

**UNITED NATIONS
TRUST FUND TO
END VIOLENCE
AGAINST WOMEN**

Vision 2015

The United Nations Trust Fund to End Violence against Women Strategy 2010–2015

Draft June 2010



About the UN Trust Fund

The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund) is a leading multilateral grant-making mechanism exclusively devoted to supporting country and local-level action to address violence against women and girls. Established in 1996 by United Nations General Assembly Resolution 50/166, the UN Trust Fund is administered by the United Nations Development Fund for Women (UNIFEM) on behalf of the United Nations System. To date, the Fund has benefitted from the collaboration of as many as 21 UN agencies and leading NGOs in the field of women's human rights.

By end of 2009, the UN Trust Fund had supported 304 programmes in 121 countries and territories with over US\$ 50 million. With its focus on driving implementation of policy promises, its grantees – governments, non-governmental organizations and, as of 2008, UN Country Teams – have engaged diverse actors such as women's, men's, youth and grassroots groups, human rights organizations, indigenous and rural communities, traditional and faith-based leaders, and the media in action to stop violence against women and girls.

Since its establishment, the UN Trust Fund has been an important source of support to women's, grassroots and other civil society organizations, nurturing innovation, catalyzing change and mobilizing key actors and constituencies – from community to national and international levels. For many years, it supported national-level advocacy and awareness-raising, often toward securing buy-in on introducing or strengthening legislation and policies to address violence against women. It has supported pioneer initiatives that have addressed the intersections of HIV/AIDS and gender-based violence; generated new models of social justice and community-based responses for survivors; and empowered especially excluded communities of women and girls. The UN Trust Fund has provided some of the initial seed funding that original ideas needed to become among today's leading, internationally-recognized initiatives charting the path in the field of violence against women – such as Breakthrough's cutting-edge 'Ring the Bell' Campaign in India, or the Safe Cities for Women initiative that began in Latin America and is now 'going global' with support from the United Nations and various government and civil society partners.

The UN Trust Fund is guided by international human rights standards as reflected in conventions, treaty body recommendations, inter-governmental agreements and declarations, as well as ethical guidelines and expert recommendations, that constitute its normative framework, especially the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and its Committee recommendations, the Vienna Declaration (1993), the UN Declaration on Violence against Women (1993), the Programme of Action of the International Conference on Population and Development (1994), the Beijing Declaration and Platform for Action (1995) and subsequent outcome documents and reviews of these international conferences, the reports and recommendations of the Special Rapporteur on Violence against Women, its causes and consequences, and the UN Secretary-General's In-Depth Study on all Forms of Violence against Women (2006).

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Executive Summary: Vision 2015

Seizing the Opportunity

The international community is witnessing an unprecedented opportunity to **break new ground on ending the global pandemic of violence against women and girls**. After decades of struggle by the women’s rights movement, a record number of countries have now adopted or strengthened laws, policies or action plans to end violence against women; the United Nations General Assembly and Security Council have passed resolutions urging decisive political action; and in 2008, the Secretary-General launched the signature Campaign *UNiTE to End Violence against Women* that catapulted the issue high on the United Nation’s policy priorities. Moreover, practitioners have seen an upsurge in the number of partners joining this global movement, including the private sector as well as newer actors such as men, youth and faith-based leaders. These factors have all contributed to a historic swell of social and political mobilization for an issue that is now recognized not only as a priority human rights and gender equality concern, but also as a critical factor undermining the achievement of the Millennium Development Goals and other social and economic indicators.

The Challenge

Despite promising trends, there remains a vast gap between policy promises and the reach and impact of existing interventions, as well as a dearth of evidence-based knowledge on effective practices. Most women and girls remain at risk, without protection or access to services, and many countries have developed laws and policies without concrete implementation plans or budgets. Data and surveys available confirm the extraordinarily high rates and multiple forms of violence against women and girls: ranging from universally-prevalent forms such as domestic and sexual violence (with an estimated 15 to 76 per cent of women targeted during their lifetime, most often by an intimate partner) to harmful practices – including child marriage (with over 60 million girls worldwide married before the age of 18) and female genital mutilation/cutting (that has been practiced on approximately 100 to 140 million girls and women worldwide) – to trafficking (80 per cent of those trafficked across national borders annually are women and girls).¹

Bridging the Gap

As **the leading multilateral grant-making mechanism exclusively devoted to ending violence against women and girls**, the UN Trust Fund is uniquely positioned to help bridge the gap between the increasing political will to address this pandemic and the need for vastly scaled up capacities and resources to do so. As the UN Trust Fund grows as an internationally-recognized source of support for efforts of government and non-governmental organizations to address violence against women, the demands on its resources grow as well. In 2009, the UN Trust Fund received over 1,600 applications for a record US \$850 million in grant requests, an increase of 63 percent in grant requests as compared to the previous year. The UN Trust Fund awarded US \$20 million, **meeting less than 3 percent of the total amount of funding requested**. The annual growth in demand – along with the diversity of organizations now applying to the Fund – is an important indication of the growing willingness to address the multiple manifestations of violence against women, a pandemic that fractures families, communities, economies and countries.

¹ See “End Violence Against Women and Girls: The Facts” (compiled by UNIFEM, 2010), available at: http://www.endvawnow.org/pampa/v0.1/library/filemanager/v1/files/EVAW%20Fact%20Sheet%20for%20KM_EN.pdf

‘Vision 2015’

Since its establishment in 1996 by the General Assembly, the UN Trust Fund has nurtured innovation and mobilized key actors and constituencies to affect change – at the community, national and international levels. Based on a competitive, annual grant-making process, the UN Trust Fund has provided funding to organizations that have successfully advocated for passage of national laws and policies, enhanced capacities of judges and law enforcement to address violence against women, and supported communities in finding local solutions. Some grantees have become among today’s leading and cutting-edge approaches in the field of violence against women – such as Breakthrough’s ‘Ring the Bell’ Campaign, and the ‘Safe Cities for Women’ initiative.

Guided by the UN Trust Fund Strategy 2004-2009, the Fund grew from grant-making of approximately US \$2 million to US \$20 million annually over 5 years. “Vision 2015” – the UN Trust Fund’s strategy for 2010 to 2015 – builds on past successes and capitalizes on the unprecedented surge of social and political mobilization for ending violence against women. The UN Trust Fund, additionally, has attracted widespread participation from throughout the UN system, involving as many as 21 UN agencies in making grant decisions and providing overall policy guidance to the Fund at field and global levels. As such, the Strategy focuses on the following key areas, in line the Secretary General’s *UNiTE to End Violence Against Women Campaign 2008-2015*:

- **Translating the promise to end violence against women into practice** – *The UN Trust Fund will intensify efforts to turn policy pledges into reality for women and girls* by expanding the quality and quantity of support available for on-the-ground implementation of effective programmes. The Fund will prioritize efforts of non-governmental and governmental organizations, women’s groups and networks, and UN Country Teams – including partnerships between them – that lead to measurable results, and generate leading practices.
- **Paving the way to knowledge-based action on ending violence against women** – *The UN Trust Fund will generate and disseminate knowledge on ‘what works’ in the field of ending violence against women* by serving as a global resource to policy-makers, practitioners and donors on model practices for adaptation and expansion. This includes a more rigorous focus on generating solid evidence of effective initiatives that will help to accelerate local, national and global learning.
- **Realizing the potential of a United Nations Global Fund** – *The UN Trust Fund will enhance the role and contributions of the UN System* at the global, regional and country levels to achieve the Fund’s potential as an inter-agency mechanism that helps the UN on the ground to deliver as one in support of national strategies to end violence against women.

These inter-related aims of the Strategy will guide the UN Trust Fund’s grant-making, operations and investments.

Achieving the Vision

Only through targeted, collective efforts will the UN Trust Fund’s vision of closing the implementation gap for ending violence against women and girls come to fruition. To operationalize the 2010-2015 Strategy, the UN Trust Fund will build on the lessons learned from the independent external evaluation of the Fund undertaken in 2009, as well as its consultations with experts, funders and partners worldwide. It seeks to marshal scaled up support in order to achieve the following:

- 1. Identification and support of promising innovative practices to end violence against women** that have the potential to become models for widespread impact, and that can be replicated and expanded. This includes support for both larger-scale, multi-stakeholder programmes that can expand access to justice and services for survivors, as well as prevention efforts; while ensuring that smaller NGOs and grassroots organizations continue to have access to much-needed resources to catalyze innovation and local change;
- 2. An expanded and vibrant network of partners that will pool their resources and talent base** to help end violence against women and girls. In this regard, the UN Trust Fund will: (i) enhance outreach and direct engagement of governments, philanthropists, women’s networks and civil society organizations, men’s and youth groups, faith-based organizations, the private sector, and high-profile spokespersons; (ii) continue partnerships with leading research and expert institutions; and (iii) encourage increased ownership and expanded commitment to the UN Trust Fund throughout the UN System, by leveraging the comparative advantages of UN agencies in terms of policy access, expertise and programme assistance;
- 3. Thriving cohorts of grantees with improved technical capabilities, capacities for evidence-based programming, and readiness to advance strong multi-stakeholder partnerships** – This includes the provision of rigorous technical training that will bolster evidence-based programming and encourage programmes that are rooted in strong multi-stakeholder partnerships and linked to relevant governmental policies;
- 4. A globally recognized results-based knowledge management system** – The UN Trust Fund will: (i) launch a state-of-the art global monitoring system to facilitate results-based reporting and analysis across grants, as well as identify and manage risks, monitor progress and report on results achieved; and (ii) increase investment in knowledge management to ensure that learning from grantees is effectively captured, synthesized and made widely-accessible;
- 5. A high-profile UN Trust Fund leadership team that will help bring the pandemic of violence against women to the global stage** – This includes creating a High-Level Committee to provide overall policy guidance on the strategic directions for the Fund and influencing the broader global agenda; as well as strengthening the Fund’s inter-agency Programme Advisory Committee, at global, regional and sub-regional levels; and
- 6. Expanded resources to support national and local action that more effectively address violence against women and girls.** Despite the expansive and alarming scope of violence against women (on par with global pandemics such as HIV/AIDS) financial commitments remain a small portion of global investments. Specifically, the UN Trust Fund will respond to the **UN Secretary-General’s call to secure US\$ 100 million in annual grant-making to country efforts through the UN Trust Fund by 2015.**

Conclusion – A Call for Action

The UN Trust Fund has a key role to play in ending violence against women and girls by supporting the Secretary-General’s *UNITE* Campaign and by galvanizing governments, non-governmental organizations, and the private sector to join in the effort. The UN Trust Fund calls upon the public and private spheres to seize upon the unprecedented opportunity available in the next five years to turn promise into reality for the vast numbers of women and girls who experience violence in their lifetime.

Vision Statement

By 2015, the UN Trust Fund is envisioned as a key supporter of translating promise into practice and as a centre of emerging good practice to end the pandemic of violence against women and girls.

1. Seizing the Global Momentum and Historic Opportunity

The international development community is witnessing an unprecedented opportunity to **break new ground on ending the global pandemic of violence against women and girls**. The intensification of political will, including at the highest levels of government and of the United Nations, as reflected in landmark General Assembly and Security Council Resolutions calling for decisive action and increased resources; the record number of countries adopting or strengthening laws, policies and action plans; the ever-growing range of partners and actors keen on continuing or joining in the struggle, including men and faith-based leaders; and the launch in 2008 of the **Secretary-General's Campaign *UNiTE to End Violence against Women*** – have all contributed to a historic surge of social and political mobilization for an issue that until recently was perceived as an inevitable consequence of gender inequality, receiving little policy attention and even fewer resources.

Long relegated as a private problem and a women's issue, violence against women and girls is now recognized not only as a priority human rights and gender equality concern, but as a critical issue that undermines the **achievement of the Millennium Development Goals (MDGs)** and countries' prospects for poverty reduction, economic growth and productivity, development, peace and security, educational and health improvements for women and children, and for halting the spread of HIV and AIDS.

The UN Trust Fund Strategy *Vision 2015* is cast within this overall favorable policy context, framed to capitalize on this global opportunity. It focuses on identifying key areas in which the Fund can help trigger critical trends and transformations on how to address violence against women, and make significant and lasting contributions by 2015, and beyond. As the **leading multilateral grant-making mechanism exclusively devoted to supporting countries in addressing violence against women and girls**, the UN Trust Fund is uniquely positioned to help drive the agenda forward in the coming years.

'*Vision 2015*' thus seizes on the UN Trust Fund's global vantage point with a focus on:

- ***turning policy pledges into reality for women and girls and their communities***, by intensifying support to national and local implementation of existing commitments;
- ***generating knowledge on 'what works'***, to provide guidance to policy-makers, practitioners and donors on good practices for adaptation and upscaling, including through a more rigorous focus on generating solid evidence of ***innovative and catalytic initiatives*** that can help chart a roadmap for the future.

The Strategy is presented in **two parts**. The first delineates the vision of **what** the UN Trust Fund could accomplish by 2015, explaining the Strategy’s rationale and aims with regard to its implementation and learning agenda, with a focus on advancing strategic and catalytic areas of implementation. This is followed by a discussion of **how** this vision will be realized, describing the UN Trust Fund’s standards and process for grant-making, and efforts to widen UN Trust Fund partnerships and shared ownership, including through enhanced UN system roles, strengthened stewardship, and resource mobilization.

Violence against Women & the MDGs

“...women’s poverty and lack of empowerment, as well as their marginalization resulting from their exclusion from social policies and from the benefits of sustainable development, can place them at increased risk of violence... violence against women impedes the social and economic development of communities and States, as well as the achievement of the internationally agreed development goals, including the Millennium Development Goals ...”

General Assembly Resolution 62/133 on Intensification of efforts to eliminate all forms of violence against women, 18 December 2007

1.1 UN Trust Fund Trends

The UN Trust Fund Strategy, *Vision 2015*, is framed in the context of highly favorable policy trends in recent years, as well as those specific to the UN Trust Fund itself. These include the scope and scale of work it supports; the expanding engagement of UN, donor and other partners; and importantly, a significant expansion of its resource base. This rapid growth has enabled the UN Trust Fund’s support to shift from seed funding for small-scale projects to larger, multi-stakeholder efforts working to close the implementation gap.

Table 1: Snapshot of UN Trust Fund Trends: 2004-2009

	<u>2004</u>		<u>2009</u>
Grant making:	Less than US\$ 1 million	→	Over US\$ 20 million
Grant size	Up to US\$ 100,000	→	Up to US\$ 1 million
Average Duration:	1 year	→	3 years
Demand:	US\$ 21M (382 proposals)	→	US\$ 857M (1,643 proposals)
No. of Donors:	7	→	24
No. of Participating UN entities*:	10	→	21 (5 Resident Coordinators)
	Seed Funding	→	Closing the gap on Implementation

*UN agencies participating in the UN Trust Fund’s Programme Appraisal Committees (PACs).

Trends in scope and scale: As part of ongoing global scanning of priority needs in the field of ending violence against women, the types of grants supported have shifted from activity-based, smaller and shorter-term projects to more **holistic, programmatically-oriented interventions with an extended time frame to mature for achievement and documentation of higher-level results**. The

annual Calls for Proposals and the approval process emphasize **evidence-based approaches**, to ensure that grants are based on lessons learned and good practice, and on **quality standards** of programming. The Calls also make an explicit appeal to work in **especially strategic, priority and emerging issues** (see Section 3.1 for details). These measures and trends are also in line with the effort in recent years (especially as resources began to enable larger, multi-partner and multi-year funding) to capitalize on the Fund’s global vantage point as a centre for learning, capturing and disseminating knowledge on promising practices.

Trends in Shared Ownership and Partner Engagement: As the issue of violence against women has gained traction and attention, the UN Trust Fund is benefitting from **strengthened and new partnerships**. UN sister agencies, which have been part of the UN Trust Fund’s stewardship since its founding in 1996, are deepening their commitment to the issue and support for the Fund on various levels (see Section 3.2). For example, in recent years, in some cases the highest country-level representatives of the UN System – UN Resident Coordinators – have participated in the grant-making process; UN Country Team members have met at national and sub-regional levels to advise on selection; and UN agencies have ensured the continuation of successful initiatives once UN Trust Fund support ended. This positive trend is also a response to the call for greater UN System-wide action by General Assembly Resolutions and the Secretary-General’s Campaign, which is translating into **more sustained and deepened involvement by UN System partners, as well as other private sector and non-traditional partners** coming on board on the issue. Since 2005, Johnson & Johnson and Avon have become key corporate partners, positive experiences that the UN Trust Fund hopes to build on in the coming years; and in 2009, the UN Trust Fund was also brought into the fold of the Clinton Global Initiative as a new Commitment to Action.

Trends in Resources: The intensification of political will in recent years has been a major force behind the significant increase in resources, especially from bilateral donors – resulting in a jump in total grant-making from under US\$ 1 million in 2004 to over US\$ 20 million by 2009. Between 2007 and 2008, **in one year alone, resources for grant-making quadrupled and the encouraging trend continues**. At the same time, however, in tandem with the surge of mobilization on the issue, there has been an exponential growth in global demand for support that far outstrips resources available. In 2009, for example, over 1,600 applications were received with needs totaling US\$ 857 million. On average, the **UN Trust Fund has only been able to satisfy less than 5% of total requests** received in any given year.

This Strategy is a partial response to **meet the critical shortfall in the urgent need for support**: It is purposefully cast to **successfully reach the US\$ 100 million target in annual resources for the UN Trust Fund by 2015, the benchmark set by the Secretary-General’s UNITE Campaign**. Not coincidentally, the Campaign ends the same year. That year marks the deadline for achieving the MDGs, which is also the end-line for this Strategy. Of central importance for the prospects and ambitions of this Strategy, UN Member States have expressed their commitment to the UN Trust Fund, as reflected in supportive General Assembly Resolutions, including calls for increased resources and endorsement of the target in annual contributions by 2015.²

² General Assembly Resolution 64/137 adopted in 2009 on *Intensification of Efforts to Eliminate All Forms of Violence against Women* “Notes with concern the growing gap between available funding in the United Nations Trust Fund...and the funds required to meet the increasing demand, and urges States and other stakeholders, where possible, to significantly increase

While relatively incipient, these are the necessary and encouraging trends that the UN Trust Fund will work to nurture and consolidate for longer-term sustained action and collaboration to end violence against women and girls.

1.2 Findings of the 2005-2008 External Evaluation

This Strategy responds directly to the key lessons learned, findings and recommendations of a large-scale **external evaluation** of the UN Trust Fund conducted between December 2008 and October 2009.³ The objectives of the evaluation were to assess the overall implementation and effectiveness of the UN Trust Fund’s 2005-2008 Strategy; identify strengths and weaknesses that have implications for its future managerial, programmatic, and funding directions; and provide forward-looking recommendations. The exercise encompassed an extensive desk review spanning 37 UN Trust Fund projects and 43 per cent of its total project portfolio, as well as field missions to eight countries and a survey with all grantees.

Overall, **the external evaluation concluded positively that the UN Trust Fund has been a relevant, effective and efficient mechanism in support of countries’ efforts** to address violence against women, enforce laws and implement policies. This included work it supported in responding to the needs of women survivors of violence; increasing the capacity of those responsible for addressing violence against women, including law enforcement, public officials, judges and others; and raising awareness of the gravity of violence against women and girls. The UN Trust Fund was also found to operate with lean management and very low overhead costs. In addition, the evaluation validated the measures introduced in the UN Trust Fund by UNIFEM since 2008 to bolster its processes and quality assurance standards, affirming that these should be continued in the future and are therefore incorporated in this Strategy.

While the results achieved were found to be commensurate with the resources invested, the existing staffing structure, the components related to **monitoring and knowledge sharing, and the potential to strengthen UN agencies’ roles and contributions were identified as main challenges and weaknesses** that need to be addressed if the UN Trust Fund’s potential, opportunities and ambitions are to be fully realized. This Strategy’s response to these and other evaluation findings are addressed throughout, and inform its future management, staffing structure and investment decisions.

their voluntary contributions to the Trust Fund in order to meet the annual target of 100 million United States dollars by 2015 as set by the Secretary-General’s Campaign...”.

³ The executive summary, recommendations and full report of the external evaluation are available at [LINK](#).

Box 1: Main Evaluation Findings & UN Trust Fund Directions

The main findings of the external evaluation of the UN Trust Fund Strategy 2005-2008 include:

*As regards **Main Achievements**, the UN Trust Fund...*

...successfully broadened its impact by increasing the funding available for grants, the average size of grants, the average number of countries receiving grants, and by shifting its focus to supporting the implementation of existing policies and laws to eliminate violence against women and girls.

...is aligned with international, regional and national priorities on promoting gender equality and ending violence against women and girls, and is relevant in furthering the enforcement of laws and the implementation of policies.

...adequately responds to the needs of women and girls affected by or survivors of violence through grantees' interventions. In particular, a significant achievement was the enhancement of duty bearers' and rights holders' capacities, as many women had been surviving "*without information, without knowing what their rights were, or where to turn for help*" prior to the interventions supported by the UN Trust Fund.

...increased and diversified sources of funding, as well as expanded the range and diversity of organizations receiving grants, allowing for broader participation in efforts to eliminate violence against women. This included the finding that "*[t]he UN Trust Fund is contributing to a deeper involvement of men's groups in ending violence against women and girls*", since many of the grantees include men and boys.

...undertook efforts to increase the involvement of UN agencies, thereby working towards creating synergies between UN Trust Fund activities and the wider UN System in the context of 'delivering as one'.

*In terms of **Main Challenges**...*

...UN Trust Fund grantees have limited monitoring and evaluation, reporting and knowledge sharing capacities. Therefore, while initiatives supported by the UN Trust Fund helped increase the knowledge base on ending violence against women among individuals and organizations on the ground, emerging knowledge from the projects supported by the Fund was not optimally captured and disseminated more widely.

...while the UN Trust Fund has been characterized by exceptionally lean management and overhead costs, the staffing composition does not match current trends and projected future growth, as well as opportunities and positioning as regards global knowledge generation and knowledge sharing functions.

...the global inter-agency Programme Appraisal Committee (PAC), while valued for its composition of UN agencies and NGOs with expertise in addressing violence against women, could be more active in terms of capitalizing on synergies available within the UN System and advocacy support for resource mobilization. To increase the Fund's efficacy and sustainability, UN agencies and other members of the PACs at global and field levels need to increase their level of involvement.

...there is a great demand for capacity development support by grantees across a range of areas, but the UN Trust Fund needs to focus its efforts and identify the key area/s of investment most directly relevant to its objectives.

Universalia (2009) External Evaluation of the UN Trust Fund in Support of Actions to Eliminate Violence against Women – Final Report. November 2009. (Citations are on pages 41 and 48 respectively).

1.3 Process of Developing the Strategy

This ‘*Vision 2015*’ Strategy is the outcome of an evaluative and consultative process that involved an extensive list of stakeholders: UN sister agencies and UNIFEM staff at global and field levels, including the UN Inter-Agency Network on Women and Gender Equality (IANGWE); representatives of UN Member States; women’s and civil society organizations; UN Trust Fund donors and grantees; and recognized experts and lead philanthropists and foundations in the field of ending violence against women and girls. [SECTION TO BE COMPLETED WHEN PROCESS COMPLETED]

From a substantive standpoint, the Strategy is informed by global expert consensus and seminal reports, including the Secretary-General’s in-depth Study on All Forms of Violence against Women (2006), recommendations of the World Health Organization and the UN Special Rapporteur on Violence against Women, among others, and global scanning of critical gaps in the evidence base, country capacities and critical areas of intervention in need of expanded support.

2. Vision 2015: Meeting the Implementation Challenge

If there is a fundamental change that has occurred in efforts to end violence against women in the past 20 years, it is a change in mindset: from a fundamental belief that violence against women is inevitable, to a recognition that it is an abuse of women’s human rights and a problem that can be solved.

Nonetheless, a vast gap remains between policy promises and the coverage and reach of existing interventions. Despite many countries’ adoption of policies, laws and action plans, most women and girls remain at risk, without protection or access to services and justice; and most countries are without strategies to advance prevention and interrupt cycles of violence. At the same time, one of the most pressing needs in the field of programming to address violence against women and girls is the dearth of knowledge based on evidence and evaluations of what approaches work effectively. In part, this situation is a consequence of the years of neglect and underfunding of efforts to address gender-based violence.

To realize its vision as a driver of **meeting the implementation challenge**, the UN Trust Fund Strategy therefore aims to help:

- **Translate promise into practice**, by expanding the quality and quantity of support provided to countries for the implementation of their agreed laws, policies and programmes to end violence against women and girls; and by improving the way UN Trust Fund investments and resources lead to measurable results, build sustainable capacities and generate good practice and replicable models.
- **Pave the path to a knowledge-based future**, by fostering innovation and the development of catalytic strategies to address violence against women and girls, especially around neglected groups and areas of work; and by systematically documenting and disseminating novel and promising solutions through investments in knowledge-generation to accelerate local, national and global learning on proven and effective strategies.

- Build **partnerships, ownership and expanded commitment to the Fund throughout the UN System**, including by securing higher-level leadership and, offering expertise, guidance and programme support and resource mobilization assistance towards the effectiveness of the UN Trust Fund.

These higher-level, **inter-related aims of the Fund’s Strategy will guide every aspect of the UN Trust Fund’s grant-making, operations and investments. Promoting the implementation, learning and knowledge generation agenda will be the UN Trust Fund’s engine of growth** and basis of expanded investments in the coming years, in order to capitalize on its unique global comparative advantages.

The Strategy *Vision 2015* will work to fully equip the Fund to help **bridge the evaluation and knowledge gap**, and ensure that emerging knowledge is captured and widely available in a timely manner to inform ongoing and future implementation efforts by a wide range of practitioners. In this way, the UN Trust Fund will **enhance the way its resources build practice**.

To this end, emphasis will be placed on key aspects of the UN Trust Fund’s operations, including its appraisal standards, grant-making selection and monitoring processes such as **capacity development** and **sustainability** plans, promoting **evidence-based approaches**, and ensuring that programmes approved are rooted in strong **multi-stakeholder partnerships** and well-grounded in the country context for sustained impact. Particular attention will also be paid to **upstream policy development and upscaling opportunities**, by encouraging policy linkages from the outset through relevant government-civil society-UN partnerships and related advocacy strategies. In addition, through its emphasis on high standards, monitoring, evaluation, documentation and knowledge sharing, the UN Trust Fund will help to **set and diffuse good standards of programming practice**.

The next section will present **what** the UN Trust Fund will support and aim to achieve, followed by an explanation of **how** this vision will be operationalized.

2.1 Translating Promise into Practice

To help meet the implementation challenge at national and local levels, the UN Trust Fund will ensure its grant-making is geared towards effecting real change in the lives of women and girls and their communities, in line the Secretary General’s *UNiTE Campaign 2008-2015* (see box 2).

Grant-making will continue to address **all forms of violence against women and girls**, working on both domains of **response to survivors as well as primary prevention**. Emphasis will be placed on the pursuit of **holistic, multi-sectoral and multi-faceted strategies**. **Collaboration with women’s groups** and **government-NGO partnerships** will continue to be emphasized across the board of UN Trust Fund’s grant-making, as well as focusing on communities or geographic areas with high rates of **poverty** and otherwise excluded from mainstream development. This includes explicit attention to **especially neglected groups** at particular risk of violence and/or disadvantage, including adolescent girls and young women, women and girls living in conflict, post- conflict and otherwise unstable situations, displaced and refugee communities, women and girls living in rural and remote areas, migrant women and girls, women belonging to indigenous, ethnic and other minority groups,

Box 2: The UN Secretary-General’s UNiTE Campaign & the Fund’s Role

This Strategy’s duration – through 2015 – is intentionally tied to the UN Secretary-General’s Campaign *UNiTE to End Violence against Women (2008-2015)* in order to harness the historic mobilization of multiple stakeholders and opportunities for collective action to address violence against women and girls. The UN Trust Fund has a key role to play in supporting the achievement of the Secretary-General’s Campaign and galvanizing governments, non-governmental organizations, the private sector and the broader world of philanthropy to join in the effort.

Most importantly, the UN Trust Fund will continue to contribute to the Secretary-General’s Campaign by placing emphasis *“on supporting action where it matters most – at country, and especially local and community levels”*. The UN Trust directly supports implementation of the Campaign’s expected **impact at national levels, with a focus on the five key outcomes that the Campaign appeals to all countries to have in place by 2015**. Specifically, this means that the UN Trust Fund’s contributions in this regard will centre on: the enforcement of national laws; the implementation of multi-sectoral action plans; support to data collection systems; social mobilization and prevention strategies, with emphasis on engaging men, young people and other strategic groups; and addressing sexual violence in conflict situations. The UN Trust Fund will support expanded uptake of the Campaign, inter alia, by its inclusion in the annual Call for Proposals and by requesting grantees to explicitly link their efforts to its priority outcomes.

At the global level, the UN Trust Fund will continue to boost the visibility of the Secretary-General’s Campaign across all related **outreach and communications** efforts, including vis-à-vis the mass media and policy-makers, and at high-level events (such as those with Goodwill Ambassador Nicole Kidman). Another example was an event co-hosted by UNIFEM and the Permanent Mission of the Kingdom of the Netherlands to the United Nations in March 2010 aptly entitled, *“Answering the Call of the Secretary General’s UNiTE Campaign”*. It brought together government representatives and lead donors of the UN Trust Fund with select grantees to share experiences on how the UN Trust Fund is enabling the upscaling of initiatives to enforce and implement national laws, policies, and action plans.

In recognition of the UN Trust Fund as one of the leading and long-standing inter-agency initiatives in the struggle to end violence against women and girls, **the UN Secretary-General’s Campaign calls for a fundraising drive to secure US\$ 100 million in annual contributions for the UN Trust Fund by 2015**. Since the UN Trust Fund is a globally-pooled resource base, it also serves as a barometer of political commitment and an indicator of the Campaign’s achievements in response to the Secretary-General’s challenge to make violence against women *“never acceptable, never excusable, never tolerable”*.

For more on the Campaign, see <http://www.un.org/en/women/endviolence>, including the Framework for Action’s Annex on the national level outcomes (and page 3 for the first quote).

women and girls who are at risk of or have been trafficked, and women living with HIV or with disabilities.

The **engagement of new and strategic groups** in the struggle to end violence against women and girls will continue to be encouraged, especially working with **young people and men in the area of**

primary prevention, as well as traditional and faith-based groups, the private sector and employers, among others, also with a view to fostering **corporate social responsibility**.

2.2 Paving the Path to a Knowledge-Based Future

UN Trust Fund grantees possess a wealth of information and know-how on approaches, processes, methodologies and tools that are tested and used to address violence against women and girls. Since contributing to the global evidence base will be a mainstay of the UN Trust Fund under this Strategy, this valuable resource to generate and capture knowledge will be harnessed in various ways:

- by ensuring **rigorous standards in grantee selection** that identify **key learning and evaluation opportunities** at the start, and by providing technical feedback at the programme conceptualization stage to incorporate **specific components** related to baseline data collection, monitoring, evaluation, documentation and knowledge sharing;
- by investing in **capacity development** through annual training workshops for all new grantees on evidence-based programming, monitoring and evaluation early in their design and implementation stages, and providing ongoing feedback and coaching on the quality of reports, monitoring and evaluation plans;
- by establishing systems for **global knowledge management**, that can ensure the capturing and wide dissemination of good practices and lessons learned, including through the UN Trust Fund’s website and on-line global database, as well as UNIFEM’s Global Virtual Knowledge Centre to support programme implementation (www.endvawnow.org).

On a selective basis and subject to resources, the UN Trust Fund will also actively pursue joint knowledge generation opportunities and carry out **multi-grant learning and evaluation initiatives**. This will involve grouping together grantees working on similar types of interventions, and carrying out global multi-grant evaluations across specific themes or shared aspects of programming. In this scenario, opportunities for multi-grant learning will depend on the pool of grants approved annually, based on a sufficient number of applicants who may be found to share similar learning questions and programmatic areas of focus.

For a more targeted and structured knowledge generation process, clusters of grantees will ideally work together from the design stage on a set of shared goals, research questions and indicators. This approach is already underway within the UN Trust Fund’s cohort of grantees working on the intersections of violence against women and girls and HIV and AIDS since 2007, and earlier windows were also enabled, for example, on media (2000) and conflict situations (2004). Under such **special windows**, which are opened as part of the annual Call for Proposals, the rest of the Call still maintains its open and flexible appeal for applications across the implementation agenda. Windows are particularly relevant to stimulate action in areas or with population groups that are often neglected, but especially strategic for advancing the field of ending violence against women and girls.

A major difference with the multi-grant clusters is that a ‘window’ intentionally requests *a priori* applications on a specific issue, while the clusters are formed *post facto*, based on exploring whether a grouping along thematic lines is feasible and strategic subject to the pool of new grants approved. While the windows are most effective for furthering a learning and knowledge generation agenda, they also imply a significant investment of additional human, technical and financial resources (e.g. with advance planning involving the recruitment of specialized experts, the preparation of tailored trainings for the grantees implicated, and dedicated staff for monitoring, documentation and knowledge management).

Special Window on Violence against Women & HIV and AIDS

A growing body of evidence points to how violence against women is both a cause and consequence of HIV and AIDS, and very limited attention has been paid in practice to this driver of the feminization of the pandemic. In response, special windows were opened in the 2005 and 2006 UN Trust Fund Calls for Proposals on ‘reducing the twin pandemics of HIV/AIDS and violence against women’. With generous support from Johnson & Johnson, the UN Trust Fund has established a cutting-edge learning initiative with seven of the successful applicants, who were brought together as a ‘learning cohort’ to develop and showcase effective practices to address the intersections.

The initiative places particular emphasis on monitoring and evaluation to generate evidence across the projects that can eventually enable adaptation and upscaling. To this end, the cohort of grantees has been accompanied since the early planning and design stages by lead experts at PATH (Program for Appropriate Technology in Health, Washington D.C.) to assist with baseline survey development, selection of indicators and survey tools, and development of monitoring and evaluation plans, with ongoing tailored support and site visits to the projects provided by the UN Trust Fund Secretariat and UNIFEM expertise in the area of HIV. A final convening of the group will take place in 2010 to extract common learnings and promising practices from the project evaluations that have emerged over the four years of work in addressing the intersections.

Without precluding other emerging or priority areas, the following issues will expectedly receive priority consideration for targeted UN Trust Fund documentation and evaluation investments. These are identified based on the lead criteria of especially strategic areas to further the field of ending violence against women and girls:

- **primary prevention**, a neglected but especially strategic (and cost-effective) area of work if violence against women and girls is ever going to be stopped altogether;
- **adolescents**, including working with young people of both sexes on prevention, as well as developing gender-responsive and age-tailored responses for adolescent girl survivors of violence;
- **prevention of sexual and domestic violence in conflict, post-conflict and otherwise unstable situations**, to address an urgent need, drawing on incipient and inspiring strategies that are

showing major promise in deterring violent behaviours and diminishing risks for women and girls;⁴ and,

- **the inter-linkages of economic security and violence against women**, by supporting efforts to deepen understanding, as well as strategies to expand economic and livelihood options for survivors.

Beyond those mentioned above, *critical knowledge gaps* include needs for tested models for working with especially challenging contexts and **excluded groups at high-risk of gender-based violence**, such as indigenous and migrant women, girls and young women working as domestic workers and those belonging to ethnic and minority groups; expanding the knowledge base on **engaging men and boys** in primary prevention, and on how **private sector employers** can be supported to make a difference in the communities in which they operate; and addressing **violence against existing or aspiring women political candidates**. In addition, it may be determined that a select number of individual UN Trust Fund grantee programmes warrant further **investments in evaluation and documentation**—possibly including impact evaluation. This will be the case (also subject to resources) if select emerging practices have reached the degree of maturity that demonstrate high promise as **potential models** to justify the higher-level of evaluation and knowledge sharing investments.

Why Adolescents and Young People?

One of the most strategic and cost-effective investments in the field of violence against women – primary prevention focused on adolescent girls and boys – is severely underdeveloped and under-researched. Experts and evidence suggest that by starting early on gender equality and non-violence, including through school and community-based interventions, violence against women and girls can be reduced. Engaging and fostering positive change in this age group could thus have a ripple effect in present and future generations, with impacts not only in terms of preventing violence against women but on the gender equality and development agenda more broadly.

At the same time, though mostly ignored, adolescent girls (10-19 years of age) are at especially high risks of various forms of gender-based violence – from sexual assault and abuse, to sexual exploitation and trafficking, to harmful practices including child marriage and female genital mutilation/cutting. Yet, few policies, laws or tailored responses exist that explicitly address the needs and rights of violence survivors in this critical stage of life, despite the devastating and potentially life-long consequences.

The mobilization of young people of both sexes is key to changing the tide on gender-based violence. Though largely untapped to date, they are a tremendous resource in the global movement to end violence against women and girls, and major assets among their peers, their families and communities to achieve the social transformations needed.

⁴ See DPKO-UNIFEM “Addressing Conflict-Related Sexual Violence – An Analytical Inventory of Peacekeeping Practice”- **full citation and link available in June 2010**. See also UNIFEM “Women Building Peace and Preventing Sexual Violence in Conflict-Affected Contexts: A Review of Community-Based Approaches” (2007), available at: <http://womenwarpeace.org/sgbvandpeacebuilding>.

Through this emphasis on documentation, monitoring and evaluation, the UN Trust Fund will aim to nurture effective practices to feed the global knowledge base for policy-makers and practitioners worldwide, with the aim of contributing to closing the evaluation and knowledge gap. This will also include widely disseminating the new ‘how to’ tools, case studies and refined methodologies that will be generated by UN Trust Fund grantees, for ready adaptation by governments and NGOs wishing to upscale such endeavors in the future. The overall thrust on global knowledge management (see section 3.8) will ensure that learnings gleaned from individual UN Trust Fund grantees are systematized and shared widely for expectedly **transformative effects on programming practice** overall.

2.3 Building Ownership throughout the UN System

As a UN system-wide mechanism, the UN Trust Fund was founded on UN partnerships since its very beginning, when its inter-agency consultative committee was first established in 1996. Known by the acronym ‘PACs’, or ‘Programme Appraisal Committees’, these have involved over twenty UN agencies at global and field levels, alongside NGOs, other experts and select government representatives in the grant-making approval process.

United Nations reform and the emphasis on “delivering as one” is galvanizing an increasing number of UN agencies, funds and programmes to intensify their contributions to eliminating violence against women and girls, further bolstered by the launch of the Secretary-General’s *UNiTE* Campaign. These favourable trends within the UN also bode well for the UN Trust Fund and its grantees on the ground, which stand to benefit from the potential that a stronger UN System role can play in enhancing effectiveness and impact in the field of gender-based violence.

The involvement of numerous UN agencies in the UN Trust Fund’s policy directions and grant-making at global and field levels offers **multiple opportunities for maximizing returns on the Fund’s operations and investments**. Violence against women and girls is an interdisciplinary issue requiring the mobilization of multi-stakeholder, multi-sectoral, holistic interventions: UN agencies with their respective strengths and **comparative advantages across a range of relevant issues and sectors**, have much to offer in the way of valuable and **strategic supports to grantees and their outcomes**. The UN Trust Fund’s external evaluation found that this was an area in need of improvement.

In particular, efforts will be made to: a) secure UNCT support to include grantees in relevant policy dialogues, stimulate knowledge sharing and exchanges of good practices; and, b) create a vibrant forum for inter-agency exchanges that fosters system wide coherence on addressing violence against women. (More details are available in Section 3.2.)

3. Achieving the Strategy: Operationalizing Vision 2015

Only by concerted, well-defined and targeted efforts will the UN Trust Fund’s vision materialize to help close the implementation and knowledge gap on ending violence against women and girls. This section delineates **how** the Fund will work to operationalize the 2010-2015 Strategy – by utilizing its

Call for Proposal and rigorous grantee selection process; expanding its partnerships; enhancing the potential roles and contributions of the UN System to enhance the effectiveness and impact of the UN Trust Fund; revamping and strengthening its profile and stewardship; and intensifying resource mobilization.

3.1 The Call for Proposals and Grantee Selection Process

The UN Trust Fund’s **annual grant-making** process, through its widely publicized Call for Proposals, operates on **core principles** of ensuring an **open, fair, transparent, competitive and merit-based process**. Its **flexible nature**—in terms of responsiveness to a wide range of forms of violence, national and emerging priorities and needs and diverse approaches—will be retained, as per the external evaluation’s findings that country stakeholders reported this as a positive and welcome trait, also enabling the UN Trust Fund to attract a variety of novel concepts. Governments, NGOs and UN Country Teams (UNCTs) will continue to be the eligible applicants.

The focus will remain on supporting **country and local implementation**. Multi-country, regional and global proposals may be considered if they are clearly intent on **innovating and/or testing and evaluating models** in different country settings for worldwide learning and upscaling. As earlier noted, the Call for Proposals may also periodically include **special windows on especially strategic areas** centered on learning for global knowledge generation.

Grants will continue to be **awarded based on high standards of quality, evidence-based programming to ensure efficient utilization of resources and optimal achievement of results**. Grant-making will therefore emphasize a **programmatic approach**, coherent with the aim of effecting and measuring changes at institutional and structural levels and in people’s lives.⁵ Attention will also be paid to the specific needs and challenges that some regions and countries face in terms of their stage of progress in addressing violence against women and girls, while maintaining the overall focus of grant-making on supporting national implementation of existing policies and laws and ensuring knowledge sharing components are properly addressed. The appraisal process will also be guided to ensure responsiveness to the diversity of applicant organizations and implications for their capacities.⁶

Ultimately, however, decisions will continue to be made on the quality and potential contributions that proposals can make in the communities and countries of intervention, as well as to the wider field of global knowledge generation on effective approaches and potential models for adaptation and upscaling.

Grants are made through a **rigorous appraisal process**, involving UN as well as external experts at both global and field levels through the Fund’s inter-agency Programme Appraisal Committees, followed by the provision of technical feedback for short-listed applicants and finalists. A two-stage

⁵ It should be noted that the UN Trust Fund will not support *stand-alone* efforts or activities on advocacy (e.g. for new laws or policies), public awareness-raising/campaigning, research, or data collection—while emphasizing that any of these are key elements of holistic, quality programming and are funded regularly as part of multi-faceted grants.

⁶ For example, larger, international and/or UN organizations as compared to smaller NGOs and grassroots organizations in order to take into account the variations in capacities, including staffing and access to technical and other resources, among other factors that can influence the quality of the written presentation of proposals without discounting the merit of the content of the proposals themselves.

process will be continued as it has been found to enhance efficiencies for the applicant organizations as well as the UN Trust Fund and the reviewers involved: an initial brief Concept Note and, only for those short-listed applicants invited to the final round, a full-fledged proposal. **Standard criteria** will be applied (via technical appraisal forms) to ensure consistency and adherence across reviewers.

Throughout the process, emphasis is placed on promoting high-quality, **results-based programme frameworks that address capacity development, evaluation and knowledge-sharing**. Special attention will also be paid to ensuring **strengthened sustainability strategies and plans**, a key finding and recommendation of the external evaluation.

In line with the objective of nurturing global knowledge generation on effective approaches, the UN Trust Fund envisions **larger and longer-term grants** that can allow for programme results to mature, and be properly evaluated, documented and disseminated, while at the time enhancing sustainability prospects (as interventions of longer duration may have better chances of achieving success and becoming ‘rooted’ with greater ‘staying power’). During this Strategy period, a higher ceiling of **multi-million dollar grants for a duration of up to five years** will be considered, subject to available resources in any given year. (By comparison, the maximum grant size and duration through 2009 was US\$ 1 million for three-year projects.)

Finally, the UN Trust Fund will establish a **separate category for seed and small grants to smaller NGOs and grassroots organizations, including to accommodate those operating in conflict, post-conflict or otherwise unstable settings** (est. minimum of US\$50,000 for two years). This responds to an ongoing concern shared by various stakeholders, including current grantees that the rigorous standards and grant levels set by the UN Trust Fund may be excluding community-based groups from much-needed resources. Accordingly, different criteria for application and selection will be applied to this category of applicants, including a less exigent application process and less rigorous standards of approval, monitoring and evaluation. (The same degree of UN Trust Fund technical and training investments for grantees under this category may also not apply.) Criteria for consideration under this grant-making category will emphasize the potential of the proposed initiative to catalyze novel work on violence against women in their communities; and supporting existing efforts to ‘graduate’ to sustainable and/or higher-level results, such as by facilitating community inroads into policy-level impacts and linkages.

Overall, this category builds on the Fund’s experience and recognition that **seed grants can be the harbingers of innovative ideas which, if nurtured, can later prove to be major solutions**, by empowering women leaders and communities to find answers that work best within their specific context. The purpose of such grants will thus be to support the positioning of these organizations within their communities to boost attention and responses to gender-based violence at localized levels, and to facilitate their access to spaces for dialogue and collaboration with governmental authorities and, potentially, other donors (e.g. via UN country linkages).

3.2 Enhancing UN System Roles and Synergies

This Strategy will pursue the various **opportunities available at global, regional and country levels for deepening UN ownership and the Fund’s effectiveness** in this regard. A key venue for

facilitating these expanded UN roles will be the Programme Advisory Committees, with various UN agencies and other key stakeholders participating. Beyond strengthening the role of the PACs at global and sub-regional levels building on the experience of past years, under this Strategy it is expected that country-level synergies and collaboration will be increased, including through the ‘One UN’ pilot countries, also as part of the UN’s accountability framework for implementing the Secretary-General’s Campaign and its explicit call for UN system-wide action.

An important asset of the UN System that can enhance the Fund’s impact at country levels is its access to **policy levels**, an area that grantees have requested greater assistance in to facilitate their work and its sustainability, for example, by facilitating civil society grantees’ collaboration with key ministries or governmental task forces. Opportunities are also available for supporting the UN Trust Fund grantees’ interventions in terms of the UN’s role in establishing direct **synergies with UN-supported country programmes**, as well as with initiatives of the **Regional Directors Teams**, including grantees’ participation in **training** and providing them with additional **technical assistance, monitoring and mentoring** from UN experts, as needed; and the potential role that the UN Country Teams (and their Gender Theme Groups), led by Resident Coordinators (RCs), have in enabling in-country **knowledge-sharing of good practice models for upstream policy development**, in line with this Strategy’s aim of transforming and improving programming practice. In practical terms, by way of illustration, this could consist of: the creation of Committees that accompany UN Trust Fund projects, with the participation of grantees, government and other strategic national counterparts (as has been facilitated by the UN in some countries with positive results in terms of increased political support for the interventions); the annual presentation of project results by active grantees to the decentralized PACs; and the UN convening learning workshops with all key national stakeholders on evaluation findings and good practices, and recommendations for their adaptation and replication.

At institution-wide levels, each UN agency can also ensure dissemination of leading good practices among the respective networks of field offices and partners, including to inform the UN’s own practice and the policy and technical advisory services it provides to national counterparts. The UN Trust Fund, in turn, will also document and promote examples of leadership in this regard by UN agencies, UN Country Teams and Resident Coordinators, as case studies of good practice that can be shared widely, including in UN Trust Fund official and other UN reports and communications efforts.

In addition, once a UN Trust Fund grant is completed, UN agencies have a key role to play in fostering their continuation through **advocacy for upscaling by the government as well as uptake with UN programme resources**, as per emerging practice in some recent instances. The UN Country Teams can also **convene the donor community**, both to share emerging practice that can inform their funding portfolios and encourage expanded support for promising grantees. Such linkages will maximize the impact of government and non-governmental initiatives supported by the Fund and go a long way in ensuring their continuity, expansion and **sustainability**. UN Country and Regional Teams can also utilize **commemorative dates and media opportunities** to promote and share grantee achievements and neglected issues, or announce new awardees – notably around March 8 (International Women’s Day) and November 25 (International Day for the Elimination of Violence against Women).

The UN Trust Fund can also serve as a **forum of inter-agency exchange** that contributes to **fostering system-wide coherence on approaches to end gender-based violence**, both through its own consultative mechanisms and direct engagement of UN agencies, as well as linkages with other leading **inter-agency groups on the issue**.⁷ Through such engagement, the UN Trust Fund will aim to harmonize and share learning across agency and country efforts, thereby contributing to the collective, coordinated UN response to gender-based violence. Another key role for UN agencies as suggested by the evaluation relates to **resource mobilization**, through sustained advocacy and outreach, to support the US\$ 100 million resource mobilization drive for the UN Trust Fund.

Specifically in relation to grant-making in **conflict and post-conflict contexts**, consultations, information exchange and coordination will deepen with **UN Action against Sexual Violence in Conflict**, building on past participation by the Secretariat in the inter-agency grant-making process. In addition, the UN Trust Fund will tap into existing inter-agency networks operating in complex emergencies, disasters and other such situations, such as the gender-based violence working group within the protection cluster.⁸ The focus of such linkages will be to facilitate additional supports and synergies with UN agencies at field levels for grantees that may require a greater degree of policy advice, monitoring and data collection support, as well as to integrate grantees' work in the UN's own coordination efforts with regard to monitoring and documentation. Such synergies are also expected to extend to the Department of Peacekeeping Operations in cases of UNCT applications and grantees.

Through engagement and value-added support to the UN Trust Fund at multiple levels, the UN as a system can make a more meaningful contribution to the agenda of ending violence against women, while enhancing UN coherence and accountability towards this human rights violation. Such engagement also complements the ongoing work of UN agencies on ending violence against women, recognizing that the UN Trust Fund is not a substitute to wider UN action or accountability on this issue. As such, beyond their participation and support to the UN Trust Fund as part of 'delivering as one', UN entities continue to be accountable for delivering on their own results, programmes and responses to violence against women and girls, as well as for other inter-agency initiatives such as the Secretary-General's Campaign, the Task Force on Violence against Women, and UN Action against Sexual Violence in Conflict, including as regards mobilizing resources for those efforts.

3.3 Expanding Partnerships

As violence against women and girls cuts across all sectors, population groups, and public and private spaces, it requires engagement of multiple stakeholders. In addition to emphasizing partnerships at the level of grantee programmes and the role of UN agencies, the UN Trust Fund

⁷ In addition to the Secretary-General's Campaign, this includes, for example, coordinating and sharing findings and lessons learned from the respective assessments planned by both the UN Trust Fund and the Task Force on Violence against Women established in 2007 within the Inter-Agency Network on Gender Equality, focused on UN Country Team pilots in 10 countries. These assessments will focus on the 'added value' of UN joint programming. The UN Trust Fund is also planning to coordinate with the UNDP-Government of Spain MDG Achievement Fund which supports large-scale UN Country Team programmes, including on gender equality and violence against women. Since 2009, the MDG-F Secretariat has also participated in the inter-agency PACs.

⁸ Information on the gender-based violence Area of Responsibility in the UN Inter-Agency Steering Committee Protection Cluster can be found at: <http://onerresponse.info/GlobalClusters/Protection/GBV/Pages/Gender-Based%20Violence.aspx>

will work to mobilize broad-based partnerships and garner commitment and support from an ever-growing range of actors to end violence against women and girls. This includes outreach and direct engagement of UN Member State governments, donors, philanthropists, women’s networks and civil society organizations, pro-gender equality men’s and youth groups, and high-profile spokespersons.

Partnerships with leading research and expert institutions will continue and expand, building on its collaboration with specialized organizations in the field, such as the International Center for Research on Women, PATH and the USAID MEASURE project. Similar collaborative arrangements will be initiated and sustained throughout the duration of this Strategy. The private sector also has an important role to play in ending violence against women and girls, not only in terms of philanthropy, but also through employee policies, high-visibility marketing outlets for awareness-raising, or in-kind contributions of expertise. The UN Trust Fund will build in this regard on its experiences partnering with Avon and Johnson & Johnson.

In 2008, UNIFEM’s efforts to broker new partnerships to support the UN Trust Fund resulted in an agreement with Avon Products, Inc. and the Avon Foundation. The company’s first-ever global fundraising product, the Women’s Empowerment Bracelet, was launched to raise awareness about violence against women and unveiled by actress Reese Witherspoon at an event held at the United Nations in partnership with UNIFEM. The first US\$ 500,000 from bracelet sales were matched by the Avon Foundation for a total donation of US\$ 1 million, representing the single-largest one-year corporate contribution in the UN Trust Fund’s history.

3.4 National Capacity Development

For the duration of this Strategy, UN Trust Fund investments in capacity development of grantees will be guided by the established overall aims of supporting the achievement of results and impact for women, girls and their communities, and generating knowledge of ‘what works’.

As such, **structured annual trainings** will be organized on **evidence-based programming, monitoring and evaluation** for new grantees at the outset of programme planning and design (regional workshops in English, French and Spanish). These build on the trainings and related supports piloted and rolled out for grantees beginning in 2009, which received very positive feedback (described by participants as ‘unique’ and ‘very valuable’). The trainings respond directly to what grantees ranked as the top demand for capacity development support in a survey undertaken by the 2009 evaluation; as well as the evaluation’s recommendation that UN Trust Fund capacity development investment decisions be focused in this particular area of monitoring and evaluation – thereby ensuring results-based reporting that can directly serve the global knowledge management agenda.

Grantees’ capacities in evidence-based programming will also be enhanced by: the provision of expert **technical feedback** for proposal development; **specialized expertise** for the development of the **monitoring and evaluation plans**; the availability of increased technical assistance, **training opportunities**, coaching and monitoring assistance expected from the expanded role of UN

agencies at country levels; and through grantees’ access to the on-line **UNIFEM Global Virtual Knowledge Centre to End Violence against Women and Girls** www.endvawnow.org, which provides state-of-the-art guidance, tools and good practices available from around the world – including that generated by former UN Trust Fund grantees. It also provides updated information about key learning and training events, conferences, and other leading valuable resources – such as the **Secretary-General’s Database**, developed by the UN Division on the Advancement of Women, which provides an inventory of official laws, policies and data reports (www.un.org/womewatch).

UN Trust Fund Training Workshops on Monitoring and Evaluation (2009)

- Participants’ Feedback -

“The training was very useful to me in that it afforded me a space to meet and interact with the other grantees to share experiences... and also the knowledge we gained around monitoring and evaluation, indicators, project programme planning is unique and is very relevant to what we are doing.”

“For me, it is the first time that I am sitting in [a] monitoring and evaluation workshop... And we are doing a lot of things here and there but we need to put it together and link it into one integrative approach so this workshop is very important for me ... What I learned from here is, to be effective in implementation, monitoring and evaluation is the most important part. So I learned a lot from here, so I can take it back to my country, this message, and share these things with other colleagues.”

“It is good learning for us and good to implement these learnings in our countries. I am very grateful for the UN Trust Fund to have this opportunity ... we have learned different types of perspectives of other countries in terms of culture and programmes and ways of implementation.”

3.5 Sustainability

Under this Strategy, greater emphasis will be placed on sustainability issues, at both global and country levels, building on encouraging trends in this regard while also responding to the external evaluation’s recommendation to pursue strengthened means of improving this area of UN Trust Fund operations.

Most critical is refining **strategies at the level of grantees themselves**, to enhance prospects for continuity, uptake and expansion of promising UN Trust Fund-supported approaches at country and local levels. Building on existing practice, the UN Trust Fund’s emphasis on sustainability will start with the **grantee selection process** and its application guidelines, which includes explicit questions on the project’s sustainability prospects and strategies. The appraisal and approval process will pay careful attention to the extent to which key elements of sustainability are already embedded in the proposed project. The rigorous quality standards applied in the approval process itself increases the chances of programme success and sustainability, as good initiatives have a greater likelihood of garnering support after a UN Trust Fund grant has ended.

More specifically, at the conceptualization and design stage, this will include expanding on existing requirements on sustainability plans of UN Trust Fund templates and guidance provided to applicants in the presentation and refinement of their proposals; as well as continued attention to a range of other key elements of building in sustainability from the outset of grant approvals. This covers ensuring that grants awarded are rooted in **local ownership and partnerships**; advocacy and **policy linkages** to optimize the potential of longer-term **institutionalization in government plans**, norms, practices and budgets; **synergies with other ongoing programmes**; fostering comprehensive approaches to **capacity development** (i.e. beyond one-time or short-term trainings only) – also related to effecting **transformational shifts in gender attitudes** and behaviours among both rights holders and duty bearers, which is key for setting in motion lasting change; **matching funds** (from governments and UN agencies or other sources) and alternative plans for securing additional resources and institutional commitments of absorption of an initiative; and **reporting for results** (so that achievements are well documented to facilitate interest in providing continued support and upscaling beyond the duration of UN Trust Fund grants).

While the above considerations already present in the grant approval stage will continue to be promoted, **newer elements** relate to bringing the sustainability lens to bear on **monitoring and evaluation**, the **role of the UN system** and the prospects of expanded **non-traditional partnerships**. The UN Trust Fund’s expanded efforts and investments in monitoring and evaluation of grantee programmes will take a closer look at sustainability plans and provide improved guidance (including on indicators to measure sustainability); facilitate linkages to policy circles, related programmes and other donors; and identify opportunities for policy-oriented advocacy and knowledge sharing to disseminate good practice and spark interest from other stakeholders in adapting or supporting their continuation and expansion. The efforts to redouble the roles of UN agencies and the UN Country Teams in all these aspects will be especially key to enhancing sustainability strategies, prospects and impact. In addition, the UN Trust Fund will explore outreach to **development banks**, on a case by case basis, for upscaling of promising grantee practices, in particular in those regions where the development banks have already moved forward on the violence against women agenda.

On a larger scale, the UN also has a critical role to play in widely disseminating the promising practices and models nurtured by the UN Trust Fund, through its global reach and advisory services to governments and other partners, such that the **cumulative knowledge generated** itself becomes yet another component of sustainability and longer-term impact on the field of programming to address gender-based violence.

Finally, sustaining and upscaling good practice requires financial resources, including **financial sustainability of the UN Trust Fund** itself. The following section will describe how this Strategy aims to build new partnerships that can contribute to shaping financial sustainability for the UN Trust for the longer-term, while expanding the circle of commitment and support for ending violence against women and girls.

3.6 Outreach, Resource Mobilization & the US\$ 100 million Fundraising Drive

The UN Trust Fund’s ability to pursue a strategic vision and ambitious plans in support of country implementation of commitments to ending violence against women and girls and global knowledge

generation naturally relies on the degree to which it is able to mobilize adequate resources to realize them. The UN Trust Fund depends on voluntary contributions by UN Member States, private sector donors and concerned individuals – with the bulk of resources (over 90%) proceeding from government donors.

Table 2: Snapshot of UN Trust Fund Contributions in 2004 and 2009

	<u>2004</u>		<u>2009</u>
Total Funds:	Less than US\$ 1 million	→	Over US\$ 23.6 million
From Governments:	US\$ 975,818 (98.8%)	→	US\$ 22,123,269 (93.6%)
From Private Sector:	US\$ 0	→	US\$ 966,912 (4.09%)
From UNIFEM National Committees:	US\$ 7,500 (0.2%)	→	US\$ 138,981 (0.59%)
From NGOs:	US\$ 0	→	US\$ 400,000 (1.69%)

While the UN Trust Fund will continue to ensure efficient utilization of funds and make strides to bridge the implementation and knowledge gap regardless of its resource base, its agenda will move faster and more effectively if equipped with **predictable, multi-year and higher-level resources** – also in line with the **Secretary-General’s Campaign call for US\$ 100 million by 2015**. While this figure represents only a fraction of the dire needs across the globe, it is a realistically ambitious target for the Fund given resource trends and rapid growth in recent years, shifting from a fund with under US\$ 1 million for grant-making in 2004 to over US\$ 20 million by the end of 2009. Based on this record reached in terms of available grant-making resources (especially in a year of severe financial crisis), the annual intermediary resource benchmarks leading to the target of US\$ 100 million by 2015 are feasible and within reach (see box 3).

During the period 2010-2015, the UN Trust Fund will endeavor to reach the US\$ 100 million target by deepening its relations with existing donors, reaching out to new ones, and building new partnerships for intensified outreach, including with Member State governments, parliamentarians, leading philanthropists and foundations, UN entities, the private sector and civil society. The effort will centre on **expanding and diversifying the range of donors**, and also seeking multi-year commitments that will greatly facilitate strategic planning around the global learning agenda and related knowledge sharing functions.

While it is expected that a large share of the US\$ 100 million will be forthcoming by nurturing bilateral donor champions over the next five years of this Strategy, the broader five-to-ten year strategy aims to **shift the balance to longer-term philanthropic and private-sector partnerships**, also with a view to fostering **corporate social responsibility** on the issue of ending violence against women. During the next five years, in tandem with continuing outreach to bilateral donors (both existing and new ones that are not yet contributors to the Fund); the longer-term strategy will be set in motion by nurturing select partnerships with individual and private sector companies and philanthropists. This will also involve follow up on the UNIFEM Commitment to Action of the **Clinton Global Initiative** begun in 2009, featuring the UN Trust Fund’s global fundraising drive to raise US\$ 100 million.

For successful private sector outreach and engagement, the UN Trust Fund will also institute a **donor stewardship program** that will establish the benefits to a private sector donor for giving to

the UN Trust Fund. For example, the UN Trust Fund donor program may involve donors directly through site visits to grantees, provide regular updates on grantee achievements on the ground, give due recognition in annual events and foster participation in global learning events.

The UN Trust Fund will also increase its outreach efforts to the **general public**. This will include continued collaboration with UNIFEM National Committees in various countries that help raise public awareness on the issue as well as fundraise for the UN Trust Fund. Another example is the 2009 *Urgent Alert* launched by UNIFEM in response to the UN Trust Fund’s resource shortfall in the context of the global financial crisis, and widely disseminated to galvanize attention to ending violence against women and girls. Similar strategies will be pursued to engage the general public on the issue. Moreover, general public outreach will be valuable as a tool to increase the overall visibility of the Fund in the longer-term and to make it a trusted, respected “household item” in the **online giving** sphere, an option that the Fund will further explore, alongside other **modern technologies** such as Facebook, Twitter, and YouTube. This will build on its existing partnership with the **UN Foundation** that enables individual on-line donations to the UN Trust Fund through its website.

The UN Trust Fund will continue to build its visibility through intensified **multi-media communications**, ranging from **use of video testimonials** from women and community members benefitting from grantee interventions; a **new website on the UN Trust Fund** with updated information on developments and highlights; to **high-profile media outreach and events** with celebrities and other well-known personalities, also linked to the Secretary-General’s Campaign. This includes the **annual press conferences** of the Secretary-General around November 25 (International Day for the Elimination of Violence against Women); or the links of the UNIFEM **internet-based Say NO platform** with Goodwill Ambassador Nicole Kidman as spokesperson (guiding readers to information about the UN Trust Fund and how to engage and make on-line contributions – www.saynotoviolence.org).

Finally, opportunities will be pursued to further **coordination and synergies with leading women’s rights funding networks and foundations**. As a unique UN global fund dedicated exclusively to ending violence against women, it can play a role as convener with other key players to share information and insights, enhance donor complementarities and coherence, as well as provide an additional venue for knowledge sharing on evaluation findings. Similarly, **UN agencies can convene the donor community present in the country** to showcase successful UN Trust Fund initiatives and support their sustainability and upsaling through targeted knowledge-sharing and

Box 3: Reaching the US\$ 100 million - Annual Benchmarks

- Year 2010: US\$ 25 million
- Year 2011: US\$ 32 million
- Year 2012: US\$ 45 million
- Year 2013: US\$ 60 million
- Year 2014: US\$ 75 million
- Year 2015: US\$ 100 million

fundraising efforts. While these are not directly examples of resource mobilization *for* the UN Trust Fund, they are illustrative of the types of contributions possible to the **larger aims of mobilizing significant resources for programmes working to end gender-based violence – beyond the Fund itself**. This is inspired by the encouraging ‘extra-mile’ of outreach efforts undertaken in 2009 with both high levels of the UN and leading foundations to secure funding for successful applicants for whom there was a shortage of UN Trust Fund resources available – regardless of whether those resources were channeled directly to the organizations or through the UN Trust Fund. This reflects the vision and spirit in which the Fund expects to continue operating in future years, with a clear singular goal in sight – ending gender-based violence to make a difference for women and girls and their communities.

3.7 Results-based Management, Reporting and Monitoring & Evaluation

At the global level, the UN Trust Fund monitors grantee progress in achieving results, and collects and systematizes findings that are shared, *inter alia*, through annual reports to partners and donors. During the life of this Strategy, the UN Trust Fund will unveil a **strengthened global monitoring system**. This state-of-the-art system will include an **online database** to facilitate results-based reporting and analysis across grants, also related to capturing trends, facilitating exchange among grantees and to wider information and knowledge-sharing along thematic, sectoral or other lines of programming.

This database is an important component of the UN Trust Fund’s **results-based management framework** that will be used to identify and manage risks, monitor progress and report on results achieved and resources involved. The UN Trust Fund also encourages **harmonization of indicators use**, both *by individual grantees* as well as *across grantees*, to facilitate **results analysis across the board of the Fund’s portfolio** of supported programmes. A shortlist of select, suggested indicators (both qualitative and quantitative) will be made available to grantees, from which they can more easily draw from to measure and track programme results, drawing from the few but leading sources available of indicators recommended and vetted by experts internationally. During the life of this Strategy, it will be updated and refined through consultative processes with grantees, ultimately resulting in **a core set of harmonized indicators that have been field tested and found to be most relevant for the UN Trust Fund** as well as for global knowledge sharing.

As for **reporting obligations of grantees**, all are expected to set up a **regular monitoring system**, including six-month and annual progress reports and quarterly financial reports. **Budgetary requirements** at the time of approval also ensure adequate resources are set aside for baseline data collection, monitoring and evaluation (with a general guideline of 10 per cent of the grant amount for evaluation alone).

As mentioned earlier, to **support grantees in the tasks of quality reporting on results**, and to facilitate the UN Trust Fund’s global knowledge generation objective, priority investments in **trainings** for grantees are precisely in the area of monitoring and evaluation, and results-based reporting. Grantees are also provided with **technical expertise and guidance** for the development of **monitoring and evaluation plans**. Starting in 2010, grantee knowledge, achievements and

experiences will also be captured through **non-traditional** and **audio-visual forms of documentation**, including **testimonials from beneficiaries**.

In addition, UNIFEM in its role as Administrator of the UN Trust Fund will undertake an internal mid-term review and final external evaluation of this Strategy in early 2013 and end 2015, respectively. The outcome and output indicators forthcoming in the results-based framework of the Strategy will serve as key benchmarks of UN Trust Fund results and achievements. An assessment of UNCT eligibility for grant-making – introduced in 2008 - will also be undertaken in 2012 to evaluate the first cycles of grant-making to the UN.⁹

In 2009, the UN Trust Fund partnered with Measure Evaluation, a conglomerate of experienced organizations funded by the U.S. Agency for International Development (USAID) that has developed a leading global monitoring and evaluation tool of indicators on violence against women and girls. Select programmes implemented by United Nations Country Teams will serve as pilots for testing how Measure Evaluation indicators can be used to systematically track and inform policy decisions.

3.8 Knowledge Management

In light of the UN Trust Fund’s critical opportunity to function as a leading international hub of knowledge generation and dissemination, this area will be considerably revamped under this Strategy in the coming years.

Effective knowledge management will involve stepped up efforts and investments in ensuring that learning from grantees is **captured, synthesized** and **made widely-accessible**. This implies dedicated outreach, planning and execution—from global to country levels, and involving a more active role in the process by UN agencies; as well as staffing with the right skills combination to analyze, distil, communicate and package knowledge garnered in user-friendly formats and venues, and for a diversity of audiences—from policy-makers to local programme implementers.

Part of this systematic investment in knowledge management and sharing will also support the UN Trust Fund’s contributions to **informing public policy development via evidence-based advocacy**, including through high-level national, regional and global fora and related outlets available to the UN system and the inter-governmental process on ‘what works’ to end violence against women and girls. UN Trust Fund evaluation findings, good practices and lessons learned will be made easily available through the UNIFEM Global Virtual Knowledge Centre mentioned earlier and the new UN Trust Fund website.

⁹ The eligibility of UNCTs was adopted on a test-case basis in 2008 by the inter-agency PAC and following the advice and recommendation of the UNIFEM Consultative Committee (see minutes of its annual meeting of 13-14 February 2008). An external assessment of the ‘added value’ of UNCT joint programming under the UN Trust Fund will be undertaken, with lessons from the UNDP-Government of Spain MDG Achievement Fund and the UN Task Force on Violence against Women also informing this process based on their respective evaluations of UNCT programmes.

At **country levels, knowledge-sharing mechanisms** will expectedly be increasingly enabled by the UN Country Team members and respective Gender Theme Groups. These will provide valuable opportunities for grantees and other practitioners to come together and **learn about emerging practices and approaches**, while enabling access to **policy-making circles**, other partners and members of the development and donor community, that can also reinforce this Strategy’s related objectives of enhancing impact, sustainability and upscaling prospects of the UN Trust Fund’s operations. More specifically, at regional and country levels, this will include technical briefings, events, press conferences, and targeted learning and knowledge-sharing workshops with grantees hosted by the **UN Trust Fund’s inter-agency** committees; and utilization of **UN Country Team meeting spaces** as venues for dissemination of successful UN Trust Fund initiatives to inform the wider spectrum of key national stakeholders.

Cross-fertilization and South-South cooperation among UN Trust Fund grantees themselves will also be facilitated by other venues such as: thematically-focused on-line **learning groups or select communities of practice** to facilitate trouble-shooting on particular implementation challenges; or **electronic systems** for grantees to post questions or technical information and assistance requests. Finally, on a select basis on particular themes of emerging concern and strategic value, the UN Trust Fund Secretariat will organize **global knowledge sharing events** to enable **cross-regional learning** that could also bring in other key practitioners and lead actors and donors in the field of gender-based violence. This, in turn, will feed back into the Strategy’s aspiration of ‘transforming practice’, by facilitating access by leading decision-makers and funders to the latest knowledge generated that can advise their own funding portfolios and grant-making directions.

3.9 Institutional Arrangements, Governance and Oversight¹⁰

Role of UN Trust Fund’s High Level Committee and Programme Advisory Committees

Following on the conclusions and findings of the 2009 External Evaluation, UNIFEM will establish a revamped governance and consultative structure for the UN Trust Fund comprised of two main Committees, with distinct and complementary functions: (i) a High Level Committee to meet once a year, and through its high profile members, champion the US\$ 100 million fundraising drive, provide overall policy guidance on the strategic directions for the Fund, and amplify the UN Trust Fund and grantee achievements; and (ii) a Programme Advisory Committee, with global, regional and sub-regional levels, supported by a technical sub-committee, responsible for providing ongoing advice on policy and programming issues, including as regards the Fund’s strategies and action plans, and priorities for grant-making.

Role of UNIFEM

As Administrator of the UN Trust Fund, UNIFEM is accountable for the management and decision-making of the Fund, based on delegated authority from the UNDP Administrator and the guidance and advice it receives from the High-Level Committee and Programme Advisory Committees, as per the founding General Assembly Resolution. In its role as manager, UNIFEM provides oversight and

¹⁰ As per General Assembly Resolution 63/311 adopted in 2009 on *System-wide coherence*, and subject to the outcome of ongoing General Assembly deliberations, it is expected that the UN Trust Fund would be subsumed under a newly created gender architecture.

leadership from Senior Management; strategic and technical guidance for quality assurance and up-to-date inputs on expert advancements in the field; convenes and manages the grant-making process and inter-agency consultations at global and field levels; monitors and facilitates reporting on grantees; enables global dissemination and knowledge-sharing of UN Trust Fund achievements, learnings and case studies; provides ongoing support for outreach, visibility, media access and fundraising; brokers new partnerships and expert resources in support of the UN Trust Fund; and facilitates coherence and coordination with other UN inter-agency initiatives and groups, including Resident Coordinators, UN Country Teams and Gender Theme Groups, the Secretary-General’s Campaign, the Task Force on Violence against Women, UN Action against Sexual Violence in Conflict and the UN *Stop Rape Now Campaign*. As Administrator of the Fund, UNIFEM provides institutional human resources, technical, financial, legal and auditing advisory and related services. UNIFEM Sub-Regional Offices provide ongoing oversight and support for grantees and mobilize other UN organizations to more actively participate in selecting and linking with UN Trust Fund grantees. UNIFEM also reports annually to donors and to the Commission of the Status of Women and the Human Rights Council, as per the UN Trust Fund’s founding resolution.

Role of UN Trust Fund Secretariat

In close collaboration with the UNIFEM field offices, the dedicated staff of the UN Trust Fund Secretariat is responsible for day-to-day management, execution and monitoring of the Fund’s operations, under the direct supervision and guidance of UNIFEM. The Secretariat is housed at UNIFEM Headquarters in New York, and as per the founding 1996 General Assembly Resolution, follows the same policies, procedures and regulations as UNIFEM. The Secretariat staff is supervised and guided by the UNIFEM Deputy Executive Director of Programmes and UNIFEM’s Senior Advisor on Ending Violence against Women.

Under this Strategy, and following the evaluation’s findings and recommendations, the Secretariat’s staffing structure and accompanying expertise will be revamped as part of a well-managed growth plan that can enable the UN Trust Fund to seize the important opportunities the policy context presents.

3.10 Challenges, Risks and Assumptions

The ambitious vision espoused by the UN Trust Fund Strategy will undoubtedly face its challenges— as it has in the past, since its inception in the 1990s when the issue of violence against women was only beginning to be understood and accepted as a human rights issue of global concern, and when funding made available for related efforts was abysmally scarce. The challenges and risks foreseen stem mostly from the unpredictability of key factors that could influence the outcomes envisioned, with the main ones presented below alongside strategies to address and mitigate them.

The Strategy is based on two central but reasonable **assumptions**. The first is that the **positive trends in resource flows** will continue, which can be expected based on analysis of recent years (including the record contributions reached even during the global financial crisis – in 2008 and 2009), supportive General Assembly Resolutions and other high-profile partnerships and commitments mentioned elsewhere in this Strategy. The second relates to ensuring that **adequate staffing and combination of expertise** is in place to fully operationalize the Strategy (which is also

subject to resources, since UNIFEM will monitor to ensure a continued modest proportion of overhead and administrative costs in its management of the Fund).

Challenges and risks can be categorized primarily as those relating to **policy context and funding**. Not surprisingly, one of the greatest challenges (as also identified by the external evaluation), lies in how to monitor and support **grantees operating in conflict, post-conflict or otherwise unstable situations**. While a common difficulty for any humanitarian and development initiative operating in such settings, the UN Trust Fund will work more closely with other UN actors on scene (such as UN Action against Sexual Violence in Conflict and the Department of Peacekeeping Operations) with a view to inviting and encouraging their linkages and advisory services for grantees on a case-by-case basis.

On the financial front, there are two inter-related main challenges. One pertains to if and how the **global financial crisis** might affect the fundraising drive for the UN Trust Fund; but in this regard, considering the modest fundraising amounts implied, the increasing calls for support from key decision-making circles, and the intensified and multi-faceted outreach and resource mobilization strategy that will be rolled out, these risks should be adequately 'hedged'. The other challenge is how to overcome **the lack of predictable and multi-year funding**, which constrains proper and longer-term planning. Nonetheless, efforts will continue to be made building on some encouraging examples over the past four years, during which one bilateral donor, one private sector donor and one civil society donor have each made multi-year commitments to the UN Trust Fund.

In order to build towards the US\$ 100 million target and beyond, the UN Trust Fund will deploy its energies and consolidate longer-term partnerships that can improve resource levels and forecast. In this way, the UN Trust Fund and its partners can expect to make a meaningful contribution to the growing global movement to translate existing commitments into concrete action for the advancement of the human rights of women and girls.