulty balancing household work and childcare with employment. The project’s social norms and behaviour change component tried to address this by encouraging spouses and other family members to get involved in household work and thus change unequal gender relations in the household. 30% of the beneficiaries of the livelihood strengthening component were also exposed to the gender transformative training, awareness, and counselling given by the social norms and behaviour change component of the project, and 70% of beneficiaries were not exposed to this training. Also, among the 121 beneficiaries interviewed for this review, from both project components, except for two¹, others have not participated in both social norms and behaviour change and livelihoods strengthening interventions. **However, UN Agency staff noted that a significant 68 (of 74) women beneficiaries of the livelihoods strengthening component received a separate session on gender, social norms, and GBV/DV.**

¹ The qualitative interviews identified two women who attended both components of the project, but the other interviewees did not. One beneficiary had left the social norms and behaviour change training to involve in the livelihoods component (due to time constraints to commit to two training programmes).

As illustrated in the diagram above, the interviewees also identified other gender-based issues and forms of violence that pose challenges to women's livelihoods which future projects can focus on. These include **issues of unsafe workplaces, roads, and transport, as well as restrictions posed for employment by spouses and other household members, identified by some telephone survey respondents. These were beyond the scope of the project's livelihoods strengthening component and thus were not a specific focus area.** However, these are important areas for consideration by future interventions to further strengthen women's access and growth in livelihoods and protection from violence.

The project also supported fewer married women who might be at more risk of intimate partner violence – the most prevalent form of VAW, as discussed previously. Thus, **there could be more targeted intervention to meet the needs of women entrepreneurs who have spouses, as they may be at high risk of intimate partner violence or belong to high-risk groups for violence due to spouses' addiction to alcohol and substance use,** as highlighted in the earlier sections.

"There are women who are affected by alcohol-addicted men. Their family and children are also affected by these issues. If the women have any self-employment, the family can be developed." – Government Stakeholders 4, Agriculture-related, Interview

Addressing women's business challenges

In addition to the needs identified above, qualitative interviews also identified some other needs of micro-small-medium entrepreneurs, especially women, in the Mannar district, such as challenges related to technology, accessing loans, business registration, and packaging and sample testing issues. As discussed below, through its training, mentorship, in-kind assistance, and facilitating market connections, the project provided good support in meeting some of these needs.

Technological challenges

Interviewees identified dry fish production, rice flour processing, and fruit-based products as promising value chains for micro-small-medium entrepreneurs in the Mannar district. However, they highlighted that these entrepreneurs need more knowledge and technology to process and store products, which inhibits taking advantage of the market opportunities. **The project, based on insights gained by a value chain analysis, provided technology transfers, especially in the areas of agriculture, livestock, and business development.** By providing machinery and equipment as in-kind assistance, the project intended to strengthen the technology and capabilities of women entrepreneurs.

"They have a technology problem. When we compare it with other districts, Mannar district is backward. They are doing the production with poor technology. If they have the right technology, they can meet the competition. Because of the project, some women entrepreneurs are improving. But there are more women, such as young female entrepreneurs. But they don't have the technology.... If you take yoghurt, there are differences between the product from the south and Mannar... We have animal husbandry and enough milk, but we don't have the technology to process the milk into quality yoghurt. Here, the milk is collected from the north and is moved to different companies. We have sea resources; if we take fish, we can make salt-dried fish and unsalted dry fish, jadi, tin fish, maasi, etc. There are people, generation after generation, doing the same thing in Mannar. But no one ever improved because we don't have enough technology – Government Stakeholder 5, Industry-related, Interview

"We observed technology-related challenges among the beneficiaries in the beginning. But as they were exposed to the training, market fairs, equipment, etc. little by little they started to identify these gaps." – Implementation Partner 2, FGD

Access to loans

Some women, such as those from women-headed households, were reportedly having issues accessing loans due to the inability to obtain guarantors' signatures, especially that of a spouse. This was identified as a need to address for business start-ups and growth. To address this limitation to credit, the project focused on providing in-kind assistance where women entrepreneurs were given machinery and equipment to support their businesses. Furthermore, the project provided business planning and financial literacy to aid their financial decision-making.

"They [women] have challenges obtaining loan facilities. Some ask me to sign as a guarantor – which is not possible." – *Government Stakeholder 6, Industry-related, Interview*

"Banks don't give loans to them because government officers are not going to sign for them as guarantors. They don't give loans to women-headed families... I can take a loan as a government staff. But for a woman-headed family, no one is ready to be a guarantor." – *Government Stakeholder 4, Agriculture-related, Interview*

"There are special schemes for women entrepreneurs provided by banks, and women got to know this only after the training... But whatever the policies are there, practical issues are also there. Such as a requirement for the husband's signature to issue a loan." – *Implementation Partner 2, FGD*

Price of raw-materials

Another issue identified is the increase in prices of raw materials – especially for certain industries. In some industries, middlemen who supply raw material are also said to be charging a higher price. In poultry, raw materials, such as feed products are not readily available. This makes such industries almost unprofitable or fail. The project has provided assistance such as home gardening material for some beneficiaries. However, this is an area that is difficult for a single project to address. Thus, it is recommended future interventions can build on to addressing these industry-specific challenges – such as through further in-kind assistance or by facilitating public-private partnerships to meet women entrepreneurs' raw material needs.

"[Generally in Mannar – not only for the project beneficiaries] Batik and Aari work is a total failure because the raw materials are very expensive here... Some NGOs have given batik training to different areas in Mannar, and during field visits, they [entrepreneurs] said that there is a middleman who charges more money for raw materials than the actual price." – *Government Stakeholder 6, Industry-related, Interview*

"Feed is a problem. Poultry is facing a lot of feed problems. Here there are no companies making feeds, so they [women entrepreneurs] have to buy feed from outside. This costs money. Especially for WHH, this is difficult" – *Government Stakeholder 7, Livestock-related, Interview*

Business registration

Business registration was also cited as a common challenge that needs support. The cost of registration and, more severely, a lack of land ownership pose challenges to getting businesses registered. Lack of business registration was identified as a challenge for business growth and can even halt a business midway. Among those interviewed, one project beneficiary said in a qualitative interview that she managed to get support through contacts she had developed via the project and complete the registration of her business. UN Agency staff and implementation partner further noted that several other beneficiaries were also supported with business registration through the project. The implementation partner also cited business registration as continuing to be a challenge for many small-scale women entrepreneurs and identified it as an area of intervention for the future.

"Next issue is Business Registration (BR) application – they have to pay fees to the DS office, next Urban Council (UC) / Pradesh Sabha (PS), and also have to pay tax fees to UC or PS based on their location. Nowadays, after COVID, they need PHI approval. Also, have to submit the land deed of where they are going to start the business.

If they are in a rented place, they have to get a consent letter from the landowner for the period that the business will be in operation. But sometimes, the landowners are afraid to give these kinds of letters due to land deed expropriation. So, as you can see, getting Business Registration is a long process and provides challenges because most people don't have their own land. This directly affects them in starting and building their businesses. So better to give support for women who have land issues." – *Government Stakeholder 6, Industry-related, Interview*

"When I went to register my label, they asked for something like Rs. 4000. I didn't have any capital. Then other departments requested letters from neighbours. During the programme, an official visited, and I explained my status with all relevant documents, including the PHI signature, paid the same amount, and got approval. Now I have an approved label for my product." – *Beneficiary, rice flour processing*

Packaging and sample testing

Packaging and sample testing is also another highlighted issue that needs support for women entrepreneurs. Cost for sample testing and additional ingredient costs based on sample testing recommendations are cited as challenges for women entrepreneurs. The lack of quality packaging services in Mannar and the cost of packaging were also highlighted as constraints. Interviewees mentioned that without sample testing, packaging, and business registration, it is impossible for women's businesses to grow and have large orders, such as from supermarkets. To address this need, the project conducted separate training and knowledge-sharing sessions on marketing and packaging. Moreover, beneficiaries were connected to packaging suppliers – for example, during the diversity market fair, packaging suppliers had set up booths where they introduced different kinds of packaging material and provided information to women entrepreneurs. The implementation partner also identified product quality as an area that needs further support in future intervention as it determines women entrepreneurs' access to other opportunities, such as e-commerce.

"People have to go to Jaffna from here to do sample testing. For example: for the sample test of 50g soap, they have to bring 3 soaps for the sample test and pay an advance of Rs.5000. There is an additional cost for travel by bus, spending a whole day in Jaffna, including food. If they are recommended to make changes after the testing, then they need to pay extra for ingredients. So, because of a lack of money, they simply won't do sample testing... Packaging is not of good quality in Mannar. So, those with enough means get their packaging done from Colombo [cited two project beneficiaries who do this]. These are the main issues for their businesses to grow to the next level. Without proper packaging, sample testing, and business registration, they cannot sell to supermarkets, they won't receive orders." – *Government Stakeholder 6, Industry-related, Interview*

"They are doing production, but there are issues in quality and packaging. These are challenging to overcome due to a lack of finances. If that part is fine, then marketing will be fine. Otherwise, they can't market products outside of the district, to large companies or abroad." – *Government Stakeholder 4, Agriculture-related, Interview*

4.2 Effectiveness

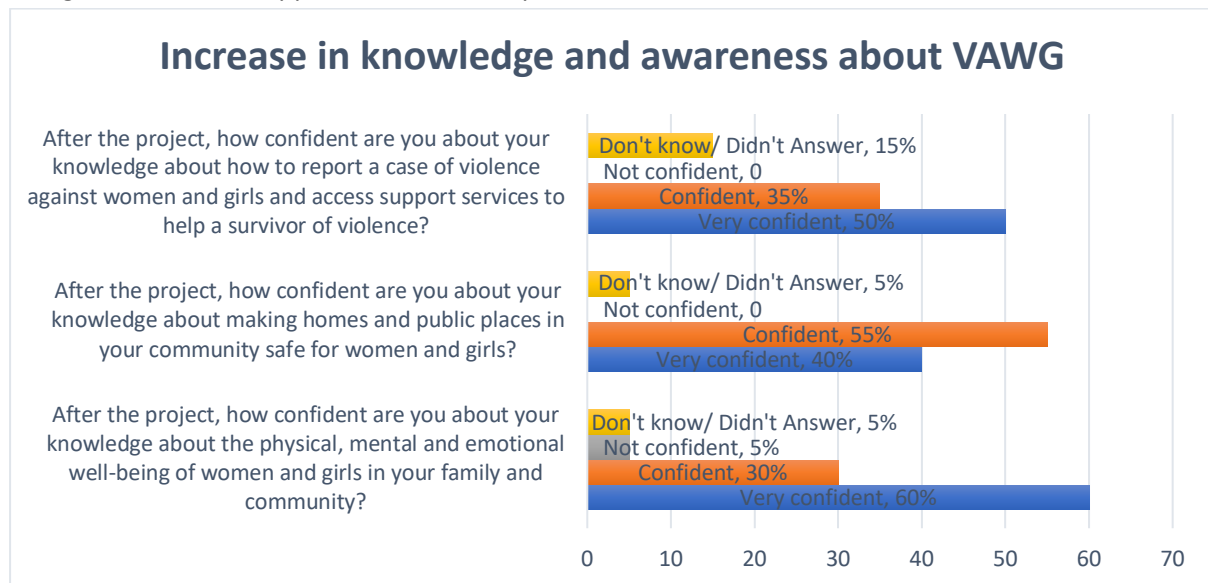
4.2.1 To what extent did the project reach the planned results?

Social Norms and Behaviour Change Component

Increase in knowledge and awareness about VAWG

Between 30% to 60% of respondents of the telephone survey (a small sample of beneficiaries of the social norms and behaviour change component of the project) said that they are 'very confident' or 'confident' that after the project exposure, they have better knowledge about 1) the physical, mental and emotional well-being of women and girls in their family and community; 2) how to make homes

and public places safe for women and girls; and 3) how to report a case of violence against women and girls and access support services to help a survivor of violence.



During qualitative interviews and FGDs, some participants said that it was the first time they were learning about gender equality and positive parenting, and they appreciated what they had learnt.

“For me, I didn't know about equal rights for men and women. My husband earned it, and I'm managing the other needs at home. Only after the meeting I came to know about equal rights.” – *Muslim woman, Interview*

Men, women, parents, and children who watched the street drama have gained awareness about violence and the implications of substance use. Some have emotionally connected to the content and reflected with resource pool members and implementation partners about violence in their own lives. Thus, to some extent, street drama has initiated a conversation about topics around violence among those who might otherwise not speak about those experiences and look for support.

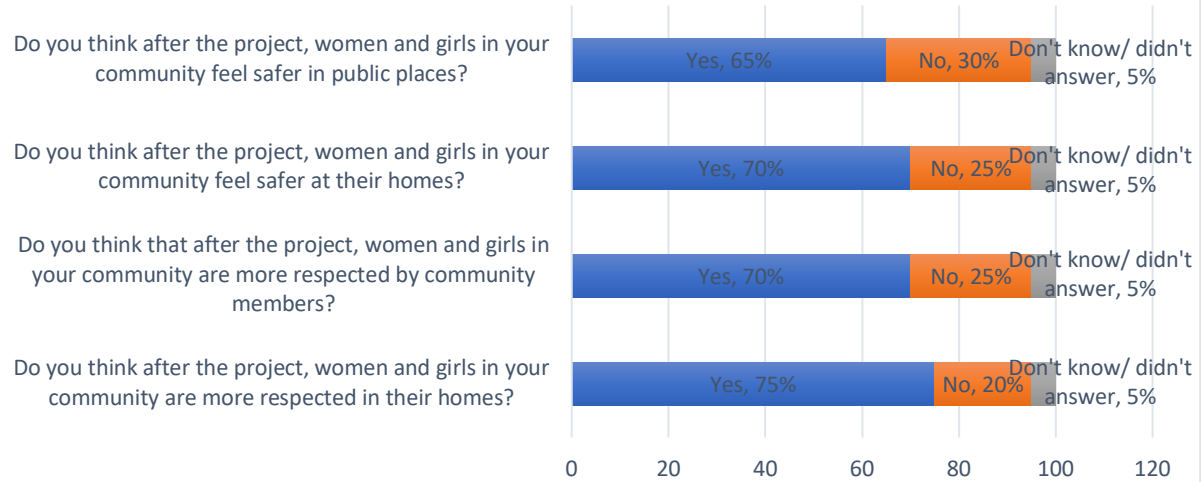
“When we did the street drama on domestic violence, many children watching started to cry. We inquired a couple of them, and they said that these things happen in their family.” – *Implementation Partner 1, FGD*

“Street drama – it was very good. I know men are not going to see this street drama, so I actually took a video and connected it to the TV, and then I played it to my husband, and he was silent. He asked to stop the video. The children told the father, ‘You did the same on that day’.” – *CBO member, female, FGD*

Improvements in women’s recognition and safety in the community

65% to 70% of telephone survey respondents (a small sample of beneficiaries of the social norms and behaviour change component of the project) said that they find women and girls in their community feeling safer in their homes and in public places after the project exposure. 70% to 75% of telephone survey respondents felt women and girls are better respected in their homes and community after the project intervention. Although these results cannot be generalised to the whole beneficiary population due to the smaller sample size, these are good indications of how the project has improved social norms concerning women’s recognition/worth to some extent and how there has been some impact in improving women’s safety in the communities.

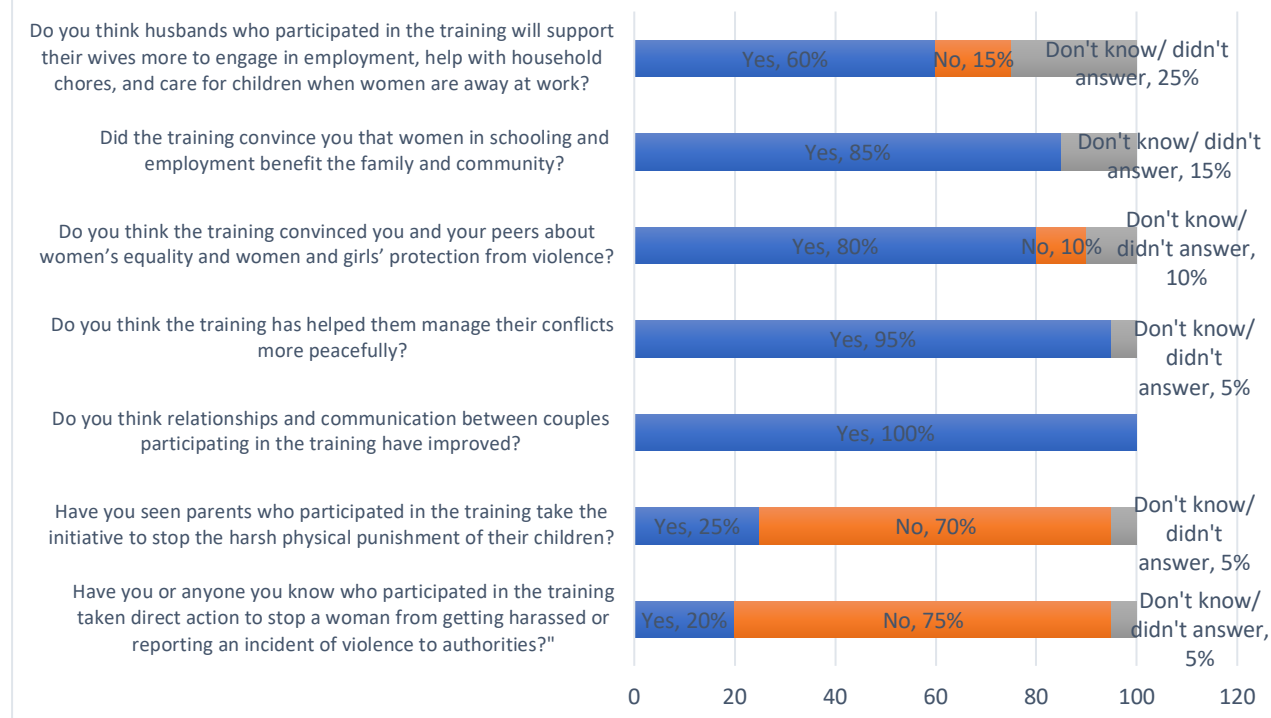
Project impact on increasing gender equality and safety of women and girls



Changes in attitudes, perceptions, and behaviours

Many telephone survey respondents (a small sample of beneficiaries of the social norms and behaviour change component of the project) reported changes in behaviours and practices concerning VAWG and positive parenting. Accordingly, 60% of respondents said that, in their view, husbands who participated in the training would support their wives to engage in employment by helping with household chores and childcare. 85% of the respondents said the training convinced them that women's education and their employment are beneficial to the family and the community. 80% of respondents said that the training convinced them about the importance of gender equality and women and girls' protection from violence. 95% of the respondents felt that the training helped them better manage conflicts in their relationships more peacefully. All respondents (100%) agreed that the training has helped them improve their communication in relationships. When asked whether they have seen any parents who participated in the positive-parenting training taking the initiative to stop the harsh physical disciplining (such as beating) of their children, 70% of the telephone survey respondents said, 'No' [they have not seen]. 75% of the respondents said that they or someone they knew who took part in the training had not taken any initiative to stop a woman from getting harassed or reporting an incident of VAWG.

Changes in attitudes and behaviours



Qualitative interviews and FGDs also highlighted some changes in participants' attitudes and behaviours towards gender equality and violence after the project's completion. Government stakeholders, who also took part in the resource pool, highlighted that before the training, some men and women found it acceptable for a man to hit a woman if she made a mistake, but the project has helped them change this perception. Some male interviewees also shared how their perceptions about sharing household chores have improved, and they are now contributing to household work. Some women shared how they now realise that they do not have to satisfy the sexual needs of their husbands and learnt to say 'no'.

"Those days, I always sat in one place and asked my sister to do all my work. I scolded her and asked her to do household work. I didn't even take a glass of water on my own, I got my sister or mother to do it. I thought women were there to do all that work. Now I do my work on my own and do household work, such as sweeping the house. I am learning to cook" – *Muslim youth, male, 24 years, Interview*

"Earlier, I thought we [women] have to satisfy the husband whenever he wants, no matter what mental or physical state I'm in. But now I know that I have the freedom to say no. My consent is also important. I told my husband about it, and he understood it, and he respects me." – *Young woman, mother, Interview*

Some interviewees (during qualitative interviews) noted an improvement in parents' and community awareness of verbal abuse, harmful words, punishment, and discrimination against children. They shared that earlier, they used to treat sons and daughters differently, such as by giving more nutritious food to their sons. But the project helped them change their perceptions about discriminatory parenting practices. An older woman shared how she now regrets using violent discipline on her children, who are now adults; she said that she is using what she has learnt about positive parenting from the project to raise her grandchildren.

“Before, we gave more food to men, didn't give fried fish or meat to girls. We gave priority to men, like brothers and fathers. Now we realise, whether boy or girl, both of our children should share the available food... Only after the meeting we realised how our children might be affected by our actions.” – *Parent, female, Interview*

“We lacked understanding about these things. Treated daughters and sons differently. After attending this meeting, we realised what we did was wrong. We used to get beaten by our parents, so we thought that was the correct method of parenting. I have hurt my children by throwing objects at them. Without knowing that I was being violent to them, I have been harsh with them. Now I am using what I learnt to bring up my grandchildren” – *Mother-in-law, grandmother, Interview*

“In the beginning, parents were hitting, punishing, and even words they used to hurt or affect children. They don't know about the effect of their words. After the positive parenting programme, they learnt and understood many things, and there is so much impact.” – *Government Stakeholder 2, Women and Children-related, Interview*

The training and follow-up support provided to community members has made some improvements in communication and conflict resolution among couples and children and their parents.

Some government stakeholders noted children reporting how their parents' fights have reduced, and women reported that they are communicating with their husbands about children's matters and finances. Parents reported that now they try not to scold their children but have a conversation with them. An adolescent girl shared that she now tries to talk to her parents about problems and she feels safer.

“Now I solve disputes between me and my husband in a peaceful manner. Those days I used to scold the children for everything, but now I talk to them lovingly... Now we try to be like friends with the children so now they share everything with us” – *Parents, FGD*

“I came to know that shouting is not going to work; it affects our children's minds, and I changed. Because of small things, I get angry and shout. Children may not like me due to my habit, so I shared my change with my husband.” – *Muslim woman, Interview*

“I never share my feelings with others. After this class, my mother became my friend, so I could share my feelings with her... We are always under the impression that our parents hate us or try to punish us. After this programme, I tried to talk about my problems with them and feel safe.” – *Adolescent girl, FGD*

The project provided training and family counselling to offenders in courts in Mannar. According to relevant government offices this has produced a change in their attitudes towards violence and improved family relationships. One male offender shared that the training helped him understand the implications of drugs and violence, and he was able to make some changes since he was separated from his family because of his addiction. Another male offender said that through the training, he understood the importance of having at least one meal with the family, so now he is trying to practice it at home.

“I learnt [through the training] about leading a happy life with the family. I learnt that I should eat at least one meal with the family. Those days I never ate at home. It's a joy to sit with the family and eat” – *Offender, male, Interview*

“This project organised training for drug addicts like me. The doctor spoke about the problems women face as a result of husbands consuming substances. He also spoke about domestic violence, understanding between husband and wife, how a family should be, and how to improve relationships. Through this training, I was able to identify the problems within me. My wife and I were separated for some time. After the training, I changed myself; hence I am living happily with my wife and children... After I quit alcohol, I live happily with God's blessings.” – *Offender, male, Interview*

However, some government officials noted that some participants, although they underwent training about harmful social norms and their implications, they do not want to deny those social norms in their day-to-day life. Therefore, more intervention (long-term and repeated exposure) is needed in this area. Rigid social norms around wife beating were cited as an example where change is a challenge. There were perceptions among a few men interviewed that women should learn to

behave and that some women are demanding, and they need to dress modestly and not provoke men. A few men also said that they would not allow their wives to go to work.

“During the gender training period, they listened to what was taught about changing social norms, but they did not want to accept in front of their community. Even if their husbands beat them, they leave it as it is. They are familiar with it and feel it is part of their society. Only a few come out as unable to tolerate it. So, change is a challenge.” – *Government Stakeholder 2, Women and Children-related, Interview*

“They should educate women on how to behave... They should learn how to speak with their husbands. Men come home with many tensions, so women should understand their situation and act accordingly. They should understand their husband’s mindset. Women don’t understand men, mostly men are good, I am not saying all women are wrong, but 7 out of 10 women are like this only, want everything their way, very stubborn, so there should be programmes to educate women on this... Some dress inappropriately and provoke men. They have the freedom to wear whatever they want. They can wear them while at home, but when they are going out, they should wear them decently, or else they will be subject to violence. When a man gets tempted and commits a crime, all the men get blamed. Women should understand this and should not provoke men... In our community, it’s a practice that men go out for work, but women should not... I will not send my wife to work. Even if she wants to work, I will not allow it.” – *Muslim youth, 24 years, Interview*

Women seeking help

Community members noted that after the training, women have developed a support network and have contacts with officials, so if there is a case of violence, they will call and inform. It was noted that husbands are also aware of that and are afraid to exercise violence as before.

“There are changes after this programme. Before, women always maintained silence and accepted their husbands, whatever happened. But nowadays, they have contact numbers to inform people about violence, as well as other numbers they have gotten from the programme. So, now their husbands are very scared to do it [perpetrate violence].” – *A group of Muslim women, FGD*

Improvements in bystander action

Government officials noticed some improvement in reporting violence through bystander action due to the information and awareness they received about why, how, and where to report incidents of violence. During programme activities such as street drama and other training, some came up and spoke to the government officials at the resource pool and reported issues of violence and substance abuse.

“At some places, they knew about laws and regulations but didn’t know where to inform. Some issues of violence were informed within the village-level system. After the training, they got to know the correct reporting path. So, some started to inform the police, GBV desk and counsellor at Mannar GH.” – *Government Stakeholder 8, Courts, Interview*

“When we were doing gender-related training at the village level, there were two siblings (children) who approached us and expressed their family issues, like the usage of drugs by the father and lack of opportunity to study at home because they spent some nights in the jungle because of domestic violence. They wrote a letter, and then we approached the family and did the process with the police... We engaged with the mother and family members and supported to create a safe environment for the children. Some problems we came to know through children who participated in project activities.” – *Government Stakeholder 2, Women and Children-related, Interview*

“After the project, we heard cases of neighbours and friends calling the 1929 hotline if there was any violence against a child in their neighbourhood... They wanted to support the child and didn’t want to leave them as it is at home. So, there is a mindset about wanting to protect children.” – *Government Stakeholder 9, Child Protection, Interview*

Strengthening response

The project has made significant support to strengthening GBV referral and response work at Mannar GH. As a result, relevant medical officers, consultants, and staff at Mannar GH and other healthcare workers reported an increase in cases being reported and follow-up of those cases. The project supported the GBV clinic, case conference activities, and some counselling services for families living in violence. The GBV clinic coordinator is directly supported through the project (her salaries are provided through the project) – and relevant consultants and medical officers at the hospital found that her role is crucial to handling GBV cases through the hospital. Beyond response, this work has also contributed to the prevention of repeated incidents of violence (secondary prevention) by increasing dialogue within affected families and facilitating communication and conflict resolution:

“There was a case where even the wife who was living under violence thought that violence was a normal part of life. Through our intervention, we got to know that for 20 years, this woman was going through violence. We received this case through a referral, and I went directly to the home and met with the husband. I found out that the husband has been going through some psychiatric illness. So, we started treatment with him, which has led to a lot of peace in the house. The wife is thanking us.” – *Government Stakeholder 10, Mannar GH, Interview*

“Case conferences have produced some good results, where we will get down all the relevant stakeholders, including the family members of the affected family... Here they discuss and understand issues such as lack of understanding and lack of patience, words that come out without thinking, and criticising – those are some of the starting points for violence. Through this intervention, many families get to know how to tolerate or how to solve and share problems. For this work also, we were supported by UN agencies.” – *Government Stakeholder 1, Mannar GH, Interview*

“The GBV clinic the project has supported in itself is an achievement. Now there are a lot of people who know and identify that such a service exists. So, because of that, now they are willing and are asking for help... The project support for the GBV coordinator is very helpful. She’s playing a major role here. For all the referrals we’ve received from the other areas and from the boards, first, the medical officer or I would assess and would refer to her. She has experience with ethnicities and problems here, and she’s handling it very well. Because of her and the project support, we are handling it well.” – *Government Stakeholder 11, Mannar GH, Interview*

“During case conferences, as a first step, we give them [perpetrators] stern warning and show them our recommendations to the honourable Courts... and the population here they are aware of what are the implications of a Court order... This, to some extent, contributes to a reduction in violence [repeated incidents] and drug use.” – *Government Stakeholder 12, Mannar GH, Interview*

The training provided to Family Healthcare Workers shows promise for awareness raising and referrals concerning VAWG at the village level. These healthcare workers directly meet mothers and fathers at the village level, and after the GBV sensitisation provided to them through the project, they are having conversations with families about violence and parenting and provide information and referrals. According to the medical staff at Mannar GH, there is an increase in GBV cases coming to the hospital – which some interviewees attributed to the awareness raising provided by Family Healthcare Workers to some extent.

“There was a couple who wanted to separate because there was no understanding among them. They had expectations from each other which couldn’t be fulfilled, but they did not share them with each other. They were on the verge of getting a divorce. I spoke to them separately and advised them, and this helped them resolve their issues, and they got together again... There was another incident where a woman had issues with her mother-in-law, so the couple decided to live separately, but after our intervention, they spoke to each other and came up with a solution to move from the mother-in-law’s house and now live happily.” – *Government Stakeholder 13, Family/community health, Interview*

“If you take the history, a lot of behavioural and attitudinal change has been done by our Family Healthcare Workers. For example, in the good old days, home deliveries were more prevalent. This change towards institutional delivery has been brought by our Family Health Officers over the years. It may have taken 10 - 20 years. But today, Sri Lanka is one country that is on par with developed countries in maintaining the percentage of

institutional deliveries. There are hardly any home deliveries now. So, similar types of behavioural and attitudinal change we expect from the intervention through Family Health Officers. But it will take time. At the moment, I cannot say that the results have been achieved. But the training and sensitisation the UN agencies have provided in the times to come will produce good results.” – *Government Stakeholder 1, Mannar GH, Interview*

Livelihoods Strengthening Component

Support for starting and growing businesses

Over 90% of telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component): 1) ‘strongly agreed’ that the **project has improved their knowledge and awareness about key business concepts, financial resources, planning, management, marketing, etc.**; 2) found the **project to be ‘very helpful’ to start and grow their businesses and in their day-to-day business activities, including coming up with new ideas and solutions for daily business challenges.**

During qualitative interviews and FGDs, interviewees said that training, such as costing and business planning, has been helpful in making sound day-to-day business decisions.

“Before, they had no idea how to cost their product, but after the training, they came to know, and they started to calculate the cost of their product. And they learnt about cash flow, cash accounts, bank accounts, loans, etc.” – *Government Stakeholder 5, Industry-related, Interview*

“Some women were just investing, working, and selling. They had no idea about the profit or loss. At one of the workshops, the coach asked, ‘How are you maintaining the accounts?’. No one knew. Everyone said they never did. So, we all made a loss. So, the coach gave more ideas and more learning to all the participants to move forward. Most are following their given training.” – *Beneficiary, idli and dosa mixture making, Interview*

“We cannot obtain a loan without a business plan. I have been doing this business since 2002 but never had a business plan. But this programme helped me develop a good business plan.” *Beneficiary, palmyra products making, Interview*

80% of the telephone survey respondents said that the programme has been ‘very helpful’ in connecting to other businesswomen and resource persons, and 60% of the respondents said that the programme was ‘very helpful’ for them to connect to market opportunities. 50% of the survey respondents said that the mentorship process was ‘somewhat’ helpful for them.

50% of the telephone survey respondents found the in-kind assistance to be ‘very helpful’ for their business start-ups and growth. Qualitative interviews and FGDs also highlighted that providing machinery and equipment for women entrepreneurs was a successful intervention by the project.

“We noticed that there were more women-headed families who participated in the project. The project supported them to start and run a business. Some of their businesses were struggling, but after receiving the equipment, they developed.” – *Government Stakeholder 4, Agriculture-related, Interview*

“The project gave them [women entrepreneurs] machines. If they used to make 10 kg of the project, they could now increase it to 20 kg. Some are using the benefit perfectly... The soap production and rice mill beneficiaries are using the equipment well.” – *Government Stakeholder 5, Industry-related, Interview*

Business growth and financial independence

Over 80% of the telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) said that **over the past 12 months (the time duration when they were exposed to project activities), there was an increase in their production, sales and earnings, and**

found their businesses to be making a profit. 60% said that they make a 100% contribution to their household expenses (this is also because many of the beneficiaries were WHH) and that they are able to save below 30% of their earnings. 80% of the survey respondents identified themselves as financially independent. Beneficiaries during qualitative interviews also expressed that they have better control of their finances and decision-making.

“Yes, I am financially independent, and I give my opinion on decision-making. Now I spend my money on anything I want. Those days I had to listen to him [husband] because I had to get money from him. Now since it's my earning, he doesn't interfere.” – *Beneficiary, seamstress, Interview*

Qualitative interviews shared success stories of a few beneficiaries whose businesses became successful through the project, and some of them even are in a position to export their products. Some of these examples are listed below:

“There are two people who have techniques to make soap: one is a chemicals-based product, and one is a herbal product. They are in a position to export. They received support from the project.” – *Government Stakeholder 5, Industry-related, Interview*

“Within the Mannar Town and Manthai West, some farmers rearing cattle and goats are doing very well. There's increased milk production... For example, earlier, one woman produced 6 litres. She was given a shed [through the project]. She's now producing about 12 litres” – *Government Stakeholder 7, Livestock-related, Interview.*

“There was one woman – she was displaced to India and returned. She got some training from India. But after returning, she was unable to get funds for her business. But she was supported by the project, and she even went on to win a national award for her business.” – *Government Stakeholder 14, GA Office, Interview*

“Before, I ground only 10kg of [rice] flour, but after the support, it increased to 20 - 25kg, and I started to give my products to some shops. That's giving a profit.” – *Beneficiary, rice flour processing, Interview*

“Three beneficiaries were selected for the made-by-her online marketplace. Others have also applied and are still in the selection process.” – *Implementation Partner 2, FGD*

The project has provided some sector-specific support to women entrepreneurs through training, mentorship, in-kind assistance, and market connections. Some government officials shared that more sector-specific support is needed by future interventions for some beneficiaries in certain industries that are struggling more than the others, such as agriculture-based products. It was also noted that small-scale women entrepreneurs rearing poultry need more animals and feed as they are costly and challenging to source. The implementation partner and the relevant government officer on livestock also highlighted how beneficiaries rearing livestock need more animals since animals fall sick or expire. As UN agency staff highlighted, these are challenges too vast for a single project to address. Thus, future projects could also focus on these challenges and provide tailor-made solutions for future beneficiaries specific to struggling sectors. Access to raw materials such as animal feed, technology, business registration, and product quality are some other areas for future intervention (as highlighted in the Relevance chapter). Solutions can be potentially provided through private-public partnerships, further in-kind assistance, and supporting beneficiaries better integrate into value chains through a market systems approach so that the beneficiaries themselves have access to solutions without much outside help.

“Women who did home gardening did not develop as expected. But in other sectors, women entrepreneurs did well... A lot of work was done through the project but not enough support for agriculture... Currently, they cultivate vegetables or fruits enough for their own use. It's not enough for income generation, so it's a limitation to develop as a business” – *Government Stakeholders 4, Agriculture-related, Interview*

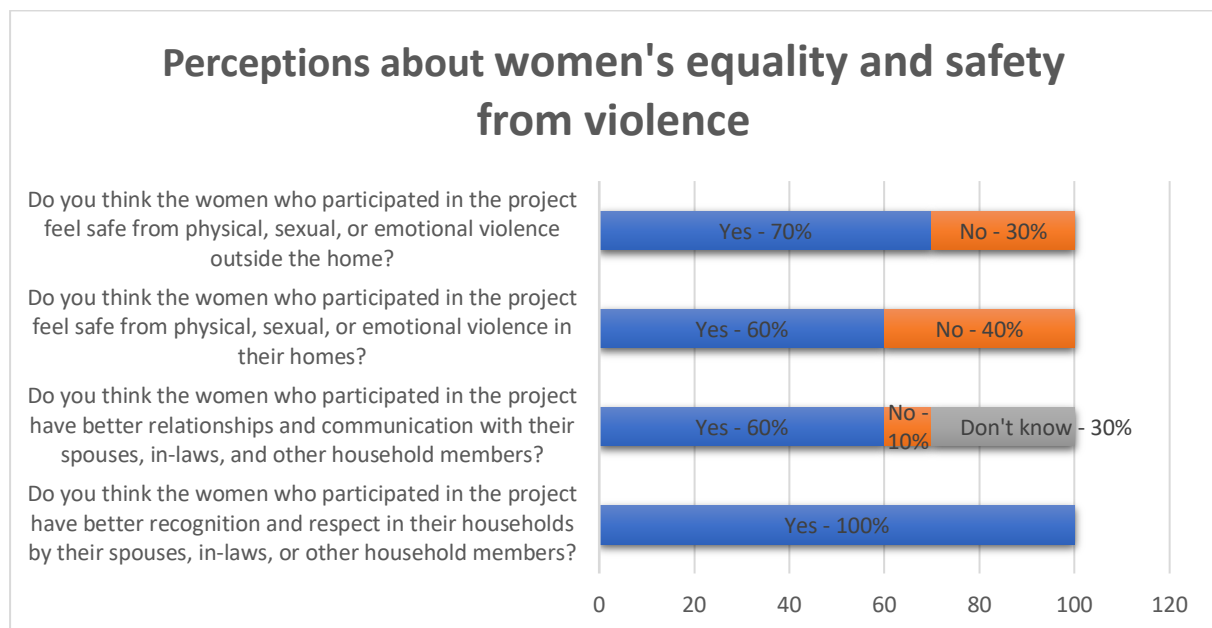
“WHH [rearing livestock] are expecting animals... They don’t have the means to buy animals themselves.”– *Government Stakeholder 7, Livestock-related, Interview*

“Still, some [beneficiaries] need to improve product quality. Because if they can improve their product quality, then they can have better market linkages... They are also not much connected to the value chains. They need more support, including knowledge and capital, to better integrate into value chains and have control over value chains [cited issues of pricing their products due to intermediary buyers, competition from large producers, etc.]” – *Implementation Partner 2, FGD*

Gender equality and safety from violence

60% to 70% of the telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) said that, in their view, women who participated in the programme felt safe from physical, sexual, or emotional violence inside or outside the home; 30% to 40% of the respondents did not think women felt safe. 60% of the respondents felt that women who participated in the programme had better relationships and communication with their spouses and household members. All (100%) of the respondents said that, in their view, women who participated in the training are more respected by their family members. Also, in some qualitative interviews, women beneficiaries, especially women heads of households, expressed that because of their businesses’ success, they feel more respected in their families and community.

“My community see my success and says, ‘A woman living on her own [woman head of a household] doing well’. Some others feel motivated by my work and want to do something of their own. Some shared, ‘You are doing well, I have to at least make hoppers and sell’.” – *Beneficiary, tailoring, Interview*



Qualitative interviews shared that they see a change in women entrepreneurs' confidence being built as a direct result of the project.

“A lot of women have come out of their shells. Some of them used to be timid and backwards those days, but now they come forward for everything.” – *Government Stakeholder 6, Industry-related, Interview*

“This programme helped me gain self-confidence and the ability to express myself. Usually, businesswomen encounter harassment. Even a government officer was expecting sexual favours in return for his service. But I was strong enough to oppose, but not all women. Even at exhibitions, men pass unwanted comments. – *Beneficiary, palmyra products making, Interview*

One government official cited a **case story of a woman who was living with violence and had the chance to escape from violence as a result of the project support**. The implementation partner also shared a case of a woman who was previously employed in a seafood processing factory and had faced repeated sexual assault. With the project's help, she managed to start her own business in poultry rearing and leave the company.

"There is a woman who received a sewing machine. She was separated from her husband long ago and went abroad, where she faced many problems. After coming here, she faced many risks/harassment while looking for work. She was finding it challenging to work outside [due to unsafety/harassment]. Now she is doing her tailoring work at home with the child with the support of the project... She feels more confident in society and understands how to handle problems." – *Government Stakeholder 2, Women and Children-related, Interview*

Beneficiary selection

Beneficiary selection was identified by some government stakeholders as an area that can improve.

The UN Agency and the implementation partner approached and informed the GA and DS offices and received their advice and aid when selecting beneficiaries, with the GA appointing specific DS officers as focal points for engagement. The implementation partner said that they found it challenging to identify businesswomen (who were their primary target for selection) out of the beneficiary lists they received from the DS offices as those extended lists had women who were generally in need of livelihoods support, not only those with existing businesses for the project to target. Some government officials noted that while the GA and DS offices are an important first step for beneficiary selection, it is also a good practice to go through line departments such as the veterinary office and Agriculture Department which may have direct relationships with entrepreneurs in specific sectors. District/community health officials and Police are also potential stakeholders to identify, more broadly, communities that are at risk of violence for future targeting (explained further under Good Practices and Lessons Learnt chapter).

"In beneficiary selection – they went to the DS office for selection. But in terms of a livelihoods project, it's better to come to us [e.g., veterinary office for livestock, Agriculture Department for agriculture, etc.] because we are dealing with them [women entrepreneurs] directly, and we can select the beneficiaries." – *Government Stakeholder 7, Livestock-related, Interview*

"In the future, it would be better to include [government organisation name removed for anonymity] in the beneficiary selection process, as we are involved in industry sites on the field. DS Office, Kachcheri, or planning unit may support livelihoods. But if we select the beneficiaries within our system, it would be a success." – *Government Stakeholder 5, Industry-related, Interview*

Some of the government officials also highlighted the need to select new entrepreneurs and not only those with established businesses, as the former might be struggling more to attain financial independence – a crucial protective factor for violence prevention. The project successfully targeted a range of women entrepreneurs who are at the initial stages of their venture and those in business for many years – including those who have received previous support from other NGOs. As UN Agency staff explained, the project was not focused on creating new entrepreneurs; this was a strategy that was employed in the project design to support those who do not even have a business registration as well as those that are doing well and have the interest, commitment, and time to expand their businesses so it could lead to more income generating opportunities or employment for other women in the community. Future violence prevention interventions in the long-term can expand on this strategy and target high-risk groups to VAWG, as mentioned earlier.

"We are working with existing businesses... Many of them are doing businesses at a household level. Some of them were doing businesses generationally and still have issues such as cost of production and pricing. So our focus was business development targeting these women..." – *Implementation Partner 2, FGD*

4.2.2 Were there any unexpected results or unintended consequences of the project?

Social Norms and Behaviour Change Component

The project support for the GBV response work at the Mannar GH was recognised by top government officials, such as the Hon. Governor of the Northern Province.

“Honourable Governor of the Northern Province was very much attracted to this project. His coordinating secretary has visited twice. She has gone through all performance statistics. She also wanted to contribute. So that was not expected. It is now a provincial endeavour.” – *Government Stakeholder 1, Mannar GH, Interview*

Some officials reported that talking about violence against women and gender equality is challenging in certain communities with rigid religious and cultural norms (such as some Muslim communities) where participants might be at risk of isolation from the community. Similarly, advocacy against drugs is sometimes challenged by influential people. There were also a few incidents of perpetrators threatening front-line health workers when they tried to intervene and provide referrals.

“In some Muslim communities, men lead, and women are on the sidelines. Based on that, there were questions [by participants] whether their participation in the training [such as for conversations on gender equality] may lead to the community isolating them. But I assured them that it is not going to happen.” – *Government Stakeholder 15, Education-related, Interview*

“Sometimes we found some perpetrators threatening our Family Healthcare Workers when we try to intervene. But these were few cases.” – *Government Stakeholder 1, Mannar GH, Interview*

In certain places, there was interest among communities who did not participate in the training to be included in the programme – such as for positive parenting programmes and activities targeting children. There were also a few incidents where parents were anxious about why their child was not included in the programme.

“When we give positive parenting training to a specific village, the people in the other villages ask, ‘Why aren’t you giving the training to us?’ So, they felt the need to be involved in the training.” – *Government Stakeholder 8, Courts, Interview*

“Among many children, selecting only a few for the programme was a challenge. Also, some parents came and argued, ‘Why didn’t you select my child?’. So, we explained about the age limit, space limit, etc.” – *Government Stakeholder 16, Child Protection, Interview*

Some government officials also expressed that there were some questions raised by some government officials about why the project was not implemented in some divisional secretariats. However, as UN Agency staff explained, this limitation was due to budgetary concerns and the final geographic selection was made in agreement with the GA’s Office and relevant DS staff. If more donor support can be provided for the project, the UN Agencies are well-equipped to expand project activities to other DS Divisions.

“Other divisional secretaries have questioned, ‘Why are you neglecting our DS divisions’. Madu division is the most vulnerable division. In the Musali division [not targeted by the livelihoods strengthening component], a majority are Muslims – so if we neglect that division, they will feel excluded because of their ethnicity. So, I have requested to include those DS divisions as well.” – *Government Stakeholder 14, GA Office, Interview*

Livelihoods Strengthening Component

Restrictions by family members and backlash against women's empowerment

40% of the telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) said that they faced some restrictions by their family members or outsiders in participating in project activities. 60% of the respondents said that they did not face any restrictions. During qualitative interviews, one interviewee highlighted a few incidents where women had issues with their husbands because they didn't inform them about engaging in project activities. In some cases, husbands viewed women's empowerment as an attack against them or a threat to their relationship. There were also a few incidents reported by interviewees about husbands complaining that their wives are always attending meetings [done by NGOs] and they do not have the time for household work. However, the implementation partner explained that when scheduling meetings, women were informed well in advance to minimise any disturbances to women's other work at home and business activities. There were also some interviewees who highlighted how the economic crisis has made women's engagement in employment more acceptable due to financial needs in the family; thus, their engagement in the project was seen positively by some family members. The implementation partner also explained how there are some husbands who are very supportive to women's businesses.

"There are challenges if they [women] do something without husbands' knowledge, they [husbands] create problems. There was a case – the wife is an entrepreneur, and she makes decisions and does all activities. He [husband] complained that she doesn't communicate well with him because the project has made her feel stronger than him. Here I feel that if women become strong also, more problems are coming their way. There were very few cases like this." – *Government Stakeholder 2, Women and Children-related, Interview*

"Husbands/family members get agitated because the same beneficiaries are included in all the programmes organised by NGOs and Government sectors. So, the women do not have the time to attend to their family matters; they are always out attending meetings. There should be proper coordination between the organisations [NGOs]." – *Government Stakeholder 6, Industry-related, Interview*

"This economic crisis has also made many [women] to engage in employment. So, some husbands also support them. Those women have the freedom to decide what businesses they can do" – *Government Stakeholder 2, Women and Children-related, Interview*

"There are different gender roles that women beneficiaries have to play – they have to look after their livelihood activities, children's education, and preparing meals. So, we inform them early [about project activities]. We schedule the training plan with them. Even during the needs assessment, we asked what the potential times (Saturday/Sunday or evenings) are." – *Implementation Partner 2, FGD*

Some agitation by community members who were not involved in the project

Some government officials reported that there were a few incidents of agitation among community members who were not selected for the project, questioning the selection process. Some of the male-headed family members complained that they were also affected by the economic crisis and that they needed to be included. The government officials interviewed, however, did not specifically mention how many such cases they received but stated that there were a 'few' of such incidents. The UN Agencies took rigorous steps to ensure transparency of the selection process by providing necessary information to GA and DS level staff and other relevant government stakeholders. For in-kind assistance and other activities, beneficiaries were selected based on a defined selection criteria in consultation with the government and community stakeholders. UN Agency staff also noted that the

government stakeholders were also well involved in the project and handled the grievances effectively.

“They [men who were not included in the project] came to know that the project focuses mostly on women-headed families. So, some men-headed families made trouble that, ‘Why only women? Men are also affected by war and economic crisis’.” – *Government Stakeholder 6, Industry-related, Interview*

“There was some resistance. They [those who were not selected] asked, ‘Why have you selected ‘those’ people [who were presumably doing well or selected for other programmes]? Why didn’t you select us?’.” – *Government Stakeholder 4, Agriculture-related, Interview*

4.2.3 What were the reasons for the achievement or non-achievement of planned results?

Social Norms and Behaviour Change Component

Involving government stakeholders

The training and awareness given to government officials who directly work with the community have been helpful in taking the positive messages of the project to the community at large. Especially midwives were cited as successful in using the training provided to them via the project and sharing with couples and families about GBV, gender equality, and providing referrals to victims at the village level. The formation of the resource pool consisting of Women Development Officers (WDOs), Child Protection Officers, Counsellors, and other officers, who provided training and follow-up support to community members, was also a strong reason for the success of the project.

“Now we are giving this awareness at the beginning itself, as soon as young couples get married, in order to prevent GBV. After the training we received, we have included awareness to couples on equal rights and that men should also support household work.” – *Government Stakeholder 13, Family/community health, Interview*

The project planning involved several national, district, and local government officials who are relevant to the subject area and those who directly work in the communities, which contributed to the government stakeholders' buy-in to the project. This enabled support from government officials, and some of them became a resource pool for the project to provide training and follow-ups. Coordination by the implementation partner was commended by government stakeholders. They mentioned that they felt respected and involved, and the sensitisation provided to them increased their motivation to participate. Moreover, the project’s support for the AKASA shelter was strengthened by a network of government and other stakeholders, including the Women’s Bureau.

“We built a network of government actors and key stakeholders, including the Women’s Bureau, to support the AKASA shelter... The achievement is that we were able to include AKASA shelter in the list of government-supported shelters. We are even getting government counsellors to come there.” – *UN Agency Staff 1, Interview*

“In Mannar, we first met the GA, District Secretary and explained the process. Explained how we are going to implement all the activities. So, we kept the district authority informed. That was a very good way of getting the government officials' engagement. Otherwise, without their blessings, the government officers can't go about and support our work. Just because of that, we got all the support throughout the project period.” – *UN Agency Staff 2, Interview*

One interviewee noticed that **more community-level officers need to be targeted for the training and not only mid-level or higher-level government staff.** This is to ensure that grassroots-level officers are better trained, such as community police officers and community healthcare workers, who can directly make an impact in the community.

“The project needs to involve more community-level officers, not only those at the higher-up, such as at the GA or DS offices. The project did not sufficiently involve officers who work directly with the community – they need to

be involved in the future – they are the ones who can effectively take the message to the grassroots.” – *Government Stakeholder 3, Police, Interview*

Training modules

Training modules were highlighted to have successfully captured social norms and practices relevant to the target community, which contributed to the change.

“Modules were the need of the times. It wasn’t like a generic module but covered the specific issues relevant to the community. So, it was easy to take to the community.” – *Government Stakeholder 2, Women and Children-related, Interview*

“In the norms module, we started with very small things, such as why a woman can’t ride a bicycle, why they are covering the head, why women have to go to the temple in sari why can’t they go in salwar, etc... Because that is the starting point [before addressing bigger issues].” – *UN Agency Staff 1, Interview*

Beneficiary selection

The beneficiary selection was highlighted as an area that needs improvement. Among the 121 beneficiaries interviewed in this review, except for two, there was no overlap found between the social norms and behaviour change component and the livelihoods strengthening component. As reported by UN Agency staff, 30% of beneficiaries of the livelihoods strengthening component had, however, received both interventions, but 70% had not. This meant, more beneficiaries needed to receive both social norms and behaviour change intervention and livelihood intervention to make change holistically. UN Agency staff noted that due to the cost-intensive nature of the livelihoods component, they focused on a smaller beneficiaries pool and targeted 2 DS divisions out of the 4 targeted by Outputs 1 and 2. Furthermore, as discussed previously in this report, the livelihoods component had specific criteria to select women entrepreneurs with existing businesses (as opposed to the community-wide targeting done by Outputs 1 and 2). Overall, these factors have resulted in limited overlap. However, as reported by UN Agency staff, beneficiaries of the livelihoods strengthening component had received a separate session on gender, social norms, GBV and DV.

“The two organisations’ [implementation partners] target villages are different. If the project activity is coordinated, it will work better to target the same villages. Otherwise, it’s very challenging to get the expected outcome [violence prevention/reduction].” – *Government Stakeholders 4, Agriculture-related, Interview*

Lack of male participation in the training was identified as a hindrance to change. It was recommended that more men should be involved, especially for gender-based violence training.

“For the training, mostly women participated more than men. We didn’t get a chance to do training for families (father, mother and children together). Mothers could spend nearly 1-2 hours at the training, but fathers go to work. But we need to work with men, as more perpetrators are male. Normally victims are mothers and children, so we need to work with fathers. For the gender training, men’s participation is a must.” – *Government Stakeholder 2, Women and Children-related, Interview*

“My advice is don’t involve only women. Normally we give awareness to women on how to handle themselves, but I advise to involve husbands also. In some areas, there are also older sons, and they are causing trouble because of drugs. So, it’s better to involve men in the programme.” – *Government Stakeholder 14, GA Office, Interview*

“It is better to give the same programme to men. If you get men, there could be more changes... If there is violence, we can tell it to a woman, but we can’t tell it to men. If you teach men, then those men could pass on the message to other men. This way, it leads to change... There are RDS, fishing societies, youth clubs, and sports clubs available – you can reach men and youth through that... All childcare, violence against women, alcohol, and drug issues need to be understood by men. So, it’s important to give the programme to the men.” – *Muslim woman, Interview*

“They have only given training for mothers, not fathers. They called the fathers, but they refused. After the training, mothers changed... But need to involve fathers.” – *Group of adolescent girls, FGD*

It was recommended to target the whole family in the intervention. This was highlighted as an important factor for change.

“More than selecting men and women separately [for training], family participation is the best. Otherwise, it may be very difficult to make a change, such as in the Muslim community... Husband and wife need to do the training together. For example, if we are talking with only the wife about the problem, can she confidently go and talk to the husband after that? The change has to come from the family. We have to do the activities familywise... During the programme with children, children were openly communicating with us. It would be better if the whole family can be together and discuss.” – *Government Stakeholder 2, Women and Children-related, Interview*

“We requested to give training to males, and better to give this training to both parents together. Here we are talking about only our problems. We have to listen to husbands’ issues also. They should know how to talk with their children. If children make any small mistake, they just jump and shout at the wives, as we support the children. Better to give the opportunity to our husbands. They may not be willing to go to other villages. If you come to this village to do the training, it would be a good change and achievement. But the challenge is to get their participation.” – *CBO members, FGD*

It was recognised that in some villages, only 2-3 participants were selected for training, and this was identified as an inadequate number to make a substantial change in that specific locality and recommended involving more community members from each village.

“In some villages, only 2-3 participants from each location were involved in training. A small number cannot make a change in the whole community. It’s better to get all members from the village to the programme.” – *Government Stakeholder 2, Women and Children-related, Interview*

“The project made some awareness, but only about 5 members participated from my village. Those 5 members cannot bring a change. Continuous training is needed to bring about a change” – *Parent, male, Interview*

Early intervention with children was recommended as a good method to make change among children.

“We have to start these activities from an early stage, like from grade 5/6, apart from grown-up children. Making change among children is better for a sustainable healthy society. The ‘Say Sorry’ module, for example, is helpful in initiating nonviolence among children. We could even introduce this module at the preschool level.” – *Government Stakeholder 2, Women and Children-related, Interview*

The project has involved many CBO leaders and members, who are often exposed to many training programmes by other NGOs. To make sustainable change in the target communities, it would be better to find means to mobilise these CBO leaders and members to reach community members. And more men and women from the community need to be directly targeted, especially those who were not previously exposed to development interventions and those living in violence or belonging to high-risk groups to violence.

“When the meeting starts, we are told, ‘Arrange 10 people or 15 people’. So, we call each other and arrange it. Whoever normally participates in the meetings, we identify and inform them. After the programme only we understood that we have missed out some of those who have problems.” – *CBO leader, FGD*

Risk groups to VAWG

The need to target more high-risk groups to violence in Mannar was highlighted (as discussed under the Relevance section). This includes those who are directly at risk of violence, such as those living in communities with rigid social and cultural norms and those with substance/alcohol addiction and their families. It was also recommended that future interventions conduct assessments to identify risk groups in the target communities and tailor-make interventions to their needs.

“It is better to include women who are having [GBV] issues – it may be helpful for them. We are usually fine. But there are others with problems.” – *Parent, female, interview*

“We need to do an audit and identify areas where there are high rates of violence and specific risk groups to violence. And we can do a range of some educational programmes for the females and males in those villages.” – *Government Stakeholder 11, Mannar GH*

“Need drug awareness. Drug awareness was not done to the relevant parties... Something needs to be done to combat drug issues” – *Parents, FGD*

Among the high-risk groups for repeated exposure to violence are women and their children from poor households. As a recommendation for future interventions, government stakeholders highlighted a need for livelihood support as a form of immediate response for women affected by violence. For example, many of the cases coming to Mannar GH are women who cannot separate from their abusive husbands and families due to financial dependency on the perpetrators. GBV service providers at Mannar GH need support from UN agencies and NGOs to connect such women to livelihood support. Thus, it is recommended that future iterations of the project build some partnerships with GBV response services, such as with GBV desks at government hospitals, to direct women who need livelihood support, services, and mentorship.

“Most of the time, the woman [victims of violence] can't go on living with the husband, so it's better to give some support financially, jobs, support to look after their children.” – *Government Stakeholder 10, Mannar GH*

“A main challenge we have here is poverty. So, when they come [to the hospital], they are very helpless. So, if we tell them to leave the perpetrator and go, they can't do that... I remember one lady who came here after being beaten by her husband with two children, carrying one three-month-old one, only having 200 rupees, and now needs something to eat, but she can't go home. So, if we are advising her to leave her husband, how can she do that? So, that is the support you can think of, that would be very good.” – *Government Stakeholder 11, Mannar GH*

Response services

In order to strengthen response services, **it was highlighted by government officers and implementation partners the need for a safe home/shelter in Mannar**, as sending victims of violence to shelters outside the district is challenging. Without shelter services, healthcare providers cited victims' repeated exposure to violence and even suicide attempts. Therefore, this was highlighted as a critical need for GBV response.

“We find it difficult to keep our clients in a safe place until the acute anger phase is over. So, at the time, we don't have any short-stay facilities. Because if we immediately release the victim to their homes, the problem will aggravate. So, need a short-stay centre with a counsellor and relevant support staff. If the project agencies can support us, it's a future need that needs to be addressed.” – *Government Stakeholder 1, Mannar GH*

Involving teachers

Working with teachers and providing them training on gender-based violence and non-violent disciplining was identified as a crucial means of change in a child's life. The project did not explicitly work with teachers.

“The project needs to involve more teachers... If children are beaten, they don't attend school on the following day. So, teachers need to get more training, including in terms of providing psychological support to children. Mainly children spend more time in schools, so schools need to be targeted.” – *Government Stakeholder 2, Women and Children-related, Interview*

“Now, there are no safe places in this community except the womb [of a mother]. At school, male teachers are also bad; they joke with girls, try to touch them, and if a girl is alone in the classroom with a stomach ache (period pain), male teachers visit and ask questions, like what happened, etc., in detail. This is not good.” – *Group of Muslim adolescent girls*

Social stigma

Social stigma was identified as a major barrier to preventing and responding to violence. Some government officials and healthcare workers shared incidents of suicide attempts by victims due to

social stigma. Future iterations of the project need to incorporate modules, especially to deal with stigma, shame, and victim blaming.

“There are a lot of cultural issues. For example, there was a girl who was cheated on by a boy, and she was pregnant... When she had the baby, she went to a garment factory for work. And the villagers started to assassinate her character. She attempted suicide... The community keep on hurting women who are affected and force them to take extreme decisions. Going to garment factories for work is considered a bad thing for women.” – *Government Stakeholder 13, Family/community health, Interview*

Involving religious leaders

There was no indication that the project involved religious leaders in project activities. Involving religious leaders would have made a significant change in communities, such as those with rigid religious and cultural norms, to be more receptive to project activities.

Training duration

Some beneficiaries interviewed had only attended one training. This was highlighted as a hindrance for them to understand the training content and put what they learnt into action.

“One training is not enough to see a change. Not everyone has the same level of understanding. Continuous training is required... They taught, but not sure how far we understood. Continuous awareness is needed... As far as I am concerned one-day training is not sufficient... To bring a change, you need to do it continuously for some time”. – *Parent, male, Interview*

Livelihoods Strengthening Component

Whole-of-business approach

The project’s whole-of-business approach was cited as a major reason for change. This model aimed to strengthen women’s businesses by providing comprehensive business support in terms of business knowledge and skills building, support in developing a business plan, mentorship, in-kind assistance where necessary machinery and equipment were provided, mentorship opportunities with established women entrepreneurs in the Northern province, and support for market connections. Such holistic business support was cited as one of the key reasons for change. This model was noted to be unique compared to previous development programmes that had little follow-ups. Whereas this project, over an year’s duration, made a number of follow-ups with beneficiaries and provided them with opportunities for marketing and networking.

“No matter how much you give support, it is wasted without effort. Many people aim to get assistance from programmes, but it is wasted without effort. Here they don’t just give equipment; they have also provided knowledge, strengthen them, motivated them, guided them on how to handle the challenges (mentor support), then finally given the in-kind assistance.” – *Government Stakeholder 2, Women and Children-related, Interview*

Education

The knowledge, skills, and practical solutions provided through the many activities of the livelihoods strengthening component were identified by some beneficiaries as similar to a university/business school programme. This was recognised as an immense opportunity for women who do not have a sufficient educational background or business skills to reach the next level in their small businesses.

“Most of the participants don't have enough educational background. They came with very basic knowledge, but they were doing some sort of business. Through this training, they gained knowledge about marketing, product improvement, transport, and even communication. So, this is the training and support they need in different ways to improve their lives... This programme gave us 11 meetings to effectively handle the business, where we spent nearly one-year receiving training, knowledge, experience, and supplies [in-kind assistance].” – *Beneficiary, idli and dosa mixture making, Interview*

“Internally, there was a motivation to continue and develop my knowledge, which I was unable to get from outside. But this programme gave us an opportunity – we now have talent like a university student after this training. – *Beneficiary, Printing shop, Interview*

Network of women entrepreneurs

The programme developed a strong network of women entrepreneurs who are in similar stages of business development. Through meetings and events, they were connected to one another and became a support group. Some noted that they even sell products and raw materials to each other. Some found it an opportunity to share their challenges (both business and personal challenges) with one another. This was a motivating factor for the beneficiaries' continued engagement with the project and to work on developing their business.

“When I went for the training, I had the opportunity to talk with many women. I learned about everyone's lives and their businesses. We created a relationship like siblings. I had many issues [some of them GBV-related], and I shared my challenges with them. They asked me to be strong. After I unburdened myself, it has given me the freedom to do my business. There are other women who also feel that they can face any challenges now” – *Beneficiary, Poultry rearing, Interview*

“Few women have problems in their families with husbands, mothers-in-law, but in spite of that, they came for the meetings. Some were tired. Everyone shared their challenges and left the place feeling relieved.” – *Beneficiary, Printing shop, Interview*

Beneficiary selection

The beneficiary selection can improve by targeting high-risk groups to VAWG in the target communities and targeting the same beneficiary pool by both components. While the project's competitive bidding process aimed to reward entrepreneurs with the most promising business plans, the project can make a direct impact on preventing VAWG by strengthening its targeting of women who are living with violence and those who are at a high risk of VAWG. The project has well-reached many women heads of household as a vulnerable group and fewer married women. Future iterations of the project can target more married women/mothers since intimate partner violence is most prevalent nationally. For future interventions, targeting can also focus on families affected by substance addiction and communities with rigid social/cultural/religious norms as high-risk groups (as identified under the Relevance section previously). Moreover, some government officials interviewed expressed that they identified the project only as a livelihoods support/business development project, not with its overarching objective to prevent violence. They advised that in the future, it is better to explain the overall project aim of VAWG prevention to aid the beneficiary selection process. The UN Agency staff, however, noted that these aims were readily communicated to officials at DS and GA offices. The implementation partner also explained that they approached the project primarily as a business development project – this would have been an adequate focus area if the two components of the project focused on the same beneficiary pool (Please see the Good Practices and Lessons Learnt Chapter for an explanation of why an intrinsic linkage between social norms and behaviour change and economic empowerment matters for effective VAWG prevention). One UN Agency staff noted that as a potential approach for the future, a selective prevention strategy may be utilised where individualised entrepreneurship or livelihood support would need to be identified first and then precede the social norms component so that beneficiaries receive both interventions.

4.2.4 To what extent have the capacities of duty-bearers and rights-holders been strengthened as a result of the project?

Social Norms and Behaviour Change Component

As discussed previously, **a number of government officials at the DS and AG offices, Family and Community Health Workers, counsellors, child protection and development officers, police, Community Correction Officers and others were trained and supported through the project.** They received awareness and sensitisation about gender-based violence, gender equality, and child protection in terms of non-violent disciplining and positive parenting. Some of these officials contributed to the project as resource persons/trainers, and all did follow-up work to create awareness in villages and provide counselling and referrals to women and children living in violence. Resource Pool members shared that they now work as a team, and when they identify VAWG cases, they provide referrals relevant members of the group based on their area of expertise/duty area.

“We went through many training during our 10 years of experience, but the TOT and resource pool strengthened us to deliver training wherever needed. If there is an awareness programme, our resource pool is far enough to deliver the specific training. Here we thank the project for creating a path for us to be a resource. We conducted village-level programmes continuously, which strengthened us, and we learnt a lot. We have to work continuously in the villages related to gender or parenting skills. We supported this project as a resource. When we do our normal awareness programmes as part of our day-to-day duties, we now plan as a team (CCO, CRPO, ECDO and all).” – *Government Stakeholder 2, Women and Children-related, Interview*

“These learnings are good to use in other programmes, too. Life skills are interconnected with everything. I use a few learnings from here for other youth programmes.” – *Government Stakeholder 16, Child Protection, Interview*

After the training, Family/Community Health Workers were particularly cited as bringing more referrals to the hospitals and providing support to victims of violence. They are dealing with issues of social stigma around violence and have developed some knowledge about basic counselling and identifying GBV cases.

“Midwives received training. We conducted a programme to educate them about GBV and how to identify and refer cases to us. That was a three-day programme... They are now handling situations like sexual abuse and the social stigma around sexual abuse fairly well. They are identifying cases, and we are getting more referrals.” – *Government Stakeholder 11, Mannar GH, Interview*

“We gave training for grassroots-level healthcare workers such as PHM and mental health community support assistants. Earlier, they didn’t even know how to identify GBV cases and what to do after identifying GBV cases. They struggled at that level. After the training, every MOH get referrals... One of the NGOs had a meeting with the chief secretary of the Northern province. In that meeting, it was discussed why they are getting more cases in Mannar, and the assumption is that after the training, they are getting more cases through the healthcare workers.” – *Government Stakeholder 10, Mannar GH, Interview*

“They [Family/ Community Healthcare Workers] are the people who have a strong grip in the villages. Even male perpetrators listen to them. Because they are the people who are always there with the families. We got all our family health officers trained and sensitised on GBV, consequences, root cause analysis, etc., so they can detect GBV in the community and they can refer cases.” – *Government Stakeholder 1, Mannar GH, Interview*

The project also supported GBV Case Conferences at the Mannar GH and GBV desk, including providing infrastructure support and salaries for the GBV desk coordinator.

“[When we receive GBV cases] we're getting the police involved in the first place, and then with the project support, we get the GBV desk and then other relevant staff, whether it's the paediatric unit or psychiatric unit, we call them and get them all involved – then we have a case conference... So, case conference is a key activity we have. During that, we talk to each and every subject that is involved, and we come to a conclusion and do the necessary follow-ups... For example, in a recent case where a girl attempted suicide due to social stigma based on a false accusation of her running away with her boyfriend, we managed to send her to a safe home and encourage

her to continue her education. She was admitted to a safe home, and she completed her O/Ls, and now she's willing to go forward with A/Ls" – *Government Stakeholder 12, Mannar GH, Interview*

Livelihoods Strengthening Component

Some field officers at the veterinary office and Agriculture Department have received gender training. However, the relevant officers interviewed did not receive the training. Therefore, they couldn't comment on the training content or how it was helpful for their work with the beneficiaries.

As further discussed in the Effectiveness section, **project beneficiaries developed knowledge, skills, capacities, assets, networking, and marketing opportunities through the project.** This contributed to women's increased capacity to enhance their businesses, solve day-to-day business challenges and decision-making, and improve productivity and profitability. As a result, their capacities to contribute to household finances, decision-making, and overall autonomy in the household and the community have enhanced.

"Earlier, many of the beneficiaries didn't have confidence in themselves. But after the training, they have become more confident, and they can overcome any challenges." – *Implementation Partner 2, FGD*

4.2.5 To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?

Many of the training and awareness activities and livelihood support did not happen during the COVID-19 pandemic period due to restrictions for travel and in-person meetings. During the economic crisis, fuel shortages further restricted mobility to far-away villages. However, the project adapted well to strengthen response services, whereas in the Mannar GH, the GBV desk and referral services were in full operation to respond to the immediate need of increased VAWG.

"During lockdowns, people were staying at homes over long periods, and some were getting some violent thoughts. So, at the correct time, we provided training and support." – *Government Stakeholder 10, Mannar GH, Interview*

"During these crises, we had increased incidents of violence. So, we had to work very hard. Our counsellor was very busy. Though we have the experience, sometimes there were worse kind of cases, such as suicide attempts, etc., But we managed to control the situation with the project support." – *Government Stakeholder 1, Mannar GH, Interview*

During this period, a national assessment was also carried out on gender-based violence issues in the country and further support to shelters across the country was extended.

"But we included the study – the national level assessment... Also, we extended our support to shelters at a national level based on evidence of the need to support shelters for women and girls who were at risk. Because at that time [COVID-19 and economic crisis period], women couldn't even go out. The women who came to the police station were referred to the Women's Bureau, and the Bureau did not have enough facilities to send them to shelters. So, we said we would support 3 shelters... We also built isolation rooms. So, when they do take survivors, they have the appropriate services available during the pandemic times... We also supported a shelter for women with disabilities. Because we found out that those with disabilities did not have a place to go." – *UN Agency Staff 1, Interview*

4.3 Efficiency

4.3.1 Have financial and human resources been allocated strategically to achieve the project outputs and outcomes?

Funding allocation was flexible and efficient.

The UN Agencies and the implementation partners expressed their satisfaction as they found the project funding was allocated flexibly according to the needs identified.

Human resources provided by the implementation partners were effective for project implementation.

The implementation partners, with their long-standing experience working with UN agencies and the target communities, provided adequate human resources for project implementation. They had offices in Mannar and teams of field staff who effectively managed project implementation. During the COVID-19 pandemic and the economic crisis, they provided regular updates about the project and supported the UN agencies in adapting plans according to emerging needs. Many government stakeholders and beneficiaries also expressed their satisfaction and gratitude for the work done by the implementation partners.

4.3.2 Have the outputs been delivered in a timely manner?

Project activities were completed on time despite the challenges posed by the COVID-19 pandemic and the economic crisis

The COVID-19 pandemic and economic crisis posed challenges for the project implementation. During that time, it was difficult to go to the field due to restrictions for gathering. The fuel price shortages that were severe in the country imposed more travel restrictions for implementation partners and trainers to travel to villages. Thus, the planned activities, such as in-person training and awareness sessions, were largely halted. The implementation partners and the UN Agencies, however, were aware that it was difficult to extend the project timeline and thus strategically prioritised activities that could still happen during the crisis – such as conducting the national assessment and supporting shelters and frontline service providers on GBV response. Many of the project activities, such as in-person training and awareness sessions, resumed once the crisis situation improved. The implementation partners thus completed many of the tasks within a short span of one year.

“We managed with time because even though we couldn't go to the field, our research partners and implementation partners used new technology such as Zoom for some meetings. Even to collect information from the community, the research partner used some software, and interviews were conducted remotely. Sometimes they provided motorcycles for the enumerators. For everything, we used all available resources and alternative methods. Because we knew from the beginning that getting an extension for this project would not be possible. Most of the progress review meetings were conducted through Zoom. That's how we managed. Because we knew that whatever the challenges were there and out of our control, we couldn't expect a project extension. So, we put our heart and time into achieving the targets.” – *UN Agency Staff 2*

4.3.3 Have UN Agencies' organisational structures, systems, and mechanisms effectively supported the delivery of the project?

UN Agencies' support for the implementation partners and the government stakeholders was commended and thanked by the interviewees. They expressed their interest in working with UN Agencies in the future.

The collaboration among the UN Agencies was highlighted as an example for future UN projects. The three UN Agencies worked together in writing the proposal, applying for funding, designing implementation activities, sharing learnings, and making strategic decisions. It was recommended that the collaboration could be further improved by collectively targeting one group of beneficiaries, which could amplify the results more (this is further discussed in the Effectiveness chapter).

"The collaboration was good. We all worked together on the proposal and submitted it through the RCO for funding. We had meetings every bi-monthly and shared our progress, challenges, and learnings. So, that kind of collaboration should happen at the UN. So, more programmes and projects – especially SGBV-related ones – should be collaborative. Because it's clear women cannot come out of violence without being economically empowered, and intergenerational violence is also huge. So that way, all three agencies coming together to do one target audience and address one group of beneficiaries is ideal – although it did not happen to the extent we wanted. This is a good model to replicate in many of the other districts as well, on a larger scale." – UN Agency Staff 1, Interview

The coordination between the UN agencies can be further improved through better-streamlining of joint management and technical meetings between the agencies, as it was expressed by some interviewees as an area that can be further improved.

4.4 Sustainability

What are the mechanisms or other interventions linked to the project that may continue even after the project closure?

Social Norms and Behaviour Change Component

Community members spreading awareness

65% of the respondents of the telephone survey (a small group of beneficiaries of the social norms and behaviour change component) said that it is 'very likely' that they or a friend would organise smaller training or awareness sessions, share project messages on WhatsApp, or in discussions with family and friends – even without direct help from the project. During qualitative interviews, some CBO leaders, youth, and adolescents of children's clubs shared their interest in organising events, such as street drama, and sharing with peers what they learnt through the project.

"Whatever we learnt, we would like to share with another children's club. We like to work for our community. After my O/L exam, I'll do it for my community." – Adolescents Group, FGD

"We started to inform our schoolmates about these issues and what we learnt. Now we are going to continue. We don't know who is in trouble, but we would like to guide them with our acquired knowledge. There are limitations for us. We can only talk with our classmates, not with the seniors because they don't care about our words because of our age." – Adolescent girls, FGD

Government officials' work in the community

Government officials, such as WDOs, CRPOs, Community Correction Officers, etc. shared that they are strengthened by the training they received and from the experience working as resource persons for the project. They feel confident to apply their learnings in their continuous work for the community.

"The project strengthened us to identify social issues, children's issues and all. We could apply our learnings in other programmes where needed." – *Government Stakeholder 2, Women and Children-related, Interview*

"We have a good resource pool created by the project with NCPA, CRPO, WDO, counsellor and ECDO, community corruption officers, and hospital staff... We continue to give awareness in our capacities." – *Government Stakeholder 9, Child Protection, Interview*

Some government officials expressed their need for future support from UN Agencies, NGOs, and the private sector, as resources are limited to continue training, awareness-raising, and response activities in the community. Mannar GH especially needs support for the salaries of the GBV desk counsellor, for case conference activities, and for legal aid to victims. They also expressed the need for more training for more field staff – especially those directly working in villages. The Community Correction Officers also need support to send more offenders to GBV training and counselling as Courts and the prison system cannot provide funding or technical expertise for such interventions.

"From the healthcare side – some healthcare workers got training, but I need to arrange training for some other staff. Because even some doctors might not have enough knowledge about GBV. So, they can spread the messages to other staff and communities." – *Government Stakeholder 10, Mannar GH, Interview*

"Most of the activities [GBV desk work at Mannar GH] we can continue. Infrastructure and transport facilities we can afford. The only thing is having a counsellor and providing legal aid. For the counsellor, we don't have a government cadre. Legal support is outside our boundaries, but we have to do it because there's nobody to look after. These things need support. Payment for the counsellor and legal aid, in the present set-up, we still depend on NGO support." – *Government Stakeholder 1, Mannar GH, Interview*

Work of UN Agencies

There is ongoing work by UN Agencies to work with government officials to strengthen their capacity and provide support to shelters and response services and future plans of scale-up in the Mannar district and other districts. More donor support is needed to take forward some project activities, such as the livelihoods strengthening component.

"Though this project has ended, from other budgets, we are still supporting the government to strengthen their capacity. So, because of that, some work has not ended with the project... These government officials are still in touch with us, and the work is continuing... Based on the learning from the Mannar project, we are moving to other districts... So, there are plans to support more than 10 shelters at the national level. So, we are doing a needs assessment. And the social norms module also, we are moving to Kandy and Jaffna this year." – *UN Agency Staff 2, Interview*

"There's been a request coming in from the GA to continue this work as economic empowerment is very much seen as a priority need... We also would like to continue the economic empowerment work in other districts. So, we are looking at all potential funding opportunities to continue." – *UN Agency Staff 3, Interview*

"We have a Gender Global Thematic Fund, and we want to do a scale-up in another district. And we want to use more adolescent voices and try to encourage the participation of more adolescent girls, both from Mannar and Kilinochchi. We also have plans to do programmes with teachers more specifically on corporal punishment and try to see how we can engage communities around issues of corporal punishment." – *UN Agency Staff 4, Interview*

Support for AKASA Shelter

AKASA shelter will likely run out of funds for food by September 2023. Therefore, there is a need to financially support this shelter in terms of food and other needs of women in the shelter. The shelter

can currently host around 50 women, but more resources are needed to expand the capacity to host more women.

“Currently, we have support from [organisations’ name removed for anonymity]. But the funds run out by September. So, we need funding support for women’s daily needs such as food, clothing, etc. and salaries for staff. There are more women who need shelter.” – *Shelter Provider, Interview*

Collaboration with Government Ministries and Departments

A senior official from the Women’s Bureau mentioned that while there was good coordination with the AKASA shelter work, the Mannar project did not have a sufficient link with the Bureau. Therefore, they recommended that in future projects, there could be a steering committee and coordination mechanism with the relevant Government ministry and department, where action plans, reporting, and responsibilities are shared. This was recommended as a good way of handing over a project to the relevant ministry and department once the project is completed.

“In Sri Lanka, there’s a line ministry related to the subject area. There should be a steering committee involving the line ministry and other relevant institutions such as the police, health ministry, etc. There should be better coordination with the line ministry – need to share the action plan, activities, reporting, and responsibilities... And once the project ends, it needs to be handed over to a responsible government institution. Otherwise, the project won’t sustain.” – *Government Stakeholder 17, Women and Children-related, Interview*

Support to a Mannar-based drugs rehabilitation centre

The project, through Community Correction Officers, referred some men affected by substance addiction to a Mannar-based drug rehabilitation centre named CRADA. This centre provides counselling and care for those having addictions and their families. The centre, however, needs funding support and collaboration to sustain and amplify its work on addressing drug addiction in Mannar, which is a major risk factor for VAWG. Moreover, as reported by UN Agency staff, young people affected by substances from the region do not have proper rehabilitation facilities within the region but must travel outside, such as to a centre in Kandy. This poses challenges such as language barriers. Thus, there is a need for a rehabilitation centre for young people in the Northern province to be opened by the NDDCB.

“Rehabilitation is helping families; even children are studying well. Even families sometimes come and stay here... They see changes in their spouses and fathers... Fundraising is a difficult issue. We can’t ask for money from family members – otherwise, they will drop out. We are looking for NGO support for them to join us in this project, and another thing is occupational therapy – we need support for that as well.” – *Priest and Counsellor, Interview*

Livelihoods Strengthening Component

Women beneficiaries continuing their businesses

All (100%) of the telephone survey respondents (a small sample of beneficiaries of the livelihoods strengthening component) said that even if the in-kind support, training, mentorship, and market connections from the project end, they are able to continue to grow their businesses without outside help. The implementation partner explained how presently, due to the economic crisis situation, the demand for local products has increased in Mannar, and this has created an enabling environment for women entrepreneurs and provide opportunities for their growth.

Monitoring and linking with relevant government offices and departments

Some government officers expressed that there is a need for development projects, in general, to better link with relevant government departments and offices to monitor and follow up after a project. Some officials said that in their capacity, they are able to monitor and follow up with the UN project's beneficiaries. UN Agency staff also noted that when providing in-kind assistance, an agreement was signed with each beneficiary, the implementation partner, and the relevant DS staff – which contributes to collaborative ownership of the project. The implementation partner noted that WDOs serve as a focal point from the DS office, who knows the beneficiaries well and are able to follow up.

“Many projects are working for women-headed families. Still, they are in the same position. Why? Because after the projects are gone, monitoring and the linkage to the relevant department should be done in the right way to sustain and continue work started in the community...” – *Government Stakeholders 4, Agriculture-related, Interview*

“We have the beneficiary list. So, we can continue monitoring... There are field staff dedicated to a limited area. Within that range, they have routine duties, such as monitoring in the field... Whether they are this project's beneficiaries or not they [field officers] can monitor.” – *Government Stakeholders 4, Agriculture-related, Interview*

“We just completed their individual business plans. After that, we will need to do follow-up visits. Then only we could learn about their status. We can't end with the project as we are responsible for industrial development... There will be a follow-up to find problems or issues; whatever the organisation is available, even the government, we will refer to and solve to continue the businesses.” – *Government Stakeholder 5, Industry-related, Interview*

The implementation partner noted the need for regular marketplaces in Mannar with the support of DS offices, that can provide opportunities for women entrepreneurs to sell their products on a regular basis. This may prevent women from having to go through middle buyers and provide a control mechanism for product pricing. This, however, needs both strategic and financial support to bring it to fruition.

Some government officers, however, reported that they need continued support, especially financial support, from NGOs and the private sector to continue their work with the communities.

“We have to cover a lot of locations in the district. There are industries all over the place. I would like to promote all the industries, but we don't have proper facilities, and we need support.” – *Government Stakeholder 5, Industry-related, Interview*

“We don't have enough [funding] support from the government. We are dependent on NGOs mainly. Especially for funding. We need your support to help beneficiaries who are rearing livestock.” – *Government Stakeholder 7, Livestock-related, Interview*

“When it comes to economic empowerment, we have many female-headed households in Mannar. But the funds for the livelihoods strengthening work by the Ministry are quite short. We get help from the NGOs.” – *Government Stakeholder 2, Women and Children-related, Interview*

4.5 Human Rights and Gender Responsive Approach

4.5.1 To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?

Social Norms and Behaviour Change Component

The project reached many vulnerable/marginalised people, more generally, in Mannar. However, more specific targeting is needed to address the needs of high-risk groups living in violence.

The project reached many men, women, children and community members with various marginalisation and vulnerabilities generally in the Mannar district – including women heads of households, people who were displaced and resettled after the war, poor households, some people with disabilities and ex-combatants. The project reached such marginalised groups through the GBV coordinator at Mannar GH, family/community healthcare practitioners, and resource pool members who received training through the project.

However, specific risk groups of violence, as highlighted previously in this report, were not adequately targeted and reached by the project. Such high-risk groups living in violence may include men and their families addicted to substances, men, women and their families from the Muslim community, and married couples and whole of their families as violence in the house is most prevalent in Mannar and nationally. While government officials, such as at the AG, DS offices, may have relevant information and lists of vulnerable populations generally in the district, specific VAWG risk groups could be further identified and filtered via frontline health workers such as Community Service Officers, Midwives, and the police. Some interviewees further suggested that more research is needed to conduct root causes analysis and identify such high-risk groups and what are their specific needs.

“I think this project must have reached vulnerable populations at a basic level. In the future, you can collaborate with the AG office and divisional secretariat, and you can find out what kind of people need such help. In our health sector, we have CSOs (Community Service Officers) they know about the people in the area, so you can collaborate with them to get good results.” – *Government Stakeholder 11, Mannar GH, Interview*

“We have reached these groups to a certain extent. If we couldn’t, we have referred them to other departments. Still, we feel we need to do a deep dive into root causes, having well-trained people, maybe counsellors and social service officers as a team, that will further help with the reach. Sometimes we see cases where the husband has assaulted the wife after 10 years of marriage. So, we want to look into what these two have done in the last 10 years. What has made this man assault his wife suddenly after 10 years. So, we have to do all these types of small research.” – *Government Stakeholder 1, Mannar GH, Interview*

“Sometimes the families of marginalised groups such as widows and single mothers practice positive parenting very well than families with both parents. The perception is that women-headed families have all social issues, but it's not the case. [So married couples and their families should be targeted as well]” – *Implementation Partner 1, FGD*

In terms of meeting the needs of survivors of violence, the project has done well in supporting the GBV desk at Mannar GH, training family health workers, and supporting a shelter for persons with disabilities in Anuradhapura since persons with disabilities undergo specific forms of violence by family members who do not want to take on their responsibilities. Future iterations of the project can also provide more support to safe homes, shelters that are easily accessible to Mannar GH staff and continuing support to the GBV desk counsellors and staff at Mannar GH as they are critical first-level contacts for survivors and their families. Survivors of violence also face many challenges while being kept in long care in hospitals – thus specific GBV units or strengthening referral mechanisms such as shelters would reduce their stay in hospitals and direct them to recovery.

Livelihoods Strengthening Component

The project has been successful in involving WHHs, people with disabilities, ex-combatants, and people who were displaced and returned after the war. However, the livelihoods strengthening component can further improve by targeting specific high-risk groups to violence and strengthening their livelihoods. This includes women with spouses and family members addicted to drugs. Some

government officials recommended involving their departments (such as the veterinary office and Agriculture Department) for beneficiary selection in the future, as they directly work with vulnerable people from specific industry sectors. Moreover, high-risk groups can be further identified through health officials and the police.

“If you asked us to choose, we might give different areas [villages] – there are other villages that have more vulnerable people. We have 25 to 30 agricultural farm women's societies. There are vulnerable people within those societies. We have their names on the list.” – *Government Stakeholder 4, Agriculture-related, Interview*

4.5.2 To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?

The formative research of this project identified community-specific social norms and practices that are driving gender inequality and VAWG in the project communities. The project's training modules were developed based on this evidence, which was well received by the resource pool that delivered the training – they commended the training modules for being practical and relevant to the local context. As further discussed in the Effectiveness chapter, there has been a visible improvement in women, parents, children, and adolescents interviewed in terms of their acceptability of harmful social norms and practices. As highlighted previously in this report, there is a change in women's acceptability of violence by their spouses and parents' acceptability of violence as means of disciplining their children. Male offenders interviewed, who received training and family counselling through the community correction department, also reported a shift in perceptions about VAWG. Men interviewed also shared their change in attitude towards care responsibilities in the household and reported that they now contribute to some of the household work. However, there were some perceptions among a few men interviewed who said that they would not allow their wives to go for work and had negative views around women's modesty, clothing, victim-blaming, etc. Women beneficiaries of the livelihoods strengthening component, many of them are WHHs, reported feeling more confident and respected in their homes and community because of their financial independence and growth as entrepreneurs – thus, there is some visible shift in gender imbalances in where they work and live. The project can continue to amplify these results through longer training and awareness exposure to the target communities. In the future, selecting the same beneficiary pool for both social norms and behaviour change and livelihoods strengthening interventions may further increase results.

5.0 Discussion: Good Practices and Lessons Learnt

5.1 Addressing VAWG risk factors

UN Women/WHO Respect framework and the UNICEF INSPIRE guidelines underscore the importance of assessing risk factors and protective factors when planning VAWG/C prevention. This is because, as detailed in the socio-ecological framework under the Evaluation Approach, these risk factors, protective factors, and situational triggers increase/decrease the likelihood of women and girls' experiences and men's perpetration of violence. Thus, this review looked at several of these factors that the project's formative research and the present study found in the target communities and how the project has addressed them. The figure below summarises the good practices of the project in addressing these risk and protective factors and situational triggers. It also highlights risk factors that future project iterations need to focus more on to prevent VAWG effectively.

Societal Level

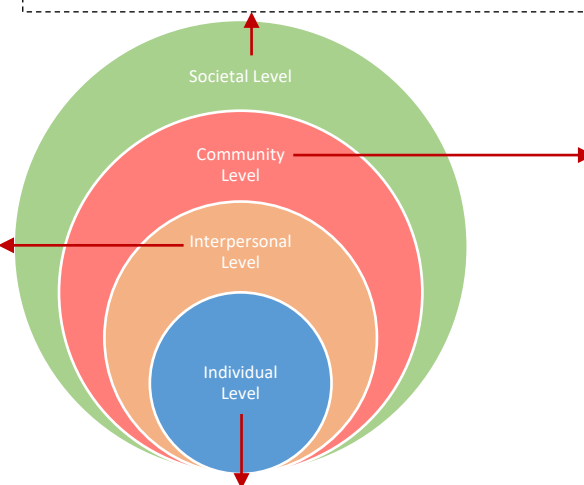
- The project also strengthened VAWG response at a community/ societal level that was directly relevant to addressing situational triggers posed by the COVID-19 pandemic and economic crisis.
- **Future projects can consider strengthening social protection interventions for victims coming to response services – who do not have the financial means to escape cycles of violence due to financial dependency on perpetrators.**

Interpersonal Level

- The positive parenting training has contributed to reducing risk factors such as parents' acceptability of violence as 'appropriate' discipline, poor communication skills, conflict resolution, intimacy and trust between parents and their children.
- Women entrepreneurs who were targeted by the project found social networks, which reduced their risk of isolation and lack of social support that are risk factors for VAW.
- **Future projects need to engage more couples and whole-of-families to address prevalent social norms and behaviours around IPV, VAWG/C, also norms around women's employment, gender roles, etc.**

Community Level

- The project has contributed to reducing social, cultural norms around gender, marriage, family, parenting, and violence in a community level.
- **Rigid norms in certain communities such as in some Muslim communities need further targeting by future projects, such as through involving religious leaders.**
- **Rigid norms around wife-beating, women's clothing and modesty, seeking help, women's mobility and wives' going out for employment were identified as difficult to change in some communities, and need further intervention.**



Individual Level

- The project reached many vulnerable women with disabilities, WHH, ex-combatants, and poor women.
- The project's activities through kids/children's clubs reached many children and adolescents who may be at risk of witnessing violence and integrational violence.
- There is a good indication that the project helped reduce the above individual's acceptability of VAWG as a risk factor.
- The project also enhanced women's asset ownership, skills development, and employment/income generation, which are protective factors against VAW.
- **Future projects can target more married women/mothers as they may be at a greater risk of IPV – the most prevalent form of VAW nationally.**
- **Future projects need to include more men in gender transformative training as their acceptability of VAWG and gender inequitable attitudes are high-risk factors to them perpetrating violence.**
- **Future projects also need to target more men under substance/alcohol addiction as there is a clear causal link between harmful alcohol/substance abuse increasing the risk of VAWG.**
- **Future projects can also target children of households where mothers have migrated for work, children being targeted for trafficking drugs, children who are employed for seasonal work, etc., as they may be at a high risk of VAG/C.**

5.2 VAWG Prevention-to-Response Continuum

This review found a clear continuum between the project's primary prevention activities and response services. As it was discussed in the earlier chapters, health officials noticed an increase in GBV cases coming into the hospital system, which they attributed to some extent to a result of the awareness and sensitisation the communities received through the project. Especially the training and support provided to family/community health workers, local government actors, and counsellors have enabled them to provide awareness to those living in violence and provide them referrals to support services. Interestingly, the continuum for this project did not end in response, but the couples/family counselling and case conference activities supported through the project, have contributed to conflict resolution and, thus, a reduction in repeated incidents of violence (secondary prevention).

5.3 Universal Prevention and Selective Prevention

The project's social norms and behaviour change component mainly took a universal prevention approach, where the whole district (except for one DS division) was targeted. There were large groups of women, mothers, children and adolescents (boys and girls) from kids/children's clubs, as well as some men targeted from different localities across the district. This community-wide strategy has been essential to making substantial community-level buy-in and change. However, there were some villages identified in this review where there were only 2-3 beneficiaries targeted per village. Thus, for future intervention, it is a good practice to increase the number of beneficiaries per village as this will contribute to more community and household-level change and action against VAWG. This is especially important for communities with rigid social and cultural norms that are not open to discussions around gender equality and VAWG prevention. It may also be a good strategy to garner more male engagement, as this will increase the social desirability and acceptability among men attending intervention activities.

On the other hand, the livelihoods strengthening component used a selective prevention strategy where the focus was on women with existing businesses, with time, interest, and capacity for entrepreneurship. This is helpful for a short-term livelihoods intervention because some of these women had already received some skills, training, and support through their already existing businesses and also through previous interventions by other NGOs (since as early as 2004 for some beneficiaries), so they can build on from those experiences. This strategy is aligned with global evidence that shows the longevity of economic empowerment interventions determining a project's impact on normative changes around women's economic activity and violence reduction (Schuler & Nazneen, 2018). According to research, in some cases globally, women who went through economic empowerment interventions experienced increased violence in the short term. Therefore, since some of the beneficiaries selected for the livelihoods strengthening component of the UN project have had some economic empowerment exposure previously, it serves as a contributory factor to violence prevention through a short-term project.

More selective prevention strategies can be employed by future projects (for both components) to address risk factors discussed previously by involving men, women with spouses, couples, and whole

families, as well as men and their families affected by alcohol and substance abuse, and some Muslim community members under rigid social, cultural norms.

5.4 VAW and VAG/C intersections

This review identified a positive overlap between the beneficiaries who received GBV awareness and training and those who received positive parenting training. This has contributed to their holistic understanding of gender equality and social norms that appropriate violence, such as harmful disciplining practices, and helped improve communication and conflict resolution among couples, parents, as well as children. The project can further improve by targeting whole-of-families, including children, in training, awareness-raising, and family counselling, as research shows how trauma from witnessing/experiencing violence as a child leads to future VAW and VAC (Fulu et al. 2017). Research also shows women and children are at increased risk of violence in households and community settings with gender-inequitable social norms and practices and acceptability to violence, such as harmful disciplining and controlling practices (Kerr-Wilson et al, 2020). Thus, improving gender-equitable attitudes and practices, communication and conflict resolution within the family as a whole may lead to better results in VAWG/C and IPV prevention. It is noteworthy that many of the successful couples/family-based interventions globally have involved men (husbands, fathers, and youth) (Prevention Collaborative, 2022; Kerr-Wilson et al, 2020).

5.5 Social norms and behaviour change and economic empowerment intersection

Out of the 121 beneficiaries interviewed from both the social norms and behaviour change component and the livelihood strengthening component, only two had received both interventions, thus showcasing a limited overlap between the two components. However, UN Agency staff reported that 30% of the total beneficiary pool of the livelihoods strengthening component had received exposure to both components, and nearly all beneficiaries of the livelihoods strengthening component had received separate training on gender, social norms, GBV/DV. It is recommended that future interventions maintain a stronger overlap in social empowerment, including gender transformative training and awareness, and economic empowerment exposure for beneficiaries. This is because global evidence-base on VAWG prevention indicates that economic empowerment interventions need clear interlinkage with social norms and behaviour change interventions to effectively prevent and reduce VAWG (Arango et al., 2014; Fulu et al., 2014; Kerr-Wilson et al, 2020; Jewkes et al., 2020). Systematic reviews of global evidence show that economic empowerment interventions that did not have a social empowerment component, such as the Trickle-Up intervention in rural Burkina Faso that provided livelihoods training and start-up capital for women, Pigs for Peace in DRC that transferred productive assets and training on animal husbandry to households, and another intervention in Uganda that provided microloans and business training yielded no significant reduction in IPV (Kerr-Wilson et al, 2020).

However, global evidence reviews find that **combined** economic empowerment and social empowerment interventions do yield effective results in preventing and reducing violence, especially IPV (Kerr-Wilson et al, 2020). The effectiveness of these interventions is due to the assumption that

VAWG is driven by poverty and gender inequality, and thus the targeting is specifically to transform those risk factors for violence. In addition to the economic transformation of women and their households, these interventions recognise the need to transform underlying VAWG drivers, improve conflict resolution and communication in relationships, and transform gender relations in households. Some of the effective violence prevention interventions globally (such as Stepping Stones in South Africa, Zindagii Shoista in Tajikistan, and Sammanit Jeevan in Nepal) have used combined economic strategies such as microfinance, VSLA, vocational/business and life skills training, and cash transfers, integrated with social empowerment interventions, with gender transformative training, family counselling, and psychosocial support. These interventions have primarily targeted women but have also involved men and whole families, including adolescent girls and mothers-in-law, and facilitated community dialogue on violence prevention (Kerr-Wilson et al, 2020; Jewkes et al., 2020).

It is noteworthy that social protection programmes, such as cash transfer programmes, are identified by global research as promising to reduce IPV – because of the immediate effect they may have on alleviating household stresses due to poverty and economic disempowerment in the family (Kerr-Wilson et al, 2020). A review of several cash transfer programmes globally found that these interventions have contributed to a reduction of IPV in over 70% of those programmes (Buller et al., 2018). Therefore, such social protection strategies can be utilised by future interventions for VAWG prevention and response. This was also conferred by Mannar GH hospital staff and the police that such interventions are necessary prevention and response mechanisms for women to escape cycles of violence. The Mannar police also stated that financial dependency is one of the key reasons why the DV Act cannot be enacted effectively since women tend to go back to their perpetrators due to a lack of financial means.

5.6 Engaging Men and Boys

As discussed in this report, respondents highlighted the need to engage more men in future VAWG prevention interventions. Since men are perpetrators of VAWG in most cases, respondents felt that it is not sufficient to provide training on social norms and behaviour change only for women. While there are practical challenges to getting men involved in training programmes due to their work commitments, women respondents said that men in their communities can be reached through rural development societies, fisheries societies, etc.

Globally, interventions engaging men and boys aim to change harmful social norms and behaviours concerning masculinity or manhood that lead to VAWG. Global research shows that longer-term interventions that encourage non-violence in men and boys help stop VAWG (Flood, 2013; Jewkes, Flood, & Lang, 2015). However, the global evidence base on VAWG prevention also underscores the need not to exclusively target men and boys but also to involve women and girls due to the relational aspects of gender and violence.

Such interventions include parenting programmes involving parents to prevent both IPV and VAC/G. Parenting programmes are also important to stop boys' perpetration of violence and girls' experiences of violence in the future due to witnessing violence as children (Gil-Gonzalez et al., 2008; Wood and Sommers, 2011). Other effective interventions target couples (e.g. Indashyikirwa and Bandebereho

interventions in Rwanda), jointly as men and women or separately, to address harmful attitudes, behaviours, and communication in relationships that fuel conflicts leading to VAWG. Couples' interventions that target alcohol and substance abuse have also shown to be effective since this is a key risk factor leading to VAWG.

5.7 Generating More VAWG Prevention Data

Throughout this report, the impact of the project on VAWG prevention was explored in terms of how the project has made improvements in gender equitable attitudes and norms, partner communication, and women's autonomy, agency, and self-efficacy in their livelihoods. As highlighted in the UN Women/WHO RESPECT guidelines, these are good indicators of a project's contributions to VAWG reductions. These indicators are especially useful to evaluate projects in the short term in light of the time limitations for implementing the 'Empowering Communities to Prevent VAWG in Mannar' project due to the COVID-19 pandemic and economic crisis in Sri Lanka. In the long term, further VAWG prevention data can be generated by means of survivors' or perpetrators' reports of experiencing or perpetrating different forms of violence.

6.0 Conclusion and Recommendations

6.2 Relevance

To what extent has the project contributed to addressing the needs identified in its design?

The Empowering Communities to Prevent VAWG project in Mannar is directly relevant to addressing violence against women and girls as a prevalent human rights violation in Sri Lanka. The project aligns well with several national and international laws and policies concerning VAWG prevention and response. The project's social norms and behaviour change component was relevant to addressing VAWG causes, including harmful social norms, attitudes, and perceptions around intimate partner violence and other forms of violence in the family by parents and family members. This includes parents' harmful/violent disciplining/parenting practices against children.

The livelihoods strengthening component of the project was relevant to enhancing women's economic empowerment as a protective factor against violence. Women's lack of income sources was identified as a top reason for women's subordinate position at home and community and their dependency on and inability to leave abusive husbands and family members. The project was directly relevant to addressing these issues by creating and strengthening women's entrepreneurship opportunities.

The project also addressed situational triggers to violence posed by the economic crisis and the COVID-19 pandemic – a period that saw many VAWG cases. This is through supporting and strengthening GBV response services at the Mannar Government Hospital, shelters across the country, including a shelter for women with disabilities, and strengthening the capacities of frontline service providers, including family/community health workers, counsellors, child protection officers and other government actors, and the police.

Recommendations

- There are a number of other VAWG concerns the review identified that the project could focus on in the future: these include harassment on the roads, public transport, and public places such as shops, harsh disciplining (such as beating) by schoolteachers, mobile phones and technology-related violence, and gender-based challenges experienced by employed women and women entrepreneurs, including the issue of gender-unequal care burdens at home. (Relevant for all 3 Outputs).
- The review identified that more targeted intervention is required to address the needs of specific risk groups for VAWG, including those with alcohol and substance addiction and their families. (Relevant for all 3 Outputs).
- Certain Muslim communities with rigid cultural norms were identified as under a high risk of VAWG, with challenges for victims seeking help. It is recommended that future iterations of the project can work with families, including men, from the Muslim community more closely – specifically targeting community-specific social norms and practices with the support of religious and community leaders. (Relevant for Outputs 1 and 2).

- Needs of children of households where mothers have migrated for work, children being targeted for trafficking drugs, children who are employed for seasonal work in fishing and farming and other forms of child labour such as in shops for cleaning, etc., must be met by future projects as these were identified as high-risk groups to violence. (Relevant for Output 2).
- Women entrepreneurs' challenges to accessing loans, business registration, packaging and sample testing, product quality, relevant technologies, and better integration to and control over value chains are areas the project can continue to focus on in the future.

6.2 Effectiveness

To what extent has the project implemented its outputs to target beneficiaries?

The awareness-raising, training and sensitisation work done by the project's social norms and behaviour change component contributed to changing attitudes and behaviours around gender equality and VAWG among beneficiaries. This was evident through increased knowledge and awareness among beneficiaries about gender equality, GBV, positive parenting, reporting violence and seeking help. Some beneficiaries shared changes in the acceptability of violence against their wives and children, attitudinal changes about sharing household care work, improved communication and conflict resolution, and parents realising the need to use positive parenting practices. Some beneficiaries shared how exposure to the project has made them feel safer and more confident in their families and community.

Support to the GBV clinic, case conference activities, and counselling services by Mannar GH have strengthened GBV response and stopped repeated violence by increasing conflict resolution within affected families. GBV training and sensitisation were provided to first responders and frontline health workers such as family/community health workers and other relevant government officials – these activities have contributed to frontline health workers advocating for gender equality and VAWG prevention in villages. This was identified as contributing to increased referrals coming into the hospital system.

The livelihood support provided by the project has improved women entrepreneurs' knowledge and awareness about key business concepts, financial resources, planning, management, and marketing that have supported their day-to-day business decision-making. It has supported connections and networks among women entrepreneurs and resource persons, including government officials, and some links to market opportunities. The project has strengthened some beneficiaries' production efficiency and quality by providing machinery and equipment. It has helped improve some beneficiaries' production, sales, and profit-making (over 80% survey respondents of a small sample). Some beneficiaries are making full contributions to household expenses and making financial decisions in the household.

Some beneficiaries reported that because of their business's success, they had improved their confidence and had a better sense of safety inside and outside the home. Some women, such as heads of households, feel more respected by family and community members due to their business success.

There were two reported incidents of women who escaped from previous workplaces and life situations where they were exposed to violence due to livelihood support.

Recommendations

- To make change holistically, the beneficiary selection must maintain a clear overlap between the social norms and behaviour change component and the strengthening of the livelihoods. (Relevant for all 3 Outputs).
- Beneficiary selection needs to increase the participation of men and whole-of-families (including couples, parents, and their children) and target more high-risk groups to violence, such as those living in communities with rigid social and cultural norms and those with substance addiction and their families. It is recommended that future interventions conduct assessments to identify risk groups in the target communities and tailor-make interventions to their needs. (Relevant for all 3 Outputs).
- Social norms module in the future can amplify its target on rigid social norms that were identified in this review as challenging to change – such as rigid social norms around wife beating, women’s clothing and behaviour as perceived to be contributory to violence, restrictions to women’s employment and mobility, rigid norms in certain Muslim communities, social stigma around violence, shame and victim blaming. (Relevant for Output 1).
- For GBV and positive parenting programmes, there needs to be more exposure in each village – i.e. more community members need to be recruited from each village (as opposed to 2 - 3 members selected per village) and give them more extended training with follow-ups. This will amplify the message in the community and drive more community responsiveness. (Relevant for Output 1 and 2).
- Apart from the livelihood support already provided, beneficiaries require specific support in certain industry sectors that struggle more than others (e.g. agriculture-based products, poultry, etc.). Such support includes sourcing animals and raw materials such as feeds that are costly and may be less accessible for small-scale women entrepreneurs. (Relevant for Output 3).
- There is a need for livelihood support for women and their children coming to the GBV desk in Mannar GH, where they cannot leave perpetrators due to financial dependency. (Relevant for Output 1 and 3).
- To strengthen response, there is a need for a shelter in Mannar, as keeping victims (women and children) in hospitals or sending them outside the district to other shelters is challenging for healthcare providers. (Relevant for Output 1 and 2).
- An integrated intervention with teachers, providing them training on gender-based violence and non-violent disciplining, was identified as a crucial means for child protection. (Relevant for Output 2).
- Involving religious leaders in the future is recommended to make changes in communities with rigid religious and cultural norms and are not receptive to conversations on gender equality and VAWG prevention. (Relevant for Output 1 and 2).

6.3 Efficiency

How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)?

Due to restrictions on travel and in-person meetings, many project activities did not happen during the COVID-19 pandemic and economic crisis period. However, the project adapted well by conducting a national needs assessment and strengthening response services such as shelters to meet the emerging VAWG needs in the country. The project implementation was efficient overall, as many activities were conducted and completed within one year once the crisis improved. The project's human resources, implementation partner support, funding, and learning processes were efficient throughout the project.

Recommendation

- UN agencies can further improve collaboration by collectively targeting one group of beneficiaries, which could amplify the results further – e.g., a family-based intervention in high-risk communities where parents and children are supported both with GBV and positive parenting training, awareness, counselling, and as well as livelihood support for mothers; and complimented by involving community members, religious leaders, schoolteachers, and frontline government officers. (Relevant for all 3 Outputs).

6.4 Sustainability

How likely would the project's benefits continue after donor funding has been withdrawn?

Adolescents and youth especially expressed interest in organising events like street drama and speaking to peers to share their learning through the project. Many of the livelihoods support beneficiaries said they could continue to grow their businesses without other help. Government officials, such as WDOs, CRPOs, Community Correction Officers, etc., shared that they are strengthened by the training they received and can share their learnings in other work for the community. There's also ongoing work by UN Agencies with government officials, support for shelters and response services, and future scale-up plans in the Mannar district and other districts. However, more donor support is needed to take forward some project activities, such as the livelihoods strengthening component. Some government officers also reported that they need continued support, especially financial support, from NGOs and the private sector to continue their work with the communities (they are mentioned below under recommendations).

Recommendations

- Adolescents' and youth voices and advocacy can be amplified in future project activities (e.g., street drama) to influence change around issues of VAWG, gender equality, bystander action, reporting violence, substance abuse, etc. This must be integrated with other training,

awareness, counselling, and response work for parents, teachers, and community members (as it is shown in research globally that awareness and sensitisation alone do not lead to VAWG prevention). (Relevant for Outputs 1 and 2).

- Some government officials expressed that their departments are faced with resource limitations and need future support from UN Agencies, NGOs, and the private sector. As identified in this review, the following are some suggested areas for future collaboration. (Relevant for Output 1 and 2).
 - Mannar GH needs support for the salaries of the GBV desk counsellor, case conference activities, and legal aid to victims.
 - Community Correction Officers need support to send more offenders to GBV training and counselling as Courts and the prison systems cannot provide funding or technical expertise for such interventions.
 - AKASA shelter needs support to provide food, meet other needs of women and girls in the shelter, and increase its capacity to host more women with disabilities.
 - A Mannar-based drug rehabilitation centre named CRADA (which the project directed a few men with drug addiction for rehabilitation) seeks funding support and collaboration to continue its mission to rehabilitate those with alcohol and substance addiction, which is a significant risk factor for VAWG.

6.5 Human Rights and Gender Equality Approach

To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?

The project's activities and training modules are derived from evidence-based research on social norms and practices that drive gender inequality and VAWG in the target communities. The overall aim was to change those social norms and practices and improve protective factors such as economic empowerment to prevent and respond to VAWG – which is a severe human rights violation. To this end, the project reached many vulnerable/marginalised people in Mannar. This included women heads of households, people who were displaced and resettled after the war, poor households, some people with disabilities, and ex-combatants. The project reached such marginalised groups through training and awareness activities, the GBV coordinator at Mannar GH, family/community healthcare practitioners, resource pool members and government officers trained and supported through the project, and support for shelters, including a shelter for women with disabilities. Future iterations of the project can do more specific targeting to address the needs of high-risk groups living in violence or at risk of violence, as highlighted under the recommendations below.

Recommendations

- Future iterations of the project can target VAWG risk groups, including men and their families addicted to substances, men, women and their families from the Muslim community, and

married couples and the whole of their families (as violence in the house is most prevalent in Mannar and nationally). (Relevant for all 3 Outputs).

- Identification of high-risk groups can be made via AG, DS offices, and as well as through frontline healthcare workers such as Community Service Officers, midwives, and the police. This can be complemented by root causes analysis/needs assessments with the support of Mannar GH, police and other government offices to identify high-risk groups and their specific needs. For the livelihoods strengthening component, beneficiaries can be identified through relevant departments according to the industry sector, such as veterinary office and Agriculture Department, as they may work directly with women in those sectors. (Relevant for all 3 Outputs).
- Future iterations of the project can also support shelters that are easily accessible to Mannar GH staff and continuous support to the GBV desk counsellors and staff at Mannar GH, as they are critical first-level contacts for survivors and their families. (Relevant for all Outputs 1 and 2).

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8.0 Annexures

Annexe A: Qualitative interviews and FGDs completed (Data Collection - 2nd to 13th May 2023)

Respondent Type	Number Interviewed
Implementation partners	8 staff members
UN Agencies	7 staff members
Government stakeholders	35
Beneficiaries (FGDs, interviews)	121
Other relevant stakeholders (livelihoods mentors, AKASA shelter, religious leader)	15
Total	186

Respondents

1. FGD – JSAC (Implementation Partner)
2. Interview – 2 District Child Rights Protection Officers
3. Interview - Counsellor and District Child Rights Protection Officer
4. Interview - Women Development Officer and Counsellor
5. Interview - Psychiatric Counsellor - Mannar Government Hospital
6. Interview - Senior Police Officer and Woman Police Officer
7. Interview - Regional Director of Health Services
8. Interview - Judicial Medical Officer, Mannar Government Hospital
9. Interview - District Psychosocial Focal Point
10. Interview - Veterinary Doctor
11. Interview - Industrial Development Officer
12. Interview - Divisional Secretariat, Mannar Town
13. FGD - Chrysalis (Implementation Partner)
14. Interview - Assistant Government Agent, Mannar
15. Interview - Zonal Education Officer
16. Interview - Senior Community Correction Officer
17. Interview - GBV Desk Focal Point, Mannar Government Hospital
18. Interview - Beneficiary at the GBV Desk, Mannar Government Hospital
19. Interview - Community Correction Officer
20. Interview - Beneficiary - boy child
21. FGD - Beneficiaries - women from a Muslim community
22. FGD - Beneficiaries - adolescents
23. Interview - Beneficiary – a woman doing tailoring
24. FGD - Livelihoods mentors
25. Interview - Livelihoods mentor
26. Interview - Beneficiary - a woman doing a printing shop
27. Interview – 2 Industrial Development Board officers
28. Interview - Woman beneficiary - GBV training
29. FGD - Resource pool - 7 members

30. Interview - Beneficiary - two men
31. Interview - Beneficiary - a couple
32. Interview - Beneficiary - young Muslim woman
33. Interview - Religious leader
34. Interview - Beneficiary - a young man
35. Interview - Beneficiary - a young man
36. Interview - Beneficiary - a woman whose husband went missing during the war
37. Interview - Beneficiary - woman separated from husband
38. Interview - 2 midwives
39. Interview - Beneficiary - mother-in-law/grandmother
40. Interview - Beneficiary - father
41. FGD - Beneficiaries - women received training and mentorship
42. FGD - Beneficiaries - women received mentorship and in-kind assistance
43. Interview - Beneficiary - seamstress
44. Interview - Beneficiary - a woman making Palmyra products
45. Interview - Beneficiary - a young single mother
46. Interview - Beneficiary - a woman doing flour processing
47. Interview - Beneficiary - a woman selling readymade textile
48. Interview – 3 Officials at the Provincial Agriculture Department
49. Interview - Beneficiary - a woman doing poultry
50. Interview - Beneficiary - an older Muslim woman
51. Interview - Beneficiary - a woman producing idli and dosa mixture
52. Interview - Beneficiary - a young Muslim woman doing poultry
53. Interview - Beneficiary - a married woman with children
54. Interview – 1 UN Women Staff
55. Interview – 1 UN Women Staff
56. Interview – 3 staff UNICEF child protection team
57. Interview - 2 UNFPA staff
58. Interview - Director, Women’s Bureau
59. Interview - AKASA Shelter
60. FGD - Beneficiaries - CBO leaders
61. FGD - Beneficiaries - Parents
62. FGD - Beneficiaries - Adolescent girls
63. Interview - Beneficiary - Primary school teacher/guardian of a group of Muslim girls who received training

Annexe B: Data Collection Tools

Introductory Note:

Thank you for your time in speaking to me today. I have been recruited by the UN Women, UNFPA, and UNICEF to conduct a final review of the ‘Empowering Communities to Prevent Violence Against Women’ programme in Mannar. I am interested in understanding how your experience has been in designing/implementing/participating in this project and what are the strengths of the project and what can be improved or done better. This information is collected to understand how to improve future programmes to ensure gender equality and prevent violence against women and girls.

This would be an interview/group discussion for about 1–1 ½ hours. The information collected here will be confidential, and we will not use any personal data, such as your name, in any of the reports.

Please note that you have the right to choose not to participate at any point in this discussion or not answer any specific questions.

Do I have permission to record this conversation? This is only for note-taking purposes, and the recordings will be securely stored and not shared with any other parties.

Thank you.

UN Agencies – Interviews

Following are semi-structured interview questions for in-depth interviews involving the joint UN agencies.

Evaluation Question	Evaluation Sub-question	Interview Questions
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project’s strategies relevant to local and national contexts?	1. How is the project design connected to the needs identified in the JPP vision and national policy frameworks?
		2. How is the project design connected to the needs identified by the donor?
	To what extent did the project align with the needs of the intended beneficiaries?	3. What specific needs identified through previous VAWG prevention work by the UN inspired the project design?
		4. What specific needs of the Mannar district that the project aim to meet?
		5. When the project design was adapted from the Tajikistan programme, how was it especially adapted to the context of the Mannar district? What was the process of adaptation?
		6. What specific needs during the pandemic and economic crisis that the project aimed to address?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	7. This project had two components – social and behavioural change and women’s livelihood strengthening. So, in your view, how well did these different activities complete one another to achieve overall results?
	To what extent did the project reach the planned results?	8. What were the achievements and challenges when targeting beneficiaries? Are you satisfied with the overall coverage of the project? What can be done better?
	To what extent have the capacities of duty-	

	bearers and rightsholders been strengthened as a result of the project?	
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	9. How were the government stakeholders involved? What was their interest in the project? What strategic insights did they bring in? How well they supported project implementation? How did they develop their capacities through the project?
	To what extent did the project reach the planned results?	10. What are some overall learnings from the project so far (specific to each project component)?
	To what extent did the project reach the planned results?	11. How did the project make a change in the target community (probe : social norms change, violence reduction, economic empowerment, agency and resilience)? a. What are the key achievements? b. What are the areas that you couldn't achieve and need more work?
	To what extent did the project reach the planned results? To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	12. Implementation during the COVID-19 pandemic and economic crisis – what were some of the achievements and lessons learnt?
	What were the reasons for the achievement or non-achievement of planned results?	13. What are the key factors that influenced change or reasons for the change in the project community?
	What were the reasons for the achievement or non-achievement of planned results?	14. What are factors or reasons prevented change in the project community?
	To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	15. What was the process of adapting the project based on learning?
	To what extent did the project reach the planned results?	16. To what extent did the project meet the overall vision/objectives of JPP and separately the visions of each UN agency (i.e. UN Women, UNICEF, UNFPA)?
	Were there any unexpected results or unintended consequences of the project?	17. Were there any positive unintended consequences or unexpected results that benefitted the beneficiaries, communities or the environment resulting from the project?
	Were there any unexpected results or unintended consequences of the project?	18. Are you aware of any negative unintended consequences or harms to the beneficiaries, communities or the environment resulting from the project?

		<p>a. Such as, did women or children who participated in the project face any violence from their husbands, parents or family members because they were going out for project sessions?</p> <p>b. Were there any obstructions by influential people directly to project activities or to beneficiaries who participated in the project? Any incidence of harassment or intimidation on vulnerable people such as ex-combatants and LGBTIQ+ persons?</p> <p>c. Have any reported or noticeable incidents of psychosocial trauma among vulnerable beneficiaries surfaced due to the project activities?</p> <p>d. Were there any conflicts of interest with other donors and development agencies? Such as withdrawing funding or a project from a target community because the UN project was already running in that specific community.</p>
Efficiency		
How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	19. All through the project design, implementation, and monitoring and evaluation, did you efficiently meet your human resources targets? a. Were there any challenges to allocating human resources?
	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	20. Human resources: What considerations and processes were involved when selecting implementation partners?
	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	21. What were the strengths and challenges of working with external implementation partners?
	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	22. Practically during implementation, while the two different implementation partners worked on the specific components, were there any joint stock-taking and adaptation during the implementation period?
	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	23. Financial resources – did the funding come on time, and were resources allocated efficiently, or were there any constraints to funding any specific implementing activities?
	Have the outputs been delivered in a timely manner?	24. What was the actual project timeline? How satisfied are you about meeting activity targets during the time duration? What could be done better?
	Have UN Agencies' organisational structures, systems and	25. What were some key learning/monitoring methods during the project implementation?

	mechanisms effectively supported the delivery of the project?	
	Have UN Agencies' organisational structures, systems and mechanisms effectively supported the delivery of the project?	26. What were some key strengths and lessons of strategising and coordinating jointly? Especially during the Covid-19 pandemic and the economic crisis, what was the experience of joint coordination?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	27. What interests or mechanisms do the government duty bearers show to continue project messages and activities even after the project ends?
	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	28. Have there been any self-directed beneficiary/community initiatives to take forward key messages and initiatives of the project?
	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	29. Have local women's rights groups and civil society organisations been involved in building capacity and implementing project initiatives?
	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	30. What plans do the three agencies have for continuing or scaling up the project?
Human Rights and Gender-responsive Approach		
To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?	To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?	31. What are the key strategies used in the project collectively and separately by UN Women, UNFPA, and UNICEF to ensure a human rights and gender-responsive approach?
	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	32. To what extent did the project reach marginalised people such as women heads of households, war widows, poor households, diverse groups in terms of ethnicity and religion, LGBTIQ+ persons, people with disability, and those suffering from psychosocial challenges, such as war-related trauma? a. What strategies were used to reach these groups, and what were the achievements? b. What were the challenges, and what could be done better?
	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	33. What safeguards did you use to ensure the rights and safety of children and vulnerable persons?

	To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?	34. What was the involvement of local women’s rights groups in the project? To what extent did their insights on human and gender rights needs of the community influence the project planning and implementation?
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Implementation Partners – Interviews

Following are semi-structured interview questions for in-depth interviews involving the project implementation partners.

Evaluation Question	Evaluation Sub-question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project’s strategies relevant to local and national contexts?	1. What are the key gender equality, VAWG, and women’s social and economic empowerment challenges in the Mannar district? a. What are the specific challenges in Mannar Town?
	To what extent did the project align with the needs of the intended beneficiaries?	2. To what extent did the project address the above needs? What can be done better?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	3. What was the process involved in translating and delivering the curricula to the local context? a. Were there any challenges to delivering the curricula (such as social taboos and religious sensitivities) in the specific communities? b. How did you face those challenges? c. What can be done better to overcome the challenges?
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	4. What was the process for beneficiary selection? How were the beneficiaries reached?
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders	5. What were the beneficiaries' general interests and enthusiasm for project activities?

	been strengthened as a result of the project?	
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	6. Were there any challenges for some beneficiaries to join and continue in the project activities?
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	7. How were the government stakeholders involved? What was their interest in the project? How well they supported project implementation?
	To what extent did the project reach the planned results?	8. How satisfied are you with meeting project targets? What could be done better?
	To what extent did the project reach the planned results? What were the reasons for the achievement or non-achievement of planned results?	9. Can you give examples of any achievements and positive changes in the community due to the project activities? a. How did this change happen?
	To what extent did the project reach the planned results? What were the reasons for the achievement or non-achievement of planned results?	10. What were some of the challenges to making a change in the community? Such as any specific social norms, behaviours, or practices that were difficult to change to achieve gender equality and VAWG prevention. a. What needs to be done to make change happen?
	To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	11. What were some of the achievements and lessons learnt when implementing the project during the COVID-19 pandemic and economic crisis ?
	To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	12. What were some of the key learning methods during the project implementation? 13. What was the process of adapting the project based on learning? Are there any examples you could provide?
	Were there any unexpected results or unintended consequences of the project?	14. Were there any positive unintended consequences or unexpected results that benefitted the beneficiaries, communities or the environment resulting from the project?
	Were there any unexpected results or unintended	15. Were there any negative consequences or backlash against beneficiaries (such as women, children, ex-combatants, LGBTIQ+ persons) by other participants,

	consequences of the project?	<p>family members, or outsiders, such as influential people? What was your process for handling such cases?</p> <ol style="list-style-type: none"> a. Were there any incidents of women or children experiencing harassment, intimidation, or physical violence by their husbands, parents, families, or community members because they came for project activities? b. Have any reported or noticeable incidents of psychosocial trauma among vulnerable beneficiaries surfaced due to the project activities? c. Were there any conflicts of interest with other donors and development agencies working in the community? Such as withdrawing funding or a project from a target community because the UN project was already running in that specific community.
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	16. How were the capacities of government actors developed through the project?
	To what extent did the project reach the planned results?	17. Do you have any recommendations for improving the project in the future? What more needs to be done to create lasting change in VAWG prevention in communities?
	To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	18. Practically during implementation, while the two different implementation partners worked on the specific components, were there any joint stock-taking and adaptation during the implementation period?
Efficiency		
How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	<p>19. How were the trainers/facilitators/mentors selected? What were the considerations for selection (gender, local community members, etc.)?</p> <ol style="list-style-type: none"> a. How were their capacities developed to deliver the training curriculums? b. How familiar were they with gender and human rights concepts?
	Have financial and human resources been allocated strategically to achieve project outputs and outcomes?	20. Financial resources – did the funding come on time, and were resources allocated smoothly, or were there any constraints to funding any specific implementing activities?
	Have the outputs been delivered in a timely manner?	21. What was the actual project timeline? Were there any challenges to meeting timeline targets?
	Have UN Agencies' organisational structures, systems and mechanisms effectively supported the delivery of the project?	22. How well the UN agencies supported project delivery?

Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	23. What interest or mechanisms do the government duty bearers show to continue project messages and activities even after the project ends?
	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	24. Have there been any interest or initiative by beneficiaries/community members to continue the positive messages of the project?
	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	25. How are women's livelihoods flourishing? Will they continue if the project support end?
Gender and Human Rights Approach		
To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?	To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?	26. What are the key strategies used in the project implementation to ensure a human rights and gender-responsive approach?
	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	27. To what extent did the project reach marginalised people such as women heads of households, war widows, poor households, diverse groups in terms of ethnicity and religion, LGBTIQ+ persons, people with disability, and those suffering from psychosocial challenges, such as war-related trauma? <ul style="list-style-type: none"> a. What strategies were used to reach these groups, and what were the achievements? b. What were the challenges, and what could be done better?
	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	28. What safeguards did you use to ensure the rights and safety of children and vulnerable persons?
	To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?	29. What was the involvement of local women's rights groups in the project? To what extent did their insights on human and gender rights needs of the community influence the project planning and implementation?

Implementation Partners – Focus Group Discussions

Following are semi-structured interview questions for focus group discussions involving the project implementation partners.

Evaluation Question	Evaluation Sub-question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?	1. What are the key gender equality, VAWG, and women's social and economic empowerment challenges in Mannar District? 2. What are the concerns for children's safety in Mannar District?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	3. Can you tell us what you are particularly proud of that the programme has achieved in the community? [Probe to get the full story – specifically about: a. how the programme enhanced positive views in the community about women and girls' equal status and their protection from violence, b. how the programme helped reduce VAWG at home and in the community c. how the programme prevented and reduced violent disciplining practices and influenced positive parenting d. how the programme inspired community members to take action against VAWG (such as reporting incidents of violence and community-led awareness sessions, etc.) e. how the project enhanced women's livelihoods and their economic empowerment
To what extent has the project implemented its outputs to target beneficiaries?	What were the reasons for the achievement or non-achievement of planned results?	4. How and why do you think the project achieved the above change? [Probe for examples – how and why change happened?]
To what extent has the project implemented its outputs to target beneficiaries?	What were the reasons for the achievement or non-achievement of planned results?	5. What are some of the VAWG and gender equality challenges that continue in the community even after the project? 6. What are children's safety concerns that the project couldn't sufficiently address? 7. What are some of the women's economic empowerment challenges that continue even after the project?
To what extent has the project implemented its outputs to target beneficiaries?	What were the reasons for the achievement or non-achievement of planned results?	8. What can the project do better to address the above challenges?
To what extent has the project	Were there any unexpected results or unintended	9. Have you noticed any positive results that were not planned or expected that have come out through the programme?

implemented its outputs to target beneficiaries?	consequences of the project?	
To what extent has the project implemented its outputs to target beneficiaries?	Were there any unexpected results or unintended consequences of the project?	<p>10. Were there any negative consequences or backlash against beneficiaries (such as women, ex-combatants, LGBTIQ+ persons) by other participants, family members, or outsiders, such as influential people?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. Were there any incidents of women experiencing harassment, intimidation, or physical violence by their husbands, families, or community members because they came for training and mentorship sessions? b. Have any reported or noticeable incidents of psychosocial trauma among vulnerable beneficiaries surfaced due to the project activities?]
To what extent has the project implemented its outputs to target beneficiaries?	<p>To what extent did the project reach the planned results?</p> <p>To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p>	<p>11. How satisfied are you about reaching target beneficiaries, government actors and community stakeholders?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. What was the process for beneficiary selection? b. How were the beneficiaries reached? c. What was the interest and enthusiasm among beneficiaries in involving in project activities? d. What was the interest and enthusiasm among government actors in involving in project activities? <p>How well have the capacities of beneficiaries and stakeholders developed through the project?</p>
Efficiency		
How efficiently was the project implemented and delivered quality outputs against what was planned (including official amendments)	<p>Have financial and human resources been allocated strategically to achieve project outputs and outcomes?</p> <p>Have the outputs been delivered in a timely manner?</p> <p>Have UN Agencies' organisational structures, systems and mechanisms effectively supported the delivery of the project?</p>	<p>12. How satisfied are you with the day-to-day project implementation against what was planned?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. How efficiently were the financial and human resources allocated? b. How effective was the translation of programme curricula to the local community context? c. Are you satisfied with meeting target timelines? d. How effective and timely were the strategic insights received from the UN for day-to-day operations?
Sustainability		
How likely would the benefits of the project continue	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	13. Have there been any interest and initiative among beneficiaries and government actors to continue to provide awareness and training to community members?

after donor funding has been withdrawn?		[Probe: ask for examples]
Gender and Human Rights Approach		
To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?	<p>To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?</p> <p>To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?</p>	<p>14. Did the project sufficiently reach marginalised and vulnerable groups?</p> <p>15. What are the key strategies used in the project implementation to ensure a human rights and gender-responsive approach?</p>

Government Actors – Interviews

Following are semi-structured interview questions for in-depth interviews involving various government actors.

Evaluation Question	Evaluation Sub-question	Interview Questions	Government Actor to be interviewed
Relevance			
To what extent has the project contributed to addressing the needs identified in its design?	<p>To what extent were the project's strategies relevant to local and national contexts?</p> <p>To what extent did the project align with the needs of the intended beneficiaries?</p>	<p>1. What are the key gender equality and VAWG concerns in the Mannar district?</p> <p>a. What are the types of harm and violence women and girls experience? Do you have any prevalence data/estimates anecdotally?</p> <p>b. What are the specific challenges in Mannar Town?</p>	WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
	<p>To what extent were the project's strategies relevant to local and national contexts?</p> <p>To what extent did the project align with the needs of the intended beneficiaries?</p>	<p>2. What are the gaps in the economic empowerment of women and girls in Mannar District?</p> <p>a. What are the specific challenges in Mannar Town?</p>	District Secretariat, WDO, Industrial Development Officer, relevant officers at the Department of Agriculture, Department of Animal Production and Health, and Industrial

			Development Board
	<p>To what extent were the project's strategies relevant to local and national contexts?</p> <p>To what extent did the project align with the needs of the intended beneficiaries?</p>	<p>3. What are the gaps in positive parenting and non-violent disciplining of children in the Mannar district?</p> <p>a. What are the specific challenges in Mannar Town?</p>	CRPO, NCPA, Zonal Education Officer, Community Correction Officer
	<p>To what extent were the project's strategies relevant to local and national contexts?</p> <p>To what extent did the project align with the needs of the intended beneficiaries?</p>	<p>4. Do you think the project was timely and relevant to address the above needs?</p>	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
Effectiveness			
To what extent has the project implemented its outputs to target beneficiaries ?	<p>To what extent have the the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p>	<p>5. In what specific ways did you involve or support the project?</p>	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
	<p>To what extent did the project reach the planned results?</p>	<p>6. What were some of the achievements through your collaboration?</p>	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
	<p>To what extent did the project reach the planned results?</p>	<p>7. Were there any challenges when collaborating on such a project?</p>	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO

	<p>To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p> <p>To what extent did the project reach the planned results?</p>	<p>8. What can be done more to improve collaboration in the future to yield the best results for the community?</p>	<p>CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO</p>
	<p>To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p>	<p>9. Did you or other officers in your department receive any training or capacity-building through the project? If so, what were some of the strengths of the training and what areas can be improved?</p>	<p>CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO</p>
	<p>To what extent did the project reach the planned results?</p>	<p>10. Are you aware of any changes in people's attitudes towards gender equality and stopping violence against women and girls due to this project? Can you give some examples?</p>	<p>WDO, JMO, District Psychosocial Focal Point, RDHS, JMO</p>
	<p>What were the reasons for the achievement or non-achievement of planned results?</p>	<p>11. Why do you think these changes were made possible?</p>	<p>WDO, JMO, District Psychosocial Focal Point, RDHS, JMO</p>
	<p>To what extent did the project reach the planned results?</p>	<p>12. What more can be done to change people's attitudes and stop violent behaviours in the specific community?</p>	<p>WDO, JMO, District Psychosocial Focal Point, RDHS, JMO</p>
	<p>To what extent did the project reach the planned results?</p>	<p>13. Are you aware of women being empowered to engage in livelihoods and building and growing their businesses due to the project? Can you give any examples?</p>	<p>District Secretariat, WDO, Industrial Development Officer, relevant officers at the Department of Agriculture, Department of Animal Production and Health, and Industrial Development Board</p>

	<p>What were the reasons for the achievement or non-achievement of planned results?</p>	<p>14. Why do you think these changes were made possible?</p>	<p>District Secretariat, WDO, Industrial Development Officer, relevant officers at the Department of Agriculture, Department of Animal Production and Health, and Industrial Development Board</p>
	<p>To what extent did the project reach the planned results?</p>	<p>15. What more can the project do to improve women's economic empowerment in this community?</p>	<p>District Secretariat, WDO, Industrial Development Officer, relevant officers at the Department of Agriculture, Department of Animal Production and Health, and Industrial Development Board</p>
	<p>To what extent did the project reach the planned results?</p>	<p>16. How well do you think the project helped prevent and reduce VAC, and violent disciplining of children at home, community, and schools?</p>	<p>CRPO, NCPA, Zonal Education Officer, Community Correction Officer</p>
	<p>What were the reasons for the achievement or non-achievement of planned results?</p>	<p>17. Why do you think the above changes were possible?</p>	<p>CRPO, NCPA, Zonal Education Officer, Community Correction Officer</p>
	<p>To what extent did the project reach the planned results?</p>	<p>18. What more can be done to stop VAC, improve positive parenting, and prevent violent school disciplining?</p>	<p>CRPO, NCPA, Zonal Education Officer, Community</p>

			Correction Officer
	Were there any unexpected results or unintended consequences of the project?	19. Are you aware of any unexpected positive results from the project?	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
	Were there any unexpected results or unintended consequences of the project?	20. Are you aware of any negative consequences or backlash against any beneficiaries by other participants, family members, or outsiders because they were involved in the project?	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
	To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?	21. How well were the project activities you supported adapted during the pandemic and economic crisis?	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
Sustainability			
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	22. Are you interested and have taken any initiatives to continue some of the project activities and positive messages of the project after the project ends? Can you give any examples?	CRPO, NCPA, Zonal Education Officer, Community Correction Officer, WDO, JMO, District Psychosocial Focal Point, RDHS, JMO
Gender and Human Rights Approach			
To what extent has the project applied a human rights-based approach and	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	23. To what extent did the project reach marginalised people such as women heads of households, war widows, poor households, diverse groups in terms of ethnicity and religion, LGBTIQ+ persons, people with disability, and those suffering from psychosocial challenges, such as war-related trauma?	WDO, JMO, District Psychosocial Focal Point, RDHS, JMO

identified and engaged the most marginalised groups?	To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?	<ul style="list-style-type: none"> a. What strategies were used to reach these groups, and what were the achievements? b. What were the challenges, and what could be done better? 	
	To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?	24. What safeguards were used when involving children?	CRPO, NCPA, Zonal Education Officer, Community Correction Officer

Livelihoods/ Business Mentors – Focus Group Discussion

Following are semi-structured interview questions for a focus group discussion involving livelihoods mentors.

Evaluation Question	Evaluation Sub-question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	<p>To what extent were the project's strategies relevant to local and national contexts?</p> <p>To what extent did the project align with the needs of the intended beneficiaries?</p>	<p>1. What are the challenges in the community for women to engage in livelihoods and businesses?</p> <ul style="list-style-type: none"> a. What are the attitudes and perceptions in the community on women getting involved in employment and starting businesses?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<p>2. Can you tell us what you are particularly proud of that the mentorship programme has achieved in the community?</p> <p>[Probe to get the full story – specifically about:</p> <ul style="list-style-type: none"> f. how the mentorship enhanced women's business knowledge and skills, g. how the mentorship helped women start and grow businesses, h. how the mentorship helped women become profitable i. how the mentorship contributed to women's financial independence]
To what extent has the project	What were the reasons for the achievement or non-achievement	<p>3. How and why do you think the project achieved the above change?</p> <p>[Probe for examples of how and why change happened]</p>

implemented its outputs to target beneficiaries?	of planned results?	
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<p>4. What positive changes has the project made in the mentees' personal lives and their families?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. how do their spouses and other family members respond to women's livelihoods? How well did they support women in business activities, childcare, and household chores? b. how has the project help improve women's equality and safety in families and communities?
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<p>5. What are some of the challenges the women mentees continued to face even after the project?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. Any challenges to women starting and growing businesses? b. Any challenges to being profitable? c. Any challenges to women managing household chores and childcare along with livelihoods? d. Any backlash, negative views and violence against women involved in livelihoods and doing businesses? e. Any challenges to women exercising autonomy, such as in decision making in households about household finances? f. Any women facing indebtedness and poverty that the project couldn't address?
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	6. What more can the project do to address the above challenges?
To what extent has the project implemented its outputs to target beneficiaries?	Were there any unexpected results or unintended consequences of the project?	7. Have you noticed any positive results that were not planned or expected that have come out through the mentorship programme?
To what extent has the project implemented its outputs to target beneficiaries?	Were there any unexpected results or unintended consequences of the project?	<p>8. Were there any negative consequences or backlash against beneficiaries (such as women, ex-combatants, LGBTIQ+ persons) by other participants, family members, or outsiders, such as influential people?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. Were there any incidents of women experiencing harassment, intimidation, or physical violence by their husbands, families, or community members because they came for training and mentorship sessions? b. Have any reported or noticeable incidents of psychosocial trauma among vulnerable beneficiaries surfaced due to the project activities?]

To what extent has the project implemented its outputs to target beneficiaries?	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	9. How satisfied are you with the training and support you received to perform your duties as a mentor?
To what extent has the project implemented its outputs to target beneficiaries?	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	10. What do you think the project should do more to help you to provide more support to mentees?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	11. Do you have an interest and mechanisms to continue to support women's livelihoods and businesses even after the project? Have you taken initiatives such as that?

Trainers/ Resource Pool – Focus Group Discussion

Following are semi-structured interview questions for a focus group discussion involving trainers/resource pool members.

Evaluation Question	Evaluation Sub-question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?	1. What are the key gender equality and VAWG challenges in the community? 2. What are the key challenges to children's safety in the community?
Effectiveness		
To what extent has the project	To what extent did the project reach the planned results?	3. Can you tell us what you are particularly proud of that the programme has achieved in the community?

implemented its outputs to target beneficiaries?		<p>[Probe to get the full story – specifically about:</p> <ol style="list-style-type: none"> a. how the programme enhanced positive views in the community about women and girls’ equal status and their protection from violence, b. how the programme helped reduce VAWG at home and in the community c. how the programme prevented and reduced violent disciplining practices and influenced positive parenting d. how the programme inspired community members to take action against VAWG (such as reporting incidents of violence and community-led awareness sessions, etc.)
To what extent has the project implemented its outputs to target beneficiaries?	What were the reasons for the achievement or non-achievement of planned results?	<p>4. How and why do you think the project achieved the above change?</p> <p>[Probe for examples of how and why change happened]</p>
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<ol style="list-style-type: none"> 5. What are some of the VAWG and gender equality challenges the women and girls face even after the project? 6. What are the challenges to positive parenting and preventing violent disciplining practices at home and in schools?
To what extent has the project implemented its outputs to target beneficiaries?	<p>To what extent did the project reach the planned results?</p> <p>What were the reasons for the achievement or non-achievement of planned results?</p>	<p>7. What more can the project do to address the above challenges?</p>
To what extent has the project implemented its outputs to target beneficiaries?	Were there any unexpected results or unintended consequences of the project?	<p>8. Have you noticed any positive results that were not planned or expected that have come out through the programme?</p>
To what extent has the project implemented its outputs to target beneficiaries?	Were there any unexpected results or unintended consequences of the project?	<p>9. Were there any negative consequences or backlash against beneficiaries (such as women, ex-combatants, LGBTIQ+ persons) by other participants, family members, or outsiders, such as influential people?</p> <p>[Probe:</p> <ol style="list-style-type: none"> a. Were there any incidents of women experiencing harassment, intimidation, or physical violence by their husbands, families, or community members because they came for training and mentorship sessions? b. Have any reported or noticeable incidents of psychosocial trauma among vulnerable beneficiaries surfaced due to the project activities?]

To what extent has the project implemented its outputs to target beneficiaries?	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	10. How satisfied are you with the training and support you received to perform your duties as trainers/resource persons?
To what extent has the project implemented its outputs to target beneficiaries?	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	11. What do you think the project should do more to help you to provide more support to community members?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	12. Do you have an interest and mechanisms to continue to provide awareness and training to community members? Have you taken initiatives such as that?

Beneficiaries (Social Norms and Behaviour Change Component) – Focus Group Discussion

Following are sample discussion questions for focus group discussions with beneficiaries—women, spouses, parents, and community leaders. These are guiding questions, and the facilitator will make the conversation interactive and discussion oriented. Through participatory methods, the participants will be encouraged to contribute vocally, discuss with others, write notes, map on posters, etc. FGDs will consist of a small group of a maximum of 15 people.

Evaluation Question	Evaluation Sub-question	Discussion Questions
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the	1. Before the project started, how did the community view equality between men and women? Before the project, did women and girls feel safe and protected from violence?

	intended beneficiaries?	
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<p>2.Can you tell me about something you are particularly proud of that this project has achieved in your community?</p> <p>[Probe to get the full story. Probe:</p> <ul style="list-style-type: none"> ● To what extent did the project address gender inequality and VAWG ● After the project, do community members treat women and girls more equally? ● Will the community members take action if they see a woman getting harassed on the streets or being beaten by their spouse at home? Do parents and teachers in school use more positive disciplining and parenting approaches and not violent disciplining?]
	What were the reasons for the achievement or non-achievement of planned results?	<p>3.How and why do you think the project achieved/accomplished the above change?</p> <p>[Probe for examples of how and why change happened]</p>
	<p>To what extent did the project reach the planned results?</p> <p>To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?</p>	<p>4.In your personal life and in your family, what are other positive changes you have been able to make as a result of your participation in the project?</p> <p>[Probe:</p> <ul style="list-style-type: none"> ● How did the project improve their knowledge about gender equality and violence against women and girls? ● Did the project improve their relationship communication and conflict resolution with spouses, mothers and fathers-in-law, and children? ● Did the project help them use more positive approaches to disciplining children? ● After the project do women contribute to more decision-making in their families?]
	What were the reasons for the achievement or non-achievement of planned results?	<p>5.What are the challenges to putting what you learnt through the project into practice and making positive changes in your personal life, your family or community?</p> <p>[Probe:</p> <ul style="list-style-type: none"> ● What are the challenges they face in improving relationship communication and conflict resolution with spouses, mothers and fathers-in-law, and children? ● What are the challenges they face ensuring women and girls are equally valued and involved in decision-making? ● Challenges to creating safe environments for women and girls? Challenges to using positive parenting methods? ● Challenges to taking action against VAWG? What were the challenges during COVID-19 and the economic crisis?
	To what extent have the	6. What do you wish was different that might have allowed you to achieve more from your participation in the project?

	capacities of duty-bearers and rightsholders been strengthened as a result of the project?	<p>[Probe:</p> <ul style="list-style-type: none"> ● How the awareness/training sessions can be improved? ● What specific topics can be included in the awareness/training sessions? ● How to ensure equal representation of marginalised people? ● Were there any obstructions by family members or others in their participation in project activities, and how to mitigate those challenges?
	To what extent did the project reach the planned results?	7. Let's imagine 10 years from now. Imagine that in 10 years, this community will be the safest and most equal for women, girls and children. Can you describe how your life and your family life will be in this community?
	What were the reasons for the achievement or non-achievement of planned results?	8. What do you think the project should do more to help you, your family and community reach this place?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	<p>9. Have you or other community members taken any self-directed, community-organised initiatives to share positive messages of the project with other family members, or friends?</p> <p>If the project ends tomorrow, will you be continuing your positive action to stop VAWG in your community?</p> <p>[Probe: ask for examples]</p>

Children and Adolescents (Social Norms and Behaviour Change Component) – Focus Group Discussion

Evaluation Question	Evaluation Sub-question	Discussion points/Questions
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	<p>1. Can you tell me about something you are particularly proud of that this project has achieved in your community?</p> <p>[Probe to get the full story:</p> <ol style="list-style-type: none"> a. how do they think the project enhanced girls' and children's safety in school and in the community? b. Do they think their friends, parents, and relatives will take action to stop violence and treat women and girls equally? c. Do they understand more about gender equality and preventing violence against women and girls? d. Do they know what to do if they see a woman or a girl in an unsafe situation? e. Do they know what to do if they themselves face violence and harassment at home, school, or in the community?

		f. Do parents and teachers in school use more positive disciplining and parenting approaches and not violent disciplining?]
	What were the reasons for the achievement or non-achievement of planned results?	2. How and why do you think the project achieved/accomplished the above change? [Probe for examples of how and why change happened]
	To what extent did the project reach the planned results?	3. In your personal life and in your family, what are other positive changes you have been able to make as a result of your participation in the project? [Probe a. Did the project improve their relationship communication and conflict resolution with parents and other family members? b. Do they feel safe at home, at school, and in the community?
	What were the reasons for the achievement or non-achievement of planned results?	4. What are the challenges you face in putting what you learnt through the project into practice and making positive changes in your personal life, your family or community? [Probe: a. What are the challenges they face in improving relationship communication and conflict resolution with parents and other family members? b. Challenges to taking action against VAWG?
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	5. What do you wish was different that might have allowed you to achieve more from your participation in the project? [Probe: a. how the awareness/training sessions can be improved? b. What specific topics can be included in the awareness/training sessions? c. Were there any obstructions by family members or others in their participation in project activities? d. How to mitigate those challenges?
	To what extent did the project reach the planned results?	6. Let's imagine 10 years from now. Imagine that in 10 years, this community will be the safest and most equal for women, girls and children. Can you describe how your life and your family life will be in this community?
	What were the reasons for the achievement or non-achievement of planned results?	7. What do you think the project should do more to help you, your family and community reach this place?
Sustainability		
How likely would the benefits of the project continue	What are the mechanisms or other interventions linked to the	8. Have you or other community members taken any self-directed, community-organised initiatives to share positive messages of the project with other family members, or friends?

after donor funding has been withdrawn?	project that may continue even after the project closure?	9. If the project ends tomorrow, will you be continuing your positive action to stop VAWG in your community? [Probe: ask for examples]
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Beneficiaries (Women’s Livelihoods Strengthening Component) – Focus Group Discussion

Evaluation Question	Evaluation Sub-question	Discussion points/Questions
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project’s strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?	1. What challenges do women in the community face in engaging in livelihoods? What are the challenges for women in your community to start and grow their businesses? [Probe: any safety issues in workplaces and public places when commuting for work]
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	2.Can you tell me about something you are particularly proud of that this project has achieved in your community? [Probe to get the full story: a. How they think the project helped more women get access to employment and start and grow their businesses. b. Was there any increase in family and community acceptability and support for women engaged in livelihoods?]
	What were the reasons for the achievement or non-achievement of planned results?	3.How and why do you think the project achieved/accomplished the above change? [Probe for examples of how and why change happened]
	To what extent did the project reach the planned results? To what extent have the capacities of duty-bearers and rightsholders been strengthened	4.In your personal life and in your family, what are other positive changes you have been able to make as a result of your participation in the project? [Probe: a. How the project improved their knowledge about starting and growing a business, access to financial resources etc.? b. How did their business grow during the project duration? c. How their earnings increased? d. How their savings increased? e. Do they see themselves as financially independent?

	as a result of the project?	<ul style="list-style-type: none"> f. Are their financial contributions and decision-making in their households valued and accepted by other family members? g. Do they receive support from their spouses and in-laws for their businesses]
	<p>What were the reasons for the achievement or non-achievement of planned results?</p> <p>To what extent did the project make timely adjustments to its strategy to maintain its relevance and effectiveness?</p>	<p>5. What are the challenges you face in your livelihood and business that the project couldn't address?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. What are the challenges they face with accesses to finances, assets and other resources? b. Challenges to specific business profitability and growth? c. Challenges to paying off debt? d. Do they feel safe in their workplaces and in public places while they go to work? e. Do they feel respected and supported by spouses, in-laws and other family members – such as for childcare and household responsibilities? f. Specific challenges due to the COVID-19 pandemic and economic crisis?
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	<p>6. What do you wish was different that might have allowed you to achieve more from your participation in the project?</p> <p>[Probe:</p> <ul style="list-style-type: none"> a. How the skills training sessions can be improved? b. What specific topics can be included in the training sessions? How well can the mentorship be improved? c. How well can the in-kind assistance be improved? d. How well can the support for market connections be improved? e. How to ensure equal representation of marginalised people? f. Were there any obstructions by family members or others in their participation in project activities, and how to mitigate those challenges?
	To what extent did the project reach the planned results?	7. Let's imagine 10 years from now. Imagine that in 10 years, your livelihood/business is profitable and growing well. Can you describe how your life and your family life will be?
	What were the reasons for the achievement or non-achievement of planned results?	8. What do you think the project should do more to help you, your family and community reach this place?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	<p>9. If the support from the project ends, will your business sustain and grow without outside help?</p> <p>[Probe: ask for examples]</p>

Beneficiaries (Social Norms and Behaviour Change Component) – Interviews

Following are sample semi-structured questions for in-person, in-depth interviews with beneficiaries—women, spouses, parents, boys and girls, and community leaders. These are guiding questions, and the facilitator will make the conversation interactive and discussion oriented.

Evaluation Question	Evaluation Sub-Question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project’s strategies relevant to local and national contexts?	1. How did you get to know about this project? What motivated you to join?
	To what extent did the project align with the needs of the intended beneficiaries?	2. Can you tell us, in your words, based on the information given to you, what this project is about and what it tried to achieve?
		3. Before the project started, how did the community viewed equality between men and women? How did the community think about women and girls being protected from violence?
		4. What are the most pressing issues women and girls face in your community about their well-being and their safety?
		5. Do you think the training you received through the project talked enough about those challenges to women's safety and empowerment and how to help women and girls in unsafe situations?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	6. After the training, do you think you understand more about violence against women and girls and what to do if you see a woman/girl in an unsafe condition?
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	
	To what extent did the project reach the planned results?	7. Do you think your families and friends who participated in the training programmes will take action if they see a woman getting harassed on the streets or being beaten by their spouse at home?
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	
To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	8. What specific training or activity of the project did you join in?	
To what extent have the capacities of duty-	9. Which topics did you like the most and why?	

	bearers and rightsholders been strengthened as a result of the project?	
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	10. Which topics did you not like? And why?
	To what extent have the capacities of duty-bearers and rightsholders been strengthened as a result of the project?	11. If you had the chance to improve the training sessions, please name three topics or areas you might add or discuss more because you feel that's what your community needs the most.
	To what extent did the project reach the planned results?	12. Have you or anyone you know who participated in the training taken direct action to stop a woman from getting harassed or reporting an incident of violence to authorities? a. If not, what are the challenges you face in taking such action? b. Has the training you received sufficiently helped you to overcome those challenges? If not, what extra support do you need to stop violence in your community?
	To what extent did the project reach the planned results?	13. Have you seen parents who participated in the training take the initiative to stop the harsh physical punishment of their children?
	To what extent did the project reach the planned results?	14. Do you think relationships and communication between couples who took part in the training have improved? Do you think the training has helped them manage their conflicts more peacefully? If not, what prevents them from doing so?
	To what extent did the project reach the planned results?	15. Do you think it's easy to put what you learnt through the training into practice? If not, what more support do you need to change your family relationships positively?
	To what extent did the project reach the planned results? Were there any unexpected results or unintended consequences of the project?	16. What are the benefits or positive impacts of this project on your community?
	To what extent did the project reach the planned results? Were there any unexpected results or unintended consequences of the project?	17. What are the negative impacts of this project on your community? a. What can the project do to stop those negative impacts?
	To what extent did the project reach the planned results?	18. Do you think the training convinced you and your peers about women's equality and women and girls' protection from violence? Do you think your friends or peers are convinced that men and women have equal rights and that husbands or other family

		<p>members should not beat, harass, or cause emotional distress to their wives?</p> <p>a. Or do you think your friends or family members were not convinced? Why do you think is the reason for that?</p> <p>b. What can the training do better to convince your friends?</p>
	To what extent did the project reach the planned results?	19. Do you think the training effectively convinced how violence causes severe damage to women, children, and families physically, emotionally, and economically?
	To what extent did the project reach the planned results?	20. Does the training convince you that women in schooling and employment benefit the family and community?
	To what extent did the project reach the planned results?	21. Do you think husbands who participated in the training will support their wives more to engage in employment, help with household chores, and care for children when women are away at work?
	What were the reasons for the achievement or non-achievement of planned results?	22. How and why do you think the project made a positive or negative change in your community?
	To what extent did the project reach the planned results?	23. Have you or others you know left the training without completion? What are their reasons for leaving?
Sustainability		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	24. How likely would you or a friend organise smaller training or awareness sessions even after the project team leaves?
		25. Have you or people you know already started sharing messages of the training with others, such as through Facebook posts, WhatsApp groups, or conversations with friends and family? If not, what challenges prevent you from sharing? What can the programme do better to help you overcome those challenges?
Gender and Human Rights Approach		
To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?	<p>To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?</p> <p>To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?</p>	<p>26. Do you think the project sufficiently involved women, people with disabilities, people who were affected by the war, and those, in your opinion, who most need a programme like this?</p> <p>a. What can the project do more to reach marginalised people and those needing this programme?</p>

Beneficiaries (Women’s Livelihoods Strengthening Component) – Interviews

Evaluation Question	Evaluation Sub-question	Interview Question
Relevance		
To what extent has the project contributed to addressing the needs identified in its design?	To what extent were the project’s strategies relevant to local and national contexts?	1. What are the specific knowledge gaps women entrepreneurs, those with their own small businesses or those interested in starting a small business in your community, might have to succeed in their businesses?
	To what extent did the project align with the needs of the intended beneficiaries?	2. What challenges do women in the community face in starting and growing their businesses?
		3. To what extent has the project successfully closed such knowledge and skills gaps and provided support to these women? To what extent was the project not able to meet those needs?
Effectiveness		
To what extent has the project implemented its outputs to target beneficiaries?	To what extent did the project reach the planned results?	4. Did you complete the whole training? If yes, what interested you in continuing training? If not, what stopped you from continuing?
	To what extent did the project reach the planned results?	5. Have you been involved in a livelihood before the training? If so, what is it?
	To what extent did the project reach the planned results?	6. How well do you think the project improved your knowledge and awareness about key business concepts, financial resources, planning, management, marketing, etc.?
	To what extent did the project reach the planned results?	7. How has the training supported you in your day-to-day livelihood/business activities?
	To what extent did the project reach the planned results?	8. Were any specific topics covered in training that you think were especially beneficial to you?
	To what extent did the project reach the planned results?	9. Can you name the strengths and benefits of this training for you and your community?
	To what extent did the project reach the planned results?	10. Can you name any drawbacks of the training? What could have been done better?
	To what extent did the project reach the planned results?	11. What more can the training provide you to overcome your day-to-day livelihood challenges? Are there any specific topics that should be covered?
	To what extent did the project reach the planned results?	12. How satisfied are you with the training facilitation? What were the facilitation strengths? What can be done better?

To what extent did the project reach the planned results?	13. Did you submit a business proposal for the competitive bidding for in-kind assistance? If so, what was your process in drafting and submitting the proposal? a. What challenges did you face during this process? b. What are the satisfying aspects of this process? c. Are you satisfied with the outcomes? Can you elaborate?
To what extent did the project reach the planned results?	14. Were you selected for in-kind assistance? a. If yes, did the in-kind assistance help you start a new business or grow an existing one? b. How helpful was the in-kind assistance in meeting your livelihood/business needs?
To what extent did the project reach the planned results?	15. Did you receive mentorship? a. If yes, how frequently did you receive mentorship? b. How helpful was the mentorship process? What were the strengths and benefits? c. How can the mentorship programme be further improved to better support your livelihood/business?
To what extent did the project reach the planned results?	16. Did the programme help you connect to market opportunities? If yes, can you give some examples? a. How was it beneficial? b. What more support do you need in this area?
To what extent did the project reach the planned results?	17. How has the project helped you contribute to your personal and family expenses or savings?
To what extent did the project reach the planned results?	18. In your own words, what does financial independence mean to you, based on what you learnt and received from this project?
To what extent did the project reach the planned results?	19. Do you think women who participated in this project succeeded in being financially independent? If not, what more can the project do to help women be strong and independent financially?
To what extent did the project reach the planned results?	20. Do you think financially independent women have better recognition and respect in their household by their spouses, in-laws, and other household members?
To what extent did the project reach the planned results?	21. What positive changes do you think the project overall made in your business, personal life, family life, and in the community?
What were the reasons for the achievement or non-achievement of planned results?	22. How and why the above changes were made possible?
To what extent did the project reach the planned results? What were the reasons for the achievement or non-achievement	23. What changes the project couldn't make and why?

	of planned results?	
	Were there any unexpected results or unintended consequences of the project?	24. Or do you know whether some women who participated in the project were discouraged or faced unsafety or harassment because of their livelihoods? If yes, what were the challenges and reasons?
<i>Sustainability</i>		
How likely would the benefits of the project continue after donor funding has been withdrawn?	What are the mechanisms or other interventions linked to the project that may continue even after the project closure?	25. If the in-kind support, training, mentorship, and market connections from the project end, do you think women will continue to grow their businesses without outside help? <ul style="list-style-type: none"> a. If not, what mechanisms are needed to continue to support women's livelihoods and small businesses in this community?

Beneficiaries (Social Norms and Behaviour Change Component) – Telephone Survey Questionnaire

1. Can you please tell me your age?

2. Which DS division are you from?

3. What is your occupation?

Relevance
Evaluation Question: To what extent has the project contributed to addressing the needs identified in its design?
Evaluation Sub-question: To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?

4. In your community, are men and women viewed equally?
 - Yes
 - No
 - Don't know
 - Refuse to answer

5. How likely are the following statements to be true in your community?
 - a. Women and girls feel unsafe in their homes.
 - Very likely
 - Likely
 - Unlikely
 - Very unlikely
 - Don't know
 - Refuse to answer

 - b. Women and girls feel unsafe in public places such as roads and public transport.
 - Very likely
 - Likely
 - Unlikely
 - Very unlikely
 - Don't know
 - Refuse to answer

 - c. Women and girls feel unsafe in workplaces.
 - Very likely
 - Likely
 - Unlikely
 - Very unlikely
 - Don't know
 - Refuse to answer

6. Out of the following, what are the common reasons that make women unsafe in the community?
 - Husbands beating women
 - Mothers and fathers-in laws and other household members harassing women
 - Women not having a source of income
 - Harassment on the road and transport

Harassment at workplaces
Other, if any, please name
Don't know
Refuse to answer

7. Out of the following, what are the common reasons that make girls unsafe in the community?

Physical and/or sexual harassment in the wider community/society
Physical and/or sexual harassment by relatives
Harsh disciplining (such as beating) by parents
Harsh disciplining (such as beating) by school teachers
Bullying at school
Restrictions to girls pursuing education
Harassment in transport
Other, if any, please name
Don't know
Refuse to answer

8. How likely would community members find it acceptable for a husband to discipline his wife?

Very likely
Likely
Unlikely
Very unlikely
Don't know
Refuse to answer

9. How likely would community members find it acceptable to use harsh discipline by parents and school teachers against children such as beating?

Very likely
Likely
Unlikely
Very unlikely
Don't know
Refuse to answer

10. To what extent do you agree that the training you received through the project addressed the above concerns about women's and girls' safety in your community?

Strongly agree
Somewhat Agree
Don't agree
Don't know
Refuse to answer

11. On a scale of 0 to 10, how much do you think you understand about violence against women and girls and what to do if you see a woman/girl in an unsafe condition?

0 = No
understanding



10 = Excellent
understanding

Don't know
Refuse to answer

Effectiveness

Evaluation Question: To what extent has the project implemented its outputs to target beneficiaries?

Evaluation Sub-question: To what extent did the project reach the planned results?

12. After the project, how confident are you about your knowledge about the physical, mental and emotional well-being of women and girls in your family and community?

Very confident

Confident
Not confident
Don't know
Refuse to answer

13. After the project, how confident are you about your knowledge about making homes and public places in your community safe for women and girls?

Very confident
Confident
Not confident
Don't know
Refuse to answer

14. After the project, how confident are you about your knowledge about how to report a case of violence against women and girls and access support services to help a survivor of violence?

Very confident
Confident
Not confident
Don't know
Refuse to answer

15. After the training, how likely are your families and friends who participated in the training programmes to take action if they see or hear about a woman getting harassed on the streets or being beaten by their spouse at home?

Very likely
Likely
Unlikely
Very unlikely
Don't know
Refuse to answer

16. Do you think after the project, women and girls in your community are more respected in their homes?

Yes
No
Don't know
Refuse to answer

17. Do you think that after the project, women and girls in your community are more respected by community members?

Yes
No
Don't know
Refuse to answer

18. Do you think after the project, women and girls in your community feel safer at their homes?

Yes
No
Don't know
Refuse to answer

19. Do you think after the project, women and girls in your community feel safer in public places?

Yes
No
Don't know
Refuse to answer

20. Overall, how satisfied are you with the training?
Very satisfied
Somewhat satisfied
Not satisfied
Don't know
Refuse to answer
21. Have you or others you know left the training without completion?
Yes
No
Don't know
Refuse to answer
22. Have you or anyone you know who participated in the training taken direct action to stop a woman from getting harassed or reporting an incident of violence to authorities?
Yes
No
Don't know
Refuse to answer
23. Have you seen parents who participated in the training take the initiative to stop the harsh physical punishment of their children?
Yes
No
Don't know
Refuse to answer
24. Do you think relationships and communication between couples participating in the training have improved?
Yes
No
Don't know
Refuse to answer
25. Do you think the training has helped them manage their conflicts more peacefully?
Yes
No
Don't know
Refuse to answer
26. Do you think it's easy to put what you learnt through the training into practice?
Yes
No
Don't know
Refuse to answer
27. Do you think the training convinced you and your peers about women's equality and women and girls' protection from violence?
Yes
No
Don't know
Refuse to answer

28. Did the training convince you that women in schooling and employment benefit the family and community?
 Yes
 No
 Don't know
 Refuse to answer
29. Do you think husbands who participated in the training will support their wives more to engage in employment, help with household chores, and care for children when women are away at work?
 Yes
 No
 Don't know
 Refuse to answer
30. To what extent do you agree that the project has contributed to an overall increase in positive views and perceptions about the equality and safety of women and girls in your community?
 Strongly agree
 Somewhat agree
 Don't agree
 Don't know
 Refuse to answer
31. To what extent do you agree that the project has contributed to an overall reduction of physical, sexual, and/or emotional violence against women and girls in your community?
 Strongly agree
 Somewhat agree
 Don't agree
 Don't know
 Refuse to answer

Effectiveness

Evaluation Question: To what extent has the project implemented its outputs to target beneficiaries?
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Evaluation Sub-question: Were there any unexpected results or unintended consequences of the project?

32. Did you face any challenges or restrictions by your family members or outsiders in participating in project activities?
 Yes
 No
 Don't know
 Refuse to answer

Sustainability

Evaluation Question: How likely would the benefits of the project continue after donor funding has been withdrawn?
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Evaluation Sub-question: What are the mechanisms or other interventions linked to the project that may continue even after the project closure?

33. How likely would you recommend this training to another friend or a family member?
 Very likely
 Likely
 Unlikely
 Very unlikely

Don't know
Refuse to answer

34. After the project ends, how likely would you or a friend to organise smaller training or awareness sessions or share project messages on WhatsApp or in discussions with family and friends?

Very likely
Likely
Unlikely
Very unlikely
Don't know
Refuse to answer

Gender and Human Rights Approach

Evaluation question: To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?

Evaluation Sub-questions: To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?
To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?

35. Do you think the project sufficiently involved women, people with disabilities, and people affected by the war?

Yes
No
Don't know
Refuse to answer

Beneficiaries (Women's Livelihoods Strengthening Component) – Telephone Survey Questionnaire

1. Can you please tell me your age?
2. Which DS division are you from?
3. What is your occupation?

Relevance

Evaluation Question: To what extent has the project contributed to addressing the needs identified in its design?

Evaluation Sub-question: To what extent were the project's strategies relevant to local and national contexts? To what extent did the project align with the needs of the intended beneficiaries?

4. Out of the following, what are the top three challenges in your community for women's livelihoods?
Lack of employment opportunities
Spouses and other household members restrict women from going out for employment.

- Inability to balance household work, childcare, with employment
- Unsafe workspaces
- Unsafe roads and transport to commute to work
- Lack of skills to match employment needs
- Not enough payments for jobs
- Other, please specify
- Don't know
- Refuse to answer

5. Out of the following, what are the top 3 challenges in your community for women to start a business?

- Not enough business knowledge and skills
- Lack of financial sources
- Challenges to accessing markets
- Challenges to acquiring resources/raw materials for production
- Unfavourable market conditions
- Spouses and other household members do not support women's businesses
- Inability to balance household work, childcare, with employment
- Other, please specify
- Don't know
- Refuse to answer

6. How likely are spouses and family members to support women in your community to engage in livelihoods (such as by supporting household chores and caring for children when women are away at work)?

- Very likely
- Likely
- Unlikely
- Very unlikely
- Don't know
- Refuse to answer

Effectiveness

Evaluation Question: To what extent has the project implemented its outputs to target beneficiaries?
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Evaluation Sub-question: To what extent did the project reach the planned results?
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7. Do you agree that the project improved your knowledge and awareness about key business concepts, financial resources, planning, management, marketing, etc.?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know
- Refuse to answer

8. Do you agree that the project has successfully supported women to start businesses and grow their livelihoods?

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know
- Refuse to answer

9. How supportive has the training been in your day-to-day livelihood/business activities?
Very supportive
Somewhat supportive
Not supportive
Don't know
Refuse to answer
10. Overall, how satisfied are you with the training you received?
Very satisfied
Somewhat satisfied
Not satisfied
Don't know
Refuse to answer
11. How satisfied are you with the competitive bidding process for in-kind assistance?
Very satisfied
Somewhat satisfied
Not satisfied
Don't know
Refuse to answer
12. How supportive was the in-kind assistance in helping you start a new business or grow an existing one?
Very supportive
Somewhat supportive
Not supportive
Don't know
Refuse to answer
13. How helpful was the mentorship process?
Very helpful
Somewhat helpful
Not helpful
Don't know
Refuse to answer
14. How helpful was the programme in helping you connect to market opportunities?
Very helpful
Somewhat helpful
Not helpful
Don't know
Refuse to answer
15. How helpful was the programme in helping you connect to other businesswomen and resource persons?
Very helpful
Somewhat helpful
Not helpful
Don't know
Refuse to answer
16. How helpful was the project in helping you have the knowledge and get connected to other financial resources (apart from in-kind assistance)
Very helpful

Somewhat helpful
Not helpful
Don't know
Refuse to answer

17. How relevant was the project in helping you develop new ideas and solutions for day-to-day business challenges and needs?

Very relevant
Somewhat relevant
Not relevant
Don't know
Refuse to answer

18. How confident do you feel about your business planning skills after the project?

Very confident
Confident
Not confident
Don't know
Refuse to answer

19. In the last 12 months, have your production increased?

Yes
No
Don't know
Refuse to answer

20. In the last 12 months, have your sales increased?

Yes
No
Don't know
Refuse to answer

21. Over the past 12 months, have you received earnings from your business?

Yes
No
Don't know
Refuse to answer

22. Over the past 12 months, have your business earnings increased?

Yes
No
Don't know
Refuse to answer

23. Over the past 12 months, have your business been profitable (that your earnings have been more than your business expenses)?

Yes
No
Don't know
Refuse to answer

24. Since the project started, have you purchased or rented new land, building, or machinery for your business?
- Yes
 - No
 - Don't know
 - Refuse to answer
25. Over the past 12 months, what has been your contribution to household expenses?
- 100%
 - Above 50%
 - 50%
 - Below 50%
 - No contribution
 - Don't know
 - Refuse to answer
26. Over the past 12 months, what has been the proportion of your monthly savings from your earnings?
- Above 70%
 - 50% - 70%
 - 30% - 50%
 - Below 30%
 - No savings
 - Don't know
 - Refuse to answer
27. Do you consider yourself financially independent?
- Yes
 - No
 - Don't know
 - Refuse to answer
28. Do you think women who participated in this project succeeded in being financially independent?
- Yes
 - No
 - Don't know
 - Refuse to answer
29. How likely are the women who participated in the project to make the sole decisions about spending, saving, and investing their earnings?
- Very likely
 - Likely
 - Unlikely
 - Don't know
 - Refuse to answer
30. Do you think the women who participated in the project have better recognition and respect in their households by their spouses, in-laws, or other household members?
- Yes
 - No
 - Don't know
 - Refuse to answer

31. Do you think the women who participated in the project have better relationships and communication with their spouses, in-laws, and other household members?
- Yes
 - No
 - Don't know
 - Refuse to answer
32. Do you think the women who participated in the project feel safe from physical, sexual, or emotional violence in their homes?
- Yes
 - No
 - Don't know
 - Refuse to answer
33. Do you think the women who participated in the project feel safe from physical, sexual, or emotional violence outside the home?
- Yes
 - No
 - Don't know
 - Refuse to answer
34. Have you or others you know left the project without completion?
- Yes
 - No
 - Don't know
 - Refuse to answer

Effectiveness

Evaluation Question: To what extent has the project implemented its outputs to target beneficiaries?
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Evaluation Sub-question: Were there any unexpected results or unintended consequences of the project?

35. Did you face any challenges or restrictions by your family members or outsiders in participating in project activities?
- Yes
 - No
 - Don't know
 - Refuse to answer

Sustainability

Evaluation Question: How likely would the benefits of the project continue after donor funding has been withdrawn?
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Evaluation Sub-question: What are the mechanisms or other interventions linked to the project that may continue even after the project closure?

36. If the in-kind support, training, mentorship, and market connections from the project end, do you think women will continue to grow their businesses without outside help?
- Yes
 - No
 - Don't know
 - Refuse to answer

Gender and Human Rights Approach

Evaluation question: To what extent has the project applied a human rights-based approach and identified and engaged the most marginalised groups?

Evaluation Sub-questions: To what extent do the intended and unintended benefits meet the needs of vulnerable/marginalised people?
To what extent has the project actively identified and addressed social norms that are driving gender inequalities specific to the local context?

37. Do you think the project sufficiently involved women, people with disabilities, and people affected by the war?

Yes

No

Don't know

Refuse to answer

Annexe C: Documents Reviewed

UN Women, UNICEF, UNFPA	Addendum to SGBV Proposal_1 June 2020
UN Women, UNICEF, UNFPA	Results Framework for the JPP – DRAFT
UN Women, UNICEF, UNFPA	Joint Programme for Peace MPTF OFFICE GENERIC ANNUAL PROGRAMME1 NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2020
UN Women, UNICEF, UNFPA	Joint Programme for Peace MPTF OFFICE GENERIC ANNUAL PROGRAMME 1 NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2021
UN Women, UNICEF, UNFPA	Project Proposal
UN Women, UNICEF, UNFPA	SGBV Final Project Management Meeting Presentation
UN Women, UNICEF, UNFPA	Sample Review Report
UN Women	Activity 3.1 process report
UN Women	Training Needs Assessment of Small -Scale Women Business Owners in Mannar, Sri Lanka
UN Women	Value Chain Study in Mannar
UN Women	Activity Completion Report – Product Development
UN Women	Attendance Sheets – Product Development
UN Women	List of beneficiaries who have diversified their businesses following the SGBV Project
UN Women	Market Linkages
UN Women	Activity Completion report – Mentorship Programme
UN Women	Attendance sheet – mentor-mentee engagement workshop
UN Women	Attendance sheet – mentor-mentee engagement workshop
UN Women	Attendance sheet – workshop for mentors
UN Women	Consolidated challenges listed by mentees and mentors
UN Women	Draft potential female mentors’ profile
UN Women	Activity completion report – pitching process and selection of potential businesses for in-kind assistance
UN Women	Final scoring sheet – Mannar Town DS division
UN Women	Final scoring sheet – Manthai West DS division
UN Women	Scoring sheet for Business Plan Pitching -Mannar Town
UN Women	Scoring sheet for Business Plan Pitching – Manthai West
UN Women	Activity Completion Report – Diversity Market, Experience Sharing and Market Linkages for Producers
UN Women	Attendance Sheet – Diversity Market Fair and Experience Sharing
UN Women	Final Draft Agenda – Diversity Market Fair and Experience Sharing
UN Women	Final Project Narrative Report
UN Women	UN Women’s Inputs to Joint Programme for Peace MPTF OFFICE GENERIC ANNUAL PROGRAMME1 NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2020
UN Women	UN Women’s Inputs to Joint Programme for Peace MPTF OFFICE GENERIC ANNUAL PROGRAMME1 NARRATIVE PROGRESS REPORT REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2021
UN Women	20 Case stories
UN Women	SGBV Coms plan
UNICEF	Project Proposal for the baseline study
UNICEF	UNICEF GBV Study Baseline Results
UNICEF	Progress Report – JSAC – first quarter May to July 2021
UNICEF	Progress Report – JSAC – second quarter July to October 2021

UNICEF	Progress Report – JSAC – third quarter October to January 2022
UNICEF	Progress Report – JSAC – fourth quarter January to April 2022
UNICEF	Progress Report – JSAC – fifth quarter April to July 2022
UNICEF	Progress Report – JSAC – sixth quarter July to October 2022
UNICEF	Progress Report – JSAC – seventh quarter October to December 2022
UNICEF	Database – Mannar – UNICEF Population
UNICEF	Final Report
UNICEF	JSAC Final Report
UNICEF	Selection Criteria for Divisions and Villages
UNICEF	Training Manual – Capacity Building for Government Staff
UNICEF	Training Manual – Sexuality and Gender
UNICEF	Training Manual – Positive Parenting
UNFPA	Manual for Resource Persons to deliver programmes at community level
UNFPA	Manuel for Community Awareness Session
UNFPA	Resource Booklet: Guide for Resource Persons to raise awareness at Community Level
UNFPA	Report of the Formative Research Phase
UNFPA	TOT Agenda Final
UNFPA	Signed list of participants – resource person training
UNFPA	List of Invitees for Validation of Norms Training Manual
UNFPA	Presentation of research findings and Validation of Training Manual