

**Thematic  
Evaluation of UN  
Women's  
Contribution to  
Prevent Violence  
against Women  
and Expand  
Access to  
Services**

Final Inception Report  
Volume I



November 8, 2012



## Acronyms

AP	Asia Pacific
AU	African Union
CA	Contribution Analysis
CEDAW	Convention on Elimination of All Forms of Discrimination against Women
CEE/CIS	Central and Eastern Europe/Commonwealth of Independent States
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DAW	Division for Advancement of Women
DESA	Department of Economic and Social Affairs
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	(UN) Economic and Social Council
EVAWG	Elimination of Violence Against Women and Girls
GA	General Assembly
GEEW	Gender Equality and Empowerment of Women
HLF	High Level Forum (on Aid Effectiveness)
INSTRAW	International Research and training Institute for Advancement of Women
IOA	Institutional and Organizational Assessment
LAC	Latin America and Caribbean
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NWM	National Women’s Machinery
OSAGI	Office of the Special Advisor on Gender Issues and Advancement of Women
RFP	Request for Proposal
SCR	Security Council Resolution
ToC	Theory of Change
TOR	Terms of Reference
UMG	Universalialia Management Group
UN	United Nations
UNCT	United Nations Country Team
UNDOC	United Nations Office on Drugs and Crime

## Acronyms

UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNIFEM	United Nations Development Fund for Women
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
WHO	World Health Organization

## Glossary

### Evaluation Criteria

Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. (OECD DAC Criteria for Evaluating Development Assistance) <sup>1</sup>
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. (OECD DAC Criteria for Evaluating Development Assistance) <sup>2</sup>
Impact	The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (OECD DAC Criteria for Evaluating Development Assistance) <sup>3</sup>
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, country needs, global priorities and partners' and donors' policies.(OECD DAC)
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits. The resilience to risk of the net benefit flows over time. .( OECD DAC)

### Evaluation Related Terms

Assumption	Hypotheses about factors or risks which could affect the progress or success of a development intervention. Also can also be understood as hypothesized conditions that bear on the validity of the evaluation itself, e.g., about the characteristics of the population when designing a sampling procedure for a survey. Assumptions are made explicit in theory based evaluations where evaluation tracks systematically the anticipated results chain. . (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))
Contribution Analysis	A theory-based approach to evaluation aimed at making credible causal claims about interventions and their results.
Goal	The higher-order objective to which a development intervention is intended to contribute. (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))

<sup>1</sup> See <http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>2</sup> Ibid.

<sup>3</sup> Ibid.

## Glossary

Lessons learned	Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact. (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))
Outcome	The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent, changes in development conditions, which occur between the completion of outputs and the achievement of impact. (UNDG Guidance Note on Joint Programming (2003))
Output	The products and services, which result from the completion of activities within a development intervention. (UNDG Guidance Note on Joint Programming (2003))
Triangulation	The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies. (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))
Validity	The extent to which the data collection strategies and instruments measure what they purport to measure. (OECD DAC Glossary of Key Terms in Evaluation and Results Based Management (2010))

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## 1. Introduction

This document outlines Universalialia’s proposed approach for the Thematic Evaluation of UN Women’s contributions to Prevent Violence against Women and Expand Access to Services 2008-2011, as defined in the evaluation Terms of Reference (TOR) approved by UN Women in April 2012 (included as Appendix I). The proposed approach to the evaluation is based on observations and findings that emerged during the Inception Phase (August-October 2012). A draft version of this Inception Report was revised based on feedback from UN Women’s Evaluation Office and the Evaluation Reference Group. The Inception Report will guide the conduct of the evaluation.

### 1.1 Evaluation Purpose, Objectives and Scope

Violence against women and girls (VAWG) 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 takes place in the home, on the streets, in schools, the workplace, in farm fields, refugee camps, during conflicts 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.<sup>5</sup> See also sidebar.

The United Nations defines **violence against women** as “any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”.<sup>4</sup>

Universalialia was contracted by UN Women in August 2012 to conduct a corporate thematic evaluation of its work in the area of violence against women. More specifically, the purposes of this evaluation are i) to capture key results and lessons learned from the various contributions of UN Women’s four predecessor entities<sup>6</sup> during the period 2008-2011 that UN Women has taken forward related to supporting countries to prevent violence against women and girls and expand access to related services, as well as ii) to analyze how well UN Women is strategically positioned to implement its mandate of normative, operational and coordination work in the area of violence against women.

The intended primary users of the evaluation findings are UN Women’s Executive Board, its leadership, as well as its staff at headquarter, regional and country levels working on EVAWG. The results of this evaluation will also be shared with Member States at the 57<sup>th</sup> session of the Commission on the Status of Women (CSW) in March 2013.

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<sup>4</sup> General Assembly Resolution 48/104 Declaration on the Elimination of Violence against Women, 1993. While the term ‘women’ is frequently used to refer to females of all ages, UN Women and other actors have increasingly made this explicit by using violence against women and girls (VAWG) terminology. VAWG is used throughout this report, to include work done as *eliminating* VAWG.

<sup>5</sup> Evaluation Terms of Reference, p.20

<sup>6</sup> The Division of the Advancement of Women (DAW), the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), the United Nations Development Fund for Women (UNIFEM), and the Office of the Special Advisor on Gender Issues and the Advancement of Women (OSAGI)

The evaluation's backward and forward looking objectives are summarized below:

**Backward Looking Objectives (2008-11<sup>7</sup>)**

- 1) With a purpose of learning from the past achievements, assess UN Women's four predecessors' contributions to results (at global, regional and country levels) in view of implementing global commitments within national priorities for preventing and responding to violence against women; and
- 2) With a view on 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)**

- 1) To analyze the extent to which UN Women is strategically positioned to fulfill its mandate of normative, operational, and coordination work in relation to ending violence against women and girls (EVAWG);
- 2) To assess the coherence of UN Women's mandates and programmatic approaches to preventing and responding to VAWG and expanding access to services;
- 3) To evaluate UN Women's organizational capacities and strategies (e.g. related to management systems, strategies, monitoring and evaluation) for the implementation of its mandate to end VAWG; and
- 4) To recommend how UN Women should enhance its frameworks and programming practices on EVAWG for effective support to global norm-setting bodies/processes, and implementation of UN Women's Strategic Plan.

As noted in the evaluation TOR, the scope of the evaluation **excludes** UN Women's and its predecessors' work in conflict and post conflict contexts, as these are the subject of a separate evaluation currently under way.

## 1.2 Inception Phase Methodology

The main purpose of the Inception Phase was twofold. Data collected during this period was used to inform a Portfolio analysis of UN Women interventions and those of its predecessor entities, which pertain to violence against women and girls and which took place during the period 2008-2011. This analysis took place in parallel with, and informed the broader Evaluability Assessment that aimed at clarifying stakeholder views on the evaluation's key purposes, intended uses and key questions; the basis for evaluating the contributions of UN Women's predecessor agencies; and the key sources of data as well as the availability and utility of available information.

For further details on the Inception Phase approach and methodology we would like to refer readers to the final version of the <b>Inception Phase Workplan</b> (September 7, 2012).
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<sup>7</sup> While UN Women was formally created in 2010, it only became operational in early 2011. Until that time, its predecessor agencies largely continued to operate as before.

Data collection activities included several start-up telephone conversations engaging the evaluation team and the UN Women Evaluation Office, as well as extensive document and file review. From September 10-12, 2012, the evaluation team conducted a three day inception mission to New York

#### **Inception Mission Visit to UN Women September 2012**

During the visit to New York, the team conducted several interviews with UN Women staff and representatives of selected UN Agencies. In addition, the team facilitated a working session with a cross section of UN Women staff involved in EVAWG interventions to jointly develop / reconstruct a draft Theory of Change. See Section 3.2.

that involved the two Co-Team Leaders, the Methodology Advisor, and one of the Senior VAWG specialists (see sidebar). Between September 12 and October 5, 2012, the evaluation team conducted a number of additional telephone interviews to elicit input from key stakeholders who had not been available during the inception mission. Consultations during the inception phase focused on eliciting input to clarify stakeholder expectations and needs related to the evaluation, and provide the evaluation team with a better understanding of the various contexts relevant to the evaluation. Appendix II provides a list of individuals consulted during the inception phase.

The evaluation team (and UN Women staff) faced a number of challenges during the Inception Phase, including the start up of the evaluation in August, i.e. at a time when many stakeholders were unavailable due to summer vacations. Moreover, due to busy schedules, the evaluation team had limited access to a number of senior UN Women managers. Additionally, as is further explored in section 3.4.1 below, the portfolio analysis and its contribution to the evaluability assessment proved to be considerably more difficult and time consuming due to the absence of an existing database of information on VAWG related interventions of UN Women's predecessor entities, and considerable gaps in the existing data. These limitations have been noted and taken into account in formulating our proposed methodology for the evaluation.

### **1.3 Overview of the Report**

This report consists of six sections. Section 2 profiles the EVAWG Theme as addressed by UN Women and its predecessor entities and is significantly augmented by Appendix IX in Volume II.

Section 3 summarizes the main conclusions of the Inception Phase, while Section 4 describes our proposed evaluation methodology. Section 5 outlines our proposed reporting outlines and the final section describes how we will manage the evaluation.

The report contains 10 appendices that supplement the information contained in the main body of the report. For readability purposes, these Appendices have been compiled in a separate volume: Volume II. Appendix VII (the Portfolio Review Summary) is found in a separate PDF file (Volume III).

## 2. The EVAWG Theme as addressed by UN Women and its Predecessor Entities

### 2.1 UN Women

In July 2010, the UN General Assembly Resolution 64/289 (paragraphs 49 and 50) established the Entity for Gender Equality and the Empowerment of Women – known as UN Women – as a composite entity incorporating the pre-existing mandates and functions of DAW, OSAGI, INSTRAW, and UNIFEM respectively.

The creation of a single entity was based on the acknowledged need to address shortcomings of the pre-existing UN gender architecture, in particular fragmentation, under-resourcing, and lack of coherence. This included weak coordination between intergovernmental decision-making and policy making, and implementation at the country level; the absence of a recognized driver with the authority and positioning to lead; poor representation in high-level policy making and decision-making fora; a lack of accountability and support for GE within the wider UN system; inadequate system-wide standards; and inadequate human and financial resources at country level to support gender analyses conducted as part of CCA/UNDAFs into practice.<sup>9</sup>

**UN Women characterizes its mandate as three-dimensional**, to incorporate inter-governmental work on normative processes, operational work, as well as UN Inter-Agency coordination (see side bar). While UN Women absorbed and continues the mandates of its predecessor entities, the notion of inter-agency coordination adds a new and significant dimension of leading, coordinating, and promoting the accountability of the UN system for its work in Gender Equality and the Empowerment of Women (GEEW).<sup>10</sup> As such, UN Women is ‘more than the sum of its parts’, i.e. its mandate is broader than the combined mandates of its predecessor entities and its governance and roles are designed to achieve greater positioning of GEEW, the entity and the potential for UN system-wide impact.<sup>11</sup>

As reflected in its first Strategic Plan (SP) 2011-2013, UN Women prioritizes ending violence against women and girls as one of its key corporate goals (see sidebar). Ending VAW is also a priority issue in the work of the global normative bodies,

**The main roles of UN Women are<sup>8</sup>:**

- \* To support support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms
- \* To help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society
- \* To hold hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress

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

<sup>8</sup> Derived October 2012 from <http://www.unwomen.org/about-us/about-un-women/>

<sup>9</sup> Source: DRAFT Implementation Strategy for the System-Wide and Inter-Agency Mandates and Functions of UN Women. March 22, 2012.

<sup>10</sup> Ibid.

<sup>11</sup> General Assembly Resolution 64/289, General Principles (paragraphs 51- 56) and Governance of the Entity (paragraphs 57-67).

especially the General Assembly, and UN Women supports this work. The entity has not (yet) developed its own VAWG specific strategy, and remains – at least in relation to its operational work – to some extent guided by the UNIFEM 2008-2011 VAWG strategy described above.<sup>12</sup>

At the time of writing (October 2012), five Divisions under both UN Women’s Inter-Governmental Support and Strategic Partnership Bureau and its Policy and Programming Bureau manage, administer and/or coordinate the Agency’s work in VAWG (see Appendix III for a preliminary overview of VAWG roles and responsibilities by Bureau and Division as implied by the current organizational structure).

## 2.2 UN Women Predecessor Entities

Please note that in order to make the Inception Report shorter and more readable, detailed descriptions of the four UN Women Predecessor Entities’ mandates and foci as regards Ending Violence Against Women and Girls have been provided in Appendix IX, Volume II.

## 2.3 A Profile of UN Women’s EVAWG Portfolio

### 2.3.1 Background

The TOR for the evaluation assumed that a portfolio analysis would be useful for comprehensively describing the universe of VAWG interventions supported by UN Women and its predecessors, and in guiding the selection of country case studies for the evaluation and in selecting a sample of interventions (or thematic clusters) for in-depth desk review. The evaluation team’s approach to the portfolio analysis (that was conducted with strong support from the UN Women Evaluation Office) has been described in the Inception Phase Workplan, and we refer readers to that document for further details.

In practice, the evaluation team found that the types and amounts of available data provided some, but not all, of the information required to fully describe the “universe” of UN Women’s and especially its predecessors’ VAWG-related interventions. Please see section 3.4.1 for details of notable **limitations**. As such, the following sections are acknowledged to be limited in their discussion of the EVAWG thematic work and will be further explored during the evaluation. In addition, while this section is organized within operational, normative and coordination dimensions, the evaluation will need to further explore the interdependencies between these aspects of the work on EVAWG.

### 2.3.2 Profile of Operational Work<sup>13</sup>

This section briefly summarizes key observations and trends deriving from the review of 85 UN Women/UNIFEM operational interventions active during the period 2008-2011.<sup>14</sup> The 85 interventions represent a little less than half of the 193 ATLAS project *numbers* initially suggested by UN Women’s Evaluation Office based on information from the organization’s financial management system. Of these

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<sup>12</sup> *A Life Free of Violence: Unleashing the Power of Women’s Empowerment and Gender Equality 2008-2011*.

<sup>13</sup> ‘Operational work’ refers to specific interventions managed and/or implemented by UN Women or one of its predecessor entities that include activities and envisaged results at the country level. (This includes global or regional programmes, which, despite their broader scope, ultimately aim to affect changes at the country level and include related specific activities in different countries). In most cases, these interventions are time bound, rather than ongoing.

<sup>14</sup> This number does not include interventions implemented under the UN Trust Fund to End VAWG, but focuses on interventions that were managed by UN Women (UNIFEM) and funded through UN Women (UNIFEM) core or non-core resources. For information on the Trust Fund, please see section 2.3.4.

193 project numbers, 65 proved to be duplicate entries referring to the same project.<sup>15</sup> Among the remainder, the available documents indicated that some projects had not actually been active during the period under review, while for others no supporting documents were available. The 85 interventions that were assessed are those for which available documentation clearly showed activity during the period 2008-2011, and provided sufficient information to identify budget, duration, targeted changes, and strategies used.

The documents reviewed include signed or unsigned ‘prodocs’ (for 67 interventions), narrative donor reports (for 30 interventions), donor financial reports (for 26 interventions) and evaluations –though the latter were only available in nine cases. These documents are those which were shared by the UN Women Evaluation Office and by (sub) regional focal points via the organization’s intranet and extranet.

## Intervention Budgets

**Country focused-interventions:** Budget sizes ranged considerably from a low of USD 30 thousand to USD 9 million. The average budget for UN Women country specific EVAWG interventions active over the period 2008-2011 was approximately USD 1.6 million.

**Sub-regional focussed-interventions:** Budgets ranged between USD 98.3 thousand and USD 9.6 million, and averaged USD 2.3 million.

**Regional-focused interventions:** Budgets fluctuated between USD 173 thousand and USD 6.3 million, with a mean of USD 2.5 million.

**Global/HQ interventions:** The total budget for UNIFEM’s/UN Women’s VAWG related work at global for the 2008-2011 period was USD 11,369,268. This included USD 4,601,644 for the Global Safe Cities Programme; USD 3,211,250 for the Knowledge Management Initiative; USD 2,733,758 for tasks related to implementing and monitoring the EVAWG Thematic Strategy, USD 293,651 for the establishment of the Secretary-General’s coordinated database on violence against women; and USD 528,965 for follow up on a previous DAW project.

## Intervention Durations

At all levels, a considerable range was observed in the duration of the interventions: the timeframe for interventions assessed at each of the country, sub-regional, regional and global levels varied from a few months to five years. On average, interventions lasted 2.2 years.

## Forms of violence supported

The majority of interventions in the Latin America and Caribbean, Arab States, Asia Pacific, and Africa regions broadly targeted **all forms of violence** against women and girls. In the Central and Eastern Europe region, the dominant focus was more specific: 86% of interventions (i.e., 6 of 7 interventions) sought to address **domestic violence**. On the other hand, other forms of violence (including harmful practices, trafficking and femicide) appear less frequently among the supported interventions reviewed. Exhibit 2.1 below illustrates the respective distribution of different forms of VAWG taking the work of all regions into account.

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<sup>15</sup> Many of these were in the Asia Pacific region

**Exhibit 2.1 Forms of violence addressed by UNIFEM / UN Women interventions in all five regions for the 2008-2011 period<sup>16</sup>**

REGION	All Forms of VAWG		Domestic Violence		Sexual violence		Harmful Practices		Femicide		Trafficking		Sexual Slavery		Other	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
AFRICA	11	(92%)	0	(0%)	5	(42%)	2	(17%)	0	(0%)	0	(0%)	0	(0%)	0	(0%)
ARAB STATES	17	(85%)	2	(10%)	3	(15%)	3	(15%)	1	(5%)	1	(5%)	0	(0%)	5	(25%)
ASIA	20	(95%)	2	(10%)	1	(5%)	1	(5%)	1	(5%)	4	(19%)	0	(0%)	1	(5%)
CEE/CIS	1	(14%)	6	(86%)	4	(57%)	0	0	0	0	1	(14%)	0	(0%)	1	(14%)
LAC	13	(52%)	12	(48%)	12	(48%)	1	(4%)	2	(8%)	0	(0%)	0	(0%)	0	(0%)
<b>OVERALL</b>	<b>62</b>	<b>(73%)</b>	<b>22</b>	<b>(26%)</b>	<b>25</b>	<b>(29%)</b>	<b>7</b>	<b>(8%)</b>	<b>4</b>	<b>(5%)</b>	<b>6</b>	<b>(7%)</b>	<b>0</b>	<b>(0%)</b>	<b>7</b>	<b>(8%)</b>

## Types of targeted changes

On average, a little over two thirds and a little less than three quarters of EVAWG interventions across the five regions respectively sought to improve laws and policies, and enhance social and community supports (see Exhibit 2.2). The type of change most frequently targeted, however, concerned the strengthening of capacities of key actors in order to bring about institutional change.<sup>17</sup> In fact, in both the Central and Eastern Europe and Africa regions, 100% of interventions assessed targeted this type of change.<sup>18</sup>

**Exhibit 2.2 Targeted Types of Changes of UNIFEM / UN Women interventions in all 5 regions for the 2008-2011 period**

REGION	Improved Legislative and/or Policy Frameworks		Strengthened Capacity of Key Actors & Institutional Change		Broadened Social/Community Support for EVAWG and Changing related Norms	
	n	%	n	%	n	%
AFRICA	8	(68%)	12	(100%)	11	(92%)
ARAB STATES	12	(60%)	18	(90%)	16	(70%)
ASIA	16	(76%)	19	(90%)	17	(81%)
CEE/CIS	4	(57%)	7	(100%)	4	(57%)
LAC	17	(68%)	22	(88%)	16	(64%)
<b>OVERALL</b>	<b>57</b>	<b>(67%)</b>	<b>78</b>	<b>(92%)</b>	<b>62</b>	<b>(73%)</b>

<sup>16</sup> Some interventions included activities which focused on all forms of violence against women and girls, as well as other which were specific to a certain form of violence. In these cases, the intervention was coded both under the 'all forms of VAWG' category as well as under the relevant and more specific category.

<sup>17</sup> During the evaluation the evaluation team will review available primary and secondary data to elicit additional information on key types of stakeholder groups who have been involved in capacity strengthening efforts.

<sup>18</sup> Members of the Evaluation Reference Group noted, however, that based on their knowledge of actual programming, changes in legislation/policies may have been – in practice – as frequently addressed.

## EVAWG Strategies

The predominant strategies used to end violence against women and girls in interventions assessed through document review in all five regions involved capacity development (91%), advocacy (78%) and knowledge production and sharing (75%), as shown in Exhibit 2.3. Of the five regions, documents for the African region most frequently referenced social and community mobilization (92%) and the provision of assistance to victims (58%). The Central and Eastern Europe region, on the other hand, was the region most frequently citing coordination and facilitation of partnerships and networking as strategies to end VAWG (respectively 86% and 71%).

**Exhibit 2.3 Explicitly noted strategies used to address VAWG in UNIFEM / UN Women interventions in all 5 regions for the 2008-2011 period**

REGION	Capacity Development		Advocacy		Policy Guidance and Advice		Research/ Knowledge Generation and Dissemination		Social/ Community Mobilisation		Coordination		Facilitating Partnerships and Networking		Assistance to victims	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
AFRICA	12	(100%)	11	(92%)	7	(58%)	11	(92%)	11	(92%)	7	(58%)	8	(67%)	7	(58%)
ARAB STATES	16	(80%)	15	(75%)	8	(40%)	13	(65%)	15	(75%)	4	(20%)	12	(60%)	2	(10%)
ASIA	18	(86%)	18	(86%)	10	(48%)	17	(81%)	17	(81%)	8	(38%)	12	(57%)	0	(0%)
CEE/CIS	7	(100%)	5	(20%)	2	(29%)	6	(86%)	5	(71%)	6	(86%)	5	(71%)	2	(29%)
LAC	24	(96%)	17	(68%)	2	(8%)	17	(68%)	13	(52%)	15	(60%)	11	(44%)	0	(0%)
<b>OVERALL</b>	<b>77</b>	<b>(91%)</b>	<b>66</b>	<b>(78%)</b>	<b>29</b>	<b>(34%)</b>	<b>64</b>	<b>(75%)</b>	<b>61</b>	<b>(72%)</b>	<b>40</b>	<b>(47%)</b>	<b>48</b>	<b>(56%)</b>	<b>11</b>	<b>(13%)</b>

At the global level, an important contribution to not only operational, but also normative work (see below) has been the development and management of the **Virtual Knowledge Centre**: The Virtual Knowledge Centre was launched by UNIFEM in March 2010 with the support of the Government of Spain. It is aimed at developing capacities for evidence-based programming and policy implementation at the country level. The centre provides multi-lingual (English, French, and Spanish) resources for policy-makers, UN staff, civil society and other VAWG practitioners. The centre is a ‘one-stop’ source of tools and guidance on ‘how to’ design, implement, monitor and evaluate VAWG programmes, and includes, for example, case studies spanning different regions and recommended tools for each phase of programming. Developed with experts and organizations from across the world, it draws on good practices, lessons learned and evaluations to support country level implementation of policy commitments in VAWG. To date, the centre includes 11 programming modules (ranging in size from 110 to 1,040 pages). Five further modules are planned for release in 2012-13.

### 2.3.3 Profile of Normative/Intergovernmental work

EVAWG is a universal/global concern, and normative support work importantly epitomizes the universal dimension of UN Women’s mandate and work (where operational work, above primarily targets the development cooperation environment). As noted above, the portfolio review focused on the period 2008-2011 in order to capture the main roles and functions carried out by UN Women’s predecessor entities in the main areas that form UN Women’s current mandate. Key findings are summarized below. In most cases, the respective roles and functions have been taken forward by UN Women since becoming operational in 2011. Please also refer to Appendix IX in Volume II for more information on the work of UN Women’s predecessor entities.



**Substantially and operationally service the Commission on the Status of Women (CSW), as well as other intergovernmental bodies (General Assembly, Security Council, ECOSOC):** Throughout the review period, DAW was responsible for servicing all agenda items pertaining to violence against women of the General Assembly and the Commission on the Status of Women (CSW).

This included regularly preparing reports for the UN Secretary-General, and organizing expert group meetings on VAWG.<sup>19</sup> DAW was also responsible for the preparation and dissemination of the Secretary-General's in-depth study on violence against women. As part of its work on women, peace and security, OSAGI carried out research and analysis on gender-based violence against women in armed conflict, especially with a view to preparing reports for the Security Council.

**Tracking UN Implementation of Commitments to VAWG:**<sup>20</sup> In 2009 DAW compiled a consolidated inventory of past and ongoing activities on violence against women by the entities of the United Nations system. The document was based on inputs provided by United Nations entities on their work conducted between 2005 and 2007. The inventory provided information on the activities of 35 UN entities, the International Organization for Migration (IOM), and six inter-agency efforts. Information regarding each entity was subsequently updated on a six-monthly basis, based on information received from United Nations entities.<sup>21</sup>

In 2010, OSAGI led and coordinated the preparation of the annual Report of the Secretary-General on women and peace and security (S/2010/498), which was presented to the Security Council during a Ministerial-level Open Debate (26 October 2010) to mark the 10<sup>th</sup> anniversary of the adoption of Security Council resolution 1325 (2000). The report included as an annex a set of indicators for use at the global level to track the implementation of resolution 1325 (2000) and participated in consultations with key United Nations system entities on the development of indicators on gender-based and sexual violence.

**Secretary-General's Database on VAWG:** DAW conceptualized and established the SG's Database, and subsequently maintained it. Launched in 2009, the SG's Database constituted the first global "one-stop shop" for information on measures undertaken by Member States to address violence against women. It contains information on Member States' legal frameworks; institutional mechanisms; policies, strategies and programmes; preventive measures and training; services for victims/survivors; and other measures. In addition, the database provides the full text of relevant laws, policies and other documents, where they are available. As of 31 January 2012, a total of 120 responses to the questionnaire on VAWG were received and uploaded into the database.

### 2.3.4 Profile of Coordination and Administrative Work

This section summarizes key types of tasks conducted or led by UN Women's predecessor entities during the period 2008-2011 as relates to: coordinating various actors inside and outside the UN System around VAWG related issues; administering VAWG related mechanisms on behalf of the UN System, and work related to knowledge management. All of these aspects are relevant in view of UN Women's expanded mandate related to inter-agency coordination.

<sup>19</sup> DAW regularly prepared reports of the Secretary-General, in response to inter-governmental mandates, seeking inputs from governments and other stakeholders on progress made and obstacles encountered, and on good practices and lessons learned. Reports cover all forms of violence against women, as well as particular aspects such as trafficking in women, traditional practices harmful to women and girls, and violence against women migrant workers.

<sup>20</sup> Please see also related information on the Inter Agency Network on Women and Gender Equality (IANWGE) in the following section.

<sup>21</sup> The first inventory had been issued in February 2006, i.e. before the period under review. An updated version of the inventory was prepared by UN Women in 2012.

**Convening Expert Group Meetings on VAWG:** Throughout the review period, DAW organized and (co)convened three expert group meetings on topics specifically related to VAWG.<sup>22</sup> Among the resulting products of these meetings was a “Model Framework for Legislation on VAWG” (2008).

**Chairing the Inter-Agency Network on Women and Gender Equality (IANWGE):** IANWGE consists of approximately 60 members representing 25 entities of the United Nations system. The Network supports and monitors the implementation of the Beijing Declaration and Platform for Action adopted at the 1995 Fourth World Conference on Women and the outcome of the twenty-third special session of the United Nations General Assembly entitled “Women 2000: Gender equality, development and peace for the twenty-first century” (2000). The Network also supports implementation of gender-related recommendations emanating from other recent United Nations General Assembly special sessions, conferences and summits, especially by ensuring effective co-operation and coordination throughout the United Nations system. IANWGE acts as a catalyst for, and monitors the use of, the gender mainstreaming strategy in the programmatic, normative and operational work of the United Nations system. Throughout the period 2008-2011 OSAGI was tasked with chairing the network.

**Co-chairing the IANWGE Task Force on Violence Against Women:** The Task Force was created in 2007 and aimed to: i) enhance support to States, at the national level, in their efforts to eliminate violence against women; ii) strengthen systematic and timely information exchange among entities of the United Nations system about existing and planned strategies, programmes and activities on violence against women, iii) at global, regional and national level; achieve an enhanced understanding of resources available from the United Nations system, iv) at the national level, to support work by Governments and non-governmental organizations to prevent and respond to violence against women; and v) ensure leadership by senior officials of entities of the United Nations system to address violence against women. In 2008, the Task Force began a joint programming pilot initiative to address violence against women in ten pilot countries. As part of the work plan of the Task Force, the Division for the Advancement of Women compiles and updates the Inventory of United Nations system activities on violence against women twice annually (in February and September) and posts it online. The Task Force was co-chaired by DAW and UNFPA.

**Acting as Secretariat to the Secretary General’s UNiTE to end VAW Campaign:** The Secretary General’s UNiTE campaign is a multi-year effort aimed at preventing and eliminating violence against women and girls in all parts of the world. UNiTE is a call to action for governments to implement the five pillars of the SG Campaign Framework on VAWG. By 2015, UNiTE aims to achieve the following five goals in all countries: i) Adopt and enforce national laws to address and punish all forms of violence against women and girls; ii) Adopt and implement multi-sectoral national action plans; iii) Strengthen data collection on the prevalence of violence against women and girls; iv) Increase public awareness and social mobilization; and v) Address sexual violence in conflict. OSAGI acted as the campaign’s secretariat from 2008 onwards.

**Managing the Say NO to VAW campaign:** UNIFEM launched the campaign is a social mobilization platform on ending VAWG that relates to the UNiTE campaign’s Outcome 4: *Increased public awareness and social mobilization to prevent and end violence against women and girls*. The initiative builds upon a signature campaign that gathered over five million signatures in 2008 in support of a global call to make ending violence against women a top priority worldwide. Say NO – UNiTE engages participants from all walks of life through online media outreach and a range of web-based tools available on [www.saynotoviolence.org](http://www.saynotoviolence.org), as well as through social media networks like Facebook and Twitter, it supports partners in their advocacy efforts and highlights their work to a global audience. To date, Heads of State and Ministers from 72 governments and over 500 civil society organizations have signed on to Say NO.

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<sup>22</sup> Annually in 2008, 2009 and 2010 as found at <http://www.un.org/womenwatch/daw/VAWG/v-egms.htm>

**Administering the United Nations Trust Fund to End Violence against Women (UNTF):** The Trust

Fund was established in 1996 by UN General Assembly resolution 50/166 and administered by

UNIFEM on behalf of the UN System. The Trust Fund works with nongovernmental

organizations, governments, and

UN Country Teams to i) prevent

violence against women and girls;

ii) expand access of women and

girl survivors of violence to services, and iii) strengthen the implementation of laws, policies, and actions

plans on VAWG. Over the period 2008-2011, UNTF grants in the amount of USD 59 million were

awarded. Between 2009 and 2011, the average budget for each project funded by the UNTF was

approximately USD 785 thousand. According to the UNTF's 2011 Annual Report, the size of grants has

increased steadily since 1997 when they were first distributed; this growth has levelled off, however, since

2009 due to the global recession. Also see sidebar.

According to the UNTF Outcome Mapping Report (2006 to Mid-2011), 97% of outcomes assessed from 61 projects sought to prevent violence against women and girls, 20% to expand survivors' access to services, and 20% to strengthen the implementation of laws, policies and action plans. The total number of regional and cross-regional interventions supported by UNTF grants which were awarded between 2006 and 2010 and that are still active today was 95. Of these, 32 were in Africa, 25 in Asia/Pacific, 16 in LAC, 11 in CEE/CIS, 6 in the Arab States, and 5 were cross regional.

### 3. Inception Phase Conclusions

This chapter summarizes the main conclusions of the Inception Phase. It commences with a preliminary analysis of the contexts within which UN Women is operating. This is followed by a clarification of the key evaluation questions and sub-questions and the reconstructed theory of change. The chapter concludes with an analysis of the availability and key sources of data for the evaluation.

#### 3.1 Preliminary Contextual Analysis

Context can be defined as “*the setting in which the evaluand and thus the evaluation are situated*” and has been described to include multiple dimensions; such as “*demographic characteristics of the setting and the people in it, material and economic features, institutional and organizational climate, interpersonal dimensions or typical means of interaction and norms for relationships in the setting and political dynamics of the setting, including interests and issues*”.<sup>23</sup> This section highlights some of the contexts within which UN Women’s (and its predecessors’) VAWG interventions have been and are operating, and the implications of some for the evaluation. These are very preliminary and will be explored further during the evaluation, notably in relation to how contextual factors may have been contributing and or confounding factors to changes in EVAWG.

##### 3.1.1 Global and UN Contexts

EVAWG is a universal issue which makes our context necessarily include global issues, trends and developments, notably leading up the evaluation period (2008) and during the period under examination (2008-2011). These include:

- The ongoing global financial crisis that is affecting national governments and regional organizations, in the availability of resources that can be applied to EVAWG and the extent of political will to do so. The financial crisis similarly affects other social and economic programming (at the domestic and regional levels) which support and/or are interdependent with EVAWG.
- Urgent global issues competing with Gender Equality and EVAWG issues for attention and resources, e.g. climate change, as well as political crisis in different geographical areas, e.g. connected to the changes and conflict in the Arab World.
- The changing nature and extent of communication and information (through technology) has implications for both the problem (VAWG) and the solutions available to address these. For example, the breadth of information on sexualizing girls may be expanded through increased use and access to internet, as are the potential opportunities to use internet to debunk these images.

A number of trends and developments in global development aid, as well as in the specific context of the UN will also be relevant for positioning evaluation findings and recommendations. Within the UN Systems specifically,

- “Delivering as One” continues to be an important priority of, and an ongoing implementation challenge within, the UN System, and is among the key foci in the in the Quadrennial Comprehensive Policy Review (QCPR)<sup>24</sup> of UN operational activities for development and likely

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<sup>23</sup> Greene, J.C. (2005) Context. In *Encyclopaedia of evaluation* (pp.82-84). Thousand Oaks, CA: Sage

<sup>24</sup> The QCPR is the General Assembly’s primary policy instrument for reviewing efforts to enhance the coherence, effectiveness, efficiency and impact of the United Nations operational activities for development. Since 1980, the comprehensive policy review has been conducted every three years. In 2008, Member States decided to change the comprehensive policy review to a quadrennial cycle, notably to ensure that the review guides the development of strategic plans of UN system organizations. The QCPR has both a summative and formative purpose. Source: <http://www.un.org/en/ecosoc/about/qcpr.shtml>

to impact the work of the UN development system in the 2013-2016 QCPR cycle. Other UN system priorities expected to receive ongoing emphasis include results-based strategic planning and management, gender equality and women's empowerment.

- The financial crisis is showing effects on the overall resources available for international development in general and for the work of UN Agencies in particular. Related to or at least coinciding with the financial crisis is a tendency of donors to prefer providing thematically (or even project related) earmarked funds over contributing to development organizations' core funds.
- Despite UN system wide commitment to gender equality and empowerment, implementation challenges remain, as noted in the sidebar.

#### Gender equality and empowerment in the UN System

In 2010 UNDG examined all 51 CCA/UNDAFs prepared between 2006 and 2009 to assess the extent to which they addressed gender equality considerations. The review found that support to girls, education and women's reproductive health dominated, while about half the UNDAFs were found to focus on strengthening women's voice and participation in decision-making processes, only about one quarter address gender-based violence.

In 2011, a review undertaken by UN Women of all 128 UNCT joint programmes funded by the Spanish Millennium Development Goal Achievement Fund (MDGF), 13 of which were funded through the Gender Equality Window. The review indicated that over two thirds of joint programmes address women's economic empowerment, about one third each address women's health and women political participation and decision making; and 26 programmes or 26% having EVAW as a main objective.

The UN's 2012 QCPR<sup>25</sup> noted continued important gaps in mainstreaming gender equality in the UN. As key factors hampering progress in this regard the report noted a lack of leadership commitment, weak accountability for results, limited staff capacity, limited knowledge, insufficient financial resources and undeveloped reporting systems.

### Implications for the evaluation

The noted (and additional) trends and developments during the period under review need to be taken into account in view of the (potential) influence on performance (relevance, effectiveness, efficiency, sustainability) of UN Women's predecessor entities, as well as in relation to their possible or already emerging effects on UN Women's strategic positioning in the broader context of ongoing UN reform processes.

The evaluation will need to identify contextual elements at a global level that can be positioned against the overall EVAWG theory of change, and notably impacting the normative dimension (which has a strong universal focus). The country level case studies will also need to explore the contextual elements that supported or challenged EVAWG with those jurisdictions. Section 4.3 on Guiding Frameworks and contribution analysis speaks to these issues further.

<sup>25</sup> *ibid*

### 3.1.2 EVAWG Context

This section focuses on key developments and milestones in the global EVAWG context prior to 2008 (as somewhat of a baseline picture), and provides a broad summary of general trends since 2008. Further information is also found in Appendix IX of Volume II, where a more detailed description of the EVAWG theme is presented.

Global attention to VAWG had its origins in the **1979 Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)** which focused attention on discrimination as an impediment to women's rights and freedoms. While CEDAW did not explicitly address violence against women, the subsequent 1992 General Recommendation specifically named gender-based violence as a relevant form of discrimination under CEDAW. In 1993 the **Declaration on the Elimination of Violence Against Women** provided the first internationally agreed definition of VAW, and required governments to address such violence. In 1994 the Office of the **Special Rapporteur on Violence Against Women** was established within the UN Commission for Human Rights. In 1995 the Beijing Platform for Action which emerged from the 4<sup>th</sup> World Conference on Women expanded the definition of VAW, and recognized it as a threat to women's health and human rights.

The 2000 MDGs, while speaking to gender equality and women's rights and empowerment, did not specifically include the goal of eradicating VAWG. WHO's report on VAWG in its 2002 World Report on Violence were based on findings from 48 population-based surveys, and raised awareness of both domestic and sexual violence.<sup>26</sup>

In **2005** significant steps were taken by the Secretary-General to increase the coordination and intensify global efforts to eliminate VAWG. The Secretariat and DAW initiated work on the Secretary-General's In-depth Report on VAW, in addition to work on indicators, measures and costing. Various initiatives have accelerated this trend since 2005. In 2006 the **Secretary-General's In-depth Report on All forms of Violence Against Women** provided the catalyst for a much broader understanding of VAWG and its causes and consequences, and raised its global profile significantly in relation to gender equality, human rights and development goals.<sup>27</sup> The **2007 UN GA Resolution 61/143** resolved to intensify efforts to eliminate all forms of violence against women, and required the Secretary General to submit an annual report to the GA on progress. In line with this resolution, work on the development of **indicators on VAWG** was initiated in 2007, to assist States in assessing the scope, prevalence and incidence of VAWG (see also section 3.1.4 below).

Prior to 2005 an increasing number of UN Member States had started to take action on addressing VAWG, e.g. through relevant legislation, data collection, awareness-raising campaigns, and increased numbers and quality of services for VAWG survivors. In the developing country context, however, action tended to be piecemeal and UN agency involvement uncoordinated. **Since 2005, the range of normative and operational work and knowledge on VAWG has expanded considerably**, as has understanding of how it should be tackled. Domestic violence, violence against women in public and city spaces, in armed conflict, femicide, FGM, female migration and trafficking in women and girls, honour and dowry killings, as well as service provision for victims are now all subject to on-going actions.<sup>28</sup> The number of Member

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<sup>26</sup> WHO (2005). *WHO Multi-Country Study on Women's Health and Domestic Violence Against Women*. Geneva: WHO.

<sup>27</sup> UN GA (2006). In-depth study of all forms of violence against women: Report of the Secretary General. A/61/122/Add.1.

<sup>28</sup> Eg. UN GA Report of the Special Rapporteur on violence against women, its causes and consequences, Rashida Manjoo. 23 May 2012, A/HRC/20/16; UN GA Resolution A/65/209 2 August 2010. Trafficking in Women and Girls; WICI (2012) *Tackling Gender Exclusion: Experiences from the Gender Inclusive Cities Programme* (2012). Montreal: Women in Cities International.

States who have signed protocols on VAWG and enacted legislation has expanded substantially since 2005, for example, the number of UN country teams working with Member States on VAWG expanded from 24 in 2004 to 104 in 2010. However, the major challenge still remains: the failure to implement related policies and programmes.

Major shifts in responses to VAWG have also occurred, including a considerably stronger focus on the **prevention of VAWG** in the first place, rather than being limited to reaction after the fact or to the provision of services to victims.<sup>29</sup> This is coupled by a strong focus on the **evaluation** of programmes and projects to enhance accountability and inform decision-making, and facilitate project scaling up and replication.

While some project implementation at country level continues to be ad hoc, there is now wider recognition of some of the major risk factors for VAWG which has been coupled with the development of **holistic and multi-sector responses**, working with individuals, communities, and governments at all levels. The **goal is to effect changes in awareness, services and responses, and change entrenched attitudes and behaviours**. Similarly, there is considerable agreement that efforts to ultimately end VAWG need to go hand in hand with broader efforts to enhance the economic, political, and social empowerment of women.<sup>30</sup> In this context, actors are also paying increasing attention to the in-depth analysis of the social and economic costs of VAWG to society.

Similarly, there is now wide agreement that in order to effectively prevent VAWG related efforts need to include **working with men** in order to change gendered attitudes and behaviours towards women.<sup>31</sup> Preventive approaches also increasingly include **working with girl and boy children and adolescents**.<sup>32</sup> Regional entities such as OAS, ECLAC and the EU have similarly expanded their remit on VAWG to reflect the evolution of understanding of VAWG and its causes and consequences. The focus of the upcoming 57<sup>th</sup> session of the Commission on the Status of Women, on March 4-15, 2013, will be focused on the issue of Eliminating and preventing all forms of violence against women and girls.

## Implications for the Evaluation

The evolving VAWG context has several implications for this evaluation. One, in reviewing the work of UN processor entities, it will be important to situate the work of UN Women's predecessor entities in situ, acknowledging that needs, priorities and contexts have changed, and that the roles, numbers, types and influence of some of the key players have evolved. At the same time, the backward looking part of the evaluation will also aim to highlight the specific "assets", contributions and /or added-value of UN Women's predecessor entities to key milestones and achievements in the broader EAWG context. Looking forward, it will be important to examine the extent to which UN Women is strategically positioned to address evolving VAWG related needs and priorities at global, regional, and national levels, and influence and/or drive related agendas.

<sup>29</sup> UN GA Resolution 65/228, 31 March 2011, Strengthening crime prevention and criminal justice responses to violence against women, and Annex: Updated Model Strategies and Practical Measures on the Elimination of Violence Against Women in the Field of Crime Prevention and Criminal Justice; WHO/London School of Hygiene and Tropical Medicine. (2010). *Preventing intimate partner and sexual violence: taking action and generating evidence*. Geneva: WHO.

<sup>30</sup> See, for example: Violence Against Women and Girls, CHASE Guidance Note Series, Guidance Note 1: A theory of Change for Tackling Violence Against Women and Girls. UK Department for International Development (DFID), June 2012

<sup>31</sup> Barker, G. Ricardo, C. & Nascimento, M. (2007). Engaging men and boys in changing gender-based inequity in health: evidence from programme interventions. Geneva: WHO.

<sup>32</sup> Work with adolescent girls on VAWG rather than adult women only is a rapidly expanding area. The UN GA has declared October 11<sup>th</sup> 2012 as the first International Day of the Girl Child.

### 3.1.3 UN Women Context

**Early days:** The creation of UN Women brought together the four UN entities DAW, INSTRAW, OSAGI and UNIFEM, with different mandates and experiences, under a new and larger mandate and with higher status within the UN system and in relation to Member States. Since becoming operational in early 2011, UN Women has focused on building a new organization, which has included some major organizational development undertakings in addition to its ongoing operational, normative support and inter-Agency work.

This has included developing a new corporate strategic plan; creating an organizational architecture; merging and blending the activities, operations and cultures of the four predecessor entities and so on. At the time of writing, these organizational changes are ongoing with the current regionalization

initiative which will substantially re-balance field and HQ activities and staff. UN Women is still in the relatively “early days” of operationalizing its mandate (in terms of aligning its human and financial resources, policies and strategies, results tracking and reporting systems and coordination mechanisms with its mandate) and clarifying its “strategic position” (see below).

This has contributed to some internal coordination gaps (see sidebar), and ambiguities in emerging concepts, priorities and directions within UN Women. According to those interviewed, this situation, combined with the exceedingly high expectations placed on the organization due to its new mandate, has contributed to a significant work overload and stress for its staff.

**VAWG context:** UN Women will play a significant and important role in the 57<sup>th</sup> session of the 2013 CSW, in keeping with its mandate, which may be particularly demanding given the increasingly challenging climate and conflicting views among Member States and other groups on issues related to such violence and its causes.

UN Women’s strategic positioning (see sidebar below) in VAWG is currently not clearly defined, due in part to the newness of the entity and related restructuring and transition issues. Inception Phase interviews made frequent reference to the critical importance of clarifying its “strategic position” within and outside the UN system, noting that UN Women’s strategic position in EVAWG will ultimately be determined by a combination of its mandate, what others inside and outside the UN are doing in EVAWG, demands from member states as well as UN Women’s recognized assets in EVAWG.

To the best of our knowledge, at the time of writing, there is no common understanding of what the concept *strategic positioning* means or should look like in UN Women. For the purpose of this evaluation, we propose using the preliminary interpretation provided in the sidebar which will be further refined through the evaluation process.

#### Coordination of VAWG in UN Women

While there are five Divisions<sup>33</sup> currently working on VAWG in UN Women, no one unit has overall authority and accountability for VAWG, nor is there any one unit that has a convening role that would allow it to bring the different divisions/sections together for clarifying and refining UN Women’s overall VAWG strategy and related activities.

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<sup>33</sup> Intergovernmental Support Division; UN Coordination Division; Strategic Partnerships, Advocacy, Civil Society, Communications, and Resource Mobilization; Policy Division; and Programme Support Division. See also Appendix III in Volume II.



**Financial context:** The creation of UN Women coincided with the global economic recession. Donor countries have varied in their response to the new entity, some on the grounds that they already provide funds to other UN entities for on-going VAWG activities, or to specific initiatives such as the UNTF or UNiTE.<sup>34</sup> Some donors have scaled back their aid, and most have not expanded their funding commensurate with the work of the four predecessor entities. At the same time, other UN entities, some with considerably greater access to resources, continue to work on aspects of VAWG according to their respective mandates (e.g. UNFPA in relation to Sexual and Reproductive Health and Rights, UNDP in relation to justice and security; ILO in the context of VAWG in the workplace, and UNICEF in relation to violence against girls within the broader context of children’s rights).

**Preliminary Interpretation of Strategic Positioning** (in relation to VAWG)

**UN Women has a clearly defined approach to operationalizing its mandate in view of EVAWG that is based on:**

- An in-depth understanding of existing needs at global, regional, and national levels;
- An in-depth understanding of existing EVAWG related capacities (including comparative strengths and established niches) of other actors, in particular other UN Agencies, inter-governmental bodies, member states and civil society;
- A realistic assessment of UN Women’s own organizational “assets” and capacities (in terms of financial and human resources) at global, regional, and national levels;
- Based on the above, the identification of key areas of focus/priorities, and related approaches to addressing them in collaboration with various partners.

**UN Women’s partners (in particular other UN Agencies) have a shared understanding of and agree with:**

- The way in which UN Women is operationalizing its mandate in relation to VAWG;
- The implications of this approach for themselves (e.g. in terms of benefits/potential support that they can receive or in relation to further defining their own respective area of focus → leading to a clear division of labour among key actors.

## Implications for the Evaluation

UN Women’s current organizational context has several implications for the evaluation. One, the evaluation team will have to rely on the active support and guidance from the Evaluation Office to assist it in “keeping up” with relevant organizational changes within UN Women over the six month period in which the evaluation is taking place, (especially in relation to the forward looking aspect of the evaluation) so that the evaluation’s recommendations are relevant.

A second implication relates to the diffused responsibilities for VAWG in UN Women as well as the absence of a single VAWG strategy and authority. Given the forward looking aspects of this evaluation, the Evaluation Team will need to draw heavily on the support of UN Women (preferably an established entity such as the Core Evaluation Reference Group) as a sounding board throughout the evaluation as well as the Senior VAWG experts on the evaluation team) particularly in relation to engaging in reflections on UN Women’s strategic position. We suggest that UN Women confirm if the evaluation Core Reference Group is envisaged to, and is in a position to fulfill this role.<sup>35</sup>

<sup>34</sup> One consulted stakeholder noted that the UNiTE campaign has, until now, received limited financial resources, most of which were in-kind and contributed by UN Women.

<sup>35</sup> According to its Terms of Reference, the group is currently merely tasked with “facilitating participation of relevant UN women stakeholders from all levels in the design and scope of the evaluation”.

### 3.1.4 Evaluation Context

#### Measuring VAWG Related Work

Efforts around measuring and tracking EVAWG related changes and results have considerably evolved over the past decade. For example, in 2005, a multi-country study conducted by WHO marked an advance in the methodological development on measuring VAWG in a comparative way across countries.<sup>36</sup>

While this and other subsequent studies<sup>37</sup> marked important steps towards systematic and effective data collection on VAW, a number of challenges continue to exist that affect efforts to measure and/or comprehensively describe changes and/or results of EVAWG related work.<sup>38</sup> These include:

i) Methodological issues affecting the development of VAW indicators, including the relative long time scale needed before a change in levels of certain types of violence is measurable and, at the same time, the need to measure change on short or medium term (important to measure results of advocacy efforts); ii) Ethical challenges due to the sensitivity of the subject matter (in terms of ensuring privacy and safety of participants); iii) In terms of using data for policy and/or programming there are considerable challenges related to making data accessible and understandable for different audiences.

Nevertheless, work on the development of indicators on VAW was initiated in 2007 by the UN Statistical Commission and the Commission on the Status of Women. In 2009, the Friends of the Chair of the UN Statistical Commission on Statistical Indicators on Violence Against Women agreed on a set of indicators and commissioned the UN Statistical Division to produce a set of guidelines to assist countries to meet their obligation to conduct statistical surveys on violence against women by 2015. These guidelines were reviewed at an expert meeting in Beirut in 2011, and are currently being finalized.<sup>39</sup> The United Nations Office on Drugs and Crime (UNODC) has also made progress in beginning to map the incidence of VAW and intimate partner homicides and in supporting Member States to conduct victimization surveys on VAW.<sup>40</sup>

In the context of approaches to work towards ending VAWG, and evaluate related achievements, the UK Department for International Development (DFID) made an important contribution through a set of Guidance Notes developed in 2012. The first of these notes proposes a generic, high level “Theory of Change for Tackling Violence Against Women and Girls”.<sup>41</sup> The document maps multiple pathways of change towards eradicating VAWG. It illustrates the complexity of the issue (e.g. its interdependency with

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<sup>36</sup> WHO multi-country study on women’s health and domestic violence (2005). The WHO approach used in the study is now accepted best practice for national population-based studies of intimate partner violence with a standard questionnaire and a set of accompanying training and field manuals and materials.

<sup>37</sup> E.g., to only name one, the study “What Works to Prevent Partner Violence? An Evidence Overview” by Lori Heise (2011), with support from DFID.

<sup>38</sup> Henrica A.F.M. (Henriette) Jansen. 2012. *Prevalence surveys on violence against women Challenges around indicators, data collection and use*. EGM/PVAWG/ INF.9; Shelah S. Bloom (MEASURE Evaluation). October 2008. Violence against Women and Girls. Compendium of Monitoring and Evaluation Indicators; Department for International Development (DFID). February 10<sup>th</sup>, 2009. Review of Approaches and Work on Violence Against Women (version 2)

<sup>39</sup> UN Statistical Commission 43<sup>rd</sup> Session, 28 February -2 March 2012. Report of the Secretary General. Follow-up to the recommendations of the Friends of the Chair of the United Nations Statistical Commission on statistical indicators for measuring violence against women. E/CN.3/2012/20

<sup>40</sup> UNODC (2010). *Manual on Victimization Surveys*. Geneva: United Nations; UNODC (2011). *Global Study on Homicide*. Vienna: UNODC.

<sup>41</sup> <http://www.dfid.gov.uk/Documents/publications1/how-to-note-vawg-1.pdf>

broader questions of women’s social and economic empowerment), as well as the fact that VAWG itself as well as related interventions to end it need to be highly context specific.

**Implications for the Evaluation:** The noted challenges in relation to capturing and measuring VAWG related changes are important in view of the evaluation’s aim to describe (key elements of) the ‘distance travelled’ towards ending VAWG and enhancing access to services during the period 2008-2011, e.g. related to the fact that the evaluation is focusing on a relatively short timeframe, which may not allow for identifying broader level changes. They also indicate that the evaluation should be aware of different terminologies being used by different actors as regards issues of violence against women and girls, as well as potential or actual implications of these differences in view of UN Women’s current and future strategic positioning. Finally, DFID’s work provides a high level framework that can help with ‘positioning’ UN Women’s and its predecessors’ work on VAWG.

### Currently ongoing Evaluations

The development of the methodology for this evaluation is also being influenced by the fact that UN Women (in collaboration with other UN Agencies) is currently in the process of conducting a number of other corporate and/or joint evaluations, in particular the Joint Evaluation of Joint Gender Programmes in the UN System, and the Thematic Evaluation of UN Women’s work in Peace and Security.

**Implications for the Evaluation:** The overlapping timing of this and other currently ongoing evaluation assignments offers opportunities for synergies and efficiencies, e.g. by not selecting the same countries for site visits, while at the same time aiming to share and integrate emerging findings from the other ongoing reviews, e.g. – in case of this thematic evaluation – related to Joint Programmes addressing VAWG issues. The evaluation team will require the support of the Evaluation Office to keep informed of potential synergies through the evaluation process.

## 3.2 Towards a (Reconstructed) Theory of Change

### Process

At the time of writing, there was no single, comprehensive framework or explicit theory of change for EAWG work in place that would provide an appropriate lens for the evaluation of this thematic area of UN Women’s work. As UN Women was only recently formed, VAWG results for much of the period covered by this evaluation have been specified within UN Women’s predecessor entities and according to their former roles and mandates. However, given that this thematic evaluation is seen as a source of information and intelligence for going forward, the intellectual framework of analysis best suited is UN Women’s current conceptualization of the agency’s new role and mandates as regards VAWG.

Following extensive consultations with UN Women staff during the Inception Phase<sup>42</sup> the evaluation team and the UN Women Evaluation Office agreed that in order to move forward and conduct the assignment within its envisaged timeline, the evaluation team needed to take a pragmatic approach that would focus on (re)constructing a preliminary theory of change for VAWG based on the ‘big picture’ of UN Women’s current mandate and applying the three dimensions of their mandate to the VAWG goal and preliminary specification of results.

<sup>42</sup> Including a working session on September 11, 2012, a follow up session on September 12, subsequent discussions with the UN Women Evaluation unit and feedback from the Evaluation Reference Group, in particular the EAWG section, on the initial drafts of this Inception Report.

Two models were developed and form a foundation for the development of evaluation focus and questions (notably those exploring results achievement). The first, Exhibit 3.1 displays the main dimensions of UN Women’s role applied to the key goal of VAWG work. Linkages and connections between these dimensions are briefly explored to begin to tell the performance story for VAWG. The second model in Exhibit 3.2 is labeled as a ‘*preliminary results model*’ and is designed to be a starting point for the development of a full theory of change for VAWG. The specification of results requires refinement and the three ‘dimensions’ are not specific enough (at this stage) to allow for a full program theory of change (and associated logic model) discussion. However, the model is ‘heading in the right direction’ (as confirmed by UN Women staff in the Inception phase) and provides a workable means of focusing the evaluation approach.

It is recognized that applying the current UN Women approach to its predecessor activities and results is an artificial construct. While the draft Theory of Change is based on UN Women’s current mandate, it can also be used to structure the backward looking component of the evaluation. This is based on the understanding that the key purpose of this component is to capture the ‘distance travelled’ in the key areas/dimensions of change that are relevant for UN Women’s *current* work. As such, the framework provides the best possible means of linking past experiences and lessons learned to UN Women’s current mandate and priorities, and is also a foundation for UN Women to develop its full theory of change for EVAWG – to which the evaluation is seen as key contributor. In doing so the evaluation acknowledges that the framework was *not* used to guide the work of UN Women’s predecessor entities in the past.<sup>43</sup>

## Key Dimensions and Contributions

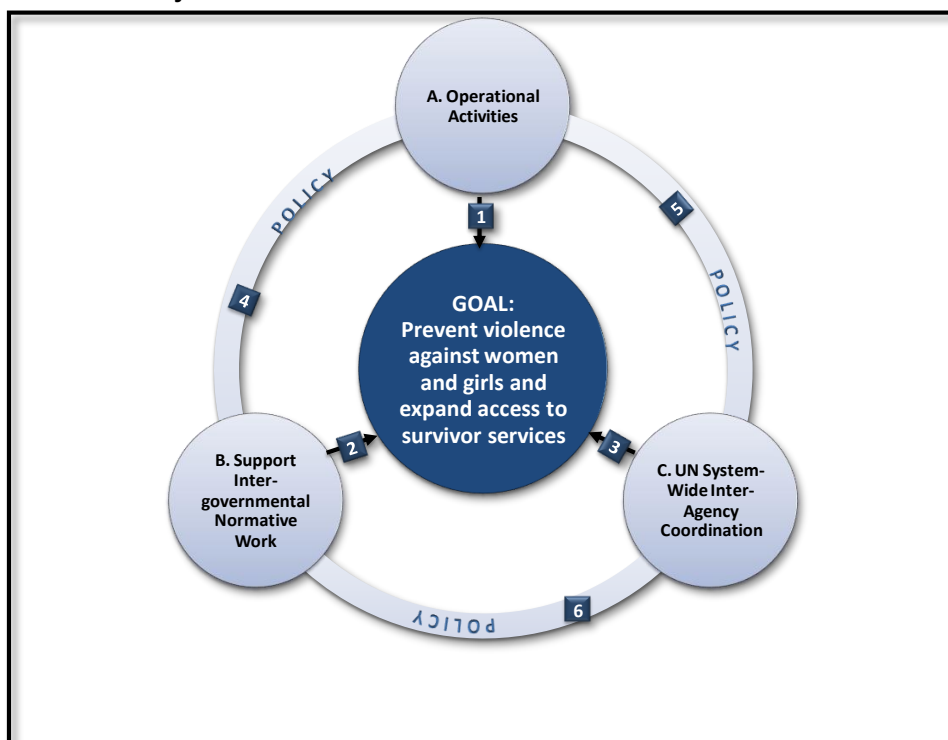
The joint overarching **goal** of UN Women’s operational, normative, and coordination work is to Prevent Violence against Women and Girls and Expand Access to Victim/Survivor Services. In doing so, the envisaged ultimate development **impacts** of UN Women’s EVAWG work is a situation where Women and Girls are free from all forms of gender based violence, from the threat of such violence and that survivors of violence have access to services needed to facilitate holistic healing and restore well being. Exhibit 3.1 below illustrates this threefold character of UN Women’s VAWG related work, as well as the fact that the three areas are i) seen to contribute to the same overarching goal, and ii) that the complement and inform each other.

**Policy work** is a critically important element to VAWG work that provides a foundation, a conduit and bridge between these dimensions. Policy work importantly informs the ‘*how to*’ in VAWG work, through research and development and the sharing of this knowledge to those charged with implementing operational programs or managing / developing inter-governmental efforts. Also, policy work is envisaged to play an increasingly important role as UN Women pursues its expanded mandate in inter-agency coordination of EVAWG work.

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<sup>43</sup> Consultations with UN Women staff indicated, however, that the main elements and key underlying assumptions for most parts of UN Women’s current work on VAWG have not significantly changed compared to those held by its respective predecessor entities. This excludes, of course, most of the work on system-wide inter-agency coordination that had not been covered by any of the predecessor entities.

Exhibit 3.1 Key Dimensions of UN Women’s Work on EVAWG



The model in Exhibit 3.1 includes key connectors and connections, demonstrated by the numbers (1-6) and explained as:

### 1) Contribution of Operational Work to the Goal

- UN Women’s efforts contribute to changes in social norms related to VAWG, which in turn lead to VAWG being not only legally, but also socially unacceptable. This change in mindsets contributes to the prevention of VAWG.
- Operational work brings about accelerated changes and reductions in VAWG at the national level, and contributes to the overall empowerment of women.
- Operational work is based on, and contributes to setting and implementation of global norms and standards as regards VAWG.

### 2) Contribution of Inter-Agency Coordination Work to the Goal

- Greater coherence of and accountability for the UN System’s work on VAWG allows for more effective and efficient use of resources, which in turn allows the UN to enhance its contribution to the overarching goal of ending VAWG.

### 3) Contribution of Intergovernmental and Normative Work to the Goal

- Standards on EVAWG adopted by norm setting bodies provide an agreed upon framework that guides specific actions at global, regional and national levels, which in turn contribute to the envisaged goal/impact.
- Normative standards allow tracking Member States’ progress towards the envisaged overarching goal, and holding them accountable for this progress, within a global context.

This preliminary description of a theory of change also assumes important linkages between:

#### 4) Linkages Normative and Operational Work

- Normative global standards (international agreements) on EVAWG are increasingly applied at the operational level in global, regional and country programming, and support such work.
- Operational results increasingly and systematically inform the development or revision of global (or regional) norms e.g. by providing examples of trends, achievements, best practices, and data on actions taken and/or progress made. As noted above, policy work plays a key role in establishing and operationalizing linkages between normative and operational work and vice versa.


#### 5) Linkages Operational Work and Inter-Agency Coordination

- The global, regional and country level results of the UN's operational work on EVAWG are enhanced through maximizing the value-added capacities of UN entities, as well as those of other partners, including civil society.
- Coordination of UN system (and other global, regional, and national stakeholders) leads to/facilitates increased financial and human resources dedicated to EVAWG and results in sustained and long-term change.

#### 6) Linkages Inter-Agency Coordination and Normative Work

- Normative standards on EVAWG guide UN Women's coordination of partnerships and cooperation at global, regional and country levels, both transversally and vertically. They also guide the development of technical tools and training used by different UN Agencies.
- Country level experiences, strategies and evidence-based practices inform intergovernmental work. UN coordination allows for improved tracking of initiatives and country-level progress; tools and training capacities; and increased global knowledge and analysis of effective strategies and good practices in regional and country contexts.
- Coordination and convening role of UN WOMEN between agencies/actors facilitates increased communication and strategic application of normative standards at all levels, and provides strong basis for advocacy at intergovernmental, inter-agency, regional and country levels.

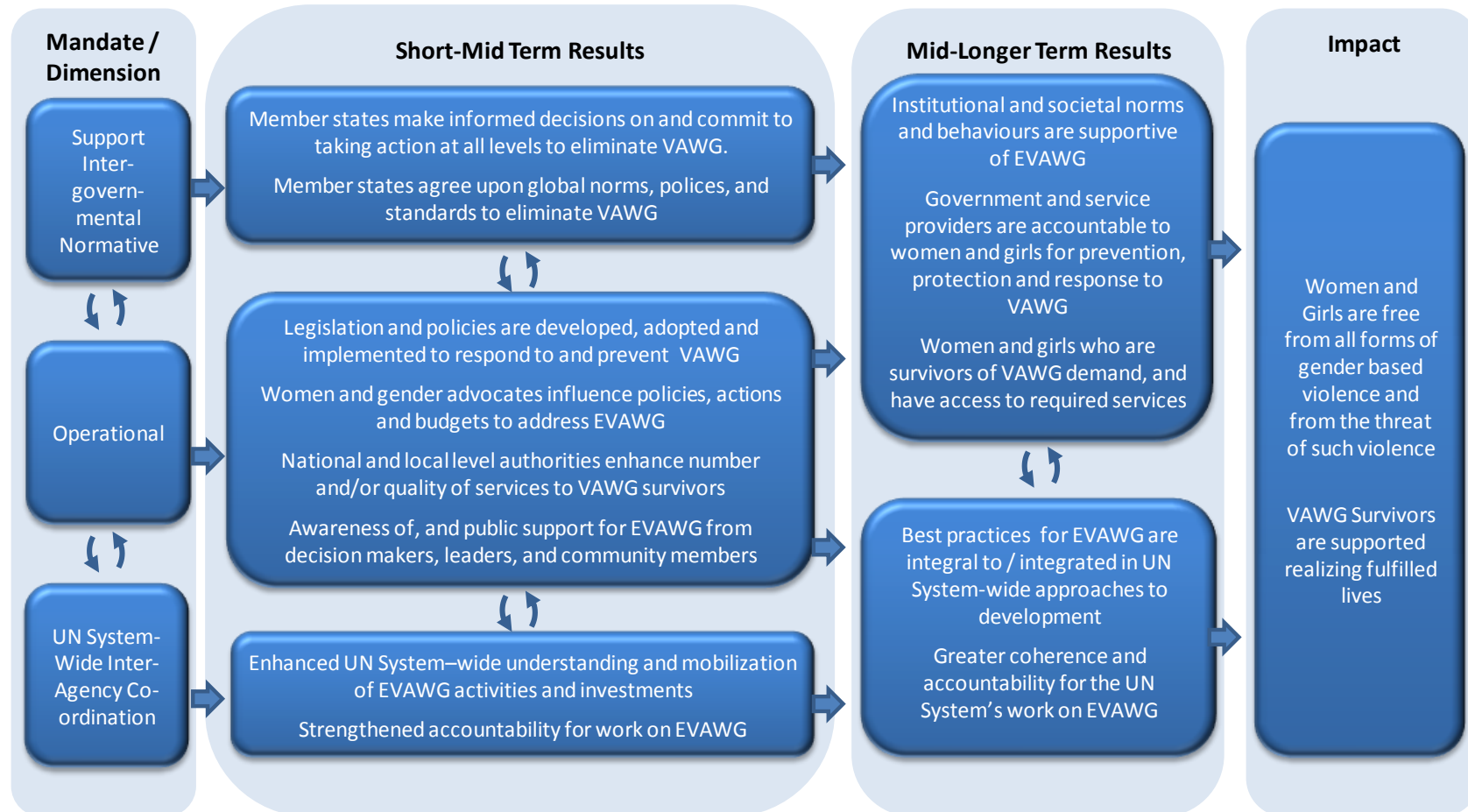
### Expected Results

Exhibit 3.2 below portrays potential desired results (**midterm, longer term results, and ultimate impacts**) flowing from the three dimensions; operational, normative, and inter-agency coordination work. These are preliminary results, modelling EVAWG and are a foundation for the evaluation focus and approach. There are recognized limitations to such (one dimensional) graphic displays, perhaps most notably the apparent linear nature of results. The Evaluation Team recognizes and has attempted to portray the circular  interaction between the dimensions and the different levels of results. As noted above, the model is based on the assumption that operational work informs normative work and can in turn be informed by normative work. Results at a country level can (and do) inform normative results in the nature of commitments, policies and standards. Within the results model provided there is a need to more fully explore the vertical and horizontal arrows between the boxes.

There are numerous factors which may contribute to or confound the envisaged results chain, and may include factors such as: Government stability and receptivity to EVAWG; Existence of rule of law; Cultural and societal norms; Dominance of other local, regional or global events which may eclipse a EVAWG agenda; Impact of UN as One and UN internal GE policies and practices.

The full development of risks and assumptions are important to completing a comprehensive theory of change.

Exhibit 3.2 UN Women’s Work on EVAWG – Preliminary Results Model



## Assumptions

The preliminary results model above is also based on the assumption that the achievement of EVAWG results is contingent upon more than just the ‘internal’ program elements of VAWG specific work. It is acknowledged that:

- Advocacy, communication, partnerships and collaboration with a wide range of actors inside and outside the UN system and at global, regional, and national levels are essential and form a cross-cutting part of all of UN Women’s work. This includes promoting and supporting multi sectoral approaches to interventions.
- Achieving the envisaged overall goal is dependent not only on UN Women’s work that specifically focuses on EVAWG, but on much broader changes to gender power relations and gender equality, e.g. as regards women’s economic empowerment, or their participation in governance and decision making. These changes cannot be brought about by work on VAWG alone, but are dependent on UN Women’s (and other actors’) efforts towards the full realization of Women’s Human Rights and Women’s empowerment.

As the evaluation process evolves, the evaluation team will work to capture **additional (explicit or implicit) assumptions** underlying UN Women’s (and its predecessors’) work on trying to facilitate positive change in relation to VAWG, including assumptions and beliefs on ‘how change happens’, and what needs to happen for lower level results to contribute to higher level results.

## 3.3 Clarifying the Key Evaluation Questions and sub Questions

### 3.3.1 Original Terms of Reference

Based on the emerging findings of the Inception Phase noted above, the evaluation team reviewed the draft evaluation questions outlined in the Terms of Reference. These had been developed prior to engaging the evaluation team, using a consultative process involving stakeholders across UN Women, as well as an external advisor coordinated by the UN Women Evaluation Office.

The Terms of Reference included a set of 11 key evaluation questions grouped under the traditional four evaluation criteria of ‘Effectiveness/Results, Relevance/coherence, Sustainability, and Efficiency/organizational performance. In addition, Annex 5 of the TOR included an additional set of 44 questions structured around seven types of envisaged results, i.e. National Laws and Policies, Access to Service including Justice, Prevention, Intergovernmental Support, UN Women Coordination Role, Organizational effectiveness and coherence, as well as cross cutting questions. This provided for a rather unwieldy and complex analytical framework for the evaluation, as represented in the evaluation matrix submitted with Universalialia’s Technical Proposal.

### 3.3.2 Revised Evaluation Questions

Based on the inception phase findings<sup>44</sup> the evaluation team developed a set of three strategic questions aiming to clarify and structure the overall purpose of the evaluation:

- 1) For the period 2008-2011, what are lessons learned regarding the contribution to results towards ending VAWG made by its predecessor entities that can inform UN Women’s current and future work?

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<sup>44</sup> This includes information on stakeholder expectations and priorities for this evaluation. Appendix IV provides a summary of key views and expectations expressed by consulted individuals and groups during the Inception Phase.



- 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 EVAWG related work??
- 3) To what extent has UN Women strategically positioned itself to add value in preventing and responding to VAWG in global, regional, and national contexts?

For each of these strategic questions the team then developed sub-questions (17) and associated indicators, which comprehensively incorporate the issues (4), categories (7) and questions (55) in the original Terms of Reference, yet allow for a manageable and focussed evaluation.<sup>45</sup> See Exhibit 3.3.

**Exhibit 3.3 Revised Evaluation Questions and Indicators**

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria
<b>1. For the period 2008-2011, what are lessons learned regarding the contribution to results towards ending VAWG made by its predecessor entities that can inform UN Women’s current and future work?</b>		
1.1 During the period 2008-2011, what are key lessons learned on the effects or influences of contextual and environmental factors on the VAWG work of UN Women’s predecessor entities?	a. Type and nature of contextual changes/trends and related opportunities or challenges for EVAWG work of UN Women predecessor agencies; matrix of global, regional, national and UN 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
1.2 What are lessons learned on 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 UN?	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 (HLF)-related outcome documents b. Relevant regional government policy priorities c. Relevant national policy priorities  Extent to which programming of UN Women predecessors has been aligned with: d. inter-agency networks and joint policies on EVAWG e. Responsive to UN priorities	Relevance and Effectiveness
1.3 What are lessons learned regarding UN Women predecessor entities’ key contributions to achieving results on preventing violence against women 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 VAWG? 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 (NWM), gender advocates, and women’s organizations? e. Are there any unintended results (positive or negative) from VAWG nationally-focussed work?	Effectiveness
1.4 What are lessons learned regarding UN Women predecessor entities’ contributions to results in supporting intergovernmental processes and contributing to the development of global policy and normative frameworks on EVAWG?	Evidence of contributions to: a. Enhanced capacity of intergovernmental bodies to reaffirm and strengthen commitment to EVAWG b. Setting global normative frameworks/standards on EVAWG c. Enhancing the knowledge and evidence base available on EVAWG d. Influencing the visibility, priorities and commitments on EVAWG issues and remedies at global, regional and national levels	Effectiveness and Sustainability

<sup>45</sup> If/as required, the evaluation team can provide the Evaluation Office with a table that compares and maps the original and revised evaluation questions.

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria
1.5 What are lessons learned regarding UN Women predecessor entities' contributions to results as regards coordinating EVAWG related efforts inside (and outside) the UN system?	<ul style="list-style-type: none"> <li>a. Evidence of UN Women predecessors' contribution to the creation and/or functioning of different coordination mechanisms (2008-2011) on VAWG at global, regional, and country levels</li> <li>b. Contributions to monitoring progress/contributions of the UN System against international agreements</li> <li>c. Evidence of multi sectoral approaches and associated results</li> <li>d. Types of gaps and/or weaknesses in VAWG coordination mechanisms inside and outside the UN during 2008-2011</li> </ul>	Effectiveness and Efficiency
1.6 What are lessons 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?	<ul style="list-style-type: none"> <li>a. Evidence (type and nature) of ownership and leadership for dynamic adaption of results by the intended beneficiaries at global, regional, or national levels</li> <li>b. Evidence of increased capacity of women's organizations</li> <li>c. Evidence of institutionalization of VAWG within global commitments, and in regional/country policy mechanisms</li> </ul>	Sustainability
1.7 What are the implications of results achieved in EVAWG to date and related lessons learned for UN Women's current and future work in this area?	<ul style="list-style-type: none"> <li>a. Lessons learned, best practices, and main challenges</li> <li>b. Alternative explanations for changes in operational, normative and coordination dimensions</li> <li>c. Implications of review findings, conclusions and lessons learned for UN Women's normative, operational, and coordination work, and linkages between these</li> <li>d. Similar and/or alternate pathways to results</li> </ul>	Effectiveness, Efficiency and Sustainability
<b>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 EVAWG related work?</b> <small>46</small>		
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 EVAWG related interventions?	<ul style="list-style-type: none"> <li>a. Extent of adequate program/project development cycle application (needs, proposal, implement, monitor, evaluate and learn)</li> <li>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</li> </ul>	Relevance, Effectiveness and Efficiency
2.2 To what extent does UN Women have appropriate systems and procedures in place to provide coordinated support and value added to the VAWG agenda, in the future?	<ul style="list-style-type: none"> <li>a. Nature &amp; capabilities of monitoring systems for VAWG inputs, activities, results and contextual changes</li> <li>b. Integration of VAWG data across strategic foci and across other UN Women strategic priorities</li> <li>c. Number &amp; nature of VAWG evaluations actioned and planned</li> </ul>	Effectiveness and Efficiency
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 EVAWG?	<ul style="list-style-type: none"> <li>a. Nature and extent of integration of predecessor entity plans and resources</li> <li>b. Nature and extent of internal communication mechanisms across VAWG delivery units</li> </ul>	Effectiveness and Efficiency
2.4 To what extent has VAWG work / theme been strengthened in coordination, coherence and leadership through the merger of predecessor entities?	<ul style="list-style-type: none"> <li>a. Nature and extent of coordination</li> <li>b. Nature and extent of coherence internally and externally</li> <li>c. Demonstrations of VAWG leadership</li> </ul>	Effectiveness and Efficiency
2.5 What are the key implications of review findings for UN Women's EVAWG Agenda going forward?	<ul style="list-style-type: none"> <li>a. Nature of UN Women's predecessors' key "assets" in EVAWG</li> <li>b. Lessons learned, best practices and main challenges</li> <li>c. Implications of review findings, conclusions and lessons learned for UN Women's normative, operational, and coordination work, and linkages between these</li> </ul>	Relevance Effectiveness Efficiency and Sustainability

<sup>46</sup> Responds to Objective 4 as outlined in the original TOR, p.21-22.

EVALUATION QUESTIONS	INDICATORS	Evaluation Criteria
<b>3. To what extent has UN Women strategically positioned itself to add value in preventing and responding to VAWG in global, regional, and national contexts? <sup>47</sup></b>		
3.1 What have been key developments in the global, regional, national and UN 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 EVAWG?	<ul style="list-style-type: none"> <li>a. Evidence (type and nature) of recent contextual changes and related opportunities or challenges for EVAWG work of UN Women, including current or prospective supporting and confounding contextual factors</li> <li>b. Demand for EVAWG support</li> <li>c. Supply for EVAWG support</li> </ul>	Context as it influences Relevance Effectiveness Efficiency and Sustainability
3.2 What progress has UN Women made to date in clearly defining and operationalizing its mandate for EVAWG aligned with its normative, operational, and coordination dimensions?	<ul style="list-style-type: none"> <li>a. Extent of UN Women's understanding of existing needs at global, regional and national levels</li> <li>b. Extent of UN Women's understanding of existing EVAWG related capacities (including comparative strengths and established niches) of other actors, in particular other UN Agencies</li> <li>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</li> <li>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</li> <li>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 VAWG\ and the implications of this approach for themselves</li> </ul>	Effectiveness and Efficiency
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 VAWG?	<ul style="list-style-type: none"> <li>a. Degree of VAWG alignment with UN Women strategic direction (desired results) and common understanding of an overall VAWG theory of change (with identified risks and assumptions) and overall strategic direction</li> <li>b. Nature of internal mechanisms for promotion of innovation and inclusiveness in programme development</li> <li>c. Extent of integration of VAWG information, financial, physical and human resources (from predecessor entities) within UN Women</li> <li>d. Degree of congruence between UN Women's mandate and its organizational culture and competencies</li> </ul>	Effectiveness and Efficiency
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 EVAWG?	<ul style="list-style-type: none"> <li>a. Nature, extent and role of advocacy and capacity building (also as sustainability strategies) within normative, coordination and operational foci within and outside the UN system</li> <li>b. Nature, extent and role of capacity building (also as sustainability strategies) within normative, coordination and operational foci within and outside the UN system</li> </ul>	Effectiveness and Efficiency
3.5 What are the key implications of review findings for UN Women?	<ul style="list-style-type: none"> <li>a. Nature of implications for Country, Regional and Global level work in coordination, normative and operational work</li> <li>b. Extent to which VAWG plans &amp; activities reflects best practices</li> <li>c. Degree to which sustainability of the VAWG work has been considered and actioned</li> </ul>	Relevance, Effectiveness, Efficiency and Sustainability

<sup>47</sup> Responds to Objective 3 and (parts of) Objective 2 as outlined in the original TOR, p.21-22.

## 3.4 Analysis of Potential Sources of Data

### 3.4.1 Availability and Utility of Documented information

#### General observations

During the course of the Inception Phase, UN Women provided the evaluation team with a large number and variety of documents and access to a number of various data bases. The evaluation team has reviewed this documented information from the perspective of its completeness and its potential utility as secondary sources of data for the evaluation, given both the proposed key evaluation questions (see section 3.3) as well as the dimensions of UN Women's work.

While the total number of available documents for interventions related to UN Women's operational work (in this case only UNIFEM) is greater than that available for either normative and coordination related work, our analysis also indicates that the most notable data gaps and limitations relate to regional and country level operational work.

In total, UN Women's ATLAS system identified 186 interventions coded by UN Women staff as focusing primarily on VAWG between 2008 and 2011, with expenditures amounting to USD 54 million over this timeframe. However, there are severe limitations and challenges regarding the use of the ATLAS data:

- There are 51 (or 27%) interventions recorded in ATLAS for which no documentation was found at the time of writing.
- In addition, while project documents and donor reports are generally available for the 85 interventions assessed by document review, evaluation reports are available only for nine of these.
- There are differences across sub-regions and regions in how projects and programs have been coded. For instance, in some regions, a single project may have numerous entries (with different identification numbers) if it has multiple donors. These duplicate entries can give the false impression that there are numerous interventions taking place within a country, sub-region or region, while in fact there is only one.
- There are anomalies in data (e.g., projects for which all expenditure data is absent, negative or not associated with any year). Despite related inquiries with the respective (sub) regions, the evaluation team was not able to receive explanations for all inconsistencies observed in each region.
- The interventions presented within the ATLAS system range between activities, projects, programmes and sub-regional/regional plans. Given the different units of analysis, or scales of the interventions, descriptive statistics such as percentages need to be interpreted with caution.
- Most of the available narrative and financial donor reports do not fully cover the period of project implementation. For instance, for multiple year projects, only one or two annual reports can be located. Moreover, when available, donor reports vary considerably in terms of their format, length, content and level of detail.
- A considerable number of operational interventions are (sub)regional programmes, and in several cases the available documentation does not provide any information on the specific budget allocations, interventions or results aimed for (or achieved) in each of the countries involved in the initiative. Also, given that the overall portfolio incorporates a broad variety of interventions that differ in terms of type, value, duration, scope, and foci, it is difficult to make meaningful comparisons between interventions.

- Responses from UN Women regional and country level staff members involved in previous VAWG related activities indicate that the initiatives identified based on UN Women’s ATLAS system do not cover all or even most of the actual VAWG related interventions that were carried out in each country.

### 3.4.2 Key Stakeholder Mapping

Exhibit 3.4 below provides an overview of the key stakeholder groups relevant in the context of this evaluation. Specific representatives of each of these groups to be consulted during the evaluation will be identified with input from UN Women and other key stakeholders.

**Exhibit 3.4 Key VAWG Stakeholders**

Stakeholders	Specific Units/Sub-Groups
<b>Global and Regional Levels</b>	
<b>UN Women</b>	
Senior Management	Executive Director Deputy Executive Directors (2)
Inter-governmental Support and Strategic Partnership Bureau	Division Chiefs (3) Relevant Staff/Managers in relevant sections
Policy and Programming Bureau	Division Chiefs (2) Relevant Staff/Managers in (6) Policy Division sections Relevant Staff in Regional Sections (5 regions) Relevant Managers/Staff for of the UN Trust Fund to End Violence Against Women Relevant Staff in (current) sub-regional and country offices <sup>48</sup>
<b>Other UN Agencies/UN System</b>	
Representatives of UN Agencies	Individuals representing their respective agency in IANWGE Former members of the IANWGE VAW Task Force (if different from above) Other key managers/staff in selected UN Agencies, including, but not limited to UNFPA, OCHCR, UNDP, UNICEF, UNODC, UN Habitat, WHO, UNAIDS, PAHO
UN Country Teams <sup>49</sup>	Resident Coordinator or Deputy/assigned spokesperson
<b>Member States</b>	
Representatives of Member States	Focus on member states who are or were active in the CSW and/or have demonstrated interest in EAWG For example: Spain, Norway, Netherlands, Ireland
Members of the UN Women Executive Board	If different from the above
<b>Inter-governmental bodies</b>	
Selected representatives of relevant (sub)regional organizations	Relevant CSW (ECOSOC) representatives and members Relevant representatives and members of Intergovernmental Task Forces For example: African Union (AU), Council of Europe, Economic Commission for Europe (ECE), Comisión Económica Para América Latina y el Caribe (ECLAC),

<sup>48</sup> Here: focus on countries not selected for case studies. Total population: 85 countries that UN Women currently supports in relation to its Strategic Plan Goal on VAWG according to its 2012 Progress report.

<sup>49</sup> In all of the 85 countries that UN Women supports in relation to VAWG that have a UNCT.

Stakeholders	Specific Units/Sub-Groups
	United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), European Economic Commission (ECE), United Nations Economic Commission for Africa (ECA), Organization of American States (OAS), Inter-Parliamentary Union
<b>Former staff of UN Women predecessor Entities</b>	
Relevant former managers/staff working on VAWG related issues in DAW, OSAGI, UNIFEM, INSTRAW	
<b>Civil Society Organizations</b>	
Representatives of relevant Global CSOs	e.g. : World Alliance of Cities, Groups associated with the Say NO campaign, Cladem, Wave Europe, Center for Women’s Global Leadership, Advocates for Human Rights, Promundo, Sonke Gender Justice (Men Engage), Together for Girls, Religions for Peace.
<b>Donors</b>	
Selected donor agencies who have demonstrated interest in and commitment to VAWG	For example DFID, World Bank
<b>Others</b>	
Individuals identified as important informants on specific aspects or issues	E.g. VAWG experts, Academics,
<b>Country Level (for 7 countries visited during the evaluation)</b>	
UN Women	Country Director Relevant Staff at the respective (sub)regional offices Permanent and Contract Staff working on VAWG Staff working on relevant other issues (e.g. HIV/AIDS)
UNCT/Other UN Agencies	Members of UN Gender Working Group (if applicable) UN Resident Coordinator or Deputy
Member States/National Governments	Key government partners that that UN Women and/or its predecessors assisted in VAWG related work Government partners that should, but have not (yet) been engaged in VAWG related efforts
Civil Society Organizations	UN Women partners (including, if/as applicable: Men’s groups working on VAWG issues; other organizations working on VAWG prevention and/or response; organizations working at the community level; organizations working on other thematic issues that have important linkages to VAWG (e.g. education and/or HIV and AIDS) CSOs implementing UNTF grants Other relevant national or local CSOs/NGOs working on VAWG
Beneficiaries of UN Women’s and or UNTF funded efforts	If applicable – for example service providers (e.g. in justice and/or security sectors) who have participated in UN Women and/or UNTF supported events such as trainings, other stakeholders (women and men) who can comment on the effects of broader awareness raising campaigns, legislative changes etc.
Other	Individuals identified as important informants on specific aspects or issues

## 4. Evaluation Methodology

### 4.1 Overall Approach

As outlined in Universalialia’s original proposal, our overall approach to the evaluation will be utilization-focused, gender and human rights responsive, and follow a mixed methods approach.

**Utilization-focused:** The proposed modifications and additions to the evaluation Terms of Reference and our original proposal are based on the evaluation team’s Inception Phase findings as regards the actual interests and needs of the intended users of the evaluation. This will include the following aspects:

- As the evaluation advances, we will involve potential users to review evaluation progress and draft deliverables at important points, and support the development of evaluation recommendations. The Evaluation Management and Reference Groups, including the national reference groups in the visited countries will play a key role in this regard, based on the fact that they themselves consist of potential users of evaluation findings.
- Data collection will involve consultations with a wide range of stakeholders from both within and outside of the UN system, and at global, regional, and national levels. As outlined below, methods of outreach to stakeholders will vary in order to accommodate differing needs, and to allow for eliciting information from as large a group as possible within the given timeframe;
- The evaluation team is committed to producing quality deliverables in a timely way as feasible to allow UN Women and other actors to use these products, e.g. in their preparations for the 57<sup>th</sup> CSW meeting in March 2013, or to inform the next Quadrennial Comprehensive Policy Review.

**Gender and Human Rights responsive:** The evaluation team is following UNEG Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct. Another reference point is the UNEG guidance document on Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN System. This will include:

- 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. Making sure that participants are aware of the use of information they share with the evaluation team, and the potential limits of confidentiality;
- Working to ensure that potential risks, harms, or burdens for evaluation participants are minimized without compromising the integrity of the evaluation;
- 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;
- Working with clients to develop strategies for sharing relevant evaluation findings with project stakeholders in meaningful ways.

**Mixed methods and design:** The evaluation will be a non experimental design in the absence of realistic comparators or counterfactuals. As previously discussed there are a number of complexities in this evaluation constraining design choices. First, EVAWG is global or universal in scope, rendering comparisons or controls unrealistic. The evaluation resources and timing put further bounds on the methods and approaches. Finally, and possibly most importantly, the work of EVAWG has undergone very recent and significant institutional changes, the rationale for which has been sanctioned at the most senior level. Therefore, the most useful approach to this thematic review is to apply the rather artificial construct described in the ‘reconstructed’ theory of change to the evaluation scope to provide meaningful information going forward.

The evaluation team will utilize a range of approaches to data collection and data analysis. **Participatory** approaches will be used where/as feasible and will be complemented with methods such as a quantitative and qualitative review and observations. This will include:

- Pre, during and current information and data on the achievements of EVAWG through secondary data analysis of existing UN Women data bases and documents;
- Contained literature review to reflect the advances in thinking o EVAWG during the period covered by the evaluation 2008-present;
- Interviews (individual and group) in person and by distance technologies with key informants within and external to UN Women;
- Surveys of selected UNCT’s and UN Women staff in the field;
- Case Studies in six countries as well as the pilot case study conducted during the inception phase.

To analyze data, the consultants will employ qualitative (descriptive, content, comparative) and quantitative techniques (described later in Section 4.5.5.)

## 4.2 Evaluation Process and Stages

The evaluation is conceptualized into three stages. While analytically distinct, these stages will overlap each other in terms of their start and end dates. The two initial phases will both contribute to and inform the final synthesis and reporting stage.

**Inception Phase (August – October 2012):** In addition to the tasks outlined in section 1.2 above, the evaluation team agreed with the UN Women evaluation office, that the inception phase should be expanded to also incorporate a one-week pilot site visit (tentatively planned to take place in Jamaica). This will allow findings emerging from the visit to inform the final version of this Inception Report and shape the evaluation’s approach to data collection.

**Data Collection and Field Phase (October 2012 – January 2013):** This phase will include in-depth desk review, consultations with key stakeholders, as well as six additional country site visits. All of these are described in the following sections.

**Analysis and Synthesis (December 2012 – March 2013):** This final stage will result in the compilation of seven (draft and final) country case studies, as well as of the draft and revised versions of the overall Evaluation Synthesis Report.



## 4.3 Guiding Frameworks/Approaches

### Contribution Analysis

Contribution Analysis (CA) is a theory-based approach to evaluation aimed at making credible causal claims about interventions and their results.<sup>50</sup> It is based on the existence of, or the development of a postulated theory of change for the intervention being examined. The analysis examines and tests this theory against logic and the evidence from results observed and the various assumptions behind the theory of change, and examines other influencing factors. The analysis either confirms the postulated theory of change or suggests revisions in the theory where the reality appears otherwise. The overall aim is to reduce uncertainty about the contribution and intervention is making to observed results through an increased understanding of why results did or did not occur and the roles played by the interventions and other influencing factors.

Concepts underlying CA have informed the evaluability assessment and the preliminary work undertaken to reconstruct a theory of change for EVAWG. CA was integral to the development of the

of the evaluation questions, sub questions and indicators provided in this Inception Report and to be used as the foundation for developing data collection tools.

To the extent possible a CA approach will be utilized in the data collection and analytical stages of the evaluation. Admittedly, the theory of change has not been fully and collaboratively developed, with consensus reached on all key elements. Critical to CA is the explicit description of assumptions and external factors (rival explanations) which may impact the achievement of results. This evaluation will seek to examine and test the postulated theory of change described in Section 3.2, and importantly contribute information and data to allow UN Women to finalize its ToC for EVAWG.

This approach will be used to assess and describe contributions made by UN Women predecessor entities during the period 2008-2011, seek out supportive factors, actions and contextual elements as well as possible rival explanations.<sup>51</sup>

### IOA Framework

Similarly, the **Institutional and Organizational Assessment (IOA) Model** (developed by Universalialia and the International Development Research Centre (IDRC)) has been used to inform our work in the evaluability assessment and our thinking in the development of the strategic evaluation questions, the sub-questions and importantly the indicators (in Section 3.2.2). Specifically, the IOA has and will be of assistance in relation to strategic questions 2 and 3; related to the respective organizational strengths and weaknesses of UN Women and its predecessors, and to UN Women's '*strategic positioning*' in relation to VAWG.

#### Key Steps in Contribution Analysis

1. Set out the cause effect issue to be address
2. Develop the postulated theory of change and risks to it, including rival explanations
3. Gather the evidence on the theory of change
4. Assemble and assess the contribution claim, and challenges to it
5. Seek out additional evidence
6. Revise and strengthen the contribution story

From Mayne, J. Contribution Analysis: Coming of Age? In *Evaluation* 18(3) (Sage, 2012) pp. 272

<sup>50</sup> Mayne, J. Contribution Analysis: Coming of Age? In *Evaluation* 18(3) (Sage, 2012) pp 270-71

<sup>51</sup> At the same time, as noted above, the Theory of Change is the 'unifying lens' that links the evaluation's backward and forward looking perspectives.

The model aims to help an organization defining and improving its overall performance through analyzing its **environment, motivation, and capacity**. Through these four areas (performance, environment, motivation, and capacity), the model offers a clear-cut methodology to diagnose institutional strengths and weaknesses. While it is too early to assess UN Women’s *performance* in relation to its work on VAWG, the framework provides a useful lens to capture and assess the notion of UN Women’s ‘strategic positioning’ and explore specific aspects of its organizational capacity and motivation as some of the key factors likely to affect the organization’s performance. Key elements of ‘strategic positioning’ as provided in Section 3.1.3 need to be further explored during the evaluation to ensure a common understanding and agreement on what constitutes strategic positioning.

A schematic representation of the IOA model, of its four areas and their respective factors can be found here: <http://reflectlearn.org/discover/universalia-institutional-and-organizational-assessment-model-ioa-model>.

#### **4.4 Evaluation Matrix**

The evaluation matrix (Exhibit 4.1 below) operationalizes the evaluation questions (section 3.3 above) by aligning the specific sub questions with both data sources and methods of data collection. The matrix will guide the development of data collection instruments and the data collection process. The following section elaborates on each of the identified sources of information and data.

Each line of inquiry will feed into the evaluation questions, and once analyzed individually and collectively allow for evaluation validity and confidence in the methods reliability.

Exhibit 4.1 Evaluation Matrix

EVALUATION QUESTIONS	DOCUMENTS & DATABASES	LITERATURE REVIEW	INTERVIEWS								SURVEYS	CASE STUDIES	
			Key VAWG Experts	UN Women Mngt & Staff <sup>52</sup>	UN Women Board	Member State reps	Key Donors	CSO reps	Inter-gov. bodies	Regional orgs		Observation Interviews	Focus Sessions Doc Review
<b>1. For the period 2008-2011, what are lessons learned regarding the contribution to results towards ending VAWG made by its predecessor entities that can inform UN Women's current and future work?</b>													
1.1 During the period 2008-2011, what are key lessons learned on the effects or influences of contextual and environmental factors on the VAWG work of UN Women's predecessor entities?	√		√	√		√	√	√	√			√	
1.2 What are lessons learned on 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 UN?	√			√					√		√	√	
1.3 What are lessons learned regarding UN Women predecessor entities' key contributions to achieving results on preventing violence against women and expanding access to services at the country level?	√			√						√	√	√	
1.4 What are lessons learned regarding UN Women predecessor entities' contributions to results in supporting intergovernmental processes and contributing to the development of global policy and normative frameworks on EVAWG?	√	√		√		√			√	√			
1.5 What are lessons learned regarding UN Women predecessor entities' contributions to results as regards coordinating EVAWG related efforts inside (and outside) the UN system?	√			√				√			√	√	
1.6 What are lessons 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?		√		√				√		√	√	√	
1.7 What are the implications of results achieved in EVAWG to date and related lessons learned for UN Women's current and future work in this area?			√	√	√							√	

<sup>52</sup> Including former staff of UN Women predecessor entities.

EVALUATION QUESTIONS	Documents & Databases	Literature Review	Interviews								Surveys	Case Studies	
			Key VAWG Experts	UN Women Mngt & Staff <sup>2</sup>	UN Women Board	Member State reps	Key Donors	CSO reps	Inter-gov. bodies	Regional orgs		Observation Interviews	Focus Sessions Doc Review
<b>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 EVAWG related work?</b>													
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 EVAWG related interventions?				√	√				√	√	√		√
2.2 To what extent does UN Women have appropriate systems and procedures in place to provide coordinated support and value added to the VAWG agenda, in the future?	√	√	√	√	√				√	√	√		
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 EVAWG?			√	√	√						√		
2.4 To what extent has VAWG work / theme been strengthened in coordination, coherence and leadership through the merger of predecessor entities?	√			√	√	√	√	√					
2.5 What are the key implications of review findings for UN Women’s EVAWG Agenda going forward?			√	√	√				√				
<b>3. To what extent has UN Women strategically positioned itself to add value in preventing and responding to VAWG in global, regional, and national contexts?</b>													
3.1 What have been key developments in the global, regional, national and UN 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 EVAWG?	√	√	√	√	√			√	√			√	√
3.2 What progress has UN Women made to date in clearly defining and operationalizing its mandate for EVAWG aligned with its normative, operational, and coordination dimensions?	√			√					√	√	√	√	√
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 VAWG?		√	√	√	√	√	√	√				√	
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 EVAWG?	√			√	√				√	√	√	√	
3.5 What are the key implications of review findings for UN Women?			√	√	√	√	√	√	√	√	√		

## 4.5 Data Sources and Methods of Data Collection

The evaluation will use four main *sources* of data: People, documents and files (including databases), relevant literature, and observations during the country site visits, and include both primary and secondary data types.

### 4.5.1 People

The first source of data will be people. Key data collection methods involving people will include: Focus group meetings, semi-structured individual and small group interviews (in person, by video-conference, Skype or phone); individual Email consultations; electronic surveys. Also, if feasible and acceptable for participants, the evaluation team may facilitate one or more webinar style sessions with selected groups of UN Women stakeholders in Headquarters and/or in the regions to support higher level analysis as the evaluation proceeds.

Section 3.4.2 identified key stakeholders that need to be involved in the evaluation. Suggested approaches to consulting each of these groups are outlined in the matrix in section 4.4 above. The final version of the Inception Report will include an updated list reflecting feedback, additions and/or corrections from the UN Women Evaluation Office and other UN Women staff.

### Data Collection Tools

All individual and group interviews will follow agreed upon **interview and focus group protocols** tailored to the respective stakeholder group and aligned with the overall evaluation framework. An exemplary interview protocol is included in Appendix VIII (Volume II). Initial interview questions will be open ended, thus allowing consulted stakeholders to focus on and highlight the specific issues they consider to be most relevant in relation to the broader question. As the interview progresses, the evaluation team members will provide a number of thematic prompts to elicit additional information on specific topics addressed in the evaluation framework. We expect an average duration of interviews of approximately one hour per person/small group. The two proposed electronic **surveys** (to relevant UN Women staff in existing country offices and to UNCTs respectively) will include a limited number of both open ended and closed questions, and will allow for collecting both quantitative and qualitative types of information.

Draft outlines of interview protocols for different stakeholder groups and of the survey tools will be shared and discussed with UN Women in advance of related data collection activities. Data collection tools will be translated into the appropriate language (Spanish, French) after they are approved.

### 4.5.2 Documents and Databases

The second data source consists of relevant literature, documents, databases and other types of written information (e.g. websites) that can inform the desk review part of the evaluation. Appendix V provides an overview of the key documents that either have been or will be reviewed during the evaluation. Additional documents, research studies etc. will be added as the assignment evolves, based on recommendations from interviewed stakeholders and/or UN Women's Evaluation Office.

For the backward looking part of the evaluation, the evaluation team will conduct a more in-depth review of existing documents including of documents related to specific (operational) interventions in countries selected for site visits.

As different team members will contribute to the desk review, the evaluation team will use agreed upon **review frameworks** that will guide the reviewing and capturing of core information and thus ensure a coherent review approach across the evaluation team. These tools will be based on the overall evaluation framework.

### 4.5.3 Relevant Literature

The third data source is the available literature on Violence Against Women and related strategies and approaches. In reviewing relevant publications the evaluation team will focus on, but not necessarily limit its work to the timeframe 2008-2012. In selecting literature to be included in the review, the team will be guided by the two senior VAWG experts, as well as by suggestions from UN Women. The literature review will allow contextualizing the work of UN Women and its predecessor agencies in light of the global academic (and practitioners’) discourse, and highlight mutual influences, as well as (if applicable) discrepancies.

### 4.5.4 Observations during Country Site Visits

The fourth source of data will be observations made during the seven one-week visits to selected countries. The focus during these visits will be on eliciting information about contributions to results at the country level; on the implicit/explicit theories of change used to realize these results; as well as on synergies among normative, inter-Agency coordination and operational interventions. Please also see section 4.6 on country site visits below.

### 4.5.5 Methods of Data Analysis and Synthesis

The following methods of data analysis will be employed:

- **Descriptive analysis** will be used to understand the contexts in which UN Women’s and its predecessors’ work on EVAWG and improving access to services have been facilitated, and to describe UN Women’s portfolio of projects/programmes and other interventions addressing EVAWG. Descriptive analysis will be used as a first step, before moving on to more interpretative approaches.
- **Content analysis** will constitute the core of the qualitative analysis. Documents and stakeholder consultation notes will be analyzed to identify common trends, themes, and patterns for each of the key units of analysis and in relation to the evaluation questions. Content analysis will also be used to flag diverging views and opposite trends. In these cases, further data collection may be needed. Emerging issues and trends will constitute the raw material for crafting preliminary observations that will be subsequently refined to feed into the draft and final evaluation reports.
- **Quantitative/Statistical analysis** will be used to interpret quantitative data. As outlined above, quantitative analysis constituted a considerable part of the initial portfolio review, but will also be used e.g. related to quantitatively analyzing data generated through the envisaged surveys.
- **Comparative analysis** will be used to examine findings across different countries, themes, or other criteria; and to identify best practices, innovative approaches, and lessons learned. This type of analysis will be used throughout the process, to examine information and data from stakeholder consultations and document/file and literature review.

To ensure validity of data, and as part of the process of synthesizing information derived from different data sources and through different means of data collection, the following methods will be used.

- **Triangulation** – i.e. comparing data generated from different data sources to identify trends and/or variations;
- **Complementarity** – i.e. using data generated through one method of data collection to elaborate on information generated through another, e.g. use stakeholder consultations to explore reasons for strengths or shortcoming indicated in existing documents.

## 4.6 Country Site Visits

### Background

The original Evaluation Terms of Reference had indicated that a total of five (5) country site visits would be conducted as part of the evaluation. UN Women's Latin America and Caribbean (LAC) section then expressed the interest to include two additional site visits and related case studies, and provided additional resources for this purpose. The evaluation will therefore include a total of seven country site visits. Of these, a total of four visits will take place in the LAC region (two in the Caribbean and two in Central/South America). The three remaining visits will be spread over the geographic regions of Africa, Asia Pacific, and the Arab States. There will be no visit to a country in Central and Eastern Europe.

### Purpose

The purpose of the country site visits is to provide context specific insights to both the evaluation's backwards and forward looking components. The former will involve gathering information on the 'distance travelled' in terms of EVAWG to date; UN Women predecessors' contributions to this progress in the respective country (including questions about linkages between country specific operational work, coordination, and regional/global normative work); and context specific lessons learned. The latter perspective will review factors shaping UN Women's current strategic positioning for VAWG related work in each country, and will explore the needs and expectations of UN Women's country (and/or regional) based staff and other UN Agencies e.g. as regards guidance and support.

### Sampling

The question of developing transparent, credible, yet at the same time pragmatic and workable criteria for selecting countries for the site visit has been extensively discussed between the evaluation team and the UN Women Evaluation Office during the Inception Phase.

The original intent had been for the selection to be solely based on the findings of the portfolio review, and thus be fully evidence based. While this would have allowed for scientific rigour, it became evident during the Inception Phase that this approach alone would not be feasible or workable given the significant gaps in the existing data as were noted earlier in this report. Furthermore, given the relatively short window available for conducting the site visits (month of November 2012) the selection needed to be based on reassurance that the respective UN Women Country (or sub-regional) Offices would be able to support related preparations; that the time and resources spent on travel would be proportional to the likely information gain; and that travel would be feasible in terms of the respective security situation in different countries. Similarly, the evaluation was aiming to avoid overlap with country visits conducted as part of other currently ongoing evaluations, in particular the Joint Evaluation of Joint Gender Programmes in the UN System. Finally, the evaluation team noted that if the evaluation was to be truly utilization focused, it would need to take into account the views and experiences of UN Women regional and country office staff, i.e. the potential users of country/region specific evaluation findings.

The country for the *pilot* site visit (October 15-19, 2012) needed to be selected before the portfolio review and a draft version of this inception report were completed. Appendix VI provides the rationale for suggesting Jamaica as the country of choice. The process of selecting the pilot country also allowed the evaluation team to test the usefulness of different criteria for decision making purposes, which informed our proposed approach to selecting the remaining six countries.

Following these deliberations the draft version of the Inception Report proposed that the selection of the remaining six countries for site visits is based on a combination of evidence/factual information and pragmatic criteria as outlined below.

**Exhibit 4.2 Country Selection Criteria**

Criteria	Criteria Application	Rationale
1. Total number of documented <sup>53</sup> VAWG focused interventions as captured by the portfolio review	Give priority to countries with comparatively high number of VAWG specific interventions compared to others in the respective Sub-region. This does not necessarily have to be the country with the highest number of interventions if other criteria justify selection of another country.	Site visits should focus on those countries where significant amounts of VAWG related work have been carried out.
2. Diversity of types of programming, i.e. country specific, sub-regional, regional, or global (if applicable)	Each selected country should allow exploring different types of interventions. Ideally, each selected country should have had i) at least one country specific intervention, ii) have been involved in (sub)regional and/or global programme interventions, iii) and have had one or more projects funded by the UN Trust Fund. Each country must fulfill at least two of these criteria.	The overall sample of selected countries should allow exploring characteristic and differences, as well as synergies between different types/levels of programming.
3. Type of VAWG related Sub-Themes and/or programming strategies	This criterion can influence the decision between two or three potential countries, e.g. if one of them allows exploring a thematic issue or strategy that would otherwise not be captured by the overall sample of countries.	The overall sample of selected countries should allow exploring most or all of the key sub-themes identified in the portfolio review as well as most of all of the key strategies/approaches used by UN Women in its VAWG related programming.
4. Level of documented investment into VAWG specific initiatives per country	Give priority to countries with (comparatively) sizable investments. This criterion needs to be applied in the context of the other criteria however, e.g. in some cases the total investment per country may be high, but this is due to it taking part in a Joint Programme with other UN Agencies.	Site visits should focus on those countries where significant amounts of VAWG related work have been carried out.
5. UNCT Presence	Preference will be given to countries in which a UNCT is present.	Given that the selected countries will substantially differ in a lot of other contextual features, it will be helpful to have one common characteristic in order to elicit information on issues around UN coordination/collaboration, and related expectations.
6. Contextual features e.g. Delivering as One context; geographic and population size, economic and political contexts	This criterion can influence the decision between two or three potential countries and justify pragmatic reasons for country selection. For example, the fact that a country is part of the Delivering as One pilot may speak in favour of its selection. Similarly, the country's population size can indicate its relevance in the respective region, as can its economic status as low or middle income country.	The overall sample should include both low as well as middle income countries. Key contextual features can provide (or prohibit) additional opportunities for learning.
7. UN Women's (sub) regional team's recommendations re: i) country's potential to provide useful lessons/insights <sup>54</sup> , and ii) the feasibility of conducting a site visit in November <sup>55</sup>	Provided that several countries are deemed suitable in light of the other criteria noted above, the selection should be guided by justified recommendations from the respective UN Women (Sub)regional teams Countries should be selected based on	In light of the evaluation's aim to be utilization focused, the selection of countries needs to take insights from potential users of its findings and recommendations into account. This type of information cannot be found in the available documents.

<sup>53</sup> “Documented” initiatives refer to initiatives for which the evaluation team has at least one substantive document describing its focus, envisaged results, and/or progress.

<sup>54</sup> This can be related to, for example, the country's relevance in view of ongoing preparations for the CSW in 2013

<sup>55</sup> And receive logistical support from UN Women in the respective country.



## Sample

Based on the first six criteria above, the following countries were *initially* considered for the different regions: Peru, Mexico or Brazil, Rwanda (alternatively Ethiopia or Mozambique), Georgia, Morocco, India or Cambodia, and Grenada. Following extensive consultation with the respective geographic sections in UN Women, the following six countries were selected:

- Africa: **Mozambique** (January 14-18, 2013)
- Arab States: **Morocco** (December 3-7, 2012)
- Asia Pacific: **India** (January 14-18, 2013)
- Caribbean: **Grenada** (November 26-29, 2012)
- Latin America<sup>56</sup>: **Guatemala** (January 7-11, 2013) and **Brazil** (December 3-7, 2012)

Please also see Exhibit 4.3 below for further details on the rationale for suggesting the respective countries.

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<sup>56</sup> Andean, and Mexico, Central America, Cuba and Dominican Republic, and Southern Cone Sub-regions

The table below summarizes the rationale for proposing the specific countries noted above. Please also see Appendices VII and VIII.

**Exhibit 4.3 Overview of proposed countries**

Country	Brazil	Guatemala	Grenada	India	Morocco	Mozambique
1. Number of documented VAWG interventions <sup>57</sup>	12 <sup>58</sup>	6 <sup>59</sup>	5	9	9	3
2. Diversity of Programming	Activities financed with core fund; national; and regional programmes	Joint programming; country specific programming and regional components	Sub-regional (3), UNTF (2)	Country specific (1), Regional (1), UNTF (6)	Country specific (6), Regional (1), UNTF (2)	1 Regional, 2 Trust Fund
3. Sub-Themes/ Strategies	Domestic violence, sexual violence, and femicide Regional: regional Safe Cities programme; UNTF	Country specific: femicide Indigenous peoples, peace and security Regional: Safe Cities; Indigenous Women Regional Programme	Sub-regional intervention: working with Men	Country specific intervention: trafficking Regional Intervention: working with men and boys	<i>To be clarified with UN Women Arab States section</i>	<i>To be clarified with UN Women Africa section</i>
4. Level of Investment	<i>To be confirmed with the respective country (sub-regional) offices</i>					
5. UNCT	Yes	Yes	No	Yes	Yes	Yes

<sup>57</sup> Including UNTF projects.

<sup>58</sup> Based on information from the UN Women LAC section. At the time of writing the evaluation team only had information on 5 initiatives, i.e. 1 country specific, 1 sub-regional, 1 regional, and 2 UNTF projects.

<sup>59</sup> Based on information from the UN Women LAC section. At the time of writing the evaluation team only had information on 3 initiatives, i.e. 1 sub-regional, 1 regional, and 1 UNTF project.

Country	Brazil	Guatemala	Grenada	India	Morocco	Mozambique
6. Contextual Features	First country to receive funding from private company (AVON) on the issue of EVAW Safe Cities Programme	Priority country for UNW, EVAW identified as a priority area of work Country selected to launch SGC in Latin America Strong inter-agency work on VAW. Selected for joint initiative with UNICEF on adolescent girls with EVWAG components MDG TF programme financed peace & security work with focus on EVAW	No UN Women/UNIFEM country-specific interventions	Industrialized country. Sub-continent	In Arab States, but probably safe to travel to	Only Lusophone country in south east Africa

## 5. Reporting

This section briefly outlines the key deliverables that will be produced during the evaluation.

### 5.1 Briefing Note on Preliminary Emerging Findings

Following the completion of the country site visits and the collection and review of other sources of data, the evaluation team will prepare a briefing note of 5-7 pages to capture preliminary emerging evaluation findings. The note will capture key issues that have emerged out of the site visits, as well as insights that have derived from document review and other consultations. The presentation will be shared and discussed (via telephone or video conference) with the Evaluation Office and the internal Reference Group.

The briefing note can be used by UN Women to share emerging evaluation findings in the context of the fifty seventh CSW meeting scheduled for March 4-15, 2013. Further, the paper and related discussions with the reference group will be used as a basis for validation of emerging findings, problem-solving, and will inform additional data collection if and as necessary. Once the remaining data is collected, data analysis will continue, along the lines of what has been described above.

### 5.2 Country Case Study Reports

The country case study reports will summarize key observations and findings as well as related background information on UN Women's and its predecessors' work in the respective country. They will incorporate feedback on a presentation of preliminary findings elicited from the respective National Reference Group at the end of each site visit. The sidebar presents the proposed structure for the case study reports.

The final reports will not exceed 15-20 pages, excluding appendices. A first draft of the *pilot* case study will be shared with UN Women in November 2012. Feedback obtained on this pilot study will then be used to inform the compilation of the remaining six case studies. For all country case studies the evaluation team will seek one round of consolidated written feedback from UN Women and the respective country reference groups.

#### Country Case Study Outline<sup>60</sup>

Introduction and Methodology

Contexts (Regional and National Contexts, UN Women & predecessor entities' contexts)

Profile/overview of UN Women (& predecessors') VAWG related work during the period 2008-2011

Key observations and findings related to evaluations' three strategic questions (i) Lessons learned on UN Women predecessor contributions to results; (ii) Lessons learned on organizational Strengths and Weaknesses; (iii) UN Women strategic positioning

Suggestions/Recommendations for UN Women's future VAWG related work in the country

Implications for the overall evaluation (for pilot study only)

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<sup>60</sup> At the time of finalizing this report the evaluation team was still working on the pilot case study (Jamaica). This proposed outline may be modified in the process of finalizing the pilot country case study and/or in response to feedback on the draft pilot study from the Evaluation Reference Group.

### 5.3 The Draft and Final Evaluation Reports

The key purpose of the draft and final evaluation reports are to synthesize evaluation findings and systematically address the evaluation issues. A preliminary structure of the Draft Final Report is outlined below.

- 1) Evaluation Background and Methodology. A brief introduction outlining the evaluation background, purpose, primary objectives, and methodology.
- 2) Evaluand Profile. A brief description of UN Women Predecessors and UN Women mandates, strategies activities and resources over the review period.
- 3) Evaluation Context. A brief description of the relevant evaluation (global, organizational, UN, other) contexts, including key information on UN Women and its predecessors' mandates and work on VAWG.
- 4) Evaluation Findings structured by the three strategic questions and sub-questions as outlined in the Evaluation Matrix, and covering the evaluation criteria of effectiveness, relevance/coherence, sustainability, and efficiency. This section will address global, regional, and country level findings and will incorporate: Key findings from the country case studies; findings from staff and stakeholder consultations; findings from broad and in-depth document and literature reviews.
- 5) A set of lessons learned and forward-looking recommendations to strengthening UN Women's positioning and approach to addressing its mandate as regards VAWG.
- 6) Appendices, including, a) Terms of Reference, b) list of reviewed documents, files, and literature, c) overview of conducted interviews, d) data collection tools/analysis approach, e) visual presentation of UN Women's theory (theories) of change, f) PowerPoint presentations from country site visits, g) case studies; h) others (tbd).

This report format will be refined as necessary based on feedback from the Evaluation Reference Groups.

Upon completion of the draft evaluation report, the evaluation team will seek **two rounds of consolidated feedback** from UN Women. Based on the received feedback and suggestions, the evaluation team will revise the report as required. The Final Evaluation Report, in addition to including changes and amendments, will include a concise Executive Summary, not contained in the draft versions.

## 6. Evaluation Management

This chapter provides an overview of roles and responsibilities for the evaluation team and UN Women, summarizes challenges, risks and mitigating strategies, outlines key milestones and an updated level of effort for the evaluation.

### 6.1 Roles and Responsibilities

#### 6.1.1 Evaluation Team Members

**Exhibit 6.1 Team Member Roles and Responsibilities**

Title and Persons	Responsibilities
Co-Team Leaders: <b>Anette Wenderoth</b> <b>Gerry Cooney</b>	<p>Dr. Wenderoth and Ms. Cooney have overall responsibility and accountability for management and conduct of the assignment, including coordination of all consultants, quality assurance and oversight regarding the evaluation process and deliverables. As such, they are responsible for client liaison, and making presentations and debriefings to the client and other stakeholders (including the Evaluation Reference Group) as required.</p> <p>Dr. Wenderoth will lead the Pilot Site Visit to Jamaica as well as the compilation of the related case study. Both Co-Team Leaders will lead the team in data collection and analysis and support the Senior Evaluation Specialist Katrina Rojas in the development of the country case studies. Anette and Gerry will lead the team in the formulation of overall evaluation findings, recommendations and lessons learned, and manage working sessions with all team members aimed at developing the preliminary findings and in sharing these with key stakeholders. They will provide leadership for, and substantive input to all deliverables (including presentations to clients, draft and final reports).</p>
Methodological Advisor <b>Marie-Hélène Adrien</b>	<p>Dr. Adrien supports the team in all matters related to conceptualizing the assignment and designing the evaluation methodology.</p>
Senior VAWGG Experts: <b>Margaret Shaw</b> <b>Holly Johnson</b>	<p>Ms. Shaw and Ms. Johnson provide the team with expert advice in VAWGG throughout the course of the assignment. Along with Anette Wenderoth, Ms. Shaw will conduct data collection during the Pilot Site Visit, and will assist in compiling the related country case study. Both VAWGG experts will support the team in identifying and reviewing relevant VAWG focused literature, and assist the Co-Team Leaders in presentations and debriefings with the client and other stakeholders as required. They will participate in data collection and analysis, and provide input to the writing of all deliverables</p>

Title and Persons	Responsibilities
<p>Senior Evaluation Specialists  <b>Heather Buchanan</b>  <b>Katrina Rojas</b> (Guatemala)  <b>Mónica Treviño</b> (Brazil)</p>	<p><u>Heather Buchanan</u>, in close collaboration with the Co-Team Leaders, will oversee and coordinate the work related to the in-depth desk review as part of the data collection and field phase. As such she will develop and adjust, if and as needed, document review tools, and provide guidance to other team members to ensure consistency of approaches and effective data synthesis. Ms. Buchanan will also be involved in collecting data through stakeholder consultations, e.g. by conducting telephone interviews, as well as in the preparation of the briefing note on preliminary findings, and report writing.</p> <p><u>Katrina Rojas</u> will oversee and coordinate the conduct of the 6 country site visits during the data collection and field phase. She will lead the site visit to Guatemala and the compilation of the related country case study. Along with the other team members, Katrina will participate in other data collection (e.g. through stakeholder interviews), data analysis, and formulation of preliminary findings.</p> <p><u>Mónica Treviño</u> will conduct the country site visit to Brazil and lead the compilation of the related country case study.</p>
<p>Evaluation Specialists  <b>Elisabetta Micaro</b> (probably Morocco and Mozambique)  <b>Emma Mason</b> (probably India)  <b>Deborah McWhinney</b></p>	<p>Under the leadership of the Co-Team Leaders and the Senior VAWGG experts, the evaluation specialists will be responsible for collecting and analyzing data at the regional and national levels. This will include document and literature reviews, interviews, data analysis, and development of findings and conclusions. They will also be actively involved in the proposed case studies, working alongside senior members of the team, under the overall direction of the Senior Evaluation Specialist Katrina Rojas.</p> <p>Miss Micaro and Miss Mason will <u>lead some of the envisaged country site visits as well as the compilation of the related case studies</u>. In this capacity, they will provide orientation sessions to the respective national consultants, and guide and monitor his/her work.</p> <p>Ms. McWhinney will coordinate efforts around the envisaged surveys to UNCTs and UN Women Country Offices and will support the conduct of telephone and Skype interviews.</p> <p>The Evaluation Specialists will also participate in data analyses, formulation of preliminary findings and writing of the draft and final evaluation reports.</p>
<p>Research Assistants  <b>Karen Rodrigue-Gervais</b>  <b>Themrise Khan</b>  <b>Mayssam Zaaroura</b>  <b>Esther Rouleau</b>  <b>Josianne Lamothe</b></p>	<p>Under the leadership of the Senior Team Members, the Research Assistants will assist in collecting and analyzing data at the global, regional and national levels as required. This will include document and literature reviews, interviews, data analysis, and development of findings and conclusions.</p> <p>They will also provide research and analysis support pertaining to the drafting of the Evaluation Report, under the direction of the Senior Team Members and the Evaluation Specialists as required.</p>
<p>National/Regional Consultants  <b>Cherise Adjodha (Caribbean)</b>  <b>Others to be determined</b></p>	<p>Under the leadership of the Evaluation Specialists, the regional/national consultants will conduct the country site visits in their own region (including data collection and analysis) jointly with an international consultant. They will work closely with the designated international evaluation specialists responsible for their (sub) region to ensure coordination, consistency and quality of the process and of the deliverables. They will also provide the team with contextual regional advice as needed and participate in presentations and case studies as required.</p> <p>The Regional Consultant in the Caribbean will support the country site visit and related case study for Jamaica, and will lead the country visit and compilation of the country case study for Grenada.</p>

### 6.1.2 UN Women

The Terms of Reference (p.11-12) provide an overview of the various management bodies put in place by UN Women to support and guide the evaluation (see TOR in Appendix I). These include:

- An **Evaluation Task Team** in the UN Women Evaluation Office to provide administrative and substantive technical support to the evaluation team, as well as Focal Points in each of UN Women's sub-regional offices;
- A **Core Evaluation Reference Group** charged with facilitating the participation of relevant UN women stakeholders from all levels in the design and scope of the evaluation;
- **Country Reference Groups** in the seven countries visited during the evaluation. Members of these groups will be consulted during the data collection in the respective countries. They will be invited to participate in the debriefing session at the end of each site visit, and asked to review and provide comments on the draft country case studies for their respective country;
- An **External Advisory Group** consisting of three VAWG experts who will assist the Evaluation Office in ensuring the quality of the evaluation;
- Finally, an **Evaluation Office Review and Quality Assurance Team** who will provide inputs on deliverables to ensure quality of evaluation products.

## 6.2 Assumptions, Risks and Mitigation Strategies

### 6.2.1 Assumptions

The evaluation team's proposed approach and methodology is based on a number of assumptions. Should these not hold true, the proposed methodology, and/or evaluation timeline, deliverables, Level of Effort, and resources may need to be reviewed and adjusted accordingly.

- The evaluation will not re-assess issues related to the limitations of UN Women's predecessor entities in the UN system (particularly in relation to noted shortcomings in leadership, coordination and coherence) that culminated in the creation of UN Women. Instead, it will base its assessment on existing documentation of related analysis and consensus reached;
- UN Women, through the various bodies outlined in section 6.1.2 above, can provide the evaluation team with **timely** and **consolidated**<sup>61</sup> feedback on all draft deliverables.
- UN Women Country and/or (Sub)regional Offices can provide logistical support to the country site visits, in particular in view of identifying and contacting key stakeholders, and setting up a (draft) agenda of meetings;
- Most country site visits can be completed by mid December 2012.

### 6.2.2 Challenges, Risks and Mitigating Strategies

Based on the findings of the inception phase to date, the evaluation team has identified a number of existing challenges and risks that may negatively affect the evaluation process and/or the related deliverables. As applicable, suggested mitigation strategies are outlined for each of these challenges and risks in Exhibit 6.2.

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<sup>61</sup> **Consolidated** feedback requires i) compiling relevant comments from Reference Group members, as well as ii) reviewing and validating these comments to avoid contradictory advice/suggestions being given to the evaluation team. Consolidated feedback should reflect the agreed upon joint position of the Evaluation Reference Group.



**Exhibit 6.2 Summary of Anticipated Challenges, Risks and Mitigating Strategies**

Factor	Challenge	Risk	Explanation	Proposed Mitigating strategies
Evaluation and Reporting Timelines	x	x	<p>As noted in section 1.2 above, the evaluation start-up and inception were both delayed and prolonged. De facto, most data collection (including seven country site visits and various types of stakeholder consultations) will need to be conducted in the two month period of November-December 2012.</p> <p>Based on current discussions, within this same period the evaluation team will also need to complete seven draft country case studies.</p> <p>At the same time, given that UN Women wishes to use the draft evaluation report and country case studies to inform the 57th CSW meeting in March 2013, there is very little, if any, flexibility in terms of the evaluation's end date.</p> <p>Given the scope and complexity of the assignment, this timeline does not only pose severe challenges, but also risks in view of the depth and quality of data collection and analysis that the evaluation team will be able to conduct during the envisaged period.</p>	<p>The evaluation team and the UN Women Evaluation Office will need to proactively manage stakeholder expectations regarding the breadth and depth of data and related analysis that the evaluation can realistically achieve within the given timeline. This includes clearly communicating that the evaluation will focus on 'big picture' questions of strategic relevance in order to avoid getting lost in details.</p> <p>Moreover, given expectations related to informing the CSW meeting, the evaluation team and the UN Women Evaluation Office will need to discuss and clarify relative priorities in terms of key information required to inform the CSW. This is reflected in the revised timeline of deliverables (6.3 below) which also reflects discussions with the UN Women Evaluation Office on postponing the submission of the draft evaluation report until March 2013.</p>
				<p>The previous point re-emphasizes the need for the evaluation team to make the most and best use of existing secondary data, in particular in relation to the backwards looking part of the evaluation, while focusing primary data collection (not exclusively, but significantly) on the present and future.</p>
Evaluation review period	x		<p>The review period prescribed in the TOR is 2008-11, which is a relatively short time period to expect significant changes, particularly given the nature of VAWGG outcomes which can be decades in the making.</p> <p>Moreover, focusing on this period alone implies that the evaluation would not do justice to a number of important contributing factors and events that occurred just prior to this period.</p>	<p>For various practical reasons, the evaluation will focus on the 2008-11 period, but will acknowledge other important events, contributing factors that may have occurred since 2005.</p>

Factor	Challenge	Risk	Explanation	Proposed Mitigating strategies
UN Women's and its predecessors' information management and corporate memory systems	x		As noted above, the available data on UN Women's predecessor entities' work (especially operational work) provide a far from complete picture of the overall 'universe' of VAWG related interventions that have been carried out during the period under review. While a number of additional documents may be available, tracking them is not only time and labour consuming, but is also likely to add only limited value in view of the evaluation's overarching questions.	In view of the challenging timelines noted above, we suggest the following: i) Immediately end efforts to capture additional documents for specific initiatives for which there are no documents available <sup>62</sup> ; ii) Focus on working with the data available in existing documents (in particular corporate and/or (sub)regional reports) to allow more in-depth analysis of some of the overarching emerging themes and issues; iii) Collect additional data through stakeholder consultations and literature review; iv) Clearly identify any data gaps or limitations of the resulting analysis in the draft and final evaluation reports.
VAWGG 'sounding board'	x		There is currently no clearly identified 'sounding board' for the evaluation team to turn to that reflects UN Women's corporate thinking about VAWGG. In addition, one long term staff member (former chief of the UNIFEM VAWG section) has recently left the organization, and another member of the same team will be on an extended leave of absence as of November. This can pose challenges in terms of eliciting consolidated and agreed upon feedback on draft deliverables.	UN Women will need to clarify whether and to what extent the Evaluation Reference Group can provide the required thematic guidance. At the time of finalizing this report this issue has not been clarified.
Geographic distribution of country visits	x		The geographic distribution of country visits and related case studies (4 in LAC, 1 each in 3 other geographic regions) is disproportionate to the respective populations of the different regions, and (based on the available data) not representative of the distribution of UN Women predecessor (especially UNIFEM) work. While the evaluation team provides suggestion to the selection of specific countries in each region, the overall distribution of visits and studies was based on related preferences by UN Women.	The evaluation team will work on managing stakeholder expectations e.g. by clearly stating the intended role and use of the country case studies, as well as related limitations regarding their extent of being representative of a particular (sub)region, or of UN Women's (or its predecessors') work on VAWG in general. With possibly the exception of the LAC region, the case studies are likely to provide only limited guidance for the overall work on VAWG in the respective region.

<sup>62</sup> With exception of the countries selected for country case studies.

Factor	Challenge	Risk	Explanation	Proposed Mitigating strategies
Maturity of UN Women	x	x	As noted above, UN Women is not only a young organization, but continues to undergo significant organisational changes, in particular the current reorganization of its regional architecture. The related changes are causing considerable uncertainty and anxiety among UN Women staff at all levels. This may negatively affect their willingness and/or ability to provide input to the evaluation in timely ways.	The evaluation team will aim to ensure that data collection activities are carried out in a way that limits the resulting additional workload for UN Women staff as much as possible, and that acknowledge the uncertainties and related strains of the current situation. Any limitations to the data collection process deriving from the noted situation will be clearly noted in the draft evaluation report.
Security situation conflict countries		x	Unexpected changes in the national, regional, or global political or security context prevent one or more of the site visits from taking place during the envisaged period of time.	One of the criteria for selecting countries was the extent to which a site visit was likely to be feasible in the respective country. This took (ongoing or likely) political unrest etc. into account. In addition, the evaluation team, in consultation with UN Women, will carefully monitor regional and national contexts to be informed about possible challenges or risks. As for the previous point, in the worst case, the number of site visits may need to be reduced.

### 6.3 Timeline and Milestones

Exhibit 6.3 below provides an overview of the anticipated evaluation timeline, including key milestones and deliverables. This will need to be reviewed based on the concerns and suggestions outlined in section 6.2.2 above.

**Exhibit 6.3 Evaluation Timeline and Milestones**

Milestone/Deliverable	Dates	Assumptions
Draft Inception Report	October 5, 2012 (Revised Version: October 11)	UN Women to review and provide consolidated feedback by <b>October 22</b> Feedback on the proposed countries selected for case studies needs to be obtained earlier, ideally by <b>October 12</b>
Pilot Site Visit (Jamaica)	October 15-19	
Revised, final Inception Report	November 8	Provided that consolidated feedback can be obtained by November 2
Desk Review and Stakeholder Consultations	October 26 – January 31, 2013	Will include 1-2 visits of team members to NY provided that relevant stakeholders are available

Milestone/Deliverable	Dates	Assumptions
Six Country Site Visits	November 2012 – January 2013 <u>Tentative</u> dates: <ul style="list-style-type: none"> <li>• Grenada – November 26-29, 2012</li> <li>• Brazil – December 3-7, 2012</li> <li>• Morocco – December 3-7, 2012</li> <li>• Guatemala – January 7-11, 2013</li> <li>• India – January 14-18, 2013</li> <li>• Mozambique- January 14-18, 2013</li> </ul>	
Draft Pilot Country Case Study	November 30	
Six Draft Country Case Studies	January 11, 2013 for visits completed in 2012 February 1, 2013 for visits conducted in early 2013	
Presentation of Preliminary Findings	February 8, 2013	Slide presentation or similar format to be used by UN Women to inform CSW meeting.
Draft Evaluation Report	March 25, 2013	
Presentation of Report Findings and Recommendations	Week of April 1, 2013	Or later, depending on availability of stakeholders
Revised Evaluation Report and Country Case Studies	Within 2 weeks of receiving consolidated written feedback from UN Women	
Final Evaluation Report	Within 1 week of receiving consolidated written feedback from UN Women	
Evaluation Briefs for use in Stakeholder presentations	Within one week after submitting the final Evaluation Report.	Evaluation briefs= methodology brief and power point presentation

## 6.4 Level of Effort

Exhibit 6.4 below presents the anticipated Level of Effort for the assignment. It builds on the initial LOE presented in Universalialia’s technical proposal and the related Amendment (June 2012), but also includes the following adjustments:

- The LOE reflects the additional time spent by various team members on not only conducting the portfolio review itself, but also on following up with various actors to obtain relevant data in the first place and elicit information on discrepancies and gaps;<sup>63</sup>

<sup>63</sup> Please note that the additional days reflected in the revised LOE cover only about 60% of the actual time spent by various team members on fulfilling these tasks.

- It includes person time to conduct two additional country site visits, i.e. a total of seven (7) site visits and related case studies instead of the originally anticipated five (5);
- It reflects UN Women’s request that the evaluation team prepare substantial country case study reports, rather than slide presentations or comparable formats as initially proposed by Universalialia;
- It reflects the actual countries selected for country case studies, and related (anticipated) travel costs.

The LOE also illustrates that our proposed team includes a number of additional team members, including Dr. Mónica Treviño, and Ms. Heather Buchanan.

#### Exhibit 6.4 Revised Level of Effort

Activity	MHA	AW	GC	MS	HJ	KR	MT	HB	ES	RC/NCs	RA	Total
<b>1. Inception</b>												
1.1 Assignment kick off discussions (by phone)		0.50	0.50									1.00
1.2 Initial Document Review	0.25	1.00	0.50	0.50	0.50							2.75
1.3 Inception Mission New York	1.50	2.50	3.50	3.50								11.00
1.4 Develop Inception Phase Workplan	1.00	1.00	1.00	0.50					2.00			5.50
1.5 Obtain UN Women Feedback on Inception Workplan		0.25							0.25			0.50
1.6 Revise Inception Phase workplan		0.25							0.25			0.50
1.7 Programme Portfolio Analysis	0.25	1.00	1.00						2.00		40.00	44.25
1.8 Evaluability Assessment	0.25	1.50	1.00						7.00		5.00	14.75
1.9 (Draft) Theory of Change	0.25	3.00		1.00	1.00							5.25
1.10 Additional (phone) consultations with key stakeholders		3.00	1.50									4.50
1.11 Draft Inception Report	1.00	6.00	3.00	1.25	0.25			5.00				16.50
1.12 Obtain UN Women Feedback on Inception Report		0.50										0.50
1.13 Pilot Site Visit												
a Case Study Research		0.50		1.00							2.00	3.50
b Logistics (scheduling meetings)											2.00	2.00
c Travel		2.00		2.00						0.50		4.50
d Data Collection		4.00		4.00						5.00		13.00
1.14 Final Inception Report		1.00						3.00			1.00	5.00
<b>Sub Total Inception</b>	<b>4.50</b>	<b>28.00</b>	<b>12.00</b>	<b>13.75</b>	<b>1.75</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>11.50</b>	<b>5.50</b>	<b>50.00</b>	<b>135.00</b>
<b>2. Data Collection</b>												
2.1 Home Based												
a In depth document review (operational work)		0.25							5.75		6.00	12.00
b In depth document review (normative/intergovernmental)		0.25			1.00			5.00			3.75	10.00
c Telephone/Skype/videoconference consultations		2.00	1.00					3.00	6.00			12.00
d Electronic Surveys									2.00		8.00	10.00
e Case study research (6 studies)						1.00	1.00		3.00		13.00	18.00
2.2 In New York												
a Data collection						2.00		2.00				4.00
2.3 Site Visits (6)												
a Preparation, coordination, logistics						2.00				6.00	4.00	12.00
b Travel Canada - Overseas						2.00	2.00		10.00	1.00		15.00
c Data Collection within country						5.00	5.00		15.00	30.00		55.00
<b>Sub Total Data Collection</b>	<b>0.00</b>	<b>2.50</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>12.00</b>	<b>8.00</b>	<b>10.00</b>	<b>41.75</b>	<b>37.00</b>	<b>34.75</b>	<b>148.00</b>
<b>3. Data Analysis and Synthesis</b>												
3.1 Data Analysis and Synthesis		1.00	0.50	1.00		1.00		1.00	2.00			6.50
3.2 Consultation(s) with Reference Group(s)		0.50		0.50		0.50						1.50
3.3 Prepare PPT presentation on preliminary findings		1.00		0.50		0.50		0.50				2.50
3.4 Share PPT presentation with Evaluation Reference Group		0.50		0.50				0.50				1.50
<b>Sub Total Data Analysis and Synthesis</b>	<b>0.00</b>	<b>3.00</b>	<b>0.50</b>	<b>2.50</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.00</b>
<b>4. Country Case Studies, Evaluation Report &amp; Briefs/PPT</b>												
4.1 Draft Country Case Studies (7)		5.00		1.00		5.00	5.00		15.00	14.00	14.00	59.00
4.2 Revised Country Case Studies (7)		0.75		0.25		1.00	1.00		3.00	1.00		7.00
4.3 Draft Evaluation Report		6.50	2.00	2.00	1.25	3.00		14.00	10.00		5.25	44.00
4.4 Present Draft Report to key stakeholders		0.50	0.50	0.50								1.50
4.5 Final Evaluation Report		2.00						2.00	2.00			6.00
<b>Sub Total Writing</b>	<b>0.00</b>	<b>14.75</b>	<b>2.50</b>	<b>3.75</b>	<b>1.25</b>	<b>9.00</b>	<b>6.00</b>	<b>16.00</b>	<b>30.00</b>	<b>15.00</b>	<b>19.25</b>	<b>117.50</b>
<b>5. Evaluation Management</b>												
5.1 Communication with client (includes progress briefs)		3.00										3.00
5.2 Team coordination		3.00										3.00
<b>Sub Total Management</b>	<b>0.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>
<b>T total Days</b>	<b>4.50</b>	<b>54.25</b>	<b>16.00</b>	<b>20.00</b>	<b>4.00</b>	<b>23.00</b>	<b>14.00</b>	<b>36.00</b>	<b>85.25</b>	<b>57.50</b>	<b>104.00</b>	<b>418.50</b>

## LOE Legend

MHA – Marie-Hélène Adrien (Senior Methodological Advisor)

AW - Anette Wenderoth (Co-Team Leader)

GC - Gerry Cooney (Co Team Leader)

MS - Margaret Shaw (Senior EVAWG Specialist)

HJ - Holly Johnson (Senior EVAWG Specialist)

KR - Katrina Rojas (Senior Evaluator)

MT - Mónica Treviño (Senior Evaluator)

HB - Heather Buchanan - Senior Evaluator

ES - Evaluation Specialist- Elisabetta Micaro, Deborah McWhinnney, Emma Mason)

NC - National/Regional consultants (Cherise Adjodha and others tbd)

RA - Research Assistant(s)

## LOE Assumptions/Comments

1.7 Reflects actual time spent on obtaining relevant data in order to conduct portfolio analysis

2.1 a) Assumes that review will focus on strategic/broader documents, rather than on project level documentation

2.1 b) Assumes 5 days for each normative and coordination work

2.1 c) Assumes up to 48 consultations with carefully selected stakeholders, up to 4 interviews per day & writing up notes

2.1 d) Assumes 2-3 surveys, up to 5 days per survey (administration and analysis)

2.1 e) Assumes 3 days per case study

2.3 a) 2 days per site visit

2.3 b) 4 days for Asia; 3 days for Africa and Arab States, 2 days for Central/South America, 1 day for Caribbean

2.3 c) Assumes 5 days per site visit. Grenada visit carried out by regional consultant alone

3.4 By videoconference

4.1 Assumes 5 days for lead writer, 1 day for VAW expert, 2 days per case study for RAs and 1.5 days for NCs

4.2 Assumes 1 round of revisions, 1 day per study

4.4 By videoconference

5.1 And 5.2 each assume 0.5 days for each of 6 months