UNITED NATIONS TRUST FUND TO END VIOLENCE AGAINST WOMEN

Monitoring, Evaluation and Knowledge Management Framework

2008-2011

United Nations Development Fund for Women

UNIFEM

Table of Contents   Page

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women ("UN Trust Fund") is uniquely placed to make significant contributions to the global knowledge base as a leading UN grant-making mechanism for supporting national, regional and international actions on ending violence against women. One of the most pressing needs in the field of programming to address violence against women and girls is the dearth of knowledge, based on evidence and evaluation, of what approaches work most effectively to ensure that women and girls live a life free of violence.

The overall aim of this Monitoring, Evaluation and Knowledge Management Framework is to ensure that the UN Trust Fund is fully equipped to systematically generate, capture and disseminate knowledge through increased investments in monitoring and evaluation, for the benefit of UN sister agencies, policy-makers and practitioners all over the world.

The Framework seeks to address the global `knowledge and evaluation gap' and strengthen the UN Trust Fund's impact and effectiveness, as called for in UN General Assembly Resolutions[1], by generating and utilizing evaluative knowledge from the grants it supports.

The Framework's primary functions in this regard are:

1. **Strengthening Monitoring Systems at Global and Local Levels**

2. **Supporting Evaluation to Expand the Evidence Base**

3. **Strengthening Capacities in Monitoring and Evaluation**

4. **Contributing to Global Knowledge Management on Programming**

These objectives will be attained through the following key elements to be incorporated and strengthened as an integral aspect of the UN Trust Fund's operations:

- Ensuring that UN Trust Fund grantees pursue rigorous monitoring, evaluation and documentation throughout their programme cycles, starting with strengthened monitoring and evaluation criteria introduced as of 2008 to the annual Call for Proposals and appraisal process;

- Increasing investments in training and capacity development of grantees in monitoring and evaluation through the UN Trust Fund operations and grants;

---

[1] General Assembly Resolutions 61/143, 30 January, 2007 and A/C.3/62/L.15/Rev.1, 31 October, 2007 on "Intensification of efforts to end all forms of violence against women".

- Ensuring that knowledge generated by the UN Trust Fund grantees on effective programming approaches and lessons learned is captured and disseminated widely.

This document provides further information on the central aspects of the Framework's components, including on the process undertaken to prepare this Framework and further details of the main elements summarized above. While the main focus is on evaluation, the Framework presents strong inter-linkages with the two other components, monitoring and knowledge management, as essential elements for an effective overall approach. The annexes provide further details about the agencies involved in providing guidance to the UN Trust Fund's operations and the development of this Framework, as well as a bibliography list of relevant reports and resources. The UN Trust Fund Monitoring, Evaluation and Knowledge Management Framework (also referred to as `Framework') will be implemented starting in 2008, and will cover 2008-2011, in order to harmonize with both the new UN Trust Fund Strategy (2009-2011), and UNIFEM's Strategic Plan 2008-2011.   Progress on the implementation of this Framework will be included in the Trust Fund's annual donor reports and evaluations.

1. THE CONTEXT: OPPORTUNITIES AND CHALLENGES

1.1 About the UN Trust Fund

The UN Trust Fund in Support of Actions to Eliminate Violence against Women ('UN Trust Fund') was established in 1996 based on its founding UN General Assembly Resolution[2]. It is the leading global multilateral system-wide mechanism supporting national action by governments and non-governmental organizations (NGOs) to end violence against women and girls. In 2008, UN Country Teams (UNCTs) were also invited to apply, with government endorsement and in collaboration with civil society. UN Trust Fund operations are guided by the Inter-Agency Programme Appraisal Committees (PAC)[3] at global and sub-regional levels, with UNIFEM serving as the UN Trust Fund's Administrator, on behalf of the UN System.

Since its founding, the UN Trust Fund has contributed in a fundamental way to placing violence against women on the public agenda, shifting it from a private problem of individual women and girls to an issue of state accountability. Initiatives have focused on building community commitment, forging partnerships with the police and the judiciary, and developing public and institutional support to end violence against women and girls through research and advocacy. The

---

[2] General Assembly Resolution 50/166 of 22 December 1995 on the Role of the United Nations Development Fund for Women in Eliminating Violence against Women.

[3] See Annex 2 for list of UN Trust Fund Inter-Agency Programme Appraisal Committee (PAC) members 2007-2008.

2002 global desk review[4] undertaken by UNIFEM of global and regional action on ending violence against women captured several major UN Trust Fund accomplishments, including advancing a range of important strategies in relation to advocacy, awareness-raising, capacity-building, action-research, and networking and mobilization. The 2005-2008 Strategy of the UN Trust Fund[5], focusing on implementation of national policies, plans and laws, arose from the findings of this global stock-taking exercise, as well as from the follow up actions endorsed at the 'Beijing +10' review in 2005, among other international commitments.

The UN Trust Fund's grant-making resource base has grown significantly since 2004, roughly quadrupling in 2007-2008 alone. Current budgetary targets are set at a US $50 million annually by 2010 and US $100 million by 2015, in the context of the Secretary-General's Campaign (see below). If promising trends continue, the UN Trust Fund is therefore poised to become a preeminent source of knowledge on effective and innovative approaches to prevent and address violence against women and girls, especially as grant-making and support to multi-year programming expands.

1.2 Global Momentum to End Violence against Women

In recent years, the international community has placed ending violence against women and girls high on the global agenda. The adoption of the Millennium Development Goals (MDGs), in particular MDG 3 to promote gender equality and empowerment of women; and increased awareness of the high costs of violence against women to making progress on leading priority issues such as peace, security, development, poverty reduction and HIV and AIDS — have contributed to the current favorable context in which to promote stepped up investments in up scaled programming and evaluation efforts.

Recent UN General Assembly resolutions have focused on intensifying international efforts to eliminate all forms of violence against women[6], and a UN Inter-agency Task Force[7] has been established to strengthen a coordinated UN response. The launch of the United Nations Secretary General's Campaign, '*UNiTE to end violence against women'[8]* on February 25, 2008 — through 2015, tied to the MDGs deadline — brings added and unprecedented potential for additional impetus, with its call on Member States, civil society, donors, the private sector, the media and the UN System to join efforts in putting an end to this human rights priority. Of particular relevance to this Framework, the Campaign implicates the UN System's own efforts and key role in supporting evidence-based programming, evaluation and sharing of good practices.

---

[4] Review of UNIFEM's Work To End Violence Against Women, Education Development Center, April 14, 2002; and *Not a Minute More. Ending Violence against Women*, UNIFEM 2003. http://www.unifem.org/resources/item_detail.php?ProductID=7

[5] The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women 2005-2008 Strategy.

[6] General Assembly resolution 61/143 on December 19, 2006 and General Assembly revised draft resolution A/C.3/62/L.15/Rev.1, 31 October 2007.

[7] Task Force to End Violence against Women established in 2007 within the UN Inter-Agency Network on Gender Equality.

[8] For more information go to the official web-page: http://endviolence.un.org/

The 2006 *Secretary-General's 'In-depth Study on All Forms of Violence against Women'*[9] notes that, even though the number and breadth of interventions to address violence against women and girls have greatly increased in the last decade, there has been a dearth of rigorous evaluation to assess the impact of such interventions on women's safety and well-being[10]; and that consequently, the ability to demonstrate 'what works' continues to be limited. The Study recommends that states, donors and international organizations should provide increased support and resources to monitor and evaluate innovative programming by Governments and NGOs, and support scaling up of the most promising practices and successful pilot projects. According to the Secretary-General's report, the UN system should, as a priority, support evaluation research and impact analysis of interventions to prevent and address violence against women.[11]

1.3 Opportunities and Challenges

While initiatives for scale-up exist, research is needed to confirm that particular methodologies are effective in responding to and reducing prevalence and incidence[12] of violence against women and girls. Especially important is identifying programme approaches that show promise of achieving impact within a three to five year time-frame[13]. Such promising initiatives tend to be those that adopt a transformational approach, meaning that they tackle the gendered norms and values at the community and societal levels that are in essence the root causes of violence against women and girls.

Monitoring and evaluation is fundamental to capacity development, building the knowledge base on effective approaches, and guiding strategic decision-making and investments in relation to

---

[9] "In-depth Study on all forms of violence against women Report of the Secretary-General" A/61/122/Add.1, 6 July 2006.

[10] Ibid, para 220.

[11] Ibid, paras 390, 400.

[12] **Prevalence of violence against women** refers to the proportion of "at risk" women in a population who have experienced violence. For some kinds of violence, such as sexual violence, all women may be considered to be "at risk". For others, such as intimate partner violence, only women who have or have had an intimate partner would be considered at risk. **Prevalence** estimates usually present the percentage of women who have experienced violence either during the previous 12 months (known as point prevalence) or at any time in their life (lifetime prevalence). **Incidence** rate refers to the number of acts of violence women experience during a specific period, such as one year, rather than the number of women who have been targeted. In crime studies, incidence of violence is generally measured as the number of assaults per inhabitant. (Ellsberg, M. and Heise, L., Researching violence against women: a practical guide for researchers and activists (Washington D.C., WHO, PATH, 2005), page 60, Box 7 in the "In-depth study on all forms of violence against women Report of the Secretary General", 2006.

[13] One such example is the IMAGE study which found that among participants, the risk of physical or sexual intimate partner violence in the past year was reduced by 55 %, from 11 to 6 %. Among comparison group respondents there was an increase from 9% to 12%. http://data.unaids.org/pub/ExternalDocument/2007/20070608_gupta_weiss_genderandhivpaper_en.pdf . Another example is the "Charka 2004-2007 Key Findings" evaluation report "…which found that over the 3-year period, in some of the districts of intervention, sexual violence within marriage dropped by as much as 15%." http://www.youandaids.org/Charca/M&E/Key%20findings_CHARCA%202004-2007.pdf. Finally the SASA! Study currently underway will provide evidence about the potential and impact of the SASA! approach through the *Raising Voices* Programme in Uganda, to be finalized in 2008. http://www.raisingvoices.org/sasa/sasa_study.php

addressing violence against women and girls. For instance, ongoing monitoring provides feedback on implementation progress, while evaluation processes provide feedback for stakeholders on results and lessons learned, inform national and local plans and policies, create improved indicators to track progress, and provide strategic directions to policy makers and programme implementers for scaling-up.

The international donor community is converging around the need for greater investments in impact and evidence-based evaluations, as reflected in recent initiatives such as the International Initiative for Impact Evaluation (3IE) and the NONIE network.[14] Coupled with strong knowledge-management and knowledge-sharing strategies, including through the use of the internet and communication technologies, evaluation findings and recommended approaches can be disseminated to policy-makers and programmers in a timely manner as they become available. In this manner, the UN Trust Fund's Monitoring, Evaluation and Knowledge Management Framework can also contribute to the Paris Declaration's aims of fostering coherent, harmonized and results-based approaches for effective and efficient resource utilization.[15]

As the evaluation agenda is taken forward, there are challenges that need to be taken into account. Principal among the challenges is the need to strengthen national capacities in evidence-based programming, monitoring and evaluation. Another important consideration in developing any actionable strategy for strengthening evaluation capacities relates to the importance of finding a balance between sophistication and simplicity: More complex aspects (e.g. selecting indicators that appropriately measure attribution versus contribution), need to be balanced with a practical approach that enables implementers and managers to effectively apply monitoring and evaluation frameworks; those that are too mechanistic or data intensive are not conducive to learning and, ultimately, to furthering the evidence base.[16]

A major challenge relates to difficulties and complexities in measuring impact and tracking, and properly interpreting data on violence against women and girls. This includes, for example, the tendency for reports of abuse to the police to increase once the 'silence is broken', often leading to the misconception that violence has actually increased instead of recognizing that increased reporting can be a positive sign that a programme is working to empower women and girls to come

---

[14] For example, the International Initiative for Impact Evaluation (3IE), created in 2007, is focused on funding and supporting impact evaluations through multi-stakeholder partnerships, in order to guide policy-making on social and economic development in low- and middle-income countries. Another example is NONIE - a network of networks for impact evaluation comprised of the DAC Evaluation Network, UNEG and ECG, for more information see http://www.worldbank.org/ieg/nonie/.

[15] The Paris Declaration, endorsed on 2 March 2005, is an international agreement to which over one hundred Ministers, Heads of Agencies and other Senior Officials adhered and committed their countries and organizations to continue to increase efforts in harmonisation, alignment and managing aid for results with a set of actions and indicators to be monitored. See www.oecd.org/document/18/0,3343,en_2649_3236398_35401554_1_1_1_1,00.html.

[16] In "Sharing knowledge: Innovations and Remaining Challenges", Catherine Gwin discusses the gains and challenges of the World Bank's efforts to build knowledge management and sharing within Bank-supported activities. http://www.comminit.com/en/node/3718

forward and seek support and justice. While it can be challenging to disentangle these complexities, it is important that programmes not be penalized for registering increased reporting rates.[17]

A final but critical challenge is securing the required level of resources for significant investments in evaluation itself. Impact evaluations — those that can rigorously test and prove the effectiveness of approaches for achieving highest-level results, that is, reductions in violence against women and girls — tend to have high costs, but are vital to chart the way forward. Ending violence against women and girls will need to remain an urgent national and international priority, with increased resources for evaluation as precedence and a central part of the solution over the next five to ten years.

With its potential increase in funding and shift to multi-year programming, the UN Trust Fund has the opportunity to apply this Framework in order to nurture and disseminate effective trends and approaches, and contribute with strategic information for future interventions and investments. Guided by the state-of-the-art expert consensus and recommendations on where critical 'knowledge and evaluation gaps' lie, the UN Trust Fund is uniquely placed to orient programming and evaluation investments in especially strategic areas with high impact potential, such as a greater focus on prevention, and working with adolescents, men and boys to end violence against women and girls.

2. THE PROCESS OF DEVELOPING THE FRAMEWORK

The development of this Framework in the course of 2007-2008 involved interviews and meetings carried out by a consultant[18] with a range of UN Trust Fund stakeholders; including representatives of UN sister agencies (UNDP, UNFPA, UNICEF, WHO); leading international experts and researchers in the field of ending violence against women (PATH, Horizons/Population Council, USAID MEASURE Evaluation, University of New Orleans, International Center for Research on Women, London School of Hygiene and Tropical Medicine); UN Trust Fund grantees from various regions; UN Trust Fund staff; and UNIFEM staff at global and sub-regional offices, including UN Trust Fund focal points and senior staff. The Framework's development was also informed by: a desk review of UN Trust Fund documentation; a scan of leading evaluation tools and methodologies related to programming on violence against women; and the deliberations of a global expert consultation on evaluation approaches convened under the auspices of the UN Trust Fund by UNIFEM, in collaboration with UNFPA and the Global Coalition on Women and HIV and AIDS[19]. This Framework

---

[17] As discussed during the UNIFEM Expert Group Meeting on Impact Evaluation and Violence Against Women, held in June 2007.

[18] Joanna Kerr, independent consultant hired by the UN Trust Fund Management for this exercise, June-December 2007.

[19] June 2007, UNIFEM and UN Trust Fund *Expert Consultation on Evaluation Approaches to Ending Violence against Women and its Intersection with HIV and AIDS*.

was developed and adopted through a process of consultations with the UN Trust Fund's Inter-agency Programme Appraisal Committee.

3. KEY PRINCIPLES AND FACTORS GUIDING THE FRAMEWORK

Below are the main principles and considerations, in line with international standards for research, monitoring and evaluation, which guide the development and implementation of this Framework:

- *Ensuring adequate investment in programme design,* including capacity development of implementers on evidence-based approaches, as essential for achieving results. Programmes should be based on available evidence from good practice and evaluative knowledge. Monitoring and evaluation plans need to be factored in from the *outset* of the programme design (including the budget and activities foreseen throughout the programming cycle), with clear and measurable intended results that can be tracked, documented and assessed.

- *Applying a participatory approach*, from the programme design through implementation to monitoring, evaluation and knowledge sharing, in order to promote stakeholders' ownership, commitment and capacities. Evaluations should represent an important asset for those evaluated, be relevant to all partners and address their different priorities and needs, with evaluation methodologies tailored to particular contexts and types of intervention.

- *Following established evaluation criteria,* such as relevance, efficiency and 'value-for-cost', size of the programme investment, knowledge gaps, needs for decision-making, potential for up-scaling and replication of innovative or catalytic approaches, and evaluability of the programme/strategy — while maintaining flexibility recognizing that not all criteria need to be applied to every evaluation.

- *Abiding by ethical research standards* and principles of human rights, justice, gender equality and respect for diversity. This includes taking into consideration specific circumstances pertaining to gender-based violence, such as the risks that respondents may face to their personal safety, by guaranteeing confidentiality as a core principle, and sharing information about relevant services with the respondents after conducting the interviews.

- *Promoting practical and cost-effective monitoring and evaluation practices,* building on national and local skills and resources.

- *Removing bias and maximizing objectivity* to safeguard the quality and credibility of a programme's evidence-based design and results, its evaluation and its contribution to the global knowledge base. Prerequisites for impartiality are: independence from management;

objective design; valid measurement and analysis; and the rigorous use of appropriate benchmarks agreed upon beforehand by key stakeholders[20].

Implementation of the Framework will be in accordance with existing evaluation norms and standards, in particular those of the OECD/DAC[21] and the UN Evaluation Group (UNEG)[22], also in line with UNIFEM's corporate Evaluation Strategy 2008-2011.[23] The latter includes UNIFEM's role as Administrator in commissioning evaluations of the UN Trust Fund.

4. PURPOSE AND FUNCTIONS OF THIS FRAMEWORK

The overall **purpose** of the Monitoring, Evaluation and Knowledge Management Framework is to strengthen the UN Trust Fund's impact and effectiveness in responding to and ending violence against women and girls. Its primary **functions** in this regard are to:

1. **Strengthening Monitoring Systems at Global and Local Levels**

2. **Supporting Evaluation to Expand the Evidence Base**

3. **Strengthening Capacities in Monitoring and Evaluation**

4. **Contributing to Global Knowledge Management on Programming**

The Framework will be implemented primarily by:

- Ensuring that all UN Trust Fund grantees strengthen monitoring, evaluation and documentation of lessons learned as an integral aspect throughout the programme cycle;

- Increasing investments in training and capacities in monitoring and evaluation through the UN Trust Fund operations and grants, and additional technical supports provided to grantees or cohorts of grantees;

---

[20] The Evaluation Policy of UNDP, 5 May 2006, DP/2005/28.

[21] The Network on Development Evaluation is a subsidiary body of the Development Assistance Committee (DAC). Its purpose is to increase the effectiveness of international development programmes by supporting robust, informed and independent evaluation. The Network brings together evaluation managers and specialists from OECD development cooperation agencies and multilateral development institutions. http://www.oecd.org/site/0,3407,en_21571361_34047972_1_1_1_1_1,00.html

[22] The United Nations Evaluation Group (UNEG) was formed in 1984 as the UN Interagency Working Group on Evaluation. In 2000 the network became strengthened and in 2003 it took on its current name, UNEG. Today 43 institutions are members, including funds, specialized agencies, programmes and affiliated organizations, through their Evaluation Units. The United Nations Evaluation Group (UNEG) has set Norms and Standards, which guides the UN on commonly agreed evaluation standards. http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

[23] "UNIFEM's Evaluation Strategy 2008-2011, Learning and generating knowledge for greater impact on gender equality and women's empowerment".

- Ensuring that the knowledge generated by UN Trust Fund grantees on effective programming approaches is captured and made widely accessible to policy-makers, practitioners and other stakeholders, through global knowledge sharing.

The Framework's plans for roll out and implementation are further described in the following sections.

4.1 Strengthening Monitoring Systems at Global and Local Levels

UN Trust Fund monitoring systems will be enhanced at global and local (grantee) levels, with the aim of providing managers and key stakeholders regular feedback on progress. Monitoring is a continuous process which includes collecting and analyzing data in order to assess programme processes and results, and to introduce corrective measures as necessary. Monitoring processes also facilitate evaluations at the end of the programme cycle.

All grantees are expected to set up a regular monitoring system, including systematic internal quarterly reviews and at least an annual monitoring review with key stakeholders and beneficiaries (including with participation of the UN Trust Fund focal point). The aim is to strengthen self-assessments of progress, improve documentation of the implementation process, and facilitate timely modifications when needed. In addition, site visits are an essential part of monitoring, and the UN Trust Fund Administrator will strengthen direct monitoring and technical assistance to the grantees through field visits.

At global level, the UN Trust Fund Administrator is responsible for overall monitoring of grantee progress in achieving results, and collecting and systematizing findings that are shared, inter alia, through annual and final narrative and financial reports. A strengthened global monitoring system will include an online database system to facilitate results-based reporting and analysis across grants, also related to capturing trends, facilitating exchange among grantees and to wider information and knowledge-sharing along thematic, sectoral or other lines of programming.

4.2 Supporting Evaluation to Expand the Evidence Base

The UN Trust Fund is strategically placed to contribute to the global knowledge base on effective programme approaches to address violence against women and girls. Building on work advanced with leading experts over recent years, the UN Trust Fund can achieve this by ensuring adequate technical and financial supports are provided to grantees to systematically monitor and evaluate their initiatives; and by nurturing targeted learning and multi-country learning initiatives.

The UN Trust Fund will support three types of evaluation with its grantee partners: process, outcome and impact evaluations. [24]

- *Process Evaluations,* focusing on measuring what the programme has undertaken and for whom the services are provided. In general, process evaluations pose questions in two areas: coverage and process.

  Questions to be answered: Were the intended plans carried out and achieved within the set time frame and budget? What can be learned from the processes? How should the process or approach change?

  ⇒ *All UN Trust Fund grantees would undertake their own process level evaluations as part of their regular reporting obligations.*

- *Outcome Evaluations*, involving an in-depth examination of a related set of programmes and strategies by a range of partners to gauge the extent of success in achieving the outcome, identify underlying factors, validate the contributions of various partners, and identify key lessons learned and recommendations to improve performance. Outcome evaluations analyze information on the results or effects achieved by the programme, i.e. effectiveness of the intervention in generating change.

  Questions to be answered: Did the programme achieve the planned results? What strategies worked and what did not work, and why? Did the programme make a difference to the situation of the beneficiaries, and how?

  ⇒ *A target of more than half of all UN Trust Fund-supported* **individual grants** *would undertake outcome evaluations* **or** *form part of a specific* **multi-grant outcome evaluation**.

  ⇒ *On a selective basis,* **multi-grant outcome evaluations** *would be undertaken*, with groups of grantees in order to capture learning across similar types of intervention, focused on a particular issue, region, or aspect of programming. Groups of grantee programme implementers (a cohort) would work together with a set of **shared goals, research questions and indicators**.[25] This will be carried out through cohort shared learning and accompaniment by expert institutions, as is already underway with the UN Trust Fund's grantees operating within the HIV and AIDS-violence against women window (see 4.3.3 and box on page 14).

  Opportunities for multi-grant cohort learning initiatives arise depending on the pool of grants approved annually, based on a sufficient number of successful applicants who coincidentally share the same learning questions and programme areas of focus. The most practical and efficient way, however, is for the UN Trust Fund to issue specific calls on an occasional basis (subject to resources available) focused on 'experimental' or innovative

---

[24] Summary definitions of the types of evaluation are adapted from UNDP, the World Bank, UNODC and WHO sources.

[25] Note that a set of common indicators and evaluation questions would not preclude the necessity of each programme having additional indicators suited to the specificities of a particular intervention.

cohort initiatives targeting especially strategic, neglected or promising areas, with high value-added and impact potential on policies and programmes and the global knowledge base at large.

- **Impact Evaluations** focus on assessing changes in the well-being of individuals, households, communities, institutions and the environmental context that can be attributed to a particular programme or policy. Impact evaluations address the direct impact of a programme in terms of "what would have happened to those receiving the intervention in the absence of the programme?"

  Questions to be answered: What is the effect of the programme on outcomes? To what extent did the specific strategy make a difference (reduce violence)? How would outcomes change under alternative programme designs? What has changed for the beneficiaries because of this intervention? Who has benefited from the intervention, and how? Are there groups that did not benefit from the intervention? Does the programme impact groups of people differently, and how?

  ⇒ *Impact evaluations would be carried out on a small number of initiatives and undertaken in collaboration with operational research institutions, based on the need for an impact analysis and available funding.*

  This type of evaluation provides a scientific and rigorous assessment of the impact of the initiative (using randomized cluster trials and control groups, for example) that examines what works, how and why to reduce violence against women and girls. Impact evaluations must be planned from the outset of a programme with a time-frame of at least three years in order to be able to analyze the impact of the interventions. Impact evaluations can have a significant influence on policy-making,[26] but carry a higher cost than other types of evaluation. Therefore, the UN Trust Fund's ability to support this type of evaluation would be subject to resource availability and limited to a small but representative number of programmes, selected by carefully identified criteria.[27]

The UN Trust Fund criteria for proposals as of 2008 are requiring the grantees to assign at least 10 per cent of their total programme budgets to monitoring and evaluation. The UN Trust Fund's support to all three types of evaluations combined can be expected to make a significant contribution to the global knowledge base on evidence-based approaches, for the benefit of a wide spectrum of practitioners at country levels. The evaluations will also emphasize assessing the extent to which interventions adopt a dual approach, in terms of how they tackle the root causes of

---

[26] Examples include studies of the Gender Equity in Men Scale (GEM), IMAGE, 'Puntos de Encuentro' and Stepping Stones, all of which have had a impact on policy-making.

[27] Criteria that would apply for selection might include: a need for policymakers to be convinced of the benefits of the specific approach; the innovative/strategic value of the intervention; sufficient evidence available demonstrates the initiative hold high potential for scaling up; the methodology/approach used can be isolated to ensure success can be attributed to it; and outcomes can be achieved in the timeline of the intervention.

violence against women and girls (i.e. gender discrimination), as well as address the direct impact of violence on the lives of women and girls.

4.3 Strengthening Capacities in Monitoring and Evaluation

In order to expand the knowledge base through rigorous monitoring and evaluation, programme implementers require capacity development support at national and local levels. The UN Trust Fund grantees will therefore be provided guidance and skills-building on evidence-based quality programme design, data collection and analysis, establishing a baseline, monitoring and evaluation, documentation and dissemination of findings and results. Through this effort, grantees will be able to fully integrate monitoring, evaluation and knowledge management in their overall programming.

In order to support capacity development on monitoring and evaluation, the UN Trust Fund will undertake five main activities, in collaboration with expert partners and UNIFEM technical advisors:

4.3.1 Developing Monitoring and Evaluation Guidance

The UN Trust Fund will produce a set of technical tools for UN Trust Fund grantees to guide programme design, monitoring and evaluation. These will draw on leading guidelines and tools available, and select on-line sources. The effort will also build on the 2006 guidelines resulting from a UNIFEM-World Bank collaboration[28] focused on evaluation in relation to the UN Trust Fund. The guidance will cover:

- *Definitions* of monitoring and evaluation terminology, types of evaluations, indicators, etc.;

- *Programme Design*, such as developing concise problem statements and the programme's theory of change; and where to access sources for an evidence-based approach;

- *Monitoring and Evaluation*, including how to develop plans and budgets, identify indicators (using *SMART* criteria[29]), develop a monitoring schedule (including quantitative and qualitative data collection tools, sources and periodicity), and how to choose and hire an evaluation team.[30] This component will draw on various global expert consultations; the WHO/PATH volume on *"Researching Violence Against Women[31]"*, and the compendium of indicators on violence against women and girls developed under the aegis of USAID's

---

[28] "*Draft Guidelines for Impact or Outcome Evaluation for projects funded by the Trust Fund to Eliminate Violence against Women*", (internal document) June 2006, by Linde Rachel, World Bank.

[29] SMART criterias stands for; Specific, Measurable, Achievable, Realistic and Timely.

[30] Note that UN Trust Fund grantees will have access to a UNIFEM-supported on-line programming support site, in the framework of its global knowledge management initiative which will provide access to step-by-step guidance and a compendium of leading tools for evidence-based programme design, implementation, monitoring and evaluation, including survey tools and expert-recommended comparable indicators.

[31] WHO/PATH 2005 publication *"Researching violence against women: a practical guide for researchers and activists"* at http://www.path.org/files/GBV_rvaw_complete.pdft

Measure, among other sources, as well as the 2008 report of the Special Rapporteur on Violence Against Women on the issue[32];

- *Dissemination of programmatic learning and results,* including through guidance on how to plan for the documentation dissemination and utilization of programme findings for knowledge sharing with UN Trust Fund grantees, other stakeholders and the broader policy, programming, research and advocacy community at local, national and global levels.

4.3.2 Capacity Development Workshops on Evidence-based Programming, Monitoring and Evaluation

The UN Trust Fund will develop a training curriculum and accompanying capacity development supports on evidence-based programme design, monitoring and evaluation. This effort is presumed to be the first of its kind, and after a process of technical development and validation, and testing with groups of grantees in select regions, the training programme will be institutionalized annually into the UN Trust Fund's operations: All new grantees would be invited to participate in the training at the early stages of their project design (and their approved budgets will include the travel-related costs of such training).

In addition, subject to resources available and the pool of projects approved each year, grantees may be brought together for training tailored to their particular area of focus (e.g. multi-sector service networks, legal reform, or working on prevention with a particular population group such as men and boys, migrants, domestic workers, indigenous populations, etc.). The training package would thus be developed with this type of flexibility in mind, in order to enable adaptation to specific audiences and issues.

4.3.3 In-depth Cohort Accompaniment and Joint Learning

Building on the experience with the current UN Trust Fund cohort working on the intersections of HIV and AIDS and violence against women (see box), select groups of grantees working on similar issues or approaches would be organized into learning cohorts. Workshops facilitated by specialized technical teams would be organized for the cohorts *before* they initiate implementation, and the workshops would include training on monitoring and evaluation concepts, results frameworks, baseline development, indicators, participatory evaluation methodologies and questionnaire development. The trainers/facilitators will accompany these programmes and

---

[32] The UN General Assembly Resolution A/RES/62/133 of October 31st, 2007, increased support for indicators development is reflected in Paragraph 7 on the "*intensification of efforts to eliminate all forms of violence against women*," which requested the *"Secretary-General to intensify his efforts to develop and propose a set of possible indicators on violence against women, building on the work undertaken by the Special Rapporteur on violence against women, its causes and consequences, in order to assist States in assessing the scope, prevalence and incidence of violence against women, with a view to allowing its consideration by the Commission on the Status of Women at its fifty-second session and by the Statistical Commission at the earliest".* And, "Report of the Special Rapporteur on violence against women, its causes and consequences, Yakin Ertürk. Indicators on violence against women and State response", A/HRC/7/6, 29 January, 2008. http://www2.ohchr.org/english/issues/women/rapporteur/annual.htm for links to other relevant reports by the Special Rapporteur on violence against women.

provide technical assistance as needed throughout the programme duration, tailoring needs per initiative. The cohorts would meet towards the end of the process to compare and analyze results, but the grantees would also remain in contact throughout programme implementation for mutual support and shared learning.

Box 1. The UN Trust Fund's Cohort on the Twin Epidemics of HIV/AIDS and Violence against Women

The UN Trust Fund approved a group of grants under a special window opened for the 2006 grant cycle to address the inter-linkages of HIV/AIDS and Violence against Women, a cutting-edge learning initiative focused on how to address the twin epidemics. In June 2007, the grantees came together for a capacity development workshop prior to implementing their projects. The workshop, supported by Johnson and Johnson and other UN Trust Fund donors, focused on programme design, building a joint monitoring and evaluation plan, and deciding on a set of common evaluation questions and baseline data collection priorities to enable learning across programmes.

This cohort of grantees is accompanied by lead experts at PATH (Program for Appropriate Technology in Health, Washington D.C.) to assist with their baseline survey development, selection of indicators and survey tools, and development of monitoring and evaluation plans. The cohort was brought together again prior to the Mexico AIDS Conference 2008, to review and strengthen their baseline studies, and are expected to meet again in 2009 and in 2010 for the cohort project-end evaluation. In the meantime, members of this learning network are connected electronically, with ongoing technical assistance and mentoring from the experts at PATH and the UN Trust Fund team.

4.3.4 Enabling Other Learning and Capacity Development Opportunities

While the supports described above would be the main elements of the effort to strengthen capacities, the UN Trust Fund would also facilitate additional supports for grantees in terms of ongoing learning and technical assistance. For example, this would include providing grantees with information about additional training opportunities, such as the USAID-funded '*Monitoring and Evaluating Gender-based Violence Prevention and Mitigation Programmes'[33]*, which includes a self-guided mini-course and a module for group training; the International Development Research Centre's courses in outcome mapping; or trainings provided by leaders of model programmes[34] (i.e. the Minnesota Duluth model of a coordinated community approach to domestic violence[35]). Through the vantage point of the UN System and the UN Trust Fund's inter-agency participation,

---

[33] '*Monitoring and Evaluating Gender-based Violence Prevention and Mitigation Programmes'* (USAID, Measure Evaluation, IGWG) 2007 (not yet on-line).

[34] For more information on outcome mapping go to http://www.idrc.ca/en/ev-28377-201-1-DO_TOPIC.html

[35] The Duluth Model (Minnesota, USA) coordinates different aspects of the legal system (including the police, criminal court, civil court and probation officers) and forges links between legal systems and resources such as battered women's shelters and advocacy programmes, referenced in the In-depth study on violence against women. The Duluth Programme offers trainings and resources for; Advocates for Battered Women, Batterer Intervention Program Facilitator, Law Enforcement Personnel, Prosecutors, Probation Officers, Judges, Counselors, and Group Facilitators, Practitioners working in Native American Communities, Human Service Providers, Community Organizers, http://www.duluth-model.org/

technical assistance and training opportunities for grantees may also be facilitated, especially at country levels, for example, when relevant UN-sponsored workshops are held to which grantees can be invited; through existing UN staff with data collection and evaluation expertise who may provide technical guidance; or through the UN Evaluation Group initiative to develop a roster of UN experts and consultants with data analysis, monitoring and evaluation expertise, available to support project teams upon request.

4.3.5 Facilitating Access to the State-of-the-art Global Knowledge on Evidence-Based Programming

Grantees' capacities in evidence-based programming would be encouraged through strengthening their global state-of-the-art knowledge, based on evaluations and expert recommendations available. This would include access to learning, tools and good practices generated by former UN Trust Fund grantees, as well as the broader scope of ending violence against women and girls initiatives, in order to inform grantees' on-going learning and programme development. In addition to technical feedback to grantees throughout the process of appraisal, approval, monitoring and coaching, grantees would have access to the UNIFEM-supported on-line programming support site. This site will provide step-by-step guidance and a compendium of leading tools for evidence-based programme design, implementation, monitoring and evaluation, including survey tools and expert-recommended comparable indicators.[36]

4.4 Contributing to Global Knowledge Management on Programming

All too often, even when rigorous monitoring and evaluation has been undertaken, and documentation of a programme and its results is available, the insights and critical lessons learned remain in reports that few practitioners have time to review and assess. For the 'knowledge gap' to be closed, a considerable amount of investment is required to effectively disseminate and communicate results. For monitoring and evaluation to effectively contribute to change, documentation, dissemination and communication processes need to be built in explicitly from the outset of programme design and budgeting stages, as well as throughout the whole programme cycle. By capturing, disseminating and making widely-accessible learning from grantee evaluations, the UN Trust Fund can serve to generate and nurture new theories and practice, and lessons and models for scaling up.

Ensuring ongoing contributions to the global knowledge base is also key to enabling other programmers to benefit from new learning acquired, so that they may in turn integrate relevant findings as part of their evidence-based programme design. Integrated monitoring, evaluation and knowledge management systems help ensure that the full cycle of learning is completed, through generating and sharing knowledge for ongoing improvements in programming to end violence against women and girls.

---

[36] Note that UNIFEM is instituting a global knowledge management system on programming support focused on ending violence against women as part of UNIFEM's corporate Strategic Plan 2008-2011. As UN Trust Fund Administrator, UNIFEM will ensure that learning from the Trust Fund grantees are also fed into this system.

4.4.1 Learning processes

As part of the UN Trust Fund's contribution to global knowledge sharing and capacity development, learning mechanisms for grantees and other practitioners will be facilitated. These may include:

- *Establishing and supporting the development of learning groups and communities of practice* focused on specific issues and shared programming challenges among UN Trust Fund grantees and beyond;[37]

- *Establishing electronic systems for UN Trust Fund grantees* to post questions or technical information and assistance needs that can facilitate knowledge-sharing and exchange;[38]

- *Investing in cross-regional learning processes*, in terms of organizational time, resources and energy, including workshops and retreats to take stock and analyze results;

- *Utilizing the sub-regional UN Trust Fund inter-agency meetings* for events, press conferences, learning and knowledge-sharing workshops with grantees;

- *Exploring UN Country Team meeting spaces as venues for dissemination* of successful UN Trust Fund initiatives to inform the wider spectrum of key national stakeholders, including policy-makers, to promote knowledge-sharing, up-scaling and sustainability.

4.4.2 Communications Activities

The UN Trust Fund has a central role to play in capturing and communicating results and evaluation findings for global knowledge-sharing. This includes ongoing communications plans and activities, such as:

- *Producing high-quality learning and promotional products for wide global dissemination,* based on UN Trust Fund grantee achievements, in order to promote adaptation and up-scaling of successful programme approaches; engage donors in supporting strategic interventions; influence the work of other policy-making and funding circles, including within the UN System, private foundations and development banks; support women's groups and other advocates with evidence of effective approaches to promote; and support overall resource mobilization for country-level action to end violence against women and girls;

- *Organizing outreach events and collaboration with the media*, to highlight and disseminate solutions emerging from the UN Trust Fund, as an integral part of the communications

---

[37] For example, UNIFEM is initiating this type of network under the HIV-violence against women theme in collaboration with Development Connections, which has an on-line training programme that will be translated and adapted for use globally. A community of practice was established in 2008 involving the UN Trust Fund grantee cohort on the issue and the alumni of the course. In a related initiative, UNIFEM is also supporting ActionAid International in developing documentation of 'promising practices' that will be posted as an online tool to add to the existing body of knowledge.

[38] This can draw, for example, from UNIFEM's experience from 1999 – 2001 in housing one of the first dynamic and wide-reaching electronic learning communities on violence against women, with involvement of nearly 2,000 participants.

component. This includes high-profile events with celebrities and high-level dignitaries, linked to the Secretary-General's Campaign; and high-visibility outreach by UNIFEM's Goodwill Ambassador on Ending Violence against Women (actress Ms. Nicole Kidman) who raises awareness and mobilizes support for the UN Trust Fund, including through the '*Say No to Violence against Women*' internet-based campaign;[39]

- *Communicating results to the broader research and evaluation communities*, through articles and abstracts in well-recognized journals on significant insights that draw from UN Trust Fund findings and experiences.

5. IMPLEMENTATION AND INSTITUTIONAL SYNERGIES

Implementation of this Framework implies that additional technical assistance and resources to support the intensified UN Trust Fund investments in capacity development, monitoring, evaluation and knowledge-sharing will be required. Specific measures to be taken in this regard to begin the Framework's operationalization include:

- *Strengthening the annual Call for Proposals* to emphasize research, documentation, monitoring, evaluation and knowledge sharing expectations for successful applicants (as initiated in the 2008 cycle of grant-making). This includes encouraging applicants to strive for higher-level results, build partnerships with research organizations, and ensure results-based programme design and well-developed monitoring and evaluation plans (including adequate budget allocations for baseline data, monitoring and evaluation);

- *Provide ongoing and enhanced technical feedback and support at different stages of programme development*, including instituting technical review teams for the early appraisal and final approval processes (with lead international experts alongside UN agency representatives), developing monitoring and evaluation guidance, and facilitating development of recommended indicators;

- *Strengthen and amplify partnerships with leading expert institutions and women's human rights organizations* which can bring value-added and cutting-edge specialized technical assistance (including on evaluation) to grantee cohorts around specific programming areas;

- *Increase investments in learning initiatives* by allocating UN Trust Fund resources to this end[40], including to target especially strategic and innovative initiatives that could become the 'next big idea';

---

[39] The "Say NO to Violence against Women! Campaign, is led by UNIFEM and gives both information on the situation as well as mobilizes signatures from governments and individuals to support the campaign in raising awareness on violence against women from local to global level, more information can be found on http://www.unifem.org/campaigns/vaw/

[40] Currently, in addition to track the corresponding resource investments the UN Trust Fund requires all grantees to allocate a minimum of 10 per cent of their total budgets for monitoring and evaluation, and they are requested to ensure adequate resources are allocated for baseline data collection, ongoing monitoring, evaluation, documentation and dissemination.

- *Promote grants of larger size and duration,* by continuing the current UN Trust Fund trend towards multi-year programmes that can achieve higher-level results and lend themselves to generating much-needed evidence-based knowledge;

- *Increase technical staff and expertise available to the UN Trust Fund at global, regional and national levels*, as necessary, in particular related to monitoring, evaluation and knowledge management, and strengthen the capacities of grantees in these areas;

- *Intensify communications, outreach and resource mobilization*, including securing adequate resources for especially catalytic evaluation initiatives and the wide dissemination of the findings.

An implementation plan for this Framework will be developed as part of the new UN Trust Fund Strategy (2009-2011). It should be noted that support for the UN Trust Fund's operationalization of this Framework forms an integral part of UNIFEM's corporate work plan (as per its Strategic Plan 2008-2011), and, specifically, of the UNIFEM Ending Violence against Women section, which is charged with providing ongoing technical oversight and quality assurances in support of UN Trust Fund operations at global and country levels. As such, cost-effective synergies have been built into implementation of this Framework, including as regards the Global Knowledge Management system, which UNIFEM is establishing and will serve as the venue through which to channel UN Trust Fund learning and evaluation findings. The ongoing technical assistance, communications, outreach and fundraising support provided by UNIFEM are of direct benefit to UN Trust Fund operations.

In addition, and closely tied to the evaluation focus of this Framework's implementation, are the linkages to UNIFEM's Evaluation Strategy 2008-2011[41].This includes the role of the Evaluation Unit in providing guidance on the UN Trust Fund's monitoring and evaluation components; and linkages to the UNIFEM-planned trainings on evaluation, as well as the evaluation training programme of the UN Evaluation Group. Opportunities to mobilize monitoring and evaluation expertise within the UN system will also be sought, including through the UNDP/UNEG Secretariat's efforts to develop a roster of specialists, including on violence against women and girls, which could become available as an additional support to UN Trust Fund grantees. An overall guiding principle will be to promote exchange of learning from evaluation findings and processes, as well as linking them with the broader work of the UN.

---

[41] The UNIFEM Evaluation Strategy 2008-2011 is a valuable reference for this framework for when to conduct evaluations and their criteria, and includes as one of its indicators the # of evaluations carried out by UN TF grantees.

ANNEX 1: Members of the UN Inter-Agency Programme Appraisal Committee

United Nations entities participating in global and regional UN Trust Fund Inter-Agency Programme Appraisal Committees (PAC) are listed below, reflecting participation in the years 2007 and 2008. Leading international experts on violence against women representing civil society are also members (notably, Amnesty International, the Centre for Women's Global Leadership and Human Rights Watch at the global level, as well as others at sub-regional levels; and the participation of PATH and MADRE in the 2008 technical appraisal process). At country levels the UN Resident Coordinators have also been involved in the technical work processes in 2007.

- The Division for the Advancement of Women (DAW)

- The Food and Agricultural Organization (FAO)

- The International Labor Organization (ILO)

- The Joint United Nations Programme on HIV/AIDS (UNAIDS)

- The Office of the United Nations High Commissioner for Human Rights (OHCHR)

- The Office of the United Nations High Commissioner for Refugees (UNHCR)

- The United Nations Children's Fund (UNICEF)

- The United Nations Convention to Combat Desertification (UNCCD)

- The United Nations Department for Peacekeeping Operations (DPKO)

- The United Nations Development Programme (UNDP)

- The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

- The United Nations Economic and Social Commission for Africa (ECA)

- The United Nations Economic and Social Commission for Latin America and the Caribbean (ECLAC)

- United Nations Educational, Scientific and Cultural Organization (UNESCO)

- The United Nations Office on Drugs and Crime (UNODC)

- The United Nations Office for the Coordination of Humanitarian Affairs (OCHA)

- The United Nations Human Settlements Programme (UN-HABITAT)

- The United Nations Population Fund (UNFPA)

- The United Nations Fund for Women (UNIFEM)

- The World Food Programme (WFP)

- The World Health Organization (WHO)

- The World Bank

ANNEX 2: Key Resources relevant to the Framework

USEFUL TOOLS

1. *Gender-based Violence Tools Manual for Assessment & Programme Design, Monitoring and Evaluation in conflict affected settings*, 2003. Reproductive Health Response in Conflict Consortium. www.rhrc.org/resources/gbv/gbv_tools/manual_toc.html

2. *The Evaluation Policy of the UNDP*. DP/2005/28, 5 May 2006 United Nations, 2006. http://www.undp.org/eo/documents/Evaluation-Policy.pdf

3. The evaluation wiki (on-going compendium of knowledge in relation to evaluation). www.evaluationwiki.org

4. OECD/DAC *Glossary on Key Terms in Evaluations and Results Based Management.* http://www.oecd.org/dataoecd/29/21/2754804.pdf

5. *Draft Guidelines for Impact or Outcome Evaluation for projects funded by the Trust Fund to Eliminate Violence Against Women*, (internal document) June 2006, by Linde Rachel, World Bank.

6. *Improving the Health Sector Response to Gender-Based Violence: A Resource Manual for Health Care Professionals in Developing Countries* (IPPF International Planned Parenthood Federation) Annexes include an illustrative provider KAP questionnaire, a sample client exit survey questionnaire and a sample protocol for qualitative evaluation http://www.ippfwhr.org/site/apps/ka/ec/product.asp?c=kuLRJ5MTKvH&b=2798037&en=lgLMIOPwGiJMLPPxGbKFIPPxG9KPK1OxFcKPJXOBKoLZIdK&ProductID=457905

7. *Measuring the Systems Effects of the Global Fund with a focus on Additionality, Partnerships and Sustainability, May 2005.* The Global Fund to fight AIDS, Tuberculosis and Malaria. www.theglobalfund.org/en/about/policies_guidelines/

8. *M&E Fundamentals: A Self-Guided Minicourse*, Measure Evaluation, 2007. Nina Frankel and Anastasia Gage, with USAID. www.cpc.unc.edu/measure/publications/pdf/ms-07-20.pdf

9. *Monitoring and Evaluating Gender-based Violence Prevention and Mitigation Programmes* (USAID, Measure Evaluation, IGWG) 2007-2008 (not yet on-line).

10. *Monitoring and Evaluation Toolkit: HIV/AIDS, Tuberculosis and Malaria*, 2006. The World Bank, U.S. Department of Health and Human Services, U.S. Centers for Disease Control and Prevention, United Nations Children's Fund, UNAIDS, U.S. Agency for International Development, U.S. Department of State, Global Fund to Fight AIDS, Tuberculosis and Malaria. www.theglobalfund.org/pdf/guidelines/pp_me_toolkit_en.pdf

11. *The 'Most Significant Change' (MSC) Technique*: *A Guide to Its Use* by Rick Davies and Jess Dart, version 1.00, April 2005 www.mande.co.uk/docs/MSCGuide.pdf

12. *Outcome Mapping: Building Learning and Reflection into Development Programmes,* 2001. Sarah Earle et al, International Development Research Centre. www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html

13. *Researching Violence against Women: A Practical Guide for Researchers and Activists*, 2007. World Health Organization and PATH, 2005. http://www.path.org/files/GBV_rvaw_front.pdf

14. UNEG website on Standards and Norms for Evaluations.
    http://www.uneval.org/indexAction.cfm?module=Library&action=GetFile&DocumentAttachmentID=1496

USEFUL STUDIES/EVALUATIONS

15. WHO Multi—Country Study on Wopmen's Health and Domestic Violence against Women.
    http://www.who.int/gender/violence/who_multicountry_study/summary_report/en/index.html

16. *Evaluating Stepping Stones: A review of existing evaluations and ideas for future M&E work*, 2006. Tina Wallace for ActionAid International.
    http://www.aidsportal.org/repos/Evaluating%20Stepping%20Stones.pdf

17. *GEM (GEM - Gender Equity in Men) Scale* (originally developed and tested in Brazil by Julie Pulerwitz for the Horizons Programme and Instituto Promundo, further tested in India and Ethiopia), measures attitudes towards gender norms related to HIV/AIDS prevention, inter-partner violence and sexual relationships. The GEM scale could be useful for interventions targeting men, and those focusing on stigma and discrimination. www.popcouncil.org/pdfs/horizons/brgendernorms.pdf

18. *IMAGE: Intervention with Microfinance for AIDS & Gender Equity study (using cluster randomized trial)*
    http://data.unaids.org/pub/ExternalDocument/2007/20070608_gupta_weiss_genderandhivpaper_en.pdf

19. SASA! Study provides evidence about the potential role and impact of the SASA! approach to address gender inequality, violence against women and women and HIV/AIDS through the *Raising Voices* Programme in Uganda. http://www.raisingvoices.org/sasa/sasa_study.php

20. Charka 2004-2007 Key Findings: evaluation report, which builds on the initial baseline studies conducted in 2004 before or at the start of the interventions and the end baseline studies in 2007, with the purpose of demonstrating the outcomes and impact of the Charca programme.
    http://www.youandaids.org/Charca/M&E/Key%20findings_CHARCA%202004-2007.pdf

21. *In-depth study on all forms of violence against women*. Report of the Secretary-General.
    A/61/122/Add.1, 6 July 2006
    www.un.org/womenwatch/daw/vaw/violenceagainstwomenstudydoc.pdf