META-ANALYSIS REPORT

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Global Insight

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UNITED NATIONS TRUST FUND
TO END VIOLENCE AGAINST WOMEN
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EXECUTIVE SUMMARY

The United Nations Trust Fund to End Violence against Women (UN Trust Fund) is the only multilateral fund focused solely on grant-making for projects that address violence against women and girls (VAWG). Gathering evidence and lessons learned is a stated priority of the UN Trust Fund to ensure innovative grant-making and the sharing of best practices. The UN Trust Fund was established through UN General Assembly Resolution 50/166 in 1996. UN Women is the current administrator of the UN Trust Fund on behalf of the UN system. The UN Trust Fund provides grants to advance the development of innovative models and strategic interventions to end violence against women and girls.

This report represents the final output of a three-month meta-analysis exercise in which final evaluation reports from 23 projects were reviewed using a rigorous mixed-method approach. This meta-analysis is a synthesis of findings, conclusions, lessons and recommendations from a sample of UN Trust Fund projects from 2008 (Grant Cycle 13) to 2012 (Grant Cycle 16). Due to the limitations of time and data, the sample for this study was restricted to only 23 projects with the best quality evaluations (in terms of application of UN Evaluation Guidelines and best practice in evaluation methodologies) as these represent the most reliable source of data.

I'm a class seven drop out. But now am proud to speak in public, I'm so proud now I can write my name, and sign against it and take responsibility within the community, which I undertake frequently.

- Survivor, Sierra Leone, Cycle 15

The projects cost USD 19,465,697, or 29% of the UN Trust Fund's total portfolio value during the same period. Each of the 23 reports reviewed illustrate the UN Trust Fund's careful grant-making and commitment to supporting grantees throughout the project cycle. The 23 projects benefited an estimated 4.2 million people. *Figure 1* provides figures disaggregated regionally.

Figure 1: Beneficiaries and participants reached by region

LATIN AMERICA & CARIBBEAN
160,320 beneficiaries
3 projects

EUROPE & CENTRAL ASIA
47,573 beneficiaries
4 projects

AFRICA
3,821,848 beneficiaries
9 projects

ASIA & THE PACIFIC
176,809 beneficiaries
7 projects

FINDINGS

METHODOLOGY

Key insights represent unique findings of the meta-analyst as well as a synthesis of findings from external evaluators previously engaged to write the final evaluation reports under review here. For this meta-analysis exercise, projects were scored for effectiveness and sustainability. Projects reported as effective or sustainable by external evaluators, without caveat, were scored as 1; those found effective, but with 1-2 caveats, were scored as 0.75; those described as somewhat or partially effective were scored as 0.5; and those found ineffective received a score of 0. Overall figures, like those directly below, and the UN Trust Fund focus area-specific scores, represent the mean of individual project scores.

Key results, defined in the UN Trust Fund's strategic plan as a method of categorizing the focus of its work, serve as project indicators for this meta-analysis. Each project was reviewed for degree of achievement or completion, as stated by the original external evaluator, against each key result, regardless of the project's stated UN Trust Fund focus area. Projects often spanned multiple focus areas and drew on techniques used in other focus areas. Thus, this review assesses whether or not *there is evidence* that each project contributed to any of the key results, irrespective of the project's stated focus area. That said, if a key result was simply not applicable, the project was not reviewed against that key result(s). Projects that met 90-100% of the key result were placed in the "fully achieved" category; those that fulfilled 75-89% were categorized as "partially achieved"; those that fulfilled 50-74% were grouped as "somewhat achieved"; and those that achieved little (0-49%) were put in the "not achieved" category.

KEY INSIGHTS

Grantee projects, funded by the UN Trust Fund, are characterized by highly collaborative, intersectional and localized approaches. According to independent external evaluators, the 23 UN Trust Fund projects reviewed received a mean effectiveness score of 89.1% and a mean sustainability score of 70.7% (calculated using the same scoring methodology as described above for effectiveness scoring).
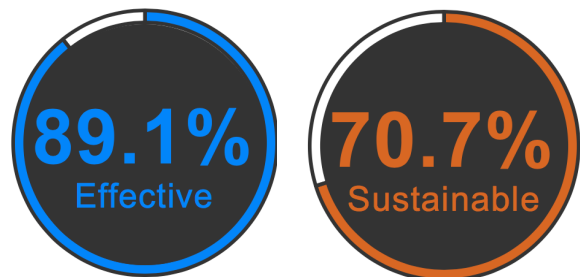
Projects that expanded access to multi-sectoral services were far more effective (95%) than other projects, and projects that strengthened implementation of laws, policies and national action plans were the most sustainable (83.3%). In the sections below, these figures are further disaggregated by UN Trust Fund focus area: (1) expanding access to multi-sectoral services; (2) preventing VAWG; and (3) strengthening implementation of laws and policy.

KEY INSIGHTS: IMPROVING MULTI-SECTORAL SERVICE DELIVERY (ISD)

Projects in Cambodia, the Democratic Republic of Congo (DRC), Kenya, Nepal, Serbia, South Africa South Sudan, Tajikistan and Thailand provide insights into what works and what does not work in the field to expand access to multi-sectoral services by increasing the capacity of service providers to respond effectively to the needs of women and girls affected by violence. The multi-sectoral services include legal assistance, psychosocial counselling and health care.

Capacity building, especially in conjunction with referral and protection systems, remains the most common and effective strategy of service provision across UN Trust Fund-funded projects. The majority and most successful multi-sectoral projects built the capacity of service providers whilst establishing referral and protection systems (80% of ISD projects with a mean effectiveness score of 93.8%). UN Trust Fund grantees receive support with programme design, monitoring and implementation. This increases grantee professionalism, which is an invaluable byproduct of a grantee's relationship with the UN Trust Fund as it allows organizations to more successfully seek external funding.

Key results (% of projects working on each key result area that achieved results, according to the evaluators' assessments based on evidence):

- **88.2% of projects that focused on improving service providers**' ability to provide adequate response and care for survivors achieved results
- **100% of projects that focused on improving access** to specialist services achieved results
- **83.3% of projects that focused on fostering greater ease of accessibility** to services for women and girl survivors achieved results;
- **89.5% of projects that focused on setting up multi-sectoral systems** to improve provision of services to survivors and those at risk achieved results;
- **80% of projects that focused on improving the reporting, investigation and prosecution** of GBV cases achieved results.

KEY INSIGHTS: PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS (PV)

Of the 14 projects that focused on PV, seven were not solely focused on prevention programming. Across all 14 projects, the mean effectiveness score was 89.3%. Integrated PV projects were 92.9% effective, while stand-alone PV projects were 85.7% effective. The two most commonly used strategies - (1) creating opportunities for women to exercise social, economic and political rights, and (2) advocacy - were always used in tandem. All projects that employed advocacy strategies also created opportunities for women to exercise their rights. Similarly, 88% of projects that fostered coalitions and networks also mobilized communities via self-help and community watch groups.

Key results (% of projects working on each key result area that achieved results, according to the evaluators' assessments based on evidence):

- **100% of projects focused on changing the attitudes and behaviour** of practitioners and advocates around harmful practices achieved results;
- **100% of projects focused on improving women's and girls' confidence** in reporting unwanted sexual activity or violence achieved results;
- **72.7% of projects focused on integrating prevention** projects within education institutions achieved results;
- **95% of projects focused on changing behaviours, attitudes and practices** of community leaders achieved results;
- **90% of projects focused on improving attitudes and behaviour** around women's and girls' legal and human rights achieved results;

KEY INSIGHTS: STRENGTHENING IMPLEMENTATION OF LAWS, POLICIES AND ACTION PLANS (SIR)

Grantees and their partner organizations worked on projects to strengthen the implementation of laws, policies and action plans on VAWG through data collection and analysis, and by ensuring that institutions are more effective, transparent and accountable in addressing VAWG. The effectiveness of SIR projects (83.3%) lagged behind others largely due to the discrepancy between the time necessary to accomplish project outcomes and the relatively little time allocated to project implementation and evaluation. In contrast, SIR projects were the most sustainable (83.3%) because of their engagement with formal and informal institutions, and local organizing that was then linked to national decision-makers and coordinating bodies.

Fulfilling key results for SIR projects was largely about local organizing, followed by capacity building and scaling up to the national level. 69.6% of reviewed projects mobilized communities as part of their implementation strategy. Grantees developed cross-sector networks of service providers, community leaders and programme participants. These networks were then mobilized and linked to regional and national networks and actors.

Key results (% of projects working on each key result area that achieved results, according to the evaluators' assessments based on evidence):

- **77.7% of projects focused on setting up accountability mechanisms** achieved results;
- **85.7% of projects focused on improving the effectiveness of institutions** responsible for addressing VAWG achieved results
- **82.3% of projects focused on developing or improved laws**, policies and national action plans achieved results
- **77.7% of projects focused on building the capacity of decision-makers** to improve institutions achieved results;
- **71.4% of projects focused on generating and using evidence** to inform institutional response to VAWG achieved results;
- **62.4% of projects focused on creating or improving case management** systems achieved results.

The work of grantees to ensure survivors were at the centre of advocacy projects, rather than on the periphery, encouraged greater accountability and transparency in law and policy implementation at both the local and national levels. External evaluators for projects in Cambodia, Nepal and Sierra Leone suggest creating mechanisms to publicly make survivors central to projects - as leaders of project design, advocates at local and national levels, and as leaders of demonstrations. If carefully executed to maintain the safety of survivors, this approach might mean more accountability to survivors and that projects are better informed by the realities and experiences of survivors.

KEY INSIGHTS: PROJECT DESIGN AND IMPLEMENTATION

Project design and implementation presented challenges for some grantees. These now represent opportunities to adapt and refine the UN Trust Fund's grant-making.

Project Design

- CHALLENGE: Project design is sometimes overlooked in an effort to meet funding deadlines or jump directly into implementation.
- OPPORTUNITY: Grantees require greater capacity building to develop and update results-based frameworks and theories of change.

Budgeting & Finance

- CHALLENGE: Grantees struggled with project budgeting and finance given poorly defined roles and opaque procedures at the grantee and the UN Trust Fund levels.
- OPPORTUNITY: Financial and administrative roles must be clearly and transparently defined at the grantee and the UN Trust Fund headquarters levels.
- CHALLENGE: Effective modes of communication and problem solving at all levels of project delivery must be explicitly outlined to address unforeseen, yet anticipated, financial and logistical challenges.
- OPPORTUNITY: Financial monitoring tools should be used to mitigate challenges.

Implementation

- SUMMARY: Successful projects were characterized by efforts to develop and support partnerships between grantees and local leaders and organizations with a clear history of supporting women.
- OPPORTUNITY: Survivor- and community-led programming is critical to ending VAWG.
- OPPORTUNITY: Putting survivors at the centre of advocacy and prevention projects offers greater alignment with survivor needs.

Monitoring & Evaluation

- CHALLENGE: Grantees are meeting the very minimum evaluation criteria and struggling to develop and execute comprehensive M&E plans.
- OPPORTUNITY: Monitoring and final evaluation reports should follow the UN Trust Fund's improved evaluation guidance note, which outlines all necessary elements of reporting.

INTRODUCTION

BACKGROUND

The UN Trust Fund to End Violence against Women is a global multilateral grant-making mechanism that supports national efforts to prevent and end VAWG. The UN Trust Fund was established through UN General Assembly Resolution 50/166 in 1996. It is administered on behalf of the UN system by UN Women. The UN Trust Fund provides grants to advance the development of innovative models and strategic interventions in the area of ending VAWG. Grantees – comprising governments and NGOs – have engaged diverse actors, such as women's, men's, adolescents' and youth groups; indigenous communities; religious and traditional leaders; human rights organizations; and the media. To date, the UN Trust Fund has awarded US$116 million to 426 initiatives in 136 countries and territories.

In 2015, the UN Trust Fund developed a five-year (2015-2020) strategic plan to "advocate for and finance innovative approaches for preventing and ending violence against women and girls, to catalyze learning from global evidence collected from the programmes funded by the UN Trust Fund and to leverage its unique mandate and convening power to foster global giving to end violence against women and girls". The UN Trust Fund achieves this through three inter-connected pillars of work:

- grant-giving to initiatives to end violence against women and girls;
- building a global evidence hub on ending violence against women and girls based on the evaluated results of the UN Trust Fund grantees; and
- advocating for global giving for work on ending violence against women and girls.

PURPOSE & OBJECTIVES

This report is intended to support the second pillar: the development of an evidence hub. The UN Trust Fund has built a comprehensive body of knowledge about the kinds of solutions that carry promise of positive impact and the contexts in which they will be most effective. However, the challenge has been to "harvest" this knowledge effectively, first by analysing and evaluating the information, and second by making it accessible to the global community. The second pillar will form a strong link between the first and third pillars so that global resources can be allocated accordingly.

This report is based on a large review and in-depth analysis of 23 UN Trust Fund final external evaluations. Prior to this, a meta-evaluation (in a separate report) analysed evaluations against key quality criteria to provide recommendations on how to enhance the UN Trust Fund's evaluations, including practical advice on how to improve grantee evaluation reports. By improving evaluations, the UN Trust Fund can:

- invest in producing the most credible evidence on what does and does not affect positive change in efforts to end VAWG; and
- build and expand the evidence hub.

This report does not focus on the outcomes of the meta-evaluation.

The meta-analysis, conducted in June-August 2016, summarizes the achievements of UN Trust Fund grantees (from a selection of 23 good quality project evaluations of projects implemented between 2008-2012) and synthesizes the recurrent findings, lessons and good practices.

The meta-analysis aims to:

- synthesize UN Trust Fund results for communications and advocacy purposes; and
- produce evidence from UN Trust Fund grantees who have contributed to global knowledge on what does and does not work in efforts to end VAWG.

Both the meta-evaluation and the meta-analysis set a baseline to better direct investment in research and evaluation by the UN Trust Fund.

SCOPE

A total of 23 evaluation reports - produced by external consultants for Cycles 13-16 of UN Trust Fund-funded projects - from 24 countries were selected as the sample for this study.

Figure 2: Reports reviewed for this meta-analysis

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title (abbreviated)	Project Location	Grant Cycle (year)
1	1	x	x		Community-based sexual assault response and prevention program	Cambodia	Cycle 13 (2008)
1	1			x	Towards a Comprehensive Systems to End Violence Against Women	Serbia	Cycle 13 (2008)
1	1	x	x		Multi-sectoral gender-based violence response	Nepal	Cycle 13 (2008)
1	0.5	x	x		Preventing exploitation, abuse, violence, and trafficking of vulnerable girls	Tajikistan	Cycle 13 (2008)
1	0	x			Every home a safe home	Thailand	Cycle 14 (2009)
0.75	0		x		Our girls, our future: building synergy to end violence against girls	Zambia	Cycle 14 (2009)
0.75	0.75		x		Prevenir la violencia de Género en poblaciones indigenas	Oaxaca, Mexico	Cycle 14 (2009)
0.5	0		x		Father training for violence free families	Turkey	Cycle 14 (2010)
1	0.75		x		Innovando la participación ciudadana para la incidencia politica desde las y los adolescentes	Peru	Cycle 14 (2010)
1	0.5		x		Reducing violence against women in sex work in Karnataka	Karnataka State, India	Cycle 15 (2010-11)
1	1		x	x	Engaging men to strengthen the implementation of GBV laws and policies	Kenya, Rwanda, Sierra Leone	Cycle 15 (2010-11)
1	1			x	Promoting gender equality and improving access to justice for female survivors	Cambodia	Cycle 15 (2010-11)
1	1	x			Documenting and addressing violence and other abuses as experienced by [HIV/AIDS] positive women	South Africa	Cycle 15 (2010-11)

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title (abbreviated)	Project Location	Grant Cycle (year)
1	0.75	x			Training and technical assistance program in Kenya and DRC	Kenya and DRCongo	Cycle 15 (2010-11)
1	1		x		Traditional leaders championing prevention of DV in their communities	Lesotho and Malawi	Cycle 15 (2010-11)
1	0.5		x		Anti-harassment committee and violence prevention system in garment factories	India, Bangladesh	Cycle 15 (2010-11)
0.5	0.5			x	Let's promote justice for our women and girls of Sierra Leone	Sierra Leone	Cycle 15 (2010-11)
0.5	0.5	x	x		Integrated government and community-based strategy for prevention and response	South Sudan	Cycle 15 (2010-11)
1	1	x			Strengthening implementation of a functional integrated GBV/HIV medico-legal framework	Kenya	Cycle 15 (2010-11)
1	1			x	Uruguay unites to end violence against women, girls, and adolescents	Uruguay	Cycle 15 (2010-11)
1	1	x	x		Enhancing a community- based multi-sectoral response to GBV	Mae Hong Son, Thailand	Cycle 16 (2012)
0.5	0.5			x	Securing accountability for GBV through transitional justice	Colombia, Ivory Coast, Kenya, Nepal, Tunisia, Uganda	Cycle 16 (2012)
1	1	x	x		Integrated response to GBV against women in Serbia	Serbia	Cycle 16 (2012)
Mean Score & Frequency	**0.850**	**0.775**	**5**	**5**	**3**			

DETAILED METHODOLOGY

This report is the final output of a three-month exercise that involved reviewed findings, conclusions, lessons and recommendations of previously engaged external consultants during each project's external final evaluation. Paired with this overall review, projects were also scored for effectiveness and sustainability, and marked against key results (or "indicators").

The sample for this meta-analysis was taken from UN Trust Fund projects from 2008 (Grant Cycle 13) to 2012 (Grant Cycle 16) that scored "satisfactory" or above during the preceding meta-evaluation exercise (in a separate report). Due to the limitations of time and data, the sample for this study was restricted to 23 reports that represented only the best quality evaluations as they provide the most reliable data.

The first phase of the meta-analysis employed qualitative methods, including open, axiel, selective and theoretical coding. This phase focused on an in-depth analysis of findings, conclusions, lessons and recommendations presented by previously engaged external evaluators.

The second phase represented the quantitative arm of this study. Each project was scored for effectiveness and sustainability, as reported by external evaluators. Projects reported as "effective" or "sustainable", without caveat, were scored as 1; those found "effective" or "sustainable", but with 1-2 caveats, were scored as 0.75; those stated as "somewhat effective" or "partially effective" were scored as 0.5; and those found "ineffective" received a score of 0. Both overall figures and UN Trust Fund focus area-specific scores represent the mean of individual project scores.

The UN Trust Fund "key results", as stipulated in the organization's strategic planning documents, served as project indicators for this meta-analysis. Each project was reviewed for *degree of achievement or completion*, as stated by the original external evaluator, against each key result. Projects often spanned multiple focus areas and drew on techniques used in other focus areas. As a result, each project was reviewed against all key results. If a key result was not applicable, the project was not held accountable to that key result(s). Projects that fully achieved (90-100%) a key result were placed into the "fully achieved" category; those that fulfilled 75-89% are part of the "partially achieved" category; those that fulfilled 50-74% are grouped as "somewhat achieved"; and those that did not progress towards achieving or achieved very little (0-49%) are part of the "not achieved" category.

The findings of this two-phase approach are summarized in this meta-analysis final report. Effectiveness, sustainability, best practices and strategies, challenges and recommendations are highlighted throughout, and illustrative case studies are included.

LIMITATIONS

The meta-analysis faced the following limitations:

1. Findings were restricted to the content of the evaluation reports received, which limited the assessment by report quality and depth.

2. Data, particularly quantitative data, within each report was limited. During project implementation through to final evaluation, it was clear that data had been sporadically collected and inconsistent data collection methods had been used across projects. If available, data was largely qualitative and/or concerned with output, rather than impact and outcome, indicators.

3. Qualitative synthesis required the meta-analyst to make judgements as to (a) main findings, (b) the degree of impact, completion or success of each project, and (c) which combinations of findings from different reports represented reliable trends and patterns.

FINDINGS: IMPROVING MULTI-SECTORAL SERVICE DE-LIVERY

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Grant Cycle (year)
1	1	x	x		Community-based sexual assault response and prevention program	Cambodia	Cycle 13 (2008)
1	1	x	x		Multi-sectoral gender-based violence response	Nepal	Cycle 13 (2008)
1	0.5	x	x		Preventing exploitation, abuse, violence, and trafficking of vulnerable girls	Tajikistan	Cycle 13 (2008)
1	0	x			Every home a safe home	Thailand	Cycle 14 (2009)
1	1	x			Documenting and addressing violence and other abuses as experienced by [HIV/AIDS] positive women	South Africa	Cycle 15 (2010-11)
1	0.75	x			Training and technical assistance program in Kenya and DRC	Kenya and DRCongo	Cycle 15 (2010-11)
0.5	0.5	x	x		Integrated government and community-based strategy for prevention and response	South Sudan	Cycle 15 (2010-11)
1	1	x			Strengthening implementation of a functional integrated GBV/HIV medico-legal framework	Kenya	Cycle 15 (2010-11)
1	1	x	x		Enhancing a community-based multi-sectoral response to GBV	Mae Hong Son, Thailand	Cycle 16 (2012)
1	1	x	x		Integrated response to GBV against women in Serbia	Serbia	Cycle 16 (2012)
Mean Score & Frequency	**0.950**	**0.775**	**10**	**6**			

95%
Effective

77.5%
Sustainable

This section analyses the effectiveness, sustainability, key results and strategies of projects aimed at improving multi-sectoral service delivery (ISD). The analysis is based on findings, conclusions, recommendations and lessons learned from 10 final external evaluations and research reports funded by the UN Trust Fund from 2008 to 2012.

Each external evaluator, reviewing grantee projects at the conclusion of each project, was asked to assess overall project effectiveness and sustainability. Projects that expanded access to multi-sectoral services were more effective than those in other UN Trust Fund focus areas.
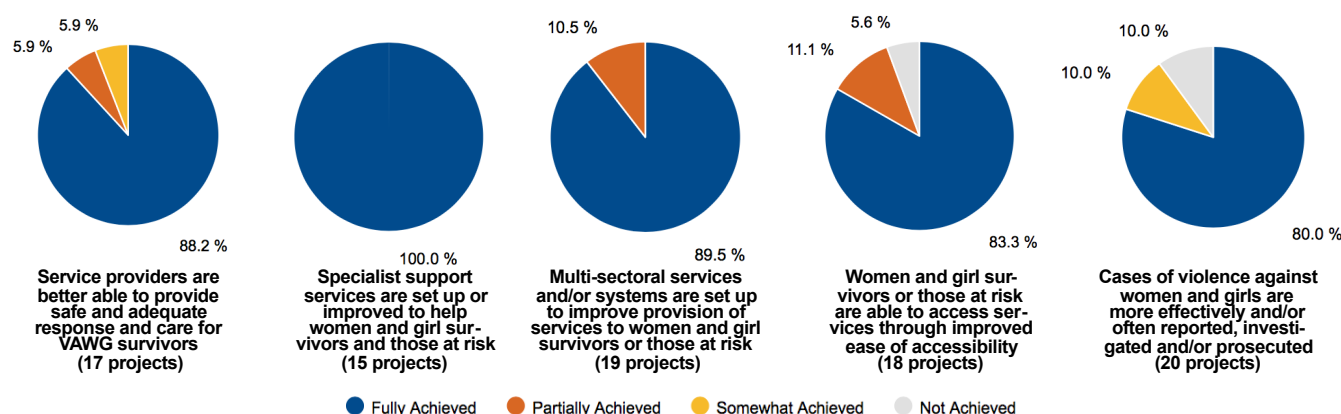
The 10 reviewed project reports had a mean effectiveness score of 95%, while those in the focus areas of preventing VAWG (PV) and strengthening implementation of laws, policies and action plans (SIR) had 89.3% and 83.3% effective respectively. Projects scored by evaluators as fully "effective" delivered all intended services, completed all activities with only minor adjustments, and achieved all major outcome goals.

While the UN Trust Fund funded highly effective ISD projects, project sustainability lagged behind SIR projects. The 10 ISD projects had a mean sustainability score of 77.5%. Mean sustainability scores of all projects in PV and SIR focus areas were 67.9% and 83.3% respectively. Sustainability was weakened by short project duration, inadequate planning for project phase-out, and lack of future funding for ISD grantees.

Key results, visualized in *Figure 3*, represent the degree of achievement or completion, as stated by the original external evaluator, against each UN Trust Fund key result, regardless of the project's stated focus area. Projects often spanned multiple focus areas and drew on techniques used in other focus areas. As such, the sample size for each key result varied (the maximum was 23), while the sample size for overall focus area effectiveness and sustainability was restricted to those projects that fit directly within the focus area. In the ISD focus area, 10 project reports were reviewed for overall effectiveness and sustainability. If a key result was not applicable, the project was not reviewed against that key result(s).

Figure 3: Percentage of projects *focused on each key results area* by degree of achievement

Service providers are better able to provide safe and adequate response and care for VAWG survivors (17 projects) — 5.9 %, 5.9 %, 88.2 %

Specialist support services are set up or improved to help women and girl survivors and those at risk (15 projects) — 100.0 %

Multi-sectoral services and/or systems are set up to improve provision of services to women and girl survivors or those at risk (19 projects) — 10.5 %, 89.5 %

Women and girl survivors or those at risk are able to access services through improved ease of accessibility (18 projects) — 5.6 %, 11.1 %, 83.3 %

Cases of violence against women and girls are more effectively and/or often reported, investigated and/or prosecuted (20 projects) — 10.0 %, 10.0 %, 80.0 %

● Fully Achieved ● Partially Achieved ● Somewhat Achieved ● Not Achieved

With the support of the UN Trust Fund, grantees and their field-based partners expanded access to a range of multi-sectoral services. The creation of collaborative networks and coalitions of previously siloed service providers, employing information and education, and building the awareness of local leaders were key to the expansion of multi-sectoral services in Cambodia, the DRC, Kenya, Nepal, Serbia, South Africa, South Sudan, Tajikistan and Thailand.

The work of grantees enabled service providers to better meet survivors' complex needs - 88.2% of projects that worked to improve service providers' ability to provide adequate response and care for survivors were found to have evidence of results, according to the external evaluators, and 100% of projects focused on improved access to specialist services. Women and girl survivors experienced greater ease of accessibility (83.3% of applicable projects fully achieved this key result). This increase in access and improvement of services appears to have contributed to survivors' improved comfort with report-

> The UN Trust Fund supported grantees in fostering environments where local communities, and survivors in particular, felt a sense of confidence in service providers across a range of sectors.

ing as the evaluators found qualitative evidence during stakeholder interviews of a noticeable increase in reporting of VAWG. Stakeholders noted there were several likely reasons for increased reporting, including ease of access, confidence in service providers and improvement of services.

2010 | SOUTH AFRICA

A project addressing the needs HIV/AIDS+ survivors in South Africa created an evidence base that far exceeded targets. In turn, primary stakeholders were better engaged in understanding their legal rights and redress mechanisms.

Survivors' increased legal literacy and education programs, in partnership with local police departments, results in greater trust in protection and reporting mechanisms. Survivors and service providers reported that community dialogues between women and the police were instrumental in engendering greater trust.

Project partners, with the support of the UN Trust Fund, **expanded the number of stakeholders so as to sustain the project beyond the project cycle**. Additionally, Women in the Western and Eastern Cape led organizing efforts outside of the formal project structures, which improved the sustainability of the project.

2008 | NEPAL

Designed by UNFPA, UNICEF, and UN Women, and funded by the UN Trust Fund, partners in Nepal worked to establish a comprehensive GBV response system that included physical, psychological, social, and legal services.

The increased capacity of service providers - including police and medical professionals - to resolve GBV cases locally, along with improved provisions for physical security of survivors, resulted in increased formal reporting by women.

This changing trend, together with a slight but **perceptible increase in the confidence of women to report, indicated an improvement in the quality of support systems that enable reporting.**

The UN Trust Fund-funding was also used to create **an anonymous helpline which mitigated the confidentiality concerns of many survivors**.

The UN Trust Fund facilitates the capacity building of grantees through supported project design, monitoring and programme-learning phases. It also empowers grantees to identify stakeholders and root projects in local communities. In doing so, the UN Trust Fund encourages grantees to identify implementation strategies that best suit the needs of their local communities.

The UN Trust Fund supports grantees in their work to maximize collaboration between stakeholders. This solidifies local buy-in, resulting in greater effectiveness and sustainability.

Two ISD implementation strategies were identified during this meta-analysis exercise as particularly impactful. First, the great majority of and most successful multi-sectoral projects built the capacity of service providers while also establishing referral and protection systems (80% of ISD projects with a mean effectiveness score of 93.8%). Second, branching out of these systems, partnerships and coalitions of service providers and community leaders fostered lasting collaboration. *Figure 4* visualizes the frequency of all strategies employed by grantee projects that expanded access to multi-sectoral services. The frequencies below are project-level figures, measuring the number of projects that employed each strategy. These figures do not represent the number of times each project utilized each strategy. Rather, each project was counted only once for each strategy, if used.

Figure 4: Strategies of multi-sectoral service delivery, frequency of use across all 23 projects
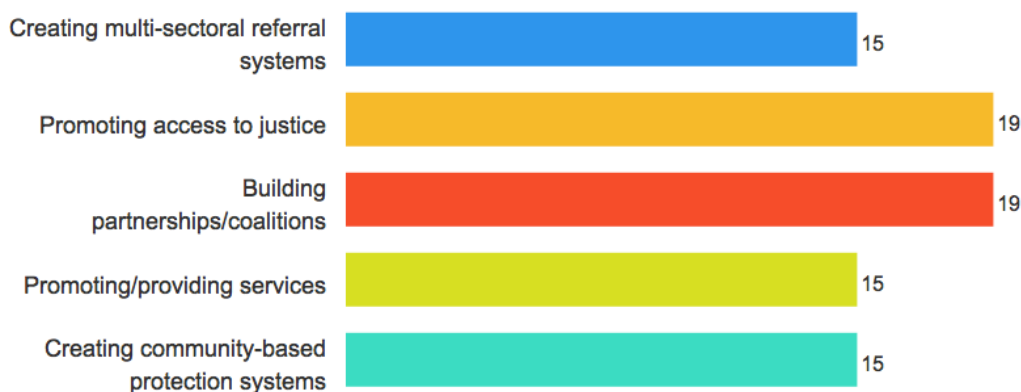
CAPACITY BUILDING VIA REFERRAL AND PROTECTION SYSTEMS

Collaborative learning provided a solid foundation for the expansion of multi-sectoral services. The first step for most multi-sectoral projects was to gather providers from across service industries for general GBV capacity building. These environments fostered the sharing of challenges and best practices, as well as learning. The most effective projects encouraged service providers to collaboratively address obstacles in referral and protection systems. Through capacity building, as participants and facilitators, UN Trust Fund grantees increased their organizational and individual capacity and professionalism. The UN Trust Fund funding was used to expand the reach of projects, which increased their impact and sustainability.

Capacity building, especially in conjunction with referral and protection systems, remains the most common and effective strategy of service provision across UN Trust Fund-supported projects. That said, capacity building is only effective if designed as a long-term strategy that is delivered repeatedly and consistently. Depth is added to capacity building through specialized and refresher training, which is particularly important for service providers engaged in multi-sector service delivery and associated networks. The meta-analyst notes that long-term, repeated and consistent engagement is a requisite of effective capacity building, particularly for ISD projects that target partner agencies and schools. The meta-analyst also finds that the foundation of successful capacity building is a strategic plan which clearly outlines:

- key learning objectives;
- target participant groups;
- minimum number of participants necessary for outcome achievement;
- number of meetings/workshops;
- languages necessary and translation plan;
- techniques to foster a 'trusted space';
- support activities post-meeting/workshop.

Increased professionalism is an invaluable byproduct of a grantee's relationship with the UN Trust Fund as it allows organizations to more successfully seek external funding.

An integrated service approach is key to expanding access to multi-sectoral services. This often involves gathering together service providers from across sectors for joint meetings or workshops. Building on the links made during these meetings and workshops, many grantees coordinated networks of service providers, which provided a platform for efficient service delivery, continued sharing of best practices, and collective advocacy at the local, regional and national levels.

Projects in Thailand and Serbia established confidential case conferences, which included all service providers, that successfully overcame challenges around confidentiality in protection and referral systems.

BUILDING PARTNERSHIPS AND COALITIONS

The impact and sustainability of UN Trust Fund-funded grantee approaches relies heavily on the coordination of networks across service teams, stakeholders and partner organizations. This is especially true during initial periods of GBV response. Findings from projects in the DRC, Kenya, Nepal, Serbia, South Sudan and Tajikistan provide evidence in this regard. Interestingly, partnerships and coalitions often started with health professionals as a "proof of concept", which was then expanded to other sectors.

Now I'm able to have a conversation with a medical doctor on an issue that has come before me and that also assists with the rule now in making a better decision that you'll have made without that information.

- Local Magistrate Kenya, Cycle 15

The effectiveness of partnerships and coalitions is indisputable. That said, those projects that did not include reproductive health and education professionals in coalitions were less effective. Furthermore, in sub-Saharan Africa and Central Asia the lack of vocational education and livelihood services as a part of multi-sectoral services inhibited project success.

Grantees working at the intersection of prevention and response services illustrate the effectiveness of the multi-sector cluster approach. A South Sudan project integrating government and community-based actors found that synergy of multi-sector clusters contributed to synergy of project results. Distilled from that project evaluation is a list of best practices for a multi-sector cluster approach which could be used or developed by the UN Trust Fund as a model for other projects:

- Develop networks and partnerships between sectors (for instance, health centres and the police department) to expand access and tackle challenges around historically "less helpful" service providers.
- Coordinate GBV prevention and response activities via clusters.
- Hold monthly meetings to address different perspectives, service constraints and challenges within and between cluster partners.

Multi-sector clusters also fostered solid working relationships between service providers, the media and beneficiary community structures - community leaders, community volunteers, women's associations and youth groups. These relationships laid the foundation for what grantees call project "acceptability" and strengthen community ownership. Finally, through multi-sector clusters groups, organizations and sectors that are particularly well-resourced can be encouraged to support those with less resources within their cluster.

"Once I found a woman fully drunk at the bus park. Instead of asking her the reason behind the condition she was in, I kicked her. Being socialized in a patriarchal society, I too had the mentality of blaming the woman for her condition instead of trying to know about her problems. But, after I got gender related trainings from our institution and other projects/ organizations; I realized the blunder I was doing. These trainings have taught me to empathize with the victims. Whether it be by providing them with counseling or helping them file the case or refer them to other services, I have been provided skills through trainings for all of those. These trainings are extremely relevant especially in the profession like ours and should be given time and again. The victims approach us with the hope of getting justice, if we are also not sensitized about GBV ourselves, then whom will they approach and when will we be able to eliminate this kind of behavior from our society?"

- Police Constable Women's Cell Nepal, Cycle 13

CASE STUDY: PREVENTING VAWG + HIV/AIDS

Many UN Trust Fund projects were implemented in HIV/AIDS high-risk communities. Grantees in the DRC, Kenya, Lesotho, Malawi, South Africa and Zambia either explicitly provided joint GBV-HIV/AIDS services or provided GBV services in communities also grappling with high rates of HIV/AIDS.

In Zambia, the "Our girls, our future" project was implemented in Lusaka, which has an HIV rate of 20.8%. Through a series of mass media campaigns; capacity building workshops; convening of spaces for adolescent girls, boys and community members; and multi-sector coalition meetings, the project addressed "physical and sexual violence against adolescent girls". While doing so, the grantee effectively integrated HIV/AIDS-specific capacity building for adolescent community members and involved HIV/AIDS service providers in a multi-sector coalition.

Multi-pronged approaches, rooted in local communities, increase awareness, improve access and harmonize services. This is true whether the project is directly or indirectly providing HIV/AIDS services. Applicable across UN Trust Fund focus areas and sub-areas of interest, a local, multi-pronged approach is particularly useful in HIV/AIDS contexts.

The project in Zambia was found less effective and not sustainable because of an apparent lack of local community ownership. The evaluator wrote that the project represents a:

"*missed opportunity when it comes to sustainability. The mobilization of the community never really focused on transferring ownership of the initiative to the community itself. For example, a key sustainability issue mentioned by Safe Space mentors was that quite a few of the junior mentors would move on from their schools... In shaping the agenda for this project, community members were never really involved. They were only engaged at the stage of training/capacity building... Sustainability was not on the agenda right at the beginning of the project inception.*"

Social and behaviour change communications techniques, like those used in Zambia, provide additional opportunities for norms and behaviour change in HIV/AIDS contexts. That said, **these tools and techniques were only useful when UN Trust Fund projects also offered services that met the unique GBV-related needs of survivors and provided opportunities for community members to access additional information.**

FINDINGS: PREVENTING VIOLENCE AGAINST WOMEN AND GIRLS

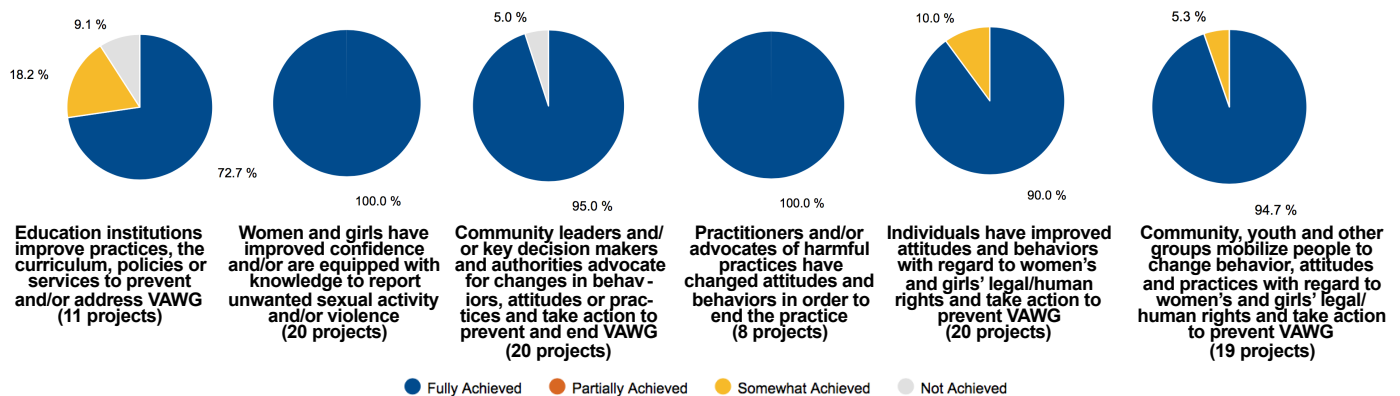| Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Grant Cycle (year)
1	1	x	x		Community-based sexual assault response and prevention program	Cambodia	Cycle 13 (2008)
1	1	x	x		Multi-sectoral gender-based violence response	Nepal	Cycle 13 (2008)
1	0.5	x	x		Preventing exploitation, abuse, violence, and trafficking of vulnerable girls	Tajikistan	Cycle 13 (2008)
0.75	0		x		Our girls, our future: building synergy to end violence against girls	Zambia	Cycle 14 (2009)
0.75	0.75		x		Prevenir la violencia de Género en poblaciones indigenas	Oaxaca, Mexico	Cycle 14 (2009)
0.5	0		x		Father training for violence free families	Turkey	Cycle 14 (2010)
1	0.75		x		Innovando la participación ciudadana para la incidencia politica desde las y los adolescentes	Peru	Cycle 14 (2010)
1	0.5		x		Reducing violence against women in sex work in Karnataka	Karnataka State, India	Cycle 15 (2010-11)
1	1		x	x	Engaging men to strengthen the implementation of GBV laws and policies	Kenya, Rwanda, Sierra Leone	Cycle 15 (2010-11)
1	1		x		Traditional leaders championing prevention of DV in their communities	Lesotho and Malawi	Cycle 15 (2010-11)
1	0.5		x		Anti-harassment committee and violence prevention system in garment factories	India, Bangladesh	Cycle 15 (2010-11)
0.5	0.5	x	x		Integrated government and community-based strategy for prevention and response	South Sudan	Cycle 15 (2010-11)
1	1	x	x		Enhancing a community- based multi-sectoral response to GBV	MHS, Thailand	Cycle 16 (2012)
1	1	x	x		Integrated response to GBV against women in Serbia	Serbia	Cycle 16 (2012)
Mean Score & Frequency							
0.893	**0.679**	**6**	**14**	**1**			
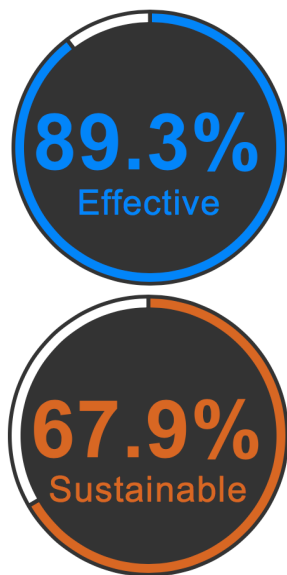
89.3%
Effective

67.9%
Sustainable

This section analyses the effectiveness, sustainability, key results, and strategies of projects aimed at preventing VAWG (PV).

PV projects were found to be more effective than SIR projects (83.3%), but less effective than ISD projects (95%). The 14 PV project reports reviewed received a mean effectiveness score of 89.3%. Projects evaluated as fully "effective" delivered all intended services, completed all activities with only minor adjustments, and achieved all major outcome goals. Unique to prevention of VAWG, seven of these projects were not solely focused on prevention programming; rather, those projects incorporated prevention strategies into the expansion of multi-sectoral service and improved implementation of laws and policies. Across projects that integrated elements of prevention with strategies from other focus areas, the mean effectiveness score was 92.9%. The seven projects focused only on prevention received a mean effectiveness score of 85.7%. Prevention projects were the least sustainable. The 14 PV projects received an overall mean sustainability score of 67.9%. Mean sustainability scores of all projects in ISD and SIR focus areas were 77.5% and 83.3% respectively. Sustainability was weakened in this focus area largely by the short use of information, education and communication strategies.

Figure 5: Percentage of projects focused on each key results area by degree of achievement

Education institutions improve practices, the curriculum, policies or services to prevent and/or address VAWG (11 projects)	Women and girls have improved confidence and/or are equipped with knowledge to report unwanted sexual activity and/or violence (20 projects)	Community leaders and/or key decision makers and authorities advocate for changes in behaviors, attitudes or practices and take action to prevent and end VAWG (20 projects)	Practitioners and/or advocates of harmful practices have changed attitudes and behaviors in order to end the practice (8 projects)	Individuals have improved attitudes and behaviors with regard to women's and girls' legal/human rights and take action to prevent VAWG (20 projects)	Community, youth and other groups mobilize people to change behavior, attitudes and practices with regard to women's and girls' legal/human rights and take action to prevent VAWG (19 projects)

● Fully Achieved ● Partially Achieved ● Somewhat Achieved ● Not Achieved

Across all 14 PV projects, 8 fully met the key result goal of changing the attitudes and behaviour of practitioners and advocates around harmful practices that contribute to VAWG, such as female genital mutilation and early forced marriage. Although the 8 represents only 57.1% of PV projects, they were the only ones directly tasked with this key result, which translates to a 100% success rate for this particular key result.

All 14 PV projects, plus an additional six non-PV projects, improved women's and girls' confidence in reporting unwanted sexual activity or violence. Moreover, these projects were the only projects directly targeting this key result, again achieving 100% in this key result area.

The integration of prevention projects within education institutions was the least achieved key result (only 72.7% of applicable projects completely fulfilled this key result). A critical finding of the meta-analyst is that prevention projects are more effective if integrated into multi-sectoral service delivery or policy implementation. Integrated PV projects were 92.9% effective, while stand-alone PV projects were 85.7% effective.

Prevention programming is most effective when paired with projects that also expand access to multi-sectoral services or strengthened the implementation of policies and laws.

2012 | SERBIA

The Serbia UN Country Team, with funding from the UN Trust Fund, partnered with three UN agencies to deliver a comprehensive response and prevention project during Grant Cycle 16. The project included:

- GBV programs in 50 schools
- 60 trained mentors and school advisors
- ToT program for peer educators and youth community groups

Coupling education strategies with network creation, the project was extremely successful in generating youth activists more knowledgeable on the subject of gender roles, identities and stereotypes, and GBV and VAWG prevention. Youth leaders reported feeling confident and competent following ToT meetings, which improved peer-to-peer training and youth-specific community mobilization.

Girls, trained mentors, and school advisors were better able to engage in actively preventing VAWG in their communities.

Because **project partner capacity was built to a degree that allowed continued autonomy, the project saw durable effects**. Trainers, teachers, peer educators, and education advisors supported by the project have remained to monitor and support schools in violence prevention. This has enabled the sustainability of the institutional response to violence.

2010 | TURKEY

A Grant Cycle 14 project in Turkey focused on fathers as violence prevention agents of change. **Due to the brevity of the project, effectiveness was mixed and short-term, and sustainability lacking.**

The project's model included a ToT program, panels and workshop with fathers, and school seminars. In total, 4 panels and workshops, and 14 school seminars where conducted. The initial impact on fathers who attended either panels and workshops ranged from .11 to .33 increases in knowledge around democratic parenting, attitudes to violence, gender equality, and child development.

While this knowledge was retained by trainers, who were employed through formal agreement, project participants were much less likely to exhibit lasting knowledge retention. Moreover, knowledge of legal services overall remained extremely modest.

The final evaluation, conducted one year after the conclusion of all panels and workshops, found knowledge of and attitudes toward gender equality, violence awareness, and democratic parenting had largely deteriorated, regardless of the age, education, and employment status of the fathers. Fathers were most resistant to attitude and behavior change in regards to violence against children and their wives.

BEST PRACTICES

Prevention programming was a major portion of grantee work. In either solely prevention-focused projects or projects that combine prevention programming with expanded access to multi-sectoral services, UN Trust Fund-funded prevention projects most often employed information, education and communication strategies as well as public awareness-raising, often in the form of organized demonstrations and dramas. *Figure 5* visualizes all PV strategies employed by grantees. As noted previously, projects often spanned multiple focus areas and drew on techniques used in other focus areas.

Figure 5: Strategies of VAWG prevention, frequency of use across all 23 projects
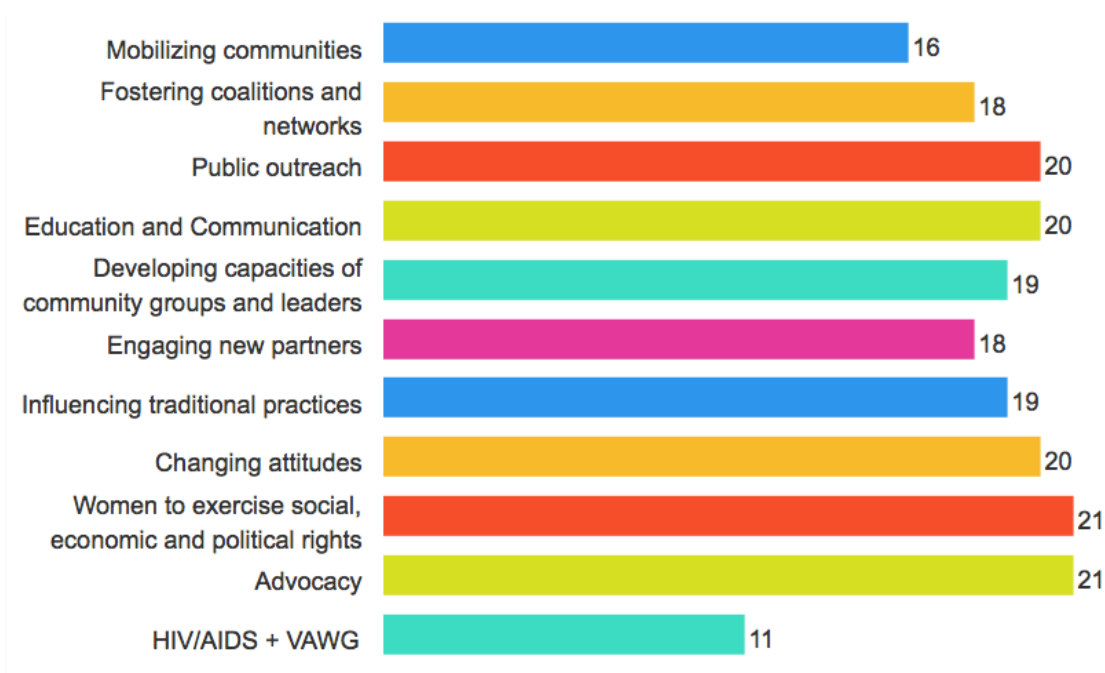
The two most commonly used strategies - creating opportunities for women to exercise social, economic and political rights; and advocacy - were always used in tandem. This meant that all 21 projects that employed advocacy strategies also created opportunities for women to exercise their rights. Similarly, 88% of the projects that fostered coalitions and networks also mobilized communities via self-help and community watch groups, for example. The majority of these projects also engaged in public outreach and awareness-raising activities.

INFORMATION, EDUCATION AND COMMUNICATION

Similar to capacity building with service providers, prevention strategies that employ information, education and communication are most effective if delivered at consistent intervals over an extended period. For instance, community workshops delivered twice in one month for 20-30 minutes each are less effective than two-hour capacity building sessions delivered on six occasions across six months.

Particularly true for prevention projects tasked with public outreach and advocacy, targeting a specific yet diverse participant group (by sector, age, class, disability, gender and so forth) has

greater impact than strategies without a target group or with a target participant group that is so narrow that it has no diversity in thought and experience.

In public outreach and advocacy strategies, it is more effective to target a specific set of diverse participants so as to encourage sharing of perspectives, experiences, and strategies across identity and access categories.

Materials used to deploy information, expand education and encourage knowledge transfer must be accessible in all relevant languages and for people at all literacy levels. Clear and consistent terminology is crucial as are participatory techniques.

In Tajikistan, 500 girls received legal advice through education and homelessness programs, and 14 training sessions were held with local authorities and state bodies. 174 homeless girls were supported by project partners, 16 of which were referred for specialist support services.

MOBILIZING COMMUNITIES

A distinct emphasis on community mobilization is part of the unique approach of many UN Trust Fund projects. In fact, 69.6% of projects reviewed for this meta-analysis mobilized communities as part of their implementation strategy.

Beginning at the local level, UN Trust Fund grantees developed cross-sector networks of service providers, community leaders and programme participants. These networks were then mobilized and linked to regional and national networks and actors. This process of mobilization has proven vital to the increased access, uptake, reach and sustainability of projects.

2012 | THAILAND

The International Rescue Committee, in partnership with the Karenni National Women's Organization (KNWO), mobilized local communities through **discussion groups, demonstrations and dramas, the creation of camp leadership councils, and a series workshops that reached 22,029 participants**. Overall awareness of GBV increased substantially and survivors reported a greater sense of safety. Sustainability of the project was fostered through professionalization-focused capacity building for KNWO by the International Rescue Committee, which remains committed to supporting the growth of KNWO as a community-based and community-driven women's organization.

CASE STUDY: ENGAGING MEN & BOYS

In Kenya, Lesotho, Malawi, Rwanda, Sierra Leone, Turkey and Zambia, UN Trust Fund-funded projects engaged men and boys as either the sole focus or one element of the project. Working across Kenya, Rwanda and Sierra Leone, Sonke Gender Justice (Sonke), the chair of MenEngage Africa and three MenEngage sub-grantees directly engaged men and boys in project activities that included:

- national policy scans to identify policy gaps related to GBV prevention and response;
- dialogue and lobbying with regional economic committees;
- legal interventions;
- partnership creation between men's groups and women's rights organizations; and
- building on the Special Rapporteur's specific recommendations on ending VAWG.

Capacity building at national and local levels was a major focus of Sonke throughout the project. On reflection, Sonke and partners recommended that men and boys be engaged as both programme partners and beneficiaries, not simply beneficiaries. In this way, men and boys should be empowered as implementing partners for increased impact and sustainability.

In Zambia, the grantee found that providing a space for discussion and collaboration, especially for boys, lays the foundation for empowered programme participants who will carry project objectives forwards.

SEMI-STRUCTURED ENGAGEMENT

When engaging men and boys, dedicated and private spaces paired with semi-structured discussion is the most effective service delivery strategy. In these spaces, men and boys must be encouraged to discuss their needs, challenges, perspectives and vulnerabilities in relation to the issues of GBV, sexual and reproductive health, and the more general "costs of patriarchal norms". Grantees across contexts recommend that the UN Trust Fund **supports semi-structured engagement that encourages men and boys to deconstruct masculinity, power, privilege and the structural causes of GBV, such as access to education and economic opportunities.**

FINDINGS: STRENGTHENING IMPLEMENTATION OF LAWS, POLICIES AND ACTION PLANS

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Grant Cycle (year)
1	1			x	Towards a Comprehensive Systems to End Violence Against Women	Serbia	Cycle 13 (2008)
1	1		x	x	Engaging men to strengthen the implementation of GBV laws and policies	Kenya, Rwanda, Sierra Leone	Cycle 15 (2010-11)
1	1			x	Promoting gender equality and improving access to justice for female survivors	Cambodia	Cycle 15 (2010-11)
0.5	0.5			x	Let's promote justice for our women and girls of Sierra Leone	Sierra Leone	Cycle 15 (2010-11)
1	1			x	Uruguay unites to end violence against women, girls, and adolescents	Uruguay	Cycle 15 (2010-11)
0.5	0.5			x	Securing accountability for GBV through transitional justice	Colombia, Ivory Coast, Kenya, Nepal, Tunisia, Uganda	Cycle 16 (2012)
Mean Score & Frequency							
0.833	**0.833**		**1**	**6**			

83.3%
Effective

83.3%
Sustainable
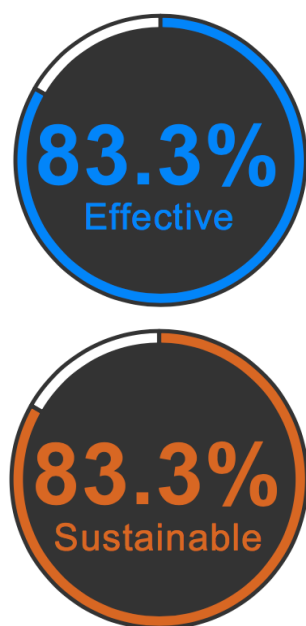
This section analyses effectiveness, sustainability, key results, and strategies of projects concerned with strengthening implementation of laws, policies and action plans (SIR).
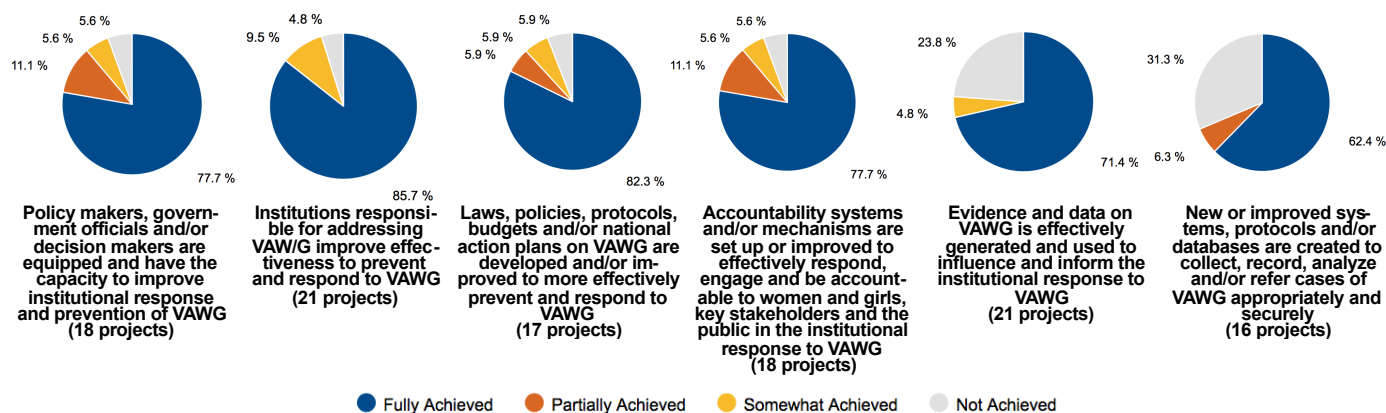
Projects that strengthened implementation of laws, policies and national action plans received the same effectiveness and sustainability scores. The ranking of those scores in relation to projects in other UN Trust Fund focus areas, however, adds nuance to this finding. The six reviewed SIR project reports received an overall effectiveness score of 83.3%, while those in the PV and ISD focus areas received scores of 89.3% and 95% respectively. The lagging nature of SIR project effectiveness is likely due to the discrepancy between the time allocated to accomplish project outcomes and the relatively little time allocated to project implementation and evaluation. In other words, project outcomes tend to lag behind project implementation by a number of years.

While SIR projects were found to be less effective overall, project sustainability in this focus area was the greatest at 83.3%. Mean sustainability scores of all projects in PV and ISD focus areas were 67.9% and 77.5% respectively. Sustainability was strengthened by engagement of formal and informal institutions, and local organizing in SIR projects.

With the support of the UN Trust Fund, grantees and their partners laid the foundation for the eventual implementation of laws, policies and national action plans that address VAWG. The creation of advocacy networks, improved transparency around protocols and budgets, and the strengthening of accountability mechanisms were all key strategies in this focus area.

Grantees empowered survivors to advocate with their local communities for accountability and transparency in law and policy implementation: 77.7% of applicable projects fully met the key result target of setting up accountability mechanism(s), and another 11.1% partially met it. Projects that work to strengthen implementation of laws and policy can be mistakenly seen as national-level projects. In reality, fulfilling key results is largely about local organizing, followed by capacity building, and then mobilizing to scale-up efforts to the national level.

Figure 6: Percentage of projects focused on each key results area by degree of achievement

Policy makers, government officials and/or decision makers are equipped and have the capacity to improve institutional response and prevention of VAWG
(18 projects)

Institutions responsible for addressing VAW/G improve effectiveness to prevent and respond to VAWG
(21 projects)

Laws, policies, protocols, budgets and/or national action plans on VAWG are developed and/or improved to more effectively prevent and respond to VAWG
(17 projects)

Accountability systems and/or mechanisms are set up or improved to effectively respond, engage and be accountable to women and girls, key stakeholders and the public in the institutional response to VAWG
(18 projects)

Evidence and data on VAWG is effectively generated and used to influence and inform the institutional response to VAWG
(21 projects)

New or improved systems, protocols and/or databases are created to collect, record, analyze and/or refer cases of VAWG appropriately and securely
(16 projects)

● Fully Achieved   ● Partially Achieved   ● Somewhat Achieved   ● Not Achieved

2012 | COLOMBIA, COTE D'IVOIRE, KENYA, NEPAL, TUNISIA, UGANDA

A multi-country transitional justice project supported by the UN Trust Fund during Grant Cycle 16 saw increases in contact between survivors and policymakers, which served as an accountability mechanism among policymakers. As a foundation to survivor's advocacy with policy makers, project partners completed the following:

- All: Implementation of gender-sensitive transitional justice strategies
- All: Advocacy with local women's groups
- Tunisia: Creation of the Women's Commission inside the Truth & Dignity Commission
- Uganda: Human rights documentation project
- Colombia: Trainings

Clear evidence suggests significant changes in knowledge of and confidence with concepts of gender and transitional justice in Tunisia and Kenya, with only minimal changes in Colombia. No evidence of change was found in Uganda, Côte d'Ivoire, or Nepal.

Impact across contexts was mixed and difficult to substantiate given the lack of monitoring data. Existing data, even data related to the simple counting of beneficiaries, was not gathered using a uniform methodology.

2010 | URUGUAY

Violence undertaken during territorial disputes in Uruguay, in all 19 departments, or legislative districts, was combatted by a UN Trust Fund-funded Grant Cycle 15 project. Though new laws were not enacted as a result of this project, a foundation was laid for public policy that would address institutionalized violence. As one example, the Bipartisan Women's Caucus supported a debate on reforming the penal and procedural codes as well as a new domestic violence act.

Project partners focused a great deal on evidence gathering and research. A comparative study of legal frameworks in countries with greater development in gender and human rights helped to define existing legal gaps and provide recommendations.

The first "National Survey on the Prevalence of Gender and Generation-based Violence" created a monitoring system for expressions of violence and will serve as a benchmark for policy construction. **In partnership with this national survey, progress was made on analyzing the concept of violence and public policy specific to sexual violence, human trafficking and sexual exploitation, and trafficking of immigrants.** Study and reference materials were made available to journalists who were encouraged to publicly reflect on the topic of violence. A journalist handbook on covering violence and the Female Journalists Network were also created.

BEST PRACTICES

Projects tasked with strengthening the implementation of laws, policies and national action plans require a long-term vision, as success in this area is gradually met by initially building local capacity. The UN Trust Fund has patience in this regard, funding many projects that enhanced the capacity of decision-makers and organized local communities to engage in their own advocacy.

Local organizing is paramount and national coordinating bodies can add cohesion across networks and help to develop national action plans.

While mobilizing communities for self-advocacy, the UN Trust Fund supported partners in gathering and sharing evidence. In doing so, it built the capacity of partner organizations and strengthened "calls to action" that originated with local communities. *Figure 7* visualizes the frequency of these and other implementation strategies employed by grantee projects.

Figure 7: Strategies of strengthening implementation of laws, policies and action plans, frequency of use across all 23 projects
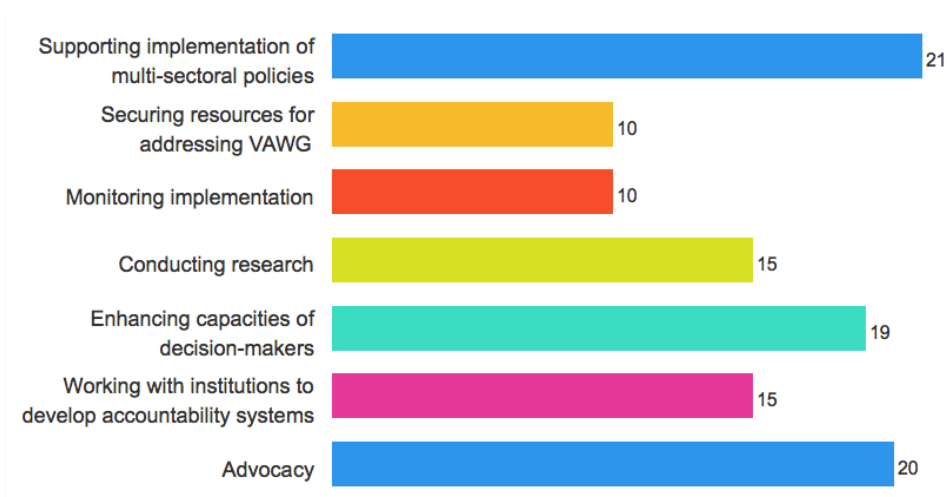
LOCAL TO NATIONAL

The most effective UN Trust Fund grantee projects began with a local approach to organizing. They gathered women into informal discussion groups to learn about GBV, share experiences and build communities of trust. Grantees then used these same group structures to teach participants about their legal rights.

Capacity building was often taken a step further with advocacy training, teaching women to work with government officials to strengthen the implementation of GBV laws and national action plans. Organizing in this way, moving from local to regional to national, offered local groups greater capacity building and credibility. This process also served to increase access to government officials, especially those already eager to improve their national record on VAWG because of international pressure.

Once at the national level, projects in Cambodia, Serbia, Tajikistan and Uruguay provide evidence as to the need for collaboration between key stakeholders in the government, civil society and the United Nations system. External evaluators noted that a high degree of collaboration among these actors places additional pressure on governments to create national coordinating bodies and implement GBV-related policies.

In Sierra Leone, starting with building the capacity of local traditional leaders enabled project parters to access chiefdom structures and pair them with local women's groups to advocate for cultural change around VAWG. Women's direct involvement as leaders of the project resulted in their increased confidence to hold men accountable, and identify and refer GBV cases. This accountability held true even for those in power as a government minister was dismissed from office when found guilty of rape.

EVIDENCE: RESEARCH, DATA COLLECTION AND ANALYSIS

Evidence gathering and sharing presented challenges to grantees. With each challenge external evaluators and the meta-analyst note opportunities for greater UN Trust Fund support. This support takes the form of funding for innovative, technology-driven data gathering and sharing of results, and capacity building especially around mixed-method approaches.

Many partners lacked the resources and capacity to effectively gather and share project results. When results were gathered, the information was often shared only with donors and immediate programme staff, rather than across all stakeholders, including project participants. External evaluators from projects in Kenya, Lesotho, Malawi, Rwanda, Sierra Leone and Turkey noted an opportunity for the UN Trust Fund to support the use of new technologies and engage with the media to expand the reach of projects and the sharing of results.

The meta-analyst found a need for capacity building around mixed-method analysis approaches, with special emphasis on "stories of impact" from the field. Grantees often lack the resources and skills to design a mixed-method research strategy, develop the necessary data collection tools, and physically gather data.

The most successful projects analyse and disseminate project results with clear details on areas of strength and weakness. The GBV-HIV/AIDS Knowledge Hub provides an example of a particularly useful online learning and results sharing platform used by partners in Kenya. Online platforms such as this expand the reach and diversity of project engagement. Across regions, grantees require greater support from the UN Trust Fund when moving into analysis and programme learning phases. Evaluators from projects in Lesotho, Malawi and Nepal noted the need to use evidence in project decision-making at all levels, suggesting monthly sharing of key results with the project team, key stakeholders and programme participants.

Reports from projects in Kenya, Rwanda, Sierra Leone, Turkey and Uruguay recommend using local and mass media in a two-pronged effort to share project results and simultaneously raise awareness of VAWG. This represents an opportunity for greater UN Trust Fund support to encourage the use of the media as an implementation strategy and results sharing mechanism.

FINDINGS: PROJECT DESIGN AND IMPLEMENTATION

This section analyses strategies, best practices and lessons learned related to project design, implementation and evaluation. Specifically discussed are elements of project design, best practices in budgeting, obstacles during implementation and successful strategies to overcome those obstacles, and guidance on monitoring and evaluation. Analysis within this section is based on findings, conclusions, recommendations and lessons learned from a selection of 23 final external evaluations and research reports funded by the UN Trust Fund from 2008 to 2012. It should be noted that the UN Trust Fund has improved and tightened the guidance provided to grantees since 2012. As a result, a number of the findings below have already been addressed in the UN Trust Fund's new guidance and procedures.

PROJECT DESIGN

Project design is the first step in the project cycle. Unfortunately, this crucial phase is often overlooked in an effort to meet funding deadlines or jump directly into implementation. Grantees require greater capacity building from the UN Trust Fund to develop and update results-based frameworks and theories of change. There appears to be confusion among grantees as to what constitutes a results-based framework (RBF) and a theory of change (ToC), as well as the necessity and role of both documents. As evidence, only 30.4% of reports reviewed for this meta-analysis exercise provided a RBF. In contrast, most provided at least parts of a ToC. Grantees in Thailand and Uruguay also noted the need to develop realistic implementation plans that adequately considered the challenges faced by key project partners.

> During final evaluation, it was discovered that the Thailand Grant Cycle 16 project did not have a RBF. There was considerable confusion as to the difference between monitoring reports and the RBF.

BUDGETING AND FINANCE

Many grantees struggled with project budgeting and finance because of poorly defined roles and opaque procedures both within their organizations and at the UN Trust Fund. Grantees across regions noted difficulty defining and understanding financial and administrative roles within their own organizations, with sub-grantees, and within the UN Trust Fund.

External evaluators noted that prior to project implementation, financial and administrative roles must be clearly and transparently defined at the grantee and the UN Trust Fund headquarters levels. The UN Trust Fund needs to work with grantees to explicitly outline effective modes of communication and problem solving at all levels of project delivery to address financial and logistical challenges that will likely develop as a natural part of the implementation process. In doing so, the use of financial monitoring tools can help to mitigate challenges during project implementation. This finding was based on projects in Colombia, Côte d'Ivoire, Kenya, Nepal, Tajikistan, Tunisia, Uganda and Uruguay.

PROCEDURES

A number of grantees pointed to the need for greater capacity building around financial processes, including costing and output verification tools, from the UN Trust Fund to grantee and from grantee to sub-grantee(s). External evaluators noted that project management, budget execution and donation agreement procedures need to be established prior to implementation and respected throughout project delivery. Projects in Central Asia, East Africa and Latin America struggled with these procedures and requested greater support from the UN Trust Fund.

> Grantees in Uruguay suggest outlining project management and budget procedures at the start of each projects. Changing rules halfway through the implementation period is not a recommended practice for either party.

TOOLS

Monitoring tools, including those that track budgets against expenditures, target outputs and manage project flow and staff time, could mitigate logistical challenges, add greater transparency and improve staff efficiency. Evaluators suggested that the UN Trust Fund consider providing or encouraging the use of these monitoring tools, offering capacity building where needed.

2012 | COLOMBIA, COTE D'IVOIRE, KENYA, NEPAL, TUNISIA, UGANDA

This multi-country transitional justice project supported by the UN Trust Fund during Grant Cycle 16 recommended the use of monitoring tools to fulfill basic project management needs and help managers and staff work together to understand work flows and bottlenecks, and to increase efficiency.

The use of monitoring tools is particularly useful for multi-country projects.

IMPLEMENTATION

Many UN Trust Fund projects faced delays which required adaptation of project approach and flexibility. Government changes and political instability, in additional to staff turnover, were among challenges faced by grantees in Bangladesh, India, Kenya, South Africa, South Sudan, Thailand and Turkey.

Delayed delivery of UN Trust Fund grants or funding from grantee to sub-grantee contributed to delayed implementation. Greater transparency and improved communication between grantee and the UN Trust Fund headquarters was suggested by grantees as one solution.

SURVIVOR-LED PROGRAMMING

Survivor- and community-led programming is a critical element of the UN Trust Fund's grant-making approach. This was evident in grantee reports and noted by grantees as helpful in addressing challenges that delayed implementation. Successful UN Trust Fund projects were characterized by a concerted effort to develop and support partnerships between grantees and local leaders and organizations with a clear history of supporting women.

Projects that had notable impact harnessed these relationships and extended their reach through capacity building that linked local stakeholders to national actors responsible for imple-

menting national action plans. In doing so, local leaders added credibility to projects.

Furthermore, informally putting survivors at the centre of advocacy and prevention projects empowered survivors and better met their needs. This method was largely used after private consultation with survivors so as to maintain their safety.

External evaluators from projects in Cambodia, Nepal and Sierra Leone suggest taking this method a step further by creating mechanisms to publicly put survivors at the centre of projects as leaders of project design, advocates at local and national levels, and leaders of demonstrations. If carefully executed, these projects might prove more directly accountable to survivors and informed by their realities and experiences.

[Survivors] are able to share with others, and they are encouraging other survivors to come out. Those who have been maybe sexually violated, and they didn't know what to do they are now being encouraged by those ones we have handled in our facility.

- **Police Officer
DRC,Cycle 15**

MONITORING & EVALUATION

The 23 reports reviewed for this meta-analysis were selected as a sub-sample of the 77 reports reviewed during a recent meta-evaluation. From both exercises, it is clear that grantees are meeting the minimum evaluation criteria yet struggling to develop and execute comprehensive M&E plans. Recommendations from projects in Colombia, Côte d'Ivoire, DRC, Kenya, Nepal, South Sudan, Tunisia and Uganda are provided below.

As recommended by grantees and currently being addressed by the UN Trust Fund through meta-evaluation and analysis exercises, clear and comprehensive M&E plans must be developed by grantees prior to project implementation. Given the difficulty of grantees in this area, greater capacity building is required from the UN Trust Fund.

Comprehensive M&E plans should include:

- Clearly defined sampling frame, target audience(s), staff supervision process and roles, and a reporting schedule.
- Outline of roles and procedures for data collection across programming, ownership of data, and sharing of data across sectors to facilitate decision-making.
- GBV outcome and impact indicators reflecting regional and global trends in analysis.
- Data collection tools geared towards capacity building activities and learning objectives.

Monitoring and final evaluation reports should follow the UN Trust Fund's newly developed evaluation guidance note, which outlines all necessary elements of reporting.

The UN Trust Fund and grantees note that a movement towards standardization will add clarity to individual projects and allow greater comparability across projects. In time, comprehensive M&E plans and reporting guidelines will foster sharing of best practices across grantees.

CONCLUSION AND RECOMMENDATIONS

The 23 UN Trust Fund-supported projects reviewed for this meta-analysis reached over 4.2 million people between 2008 and 2012, and reflected grantees' work in four regions - Africa, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean. The work was characterized by highly collaborative, intersectional and localized approaches. The result of these approaches is remarkable effectiveness and sustainability.

Findings from external evaluators distilled for this report show that the 23 projects reviewed were 89.1% effective and 70.7% sustainable. Projects that expanded access to multi-sectoral services were more effective (95%) than other projects, and those that strengthened implementation of laws, policies and national action plans were the most sustainable (83.3%).

89.1% Effective

70.7% Sustainable
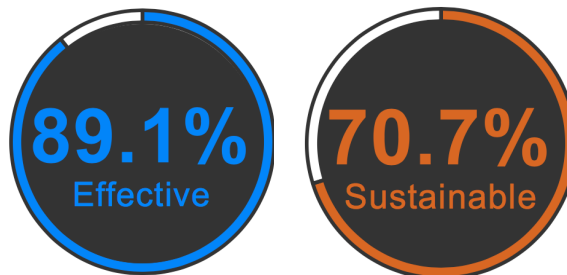
UN TRUST FUND ADDED VALUE

As the only multilateral fund focused solely on grant-making for projects that address VAWG, the UN Trust Fund often funds small, community-based organizations, frequently in partnership with larger national or multinational NGOs. Distinctly, the UN Trust Fund provides capacity building around project management and to support efficient project design, implementation and coordination for grantees. This process empowers each grantee to identify stakeholders and root projects in local communities.

Gathering evidence and lessons learned is a stated priority of the UN Trust Fund to ensure innovative grant-making and the sharing of best practice. This priority is shared by many grantees who, with the support of the UN Trust Fund, emphasize the synthesis of findings, conclusions, lessons and recommendations for programme learning and advocacy.

KEY RESULTS

A brief summary of key results, used as project indicators, is provided below. Key results figures represent the degree of achievement or completion, as stated by the original external evaluator, against each UN Trust Fund key result, regardless of the project's stated focus area.

EXPANDING ACCESS TO MULTI-SECTORAL SERVICES*	• **88.2% improved service providers**' ability to provide adequate response and care for survivors to the fullest extent possible • **100% improved access** to specialist services • **83.3% fostered greater ease of accessibility** to services for women and girl survivors • **89.5% set up multi-sectoral systems** to improve provision of services to survivors and those at risk • **80% improved the reporting, investigation, and prosecution** of GBV cases *% projects that fully achieved each indicator*

PREVENT-ING VAWG*	• **100% changed the attitudes and behaviors** of practitioners and advocates around harmful practices • **100% improved women's and girls' confidence** in reporting unwanted sexual activity or violence • **72.7% integrated prevention** projects within education institutions • **95% changed behaviors, attitudes, and practices** of community leaders • **90% improved attitudes and behaviors** around women's and girl's legal and human rights • **94.7% mobilized communities** **% projects that fully achieved each indicator*

STRENGTHENING IM-PLEMEN-TATION OF LAWS & POLICY*	• **77.7% set up accountability mechanism(s)** • **85.7% improved the effectiveness of institutions** responsible for addressing VAWG • **82.3% developed or improved laws**, policies, and national action plans • **77.7% built the capacity of decision-makers** to improve institutions • **71.4% generated and used evidence** to inform institutional response to VAWG • **62.4% created or improved case management** systems **% projects that fully achieved each indicator*

BEST PRACTICES*: EXPANDING ACCESS TO MULTI-SECTORAL SERVICES

Three ISD implementation strategies were most impactful:

(1) The creation of collaborative networks and coalitions of previously siloed service providers was paramount. Building on the links made during meetings and workshops, many grantees coordinated networks of service providers which provided a platform for efficient service delivery, continued sharing of best practices, and collective advocacy at the local, regional and national levels. Many projects used these collaborative networks to encourage service providers to collaboratively address obstacles in referral and protection systems. Confidential case conferences, which included all service providers, successfully overcame challenges around confidentiality in protection and referral systems in Thailand and Serbia. Multi-sector networks also fostered working relationships between service providers, the media and beneficiary community structures. These relationships helped to lay a foundation for what grantees call project "acceptability" and strengthened community ownership.

(2) Employed as a mechanism to form collaborative networks or enhance the capacity of already developed networks, capacity building via information and education strategies was key to achieving ISD-related results. This capacity building was best when held across sectors and delivered consistently, at intervals, over an extended period of time. Depth was added through specialized and refresher training sessions, which are particularly important for service providers engaged in multi-sector service delivery and associated networks. Tying the first and second implementation strategies together, the great majority (80% of ISD projects) and most successful (93.8% effective) multi-sectoral projects built the capacity of service providers while also establishing referral and protection systems.

(3) Building the awareness of local leaders provided the necessary gateway to expanding siloed work across sectors and communities.

In summary, external evaluators noted the following best practices for multi-sector approaches:

- Develop networks and partnerships between sectors (such as health centres and the police department) to expand access and tackle challenges around historically "less helpful" service providers.
- Coordinate GBV prevention and response activities via clusters.
- Hold monthly meetings to address different perspectives, service constraints and challenges within and between cluster partners.

BEST PRACTICES: PREVENTING VAWG

Prevention projects are more effective if paired with either the expansion of multi-sectoral services or strengthened implementation of laws and policies. Across all 14 projects that included elements of prevention, the mean effectiveness score was 89.3%. Integrated PV projects were 92.9% effective, while standalone PV projects were 85.7% effective.

Across prevention projects, employing information, education and communication was a primary implementation strategy. Community mobilization added lasting sustainability to these efforts.

Community mobilization was a strategy employed by 88% of projects reviewed for this meta-analysis. The majority of these projects also engaged in public outreach and awareness-raising activities. For example, the project in Zambia was found less effective and not sustainable by an external evaluator because of the apparent lack of local community mobilization. The evaluator details the "missed opportunity" for sustainability in particular due to the never fully transferred ownership of the project to the community. Junior members of the project moved on from schools and community members were never involved in shaping the project agenda. All of this resulted in a stunted project, where there otherwise would have been substantial impact and sustainability.

Sustainability was often weakened in PV projects because of a brevity of employment of information, education and communication strategies.

BEST PRACTICES: STRENGTHENING IMPLEMENTATION OF LAWS, POLICIES AND ACTION PLANS

Putting survivors at the centre of advocacy with their communities and with government officials encouraged greater accountability and transparency in SIR projects. Projects reviewed most often organized locally, followed by the use of capacity building strategies, and finally national-level scale-up. During this time the creation of advocacy networks, improved transparency around protocols and budgets, and the strengthening of accountability mechanisms were all key implementation strategies.

While the effectiveness of SIR projects (83.3%) lagged behind others, SIR projects were most sustainable (83.3%) because of engagement with formal and informal institutions. The lagging nature of SIR project effectiveness is likely due to the discrepancy between the time necessary to accomplish project outcomes and the relatively less time allocated to project implementation and evaluation.

Advocacy training, teaching women to work with government officials to strengthen the implementation of GBV laws and national action plans, was key to SIR projects. Moving from local capacity building to the regional and national levels offered local groups greater capacity building and credibility. External evaluators found this process also served to ease access to government officials, especially those already eager to improve their national record on VAWG because of increased international pressure.

RECOMMENDATIONS

CAPACITY BUILDING

Strategic planning of capacity building was not consistently undertaken. Even when developed, formal planning often lacked an understanding that capacity building must be a long-term, repeated and consistent engagement. Given the frequency with which capacity building was used as an implementation strategy, the absence or weakness of materials was a surprising gap identified across many UN Trust Fund projects. A number of evaluators noted that strategic plans specific to capacity building were missing or that they lacked detailed support materials meant to be distributed to participants during meetings or workshops. Moreover, inconsistencies in terminology created confusion among facilitators and participants. Evaluators recommended the development of capacity building modules that met all literacy levels. Others noted that a "training of trainers" programme could help to expand the reach of capacity building, especially in remote communities.

RECOMMENDATIONS:
- UN Trust Fund return grantee proposals that do not include formal capacity building strategic plans with the request to develop plans that include:
    - Objective(s), Goals, Scope, Timeline and Target Audience.
    - Trainer supervision plan emphasizing "loyalty" to content and strategic plan to ensure content is delivered accurately.
    - Strategies to improve content through the use of evidence within and across contexts.
    - Schedule of "refresher trainings" for service providers to help retain technical knowledge, skills and confidence.
- UN Trust Fund support grantees in efforts to link evidence across contexts and use of that evidence in capacity building.
- Consider funding "training of trainers" programmes to expand the reach of capacity building projects, especially to remote communities.

EVIDENCE GATHERING

Grantees often lack the resources and skills necessary to gather, analyse and share project results.

RECOMMENDATIONS:
- Provide greater support to grantees in developing mixed-method approaches to evidence gathering and analysis.
- Encourage programme learning. Require and support grantees' use of evidence to inform project decision-making.
- Request grantees provide a plan for periodic sharing of key results to all stakeholders, including participants.

RECOMMENDATIONS

PROJECT DESIGN

Careful project design, including development of a RBF and a ToC, is challenging and many grantees are not developing full plans or providing all documents to the UN Trust Fund.

RECOMMENDATIONS:
- Prior to disbursement of funds, require submission of full project plans that include a RBF and a ToC. Provide capacity building support in this area, as needed. *(already actioned)*
- Develop an online or PDF learning "workbook" that walks grantees through a detailed and interactive project design process, enabling grantees to enter with only a vague idea of a project and complete the "workbook" with a full project design in place.
- Encourage grantees to develop project designs that account for potential challenges faced by key project partners.
- Encourage grantees to involve beneficiaries in strategic plan development.

FINANCIAL ISSUES

Grantees struggled with poorly defined financial and administrative roles at both the grantee and the UN Trust Fund headquarters levels.

RECOMMENDATIONS:
- Explicitly outline effective modes of communication and problem solving, in partnership with grantees, to clarify financial and administrative roles.
- Provide greater capacity building around fundraising, project management, budget execution and donation agreement procedures.
- Provide tools, even if just a simple spreadsheet template, to track budgets against expenditure and manage project flow, including staff time allocation.

EVALUATION

Grantees are meeting only minimum evaluation criteria and struggling to develop and execute comprehensive M&E plans. The quality of evaluation reports has increased steadily since 2010; however, many reports lack sampling frames, detailed project descriptions, and rigorous mixed-method approaches.

RECOMMENDATIONS:
- Grantees themselves recommend the creation of comprehensive M&E plans and require additional capacity building from the UN Trust Fund in this area.
  - UN Trust Fund is currently finalizing monitoring and final evaluation report guidelines, which will add clarity to individual projects and comparability across projects.
- UN Trust Fund provide group or 1:1 M&E methods capacity building to grantees.
- UN Trust Fund consider developing a M&E community of practice which involves all grantees and provides opportunities for ongoing skills development via webinars and facilitated, collaborative problem-solving around M&E.

RECOMMENDATIONS

- Direct funding toward projects that:
    - Take a direct approach to working with local communities.
    - Empower survivors as leaders of projects, as they feel comfortable.
    - Create long-term capacity building engagements with stakeholders from a variety of service industries, organizations, and/or communities.
    - Weave prevention strategies throughout other project activities.
    - Use hotlines and other forms of media (traditional and digital) for direction to services, sharing experiences, and provide emergency counseling to survivors.
    - Train local facilitators and grantee staff on facilitation skills.

- Fund new projects that include the development of:
    - Complementary alternative capacity building materials to increase the frequency of interaction with ending VAWG and anti-harassment across audiences. These could be of use for prevention and response projects.
    - Placement of rape kits at service points (health facilities and police stations) containing guidance on which specimens to collect from every survivor, complete with the containers for collection and storage of such specimen before being passed on to the next point of service in a clearly defined referral strategy.
    - "Do no harm," security, and confidentiality training to grantees and their stakeholders.
    - Increase security at safe houses.
    - Address GBV while also meeting the educational, vocational, and employment needs of girls.
    - A research study exploring how the media does, does not, and in which ways the industry covers stories of violence.
    - Develop "training of trainers" programs in the absence of external support.

- Allocate greater resources to research at the UN Trust Fund Secretariat-level and use findings to inform project planning and decision making across contexts.
    - Commission a study on men and masculinities; findings to be used for men's engagement programming.

- Clarify in advance criteria for decision–making around issues like sub-grants and no–cost extensions.

- Support grantees in developing internal systems that can capture real-time billing for reporting purposes.

- Direct funding away from projects that:
    - Include only short-term capacity building plans.
    - Fund national-level bodies, or top-down strategies, rather than local community mobilizing that builds the capacity of local networks to lobby national bodies and leaders.
    - Do not include fully developed plans and who have not undertaken consultation with the UN Trust Fund as to financial and administrative roles and processes.

ANNEX 1: REPORTS REVIEWED, FULL LIST

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Evaluation Date	Grant Cycle (year)
1	1	x	x		Community-based sexual assault response and prevention program	Cambodia	Feb 2012	Cycle 13 (2008)
1	1			x	Towards a Comprehensive Systems to End Violence Against Women in AP Vojvodina	Serbia	Mar 2013	Cycle 13 (2008)
1	1	x	x		Multi-sectoral gender-based violence response at the district level in Nepal	Nepal	Oct 2013	Cycle 13 (2008)
1	0.5	x	x		Final evaluation "Preventing exploitation, abuse, violence, and trafficking of vulnerable girls through the development of effective and accessible state referral and support networks and services"	Tajikistan	Nov 2012	Cycle 13 (2008)
1	0	x			Final evaluation for "Every home a safe home: supporting Thailand towards effective implementation of protection of DV victims"	Thailand	Jun 2015	Cycle 14 (2009)
0.75	0		x		Our girls, our future: building synergy to end violence against girls	Zambia	Jul 2013	Cycle 14 (2009)
0.75	0.75		x		Contrucción y Evaluación de un modelo integral para prevenir la violencia de Género en poblaciones indigenas en México desde un enforque intercultural	Oaxaca, Mexico	Sept 2014	Cycle 14 (2009)
0.5	0		x		Father training for violence free families	Turkey	Mar 2014	Cycle 14 (2010)

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Evaluation Date	Grant Cycle (year)
1	0.75		x		Innovando la participación ciudadana para la incidencia politica desde las y los adolescentes: ejerciendo nuestro derecho a una vida libre de violencia in Piura, Junín y Amazoas	Peru	Mar 2014	Cycle 14 (2010)
1	0.5		x		Samvedana - impact of intervention program reducing violence against women in sex work in Karnataka	Karnataka State, India	Sept 2015	Cycle 15 (2010-11)
1	1		x	x	Engaging men to strengthen the implementation of GBV laws and policies and promote gender equality	Kenya, Rwanda, Sierra Leone	May 2015	Cycle 15 (2010-11)
1	1			x	Promoting gender equality and improving access to justice for female survivors and victims of GBV under Khmer Rouge Regime	Cambodia	Feb 2015	Cycle 15 (2010-11)
1	1	x			Documenting and addressing violence and other abuses as experienced by positive women	South Africa	Apr 2015	Cycle 15 (2010-11)
1	0.75	x			Training and technical assistance program in Kenya and DRC	Kenya and DRCongo	May 2015	Cycle 15 (2010-11)
1	1		x		Traditional leaders championing prevention of DV in their communities	Lesotho and Malawi	Dec 2014	Cycle 15 (2010-11)
1	0.5		x		Anti-harassment committee and violence prevention system in export-oriented garment factories	India, Bangladesh	Jun 2015	Cycle 15 (2010-11)
0.5	0.5			x	Let's promote justice for our women and girls of Sierra Leone	Sierra Leone	Jun 2015	Cycle 15 (2010-11)

Effectiveness Score	Sustainability Score	Focus Area: ISD	Focus Area: PV	Focus Area: SIR	Evaluation title	Project Location	Evaluation Date	Grant Cycle (year)
0.5	0.5	x	x		Integrated government and community-based strategy for prevention and response of violence against women and girls in South Sudan	South Sudan	Dec 2013	Cycle 15 (2010-11)
1	1	x			Strengthening implementation of a functional integrated GBV/ HIV medico- legal framework	Kenya	Mar 2015	Cycle 15 (2010-11)
1	1			x	Uruguay unites to end violence against women, girls, and adolescents	Uruguay	Aug 2015	Cycle 15 (2010-11)
1	1	x	x		Final external evaluation: Enhancing a community- based multi-sectoral response to GBV in Thailand	Mae Hong Son, Thailand	Dec 2015	Cycle 16 (2012)
0.5	0.5			x	Securing accountability for GBV through transitional justice	Colombia, Ivory Coast, Kenya, Nepal, Tunisia, Uganda	Dec 2015	Cycle 16 (2012)
1	1	x	x		Integrated response to GBV against women in Serbia	Serbia	Sept 2015	Cycle 16 (2012)
Mean Score & Frequency	**0.891**	**0.707**	**10**	**14**	**6**			

ANNEX 2: TERMS OF REFERENCE

Terms of Reference - International Consultant
Evaluation Specialist to conduct a meta-evaluation and meta-analysis of projects funded by the UN Trust Fund to End Violence against Women

1. Background

The UN Trust Fund to End Violence Against Women (the UN Trust Fund) is a global multi-lateral grant making mechanism supporting national efforts to prevent and end violence against women and girls. The UN Trust Fund was established through the UN General Assembly Resolution 50/166 in 1996 with UN Women as its Administrator on behalf of the UN system. The UN Trust Fund provides grants to advance the development of innovative models and strategic interventions in the area of ending violence against women and girls. Grantees – comprising governments and non-governmental organizations - have engaged diverse actors, such as women's, men's, adolescents and youth groups, indigenous communities, religious and traditional leaders, human rights organizations and the media. To date, the UN Trust Fund has awarded US $103 million to 393 initiatives in 136 countries and territories.
In 2015 the UN Trust Fund developed a new five-year (2015-2020) strategic plan with the mission to "advocate for and finance innovative approaches for preventing and ending violence against women and girls, to catalyze learning from global evidence collected from the programmes funded by the the UN Trust Fund and to leverage its unique mandate and convening power to foster global giving to end violence against women and girls". It will achieve this mission through three inter-connected pillars of work:

1. Grant giving to initiatives to end violence against women and girls;
2. Building a global Evidence Hub on ending violence against women and girls based on the evaluated results of the UN Trust Fund grantees; and
3. Advocating for global giving for work on ending violence against women and girls.

This consultancy is intended to support the second pillar: the development of an evidence hub. The the UN Trust Fund has built up a comprehensive body of knowledge about the kinds of solutions that carry a promise of positive impact and the contexts in which they will be most effective. However, the challenge has been how to effectively "harvest" this knowledge, first by analyzing and evaluating the information and second by making it accessible to the global community. In order to capitalize on this specific and unique body of knowledge and experience, this second pillar of the the UN Trust Fund's Strategic Plan will form a strong link between our first pillar, grant giving (including its existing monitoring and evaluation processes and activities), and the third pillar, namely identifying effective initiatives so that global resources can be allocated accordingly.

2.   Justification for the consultancy

In order to develop the Evidence Hub there is a need for short term consultancy support from an evaluation expert to conduct a meta-analysis and meta-evaluation of the evidence existing to date, from a selection of project reports and evaluations available since the UN Trust Fund began in 1996. Given that that the potential evidence covers almost 400 initiatives over the last twenty years, it is necessary to seek external support to complete this large-scale review, as a one-off, dedicated piece of work.
The meta-analysis will provide a summary of the results achieved by UN Trust Fund grantees (from a selection of good quality project evaluations over the last 20 years) and a summary of the recurrent findings, lessons, and good practices that have come out of UN Trust Fund projects. This is intended to

synthesize our results (for communications and advocacy purposes) and produce evidence from Trust Fund grantees in contribution to global knowledge on what works, and does not, in efforts to end violence against women and girls. The review will lead to the development of knowledge products (contributing to the global evidence base) and set a baseline in terms of where more investment may be needed in research and evaluation by the UN Trust Fund.

Furthermore, the consultant will assess the quality of UN Trust Fund project evaluations, produced by grantees, against UN Women / GERAAS and UNEG standards. This "meta-evaluation" is intended to analyze evaluations against key quality criteria in order to provide recommendations on how to enhance UN Trust Fund evaluation practice including practical advice on how to improve the quality of grantee evaluation reports. By improving the quality of evaluations the UN Trust Fund can invest in producing the most credible evidence on what works and what does not, in efforts to end violence against women to build the evidence hub.

3. Objectives and Outputs

The overall objective of the consultancy is to produce a meta-evaluation and meta-analysis of a selection of evaluations produced by UN Trust Fund grantees over the last twenty years. The specific outputs will be:

(1) Before 22 April 2016: An inception report describing the initial analysis of the documents and evaluations available and a proposed approach to the meta-analysis and meta-evaluation.

(2) By end May 2016 a draft (partial) report on initial findings and by end June 2016 a final report to include:

    a. A assessment of the quality of evaluations produced by UN Trust Fund grantees against UN Women / GERAAS and UNEG quality standards including a summary of trends in quality and credibility of evaluations (e.g. by variations in quality by theme, region or evaluation design). The report should also include recommendations for the UN Trust Fund to improve evaluation practice and identify a selection of satisfactory quality evaluations which can be used for the next objective – to summarize the results and findings.

    b. A report on the key results achieved by UN Trust Fund grantees over the last 20 years (from the selected evaluations identified above) including a summary of findings, lessons learned and good practice. This will enable firstly, the UN Trust Fund to produce communications and advocacy products highlighting the results, and secondly; recommendations for the the UN Trust Fund in terms of how UN Trust Fund grantees could potentially be contributing more the evidence base on what works to EVAW/G through project monitoring and evaluation.

4. Activities (exact order to be agreed in the inception phase)

Meta-Evaluation of the Quality of the UN Trust Fund Evaluations

(1) Record and map the evaluations produced by UN Trust Fund grantees - with a focus on those completed since the practice became mandatory (2008), by theme, country, region and evaluation design.
(2) Identify (with direction from the UN Trust Fund M&E Specialist) a sub-set of these evaluations to assess for quality (for example 10 evaluations from each year).

(3) Conduct a meta-evaluation of the selected evaluations, assessing and scoring each one against relevant UN Women / GERAAS and UNEG quality standards (to be agreed with the M&E Specialist).

(4) Draft a report on the findings from the meta-evaluation and recommendations for the UN Trust Fund to improve evaluation practice.

(5) Identify a sub-set of the satisfactory (or above) quality evaluations to conduct the meta-analysis of the evidence produced (for example 30-50 evaluations overall), with a good range across different themes, regions and evaluation design types.

Meta-Analysis and Documentation of the UN Trust Fund Results

(6) Analyze the evaluations for results, lessons learned, good practices and draft a report summarizing and synthesizing the findings which can be used for communications and policy purposes.

(7) This analysis should include an assessment of the evidence produced by UN Trust Fund (i.e. where is the evidence strong and weak that the UN Trust Fund grantees' practices and approaches work in EVAW/G, and does this correlate with analysis by others in the field?)

(8) This analysis should include recommendations for the UN Trust Fund in terms of terms of building on the evidence base – where does the UN Trust Fund have potential to do more to "harvest" the evidence of results and lessons achieved by grantees?

5.   Inputs and Timing

Contribution from the beneficiary (the UN Trust Fund Secretariat): the the UN Trust Fund will provide the consultant with access to all the documentation required, guidance, direction and the agreed daily rate upon delivery of the work delivered as above.

Consultants input: over a period of three months (1 April to end June 2016) to deliver the following products:
- Background / inception paper (include initial assessment of the documents and proposed approach for the meta-analysis and evaluation) - no later than 22 April 2016
- First draft report (either meta-analysis or meta-evaluation as proposed in the above) – End May 2016
- Second draft report – End June 2016

The consultant is expected to cover the costs of the home-based activities within the fee rate.

6.   Reporting

The consultant will report to the the UN Trust Fund's Monitoring and Evaluation Specialist, Gemma Wood.

7.   Competencies

Corporate Competencies:
- Demonstrates integrity by modeling the UN's Values and ethical standards;
- Plans, prioritizes, and delivers quality products according to schedule;
- Participates effectively in a team-based, information-sharing environment, collaborates and co-operates with others;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

- Focuses on impact and results and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Builds strong relationships with clients and external actors, at the senior levels;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;
- Ability to work under pressure and to meet deadlines;
- Proven track record in undertaking complex and comprehensive assessments
- Proven ability to coordination with a team of international organizations and senior national stakeholders;
- High level of communication (verbal and written) and interpersonal skills and working effectively within a multi-cultural environment;
- Excellent report writing skills.

8.   Required Skills and Experience

Education:
- A Masters or higher level degree in International Development or a similar field related to political and economic development, monitoring and evaluation, etc.

Experience:
- A minimum of 5 years relevant experience undertaking evaluations is required including proven practical professional experience in designing and conducting major evaluations;
- Substantive experience in evaluating similar development projects related to local development and political and economic empowerment of women;
- Substantive experience in evaluating projects and programmes with a strong focus on ending violence against women and girls and/or women's empowerment and gender equality is preferred;
- Excellent and proven knowledge of evaluation methodologies and approaches;
- Experience with meta-evaluation and meta-analysis of evaluation reports, preferably with UN agencies, is an asset;
- Proven experience in producing coherent, clear analytic reports and knowledge pieces is a requirement.

Language:
- Excellent English writing and communication and analytical skills are required;
- Working knowledge of Spanish and/or French an advantage, as some of the evaluations will be in these languages

9.   Ethical code of conduct

It is expected that the consultant will ensure that the confidentiality and independence of judgment are maintained and that findings and recommendations are independently presented. The consultant will operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the issues being assessed. The consultant must disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.

ANNEX 3: ANALYST'S PROFILE

Jillian J. Foster

Jillian J. Foster's research and professional career focus on the use of innovative methods to measure and communicate impact. Foster is the CEO of Global Insight, a consultancy specializing in data-driven, gender-sensitive, and largely mixed-methods approaches to monitoring and evaluation, bespoke research, and data analysis. Foster founded Global Insight in 2011 and has been a primary force in growing the company's portfolio of work which measures and highlights impact in collaboration with clients in the NGO, nonprofit, and impact investing spaces. Though the firm works across thematic areas, the Global Insight team maintains a particular focus on projects in economically and politically fragile states. Foster previously designed and led evaluations, research studies, and data analysis projects with UNHCR, the Women's Refugee Commission, the Lebanon Cash Consortium, the International Rescue Committee, ActionAid, and many others. She is a graduate of New YorkUniversity (MA in Data Science) and University College London (MA in Gender Studies).

Global Insight

This report was written by Jillian J. Foster, with research assistant support from Colleen Wong, as part of Global Insight's gender-based violence and women's empowerment portfolio.

Global Insight highlights programmatic impact and answers difficult sociological questions through creative research methodologies. Headquartered in New York, Global Insight works with partners globally on livelihood, political participation, gender equality, gender-based violence, and countering violent extremism programs in conflict and post-conflict settings.