

KAREN HARDEE
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A social demographer for over 25 years, Dr. Hardee is president and CEO of the What Works Association, a women-run NGO that seeks to improve the lives of women and men through evidence-informed guidance on policies and programs on sexual and reproductive health, HIV/AIDS, maternal health, gender transformation, and climate change and reproductive justice. She is also principal at Hardee Associates, LLC, providing expert assistance in family planning and reproductive health, rights-based programming, gender, global population, development and climate change, policy and program development, research and evaluation. She was previously director of the Evidence Project at the Population Council, a USAID-funded family planning/ reproductive health implementation science project. She also led the Council's strategic priority work on strengthening resilience of vulnerable populations in adapting to the effects of environmental stressors, including climate change. Dr. Hardee has also been director, Center for Research and Evaluation, senior fellow and deputy director of the Health Policy Project at the Futures Group (now Palladium), visiting senior fellow at Population Reference Bureau, vice president for Research at PAI, senior advisor at John Snow, Inc., principal research scientist at Family Health International (now FHI360), and presidential management fellow at USAID and the U.S. Bureau of the Census. In addition to a range of leadership and management positions, she has been PI on programmatic studies on policy and program implementation, evidence-based gender and youth programming and health outcomes, demographic and health factors, resilience, and climate change adaptation. She has participated broadly in strategic planning and business development at a range of organizations. Dr. Hardee holds a Ph.D. from Cornell University's Population and Development Program and has published extensively.

EDUCATION

- Ph.D. Cornell University. Department of Development Sociology. Social Demography, Development Sociology and East Asian Studies. 1988
- M.A. Cornell University, 1984
- B.A. Duke University, 1981

PROFESSIONAL EXPERIENCE

What Works Association. President and CEO and founding member. 2021-current

Dr. Hardee co-founded the What Works Association in 2010, based on work to identify what works for women and girls in HIV/AIDS programming through synthesizing research evidence for policies and programs (www.whatworksforwomen.org). This work grew out of evidence synthesis on maternal health programming. She is President and CEO and leads work on rights-based family planning for UNFPA and for the Bill and Melinda Gates Foundation. She was co-PI on a study of transitions to adulthood in Jamaica. Using an innovative methodology for assessing the strength of evidence developed by WWA, she has contributed to a strength of evidence synthesis on Female Genital Cutting for the Population Council. She has published a range of reports and peer-reviewed articles through WWA.

Hardee Associates, LLC. Principal. 2010-current

Expert assistance in, family planning and reproductive health, rights-based programming, gender, global development and climate change, policy and program development, demographic analysis, and research and evaluation. She has worked with a range of clients, including FP2020; UNFPA; Avenir Health/Track20; Save the Children; Christian Connections for International Health (CCIH): ADRA; ITAD; Palladium Group; IntraHealth; GH-TAMS, GH Pro; GH Tech; USAID's Health Policy Project, Health Policy Initiative, and Health Services Strengthening Project; The Maternal Health Task Force; Public Health Institute; University of Rhode Island; American Medical Overseas Relief.

Population Council. Senior Associate and Director, the Evidence Project. 2013-2018

Served as Project Director for the Evidence Project, a USAID-funded flagship implementation science project to improve FP/RH programs and outcomes. Responsible for achieving the project's results, as well as providing programmatic vision, technical leadership, and managerial oversight of activities and staff. The project's budget ceiling was \$69 million. Served as the lead representative for the project to USAID and other partners. Led the Council's strategic priority work on strengthening resilience of vulnerable populations in adapting to the effects of environmental stressors, including those related to the effects of climate change. Contributed to business development.

Futures Group. Senior Fellow. 2011-2013

Senior technical leadership on population, reproductive health and family planning, policy development and analysis, gender programming, research and evaluation, and links with other sectors, including climate change. Served as deputy director for population, family planning and reproductive health on the USAID-funded Health Policy Project. The budget ceiling was \$250 million. Lead PI on a Bill & Melinda Gates Foundation-funded project on voluntary, human rights-based family planning.

Population Reference Bureau. Visiting Senior Fellow. 2010-2011

Population Action International. Vice President for Research. 2007-2010

Senior management team; strategic planning and budgeting; organizational monitoring and evaluation; technical leadership on research and evidence-based advocacy; business development; senior director, population, gender and climate change initiative. Provided a strong technical voice through public speaking, interviews, external review requests and a range of publications for various audiences.

John Snow, Inc. Senior Advisor. 2007

MEASURE Evaluation Project multi-donor harmonized data quality tools for data produced and reported on global HIV/AIDS, TB and Malaria interventions. Collaborated with PEPFAR and the Global Fund on data quality assessment and auditing tools.

Futures Group/Constella. Senior Fellow and Director, Center for Research and Evaluation, Director of Research, The POLICY Project, and Senior M&E Advisor, MEASURE Evaluation. 1997-2006

Member of business unit's senior management team. Oversaw center research and evaluation projects funded by USAID, CDC, Global Fund to Fight AIDS, TB and Malaria, Gates Foundation, and DFID (now FCDO). Provided technical oversight and management of global research component of POLICY project and provided technical assistance to policy research carried out worldwide.

Family Health International. Principal Research Scientist, Women's Studies Division and Deputy Director, Service Delivery Research Division. 1989-1997

Research technical assistance on gender perspectives in reproductive health care, the impact of family planning on women's lives, adolescent reproductive health, quality of care assessment and improvement, and contraceptive introduction and acceptability. Senior advisor in operations research project design, training, and technical assistance program.

US Agency for International Development. Office of Population, Policy Development Division. 1985-1988. Social Demographic Analyst and Presidential Management Fellow (RSSA from the Census Bureau) Developed, managed, and evaluated large-scale projects on population policy and programs.

US Bureau of the Census. Center for International Research and International Statistics Program Center. Social Demographic Analyst and Presidential Management Fellow. 1984-1988. Demographic and economic research; demographic and survey training.

Selected expert, editor, and external reviewer positions. 1992-present

Health, including Family Planning/Reproductive Health and HIV/AIDS: TAG member, FP High Impact Practice (HIP) Initiative; FP2020 Performance Monitoring and Evidence (PME) Working Group; TAC member, DIFD (now FCDO)-funded WISH Project; Expert Advisory Group, INVOLVE_FP project on Men and Boys in Family Planning; Bill & Melinda Gates Foundation proposal review; UNFPA-Open IDEO Young People's Sexual Health Challenge Advisory Panel; Expert groups for MOMENTUM Country and Global Leadership (MCGL) Project and for Center for Communications Programs (CCP); Alliance for Health Policy and Systems Research; Netherlands Organization for Scientific Research (NWO) and the Dutch Ministry of Foreign Affairs; John Templeton Foundation; Evidence for HIV Prevention in Southern Africa (EHPSA) Programme in Southern Africa; NICHD; ICDDR,B; Section Chair, Population, Reproductive and Sexual Health Section; World Bank Expert Advisory Meeting on Health, Nutrition and Population Strategy; UNFPA Expert Panel on China's FP Program at 30; Presbyterian Church USA, RH expert for internal working group.

Gender and Youth: Interagency Gender Working Group member; DCP3 working group on family planning and youth; RAPID Model for Women (Health Policy Initiative/Packard Foundation); Open Society Institute Gender Evidence Initiative for the Global Fund; ICRW/Promundu and MenEngage, Including Men and Masculinities in Policies to Promote Gender; AIDSTAR 1 Compendium of Multiple Gender Strategies in HIV and AIDS Programming.

Population and Development, Climate Change, and Environment: Advisory Board, Stable Planet Alliance,; Intergovernmental Panel on Climate Change (IPCC) AR5 Working Group II Report on Impacts, Adaptation and Vulnerability; Creating Population Consciousness Advisory Council; Thriving Together: family planning and the environment; The Fund for Scientific Research-FNRS (Belgium); PRB/Worldwatch Institute Group on Population and Climate Compatible Development; UNFPA Expert Consultation on Demographic Dynamics and the post-2015 MDG; History Committee, Population Association of America; Advisory Committee, University College London 2011 Conference on Population Footprints; Scientific Advisory Committee, 2009-2022 International Family Planning Conferences.

Editorial Committee: *Studies in Family Planning*

Journal manuscript reviewer: 17 journals related to global health policy and programming; 15 related to FP/RH; 5 related to HIV/AIDS; and 12 related to population, development, the environment and climate change. List of journals available on request.

INTERNATIONAL EXPERIENCE

Work in South, East and Southeast Asia, the Near East, Africa, Europe, and the Caribbean, 1980 to present. Residence in the Philippines, Nepal, Pakistan, Malaysia, India, China, and England.

TRAINING, CAPACITY DEVELOPMENT AND CURRICULA DEVELOPMENT

Policy analysis:	Policy analysis and development (Linking Health Policies to Health Systems and Health Outcomes; Policy Circle) and tools
Gender analysis:	Integrating gender into HIV policies and strategies
Human rights:	Implementing and measuring voluntary, human rights-based FP programming
Quality of Care:	Techniques for assessment and improvement, including Total Quality Management/Continuous Quality Improvement
Operations Research:	Study design and implementation
Survey Techniques:	Field operations, questionnaire and table design
M&E:	Introduction to M&E
Data Quality:	Concepts and tools for collecting and managing data to report indicators. eLearning module on data quality.
Climate Change:	Introduction to population and climate change; Issues in Population, Reproductive Health and Climate Change

SELECTED PUBLICATIONS, REPORTS AND WORKING PAPERS

Reproductive Health, HIV/AIDS, Maternal Health, Gender and Youth

Hardee, K. Forthcoming. Population Policy Framework.” Chapter in May, J and J Goldstone. Eds. *International Handbook of Population Policies*.

Matanda, D,M Croce-Galis, J Gay J., and K Hardee. 2021. *Effectiveness of Interventions Designed to Prevent or Respond to Female Genital Mutilation: A Review of Evidence*. UNFPA, UNICEF, WHO and Population Council, Kenya.

Hardee K, and S Jordan. 2021. Advancing Rights-Based Family Planning from 2020 to 2030. *Open Access Journal of Contraception*. 2021(12): 157-171.

Hardee, K. 2021. “Operationalizing Human Rights in Sexual and Reproductive Health and Rights Programming: An Example from a Global Family Planning Partnership.” In *Oxford Encyclopedia of Sexual and Reproductive Health*. Amy Tsui and Andreea Creanga, Eds. New York: Oxford University Press.

FP2030, UNFPA and What Works Association. 2021. The Comprehensive Human Rights-based Voluntary Family Planning Program Framework: Brief. Washington, DC: FP2030 (Karen Hardee co-wrote this brief with Jan Kuman). https://commitments.fp2030.org/sites/default/files/06.25.21_Framework_Brief.pdf

Hook, C, K Hardee, T Shand, S Jordan, and ME Greene. 2021. “A Long Way to Go: Engagement of Men and Boys in Country Family Planning Commitments and Implementation Plans” *Gates Open Research*, 5:85, May 21.

- Bormet, M, J Kishoyian, Y Siame, N Ngalande Jr, K Erb, K Parker, D Huber, and K Hardee. 2021. "Faith-Based Advocacy for Family Planning Works: Evidence from Kenya and Zambia." *Global Health Science and Practice*. 9(2): 1-10.
- Bertrand, JT, J Ross, TM Sullivan, K Hardee, and JD Shelton. 2020. "Contraceptive Method Mix: Updates and Implications." *Global Health: Science and Practice*. 8(4):666-679; <https://doi.org/10.9745/GHSP-D-20-00229>.
- Boydell, V, N Nulu, K Hardee, and J Gay. 2020. "Implementing social accountability for contraceptive services: Lessons from Uganda." *BMC Women's Health*. 20(1): 228; 10.1186/s12905-020-01072-9
- Jones, G, K Hardee and W Khan. 2019. "Political Economy Analysis of Family Planning in Pakistan." Islamabad: UNFPA.
- Hardee, K, K Jurczynska, I Sinai, V Boydell, DK Muhwezi, K Gray, K Wright. 2019. "Improving Voluntary, Rights-based Family Planning: Experience from Nigeria and Uganda." *Open Access Journal of Contraception*. 2019(10): 55-67.
- Hardee, K, and S. Jordan. 2019. *Contributions of FP2020 in Advancing Rights-based Family Planning: Upholding and Advancing the Promises of Cairo*. Washington, DC: FP2020.
- Hardee, K, I Askew, R Gomez, E Houghtaling, B Maggwa, S Malarcher, S Stratton and CM Venkatraman. 2019. "Discussion Paper on Equity for the HIP Initiative." USAID: Family Planning High Impact Practice Initiative.
- Cole, MS, V Boydell, K Hardee and B Bellows. 2019. "The Extent to Which Performance-Based Financing Programs' Operations Manuals Reflect Rights-Based Principles: Implications for Family Planning Services." *Global Health: Science and Practice*, 7(2):329-339.
- Bongaarts, J and K Hardee. 2018. "Trends in Contraceptive Prevalence in Sub-Saharan Africa: The Role of Family Planning Programs and Education." *African Journal of Reproductive Health*. 23(3): 96-105.
- Eichler, R, J Wright, B Bellows, M Cole, V Boydell, and K Hardee. 2018. Strategic purchasing to support voluntarism, informed choice, quality and accountability in family planning: Lessons from results-based financing. Rockville, MD: Health Finance & Governance Project, Abt Associates Inc.
- Jain, A, and K Hardee. 2018. "Revising the FP Quality of Care Framework in the Context of Rights-based Family Planning." *Studies in Family Planning*. 49(2): 171-179.
- FP2020. 2018. Rightsizing Family Planning. A Toolkit for Designing Programs to Respect, Protect, and Fulfill the Rights of Girls and Women. FP2020. [Karen Hardee contributed as an author to the toolkit].
- Bongaarts, J and K Hardee. 2017. "The role of national family planning programs in meeting the demand for contraception in sub-Saharan Africa." *International Perspectives on Sexual and Reproductive Health*. 43:2: 41-50.
- Boydell, V, R Keeley, K Aruldas, and K Hardee. 2017. "Civil Society Involvement in Family Planning: A Review of Global Programming and Evidence," *Working Paper*. Washington, DC: Population Council, The Evidence Project.
- Gay, J, M Croce-Galis and K Hardee. 2017. "Expanding Use of Evidence on HIV/AIDS Interventions for Women and Girls Using an Innovative Knowledge Translation Platform." *Working Paper*. Washington, DC: The Population Council, Evidence Project.

- Russell Brown, P, and K Hardee. 2017. *Transitions to Adulthood in Jamaica: Retrospective Study of Youth.now Participation*. Study Report. Kingston, Jamaica and Morristown, New Jersey: PEY & Associates and What Works Association.
- Hardee, K, M Croce-Galis, and J Gay. 2017. “Are Men Well Served by Family Planning Programs?” *Reproductive Health*. 14(14). DOI: 10.1186/s12978-017-0278-5.
- Harris, S, L Reichenbach and K Hardee. 2016. “Measuring and monitoring quality of care in family planning: are we ignoring negative experiences?” *Open Access Journal of Contraception* 2016:7 97–108
- Stover, J, K Hardee, B Ganatra and C Garcia Moreno and S Horton. 2016. “Interventions to Improve Reproductive Health.” Chapter 6 in Black, RE, R Laxminarayan, N Walker, and M Temmerman. 2016. *Reproductive, Maternal, Newborn, and Child Health. Disease Control Priorities 3rd Edition*. Washington, DC: World Bank.
- Hardee, K and K Wright. 2015. “Expanding the Role of Evidence in Family Planning, Program, and Practice Decisionmaking,” *Working Paper*. Washington, DC: Population Council, the Evidence Project.
- Hardee, K, S Harris, M Rodriguez, J Kumar, L Bakamjian, K Newman, and W Brown. 2014. “Achieving FP2020 Goal through Voluntary, Rights-based Family Planning: What Can We Learn from Past Experiences with Coercion?” *International Perspectives on Sexual and Reproductive Health*. 40(4): 206-214.
- Hardee, K, J Kumar, K Newman, L Bakamjian, S Harris, M Rodriguez, and W Brown. 2014. “Voluntary, Human Rights-based Family Planning: A Conceptual Framework.” *Studies in Family Planning*. 45(1): 1-18.
- Jiang, L, and K Hardee. 2014. “Women’s Education, Family Planning, or Both? Application of a Multistate Population Projection in India.” 2014. *International Journal of Population Research*, Vol. 2014: 9 pages.
- Hardee, K, J Gay, M Croce-Galis, and NA Afari-Dwamena. 2014. “What HIV Programs Work for Adolescent Girls?” *Journal of Acquired Immune Deficiency Syndromes*. 66(Sup 2): S176-S185.
- Ogden, J, K Morrison, and K Hardee. 2013. “Social Capital to Strengthen Health Policy and Health Systems.” *Health Policy and Planning*. Published online November 25. doi: 10.1093/heapol/czt087.
- Hardee, K, L Irani, R MacInnis and M Hamilton. 2012. *Linking Health Policy with Health Systems and Health Outcomes: A Conceptual Framework*. Washington, DC: Futures Group, Health Policy Project.
- Hardee, K, L Ashford, E Rottach, R Jolivet, and R Kiesel. 2012. “The Policy Dimensions of Scaling Up Health Initiatives.” Washington, DC: Futures Group, Health Policy Project.
- Rottach, E, K Hardee, R Jolivet and R Kiesel. 2012. “The Gender Dimensions of Scaling Up Health Initiative.” *Working Paper #1*. Washington, DC: Futures Group, Health Policy Project.
- Hardee, K. 2012. *National Gender Strategy for the Afghanistan Ministry of Public Health 2012-2016*. Consultant writer.
- Rottach, E, SR Schuler and K Hardee. 2009. *Gender Perspectives Improve Reproductive Health Outcomes: New Evidence*. Washington, DC: The Interagency Gender Working Group.

- Hardee, K, I Feranil, J Boezwinkle and B Clark. 2004. "The Policy Circle." *POLICY Working Paper* No. 11. Washington, DC: The Futures Group.
- Boender, C, D Santana, D Santillán, K Hardee, ME Greene, and S Schuler. 2004. *The 'So What' Report: A Look at Whether Integrating a Gender Focus in Programs Makes a Difference to Outcomes*. Washington, DC: The Interagency Gender Working Group.
- Hardee K., E Eggleston, EL Wong, Irwanto, and TH Hull. 2004. "Unintended Pregnancy and women's psychological well-being in Indonesia." *Journal of Biosocial Science*. 36(5):617-26.
- Hardee, K, P Pine, L Taggart. 2004. "Adolescent and Youth Reproductive Health in the Asia Near East Region: Status, Issues, Policies and Programs." *POLICY Occasional Paper* 9. Washington, DC: The POLICY Project.
- Foreit, K, K Hardee and K Agarwal. 2002. "When Does it Make Sense to Consider Integrating Family Planning and STD/HIV Services?" *International Family Planning Perspectives*. 28(2): 105-107.
- Cross, H, N Jewell and K Hardee. 2001. "Reforming Operational Policies: A Pathway to Improving Reproductive Health Programs." *POLICY Occasional Paper*. No. 7. Washington DC: The Futures Group International, POLICY Project.
- McDonald, B, K Hardee and S Subaran. 2001. "Analysis of the Legal, Regulatory and Policy Environment for Adolescent Reproductive Health in Jamaica. Washington, DC: The Futures Group, Youth.now Project.
- Hardee, K and J Smith. 2000. "Increasing Returns on Reproductive Health Services in the Era of Health Sector Reform." *POLICY Occasional Paper* 5. Washington DC: The Futures Group International.
- Hardee, K, K Agarwal, N Luke, E Wilson, M Pendzich, M Farrell and H Cross. 1999. Reproductive Health Policies and Programs In Eight Countries: Progress Since Cairo. *International Family Planning Perspectives*, 1999, 25(Supplement): S2.
- Eggleston, E, J Jackson and K Hardee. 1999. "Sexual Attitudes and Behavior Among Young Adolescents in Jamaica." *International Family Planning Perspectives*. 25(2): 78-84 & 91.
- Irwanto, E, Kristi Poerwandari and Karen Hardee. 1998. "In the Shadow of Men: Reproductive Decision-Making and Women's Psychological Well-being in Indonesia." *Journal of Population*. 4(2): 87-113.
- Hardee, K, B Janowitz, J Stanback and M Villinski. 1998. "Studying Service Practices: What Have We Learned?" *International Family Planning Perspectives*. 24(2): 84-90.
- Barnett, B, E Eggleston, J Jackson and K Hardee. 1996. *Case Study of the Women's Center of Jamaica Foundation Program for Adolescent Mothers*. Research Triangle Park: Family Health International.
- Bertrand, JT, Hardee, K, Magnani, RJ, and Angle, MA. 1995. "Access, Quality Of Care and Medical Barriers In Family Planning Programs." *International Family Planning Perspectives*. 21(2): 64-74.
- Hardee, K, Barkat-e-Khuda, GM Kamal, APM Shafiur Rahman and J McMahan. 1994. "Contraceptive Implant Users and Their Access to Removal Services in Bangladesh," *International Family Planning Perspectives*. 20(2).
- Hardee, K, ZM Xie and BC Gu. 1994. "Family Planning and Women's Lives in Rural China." *International Family Planning Perspectives*. 30(2): 68-76.

Ulin, PR, K Hardee, P Bailey, and N Williamson. 1994. "The Impact of Family Planning on Women's Lives: Expanding the Research Agenda." *World Health Statistics Quarterly*. 47(1): 6-8.

Hardee, K and B Gould. 1993. "A Process for Service Quality Improvement in Family Planning." *International Family Planning Perspectives*. 19(4): 147-152.

Rukanuddin, AR, and K Hardee-Cleaveland. 1992. "Can Family Planning Succeed in Pakistan?" *International Family Planning Perspectives*. 18(3): 109-115+121.

Hardee-Cleaveland, K and J Banister. 1988. "Fertility Policy and Implementation in China," *Population and Development Review*. 14(2).

Hardee-Cleaveland, K. 1988. "Desired Family Size and Sex Preference in Rural China: Evidence from Fujian Province." Doctoral Dissertation. Ithaca, NY: Cornell University.

Hardee, K. 1984. "The Urban Success of China's One-Child Policy: Mass Desire or Government Control?" Masters Thesis. Ithaca, NY: Cornell University.

Population, Climate Change and Health

Mohan, V, K Hardee and C Savitsky. 2020. "Building community resilience to climate change: The role of a Population-Health-Environment programme in supporting the community response to cyclone Haruna in Madagascar." *Jamba: Journal of Disaster Risk Studies* 12(1): 1-4, a730. <https://doi.org/10.4102/jamba.v12i1.730>

Hardee, K., K Patterson, A Schenck-Fontaine, S Hess, C Leisher, C Mutunga, C Margoluis, and C Honzak. 2018. "Family Planning and Resilience: Associations Found in a Population, Health and Environment (PHE) Project in Western Tanzania?" *Population and Environment*. 40: 204-238.

Berzins, K, H Greb, M Hoepf Young, and K Hardee. 2014. "Urbanization, Population, and Health Myths: Addressing Common Misconceptions with Strategic Health Communication." Chapter in Okigbo, C. Ed. *Strategic Health Communication in Urban Contexts*. Springer.

Hardee, K. 2014. "Climate Change: What does Population and Reproductive Health Have to do with It? Chapter 7 in Kulczycki, A. Ed. *Critical Issues in Reproductive Health*. Springer.

Rovin, K, K Hardee and A Kidanu. 2013. "Linking Population, Fertility and Family Planning to Resilience and Adaptation to Climate Change: Perspectives from Ethiopia." *African Journal of Reproductive Health*. 17(3): 15-29.

Janetos AC, EL Malone, E Mastrangelo, K Hardee, and A de Bremond. 2012. Climate Change and Development Goals: Framing, Integrating, and Measuring. *Climate and Development*. 4:2, 141-156. <http://dx.doi.org/10.1080/17565529.2012.726195>.

Hardee, K and C Mutunga. 2009. "Strengthening the Link Between Climate Change Adaptation and National Development Plans: Lessons from the Case of Population in National Adaptation Programmes of Action (NAPAs)." *Mitigation and Adaptation Strategies for Global Change*. 15(2): 113-126. DOI 10.1007/s11027-009-9208-3.

Hardee, K. 2009. "Population, gender, and climate change. Improving access to family planning services and promoting sexual equality are the priority." Editorial. *British Medical Journal*. 339:b4703.

Monitoring and Evaluation

Adamou, B, J Curran, L Wilson, NA Dagadu, V Jennings, R Lundgren, R Kiesel, and K Hardee. 2014. *Guide for Monitoring Scale-up of Health Practices and Interventions*. Manual MS-13-64. Chapel Hill, NC: MEASURE Evaluation.

Thomas, JC, K Hardee, A Parks, D Boone, JW Brown, R Tran Ba Huy, S Pacque-Margolis, and S Curtis. 2014. "Network Leadership in Global Health: A Case Study of Data Quality: Global Action Networks in Health. *Global Health Governance*.

Measure Evaluation (on behalf of the Global Fund to Fight AIDS, TB and Malaria and multiple organizations). 2008. *Data Quality Audit Tool and Routine Data Quality Audit Tool*. Chapel Hill, NC: MEASURE Evaluation Project.

Global Fund to Fight AIDS, TB and Malaria, PEPFAR, MEASURE Evaluation, USAID, Health Metrics Network, WHO, UNAIDS, World Bank and Roll Back Malaria. 2006. *Monitoring and Evaluation Systems Strengthening Tool*. Chapel Hill, NC: UNC, MEASURE Evaluation.

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