THE CONTRIBUTION OF UN WOMEN TO PREVENT VIOLENCE AGAINST WOMEN AND EXPAND ACCESS TO SERVICES

Final Report • Volume II – Appendices

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UN WOMEN

Acknowledgements

APPENDICES

APPENDIX I: TERMS OF REFERENCE

1. Evaluation background

Violence against women and girls is one of the most widespread violations of human rights. It can include physical, sexual, psychological and economic abuse, and it cuts across boundaries of age, race, culture, wealth and geography. It can occur at home, on the street, in school, the workplace, in farm fields, refugee camps, during conflict and crises. It has many manifestations from the most universally prevalent forms of domestic and sexual violence, to harmful practices, abuse during pregnancy, so-called honour killings and other types of femicide.

International and regional legal instruments have clarified States' obligations to prevent, eradicate and punish violence against women and girls. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) requires countries party to the Convention to take all appropriate steps to end violence. However, the continued prevalence of violence against women and girls demonstrates that this global pandemic is yet to be tackled with all the necessary political commitment and resources.

In July 2010, the United Nations General Assembly created the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as part of its reform agenda to bring together resources and mandates for greater impact.[1]

UN-Women merges and builds on the important work of four previously distinct parts of the United Nations system which focused exclusively on gender equality and women's empowerment, namely: the Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM).

UN-Women's mandate brings together those of the four predecessor entities, calling on the new entity to have universal coverage, strategic presence and ensure closer linkages between the norm setting intergovernmental work and operations at the field level. It entrusts UN-Women with a leading role in normative, operational and coordination work on gender equality in UN-Women, including violence against women (VAW).

Ending violence against women and girls is one of UN-Women's key corporate goals, as reflected in its strategic plan 2011-2013. The main root of violence against women and girls is gender inequality and tackling the issue requires working on many fronts with many partners. Efforts are multiplied through advocacy campaigns and partnerships with governments, civil society and the United Nations system. Initiatives include establishing legal frameworks and specific national actions, and supporting prevention and response at the grassroots level. UN-Women also supports intergovernmental processes and data collection on VAW, to fill gaps of information on this widespread issue and facilitate new learning on how to combat it.

The UN-Women Evaluation Office conducts corporate thematic evaluations to assess UN-Women's contribution to gender equality and women's empowerment development results at global, regional and country levels. Thematic evaluations generate credible and systematized information on the coherence and progress of UN-Women's thematic strategies and programmes

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1   The mandate is guided by the Beijing Platform for Action, CEDAW, the **United Nations Security Council resolution 1325 on women, peace and security**, the Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women (CSW) and other applicable United Nations instruments, standards and legislation.

and their implementation, both at intergovernmental and programmatic levels, with a specific focus on contribution to development results at country level. Findings are used for strategic policy and programmatic decisions, organizational learning, accountability at the country, subregional and regional levels, and corporate decisions. They also generate knowledge on what works and what doesn't to advance gender equality.

2. Purpose and objectives of the evaluation

In line with commitments in the UN-Women strategic plan 2011-2013, the Evaluation Office will conduct a corporate thematic evaluation of the contribution of UN-Women to prevent VAW and expand access to services. The evaluation will assess the contributions of UN-Women's predecessor entities to supporting countries in preventing violence against women and girls and expanding access to services from 2008 to 2011. The evaluation will have both summative and formative elements. On one hand, it will look at the work of predecessor entities in years prior to the creation of UN-Women to assess the achievement of results at the global, regional and country levels, identifying the strengths and weaknesses of programmes that have been taken forward as a baseline. On the other, it will analyze how well UN-Women is strategically positioned to implement its new mandate of normative, operational and coordination work in the area of VAW. The evaluation is taking place in a dynamic environment where different parts of the entity are being consolidated and it is expected to provide forward-looking recommendations on how UN-Women should enhance its work on ending violence against women and girls.

The objectives of the evaluation are to:

• Assess UN-Women's contribution to results, including the effectiveness of programming strategies in implementing global commitments within national priorities for preventing and responding to VAW, with a special focus on innovative, scalable and replicable interventions. The evaluation will also investigate the contextual factors that enabled or restricted the achievement of results.

• Analyze how UN-Women has strategically positioned itself to add value in preventing and responding to VAW in global, regional and national contexts. The assessment will focus on UN-Women's implementation of its mandate of normative, operational and coordination work. It will look at UN-Women's results in supporting intergovernmental processes, and the global normative and policy frameworks on ending VAW (EVAW). It will assess UN-Women's contribution to United Nations system-wide coordination, including inputs to the Secretary-General's Policy Committee, United Nations Trust Fund on Ending Violence against Women Programme (UN Trust Fund) Appraisal Committee, United Nations Inter-agency Network on Women and Gender Equality Task Force on VAW, as well as analyze its work with specific entities and United Nations Country Teams (UNCT) on the ground.

• Assess the overall coherence of mandates and programmatic approaches deployed in the entity for preventing and responding to VAW and expanding access to services. The evaluation will assess internal policy and programming coherence and UN-Women's external alignment to global frameworks, such as the Beijing Platform for Action and CEDAW.

• Evaluate UN-Women's organizational performance such as management systems, design of strategies and programmes, including monitoring and evaluation (M&E) and their effectiveness in facilitating the implementation of UN-Women's mandate to end violence against women and girls. It will set forward-looking recommendations on how to strengthen UN-Women's programming and M&E system, and provide inputs for the planning of a summative evaluation at the end of the UN-Women strategic plan 2011-2013.

The findings of this evaluation will be used by UN-Women to further refine its approaches to ending violence against women and girls. Findings will inform the mid-term review of the strategic plan, and will be presented to the 2013 annual session of the UN-Women Executive Board. The results of the evaluation will also be used in the 57th Session of the Commission on the Status of Women (CSW57) in 2013, where elimination

and prevention of all forms of violence against women and girls is a priority theme.

3. UN-Women's work on ending violence against women and girls

UN-Women has a leading mandate and role within the United Nations system on gender equality and women's empowerment overall, and on violence against women and girls in particular, as embedded in its strategic plan 2011-2013. Goal 3 of the strategic plan (to prevent violence against women and girls and expand services) highlights the importance of strengthening prevention and expanding services to survivors of violence, as well as addressing issues of justice and impunity. Outcome-level results for goal 3 include the adoption and implementation of legislation and policies to respond to and prevent violence against women and girls; enabling women from excluded groups to influence policies, actions and budgets to address violence against women and girls; and facilitating the adoption of decisions by intergovernmental bodies and other human rights mechanisms that advance commitments to ending violence against women and girls.

To achieve the results outlined in the strategic plan, UN-Women engages in a number of strategic areas. It plays a crucial role as an **information/knowledge broker** on EVAW by tracking the measures Member States have in place to address VAW, and providing policy and programming guidance and tools for the implementation of laws and policies. It supports the **advancement of national legislation, policies and strategies, development of multi-sectoral national action plans to strengthen the response, and ensures the adoption of quality standards for service delivery**. It promotes M&E mechanisms for the implementation of laws and policies, and securing budgetary allocations are important parts of these efforts. UN-Women works on **enabling access to justice** by supporting capacity development of the justice sector and of frontline workers such the police, lawyers, judges, social workers and health professionals. Across its efforts, it supports **women's empowerment and participation**, and **social and community mobilization** through awareness-raising. In addition, UN-Women advocates for especially strategic

but emerging issues in the global field of EVAW, in particular for **effective primary prevention approaches**, and engages men, young people and other strategic actors (e.g. faith-based, traditional/local leaders and the mass media) in this endeavour. Finally, UN-Women's role in **coordination** is crucial to preventing VAW and expanding access to services. Coordination includes mobilizing multi-stakeholder partnerships; managing the Secretary-General's UNiTE to End Violence against Women and Girls campaign; serving as a global knowledge hub for technical assistance; and contributing to inter-agency mechanisms on VAW and pursuing strengthened inter-agency partnerships within the United Nations system at global, regional and country levels.

Besides the strategic plan 2011-2013, UN-Women's work on ending violence against women and girls is guided by two other frameworks: 1) the former UNIFEM strategy, *A Life Free of Violence: Unleashing the Power of Women's Empowerment and Gender Equality 2008-2011*, which served as an umbrella for coherence across UNIFEM's policy, advisory, advocacy, programming and inter-agency roles, and is critical to understanding the history and current direction of UN-Women; and 2) the UN-Women Executive Director's 16 Step Policy Agenda to end violence against women and girls, which reflects several of the strategy's priorities and new initiatives under UN-Women, such as universal access to critical services for survivors of violence.

UN-Women is set-up to be uniquely positioned to work on violence against women and girls with an organizational structure that includes: intergovernmental and normative support; knowledge management; programmes at global, regional and country levels; management of the Secretary-General's UNiTE campaign; and grant-making (UN-Women being a manager of the UN Trust Fund).

Intergovernmental and normative support

UN-Women conducts research and analysis, and regularly prepares reports for the Secretary-General in response to intergovernmental mandates. It seeks inputs from governments and other stakeholders on progress made and obstacles encountered, and good practices and lessons learned through expert group

meetings and guidance reports, servicing of the CSW, and tracking Member State progress (through the Secretary-General database on VAW) and United Nations system-wide work (inventory reports). Reports cover all forms of VAW, as well as specific aspects such as trafficking in women, traditional practices harmful to women and girls, and VAW migrant workers. DAW was responsible for the preparation of the Secretary-General's in-depth study on all forms of VAW. These reports, including policy recommendations, serve as a basis for discussions and actions by governments, CSW and the General Assembly.

Global, regional and country programmes

UN-Women's global programmes contribute to developing evidence-based, scalable and replicable policies, programmes and interventions on violence against women and girls. From 2008 to 2010, and 2010 to the present, UN-Women managed two global flagship initiatives: the Virtual Knowledge Centre to End Violence against Women and Girls and the Global Safe Cities Initiative.

The Virtual Knowledge Centre is a multi-lingual online resource offering a 'one-stop' source of state-of-the-art tools and high-quality guidance on how to design, implement, monitor and evaluate programmes targeting VAW. Developed with leading global experts and organizations, it draws on good practices, lessons learned and evaluations to support country-level implementation of policy commitments.

The **Global Safe Cities Initiative** is a pioneering initiative because of its planned cross-regional impact evaluation which aims to develop and test the first proven model approaches on how to reduce sexual harassment and violence in public spaces. The Initiative is expected to be replicated globally by mayors' offices in partnership with the United Nations Human Settlements Programme (UN-Habitat) and other United Nations entities, civil society, women's grassroots organizations, national and local governments, and the media. In addition to the Initiative's five pilot cities, a new collaborative agreement with the United Nations Children's Fund (UNICEF) has been made to expand efforts to more cities. UN-Women also has

Safe Cities Initiatives underway in other countries and urban centers.

United Nations Secretary-General's Multi-Year UNiTE to End Violence Against Women Campaign

UN-Women plays a key role in coordinating and managing the Secretary-General's UNiTE to End Violence against Women campaign. Since its launch in 2008, its global and regional secretariats based in UN-Women have brought together a number of United Nations entities and offices working to end violence against women and girls. They also monitor, maintain and circulate information concerning the progress of the goals of the campaign at all levels. The secretariats also: proactively engage with UNCTs and other key regional partners to develop global, regional and national strategies; provide support; mobilize efforts; intensify reach of the campaign; and increase a number of national campaigns with government leadership and United Nations support. The campaign was rolled out in Latin America (November 2009), Africa (January 2010), the Caribbean (October 2010), and Asia and the Pacific (November 2010).

In November 2009, UNIFEM launched 'Say NO – UNiTE to End Violence against Women,' a global communication and advocacy platform contributing towards the Secretary-General's UNiTE campaign. The 'Say NO – UniTE' signature campaign gathered over five million signatures in 2008 in support of a global call to make EVAW a top priority worldwide. 'Say NO – UNiTE' supports resource mobilization efforts and drives visibility for the UN Trust Fund.

UN Trust Fund in Support of Actions to Eliminate Violence against Women

The UN Trust Fund was established by General Assembly resolution 50/166 in 1996 and is managed by UN-Women on behalf of the United Nations system. It is the only global grant-making mechanism of its kind dedicated to addressing violence against women and girls, pooling some 20 United Nations entities in the process. The UN Trust Fund awards grants annually through an open and competitive process. The majority of its grantees are non-governmental organizations

(NGOs), with grants also awarded to governments and UNCTs. Since beginning operations in 1997, the UN Trust Fund has delivered more than $78 million to 339 initiatives in 127 countries. UN-Women provides strategic leadership, technical quality assurances, advocacy, resource mobilization and communications for the Fund.

4. Evaluation scope

The scope of the evaluation, in terms of programmatic coverage, will include all dimensions of UN-Women's work on addressing violence against women and girl, namely: intergovernmental and normative support; global, regional and country programmes, including strategic advocacy initiatives; and UN-Women's contributions and roles in the Secretary General's UNiTE campaign and in administering the UN Trust Fund. The area of violence against women and girls in conflict and post-conflict constitutes a separate programming area in UN-Women and is excluded from the scope of this evaluation. It is, however, in the scope of the evaluation to assess the extent to which ending violence against women and girls, as a UN-Women area of work, is strategically linked and building synergies with other work areas, in terms of holistic approaches to programming and the way thematic sections, geographic divisions, communications and the UN Trust Fund work together and with field offices.

The evaluation will cover UN-Women's results achieved under strategic planning frameworks of its predecessor entities, as well as examine the new strategic direction of the new entity. It will also analyze links between UN-Women's operational and normative sides and provide recommendations on how these two dimensions should work together to produce better results at country-level. The evaluation will seek to provide equitable regional representation of the programmes and will put a specific emphasis on identifying and assessing innovative and scalable programming approaches at country-level.

5. Evaluation issues, criteria and questions

Evaluation issues

To identify the key evaluation issues, the key issues in prevention and response to VAW were analyzed and UN-Women's strategic documents were reviewed. These key issues, when taking into account the multiple dimensions of evaluation, can be broadly grouped into two areas: 1) strategic areas of work in ending violence against women and girls, and 2) the overall UN-Women organizational performance, including the coherence of strategic objectives and programming approaches. In terms of strategic work areas, the evaluation will explore UN-Women's role in developing and implementing national laws and policies, including service delivery and access to justice; intergovernmental support; United Nations coordination; and forging multi-stakeholder partnerships. The evaluation will also analyze strategic emerging issues around primary prevention, such as engaging men and boys, and issues related to youths and adolescents. Meanwhile, the analysis of organizational performance will focus on UN-Women's effectiveness and efficiency, and alignment of strategic and programmatic frameworks with available means (e.g. capacities and resources).

National laws and policies: UN-Women's strategic frameworks recognize the significance of legislative and policy improvements, including the development of comprehensive national actions plans that encompass multisectoral approaches to end violence against women and girls. Policies and laws are too often adopted without adequate funding for their implementation. Budgets should therefore be assessed to make sure they meet the needs of the population, adequately serve impoverished geographic areas, ensure equity, and benefit the women and girls they are intended to serve. Financial considerations should be based on costing and include seemingly peripheral but crucial considerations such as free medical and legal aid, transportation to access legal and other services, and support for socio-economic reintegration. The evaluation will examine how UN-Women has contributed to the preparation of laws, policies and plans addressing VAW and assess whether these efforts are

aligned with global frameworks and United Nations resolutions on EVAW.

Expanding access to services, including justice: Most countries focus their efforts in providing already abused women and girls with emergency service and support. However, the response to survivors/victims is limited in coverage and quality, with most women and girls lacking access to basic support. Establishing safe houses and crises centres, counseling networks and one-stop centres for survivors of violence are part of the efforts to address emergency needs. A functioning legal and justice system is another vital mechanism for women and girls to achieve their rights. Efforts in this area, including EVAW-related judicial reforms and training police, lawyers, judges, social workers and health personnel to ensure they follow quality standards and protocols, are critical in transforming institutions and practice. The evaluation will explore UN-Women's current and possible future roles in expanding access to services for women and girls who are survivors of violence. It will investigate how UN-Women supported access to justice and whether investing in capacity development of frontline services has generated lasting impact in the medium- to long-term. It will also analyze work on raising awareness and legal literacy for women to know their rights and the services available to them.

Preventing or stopping gender-based violence (GBV) is a new domain for many countries and UN-Women, as such there has been limited attention and investment in developing effective primary prevention strategies. Such strategies include engaging mass media to challenge harmful gender norms and practices, working with young people as champions of change, to mobilizing men and boys of all ages and mobilizing communities from different walks of life to take a stand against violence against women and girls. The evaluation will analyze innovations emerging in UN-Women's work in the domain of primary prevention.

Intergovernmental support: UN-Women provides substantive support to intergovernmental processes, in particular CSW, through facilitating discussions on key gender equality issues among stakeholders including governments, civil society, the United Nations system, academia and other experts. It acts as a global centre of

knowledge and experience sharing on EVAW through the Secretary-General's VAW database. It also supports the development of reports by the Secretary-General, including on EVAW issues, which serve as basis for the decisions and resolutions of Member States and the setting of global norms, policies and standards on VAW. The evaluation will analyze how effective UN-Women is in increasing intergovernmental actions on EVAW and assess the linkages between UN-Women's normative work and programming at global, regional and country levels.

UN-Women's global, regional and country-level coordination role: UN-Women is mandated to play a leading role in contributing to inter-agency mechanisms targeting VAW and in pursuing strengthened inter-agency partnerships within the United Nations system at global, regional and country levels. It has been involved in a number of global inter-agency mechanisms such as the Secretary-General's Policy Committee, the UN Trust Fund and IANGWE's Task Force on EVAW etc. At the country level, UN-Women partners with United Nations entities and responds to national government demands, and coordinates gender equality work, including EVAW, within UNCTs. The evaluation will examine UN-Women's key contributions and added value to EVAW in the global inter-agency mechanisms, UNCTs and inter-agency partnerships, focusing on its responsiveness to global frameworks and country needs.

UN-Women's organizational performance and coherence: In line with its formative nature, the evaluation will look at UN-Women's results-based management (RBM) systems in the area of ending violence against women and girls, including programme design, baselines, and M&E. It will also analyze the adequacy of human resources and financial management systems and their links to achieving results, and will propose concrete recommendations in this regard.

The focus on coherence seeks to enhance the understanding of UN-Women's role at the country level, and to identify synergies and areas of influence and leverage that UN-Women should explore in addressing violence against women and girls. The evaluation examines how consistently UN-Women's strategic objectives have been applied, both as an individual

entity and collectively as a partner, in wider efforts of ending violence against women and girls by countries and other United Nations entities in light of their combined effects at the country level and against global commitments. The evaluation will focus on internal coherence, i.e. the consistency between the overall theory of change and UN-Women's strategic objectives and programming approaches, as carried out in support of preventing VAW and expanding services. It will analyze issues of organizational coherence in terms of alignment across UN-Women's pillars, at headquarters, and subregional and country-levels. The evaluation will also focus on external coherence with national policies of partner countries and with global policies. The findings of this evaluation should allow UN-Women to accelerate the adjustment of strategic frameworks and policies to improve prevention of VAW and expand access to services.

Evaluation criteria

The evaluation will use the following criteria:

- **Effectiveness/results** will assess UN-Women's performance to prevent and respond to VAW in terms of the achievement of results at global, regional and country levels. The evaluation will also seek to assess any intended or unintended effects at the country level and the influence of context on the achievement of results.
- **Relevance/coherence** will assess the planning, design and implementation of UN-Women's initiatives to end violence against women and girls in line with international, regional and national commitments, policies and priorities. The evaluation will seek to provide recommendations on how UN-Women should position itself in terms of its responsiveness and country needs on ending violence against women and girls, and also in comparison with other United Nations entities.
- **Sustainability** will look at UN-Women's contribution to the generation of national, local and community ownership of programmes, establishment of effective partnerships and the development of national capacities. The evaluation will examine sustainability of outcomes and will explore whether UN-Women has been able to promote scaling-up and replication of successful programmes.

UN-Women's role in empowering and developing the capacity of women's and other civil society organizations (CSOs), including in advocacy, as a sustainability strategy will also be assessed.

- **Efficiency** will assess whether UN-Women has instituted systems and clear procedures to provide coordinated support to VAW-related work. The suitability of UN-Women's operational and financial management procedures in preventing VAW and expanding access to services programming, and the extent to which they helped or hindered the achievement of results will also be examined.

Additional evaluation criteria may be introduced following the final review of the EVAW programming portfolio.

Key evaluation questions

The study will answer the following overarching questions. More detailed corresponding questions aligned with evaluation issues are included in the matrix of evaluation questions in Annex 5.

Effectiveness/results

1) What are UN-Women's key contributions to achieving national results on preventing VAW and expanding access to services at country level? What are the innovative strategies and promising programming practices that could be scaled-up and replicated?

2) To what extent has UN-Women strengthened national ownership through ensuring participation of national governments and civil society groups in its programming processes?

3) How is UN-Women deploying advocacy in its global, regional and country work, including partnership building and social mobilization? And with what results?

4) How effective is UN-Women in incorporating the work of its predecessor entities' on ending violence against women and girls, as well as the new elements to address its full normative, operational and coordination mandate?

5) What are UN-Women's results in supporting intergovernmental processes and contributing to the development of global policy and normative frameworks on EVAW?

Relevance/coherence

6) How well is UN-Women positioned to undertake its mandate of normative, operational and coordination work on VAW at global, regional and country levels?

7) To what extent does UN-Women's programming to end violence against women and girls respond to global, regional and national commitments on the subject? How consistent and aligned are internal strategic frameworks, programmes and initiatives of UN-Women targeting the issue? How coherent is UN-Women's work with external global frameworks such as CEDAW and Beijing Platform for Action?

8) What role is UN-Women playing in supporting the EVAW agenda in United Nations coordination at global, regional and country levels, and in inter-agency work? What are key contributions, challenges and lessons learned? What role are other United Nations entities playing, aligned with their mandate areas and vis-à-vis United Nations international normative policy frameworks?

Sustainability

9) How sustainable are UN-Women's interventions to end violence against women and girls? How does UN-Women's contribution to empowerment and capacity building of women's organizations, including advocacy, serve as a sustainability strategy?

Efficiency/organizational performance

10) How adequate are UN-Women's management systems, including human and financial resources, in supporting the strategic priority area of ending violence against women and girls?

11) What are the key strengths and weaknesses of UN-Women's strategic planning frameworks on preventing VAW and expanding access to services? How can M&E systems for this strategic area be strengthened?

6. Approach, methods and process

The evaluation will be a transparent and participatory process involving relevant UN-Women stakeholders and partners at the corporate, regional, subregional and country levels. It will be conducted in accordance with the United Nations Evaluation Group's (UNEG) *Norms and Standards for Evaluation in the United Nations System and Ethical Code of Conduct*, the World Health Organization's (WHO) *Ethical and Safety Recommendations for Research on Domestic Violence Against Women* and UN-Women policy guidelines. There will be an explicit emphasis integrating gender equality and human rights principles in the evaluation content and process.

For its design, the evaluation will use a **theory of change approach**[2] to analyze how UN-Women's support is provided in preventing violence against women and girls and expanding access to services. The theory of change will take into consideration UN-Women's strategic plan 2011-2013, and other strategic and policy frameworks informing UN-Women's work in this area.

A **programme portfolio analysis** will be conducted to determine the universe of progames/projects, characteristics and trends of UN-Women initiatives, programmes and projects, including support provided to Member States on normative and policy work. The analysis will guide the selection of case studies and help establish specific categories such as sub-themes, geographic level of interventions, implementing partners, funding resources, timeframe and budget. The analysis will cover all information pertaining to interventions to end violence against women and girls,

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2   The theory of change approach to evaluation is a widely employed evaluation methodology that makes explicit assumptions about how a programme is supposed to work and create social change. It focuses on the causal relationships between resources, activities, short-term and long-term outcomes and the context of the intervention, including its unintended consequences. Like any planning and evaluation method, theory-driven evaluations require the stakeholders to be clear on long-term goals, identify measurable indicators of success and formulate actions to achieve goals. However, its focus on causal relations between resources, activities, outcomes and the context of intervention makes this method particularly suitable for the assessment of complex programmes. The theory-driven approach makes the programme transparent, allowing the stakeholders to see how it is thought to be working from multiple perspectives. It helps to identify critical areas and issues on which the evaluation should focus. Overall, a theory-driven approach, by mapping a process of change from beginning to end, establishes a blueprint for the work ahead and anticipates its effects, and reveals what should be evaluated, when and how.

including global, regional and country programmes, and UN-Women's role and contributions to the Secretary-General's UNiTE campaign and the UN Trust Fund.

As part of the portfolio analysis, an **evaluability assessment** will be undertaken to identify potential challenges to the evaluation and identify the most appropriate and robust evaluation design. It will analyze the logic of strategies and programmes, assess the evaluability of results and identify data gaps in M&E systems. The assessment will inform the design and data collection strategies for the evaluation.

A desk review using secondary data will review of clusters of initiatives and programmes. In addition, country case studies will be selected to analyze in-depth UN-Women's contribution to EVAW. A set of **parameters for selecting case study countries** will be developed based on the theory of change, evaluability assessment and results of the portfolio analysis. Besides ensuring relevant regional coverage, the parameters may include the size of investment and sub-themes. However, a key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

The country case studies will use a **mixed method approach** to evaluate UN-Women's results in programmatic priority areas, and data collection will include quantitative and qualitative strategies. Participatory and gender-responsive methods will be used as appropriate for each study. The case study approach will encompass a comprehensive document and literature review, stakeholder analysis, field visits, interviews and surveys.

Evaluation Process

The evaluation process will be divided into five phases:

1) **Preparation:** Structuring the evaluation approach, preparing the Terms of Reference, compiling programme documentation and hiring the evaluation team;

2) **Inception:** Reconstruction of theory of change, programme portfolio analysis, evaluability assessment, development of country case study parameters, inception meetings, inception report and finalization of evaluation methodology;

3) **Data collection and analysis:** Desk research and preparation of field missions, visits to case study countries and preparation of country reports;

4) **Interpretation and synthesis stage:** Analysis of data, interpretation of findings and drafting of the evaluation report; and

5) **Dissemination and follow-up:** Preparation of a Management Response, publication of the report (including uploading it on the Evaluation Resource Centre) and production of other knowledge products.

7. Management of the evaluation

The UN-Women Evaluation Office is responsible for managing the evaluation, the quality of the evaluation report and its presentation to the UN-Women Executive Board. The Evaluation Office will manage the evaluation process, constitute a quality assurance system, and provide administrative and substantive backstopping support, including joining the evaluation team on field missions and contributing to the evaluation study. The Evaluation Office will also ensure coordination and liaison with concerned sections at headquarters, regional and subregional offices, and country offices. It will also ensure that evaluations are conducted in accordance with the UNEG Code of Conduct for Evaluation in the United Nations System.

A **task team** will be designated by the Evaluation Office to provide administrative and substantive technical support to the evaluation team, and will work closely with the evaluation team leader throughout the evaluation.

In each case study country, substantive support from the UN-Women country/ subregional office will be needed. The country/subregional office will designate a focal point who will coordinate with the Evaluation Office and provide the necessary support to the evaluation team. Similarly, relevant sections at UN-Women headquarters will nominate focal points to provide support in coordinating queries and facilitating the collection of information.

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A **core evaluation reference group** will be established and will include the Director of Policy, Chief of the UN-Women EVAW Section, the UN Trust Fund manager, the manager of the Secretary-General's UNiTE campaign, representatives of UN-Women geographical sections and subregional offices, and the Evaluation Office.

Country reference groups for the country case studies will also be established. These reference groups will be composed of representatives of UN-Women and other United Nations entities at the country level, and key governmental and NGO stakeholders at the country level, including women's groups as primary constituents.

An **external advisory group** will consist of three experts in the field of VAW, ideally with a balance of experience in different developing regions. Advisory group members will support the Evaluation Office assure the quality of the evaluation. The advisory group will play an important role in providing technical strategic and substantive inputs into the evaluation process and peer review of the main report.

An **Evaluation Office review and quality assurance team**, including the Chief and Deputy of the Evaluation Office, and regional evaluation specialists will provide inputs on specific key deliverables to ensure quality of the evaluation products.

8. Evaluation team

The core evaluation team will be composed of four to five externally-recruited, independent consultants with extensive experience in evaluation and VAW. The team will include an experienced Team Leader; a senior expert in ending violence against women and girls (preferably with evaluation experience); a senior evaluation expert and research assistants. Detailed profiles of individual team members are provided in Annex 1.

The evaluation team should include evaluation experts with:

• Experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods. Previous experience in conducting thematic and cluster evaluations, as well as complex multi-stakeholder evaluations. Knowledge of ending violence against women and girls international frameworks and country-level programming. Expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system, as well as experience/knowledge of women's movements.
• Strong experience and knowledge in human rights issues, human rights-based approaches to programming, human rights analysis and related mandates within the United Nations system.
• Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
• Experience in organizational development and change management processes.

Team members must be fluent in English. Knowledge of at least one other official United Nations language, preferably Spanish or French, would be an asset.

The evaluation team should also be gender-balanced and regional representation is desirable.

The **team leader** will be responsible for delivering the key outputs outlined in section 7. S/he will coordinate the work of all other team members throughout the evaluation process, ensuring the quality of outputs and methodology, and timely delivery of all products. In close collaboration with the Evaluation Office Task Manager, s/he will lead the conceptualization and design of the evaluation, coordination and conduct of the country visits, and shape the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

• Leading the inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative workplan of the evaluation team. Assigning and coordinating team tasks within the framework of the Terms of Reference.
• Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
• Coordinating the conduct of country case studies and preparing case study reports.

- Overseeing and assuring quality in the preparation of the case studies and leading analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on country reports prepared by team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Evaluation Office Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Evaluation Office Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Task Manager.
- Preparing evaluation briefs, presentations and working with the report editor, responding to final edits on the evaluation report.

The senior VAW expert will provide substantive advice on the integration of EVAW issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior VAW expert and the senior evaluation expert will participate in the inception and conduct phases of the evaluation. Both will provide inputs for the inception report, participate in the country case studies and draft the country case studies reports, based on a standardized approach and format. In addition, they will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant's work.

9. Expected products and time frame

The evaluation process will run from February to December 2012. More specifically:

1) **January–March 2012** – Development and approval of the Terms of Reference.

2) **April 2012** – Engagement of external evaluation team.

3) **May 2012** – Detailed work plan outlining specific dates for key deliverables to be developed by the team and agreed upon with the Evaluation Office.

4) **May–June 2012** – Preliminary desk review and an inception mission to meet with the Evaluation Office and interview key stakeholders at headquarters. Inception report to be prepared to further refine the overall scope, approach and questions, provide a detailed outline of the evaluation methodology and criteria for the selection of in-depth desk review and case studies. The report will include an evaluation matrix and revised work plan, if needed.

5) June-July 2012 - Portfolio analysis and evaluability assessment.

6) **July–September 2012** – Data collection (including field visits) and analysis. The evaluation team will implement the methodology agreed in the inception report and will conduct at least four to five country site visits to collect data. The country site visits will be supported by UN-Women offices in the selected locations. Preliminary findings will be shared to gather feedback for the elaboration of the draft report.

7) **September–October 2012** – Interpretation of data, synthesis and report writing, and validation process.

8) **November 2012** – Preparation of the draft and final evaluation report, including a concise Executive Summary, incorporating the comments and feedback received from the advisory and evaluation reference groups. Draft report to be presented at a validation meeting of key stakeholders to discuss the findings and receive feedback before finalization.

9) **December 2012** - Management response and dissemination of findings.

UN-Women is responsible for issuing a management response and disseminating the evaluation findings, including with the governing bodies. The evaluation team will develop a dissemination product/pamphlet extracting key information from the evaluation report.

APPENDIX II
ENDING VIOLENCE AGAINST WOMEN AND GIRLS: THEORY OF CHANGE

Introduction:

This document provides a draft theory of change for UN-Women's efforts on ending violence against women and girls. It is prepared as a foundation for UN-Women's further discussion, consultation and development to gain a common understanding and consensus on the work within this thematic priority.

Guiding principles[3]

The following are core principles in the design and delivery of UN-Women's work on EVAW, and as such are foundational to the development of the theory of change:

- Adopting a human rights-based approach
- Operating under ethical guidelines
- Ensuring gender-responsiveness
- Employing culturally appropriate measures
- Addressing specific forms and settings
- Responding to diversity

- Operating within the ecological model
- Working in partnership
- Ensuring survivor-centred and empowering approaches
- Drawing upon existing evidence

The starting point

The preliminary results model in Figure 1 on the following page was developed in the inception phase of the thematic evaluation on EVAW based on preliminary document review, UN-Women consultations and input from the evaluation team. It was used to inform the development of evaluation questions and data collection instruments.

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3   Available on the Virtual Knowledge Centre from http://www.endvawnow.org/en/modules/view/14-programming-essentials-monitoring-evaluation.html#12

Figure 1: Preliminary results model

Mandate / Dimension	Short- to Mid-Term Results	Mid- to Longer-Term Results	Impact
Support Intergovernmental Normative	Member States make informed decisions on and commit to taking action at all levels to end violence against women and girls Member States agree upon global norms, policies, and standards to end violence against women and girls	Institutional and societal norms and behaviours are supportive of ending violence against women and girls Government and service providers are accountable to women and girls for prevention, protection and response to violence Women and girls who are survivors of violence demand, and have access to required services	Women and girls are free from all forms of GBV and from the threat of such violence Women and girl survivors of violence are supported realizing fulfilled lives
Operational	Legislation and policies are developed, adopted and implemented to respond to and prevent violence against women and girls Women and gender advocates influence policies, actions and budgets to address ending violence against women and girls National and local -el authorities enhance number and/or quality of services to women and girl survivors of violence Awareness of, and public support for ending violence against women and girls from decision makers, leaders and community members		
United Nations system-wide inter-agency co-ordination	Enhanced United Nations system-wide coherence and mobilization of activities and investments related to ending violence against women and girls Strengthened accountability for work to end violence against women and girls	Best practices to end violence against women and girls are integral to / integrated in United Nations system-wide approaches to development Greater coherence and accountability for the United Nations system's work on ending violence against women and girls	

July 2013

The conduct of the evaluation of UN-Women's work to prevent VAW and expand access to services has provided additional information for the theory of change and resulted in some refinements to the preliminary results model as shown in Figure 1.

Revised draft EVAW logic model

The mandate or dimension depiction was not felt to fully capture the EVAW work undertaken. For example, there is a significant amount of normative and coordination work at the regional and national levels (operations), and the importance of policy and knowledge generation was not clearly portrayed.

The preliminary model was not felt to provide sufficient attention to the value and role of partners and stakeholders. This was addressed by including a cross-cutting output of 'identified stakeholders and related engagement approaches' and a new outcome 'key strategic mechanism are created, grown and sustained.' These are cross-cutting results in that they apply to each of the three streams or niches of work.

All outcomes are a single level in the draft model and this should be discussed as a final product is developed. Many changes to VAW take a long period of time and it helps to measure and monitor progress if more than one level of outcome is specified.

Figure 2: Draft logic model

Impact

Women and girls are free from all forms of GBV and from the threat of such violence; and survivors of violence against women and girls are supported in negating or minimizing the effects of violence on realizing fulfilled lives

Outcomes

Institutional & societal norms are supportive of EVAW

Government & service providers are accountable for prevention, protection and response to VAW

Greater coherence & accountability in the United Nations system's work on EVAW

Member States make informed decisions on and commit to taking action at all levels to end VAW

Women & gender advocates influence VAW policies, actions & budgets

Emergent & good practices are integrated in United Nations approaches to EVAW

National and local authorities enhance the number and/or quality of services to women and girl survivors of violence

Member States agree upon global norms, polices, and standards to end VAW

Legislation & policies are developed, adopted & implemented to respond to and prevent VAW

Enhanced UN System–wide understanding and mobilization of activities and investments to end VAW

Key strategic engagement mechanisms are created, grown and sustained

Outputs

Global awareness & support for EVAW from leaders & the global community

Awareness & support for EVAW from regional & national decision makers, advocates & public

Awareness & active support for EVAW within the United Nations system

Mechanisms for development & sharing research & data on understanding VAW

Mechanisms for identifying & sharing emergent & good field practices

Mechanisms to enhance United Nations use of VAW research, emergent & good field practices

Identified stakeholders & related engagement approaches

Roles

Global Niche
Advance the understanding, dialogue and intergovernmental pursuit of EVAW

Regional & National Niche
Support Member States to implement commitments and innovate in ending VAW

United Nations system-wide Niche
Advance the United Nations system's pursuit and success in EVAW

Strategic Goal 3: To prevent violence against women and girls and expand access to services

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Articulating results

The development of results statements for the draft logic model were guided by the EVAW results specified in the strategic plan 2011-2013 and associated development results framework, as follows:

Outcomes	Outputs
3.1 Legislation and policies are adopted and implemented to respond to and prevent violence against women and girls.	3.1.2: Mechanisms developed for the collection, production, analysis and dissemination of data on women victims of violence and access to justice services. 3.1.4: National and local authorities have access to model approaches, tools and standardized training programmes for increasing women and girls' safety in urban public spaces. 3.1.5: National women's machinery and gender equality advocates advocate for the adoption of laws and policies responding to and prevent VAW.
3.2 Women from excluded groups influence policies, actions and budgets to address violence against women and girls.	3.2.1: Women from excluded groups have the capacity to advocate for incorporation of specific provisions on EVAW into national policy and legislative frameworks. 3.2.2: Dialogue mechanisms established among partners including for south-south exchange of experiences to address VAW.
6.1 Global policy and normative framework for gender equality and women's empowerment is strengthened.	6.1.1: Discussion guides made available for CSW official interactive events.
6.2 Sectoral global policy and normative frameworks reflect gender equality and women's empowerment perspectives.	6.2.1: Substantive inputs that expand knowledge on gender perspectives are provided to sectoral, global intergovernmental processes/issues.
6.3 The global normative and policy framework for gender equality and women's empowerment benefit from implementation experience on the ground.	6.3.1: Substantive inputs provided or made available to intergovernmental norm setting forums reflect field-level experience.

Thinking through causation

Drawing on UN-Women's strategic plan 2011-2013, this table seeks to link the approach and the plausible level of causation, contribution and/or attribution.

Level of results	Type of change anticipated	Link to UN-Women and United Nations partners
Strategic plan goals	Changes in women's access to resources and services in relation to economic empowerment, leadership and representation, conflict, post-conflict and humanitarian emergencies and EVAW. Changes in accountability of institutions to gender equality, with a focus on the institutions that determine national plan and budgets and data, as well as the United Nations system and intergovernmental institutions	Plausible contribution
Strategic plan outcomes	Changes in the introduction, strengthening and implementation of laws and policies; in supply of services and budgets; in influence of gender equality advocates to incorporate their priorities in mainstream policies and call for accountability; and in political will and expanded constituencies to move gender equality forward	Significant contribution
Strategic plan outputs	Changes in advocacy and capacity development, knowledge generation and evidence including data and statistics, and media and communications tools	Full attribution
UN-Women inputs	Provision of technical expertise, resources, United Nations system legitimacy and dialogue space	Full attribution

These varying degrees of attribution and contribution are depicted in the logic model through shaded arrows linking results. The arrows are purposefully lighter as you rise to the impact level to denote the greater influence from external factors and less control / contribution the programme has in achieving the stated result.

The model also demonstrated interdependencies between dimensions, within the limitations of a two dimensional model.

External influences have been tentatively identified in Figures 3, 4 and 5 below. Work was needed to further develop external influences and make assumptions about their potential to influence the work of each niche.

Finalizing the theory of change

Below is just one graphic depiction of a theory of change relating to ending violence against women and girls and many options are available. Importantly, the choice of how the information is portrayed and precise wording used is within the programme's discretion, and is generally undertaken in concert with stakeholders (internal and external). This draft version and discussion on EVAW theory of change is designed to facilitate that process.
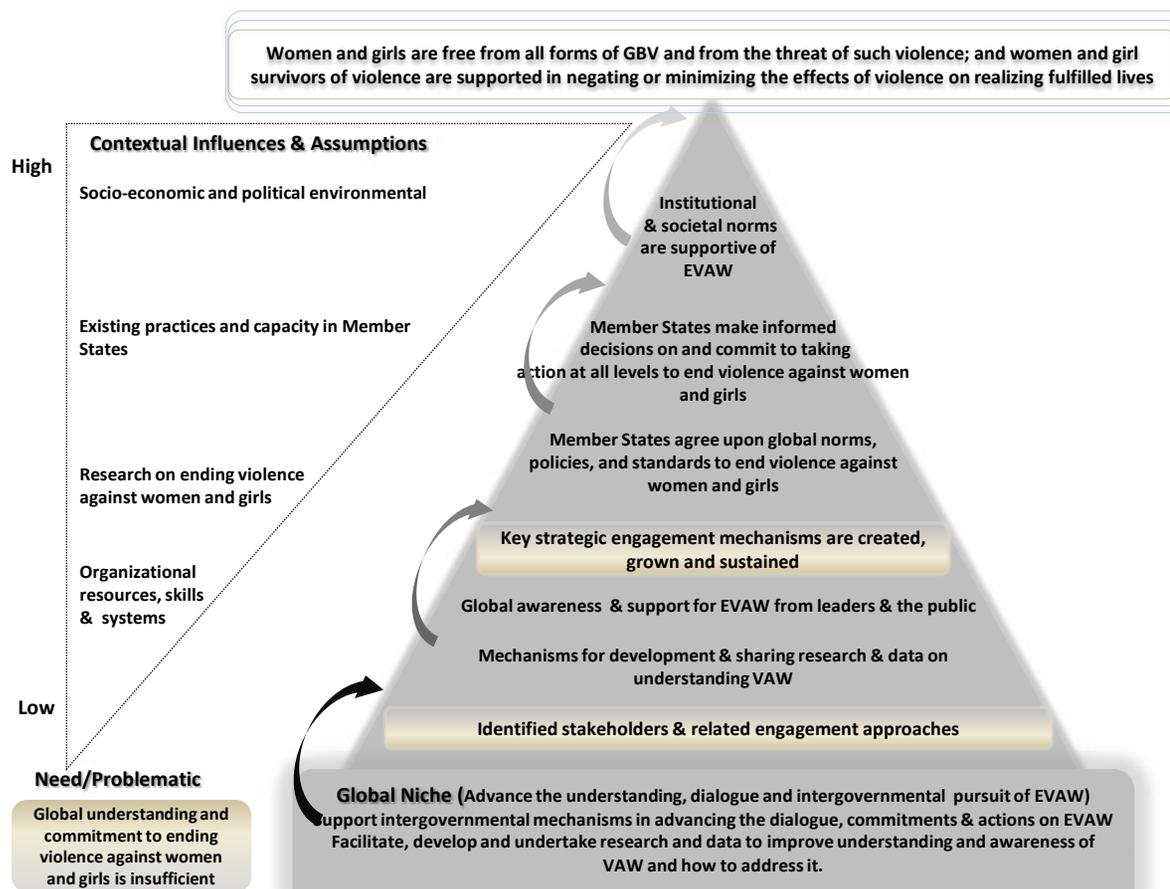
Figure 3: Global Niche
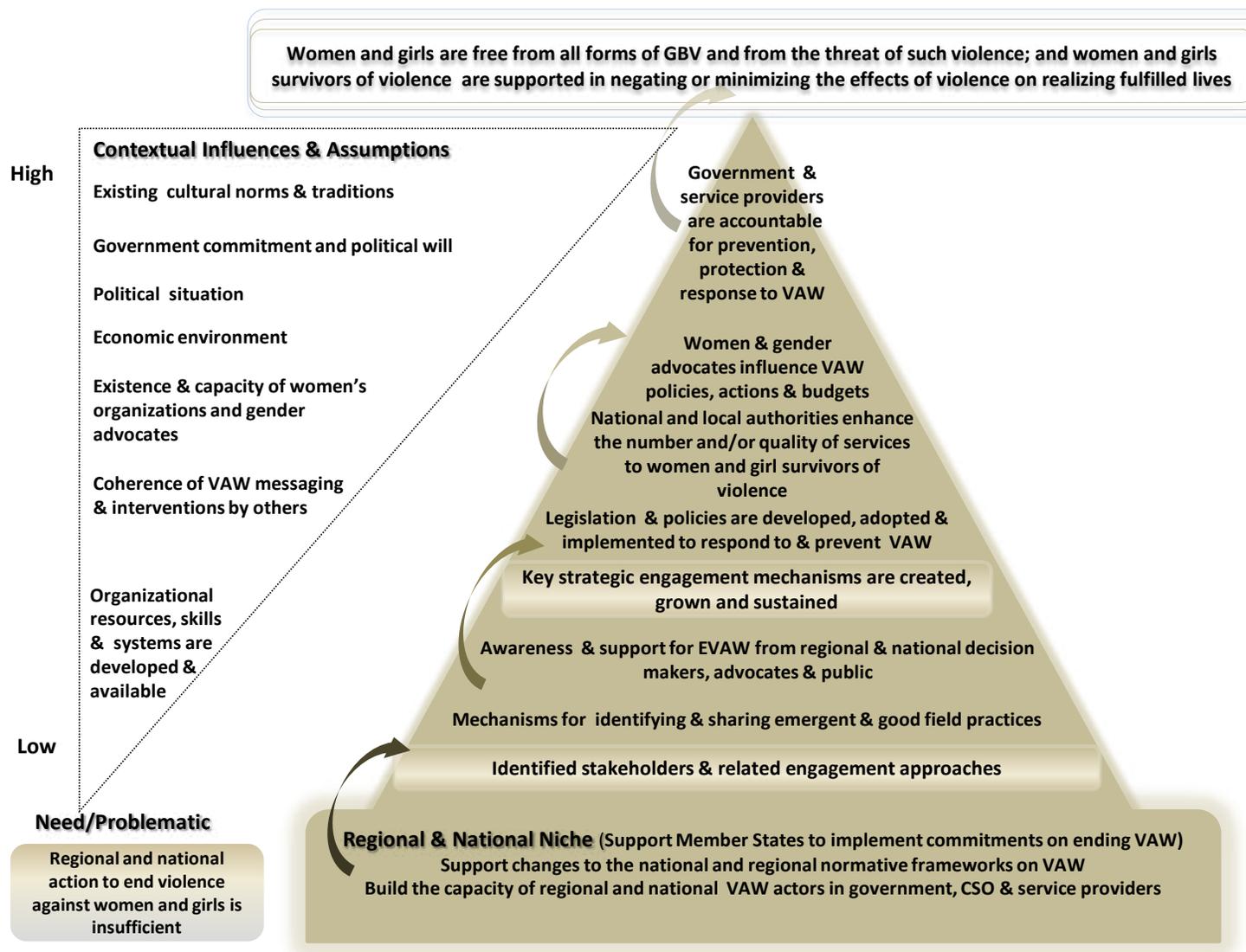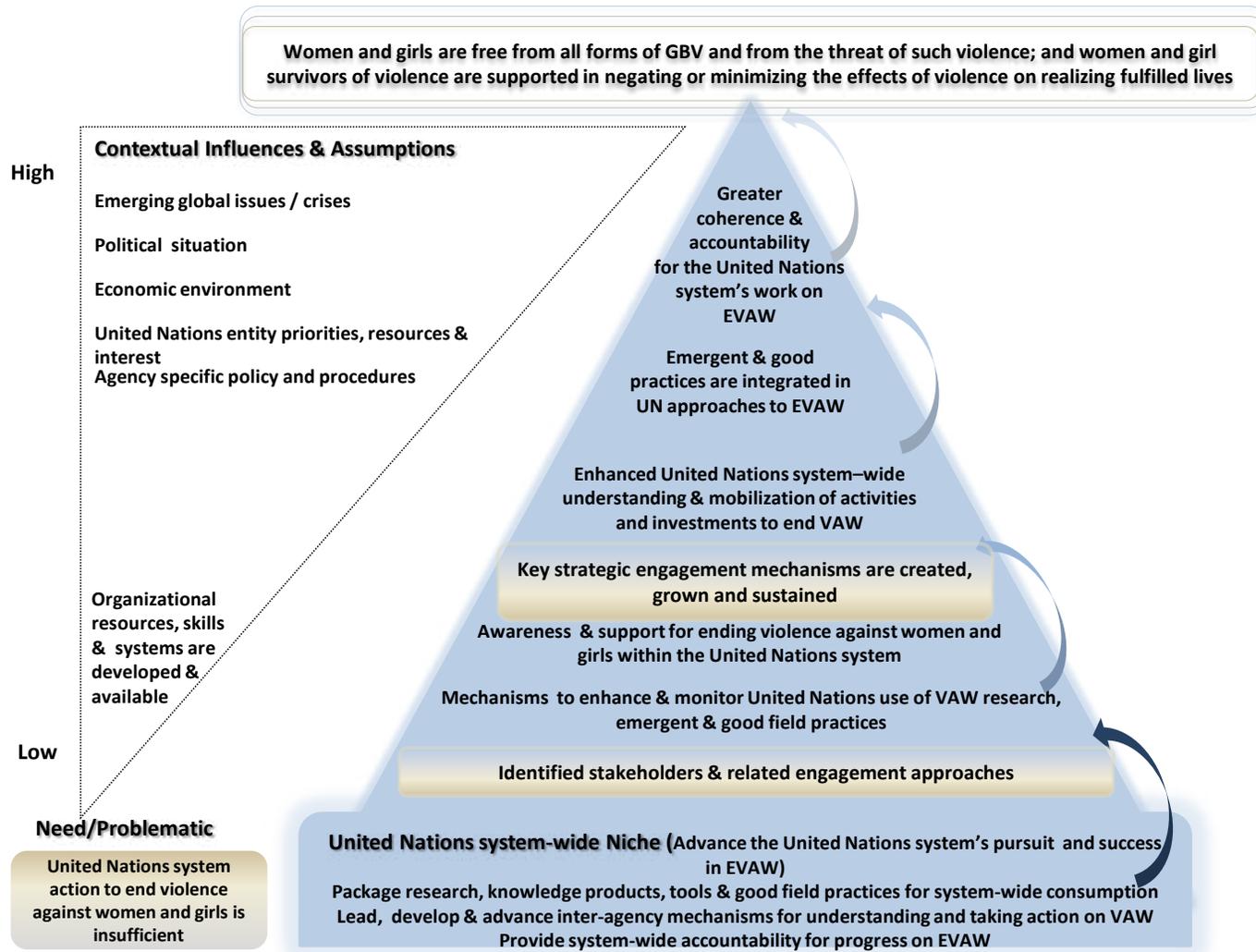
Figure 4: Regional and national niche

Women and girls are free from all forms of GBV and from the threat of such violence; and women and girls survivors of violence are supported in negating or minimizing the effects of violence on realizing fulfilled lives

Contextual Influences & Assumptions

High

Existing cultural norms & traditions

Government commitment and political will

Political situation

Economic environment

Existence & capacity of women's organizations and gender advocates

Coherence of VAW messaging & interventions by others

Organizational resources, skills & systems are developed & available

Low

Need/Problematic

Regional and national action to end violence against women and girls is insufficient

Government & service providers are accountable for prevention, protection & response to VAW

Women & gender advocates influence VAW policies, actions & budgets
National and local authorities enhance the number and/or quality of services to women and girl survivors of violence
Legislation & policies are developed, adopted & implemented to respond to & prevent VAW

Key strategic engagement mechanisms are created, grown and sustained

Awareness & support for EVAW from regional & national decision makers, advocates & public

Mechanisms for identifying & sharing emergent & good field practices

Identified stakeholders & related engagement approaches

Regional & National Niche (Support Member States to implement commitments on ending VAW)
Support changes to the national and regional normative frameworks on VAW
Build the capacity of regional and national VAW actors in government, CSO & service providers

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Figure 5: United Nations system-wide niche

Women and girls are free from all forms of GBV and from the threat of such violence; and women and girl survivors of violence are supported in negating or minimizing the effects of violence on realizing fulfilled lives

Contextual Influences & Assumptions

High

Emerging global issues / crises

Political situation

Economic environment

United Nations entity priorities, resources & interest

Agency specific policy and procedures

Organizational resources, skills & systems are developed & available

Low

Need/Problematic

United Nations system action to end violence against women and girls is insufficient

Greater coherence & accountability for the United Nations system's work on EVAW

Emergent & good practices are integrated in UN approaches to EVAW

Enhanced United Nations system–wide understanding & mobilization of activities and investments to end VAW

Key strategic engagement mechanisms are created, grown and sustained

Awareness & support for ending violence against women and girls within the United Nations system

Mechanisms to enhance & monitor United Nations use of VAW research, emergent & good field practices

Identified stakeholders & related engagement approaches

United Nations system-wide Niche (Advance the United Nations system's pursuit and success in EVAW**)**

Package research, knowledge products, tools & good field practices for system-wide consumption

Lead, develop & advance inter-agency mechanisms for understanding and taking action on VAW

Provide system-wide accountability for progress on EVAW

APPENDIX III: REVISED EVALUATION QUESTIONS AND INDICATORS

Revised evaluation questions and indicators

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
1. For the period 2008-2011, what are lessons learned regarding the contribution to results towards ending violence against women and girls made by its predecessor entities that can inform UN-Women's current and future work?			
1.1 During the period 2008-2011, what are key lessons learned on the effects or influences of contextual and environmental factors on the violence against women and girls work of UN-Women's predecessor entities?	a. Type and nature of contextual changes/trends and related opportunities or challenges for ending violence against women and girls-related work of UN-Women predecessor entities; matrix of global, regional, national and United Nations contexts by normative, operational and coordination foci b. Nature and extent of supportive contextual factors c. Nature and extent of confounding contextual factors	Context, affecting: relevance, effectiveness, efficiency, sustainability	Documents and databases; interviews (key experts, UN-Women management and staff, Member State representatives, key donors, CSO reps, intergovernmental. bodies); case studies.
1.2 What lessons have been learned concerning the extent to which the work of UN-Women's predecessor entities has been relevant and responsive to global, regional, and national commitments and priorities, including those within the United Nations?	Extent to which programming has been explicitly or implicitly congruent with: a. Relevant international commitments, CEDAW and the Beijing Platform of Action and High-Level Forum-related outcome documents b. Relevant regional government policy priorities c. Relevant national policy priorities Extent to which programming of UN-Women predecessor entities has been aligned with: d. Inter-agency networks and joint policies on ending violence against women and girls e. Responsive to priorities of the United Nations	Relevance and effectiveness	Documents and databases; interviews (UN-Women management and staff, intergovernmental. bodies); surveys; case studies.

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
1.3 What lessons have been learned regarding the key contributions of UN-Women's predecessor entities to achieving results on preventing VAW and expanding access to services at the country level?	Evidence of contributions to: a. The formulation and implementation of policies, legal frameworks and national action plans on violence against women and girls? b. Expanding access to services (including justice) for women and girl survivors of violence? c. Prevention related initiatives, including key campaigns, as well as work with men, boys, youth and non-traditional groups? d. Strengthening the capacity of key actors, including national women's machineries, gender advocates and women's organizations? e. Are there any unintended results (positive or negative) from violence against women and girls nationally-focused work?	Effectiveness	Documents and databases; interviews (UN-Women management and staff, regional organizations); surveys; case studies.
1.4 What lessons have been learned regarding UN-Women's predecessor entities contributions to results in supporting intergovernmental processes and contributing to the development of global policy and normative frameworks on ending violence against women and girls?	Evidence of contributions to: a. Enhanced capacity of intergovernmental bodies to reaffirm and strengthen commitment to ending violence against women and girls b. Setting global normative frameworks/standards on ending violence against women and girls c. Enhancing the knowledge and evidence base available on ending violence against women and girls d. Influencing the visibility, priorities and commitments on ending violence against women and girls issues and remedies at global, regional and national levels	Effectiveness and sustainability	Documents and databases; literature review; interviews (UN-Women management and staff, Member State representatives, intergovernmental bodies, regional organizations).

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
1.5 What lessons have been learned regarding UN-Women's predecessor entities' contributions to results as regards coordinating ending violence against women and girls related efforts inside (and outside) the United Nations system?	a. Evidence of UN-Women predecessors entities' contribution to the creation and/or functioning of different coordination mechanisms (2008-2011) on violence against women and girls at global, regional and country levels b. Contributions to monitoring progress/contributions of the United Nations system against international agreements c. Evidence of multi-sectoral approaches and associated results d. Types of gaps and/or weaknesses in violence against women and girls coordination mechanisms inside and outside the United Nations during 2008-2011	Effectiveness and efficiency	Documents and data-bases; interviews (UN-Women management and staff, CSO representatives); surveys; case studies.
1.6 What lessons have been learned regarding the extent to which results achieved with the support of UN-Women's predecessor entities at the global, regional and national levels are likely to be sustained over time?	a. Evidence (type and nature) of ownership and leadership for dynamic adaption of results by the intended beneficiaries at global, regional or national levels b. Evidence of increased capacity of women's organizations c. Evidence of institutionalization of violence against women and girls within global commitments, and in regional/country policy mechanisms	Sustainability	Literature review; interviews (UN-Women management and staff, CSO representatives, regional organizations); surveys; case studies.
1.7 What are the implications of results achieved in ending violence against women and girls to date and related lessons learned for UN-Women's current and future work in this area?	a. Lessons learned, best practices and main challenges b. Alternative explanations for changes in operational, normative and coordination dimensions c. Implications of review findings, conclusions and lessons learned for UN-Women's normative, operational and coordination work, and linkages between these d. Similar and/or alternate pathways to results	Effectiveness, efficiency and sustainability	Interviews (key experts, UN-Women management and staff, UN-Women Exexutive Board); case studies.

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EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
2. What are organizational strengths and weaknesses of UN-Women and related lessons learned from its predecessor entities in view of planning, implementing, monitoring and evaluating their work related to ending violence against women and girls? [4]			
2.1 What are key lessons learned regarding the strategic organizational strengths and weaknesses of UN-Women's predecessor entities in designing, implementing, monitoring and evaluating interventions relating to ending violence against women and girls?	a. Extent of adequate programme/project development cycle application (needs, proposal, implement, monitor, evaluate and learn) b. Extent and degree to which best practices and innovation are captured and applied (knowledge management), including at and up the ladder from national to regional to global lessons on what works, under what conditions and for whom	Relevance, effectiveness and efficiency	Interviews (UN-Women management and staff, UN-Women Executive Board, CSO representatives, intergovernmantal bodies, regional organizations); case studies.
2.2 To what extent does UN-Women have appropriate systems and procedures in place to provide coordinated support and value added to the violence against women and girls agenda, in the future?	a. Nature & capabilities of monitoring systems for violence against women and girls inputs, activities, results and contextual changes b. Integration of violence against women and girls data across strategic foci and across other UN-Women strategic priorities c. Number and nature of violence against women and girls evaluations actioned and planned	Effectiveness and efficiency	Documents and databases; literature review; interviews (keyexperts, UN-Women management and staff, UN-Women Executive Board, CSO representatives, intergovernmantal bodies, regional organizations).
2.3 To what extent have the organizational strengths of UN-Women predecessor entities been effectively tapped to support the UN-Women around issues of ending violence against women and girls?	a. Nature and extent of integration of predecessor entity plans and resources b. Nature and extent of internal communication mechanisms across violence against women and girls delivery units	Effectiveness and efficiency	Interviews (key experts, UN-Women management and staff, UN-Women Executive Board); surveys.
2.4 To what extent has violence against women and girls work/ theme been strengthened in coordination, coherence and leadership through the merger of predecessor entities?	a. Nature and extent of coordination b. Nature and extent of coherence internally and externally c. Demonstrations of violence against women and girls leadership	Effectiveness and efficiency	Documents and d; Interviews (UN-Women management and staff, UN-Women Executive Board, Member State representatives, key donors, CSO representatives).

4 Responds to objective 4 as outlined in the original Terms of Reference, p. 21-22.

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
2.5 What are the key implications of review findings for UN-Women's ending violence against women and girls agenda going forward?	a. Nature of UN-Women's predecessors entities' key assets in ending violence against women and girls b. Lessons learned, best practices and main challenges c. Implications of review findings, conclusions and lessons learned for UN-Women's normative, operational, and coordination work, and linkages between these	Relevance Effectiveness, efficiency and sustainability	Interviews (key representatives, UN-Women managements and staff, UN-Women Executive Board, CSO representatives).
3. To what extent has UN-Women strategically positioned itself to add value in preventing and responding to violence in women and girls in global, regional and national contexts? [5]			
3.1 What have been key developments in the global, regional, national and United Nations contexts since the creation of UN-Women, and how have these (positively or negatively) affected UN-Women's ability to fulfill its normative, operational and coordination obligations in relation to ending violence against women and girls?	a. Evidence (type and nature) of recent contextual changes and related opportunities or challenges for ending violence against women and girls work of UN-Women, including current or prospective supporting and confounding contextual factors b. Demand for ending violence against women and girls support c. Supply for ending violence against women and girls support	Context (as it influences relevance), effectiveness, efficiency and sustainability	Documents and databases; literature review; interviews (key experts, UN-Women management and staff, UN-Women Executive Board, key donors, CSO representatives); surveys; case studies.

5 Responds to objective 3 and (parts of) objective 2 as outlined in the original Terms of Reference, p. 21-22.

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EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
3.2 What progress has UN-Women made to date in clearly defining and operationalizing its mandate for ending violence against women and girls aligned with its normative, operational, and coordination dimensions?	a. Extent of UN-Women's understanding of existing needs at global, regional and national-levels b. Extent of UN-Women's understanding of existing ending violence against women and girls-related capacities (including comparative strengths and established niches) of other actors, in particular other United Nations entities c. Extent of UN-Women's understanding of UN-Women's own organizational assets and capacities (in terms of financial and human resources) at global, regional and national levels d. Extent to which UN-Women has the identified key areas of focus/priorities, and related approaches to addressing them in collaboration with various partners e. Extent to which UN-Women's partners have a shared understanding of and agree with the way in which UN-Women is operationalizing its mandate in relation to violence against women and girls and the implications of this approach for themselves	Effectiveness and efficiency	Documents and ea-tabases; interviews (UN-Women management and staff, CSO representatives, intergovernmental representatives, regional organizationss); surveys; case studies.
3.3 How coherent and relevant are UN-Women's internal policies and its programmatic approaches for normative, operational, and coordination work in view of existing global, regional and national commitments and emerging priorities related to violence against women and girls?	a. Degree of alignment between UN-Women's violence against women and girls-related work with its strategic direction (desired results) and common understanding of an overall violence against women and girls theory of change (with identified risks and assumptions) and overall strategic direction b. Nature of internal mechanisms for promotion of innovation and inclusiveness in programme development c. Extent of integration of violence against women and girls information, financial, physical and human resources (from predecessor entities) within UN-Women d. Degree of congruence between UN-Women's mandate and its organizational culture and competencies	Effectiveness and efficiency	Literature review; interviews (key experts, UN-Women management and staff, UN-Women Executive Board, Member State representatives, key donors, CSO representatives); surveys.

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria	Sources
3.4 To what extent has UN-Women sustained or broadened the networks and strategic partnerships established by its predecessor entities? What implications to existing partnerships and networks have for UN-Women's ability to fulfill its mandate as regards ending violence against women and girls?	a. Nature, extent and role of advocacy and capacity building (also as sustainability strategies) within normative, coordination and operational foci within and outside the United Nations system b. Nature, extent and role of capacity-building (also as sustainability strategies) within normative, coordination and operational foci within and outside the United Nations system	Effectiveness and efficiency	Documents and databases; interviews (UN-Women management and staff, UN-Women Executive Board, CSO representatives, intergovernmental bodies, regional orgs); surveys.
3.5 What are the key implications of review findings for UN-Women?	a. Nature of implications for country, regional and global-level work in coordination, normative and operational work b. Extent to which violence against women and girls plans and activities reflects best practices c. Degree to which sustainability of the violence against women and girls work has been considered and actioned	Relevance, effectiveness, efficiency and sustainability	Interviews (key experts, UN-Women management and staff, UN-Women Executive Board, Member State representatives, key donors, CSO representatives, intergovernmental bodies, regional organizations).

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APPENDIX IV: INTERVIEW PROTOCOLS

This is an example of one of the interview protocols used for the evaluation. The protocols were tailored to each of the respondent groups as required.

Interview Guide – United Nations Country Teams (UNCT)

Introduction: An external consultant firm has been engaged to undertake a thematic evaluation of UN-Women's work on ending violence against women and girls during the period 2008 to date. Enquiries will include the results of UN-Women's predecessor entities namely UNIFEM, DAW, INSTRAW and OSAGI. The evaluation includes consultations with UN-Women staff, former staff of UN-Women's predecessor entities, as well as with a wide range of external partners and stakeholders at global, regional and national levels. Thank you for agreeing to this interview, which will take roughly 45-60 minutes. All interviews are confidential, in that information you provide will only be reported in aggregate, summarizing all key informant interviews without attribution to the sources.

Guiding Questions

1. Your role

1.1 Can you briefly describe your role in the UNCT? Since when have you been in this position?

1.2 To what extent and in what ways have you been engaged with UN-Women's (and/or its predecessor entities) work to end violence against women and girls?

2. Relevance

2.1 In your view, during the period 2008-2012, to what extent has the ending violence against women and girls-related work of the UNCT been aligned with the existing national needs and priorities?

3. Activities and Results

3.1 Since 2008, what types of interventions or approaches to ending violence against women and girls (if any) has the UNCT worked on? (with or without UN-Women)

3.2 During the period 2008-2011, what other United Nations entities besides UN-Women has the UNCT been engaged with in addressing issues relating to violence against women and girls?

3.3 Are you aware of specific ending violence against women and girls-related results or successes achieved by the UNCT or specific United Nations entities (including UN-Women) at the country level during the period 2008-2011?

3.4 In the period 2008-2011, to what extent has UNIFEM played a role in view of coordinating United Nations efforts on violence against women and girls?

3.5 To what extent and how, if at all, has the creation of UN-Women in 2010-11 influenced the UNCT's work on violence against women and girls?

3.6 What are key lessons learned about successful/less successful strategies and approaches for inter-agency coordination? What are key factors supporting or hindering effective coordination?

3.7 During the period 2008-2011, what contextual factors have supported or hindered the work of the UNCT and individual United Nations entities (including UN-Women's predecessors) on violence against women and girls and in what ways?

4. Strengths and weaknesses

4.1 Looking back over the last four years, can you identify any organizational strengths of UNIFEM in relation to violence against women and girls that should be capitalized on by UN-Women in the future?

4.2 In that same time frame, were there specific organizational weaknesses that require attention when going forward?

5. Strategic positioning

5.1 In your view, what would it mean for UN-Women to be 'strategically well positioned' as regards violence against women and girls?

5.2 In your view, to what extent has UN-Women already strategically positioned itself to add value in preventing and responding to violence against women and girls in global, regional and national contexts?

6. Other: Would you like to share any additional comments or observations?

Thank you very much for your time and input.

APPENDIX V: LIST OF STAKEHOLDERS CONSULTED

Stakeholder type	Interviews completed
UN-Women	28
Other United Nations entities	12
CSOs/NGOs	5
UNCTs	13
UN Member States	4
TOTAL	62

In addition, there are 340 informants who contributed to the seven country case studies presented separately in Volume III.

UN-Women (28 respondents)

In order to protect the confidentiality of respondents, the names of the individuals have not been provided.

We only indicate the name of the organization and the division, if it is appropriate and will not compromise confidential nature of their responses.

Organization/Division
Intergovernmental Support Division
Strategic Partnerships, Advocacy, Civil Society, Communications, and Resources Mobilization Division
United Nations System Coordination Division
Policy Division
Senior Management
Civil Society Section
Programme Support Division

Other United Nations entities and intergovernmental organizations (12 respondents)

Agency
UNESCO
UNHCR
UN-Habitat
PAHO
WHO
OHCHR
FAO
UNFPA
UNFPA
UNICEF
(Former) UNIFEM
UNODC

UNCTs (13 respondents)

Country / Subregional Office
Pacific multi-country office
Pacific sub-regional office
Pakistan
Serbia
Bosnia and Herzegovina
Paraguay
Zambia
The Philippines
China
Cambodia
Egypt
Somalia
Papua New Guinea

CSOs / NGOs (5 respondents)

Stakeholders
Advocates for Human Rights
Breakthrough
Sonke Gender Justice (Men Engage)
World Association of Girl Guides and Girl Scouts
Center for Women's Global Leadership, Rutgers' University

United Nations Member States (4 respondents)

Country
Brazil
Thailand
Malawi
Indonesia

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APPENDIX VII: SURVEY RESULTS SUMMARY

An electronic survey including both open ended and closed questions was conducted among UN-Women staff in country and (sub)regional offices. The survey was sent to a total of 149 UN-Women staff in five geographic regions who had been identified by UN-Women country, multi-country and Regional Directors/Representatives as carrying VAW-related responsibilities. The survey was live over a period of three weeks and achieved a response rate of 48 per cent (71 of 149 contacted individuals). A quantitative summary of the survey responses is provided below.

1.1 Please indicate your position/job title

Response	Chart	Percentage	Count
UN-Women representative		16%	11
Country Director		1%	1
Deputy Representative		9%	6
Programme manager		9%	6
Gender advisor or specialist		4%	3
Policy advisor, analyst or specialist		1%	1
Programme advisor, analyst or apecialist		9%	6
National Programme Officer (NPC local post)		14%	10
Other, please specify		37%	26
	Total Responses		70

1.2 Which geographic region do you currently work in?

Response	Chart	Percentage	Count
Africa		27%	19
Arab States		14%	10
Asia and the Pacific		24%	17
Europe and Central Asia		16%	11
Americas and the Caribbean		19%	13
	Total Responses		70

1.3 Do you currently work for country, multi-country or regional office?

Response	Chart	Percentage	Count
Country		70%	48
Multi-country		20%	14
Regional office		10%	7
	Total Responses		69

1.4 In this office, over the period 2008 to present, we have undertaken work related to ending violence against women and girls:

Response	Chart	Percentage	Count
In development context and NOT in the context of conflict, post conflict or humanitarian assistance		60%	42
BOTH in the context of conflict, post-conflict or humanitarian assistance under programming specific to peace and security, and development context		40%	28
ONLY in programming specific to peace and security in the context of conflict, post-conflict or humanitarian assistance		0%	0
	Total Responses		70

Those who chose: ending violence against women and girls-related work BOTH in the context of conflict, post-conflict or humanitarian assistance under programming specific to peace and security, and development context, please note:

Response	Chart	Percentage	Count
The scope of the evaluation EXCLUDES work on ending violence against women and girls that falls under peace and security programming in conflict or post-conflict situations, as this is being addressed in a separate evaluation on programming in peace and security. Please respond to the questions in this survey about ending violence against women and girls specific programming implemented outside of conflict or humanitarian relief situations.		100%	30
	Total Responses		30

Those who chose: ending violence against women and girls work ONLY in programming specific to peace and security in the context of conflict, post-conflict or humanitarian assistance

Response	Chart	Percentage	Count
Ending violence against women and girls work under the peace and security programming area in the context of conflict, post-conflict or humanitarian assistance is excluded from the scope of this evaluation.		0%	0
	Total Responses		0

1.5 How long have you been with UN-Women?

Response	Chart	Percentage	Count
Since its official creation in 2010		39%	27
Other (please specify)		61%	43
	Total Responses		70

1.6 Before the creation of UN-Women in 2010, were you already a staff member/contract staff under UNIFEM?

Response	Chart	Percentage	Count
Yes (if yes, please indicate when, e.g. year-year?)		56%	39
No		44%	31
	Total Responses		70

1.7 How long have you worked on issues of ending violence against women and girls in your career?

Response	Chart	Percentage	Count
1 year or less		6%	4
2-3 years		17%	12
4-7 years		36%	25
more than 7 years		41%	28
	Total Responses		69

1.8 Can you estimate, on average how much of your work is devoted to issues of ending violence against women and girls?

Response	Chart	Percentage	Count
Approximately 75-100% of my time		30%	21
Approximately 50-74% of my time		23%	16
Approximately 25-49% of my time		30%	21
Less than 25% of my time		14%	10
Don't know		3%	2
	Total Responses		70

2.1 In your view, during the period 2008-2012, what have been the key types of ending violence against women and girls-related activities/interventions supported in the country you are currently working in?

Response	Chart	Percentage	Count
Supporting the development and/or implementation of violence against women and girls related laws		79%	52
Supporting the development and/or implementation of policies/plans		88%	58
Strengthening the capacity of national government partners		79%	52
Strengthening the capacity of NGOs/gender advocates		91%	60
Strengthening the capacity of other actors (please specify)		36%	24
Violence against women and girls related data collection, analysis, research		79%	52
Strengthening coordination among national actors working on violence against women and girls		74%	49
Strengthening access to services		64%	42
Increasing awareness to reduce tolerance for violence		94%	62

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Increasing awareness on availability of service		56%	37
Engaging in prevention through community mobilization		59%	39
Strengthening networking/exchange among national and regional or global actors working on violence against women and girls		67%	44
Participating in or supporting the integration of ending violence against women and girls in other United Nations entity efforts		73%	48
Strengthening linkages between normative and operational work on EVAW		59%	39
Other (please specify)		6%	4
	Total Responses		66

2.2 In your country, what actors are engaged and to what extent with you on ending violence against women and girls?

	Desired & ongoing levels of engagement	Early & progressing levels of engagement	Limited capacity or existence for engagement	No capacity or interest in engagement	Do not know	Total Responses
National Women's Machinery/Ministry of Gender	35 (56%)	16 (25%)	11 (17%)	0 (0%)	1 (2%)	63
Other line ministries (please specify)	11 (18%)	26 (43%)	14 (23%)	2 (3%)	7 (12%)	60
Other government entities (please specify)	8 (15%)	28 (52%)	11 (20%)	2 (4%)	5 (9%)	54
NGO/women's organizations and gender advocates	47 (75%)	14 (22%)	1 (2%)	0 (0%)	1 (2%)	63
Service providers (please specify)	14 (25%)	17 (30%)	20 (35%)	0 (0%)	6 (11%)	57
Other United Nations entities (please specify)	31 (49%)	26 (41%)	4 (6%)	0 (0%)	2 (3%)	63
Donors/other development partners	21 (34%)	29 (47%)	7 (11%)	3 (5%)	2 (3%)	62
Others (please specify)	6 (29%)	3 (14%)	3 (14%)	1 (5%)	8 (38%)	21

2.3 Please share your perception of progress made in the following ending violence against women and girls short or mid-term results during the period 2008-2012. Please include all aspects, including UNIFEM's programme work, support to UN Trust Fund funded projects and the UNiTE campaign.
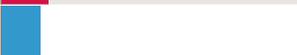
a. Development and/or adoption of violence against women and girls related policies, legislation or national action plans

Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		91%	58
No		2%	1
Don't know or can't answer		8%	5
	Total Responses		64

b. Implementation of violence against women and girls related policies, legislation or national action plans
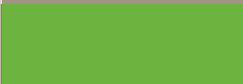
Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		76%	48
No		14%	9
Don't know or can't answer		10%	6
	Total Responses		63

c. Strengthened influence of women and gender advocates on policies, actions and budgets to address violence against women and girls

Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		72%	44
No		15%	9
Don't know or can't answer		13%	8
	Total Responses		61

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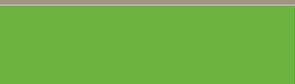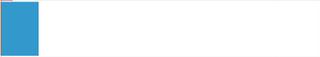Final Report | Volume II – Appendices   42

d. Enhanced number of services made available to women and girl survivors of violence by national or local authorities

Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		68%	42
No		18%	11
Don't know or can't answer		15%	9
	Total Responses		62

e. Enhanced quality of services made available to women and girl survivors of violence by national or local authorities
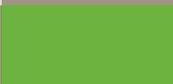
Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		53%	31
No		21%	12
Don't know or can't answer		26%	15
	Total Responses		58

f. Increased awareness of violence against women and girls and public support for ending such violence from decision makers and opinion leaders

Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		89%	54
No		3%	2
Don't know or can't answer		8%	5
	Total Responses		61

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g. Increased awareness of violence against women and girls and support for ending it among the general public / in communities

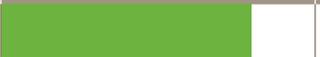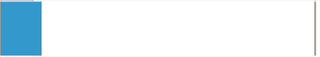| Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		84%	52
No		3%	2
Don't know or can't answer		13%	8
	Total Responses		62

h. Other (please specify and give examples if possible. You can name more than one type of results)

Response	Chart	Percentage	Count
Yes (if yes, how do you know and please give an example)		36%	10
No		21%	6
Don't know or can't answer		43%	12
	Total Responses		28
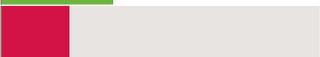
2.4 In your view, has there been progress in your country towards any of the following mid- to long-term ending violence against women and girls results? (Results may not yet have been achieved, but you may have observed progress indicating that things are moving 'into the right direction').

a. Changes in institutional norms and behaviors as regards violence against women and girls

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		79%	48
No		10%	6
Don't know or can't answer		11%	7
	Total Responses		61

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b. Changes in societal norms and behaviors as regards violence against women and girls

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		55%	33
No		22%	13
Don't know or can't answer		23%	14
	Total Responses		60

c. Changes in the extent to which government and service providers are accountable to women and girls for the prevention, protection and response to violence against women and girls

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		59%	36
No		18%	11
Don't know or can't answer		23%	14
	Total Responses		61

d. Changes in the extent to which women and girls who are survivors of violence demand required services to assist them

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		54%	32
No		22%	13
Don't know or can't answer		24%	14
	Total Responses		59

e. Changes in the extent to which women and girls who are survivors of violence have access to required services to assist them

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		53%	31
No		28%	16
Don't know or can't answer		19%	11
	Total Responses		58

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f. Other (please specify)

Response	Chart	Percentage	Count
Yes (if yes, please give an example)		25%	5
No		15%	3
Don't know or can't answer		60%	12
	Total Responses		20

2.5 Have any of the following external (contextual) factors supported or hindered progress towards ending violence against women and girls results during the period 2008-2012?

	Supportive	Hindering	Neutral	Total Responses
Factor 1: Political situation	21 (34%)	29 (48%)	11 (18%)	61
Factor 2: Economic situation	6 (10%)	42 (68%)	14 (23%)	62
Factor 3: Government commitment and political will	39 (64%)	13 (21%)	9 (15%)	61
Factor 4: Capacities of government/service providers	16 (26%)	34 (56%)	11 (18%)	61
Factor 5: Capacities of women's organizations/gender advocates	49 (80%)	10 (16%)	2 (3%)	61
Factor 6: UN-Women (UNIFEM) internal capacity	42 (70%)	12 (20%)	6 (10%)	60
Factor 7: Country funding/resources	21 (34%)	33 (54%)	7 (11%)	61
Factor 8: Culture, traditions	0 (0%)	60 (97%)	2 (3%)	62
Factor 9: Coherence of messaging and interventions on ending on violence against women and girls by different actors in this country	35 (56%)	14 (23%)	13 (21%)	62
Factor 10: Other (please specify)	1 (11%)	1 (11%)	7 (78%)	9

3.1 Can you rate UNIFEM under the following dimensions of organizational capacity during the period 2008-2011 (i.e. up until UN-Women became operational)?

	Very strong	Strong	Moderate	Weak	Total Responses
Clearly identified mandate and role as regards ending violence against women and girls	20 (35%)	23 (40%)	10 (18%)	4 (7%)	57
Clearly formulated corporate (global) strategy/vision for ending violence against women and girls-related work	13 (23%)	26 (46%)	13 (23%)	5 (9%)	57
Clearly formulated regional strategy/vision for ending violence against women and girls-related work	8 (14%)	17 (30%)	23 (40%)	9 (16%)	57
Clearly formulated country level strategy/vision for ending violence against women and girls-related work	14 (25%)	16 (28%)	17 (30%)	10 (18%)	57
Number of human resources working on ending violence against women and girls	3 (5%)	6 (11%)	17 (30%)	31 (54%)	57
Technical expertise on ending violence against women and girls	11 (20%)	17 (31%)	16 (29%)	11 (20%)	55
Financial resources	1 (2%)	4 (7%)	27 (47%)	25 (44%)	57
Technical resources, e.g. tools	3 (6%)	20 (37%)	26 (48%)	5 (9%)	54
Partnerships with government actors	16 (28%)	26 (46%)	12 (21%)	3 (5%)	57
Partnerships with non-government actors	23 (40%)	30 (53%)	3 (5%)	1 (2%)	57
Partnerships with regional/international actors	8 (14%)	20 (36%)	24 (43%)	4 (7%)	56
Collaboration with other United Nations entities	13 (23%)	25 (44%)	17 (30%)	2 (4%)	57

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4.1 Please indicate to what extent you agree or disagree with each of the following statements:

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know	Total Responses
UN-Women has clearly defined its new mandate and related implications for its work on ending violence against women and girls	36 (60%)	22 (37%)	2 (3%)	0 (0%)	0 (0%)	60
UN-Women has effectively operationalized its new mandate in view of ending violence against women and girls	16 (27%)	34 (57%)	7 (12%)	2 (3%)	1 (2%)	60
National and international partners working on ending violence against women and girls in this country have a clear understanding of UN-Women's mandate and envisaged role as regards ending violence against women and girls	21 (35%)	22 (37%)	13 (22%)	4 (7%)	0 (0%)	60
National partners look to UN-Women for guidance/support in EVAW related work	37 (62%)	14 (23%)	6 (10%)	3 (5%)	0 (0%)	60
Other United Nations entities look to UN-Women for guidance/support in EVAW related work	35 (59%)	16 (27%)	6 (10%)	2 (3%)	0 (0%)	59

APPENDIX VIII: METHODOLOGY

Evaluation Structure and Process

The methodology of the evaluation was defined in the evaluation Inception Report (November 2012). The evaluation was external, and authorized and managed by the UN-Women Evaluation Office (as the project authority). External (peer/expert) reviewers, engaged separately by the Evaluation Office, have been used to strategically provide input and advice during the evaluation. A reference group based at headquarters was convened to provide input to and guide the evaluation process. Membership included representatives from all areas within UN-Women with a role in the delivery of EVAW work. In addition, reference groups were created in the seven countries visited and included UN-Women field staff and, to the extent possible, local civil society organization (CSO) representatives. Reference groups have been provided with draft deliverables and opportunity to validate and comment on same. The Evaluation Office has supported the evaluation process and been kept informed of progress.

The evaluation was essentially a two-stage process:

Evaluation inception phase (August – October 2012): The main purposes of the inception phase was to scope and plan the evaluation through: i) a portfolio analysis of UN-Women VAW interventions and those of its predecessor entities during the period 2008-2011; ii) consultations with stakeholders on the evaluation's purposes, intended uses, questions; key sources of data, as well as the availability and utility of information; and iii) a workshop with the reference group to begin the development of a theory of change for EVAW. A pilot country site visit to Jamaica was also conducted to inform, shape and test the evaluation's approach to and instruments for country case study data collection.

Evaluation conduct and reporting phase (October 2012 – present): This phase included the planning and conduct of approved evaluation data collection methods (detailed below), and concurrent analysis, aggregation and integration of the information and data

being collected. A presentation of preliminary findings was provided to the headquarters based reference group to obtain additional insights to and validation of the directions being taken in the evaluation conclusions. Each country case study was validated by the Evaluation Office and the country reference group and this draft evaluation report is being presented for comments to the headquarters reference group and the Evaluation Office.

Specific objectives of the evaluation

Retrospective objectives (2008-11)

- With a purpose of learning from past achievements, assess UN-Women's four predecessors entities' contributions to results (at global, regional and country levels) in view of implementing global commitments within national priorities for preventing and responding to VAW; and
- With a view to informing UN-Women's current and future work, identify strengths, weaknesses and lessons learned (operational and developmental) of these predecessors' programmes.

Forward-looking objectives (2011-present)

- To analyze the extent to which UN-Women is strategically positioned to fulfill its mandate of normative, operational, and coordination work in relation to EVAW;
- To assess the coherence of UN-Women's mandates and programmatic approaches to preventing and responding to VAW, and expanding access to services;
- To evaluate UN-Women's organizational capacities and strategies (e.g., management systems, strategies, M&E) for the implementation of its EVAW mandate; and
- To make recommendations on how UN-Women should enhance its frameworks and programming practices on EVAW for effective support to global norm-setting bodies/processes, and implementation of UN-Women's strategic plan.

Overall approach and evaluation questions

The overall approach to the evaluation was utilization-focused, gender and human rights responsive, both in design and conduct. Use-based approaches highlighted above in the two stages of the evaluation included broad consultation on potential users and uses in the inception phase and in the development of the evaluation questions. Gender and human rights considerations were also important to the design and conduct of the evaluation. Stakeholders and beneficiaries consulted were selected to be inclusive and representative of the work on EVAW. They included both men and women, those who have been involved in VAW prevention or service-based initiatives and, in some cases, with women who are survivors of violence. In addition to adherence to the *United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System, engagement with beneficiaries was guided by Researching Violence against Women: A Practical Guide for Researchers and Activists* by the World Health Organization (WHO) and PATH[6] United Nations ethical guidelines and those of the evaluation profession were applied throughout.

As detailed in the Inception Report (November 2012), the evaluation methodology was guided by:

- Contribution analysis, a theory-based approach to evaluation aimed at making credible causal claims about interventions and their results,[7] and
- An institutional and organizational assessment model.

Contribution analysis is based on a defined theory of change for the programme (or evaluand) which includes not only articulated results in a results chain (outputs, outcomes and impact) but also an analysis of influencing factors. The approach acknowledges that long-term results are significantly influenced by context and factors surrounding the programme (and its activities). The influence can be positive, facilitating the change process or an impediment to change. In

6 Available from: http://www.who.int/reproductivehealth/publications/violence/9241546476/en/index.html

7 Mayne, J (2012). Contribution Analysis: Coming of Age? In Evaluation 18(3), pp 270-71

Gender and human rights considerations in the design and conduct of the evaluation

- Respecting the right of all individuals and groups to choose whether they wish to participate in the evaluation or not;
- Clearly communicating to stakeholders the purpose of the evaluation and their (potential) participation in it, as well as the intended use of evaluation findings;
- Ensuring that sensitive information cannot be traced back to individual informants.
- Respecting differences in stakeholders' culture, religious beliefs and practices, age, gender roles or ethnicity (and seeking advice from UN-Women staff, national consultants, or other partners familiar with specific contextual knowledge relevant to understanding these differences);
- Ensuring that all project stakeholders, in particular the relative powerless ones (such as women who are or have been subject to discrimination, violence or exclusion) have opportunities to be represented and heard in the evaluation.

either case, the analytical process assesses these risks and rival explanations for change in order to speak to contributions of the intervention or programme, as opposed to causation.

The development of a reconstructed theory of change was initiated in the inception phase and provided a high-level, preliminary results model (shown in Appendix II, Figure 1) and some initial discussions on the interdependencies between UN-Women's three mandate areas (normative, operational and coordination) and on influencing factors and assumptions. To the extent possible a contribution analysis approach guided data collection and analysis in this evaluation. The preliminary results model was examined and tested, and information gathered to inform a refined and more comprehensive discussion of the EVAW performance story – its theory of change. The revised draft logic model and theory of change discussion is provided in Volume II, Appendix II – it is a result of the

analysis in this evaluation, and informs the conclusions and recommendations put forth in this report.

The institutional and organizational assessment model was informative in developing evaluation questions, data collection instruments and analysis. It provides a model for defining critical aspects of performance.

Evaluation questions outlined in the evaluation's Terms of Reference were refined through consultation and analysis during the inception phase. They are organized under three higher level strategic questions, as follows:

• For the period 2008-2011, what are lessons learned regarding the contribution to results towards ending VAW made by its predecessor entities that can inform UN-Women's current and future work?
• What are organizational strengths and weaknesses of UN-Women and related lessons learned from its predecessor entities in view of planning, implementing, monitoring and evaluating their EVAW-related work?
• To what extent has UN-Women strategically positioned itself to add value in preventing and responding to VAW in global, regional and national contexts?

The full list of questions, sub questions and associated indicators for measurement are provided in Volume II, Appendix III and address the full suite of Criteria for Evaluating Development Assistance published by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD).[8]

Data methods and sources

The main sources of data for the evaluation were: stakeholders documents, databases, relevant literature and country site visits. The evaluation team used a mix of methods to collect and analyze data. Participatory approaches were used where feasible and were complemented with quantitative and qualitative review and observations. An alignment of the evaluation questions, subquestions and methods is provided in Volume II, Appendix III.

The evaluation team used triangulation and complementarity to ensure validity of data. Triangulation is the comparison of data generated from different data sources to identify trends and/or variations. Complementarity uses data generated through one method of data collection to elaborate on information generated through another method (e.g. using stakeholder consultations to explore reasons for strengths or shortcomings identified in the review of documents). Data analysis involved descriptive, content, quantitative/statistical and comparative analysis. To facilitate the analysis of data derived from interviews and document review, the team used a data analysis software.

People

A total of 472 stakeholders[9] were consulted during the evaluation. Key informant information was provided by the Evaluation Office and the reference group and, as contacts declined or were unavailable, the evaluation team sought replacement sources and, in some instances, used a snowball approach to elicit key informants during interviews.

Working sessions: The evaluation team facilitated two working sessions with members of the evaluation reference group and other UN-Women staff at headquarters in New York.

Individual and group interviews were conducted in person during visits to UN-Women in New York, and via telephone and online communications tools.

Stakeholders interviewed (62)

UN-Women Staff (headquarters) - 28

Member States - 4

CSOs -5

United Nations entities (headquarters) – 12

UNCT - 13

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8   Available from: http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/daccriteriaforevaluatingdevelopmentassistance.htm

9   A breakdown of stakeholders by method: 62 interviews; 70 survey respondents; 340 informants to the seven country case studies

Interviews followed agreed upon protocols tailored to each stakeholder group and aligned with the evaluation framework. Initial interview questions were open-ended to allow consulted stakeholders to highlight issues they considered most relevant. As interviews progressed, the evaluation team provided thematic prompts to elicit additional information on specific topics addressed in the evaluation framework. The interviews lasted approximately one hour per person/small group on average. An example of an interview protocol is included in Volume II, Appendix IV.

An electronic survey including both open ended and closed questions was conducted among UN-Women staff in country and (sub)regional offices. The survey was sent to 149 UN-Women staff in five geographic regions who had been identified by UN-Women headquarters as having VAW-related responsibilities. The survey response rate was 47 per cent (71 of 149 contacted individuals). While the results inform the findings provided in this evaluation report, a survey summary is provided in Volume II, Appendix VII.

Survey respondents (70)

61% had been with UNIFEM (prior to UN-Women's formation 2011)

41% have 7+ years of EVAW experience

30% work on EVAW issues for 75-100% of their time

Documents, databases and literature

The evaluation team reviewed relevant literature and approximately 300 documents, databases and other types of written information (e.g. websites). Volume II, Appendix VI provides an inventory of documents reviewed. As different team members contributed to the desk review, the evaluation team developed review frameworks based on the overall evaluation framework to guide their review, capture core information and ensure a coherent approach across the team. The evaluation team included two experts on EVAW, who participated in the analytical process and importantly brought emerging knowledge on effective practices for EVAW to the discussions.

Country site visits

The evaluation team conducted seven one-week country site visits during which a total of 340 stakeholders were consulted[10]. The main purpose of the country visits was to gather information about: contributions to results at the country level; the implicit/explicit theories of change used to realize these results; and synergies among interventions in terms of UN-Women's mandates/roles in normative, inter-agency coordination and operational work. During country visits to Jamaica, India and Mozambique, the evaluation team reviewed the preliminary results models (discussed above) with UN-Women staff.

During the inception phase, the evaluation team and the UN-Women Evaluation Office agreed that a pilot country visit to Jamaica would be conducted in October 2012 to allow the team to test the usefulness of different criteria and inform the selection of the remaining six countries. They also agreed on seven country selection criteria (see the Inception Report) and, following extensive consultation with the respective geographic sections in UN-Women, agreed the final list of countries.

The country case study reports in Volume III, Appendices I to VII summarize key observations and findings, as well as related background information on UN-Women's and its predecessors entities' work in the respective country. They incorporate feedback on a presentation of preliminary findings elicited from the respective national reference group at the end of each site visit.

Selected countries and dates of the respective visits

Caribbean: Jamaica (15-19 October 2012); Grenada (26-29 November 2012)

Arab States: Morocco (3-7 December 2012)

Latin America: Brazil (3-7December 2012); Guatemala (7-11January 2013)

Asia Pacific: India (14-18 January 2013)

Africa: Mozambique (14-18 January 2013)

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10 Breakdown of stakeholders consulted through interviews and/or focus group by country: Brazil (18); Grenada (12); Guatemala (140); India (81); Jamaica (32); Morocco (29); and Mozambique (28).

Challenges and mitigation

The evaluation team encountered a series of challenges specific to this evaluation and employed strategies to mitigate or limit their effects on the evaluation results. The following table highlights these challenges and the mitigation approaches taken.

Key challenges and mitigation approaches	
Challenge	**Mitigation**
Evaluation focus and scope • **Conceptual framework:** Applying the three dimensions of UN-Women's current mandate to a period prior to its existence is an artificial construct for UN-Women predecessor entities' activities and results, which challenged the evaluation team and stakeholders alike. This was intended to examine and present evaluation results in a manner which is of optimal value and use going forward. • **Timeframe:** The prescribed time period of 2008-2011 was relatively short given the nature of EVAW outcomes, which can be decades in the making. Many results/progress achieved during this timeframe were due to contributing factors of the past, which were beyond the scope of the evaluation. • **Scope exclusion:** The evaluation excluded EVAW work in conflict, post-conflict and humanitarian contexts (as these are the subject of a separate evaluation). This was challenging as the dividing/defining line between these are not always clear and there even when there is clarity, there are significant interdependencies between the two	• Every effort was made to be clear and comprehensive in the collection and presentation of information and to credit sources appropriately. Normative, operations and coordination work do not cleanly align with predecessor entities and liberties have been taken to report comprehensively. • Where relevant, the evaluation team broadened the timeframe examined to take into account key events, activities and achievements. It also looked to assess EVAW efforts in terms of their potential to contribute to desired, long-term results. • The evaluation teams for both evaluations were in touch during the evaluation to compare information and issues, and mitigate any duplication or gaps in the respective exercises.
Data collection • **Portfolio review:** The portfolio review conducted during the inception phase did not produce desired results (Atlas did not allow for [re]construction of a complete picture of the overall 'universe' of VAW-related interventions). • **Country case studies:** The geographic distribution of country visits and related case studies (four in Latin America and the Caribbean, one each in three other geographic regions) was disproportionate to the populations of these regions, and (based on the available data) not representative of the distribution of work of UN-Women predecessor entities (especially UNIFEM). Selection was ultimately based on internal UN-Women considerations. • **Differentiating EVAW:** In various lines of inquiry it was difficult to tease out EVAW work, resources, activities or results from other thematic work or overall work on gender equality and the empowerment of women, or, as noted above, on achievements in (post) conflict and humanitarian settings. This is particularly the case in examining normative and coordination dimensions.	• Portfolio review through Atlas was suspended, and the document review in the evaluation data collection phase was significantly expanded. • The country case studies deliberately focus on the respective country and do not claim to be representative of a particular (sub) region, or of UN-Women's (or its predecessors') work on VAW in general. • The evaluation has drawn from the broadest possible base of evidence in order not to exclude important data and information. Findings are substantiated with source material which is clearly identified as to its relative relationship with EVAW.

As in most cases, timing and budget were challenges for this evaluation. Timelines shifted with the extended inception period and late start-up of data collection. An extension on this draft final report was provided to assist in this regard. Stakeholder availability and contact information delays meant data collection extended into March 2013 making the analytical process a bit of a moving target. The evaluation team added resources to the team in order to address these challenges and reduce impact on evaluation results.

APPENDIX IX: MAPPING THE DIFFERENT AGENCIES WORKING ON VAW

This table delineates the work being done by the different United Nations entities working to EVAW. The table shows that there is significant overlap between entities on themes and approaches, and partnerships. Such overlap is not necessarily a problem since, for example, there are multiple aspects of themes that are addressed by all organizations (such as sexual violence) that can be focused upon and thereby avoid duplication of efforts. Yet the table underlines the need to effectively coordinate work on EVAW to maximize impact, and for UN-Women to delineate its niche and value-added in an already crowded field of actors (see Volume I, Finding 4 for a more detailed discussion).

Interviews conducted during the evaluation did not help construct a more precise picture than that offered by the inventory because other entities are also in the process of redefining their strategies, and because the list of interviewees was not comprehensive enough to get a definitive view on each entities EVAW activities.

Organization	Forms of violence	Strategy	Ending violence aginst women and girls strategy	Targeted changes	Partners
UNDP	• Trafficking (women and children) • Sexual violence • Domestic violence • Sexual slavery • Harmful practices (female gential mutilation, honour crimes)	• Prevention • Protection • Response	• Capacity development • Policy guidance and advice • Research/ knowledge generation and dissemination • Social/ community mobilization • Advocacy • Facilitating partnerships and networking	• Strengthened capacity of key actors • Improved legislative and/or policy frameworks • Broadened social/community support for and changing social norms related to ending violence against women and girls	• Governments • United Nations entities • Civil society • Non-governmental organizations (NGOs)
UNICEF	• Trafficking • Sexual violence • Domestic violence • Sexual slavery • Harmful practices (early marriage, violence in schools, female gential mutilation, honour crimes)	• Prevention • Protection • Response	• Capacity development • Policy guidance and advice • Research/ knowledge generation and dissemination • Social/ community mobilization • Advocacy • Facilitating partnerships and networking • Coordination	• Strengthened capacity of key actors • Improved legislative and/or policy frameworks • Broadened social/community support for and changing social norms related to ending violence against women and girls	• Governments, • United Nations entities • Civil society • NGOs

Organization	Forms of violence	Strategy	Ending violence aginst women and girls strategy	Targeted changes	Partners
UNFPA	• Femicide, • Sexual violence • Domestic violence • Sexual slavery • Harmful practices (female gential mutilation, pre-natal sex selection differential access to food and medical care, honour crimes)	• Prevention • Protection • Response	• Capacity development • Policy guidance and advice • Research/ knowledge generation and dissemination • Social/ community mobilization • Advocacy • Facilitating partnerships and networking • Coordination	• Strengthened capacity of key actors • Improved legislative and/or policy frameworks • Broadened social/community support for and changing social norms related to ending violence against women and girls	• Governments, • United Nations entities • Civil society • NGOs
WHO	• Trafficking • Sexual Violence • Domestic violence • Harmful practices (female gential mutilation, pre-natal sex selection, HIV and AIDS)	• Prevention • Response	• Capacity development • Policy guidance and advice • Research/knowledge generation and dissemination • Social/community mobilization, • Advocacy • Facilitating partnerships and networking	• Strengthened capacity of key actors • Improved legislative and/or policy frameworks • Broadened social/community support for and changing social norms related to ending violence against women and girls	• Governments, • United Nations entities • Civil society
ILO	• Trafficking • Sexual violence • Sexual slavery • Harmful practices (child labour)	• Prevention • Protection • Response	• Capacity development • Policy guidance and advice • Research/ knowledge generation and dissemination • Facilitating partnerships and networking advocacy	• Strengthened capacity of key actors • Improved legislative and/or policy frameworks	• Governments, • United Nations entities

*Important entities were selected based on the frequency of participation of United Nations entities in gender-joint programmes (between 62 to 72 per cent of funds for the gender joint programme come from core budget of the agencies). This was corroborated with data from the case studies. The United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA) appear more frequently in the case studies, reflecting their importance at the country level in several countries.

** Information was extracted from the inventory of United Nations system activities to prevent and eliminate violence against women, February 2013.

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APPENDIX X: KEY POLICY CHANGES THAT OCURRED IN CASE STUDY COUNTRIES

Policy changes	Country	Excerpts from case studies
New or strengthened laws or policies on EVAW	Brazil	Although the Maria da Penha Law was in place before the period under review, evaluation respondents highlighted the role that UNIFEM played in the adoption of this law through the support it provided to CSOs and in promoting political dialogue
New or strengthened laws or policies on EVAW	India	Although not yet adopted, UN-Women also contributed technical advice to the Ministry of Women and Child Development to amend the Immoral Traffic (Prevention) Amendment Act, 2006 (ITPA, section 5C), which unfortunately continues to be stalled by the government.
New or strengthened laws or policies on EVAW	Mozambique	There was a consensus among interviewed stakeholders that the support provided to the development and adoption of the Domestic Violence Law (n. 29/2009) represented one of the key contributions made by UNIFEM Mozambique to legislative changes in favour of increased protection for women against violence.
New or strengthened laws or policies on EVAW	Morocco	UNIFEM's support towards women's movements, especially the Printemps pour l'égalité et de la Coalition pour la Démocratie (Spring for Equality and the Coalition for Democracy), was considered as an important piece in ensuring the inclusion of women's rights in articles 19 to 22 of the Constitution of 2011. Additionally, according to a respondent, UNIFEM has directly contributed to the integration of violence against women in the Sectoral Plan against HIV and AIDS of the Ministry of Education.
New or strengthened laws or policies on EVAW	Jamaica	Additionally, public consultations on sexual harassment in the workplace carried out as part of the UN Trust Fund project Reducing GBV in Jamaica: Increasing Awareness, Enhancing Access to Protection, Strengthening Responses fed into a draft policy on Sexual Harassment was prepared by the Bureau of Women's Affairs (BWA). Other achievements in relation to strengthening VAW-related legal/policy frameworks include UNIFEM's/UN-Women's work on HIV and AIDS which contributed to including VAW in Jamaica's HIV and AIDS National Strategic Plan (2007-2012). UN-Women (with funding from the United Nations Gender Equality Fund) also provided support to the BWA for developing the Jamaican Gender Equality Policy (2011).

Policy changes	Country	Excerpts from case studies
Action plan	Grenada	According to consulted stakeholders the Strengthening State Accountability (SSA) project, to which UNIFEM/UN-Women provided funds, technical assistance and ongoing support and advice, considerably contributed to strengthening the legal and policy environment in Grenada. The SSA also led to the development of a National Domestic Violence and Sexual Abuse Protocol for Grenada and brought together government and non-government actors to jointly develop Grenada's first (draft) National Strategic Action Plan to Reduce Gender-Based Violence (GBV) (2012 -2017)
Action plan	India	UN-Women contributed to India's 11th and 12th National Five-Year Plans by providing substantive recommendations in the planning process of these national plans. These outline the countries goals and direction for development efforts over the next five years (the 12th National Five-Year plan covers 2012-2017).
Action plan	Jamaica	The draft National Strategic Action Plan (NSAP) to end GBV was developed in 2011 as part of the SSA and Community Action Project, to which UNIFEM/ UN-Women provided funding. Technical assistance, support and advice was also provided to the implementing agency (BWA).
Legislation on femicide	Guatemala	Stakeholders agreed that UNIFEM/UN-Women contributed to the approval of the Law Against Femicide, the Law Against Sexual Violence, exploitation and human trafficking, and the Law to Prevent, Sanction and Eradicate Domestic Violence by assisting women institutions and lobbying. Additionally, UNIFEM/UN-Women supported CSOs in the design and implementation of the National Commission Strategy to Address Femicide.

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APPENDIX XI: OVERVIEW OF UN-WOMEN'S COORDINATION EFFORTS IN EVAW AT THE COUNTRY LEVEL (EXAMPLES FROM SEVEN CASE STUDIES)

Inter-agency Groups on VAW

Country	Inter-agency Group	UN-Women's Role
Brazil	Gender, Race and Ethnicity Working Group	Role: UN-Women now coordinates this Working Group. It participates in its meetings, which are held on a bi-monthly basis. Key UN-Women (UNIFEM) partners in this thematic area have been UNAIDS, UNFPA, and UN-Habitat. Results/comments: Through this Working Group, United Nations entities have "increased their emphasis on working with men as potential allies against VAW." Despite UN-Women's coordinating role, there is a perception among stakeholders that inter-agency coordination in VAW in Brazil has been done through UNFPA and UNAIDS, and that UN-Women has not been very visible in inter-agency Working Groups.
	Theme Group on Urban Crime and Violence Prevention	Role: During the period under review UN-Women (UNIFEM) staff participated in meetings of this theme group. According to the 2007-2011 UNDAF, "a Theme Group on Urban Crime and Violence Prevention, composed of UNODC, UNDP, UNICEF, PAHO-WHO, UNFPA, UNIFEM, UN-Habitat, the United Nations Information Centre (UNIC) and the World Bank, will work on the preparation of a database with experiences in prevention of violence, in addition to the systematization of good practices and dissemination by means of a United Nations joint document containing recommendations for reduction of violence. It will also coordinate the actions of partners, identify areas of possible joint programmes and joint work planning referring to CP outcome 3.1." (Outcome 3.1: Violence prevention and reduction and victim care policies and programmes designed and implemented in an integrated manner).
Grenada	No inter-agency working group identified	Not applicable.

Country	Inter-agency Group	UN-Women's Role
Guatemala	Grupo Interagencial de Género y Avance de las Mujeres (GIGAM)	This inter-agency working group was previously coordinated by UNFPA but UN-Women has taken the lead since 2012. It is the main United Nations coordination mechanism for gender (and for VAW) in Guatemala. No comments with regards to UN-Women's role in this Working Group were identified.
	Grupo Interagencial para la Seguridad y justicia	This inter-agency Working Group is led by the Office of the High Commissioner for Human Rights (OHCHR). UN-Women's role in this Working Group, if any, is unclear.
India	United Nations Gender-Based Violence Cluster	Formed in 2008, the cluster meets on a monthly basis. UN-Women is the lead agency of the United Nations Gender-Based Violence Cluster which aims facilitate information sharing and increasing coordination of responses on this issue. Case study highlights that this is one of UN-Women's most notable contribution to VAW-related inter-agency coordination. Comments: "However, although this type of information sharing is an important first step to greater coordination of work, interviewees identified that there is potential for UN-Women to provide a stronger leadership role as a lead entity in coordinating a response to violence against women and girls issues in a comprehensive and timely manner. This type of coordination could focus on the macro level picture, identifying strategic areas where focus is needed and where gaps exist to end violence against women and girls in India to improve coordination of partners, including United Nations system and civil society, to ensure a comprehensive approach to addressing ending violence against women and girls in India."
Jamaica	Gender theme group (not yet active)	The Resident Coordinator "has begun to prepare for the establishment of a Gender Theme Group with UN-Women as the Chair, and has held preliminary discussions on approaches to collaboration on VAW in Jamaica."
Morocco	Thematic group on gender	This thematic group consists of 12 agencies and is led by UN-Women. (Note - this group was not mentioned in the case study but information was found online)

Country	Inter-agency Group	UN-Women's Role
Mozambique	United Nations Gender Joint Team (GJT)	UN-Women advocated in 2012 the establishment of a UN GJT with the objective of "monitoring and ensuring consistency in the integration of gender equality considerations in the implementation of the UNDAF, developing common positions and joint communications to the government, and coordinating events." This joint team is led by UN-Women, with UNFPA as alternate. Comments from stakeholders: "Stakeholders interviewed familiar with the GJT noted UN-Women's important contribution in the establishment and functioning of the team. They recognized the importance of this mechanism and identified some results that had already been achieved by the group, such as the development of a United Nations joint position to advocate for the reform of the Criminal Code, and the budget allocation for an initiative on abused women and children. However, stakeholders also expressed some concerns about the regular functioning and effectiveness of the team. With regard to the regular functioning of the GJT, they recognized that this is a common problem attributable to the considerable number of groups and sub-groups existing within and outside the United Nations system, thus making it difficult for all agencies to attend all fora. With regard to the GJT's effectiveness, they mentioned that the team has been working on punctual projects and that its work is not directly linked with any outputs in the UNDAF, which may limit its effectiveness."
	Gender Coordination Group	This group is not only a United Nations inter-agency coordination group. It is a coordination group in which participate members of civil society, partners from multilateral and bilateral cooperation, the Ministry of Women and Social Action, the Ministry of Planning and Development, members of the National Council for the Advancement of Women,, and gender specialists or activists. Since 2011, UNIFEM/UN-Women has been co-chairing this group, a role which was previously undertaken by UNFPA. Comments from stakeholders: Stakeholder's acknowledged UN-Women's contribution to the creation of a sub-group of the Gender Coordination Group on VAW. Stakeholders' views remain mixed: Some viewed the group a functional mechanism to coordination VAW-related efforts while others noted problems related to meeting attendance and members' commitment.

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Joint programming

Country	Joint programme	Funding	Comments on coordination and results achievements
Brazil	*Mulheres e Direitos* (Women and Rights)	No data available	This Joint initiative of UNAIDS, UN-Women, UNFPA, UNICEF, UNIC Rio, and the Maria da Penha Institute, with the support of the German Backup Initiative of GIZ was launched in 2011. Demonstrated results were limited but the three films on VAW were shown to raise awareness. The case study does not explain UN-Women's exact role in this initiative.
	Global Safe Cities Initiative	AECID Euro 3583610 (2009-2011) / Euros 1694960 (2011 extension)	"Initiated in Latin America in partnership with UN-Habitat and coordinated by the NGO Coalition Women and Habitat Network." *Note that in section 3.4, it is briefly mentioned that UN-Women coordination was demonstrated in Safe Cities but this programme does not seem to be identified as a joint programme per se.
Grenada	No joint programming identified apart from joint initiatives undertaken under the UNiTE campaign	Not applicable	Not applicable

Country	Joint programme	Funding	Comments on coordination and results achievements
Guatemala	Strengthening the In-stitutional Environment for the Advancement of Women in Guatemala (2008-2011)	MDG-F $256,516 (UN-Women contibution for VAW component).	Background information This joint programme (2008-2011), which aims at strengthening women's institutions in Guatemala, includes five components, one of which is EVAW. Overall financing for all organisations amounts to $7.2 million. $920,455 were allocated to all agencies under the VAW component, of which UN-Women received $256,516. This joint programme was implemented by seven UN agencies: UN-Women/UNIFEM, UNFPA, UNDP, FAO, WFP, PAHO and UNV. While UN-Women contributed to the efforts, UNFPA was the United Nations entity that assumed the coordinating role. Comments The most notable achievement of results is the institutional strengthening of Secretaria Presidencial de la Mujer and Defensoria de la Mujer Indigena. On the other hand, there was a lack of coordination between implementing agencies, especially with regards to the allocation of funding. National partners underwent bureaucratic processes with each agency, which caused delays in the allocation of funds and, consequently, the implementation of projects. In addition, there was lack of inter-agency coordination with regards to results-based management as each agency focused on its own activities.
	Alianza para la Acción (2007-Ongoing)	Ford Foundation $768,200 (total)	Under this initiative, UNFPA and UNIFEM/UN-Women developed a strategic alliance but it is unclear was UN-Women's role was in terms of coordination. UN-Women did, however, successfully contribute to strengthening dialogue mechanisms between civil society and the state for the effective implementation of public policies geared towards the eradication of VAW.
	Fortalecimiento de las Capacidades Naciones para la Investigación Criminal (2011-2013)	PeaceBuilding Fund $1,960,000 (total)	Implemented jointly by the UNDP, UNODC and UN-Women. Coordinating agency: UNDP Results were not analysed as implementation dates exceed the scope of the evaluation.
	Fortalecimiento de las Capacidades Nacionales para la Atención a las Victimas (2012-2014)	PeaceBuilding Fund $980,000 (total)	Implemented jointly by UNICEF, UNFPA and UN-Women, with technical assistance from CICIG and OHCHR. Coordinating agency: UNDP Results were not analysed as implementation dates exceed the scope of the evaluation.

Country	Joint programme	Funding	Comments on coordination and results achievements
India	Partners for Prevention: Working with Boys and Men to Prevent Gender-Based Violence (regional project – dates not specified)	No specified in the case study	Joint initiative between UN-Women, UNDP, UNFPA, UNIFEM and United Nations Volunteers (UNV). Unclear whether UN-Women acted as a coordinator of the project. "The collaboration of several United Nations entities gave legitimacy and momentum to the project which was well received by CSOs." Through this project, "UN-Women has contributed to creating public awareness, new knowledge and technical support to prevent GBV in the region." "There were, however, some difficulties in terms of coordination, since not all agencies were equally involved or aware of programme activities and the activities were not consistently integrated into the United Nations system at the country level"
	Safe Cities	Data not available	UN-Women worked with UN-Habitat on the Global Safe Cities Initiative. Not clear whether UN-Women had the lead on this project.
Jamaica	No joint programming identified	Not applicable	To date, there have been a few joint programmes in Jamaica, none of which were related to VAW.
Morocco	*Programme multisectoriel conjoint et soutenu par le Fonds de l'OMD de Lutte contre la violence sexiste par l'autonomisation des femmes et des filles* (2008-2012)	MDG-F $ 8,400,000 (total)	Also known as Programme Tamkine. Implemented by eight United Nations entities, of which UN-Women was responsible for ensuring inter-agency coordination. This seems to be UN-Women's greatest contribution with regards to inter-agency coordination. Comments from stakeholders: Through UNIFEM's efforts a proposal was presented to MDG-F by United Nations entities for this joint programme. All stakeholders interviewed also confirmed the key role played by UNIFEM in coordinating the programme. All stakeholders also agreed that UNIFEM indirectly contributed through this joint programme to the quality of health services and temporary accommodations put in place by the Ministry of Justice for the care of women victims of violence.

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Country	Joint programme	Funding	Comments on coordination and results achievements
Mozambique	United Nations Joint Programme on Women's Empowerment and Gender Equality	$763,046 (UN-Women contribution)	Part of the governance pillar of the UNDAF 2007-2011. UNFPA was the convening agency until recently.
	16 Days of Activism against Gender Violence	Data not available	Joint initiative (as opposed to programme). UN-Women played a leadership role in its implementation. Coordination under this initiative was highlighted by the case study as one of UN-Women's strengths.
	*Also note that UNIFEM has led and developed several joint proposals to the UN Trust Fund on VAW. While one was ongoing at the time of the mission, all previous ones had been unsuccessful.		

Stakeholders' expectations for UN-Women's coordination role

Country	Stakeholders' expectations
Brazil	Respondents felt that creation of UN-Women brought legitimacy to inter-agency coordination in VAW. They also feel that, in recent years, this coordination was done through UNFPA and UNAIDS rather than UN-Women. Respondents attribute this to a high-level of rotation among UN-Women personnel the rather small size of its VAW team. Respondents do note, however, that there has been some improvement in this area in recent years, due to increased engagement of the current regional office representative.
Grenada	Stakeholders felt that UN-Women is an important partner in the United Nations' efforts to end VAW but noted that there is a need for a more coordinated response in this area. Stakeholders were not sure if coordination was in fact a priority for UN-Women and whether a strategy existed to address it. Consulted stakeholders suggested that UN-Women support the newly created sub-regional Gender Equality Coordinator Specialist to further enhance coordination in VAW.

Stakeholders also see men related programming led by other United Nations entities such as UNICEF and UNFPA as an opportunity for UN-Women to enhance its efforts on working with men to end VAW. |
| Guatemala | A number of interviewed stakeholders felt that the different roles played by United Nations entities in VAW are not clearly defined. In this regard, the establishment of a UN-Women country office in Guatemala was viewed positively and was seen as an opportunity for UN-Women to take the lead on gender-related issues and help peer agencies identify their respective role in the area of VAW. Stakeholders also mentioned the need to develop strong gender indicators to facilitate the M&E of United Nations inter-agency efforts in VAW. |

India	Stakeholders believe that UN-Women could provide strategic direction for ending violence against women and girls-related work. It was suggested that UN-Women could be most effective in its role as a coordinator of work on ending violence against women and girls by conducting a needs assessment, mapping out issues and areas of work on violence against women and girls in India where attention could be focused, asking United Nations partners to identify the areas in which they are working, and outlining gaps and areas to be strengthened.
Jamaica	Staff from UN-Women and other United Nations entities indicated that it is still unclear to them what UN-Women's inter-agency coordination role can and should look like (in general, and in view of VAW specifically). The Barbados sub-regional office is currently awaiting further guidance from the newly established regional centre in Panama and headquarters. In the meantime, UN-Women staff in Barbados, in particular the recently appointed Coordination Specialist, is consulting with other United Nations entities in the Caribbean to explore their needs and the implications for UN-Women's inter-agency coordination role. It is hoped the coordination specialist will provide a more systematic channel for developing joint programming for VAW (and other areas of UN-Women programming) across the six UNCTs with which the Caribbean subregional office interfaces. The (limited) data the evaluation team gathered indicates that other United Nations entities are still unsure both about what UN-Women's coordination role could look like, and about how this role could add most value to their and other agencies' work in relation to VAW."
Morocco	None encountered in the case study.
Mozambique	Stakeholders appreciated that there is now an agency with the specific mandate to promote gender equality and the advancement of women and that UN-Women has the capacity to work together with the government and CSOs. According to stakeholders, factors that will limit UN-Women being able to fulfill its inter-agency coordinating role include limited human and financial resources, and the isolation of UN-Women in the management of some projects which could have benefitted from the collaboration of other United Nations entities. According to them, this constitutes a concern for the fulfilment of UN-Women's inter-agency coordination mandate.

Gender Equality and VAW in the UNDAF

Country	Current and previous UNDAFs and UNIFEM/UN-Women's implication
Brazil	Brazil's UNDAF (2007-2011) addresses the issue of VAW under outcome 3 "reduced violence, promoting peace, conciliation and justice", although stated outputs do not explicitly address the issue of GBV. The UNDAF includes an outcome on gender equality but GBV is addressed (indirectly) under the outcome on violence. Comparison with previous UNDAF The elimination of GBV was made more explicit in the 2002-2006 UNDAF where there is a specific objective (and related outputs) on the elimination of all forms of violence, abuse and exploitation of women and children under the larger focus area "special protection of human rights of vulnerable groups." This UNDAF also includes an outcome on the promotion of gender and racial equality.

Country	Current and previous UNDAFs and UNIFEM/UN-Women's implication
Grenada	Given the limited presence of United Nations entities and absence of a UNCT, United Nations efforts in Grenada are guided by the UNDAF for Barbados and the Organisation of Eastern Caribbean States (OECS). In the UNDAF 2012-2016, GBV is addressed mostly under the priority "enabling environment for effective economic and social governance and enhanced security" where specific outputs on VAW are included. GBV is also addressed, to a lesser extent, under priority "social protection and poverty reduction with a focus on vulnerable groups" and "capacity-building and institutional strengthening".
Guatemala	The current UNDAF (2010-2014) includes several indicators to monitor efforts on VAW which are mainly included under the security and justice component . This UNDAF does not include a specific focus area on gender, although this thematic was mainstreamed across most components. UNDAF 2010-2014 demonstrates significant improvement from UNDAF 2005-2009, which hardly addressed VAW.
India	In India, the over-arching objective of UNDAF (2008-2012), in which UNIFEM was involved, was "promoting social, economic and political inclusion for the most disadvantaged, especially women and girls. The UNDAF 2013-2017 includes a gender equality outcome for the first time, and gender biased sex selection was identified as the joint-programming priority. This was endorsed by OHCHR, UNFPA, UNICEF, UN-Women and WHO. UN-Women (and formerly UNIFEM) has been increasingly involved in the creation of UNDAFs in the South Asia region, working in 10 countries as well as the Pacific Islands in mainstreaming both gender issues and a rights-based approach in the frameworks. In total, gender equality has been explicitly identified as a cross-cutting theme in the UNDAF's of 17 Asia Pacific and Arab States, including India. In India, UN-Women was successful in advocating for outcome 3: gender equality (which includes preventing gender discrimination) to be included in the India UNDAF 2013-2017.
Jamaica	UN-Women provided input to the Jamaica UNDAF and stakeholders acknowledged UN-Women regularly participated in UNCT meetings and events, such as the UNCT retreat. Gender is a cross-cutting theme in UNDAF 2007-2011. It explicitly targets the issue of violence against children under outcome 1 which requests the quality, relevance and equity of all levels of education improved and learning achievements of children be increased by 2011. It also implicitly addresses GBV under outcome 5 which resquests the capacity of government and targeted communities to attain a more peaceful, secure and just society be increased by 2011. In UNDAF 2012-2016, while the safety, security and gender pillar includes only one or two GBV indicators, gender is mainstreamed across the whole pillar and most indicators are disaggregated by gender. However, as in UNDAF 2007-2011, the focus is on violence against children, corroborated by UNICEF's role as convener for this particular pillar.
Morocco	The work of United Nations entities in Morocco has been guided by UNDAF since 2002. In UNDAF 2007-2011, VAW is covered under pillar D "gender equality, protection of women's and girls' rights, and public, economic, social and cultural participation" and pillar C "children, youth and vulnerable populations have better access to social services and participate in the development process."

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Country	Current and previous UNDAFs and UNIFEM/UN-Women's implication
Mozambique	Under the joint programme, "UNIFEM support focused on UNDAF outcome 3 (rule of law, access to justice and penal reforms improved, within the domain of VAW, with an emphasis on public and human security) and output 3 (national capacity of local authorities and CSOs to effectively address the issues of public security, including GBV, strengthened)." With regards to existing mechanisms for the implementation of UNDAF, "UNIFEM participated in the inter-agency Development Result Group on governance, which includes a specific sub-group on VAW." In 2008, UNIFEM also guided the Gender Scorecard to assess the UNTC's contribution to gender mainstreaming and, in 2009, conducted an inventory of EVAW interventions by United Nations entities.

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