

## Annex 5: Risk Management Matrix for VWC Program, July 2007 - June 2012

Risk	Potential Damage to Program	L	I	R	Risk Management	Respons/Timing
<b>GOAL: To eliminate violence against women &amp; children throughout Vanuatu</b>						
(a) Cultural attitudes towards women and children (women seen as the property of men)	Strengthens arguments and institutions opposed to women's rights, which will delay progress towards reaching the goal.	Hi	Lo	2	*Undertake activities to create and promote community awareness on violence against women and children and on women's and children's rights.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(b) Chiefs discriminating against women and demanding respect for custom.	May delay the passage of the FPO Bill Custom courts don't protect women's rights Progress towards the goal will be delayed.	Hi	Mo	3	*Train male advocates to support VWC's work. *Work with chiefs to raise awareness on women and children's rights.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(c) Women's acceptance of violence and discrimination due to customary attitudes, behaviour and practices	Some church and women's organisations may be opposed to women's rights and the work of VWC.	Mo	Lo	1	*Raise awareness of the impact of violence against women and children on families and communities. *Continue networking with women's groups.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(d) Lack of political will to introduce and implement legislative changes which protect women from violence and which promote women's rights	Because DV court orders are mainly obtained in urban areas, women & children from rural areas will have no access to justice or protection from violence. If the FPO Bill is not passed this will delay progress towards the goal.	Hi	Mo	3	*Ongoing lobbying and advocacy for legislative change.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
<b>OUTCOME: Increased community acceptance that violence against women &amp; children is a violation of human rights</b>						
(a) Hostility from many community groups and social institutions	Demoralises staff and may influence others to view VWC's work negatively.	Hi	Lo	2	*Provide information and clarify VWC aims and services wherever possible. *Involve male community leaders in CAVAWs.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(b) Many men in positions of authority (all social & legal institutions) currently abuse women and do not see violence against women and children as a crime.	Stalling of Family Protection Order Bill. Non-implementation of CEDAW and CRC into legislation, policies and procedures. Undermines VWC and the impact of the work in communities.	Hi	Mo	3	*Target social institutions/agencies for gender, VAW and human rights training *Undertake activities to create and promote community awareness on violence against women & children & human rights *Raise awareness of the impact of violence against women and children on families and communities *Use male advocates as role models in advocacy and community awareness. *Involve male community leaders in CAVAWs.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>

**Likelihood (L):** High (Hi), Moderate (Mo), Low (Lo); **Impact (I):** High (Hi), Moderate (Mo), Low (Lo); **Rating (R):** 1-Low, 2-Minor, 3-Moderate, 4-Major, 5-Severe

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(c) Human rights is seen as a foreign and imposed concept.	Strengthens arguments and institutions opposed to women's rights, which will delay progress towards reaching the goal.	Hi	Lo	2	*Community awareness utilising the Vanuatu Constitution and positive elements of Vanuatu custom.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
					*Undertake research on custom, attitudes human rights.	VWC Research Team <i>Years 3 to 4</i>
(d) Women are blamed (by women and men) for causing and perpetuating violence and for destroying custom	Perpetuates myths about violence and discrimination against women and delays progress towards achieving the outcome.	Hi	Mo	3	*Raise awareness on gender relations and the causes and impacts of violence against women and children.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(e) Inadequate legal and institutional responses to violence against women and children undermines women's faith in the justice system	This disempowers women and is a disincentive for them to report violence to the Police, other government agencies and courts to claim their rights. Undermines the community's faith in the law and justice system (eg. early release of prisoners convicted of crimes against women and children).	Hi	Mo	3	*Lobby government to pass the FPO Bill and monitor its implementation and enforcement.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
					*Lobby government agencies and leaders to adhere to existing laws and human rights standards.	VWC Coordinator <i>Ongoing</i>
					*Lobby government to establish a Violence Against Women Task Force to review policies, the implementation of law and procedures for the protection of women's and children's rights.	
<b>COMPONENT 1: COUNSELLING, LEGAL ASSISTANCE AND SUPPORT SERVICES</b>						
<i>Counselling, legal and support services provided to women and children who are survivors of domestic violence, sexual and psychological abuse</i>						
<b>OUTPUT 1.1: Counselling and Support Services - Effective and confidential counselling and support services provided to women and children</b>						
(a) Women and children not using VWC services due to remoteness, lack of knowledge about VWC services and women's rights	Less reporting of violence against women and less use of VWC services. Women and children will continue to accept violence because they don't know about their rights.	Lo	Lo	1	*Use community education materials, special events campaigns & radio programs to raise women's and community awareness of VWC services.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(b) Women and children not allowed to use VWC services due to relatives forbidding them to come (because of the view that any problems should be resolved by Chiefs)	Less reporting of violence against women and less use of VWC services. Women and children will continue to accept violence because they don't know about their rights.	Hi	Lo	2	*Ongoing awareness on women's rights. *Use custom court processes to raise awareness on women's rights. *Target chiefs in male advocacy training.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>

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Risk	Potential Damage to Program	L	I	R	Risk Management	Respons/Timing
<b>OUTPUT 1.1: Counselling and Support Services continued</b>						
(c) Women not using VWC services due to fear of repercussions from spouse or parents	Less reporting of violence against women and less use of VWC services. Women and children will continue to accept violence because they don't know about their rights.	Hi	Lo	2	*Ongoing community awareness on women's rights. *Provision of telephone counselling. *Ongoing mobile counselling.	All VWC & Branch staff & CAVAWs <i>Ongoing</i>
(d) Women not using services due to lack of money to travel to VWC	Less reporting of violence against women and less use of VWC services. Women and children will continue to accept violence because they don't know about their rights.	Hi	Lo	2	*Mobile counselling to urban and rural Efate and island communities. *Client Support Fund will enable women to access assistance from VWC and Branches. *Support and establish CAVAWs in the islands.	VWC Counsellors VWC Counsellors & Fin/Admin Off VWC & Branch staff <i>Ongoing</i>
(e) Delays in funding for Safe House from NZAID through Vanuatu Government processes	Women and children will not have a safe temporary shelter and will need to stay with relatives who may not be supportive.	Hi	Hi	4	*Lobby for more efficient processes in the PCC.	VWC Coordinator <i>Annually</i>
<b>OUTPUT 1.2: Legal Assistance - Legal information, assistance and representation provided to VWC, Branch and CAVAW clients</b>						
(a) Consistent supervision for VWC Lawyer	VWC unable to represent clients in court.	Lo	Lo	1	*Signed contract with Supervisor	& Lawyer <i>Annually</i>
(b) Delays by the Law Council for Lawyer's admission to the Bar	VWC unable to represent clients in court.	Lo	Lo	1	*Lobby Law Council for Lawyer's admission to the Bar.	VWC Coordinator & Lawyer <i>2007/2008</i>
<b>OUTPUT 1.3: Counsellor Training - Improved counselling and training skills</b>						
<b>No risks identified for output 1.3</b>						
<b>COMPONENT 2: BRANCHES AND CAVAWs</b>						
<b>Effective services on violence against women and children throughout Vanuatu .</b>						
<b>OUTPUT 2.1: Branch Activities - Increased awareness of violence against women &amp; children &amp; strengthened counselling &amp; community awareness services in TAFEA &amp; SANMA Provinces (SCC funded by NZAID and TCC funded in this project by AusAID)</b>						
(a) Short-term funding and delays in government processing of NZAID funds for SCC	All SCC services except centre-based counselling would be suspended. Staff may leave due to lack of salary.	Hi	Hi	5	*Lobby for more efficient processes in the PCC. *Negotiate with AusAID for bridging funding.	VWC Coordinator <i>Annually</i>

Risk	Potential Damage to Program	L	I	R	Risk Management	Respons/Timing
<b>OUTPUT 2.2: VWC Support to Branches - Increased capacity of Branches to deliver effective services</b>						
<b>(SCC funded by NZAID and TCC funded in this project by AusAID)</b>						
<b>No risks identified for output 2.2</b>						
<b>OUTPUT 2.3: CAVAW Activities - Increased awareness of violence against women and children in remote island communities</b>						
(a) Lack of acceptance of CAVAWs and their work by island communities and their leaders in new areas (where CAVAWs are not yet established or where they have not yet undertaken work)	CAVAWs not established and sustained. CAVAW members demoralised and unable to undertake effective counselling and community awareness activities in new areas.	Hi	Hi	4	*On-going national programs to raise awareness. *VWC to establish supportive links with community leaders including provincial govt. *CAVAW training focuses on CAVAW management, community networking with leaders and effective community awareness strategies *Community education materials to CAVAWs *Involve male community leaders in CAVAWs	VWC & Branch staff & CAVAWs <i>Ongoing</i>
(b) Difficulties in sustaining volunteer work over the long-term	CAVAWs not sustained and unable to undertake effective counselling and community awareness activities in new areas.	Hi	Hi	4	*Ongoing support & regular visits from VWC & Branches *Training for CAVAWs in Vanuatu & overseas *Honorariums for CAVAW community awareness activities *Success in dealing with client cases (due to VWC training & support) reinforces commitment by CAVAW members. *VWC focus on collective management and sharing of responsibility within CAVAWs.	*VWC & Branch staff *VWC Coordinator *Fin/Admin Officer *VWC & Branch Counsellors & Lawyer *VWC Coordinator <i>Ongoing</i>
<b>OUTPUT 2.4: VWC Support to CAVAWs - Strengthened capacity of capacity of CAVAWs to undertake community awareness, counselling services and local networking</b>						
<b>No risks identified for Output 2.4.</b>						
<b>COMPONENT 3: COMMUNITY EDUCATION AND AWARENESS</b>						
<b>Resources &amp; information provided for community awareness</b>						
<b>OUTPUT 3.1: Community Awareness - Provision of information and awareness-raising on violence against women &amp; children, human rights and VWC's work</b>						
<b>No risks identified for Output 3.1</b>						

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<b>OUTPUT 3.2: Data Collection and Research - Information &amp; analysis on the situation of violence against women &amp; children in Vanuatu</b>						
(a) Inadequate data from other agencies	Reduces VWC's ability to demonstrate impact (some goal indicators in the M&E framework)	Hi	Lo	1	* Lobby for improved sex-disaggregated data collection and publication with other agencies	VWC Coordinator, CE & Counsellors <i>Ongoing</i>
(b) Lack of ni-Vanuatu with appropriate qualifications for the new position of Research Officer	Delay in undertaking VWC's 2 research activities	Hi	Mo	3	*Advertise throughout the Pacific region *Provide in-house and external training for a staff who demonstrates potential	VWC Coordinator <i>Year 1</i>
(c) Lack of availability of appropriate consultant technical expertise in Vanuatu and the Pacific region	Delay in undertaking VWC's 2 research activities	Hi	Mo	3	*Seek consultant technical expertise from within the Pacific region and internationally	VWC Coordinator FWCC Project Manager <i>Year 1</i>
<b>COMPONENT 4: LEGAL ADVOCACY, LOBBYING AND HUMAN RIGHTS TRAINING</b>						
<b>Increased awareness on legal and human rights</b>						
<b>OUTPUT 4.1: Legal &amp; human rights advocacy - Lobbying &amp; advocacy for gender equality &amp; human rights to be reflected in laws, policies &amp; procedures</b>						
(a) Resistance from other agencies to training by VWC	Delay in the achievement of performance targets for gender violence and human rights training.	Lo	Lo	1	*Consistent lobbying of other agencies	VWC Coordinator & CE <i>Years 2 to 5</i>
<b>OUTPUT 4.2: Male Advocacy on Women's Rights - Increased participation and support of men in efforts to eliminate violence against women and children</b>						
(a) Lack of accountability by men to VWC and women's rights perspectives	Undermining of the work of VWC, Branches and CAVAWs and the human rights approach.	Hi	Hi	4	*Training emphasises the importance of accountability to VWC, Branches, women members of CAVAWs and to women's rights.	VWC Coordinator VWC & Branch staff and CAVAW members
	Communities may not accept VWC and CAVAW approaches for awareness if male trainees do not live by their commitments to gender equality.				*Careful targeting of participants.	
	Perpetuation of myths on violence and women's and children's rights.				*Follow-up with male advocates after training.	<i>Ongoing</i>

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<b>COMPONENT 5: MANAGEMENT AND INSTITUTIONAL STRENGTHENING</b>						
<i>Strengthened management and coordination of VWC services</i>						
<b>OUTPUT 5.1: Organisational Management - Effective organisational &amp; personnel management &amp; capacity building</b>						
No risks identified for Output 5.1						
<b>OUTPUT 5.2: Program Management - Effective project management, implementation &amp; monitoring &amp; risk management</b>						
(a) VWC staff may not have the capacity to perform all AusAID requirements for risk assessment, monitoring and reporting by the end of year 5	VWC may require further support and technical assistance to perform all AusAID requirements.	Hi	Lo	1	*Annual reviews will identify capacity building objectives for the following year, ways of building this capacity, and monitor progress towards these objectives.	*VWC Coordinator *FWCC Project Manager & Consultant
(b) Political tensions in Fiji may result in temporary travel bans for some FWCC staff	Minimal damage because VWC activities, implementation of the M&E framework, FWCC advice and ongoing monitoring will continue.	Lo	Lo	1	*Lobbying by FWCC and VWC to lift travel bans *Australian technical assistance will continue	*FWCC & VWC management Ongoing
<b>OUTPUT 5.3: VWC Building - Sustainable services for women &amp; children escaping violence</b>						
(a) Lack of support from other donors for co-financing with AusAID	The need to move premises which disrupts all VWC's programs.	Hi	Mo	3	*Ongoing and persistent lobbying of donors	VWC Coordinator
	Inadequate space for confidential counselling & to house all staff to conduct their work effectively.					
	Lack of long-term sustainability of VWC services.					