



# Fiji Women's Crisis Centre End of Program Evaluation Report

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## Acronyms

AFP	Australian Federal Police
DFAT	Department of Foreign Affairs and Trade, Australia
DIVA	Diverse Voices and Action for Equality
DPP	Department of Public Prosecution
DoSW	Department of Social Welfare
DV	Domestic Violence
DVRO	Domestic Violence Restraining Order
EOPO	End of Program Outcome
EVAW	Eliminating Violence Against Women
EVAWG	Eliminating Violence Against Women and Girls
FGD	Focus group discussion
FWCC	Fiji Women's Crisis Centre
FWF	Fiji Women's Fund
FWRM	Fiji Women's Rights Movement
LGBTQI	Lesbian, Gay, Bisexual, Trans, Queer and Intersex
MEF	Monitoring and Evaluation Framework
MFAT	Ministry of Foreign Affairs and Trade
MoWCPA	Ministry of Women, Children and Poverty Alleviation
MoY&S	Ministry of Youth and Sport
NGO	Non-Government Organisation
NZAID	New Zealand Agency for International Development
ODE	Office for Development Effectiveness
PIFS	Pacific Island Forum Secretariat
PWNAVAW	Pacific Women Network against Violence Against Women
RRRT	Regional Rights Resource Team
USA	United States of America
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
VWC	Vanuatu Women's Centre

## Executive summary

The Australian Department of Foreign Affairs (DFAT), Fiji Women’s Crisis Centre (FWCC) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT) commissioned an evaluation of FWCC’s program over the period of 2016-2020. The evaluation examined how FWCC contributed to eliminating violence against women in Fiji and the Pacific. Key findings and recommendations for FWCC and donors to build on existing good work and strengthen identified gaps are included in the table and in the report.

Criteria	Key questions	Rating	Findings and recommendations
Relevance	How relevant was FWCC’s advocacy and service provision over 2016-2019?	6/6	<b>Findings:</b> FWCC’s advocacy and service provision over 2016-2019 was <b>highly relevant</b> to national and regional efforts to eliminating violence against women. FWCC adapted to changes in the context as they arose.
Relevance	How can FWCC best provide advocacy and services in the next phase?		<ol style="list-style-type: none"> <li>1 FWCC to widely communicate its approach to prevention so that stakeholders understand its experience and expertise in this area, particularly given the changed context and emphasis on prevention.</li> <li>2 FWCC to implement the next prevalence study in 2021 as planned, including experiences of women with disabilities.</li> <li>3 FWCC to continue to engage communities through community mobilisation and workshop processes taking a more strategic approach. For iTaukei communities, progress the planned approach through the iTaukei Affairs Board which involves taking a geographically focused approach working with adjacent villages in a progressive way which FWCC has started with the Ba Provincial Office.</li> <li>4 FWCC to consider further how best to strategically engage with IndoFijian communities to conduct community education workshops.</li> </ol>
Effectiveness	How well did FWCC achieve its end-of-program outcomes?	5/6	<b>Findings:</b> FWCC demonstrates evidence of <b>achieving almost all of its outputs, targets and expected final outcomes</b> . Community members and stakeholders detailed their satisfaction with FWCC’s delivery and behaviour change.
Effectiveness	What program implementation lessons can best guide FWCC’s work in the next phase?		<ol style="list-style-type: none"> <li>1 FWCC would require further resourcing to grow. If resources are available FWCC could deliver more workshops and training to additional communities and organisations to expand the scope of the existing effective primary prevention work. FWCC can consider developing a long-term strategic plan for expansion with targets inclusive of potential partnerships for pooling of resources and funding sources.</li> </ol>

Criteria	Key questions	Rating	Findings and recommendations
			<p>2 FWCC would require additional capacity to deliver more workshops and training, specifically adequately trained counsellor-advocates who are able to navigate and direct sensitive discussions when conducting community education and training.</p> <p>3 FWCC to provide ongoing training to counsellors in specific areas such as child abuse and working with clients with particular backgrounds (drug and alcohol affected and psychosocial issues), women and children with disabilities and from the LGBTQI community. FWCC to follow up with counsellors to track the effectiveness of training.</p> <p>4 FWCC to progress plans to deliver regional Training-of-Trainers so that there is a larger network available to deliver training to members in their own languages and in other countries.</p> <p>5 FWCC to continue to provide counselling, legal and other services to women and advocate to government on behalf of women, with a focus on reaching women in remote and rural locations.</p> <p>6 FWCC to continue to deliver mass awareness and advocacy campaigns through media and explore potential collaborations with media partners for community messaging in the next phase.</p> <p>7 FWCC to continue capacity building with government stakeholders in order that they engage in changes in their workplace and in their own lives and uphold the rights of women through their work. FWCC to consider collaborating with other partners, for example FPDF, DIVA, FWRM, where those partners are also working with the same government stakeholders. Donors to consider funding for additional regional engagement by FWCC and PWNAVAW requested by stakeholders.</p>
Efficiency	How well did FWCC use the resources provided to implement the program?	4/6	Overall FWCC's program has an <b>adequate level of efficiency</b> . FWCC was highly efficient in a number of areas. For example, the organization maximized outcomes from its available time and resources in all major areas and procured outputs at least cost for the expected level of quality. Staff were supported in their roles to deliver the program well. However, there were a number of areas where FWCC's program was less efficient. The investment deviated from planned expenditure, while within tolerable limits. The modality and governance arrangements were satisfactory, however two areas were highlighted during consultations for improved governance or management: Regional and Branch activities.
Efficiency	How best can FWCC use its resources in the next phase?		<p>1 FWCC to engage the Regional Advisory Collective in a new round of discussions on governance systems as part of the NoVo Foundation grant design process.</p> <p>2 FWCC to continue to maintain primary accountability to women experiencing violence and the women's movement. As part of this, continue to advocate that other stakeholders and actors be accountable to women and the women's movement.</p> <p>3 FWCC to consider recruiting for an additional monitoring and evaluation officer to support data collection and tracking of changes over time and or make other arrangements, for example a</p>

Criteria	Key questions	Rating	Findings and recommendations
			<p>collaboration with a feminist research organisation or external feminist researchers, or support provided through Pacific Women's panel of M&amp;E specialists.</p> <p>4 FWCC to consider undertaking longitudinal studies of communities and/or key individuals to further illustrate the impact of FWCC's work.</p> <p>5 FWCC to continue to search for the best fit for communications expertise – whether recruited or contracted to FWCC.</p> <p>6 Donors to consider providing financial support for recruitment of key positions.</p>
Impact	What progress has FWCC made towards long-term results, expected and unexpected, direct and indirect?	5/6	FWCC is making <b>good progress towards long-term results</b> . There is evidence that the program achieved intended, positive long-term results for beneficiaries. The evaluation found no evidence of negative results, whether intended or unintended, for beneficiaries.
Impact	How best can FWCC have further impact in the next phase?		<p>1 FWCC to provide further workshops and follow up to further support and trace impact, that is behavioural change in communities where community mobilisation has already been initiated.</p> <p>2 FWCC to continue to engage with and training critical staff and leadership in government partner agencies, given turnover of staff and changes in leadership.</p> <p>3 FWCC to progress its plans for key staff to undertake Feminist Leadership training to ensure back up in the ability of FWCC to undertake high level advocacy and lobbying.</p>
Sustainability	How well has the program supported the establishment of FWCC and regional capacity?	5/6	FWCC's work is <b>highly sustainable</b> . The program has supported the creation of sound capacity within FWCC as well as the regional network and also in targeted communities. FWCC developed local systems and significantly strengthened the capacity of regional institutions. However, there are a range of risks to sustainability that will need to be managed in the next phase.
Sustainability	How best can FWCC embed sustainability in the next phase?		<p>1 FWCC to continue to advocate that MoWCPA, EVAWG donors and stakeholders remain accountable to the women's movement in Fiji and the Pacific more broadly.</p> <p>2 FWCC to continue to deliver women-centred and human rights-based prevention and response interventions across Fiji, in collaboration with other partners and stakeholders where relevant.</p> <p>3 FWCC to continue to educate and engage people and organisations as well as advocate for changes in laws, systems, policies and procedures, and their effective implementation.</p> <p>4 FWCC to continue to advocate at the broader level on issues of democracy, human rights, and police accountability.</p> <p>5 FWCC to share its strategy for supporting other FWCC staff, in addition to the FWCC Coordinator, to develop networks and undertake high-level advocacy with donors, government and other stakeholders.</p>

Criteria	Key questions	Rating	Findings and recommendations
			<p>6 FWCC to work with donors to build on what already exists and is working in EVAWG to ensure any new investments and initiatives draw on established and locally grounded EVAWG practice, as with the practice under the Pacific Partnership.</p> <p>7 FWCC to consider a more systematic way of engaging with EVAW Committees established in communities.</p>

# 1 Program description

Fiji Women's Crisis Centre is an independent, local non-government organisation working towards the elimination of violence against women and girls in Fiji and the Pacific region which was established in 1984. FWCC has 17 staff based in Suva and operates four branches across the country: the Ba Women's Crisis Centre; the Labasa Women's Crisis Centre; the Rakiraki Women's Crisis Centre; and the Nadi Women's Crisis Centre.<sup>1</sup> FWCC is a charitable Trust governed by a Constitution and its Board of Trustees. The Management Committee - composed of Trustees, the FWCC Coordinator and senior managers - is responsible for overall policy and direction of the Centre. The FWCC Coordinator is responsible for the coordination of FWCC activities and Branches and the day to day administration of the Centre. Project Officers, under the guidance of the Coordinator, are responsible for administration and day to day activities of Branches.

The Australian and New Zealand governments are long term supporters of FWCC. The Australian government has been providing funding to the Centre since 1990 and NZAID since 2009.<sup>2</sup> Over the 2016-2020 period the Australian and NZ governments provided harmonised funding to FWCC's program, with Australia's focus on national and Pacific regional activities and New Zealand on FWCC's Branches in rural areas.<sup>3</sup> The four and a half year program, from January 2016 to June 2020, was costed at F\$17,496,906 with the Australian Government funding F\$11,700,359 (A\$8,014,746). The budget for the 4 branches in Ba, Nadi, Labasa, and Rakiraki was funded by the New Zealand Aid Program at F\$5,796,546 over 4.5 years.<sup>4</sup>

The six outcomes of FWCC's program are detailed in the table below and the program logic and theory of change is illustrated in Appendix 1.<sup>5</sup>

- Outcome 1: Women are asserting their rights and are empowered to make their own choices and decisions
- Outcome 2: Service providers, leaders and community members respond sensitively to women survivors and promote equal rights, and duty bearers implement laws and policies
- Outcome 3: Women, community leaders and members, and service providers in rural areas of Fiji are accessing effective prevention and response services
- Outcome 4: Government, other policy makers and decision makers develop and review laws and policies that promote women's rights in Fiji and the Pacific region
- Outcome 5a: Regional Network members and partners use best practice in their prevention and response to violence against women
- Outcome 5b: Male advocates promote equal decision making and rights for women in the family, community, workplace, organisations and society

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<sup>1</sup> Provides a description of FWCC training, staffing and Publications <http://www.fijiwomen.com/about/our-people/>

<sup>2</sup> This paragraph is a summarised version of FWCC's history with a focus on DFAT and MFAT's long-term support. For full details, see: <http://www.fijiwomen.com/about/our-history/>

<sup>3</sup> FWCC Programs to Eliminate Violence Against Women in Fiji and the Pacific, Revised Design Document January 2016-June 2020, pg. 9

<sup>4</sup> FWCC Programs to Eliminate Violence Against Women in Fiji and the Pacific, Revised Design Document January 2016-June 2020, pg. 11

<sup>5</sup> Ibid, pgs. 9-10

## 2 Evaluation purpose

### 2.1 Evaluation questions

DFAT, FWCC and MFAT commissioned an evaluation of the FWCC program over 2016-2020. The terms of reference for the evaluation is included in Appendix 2. The evaluation aims to answer the following key questions:

Criteria	Focus on current phase	Focus on next phase
Relevance	How relevant was FWCC's advocacy and service provision over 2016-2019?	How can FWCC best provide advocacy and services in the next phase?
Effectiveness	How well did FWCC achieve its end-of-program outcomes?	What program implementation lessons can best guide FWCC's work in the next phase?
Efficiency	How well did FWCC use the resources provided to implement the program?	How best can FWCC use its resources in the next phase?
Impact	What progress has FWCC made towards long-term results, expected and unexpected, direct and indirect?	How best can FWCC have further impact in the next phase?
Sustainability	How well has the program supported the establishment of FWCC and regional capacity?	How best can FWCC embed sustainability in the next phase?

To answer these high-level questions, the team investigated a series of sub-questions, included in the Evaluation Plan, annexed as Appendix 3.

### 2.2 Evaluation methodology

The review team described the methodology in the Evaluation Plan summarised below.

#### *Data sources*

The team collected the following sets of data:

- **Document review:** Review of over 25 program documents, listed in Appendix 4
- **Literature review:** Review of over 20 pieces of international literature on good practice in relation to eliminating violence against women, listed in Appendix 5
- **Interviews and focus group discussions:** Interviews with stakeholders, partners, women, men and their families, and male advocates. The team used semi-structured interview guides and engaged in other areas, as was relevant in each interview.
- **Site visits:** Visits to two FWCC branches and the Centre for interviews with staff.

#### *Performance criteria and analytic method*

The evaluation team used rubrics to come to conclusions regarding program performance. The rubrics were based on a set of criteria from DFAT's Final Aid Quality Check ratings matrix with performance rated on a six-point scale. When determining a rating, team members considered the available evidence and applied their professional judgement. The performance scale and descriptors of evidence strength are included in the evaluation plan.

## Key informants and agencies

To answer the review questions, the team interviewed and held focus group discussions with 75 (60W/ 15M) of the following key informants shown in the table below. Further details are in Appendix 6.

Category of interviewees	F	M
<b>Funding Agencies:</b> Australian Department of Foreign Affairs and Trade, New Zealand Ministry of Foreign Affairs and Trade, UN Women	5	
<b>Implementing Agency:</b> Fiji Women's Crisis Centre staff, trustees and long-time allies	14	1
<b>FWCC Branches:</b> Labasa Women's Crisis Centre, Rakiraki Women's Crisis Centre	9	
<b>PWNAVAW:</b> Network members	2	1
<b>Government Departments:</b> Department of Public Prosecution, Ministry of Women, Children and Poverty Alleviation (including both Department of Women and Department of Social Welfare), Ministry of Youth and Sports, Police	12	3
<b>Women's Organisations:</b> Fiji Women's Fund, Fiji Women's Rights Movement	3	
<b>Regional Organisations:</b> Pacific Islands Forum Secretariat, South Pacific Community	4	2
<b>Churches:</b> Pacific Council of Churches, House of Sarah	2	1
<b>Community members:</b> from communities in Rakiraki, Naitasiri, Labasa and Savusavu	9	7

## Methodology for community interviews and focus group discussions for FWCC Evaluation

Key informants for interviews were identified by FWCC counsellor advocates at the national and branch level who were closely linked to communities FWCC works with and those who regularly access the services provided by the Centre. Due to time limitations, all of the interviews with community representatives were conducted at the Centres in Suva, Rakiraki and Labasa. Separate interviews were conducted with male and female key informants with the interviews guided by a semi-structured questionnaire as outlined in the Evaluation Plan.

All the interviews conducted by the Fiji-based consultant with the representatives from communities were conducted in iTaukei language after gauging community representatives were most comfortable in this language. To facilitate the interviews, the interviewer translated the question into iTaukei when asking and as the interviewees were responding in iTaukei, the answers were written in English. The richness of the interviews are a result of the interviewees being comfortable communicating aspects of their experience with the work done by the FWCC in iTaukei language to the iTaukei speaking team member.

## 2.2 Limitations

The field work component of the evaluation was short, two weeks in total. Community members were consulted at FWCC branches rather than in-situ to reduce travel time and to make up for time lost due to a tropical cyclone warning, during the first week of consultations. Interviews were considered as a qualitative data source given the insufficient time to interview a representative sample of each stakeholder group.

Only one of the evaluation team speaks iTaukei and none of the evaluators speak Hindi. FWCC staff doing the translation for non-iTaukei speaking interviewees may have missed out on some of the nuances due to limitations communicating in English.

## 3 Findings and recommendations

This section outlines the findings in relation to relevance, effectiveness, efficiency, impact, and sustainability. Each section begins with the high-level findings followed by detailed assessments and evidence in response to each sub-question.

### 3.1 Relevance

#### 3.1.1: Overview

FWCC's advocacy and service provision over 2016-2019 was **highly relevant** to national and regional policies and commitments to eliminating violence against women. FWCC adapted to changes in the context as they arose. For example, the organization provided additional support to implementing agencies (Police, Department of Public Prosecutions, Ministry of Women, Children and Poverty Alleviation, Ministry of Youth and Sport) based on requests for training and other assistance, where FWCC's technical expertise was needed and where agencies were under-resourced. For example, FWCC delivered training for government stakeholders and workshops in communities for the MoWCPA and took part in interagency coordination meetings in support of the Zero Tolerance program over the 2016-2018 period (further detail is in Section 3.1.2).<sup>6</sup> The modality of core support to an independent, local NGO was integral to the program's ability to achieve its intended outcomes.

#### 3.1.2: What changes have there been to the context in Fiji and the region since 2016?

Women and girls in Fiji continue to face some of the highest rates of violence in the world. FWCC's 2013 study into the prevalence of violence against women<sup>7</sup> provides the most comprehensive picture and the next study is planned for 2021. The statistics of rape and sexual offences documented by the Office of the Director of Public Prosecutions show increases in the incidents of violence year-on-year. For example, the monthly average rate of incident reporting has increased over a three-year period, from 40 in 2017 to 50 in 2019.<sup>8</sup>

In response to this situation there has been ongoing and renewed support for eliminating violence against women and girls at the **national** level in Fiji since 2016. Fiji maintained its policy commitment to EVAWG through the: Women's Plan of Action, National Gender Policy, and the National Development Plan. Over the period, MoWCPA convened the EVAW Taskforce, delivered the Zero Tolerance Violence Free Communities to Address Violence Against Women program, oversaw the development and roll-out of the National Service Delivery Protocol for Responding to Cases of Gender-Based Violence and arranged for FWCC to provide training to gender focal points appointed in Ministries and training for key

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<sup>6</sup> Fiji Women's Crisis Centre, (2017), FWCC Annual Report 2017, pgs. 150, 151, 153; Fiji Women's Crisis Centre, (2018), FWCC Annual Report 2017, pgs. 147, 156, 157, 158

<sup>7</sup> FWCC, (2013), SOMEBODY'S LIFE, EVERYBODY'S BUSINESS! National Research on Women's Health and Life Experiences in Fiji (2010/2011)

<sup>8</sup> Office of the Director of Public Prosecutions Media Releases, <http://odpp.com.fj/media-updates-2/>

government stakeholders including the police.<sup>9</sup> In 2017 MoWCPA contracted FWCC to manage the National Domestic Violence Helpline; FWCC's has run the 24 hour toll free service on further annual contracts. In January 2020, MoWCPA launched the preparation of Fiji's National Action Plan to Prevent VAWG.

FWCC provided important leadership and technical capacity to Government to implement the strong commitments outlined above. For example, FWCC's input has been integral to drive the success of the EVAW Taskforce, FWCC provided the training for the Zero Tolerance program and the technical capacity for the development of the National Service Delivery Protocol and the subsequent training as part of the roll-out of the Protocol. The ZTVFC campaign was launched by the Ministry in 2009.<sup>10</sup> In the current FWCC Program period (from January 2016 to June 2019) FWCC has enabled the Ministry's delivery of the program by conducting at least three trainings for government stakeholders and workshops in an estimated 12 communities selected for the program.<sup>11</sup><sup>12</sup> FWCC also participated in the evaluation of the program in 2019.<sup>13</sup>

While there have been steps forward, there have also been steps backwards in some areas since 2016. For example, FWCC's Annual Reports detail the under-resourcing of the DPP which then can require persistent follow up by FWCC, lack of implementation and enforcement of legal rights and protections of women by police, as well as the deterioration of the internal climate within the police to holding other police officers to account.<sup>14</sup> A Police Support Liaison was contracted in response to the high level of police related complaints by the Counsellors and clients.

In February 2016 Tropical Cyclone (TC) Winston struck Fiji, caused widespread damage to numerous islands, with tens of thousands of people becoming homeless. In addition to continuing with its usual services, FWCC's collaboration with government and non-government stakeholders and multilateral agencies helped ensure that service-providers responded sensitively to women and improved the quality of the disaster response nationally. FWCC and the Branches played an important role as first-responders, by undertaking needs assessments, delivering relief materials with funding provided by UN Women and advocating with other agencies on behalf of groups of people and communities who had been overlooked or left out of relief assistance. FWCC participated in the GBV sub-cluster and addressed broader institutional responses with the development of the Code of Conduct for Service Providers in Disasters and the Guide for Referrals of GBV Survivors following TC Winston. FWCC facilitated debriefings and conducted training in March and April 2016 for first responders (including staff from Red Cross, the Ministry of Women, Empower Pacific, Medical Services Pacific and Lifeline) which focused on gender-sensitive and human rights-based responses to disaster and dealing with trauma. FWCC also administered salaries and trained fieldworkers for women-friendly spaces (WFS) in Ba, Labasa, Rakiraki, Korovou and Levuka on behalf of UNFPA. Following the disaster response

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<sup>9</sup> The protocol is available here: <https://asiapacific.unwomen.org/en/digital-library/publications/2019/09/sops-gbv-fiji-service-delivery-protocol> Provides a standard operating procedures for responding to GBV

<sup>10</sup> <https://www.fiji.gov.fj/Media-Centre/News/VIOLENCE-FREE-CAMPAIGNS-PAYING-DIVIDENDS-FOR-COMMU>

<sup>11</sup> FWCC Annual Reports 2017 and 2018

<sup>12</sup> Fiji Women's Crisis Centre, (2017), FWCC Annual Report 2017, pgs. 20 & 41 and Fiji Women's Crisis Centre, (2018), FWCC Annual Report 2017, pgs. 24

<sup>13</sup> Fiji Women's Crisis Centre, (2019), FWCC Annual Report 2017, pg. 45

<sup>14</sup> Fiji Women's Crisis Centre, (2017), FWCC Annual Report 2017, pg. 9

phase, FWCC contributed to national workshops assessing the lessons learned from the response to TC Winston.<sup>15</sup> In Year 3, natural disasters in Nadi (April 2018) and Rakiraki (in December 2017, January and April 2018) affected households, neighbourhoods and women's abilities to access services from these Branches; while Branch offices were closed for short periods, counselling and other services continued via telephone.<sup>16</sup>

At the **regional** level, the key commitment to EVAWG remained in place since 2016: the 2012 Pacific Leaders' Gender Equality Declaration. Additionally, Australia's commitment to EVAWG, in its 2017 Foreign Policy White Paper, and New Zealand's commitment in its International Cooperation for Effective Sustainable Development continue.

There has been support on EVAW from some critical new partners. For example, the AFP developed a regional program with FWCC engaged as trainers. There have been a range of new funding sources available to support EVAWG. The Spotlight Initiative, a global, multi-year partnership between the European Union and the United Nations to eliminate all forms of violence against women and girls, provides approximately \$6 million in funding to the PIFS Non-State Actor Programme. While the Spotlight Initiative does not benefit Fiji directly, it contributes to regional EVAWG efforts. The 19.5 million euro Pacific Partnership to End Violence Against Women and Girls (Pacific Partnership) brings together governments, civil society organisations, communities and other partners to promote gender equality, prevent VAWG, and increase access to quality response services for survivors.

However, increased activity and funding in EVAWG is not necessarily going to women's organisations or centres in the Pacific. This situation mirrors findings of AWID's 2013 research: *one of the striking paradoxes of this moment is that the spotlight on women and girls seems to have had relatively little impact on improving the funding situation for a large majority of women's organizations around the world. The 'leaves'—the individual women and girls—are receiving growing attention, without recognizing or supporting 'the roots'—the sustained, collective action by feminists and women's rights activists and organizations that has been at the core of women's rights advancements throughout history.*<sup>17</sup>

### **3.1.3: How well has FWCC adapted to the context?**

FWCC has been able to adapt to the changing context outlined above, as demonstrated through a review of the documents, literature and stakeholders' reports. Annual reports show the number of new survivors and the sustained number of repeat counselling sessions evidencing that the program meets the needs of women.<sup>18</sup> FWCC has met or exceeded targets for FWCC community mobilisation and trainings locally and regionally.<sup>19</sup>

FWCC's program design is backed by findings of international literature on EVAWG. For example, FWCC's design aligns with the findings of a review of the available evidence for what works to reduce the prevalence and incidence of violence against women and girls.<sup>20</sup>

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<sup>15</sup> Fiji Women's Crisis Centre (2017), FWCC Annual Report 2017, pg.19 (Box 12), 31

<sup>16</sup> Fiji Women's Crisis Centre (2018), FWCC Annual Report 2018, pg. 24

<sup>17</sup> Arutyunova, A. and Clark, C., (2013), WATERING THE LEAVES, STARVING THE ROOTS: The status of financing for women's rights organizing and gender equality, Association for Women's Rights in Development

<sup>18</sup> Fiji Women's Crisis Centre, (2019), FWCC Annual Report 2019, pg. 30-32, 51

<sup>19</sup> Fiji Women's Crisis Centre, (2018), FWCC Annual Report 2018, pg. 16

<sup>20</sup> Ellsberg, M., Arango, D. J., Morton, M., Gennari, F., Kiplesund, S., Contreras, M., Watts, C., Violence against women and girls Prevention of violence against women and girls: what does the evidence say?, Lancet 2015; 385: 1555–66 , pg. 1555

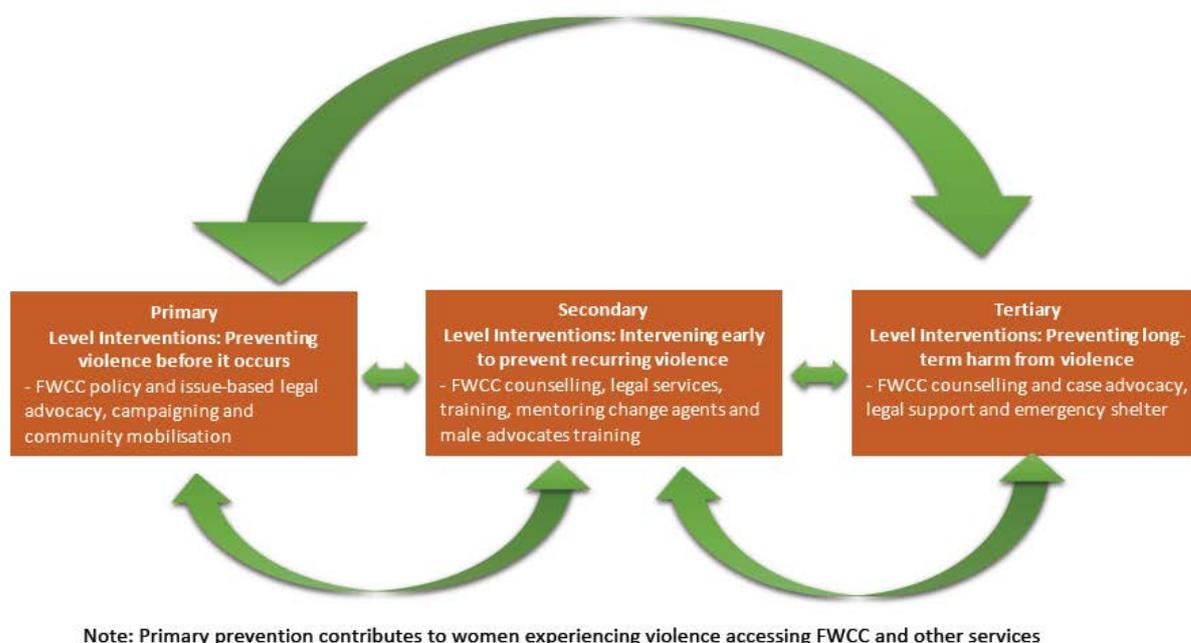
This research shows that women-centred, advocacy, and home-visitation programmes can reduce a woman's risk of further victimisation. There is promising evidence on the effect of group training for women and men, and community mobilisation interventions. Effective programmes are commonly participatory, engage multiple stakeholders, support critical discussion about gender relationships and the acceptability of violence, and support greater communication and shared decision making among family members, as well as non-violent behaviour. Additionally, ODE's independent strategic evaluation on Australia's support to EVAWG identifies FWCC's ongoing relevance to the context.

Many (17) interviewees described the ongoing relevance of counselling and legal support services provided by FWCC. Interviews with government stakeholders who had participated in and observed FWCC identified benefits for participants in their personal relationships and in their work responsibilities. While some (3) stakeholders had questions regarding the relevance of the training approach taken in community education, citing a lack of adult learning approach and/ or interactive sessions, community consultations with representatives from six different communities confirm the relevance of the delivery approach and the use of interactive modes of delivery. Interviews with regional stakeholders note that the approach by FWCC is highly relevant and that FWCC has provided support to other countries to assist with the setting up of Women's Crisis Centres; shared policies and programs; assisted in setting up of the DV helpline in Tonga; and assisted staff in Kiribati to understudy centre operations and counsellor/advocates from Fiji.

One issue that was highlighted by 3 FWCC counsellors in Suva and 2 counsellors in Branches was the difficulties in securing invitations from Indo-Fijian communities for FWCC Community Education. Counsellors explained that Indo-Fijian women sought counselling and advocacy services at similar rates to iTaukei women from the Centres however there was a lack of interest from Indo-Fijian communities for engagement.

One area that was noteworthy is the general lack of understanding amongst stakeholders about how FWCC works across the prevention continuum. Some stakeholders tended to describe FWCC's work as 'responding' to violence rather than understanding how FWCC works to prevent violence. Figure 2 depicts the prevention continuum and summarises FWCC's work and Appendix 7 plots FWCC's work against this continuum in detail.

Figure 2: Prevention continuum



### 3.1.4: What could FWCC do in the next phase to further develop its relevance?

Following are three recommendations for FWCC to consider in the next phase to further develop the relevance of its capacity building and service provision based on the findings:

- 1 FWCC to widely communicate its approach to prevention so that stakeholders understand its experience and expertise in this area, particularly given the changed context and emphasis on prevention.
- 2 FWCC to implement the next prevalence study in 2021 as planned, including experiences of women with disabilities.
- 3 FWCC to continue to engage communities through community mobilisation and workshop processes taking a more strategic approach. For iTaukei communities, progress the planned approach through the iTaukei Affairs Board which involves taking a geographically focused approach working with adjacent villages in a progressive way which FWCC has started with the Ba Provincial Office.
- 4 FWCC to further consider how best to strategically engage with IndoFijian communities to conduct community education workshops.

## 3.2 Effectiveness

### 3.2.1: Overview

FWCC demonstrates evidence of **achieving almost all of its outputs, targets and expected final outcomes**. These outcomes were defined clearly in the program monitoring and evaluation framework and FWCC tracked progress towards these outcomes during implementation. FWCC achieved its deliverables over the intended rate (78 per cent rather than the expected 75 per cent achievement detailed in its MEF). The evaluation team met

with community members and stakeholders who detailed their satisfaction with FWCC's delivery and behaviour change. The operational policy of engaging whole communities, including leaders, women and men, is critical to success in behaviour change. Equally, FWCC's policy of requiring counsellor advocates and legal staff to accompany women is critical to securing women's rights in their interactions with services such as DPP, Police and Courts. There are, however, a number of stakeholders who identified areas where delivery in the regional program could be improved. FWCC engaged in high level policy dialogue and partnerships to support achievement of outcomes, as outlined in Appendix 9 and 10.

### ***3.2.2: How well is FWCC counselling meeting the needs of women?***

#### ***How well is FWCC advocacy and support meeting the needs of women?***

#### ***How could the needs of more women be met?***

Document and literature review as well as consultations show that FWCC is meeting the needs of women well. All three annual reports show that targets in relation to response focused outcomes (EOPO1- EOPO2) were either achieved or exceeded.<sup>21</sup> FWCC annual reports provide examples of how women consider the options available and make their own decisions about what they wish to do after receiving non-judgemental counselling and legal advice. ODE's strategic EAW evaluation found that FWCC continues to provide a model for holistic, survivor-centred care.<sup>22</sup> The evaluation particularly noted the importance of FWCC's counsellor advocates who accompany women throughout their process.<sup>23</sup> Eight interviewees described how counselling, advocacy and legal support services provided by FWCC meet the needs of women. FWCC's legal team and the counsellor advocates noted how the services provided by the centre are meeting the needs of women, particularly when mandated organisations are not providing services in line with their responsibilities. For example, counsellors carry DVRO forms to the Police Station when a woman reports violence because Police often are not able to produce a DVRO form for completion. Counsellors and legal team members provide encouragement and support to women and children during legal processes.

FWCC and its Branches use a variety of methods to communicate its support services to women in communities. These methods include referrals from government and community leaders trained, public information and campaigns, and community awareness and workshops. FWCC assesses the utility of each method by reviewing the information on intake forms where women detail how they heard about FWCC. Additionally, FWCC observes a rise in use of support services after conducting community education visits. However, as FWCC itself highlights in its annual reports, there are a range of barriers (attitudinal, social etc) which inhibit women seeking services.

### ***3.2.3: How effective were the range of prevention strategies?***

Document and literature review show that FWCC's prevention strategies are effective. All three annual reports show that targets in relation to prevention focused outcomes (EOPO3- EOPO5b) were achieved or exceeded. International literature points to the effectiveness of

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<sup>21</sup> FWCC Annual Reports for 2017, 2018 and 2019

<sup>22</sup> ENDING VIOLENCE AGAINST WOMEN AND GIRLS: Evaluating a decade of Australia's development assistance, ODE, DFAT, pg. 44

<sup>23</sup> Ibid, pg. 49

the combination of strategies employed by FWCC. For example, research shows that successful prevention programmes engage multiple stakeholders with multiple approaches, address underlying risk factors for violence including social norms that condone violence and gender inequality, and support the development of non-violent behaviours.<sup>24</sup>

There were two different perspectives of the effectiveness of FWCC's prevention work during consultations. On one hand, a few interviewees questioned the effectiveness of FWCC's prevention work during interview. Those who had not had any direct involvement tended to have more questions on effectiveness whereas those who have been involved in FWCC's community workshops were positive about effectiveness. On the other hand, all of the 9 female community members and the 7 male community members who had been involved in workshops in their community noted that the FWCC awareness and training was very effective and led to changed behaviour at the community level. Community members who attend training are asked to develop an individual action plan at the end of the five days training. This is used to support community members reflections on what they intended to do and what they actually did during FWCC's follow up after training. Community members spoke of visible changes in the attitudes of men to their wives and to household chores with men now visibly cooking, helping their wives with the washing and helping out with the children. Community members also spoke of improved communication, less violence and fighting and stronger unity amongst couples following the sessions with FWCC. Some communities set up EVAWG committees with women as members.

At a regional level, the strategy for the training of male advocates was considered very effective with this training happening over a long period of time with accountability to the women's movement in each country to ensure the behaviour change was genuine and male advocates were upholding the principles of human rights.

#### ***3.2.4: How well did response and prevention strategies work in concert?***

It is the combination of response and prevention strategies that lead to behaviour changes at the institutional, social and individual level. Research shows the need to link response and prevention – and this is FWCC's comparative advantage in the EVAWG sector.<sup>25</sup> The interconnection between response and prevention is articulated in the Program design document and examples given in the annual reports about how the various response and prevention strategies work together. FWCC response work means the institution is grounded in the experiences of survivors. This intimate understanding of the needs of women and children in crisis informs the organisation's other strategies including advocacy with government and other service providers on behalf of clients, strategic engagements on policy and law reform with government, and enables the organization to develop a prevention approach which includes multiple interventions with a broad range of stakeholders to build momentum for change.<sup>26</sup> ODE's strategic EVAW evaluation found that

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<sup>24</sup> Ellsberg, M., Arango, D. J., Morton, M., Gennari, F., Kiplesund, S., Contreras, M., Watts, C., Violence against women and girls Prevention of violence against women and girls: what does the evidence say?, *Lancet* 2015; 385: 1555–66 , pg. 1555

<sup>25</sup> See for example: Arango, Diana J., Matthew Morton, Floriza Gennari, Sveinung Kiplesund and Mary Ellsberg. 2014. Interventions to Prevent or Reduce Violence Against Women and Girls: A Systematic Review of Reviews. The World Bank, Women's Voice and Agency Research Series 2014, No. 10. Department for International Development (DFID, United Kingdom). 2012. A Theory of Change for Tackling Violence Against Women and Girls. CHASE Guidance Note Series, Guidance Note 1.; Ellsberg, Mary. 2015. "How to cure the pandemic that women face". *Washington Post*. 2 January 2015; and WHO (2019) *RESPECT women: preventing violence against women*.

<sup>26</sup> FWCC Annual Report 2017, pg. 32

Australian funding for existing, high-quality organisations, such as the FWCC, was a strategy for supporting global best-practice prevention approaches.<sup>27</sup>

### **3.2.5: How well are FWCC Branch activities meeting the needs of target groups?**

FWCC targets specific organisations and communities for training and community education as well as responding to requests.<sup>28</sup> Targeting is based on feedback from Counsellor Advocates and means that FWCC is working in areas of identified need. In addition, the organisation works in communities where they have been invited in, indicating a readiness of people to listen and willingness to change.<sup>29</sup> While communities with high need may benefit from FWCC activities there can be high levels of resistance from some members of those communities; FWCC's annual reports give examples of how resistance can fall away as a result of workshop process and as illustrated below.<sup>30</sup>

Community members shared during a consultation that the Police had previously categorized them as a 'red zone' – an area with a high incidence of violence and sexual assault. After FWCC community education sessions the Police called the community as they hadn't heard from them during the Christmas period which is usually marked by high levels of violence.

There were a number of areas identified during interviews where FWCC can further tailor its services to the needs of specific target groups: FWCC counsellors identified the need for further training in order to respond to cases of child abuse and three interviewees highlighted the different needs of women and girls with different kinds of disabilities including deafness and psychosocial issues. FWCC has staff development plans in place which include an orientation program, inclusion of staff in RTP, as well as specific training for particular positions including counsellors training. For example, FWCC noted that its counsellors recently completed training on working with women with disabilities and are also working with disability partners on counsellor training so women with disabilities can be counsellors/advocates within their own communities.

### **3.2.6: How well are FWCC regional based activities meeting the needs of target groups?**

FWCC is meeting its outcomes and targets for regional activities as identified in its program design. For example, in 2019 FWCC provided 12 technical assistance outputs including: 11 for assistance in relation to programming matters plus attachments of 2 people (both women) at FWCC from Kiribati Ministry of Women, Youth, Sports and Social Affairs (in addition 3 USP Law students and 6 Suva International School students also did attachments at FWCC).<sup>31</sup> One area where FWCC has not been able to meet its targets, however, relates to the Feminist Learning, Advocacy and Research and Empowerment (FLARE) due to its inability to find an adequately qualified Regional Training Institute (RTI) Manager. This position has recently been filled and FWCC has research and documentation plans.

The evaluation team interviewed two PWNAVAW members. Both agreed that the training was meeting the needs of members. One PWNAVAW member requested more input from

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<sup>27</sup> ENDING VIOLENCE AGAINST WOMEN AND GIRLS: Evaluating a decade of Australia's development assistance, ODE, DFAT, pg. 54

<sup>28</sup> FWCC Annual Report 2019, pg. 62

<sup>29</sup> FWCC Annual Report 2019, pg. 67

<sup>30</sup> FWCC Annual Report 2018, pg. 19

<sup>31</sup> FWCC Annual Report 2019, pg. 51

FWCC to visit the country and train people in-situ. The other PWNAVAW member suggested that some training could be delivered locally and in local language in order to increase reach and suggested an increased role for peer learning from similarly sized smaller countries.<sup>32</sup>

FWCC reiterated that it has continued to provide in-country training based on request. Peer learning is highly encouraged and is dependent on the network members to facilitate based on their own work schedules.

External stakeholders who are active regionally (PIFS, RRRT, UN Women) requested further involvement of FWCC in their regional activities and consultations, documentation of FWCC's curriculum to strengthen regional practice with opportunities for stronger connection of FWCC's regional work to the work of RRRT and UN Women. In response, FWCC highlighted that it continues to collaborate with regional organisations such as UN Women, PIFS and SPC. In FWCC's experience, it has had to demand to be included in RRRT and SPC events which are related to FWCC's work. Additionally, while FWCC's contribution to regional activities and consultations is useful to regional outcomes there is a competing tension for FWCC in that it has to prioritise its core business and has limited capacity to participate in everything.

### ***3.2.7: How best can shelters and accommodation services meet the needs of women and their children?***

Shelters and emergency accommodation services is one area that has been delayed in delivery. For example, the Ba & Labasa shelters are not operational (except for critical cases) due to the lack of DoSW procedures for registering shelters and minimum standards for shelters. FWCC uses the houses now set up for emergency accommodation on a short-term basis for women in need and sometimes use a hotel. When the FWCC shelters are used, FWCC uses its in-house code of ethics.

FWCC has been working with MoW and UN Women on developing a national protocol on shelters for over four years. FWCC provided input into the consultation for registering shelters and the need for minimum standards for shelters but progress to finalise the standards has been very slow. For example, the EAW Taskforce, convened by MoWCPA and with carriage of the standards, only held two meetings in FY 2019. UN Women is now finalizing the draft of the shelter protocols which is expected to be finalised in March 2020.

Shelter was brought up as a significant issue for women with disabilities as illustrated below.

"if you don't have a place of safety where they (women with disabilities) can be sheltered then we are just going around in circles. When it comes to our clients, we need that. Shelter is our biggest problem. Many times they ask us "If we leave what is the guarantee that we'll be looked after?". Many of them if they come out they go back in again."

### ***3.2.8: What could FWCC do to further develop the effectiveness of its strategies?***

#### ***And is there potential for further growth and strengthening?***

Following are seven recommendations for FWCC to consider in the next phase to further develop the effectiveness of its strategies, including further growth and strengthening:

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<sup>32</sup> PWNAVAW's governance and management structure is discussed in Section 3.3.3.

- 1 FWCC would require further resourcing to grow. If resources are available FWCC could deliver more workshops and training to additional communities and organisations to expand the scope of the existing effective primary prevention work. FWCC can consider developing a long-term strategic plan for expansion with targets inclusive of potential partnerships for pooling of resources and funding sources.
- 2 FWCC would require additional capacity to deliver more workshops and training, specifically adequately trained counsellor-advocates who are able to navigate and direct sensitive discussions when conducting community education and training.
- 3 FWCC to provide ongoing training to counsellors in specific areas such as child abuse and working with clients with particular backgrounds (drug and alcohol affected and psychosocial issues), women and children with disabilities and from the LGBTQI community. FWCC to follow up with counsellors to track the effectiveness of training.
- 4 FWCC to progress plans to deliver regional Training-of-Trainers so that there is a larger network of trainers available to deliver training to members in their own languages and also in other countries.
- 5 FWCC to continue to provide counselling, legal and other services to women and advocate to government on behalf of women, with a focus on reaching women in remote and rural locations.
- 6 FWCC to continue to deliver mass awareness and advocacy campaigns through media and explore potential collaborations with media partners for community messaging in the next phase.
- 7 FWCC to continue capacity building with government stakeholders in order that they engage in changes in their workplace and in their own lives and uphold the rights of women through their work. FWCC to consider collaborating with other partners, for example FPDF, DIVA, FWRM, where those partners are also working with the same government stakeholders.
- 8 Donors to consider funding for additional regional engagement by FWCC and PWNAVAW requested by stakeholders.

### 3.3 Efficiency

#### 3.3.1: Overview

FWCC's program has an **adequate level of efficiency**. FWCC was highly efficient in a number of areas. The organization maximized outcomes from its available time and resources in all major areas and procured outputs at least cost for the expected level of quality. Staff were supported in their roles to deliver the program well. FWCC's program complements related work being undertaken by other women's human rights and faith based organisations including DIVA, FWRM, FWF and House of Sarah. Similarly, FWCC supports the Government of Fiji in delivering on its Women's Plan of Action and other gender equality national and international commitments, including the Sustainable Development Goals and CEDAW.

However, there were a number of areas where FWCC's program was less efficient. The investment deviated from planned expenditure, while within tolerable limits. For example, DFAT noted in its 2019 Partner Performance Assessment that expenditure against the budget was low at approximately 56 per cent of the total budget.<sup>33</sup> The low rate of

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<sup>33</sup> Breakdown of FWCC's disbursement of the DFAT and MFAT grants is in Appendix 8.

expenditure has mainly been due to unspent capital commitments due to delays in securing and purchasing suitable properties.<sup>34</sup> The modality and governance arrangements were satisfactory, however two areas were highlighted during consultations for improved governance or management: Regional and Branch activities. There has been difficulty in staffing in a number of roles that are important to program delivery. While the majority of these roles have now been staffed, one – Communications Officer – remains vacant.<sup>35</sup> FWCC had difficulty recruiting for this role over the long term. The organisation tried a range of different strategies over the period in response, including contracting out services in this area and appointing a Support Officer-Communications.<sup>36</sup>

### ***3.3.2: How has the program delivered value for money for Pacific women and donors?***

FWCC has delivered value for money through a high level of achievement in delivery of intended outputs and outcomes, cost sharing approach to training and collaborative approach to its work. FWCC's annual reports (2017-2019) show an average of 78 per cent of its deliverables either achieved or exceeded, 12 per cent partially achieved and 10 per cent not achieved. DFAT rated FWCC at 5 out of 6 for Value for Money in its 2018 and 2019 Partner Performance Assessments, noting that FWCC demonstrated value for money through its cost sharing and collaborative approach to work. However, one issue noted was the low rate of expenditure of the budget against the work plan with carry forward to June 2018, year 4, representing approximately 56 per cent of the total budget. DFAT encouraged FWCC to improve its utilisation rate and noted that the planned renovation works and remaining capital expenditure planned for Year 4 should address this issue.

### ***3.3.3: What program elements were well governed and managed?***

#### ***What program elements could be better governed and managed?***

The program has been well governed and managed overall, as demonstrated by it achieving or exceeding 78 per cent of its deliverables. Funding from MFAT and DFAT is to FWCC as an autonomous civil society organisation with its own internal management and governance structure. FWCC Trustees, Coordinator and senior managers, including Project Officers, are part of a Management Committee which is responsible for overall policy and direction of the Centre. The responsibility for the coordination of FWCC activities and Branches and the day to day administration of the Centre is delegated to the Coordinator. Project Officers, under the guidance of the Coordinator, are responsible for administration and day to day activities of Branches.<sup>37</sup> FWCC's program is oversighted by the Program Coordinating Committee which meets on a six monthly basis. Membership includes: DFAT, MFAT and the representatives from FWCC's Trustees, with FWCC as Chair.<sup>38</sup> FWCC is looking to strengthen its governance and management in the next cycle through engaging with Feminist Leadership opportunities for staff with partners from Asia and USA. FWCC can consider

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<sup>34</sup> FWCC Annual Report 2018, pgs. 38-39. The report also notes that F\$2,617,269 was carried forward from the previous phase at 31 December 2015 for agreed purposes including the purchase of Branch office facilities and shelters.

<sup>35</sup> Recruitment of staff, as reported in FWCC Annual Reports: Legal Services Manager and two Lawyers in 2017, Shelter Manager, Information Research Manager, Legal Services Manager, Office Administrator in 2018, Police Liaison Officer and Librarian in 2019. FWCC reported during evaluation fieldwork that Branch Project Officers had been confirmed in their positions.

<sup>36</sup> FWCC Annual Report 2017, pg. 29

<sup>37</sup> Ibid, pg. 46

<sup>38</sup> FWCC Programs to Eliminate Violence Against Women in Fiji and the Pacific, Revised Design Document January 2016-June 2020, pg. 46

engaging with the cadre of feminist leaders trained in adaptive leadership under the Pacific Leadership Program.

Two areas were highlighted during consultations for improved governance or management: Regional and Branch activities. Three interviewees described the existing **regional governance and management structures** as appropriate while three interviewees supported further strengthening of the governance and management structures. Existing governance arrangements for regional work is through the Regional Advisory Collective (RAC) made up of Regional Network members to provide guidance. The RAC agreed in December 2017 on its governance structure, terms of reference, members, and revised and finalised the PWNAVAW Strategy Paper.<sup>39</sup> Five members from five countries were selected as representatives on the RAC for five years, accountable to the full PWNAVAW through the PWNAVAW regional meetings.<sup>40</sup> FWCC is the Secretariat of PWNAVAW and the FWCC Coordinator has taken the lead role with support from other FWCC staff for much of this phase, given difficulties in recruiting a suitable person with the required management and writing skills for the RTI Manager position. The RTI Manager position has now been filled and FWCC will have access to a long-time ally and advisor for input in 2020. Given these existing structures, suggestions for improved governance and management can be tabled and actioned through the RAC.

One interviewee noted the need to strengthen the **management of FWCC Branches**. FWCC aims for Branches to have the capacity to manage services and activities independently of FWCC staff in Suva. FWCC has had difficulty identifying suitable Branch Project Officers who are both grounded in the experience of the counsellor-advocate work with the capacity to do higher-level strategic engagement, planning and management. Its approach to date has been to try out staff to confirm their ability to perform before finalising positions. This meant that the PO position remained 'acting' or vacant for some time. However, FWCC noted that Project Officers have now been confirmed in Labasa, Rakiraki and Nadi. It may be useful for FWCC to engage in succession planning for the Project Officer positions, given the criticality of this role to Branch function and the difficulties of identifying suitable staff.

### **3.3.4: What program elements were accountable to women, stakeholders, and donors?**

#### **What elements of the program could be more accountable?**

FWCC maintains its primary accountability to women experiencing violence and its counselling services are at the core of its organisation for that reason. This primary accountability to women was expressed by FWCC staff and allies as illustrated below:

The counselling sessions ground FWCC's work in the day-to-day experience of women and the struggles they have.

FWCC's secondary accountability is to the broader movement advocating for women's human rights and gender equality. FWCC advocates to stakeholders and actors to ensure they are accountable to women and the women's movement. An example holding key stakeholders to account is in FWCC's 2018 and 2019 Annual Reports: *Turaga-ni-Koros* who

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<sup>39</sup> Ibid, pg. 33

<sup>40</sup> Ibid, pgs. 34-35

*have participated in FWCC's workshops are: taking action to influence other leaders and community members to end VAW; and holding police accountable to implement the law.*<sup>41</sup>

FWCC maintained its accountability to DFAT and MFAT for achievement of deliverables and outcomes, financial management of its grants and reporting.

A number of stakeholders recommended that FWCC enhance its public accountability through stronger communications. Examples of useful information to be shared included: community work FWCC is engaged in, stories from male advocates, updates from legal officers on their submissions and how these submissions have an impact on women's lives.

### ***3.3.5: How well did FWCC recruit and support staff to manage program delivery?***

Overall, FWCC has recruited and supported staff well to manage program delivery. Over the period, FWCC recruited two new lawyers, an Information Research Manager, Legal Services Manager, Office Administrator, Librarian, Police Support Liaison, Shelter Manager and Operations Manager. FWCC has an induction program for all staff to train and equip staff to take on a gender and women's human rights approach to the work. While recruited staff may have the necessary technical skills, training is required to understand and fully embrace the ethos of the work on EAW from a WHR approach. Additionally, FWCC works with staff to identify areas where they can further develop, through training or participating in the RTP.

There were, however, difficulties in recruiting and/or retaining a number of positions in particular as noted in documents and interviews: Communications Officer, RTI Manager, and Branch Project Officers. For example, the 2018 PPA noted staff vacancies across communications, project officer, legal, RTI manager. FWCC will look to review its salary structure in 2020 to ensure it is offering competitive salaries.

### ***3.3.6: How can FWCC's MEF be further developed to better show FWCC's impact?***

The FWCC MEF is comprehensive. The MEF includes an overall theory of change and theories of change for each outcome area. FWCC undertook a high-quality national study on the prevalence of violence against which Fiji and FWCC can monitor changes over the longer term. FWCC has a range of evaluation questions that form the basis for ongoing monitoring and collects qualitative and quantitative data regularly in order to answer these questions. FWCC has an annual staff reflection workshop where the staff come together to analyse the data and come to conclusions which inform planning.

However, there are three key impediments to showing FWCC's impact. One is the lack of staff available to track and follow up activities at the community level. The second, related to the first, is the lack of emphasis in FWCC's MEF to track impact whether in communities or key individuals. The third is the vacancy in the communications officer position. Without this position, there is minimal communication from FWCC regarding its impact.

### ***3.3.7: What could FWCC do to increase the efficiency of its program?***

#### ***What are the areas for growth and strengthening in operations?***

The evaluation team makes the following six recommendations for FWCC and donors to consider in increasing the efficiency of FWCC's program in the next phase:

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<sup>41</sup> FWCC Annual Report 2019, pg. 2

- 1 FWCC to engage the Regional Advisory Collective in a new round of discussions on governance systems as part of the NoVo Foundation grant design process.
- 2 FWCC to continue to maintain primary accountability to women experiencing violence and the women's movement. As part of this, continue to advocate that other stakeholders and actors be accountable to women and the women's movement.
- 3 FWCC to consider recruiting for an additional monitoring and evaluation officer to support data collection and tracking of changes over time and or make other arrangements, for example a collaboration with a feminist research organisation or external feminist researchers, or support provided through Pacific Women's panel of M&E specialists.
- 4 FWCC to consider undertaking longitudinal studies of communities and/ or key individuals to further illustrate the impact of FWCC's work.
- 5 FWCC to continue to search for communications expertise – whether recruited or contracted to FWCC.
- 6 Donors to consider providing financial support for recruitment of key positions.

## 3.4 Impact

### 3.4.1: Overview

FWCC is making **good progress towards long-term results**. The FWCC program has exceeded its own targets documented in the design document and as evidenced in annual reports. There is evidence that the program achieved intended, positive long-term results for beneficiaries. The evaluation found no evidence of negative results, whether intended or unintended, for beneficiaries.

Stories of impact and transformation from communities are numerous. One village in the North is a part of two provinces with two separate churches. Since the FWCC intervention, they have closed one church and now worship together as a community on Sunday morning. Stories of impact of include stronger unity amongst couples, less violence and more working together. Key words community members used are 'veirogorogoci' - listening to one another and 'veivakararamataki' - enlightenment.

### 3.4.2: How well has FWCC made progress towards end of program outcomes?

FWCC has made good progress towards end of program outcomes, as documented in the Effectiveness and Efficiency sections. FWCC has helped to shift public, government and community perception in Fiji of VAWG so that it is increasingly viewed as a crime of epidemic proportions.<sup>42</sup> ODE's Strategic EAWG Evaluation confirmed that FWCC's specialised training has built knowledge, networks and coalitions for advocacy among a broad range of stakeholders in Fiji. Australia's long-term and core funding support has been catalytic in extending the reach of EAWG services to the Solomon Islands, Tonga, Vanuatu and Kiribati.<sup>43</sup> One demonstration of the high regard in which the Centre and its services are held is that the FWCC, including the regional network, were awarded the Mitchell Global Humanitarian Award in 2018. The Mitchell Award recognises outstanding contributions to the cause of international development, with the aim of educating and inspiring others.<sup>44</sup>

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<sup>42</sup> ENDING VIOLENCE AGAINST WOMEN AND GIRLS: Evaluating a decade of Australia's development assistance, ODE, DFAT, pg. 54

<sup>43</sup> Ibid, pg. 44

<sup>44</sup> FWCC Annual Report, 2018, pgs. 42-43

The award recognised the work of the whole organisation and regional network – undertaken by the whole team under good leadership.

### ***3.4.3: In particular, what is working or not for which groups of women and why?***

All of the women interviewed spoke highly of FWCC services. None of the women spoke of approaches or services that did not work. FWCC annual reports show women’s empowerment and transformation in social norms, attitudes and behaviours by survivors, behavioural and attitudinal changes in communities. FWCC provides statistics for women who seek support for the first time, number of repeat counselling sessions and now recognise types of abuse that were not recognised previously: verbal and emotional abuse and marital rape. FWCC gathers data on women who receive legal information and also collects data on women living with disability accessing services. The success of FWCC approaches in working with women, documented in reports and statistics collected by the Centre, is based on its long experience of holistic women-centred approaches.

### ***3.4.4: What is working for which groups of men, duty bearers and organisations and why?***

Men and women in communities reported changed behaviours of men, with men changing their attitudes and assumptions about male privilege, in their improved communications and in their relationships with their wives and children, in families and in the community and leadership roles they have. Community workshop processes reflecting about the work that women and men do on a daily basis helped to shifting awareness amongst men about the work that women do for families and communities and through the training men were able to recognise their power relative to women and children, how they use it and being held accountable for how they use their power.

Community leaders reported taking action in communicating with men and the community about expectations of behaviour and supporting DV victims to report, seek DVROs and counselling as illustrated in the quote below.

Before we didn’t talk about domestic violence. Now I tell men if you are angry, take your farming tools and go to do your work in the farm, rather than go to jail. In community meetings, I also talk about domestic violence and what will happen if you beat your wife; who will look after your children? Men have accepted this... Men used to swear and not listen to wives. During village meetings and around the grog bowl, we talk as men about the big role that women have. If your wife is washing, you can do the sweeping. We are reminding other men what they are supposed to do in the family. Before, men were going to the farm only once a week. We see how women are busy in the household, women are doing household chores while men are sleeping.

FWCC has had a number of advances in the way it engages with Fiji Police, a critical **duty bearer**. The partnership with AFP has meant that FWCC has been able to engage with the senior executive level officers as well as lower level police officers. FWCC takes a two-pronged approach to training police officers, focusing on: (1) the internal culture and practices that are currently discriminating against women in the police force and (2) a human rights approach to improve how the police carry out their responsibilities.<sup>45</sup>

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<sup>45</sup> FWCC Annual Report, 2018, pgs. 42-43

Villagers in one village were able to hold the Station Officer to account and report him to internal affairs when he did not lay charges against a perpetrator. Community members were trained by FWCC about their rights and provisions in the law, including that perpetrators can be charged. Community members were well trained enough to be specific about the charges to be laid under the law.

FWCC works with a range of **organisations**. For example, FWCC works with MoWCPA and MoY&S to help deliver their programs in the community and supports these agencies to undertake changes to internal policies and practice. In 2019 FWCC worked with government organisations, NGOs, corporate/private enterprises, church and religious groups, schools and community groups, and sporting bodies including Fiji Volleyball and NRL and Fiji Rugby. There is evidence that those trained are making referrals to FWCC and Branches and exerting influence in their communities and in their organisations.<sup>46</sup>

### ***3.4.5: What were the challenges and lessons? Were there any unintended consequences?***

FWCC has learned a number of key lessons over this phase:

- FWCC recognizes the importance of key partnerships – with the AFP, MoWCPA, UN Women, and DPP, Fiji Police Force, faith-based organisations and traditional governance structures. These partnerships help FWCC to advance its reach and impact. These partnerships require ongoing nurturing and attention and vary over time depending on partner staff turnover, leadership priorities and topical issues.
- FWCC understands the importance of building the evidence base. FWCC's VAWG prevalence study was cited as important by multiple stakeholders. FWCC is committed to undertaking the update of this study in 2021.
- FWCC recognizes that its core business is counselling. This ensures that "Women's experiences underpin the impact and effectiveness of advocating for change and lobbying for improvement."<sup>47</sup>
- FWCC's preferred approach in community education is women first and men second. The effectiveness of this approach can be seen in the EAW Committees and male advocacy training stories. Women and men are also brought together in the final stages of community education training. However, single sex environments are an important part of building knowledge and questioning assumptions and attitudes. For the ZTVFC program, the workshops in communities involved men and women together. In some communities FWCC has conducted workshops for young people and children from those communities too as a further step in response to community requests.
- FWCC understands that change is long term and requires multiple strategies.
- FWCC is a women's rights organisation that advocates for change rather than only a service delivery organization, and has been active in lobbying, providing submissions and input to national policy and legal reform.<sup>48</sup>
- The FWCC Coordinator has been critical in advocating and lobbying at the highest level. The Coordinator mentors and includes management staff in high level advocacy and lobbying. Managers, Branch Project Officers and individual staff in most instances continue to learn and upskill themselves in their relevant areas of

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<sup>46</sup> FWCC Annual Report 2019, pg. 43

<sup>47</sup> FWCC Annual Report 2019, pg. 65

<sup>48</sup> FWCC Annual Report 2017

work and carry out advocacy and lobbying work. However, while stakeholders identified the importance and influence of the current coordinator in lobbying and advocacy work (including the behind the scenes work) they were not as aware of other staff involved in lobbying and advocacy.

### ***3.4.6: What could FWCC do to further increase the impact of its work?***

#### ***What are areas of further growth and strengthening?***

The evaluation team makes the following three recommendations:

- 1 FWCC to provide further workshops and follow up to further support and trace impact, that is behavioural change in communities where community mobilisation has already been initiated.
- 2 FWCC to continue to engage with and train critical staff and leadership in government partner agencies, given turnover of staff and changes in leadership.
- 3 FWCC to progress its plans for key staff to undertake Feminist Leadership training to ensure back up in the ability of FWCC to undertake high level advocacy and lobbying.

## **3.5 Sustainability**

### ***3.5.1: Overview***

FWCC's work is **highly sustainable**. The program has supported the creation of sound capacity within FWCC as well as the regional network. FWCC developed local systems and significantly strengthened the capacity of regional institutions. FWCC also continues to ensure sustainability in communities through setting up EVAW Committees. Given this, it is likely that sustainability of the FWCC's benefits will endure in almost all areas. Partners and beneficiaries have a strong sense of ownership of FWCC and the regional network. However, there are a range of risks to sustainability that will need to be managed in the next phase.

### ***3.5.2: What contributes to, or prevents, the achievement of ongoing program benefits?***

Four key factors contribute to the achievement of ongoing FWCC program benefits:

- Firstly, FWCC is a critical part of the women's movement in Fiji. FWCC is a vocal, articulate and well-resourced advocate for women's rights that draws from its work supporting women victims and survivors of violence to inform its collaborations with other actors focused on the same goals. FWCC engages with other organisations who are also part of driving positive change in relation to EVAWG, gender equality and human rights. Htun and Weldon's study shows that feminist mobilization in civil society accounts for variation in VAW policy development and that autonomous movements produce an enduring impact on VAW policy through the institutionalization of feminist ideas.<sup>49</sup>
- Secondly, FWCC continues to deliver women's human rights-based prevention and response interventions across Fiji. Research shows that jurisdictions that receive

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<sup>49</sup> Htun, M., Weldon, S. L., The Civic Origins of Progressive Policy Change: Combating Violence against Women in Global Perspective, 1975–2005, American Political Science Review Vol. 106, No. 3 August 2012, pg. 553

EVAW grants have significant reductions in the numbers of sexual and aggravated assaults compared with jurisdictions that do not receive EVAW grants.<sup>50</sup>

- Thirdly, FWCC's results show evidence of behavioural changes, for example in clients' lives; evidence of practice and attitudinal change by individual service providers, community leaders and members.
- Fourthly, FWCC has made significant contributions to changes in policy, legislation, protocols and procedures, which institutionalise change, and through the training of key stakeholders builds the capacities and commitment of government staff to implement these laws, policies and services.

Three key factors could prevent the achievement of ongoing FWCC program benefits:

- Firstly, a deterioration of the political and social climate that supports EVAWG. FWCC's experience in responding to TC Winston as well as research shows increases in gender based violence in situations of conflict, crises or natural disaster.<sup>51</sup> The unfolding COVID-19 pandemic and national experiences highlight the gendered impacts on women and girls, including domestic violence incidents surging with social distancing and stay at home provisions.<sup>52</sup> FWCC's close involvement in the Fiji national responses to date highlight the need for FWCC's services as well as contributions to gender-sensitive emergency responses and support for other service providers.<sup>53</sup>
- Secondly, there is a risk that development partners do not provide sufficient funding for the next phase, with FWCC spending time seeking funding rather than delivering its program. The ODE Strategic EVAW evaluation and two interviewees stressed the importance of core and long-term funding for FWCC to achieve what it has.
- Thirdly, eight interviewees point to the criticality of the FWCC Coordinator position that both contributes to and, without this person, could become a factor that prevents the achievement of ongoing FWCC program benefits. The network available to the current FWCC Coordinator and the high-level advocacy that she undertakes is critical to the success of the organization. FWCC, in response, highlighted the ongoing capacity building that it provides for all management staff and individual staff through on-the-job training and mentoring.

### **3.5.3: What could FWCC do in the next phase to grow the sustainability of its work?**

The evaluation team makes the following six recommendations:

- 1 FWCC to continue to advocate that MoWCPA, EVAWG donors and stakeholders remain accountable to the women's movement in Fiji and the Pacific more broadly.
- 2 FWCC to continue to deliver women-centred and human rights-based prevention and response interventions across Fiji, in collaboration with other partners and stakeholders where relevant.

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<sup>50</sup> Boba R, Lilley D. Violence Against Women Act (VAWA) funding: a nationwide assessment of effects on rape and assault. *Violence Against Women* 2009; 15: 168–85.

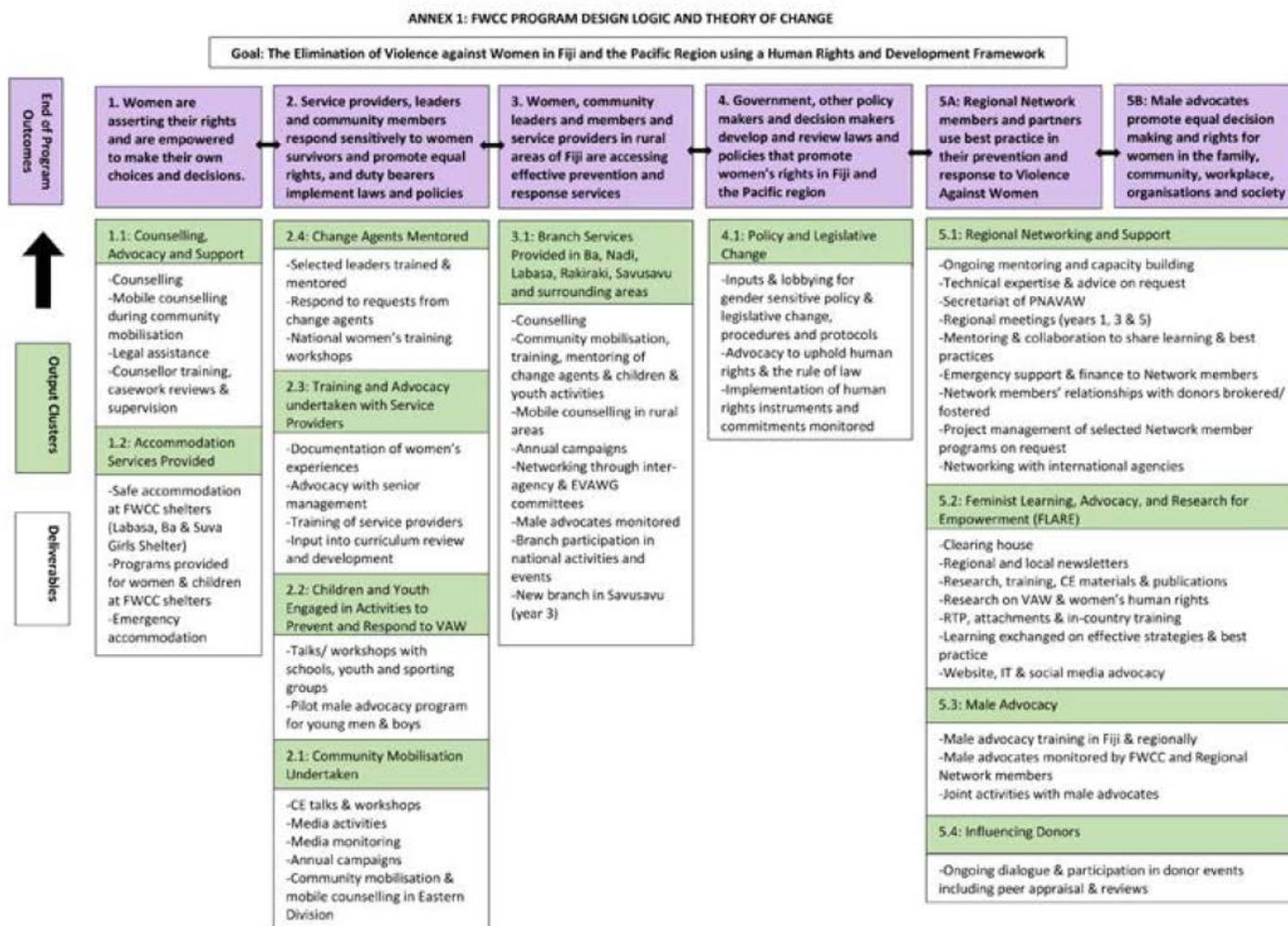
<sup>51</sup> International Federation of Red Cross and Red Crescent Societies, (2015), *Unseen, unheard: Gender-based violence in disasters*, pg. 7

<sup>52</sup> CARE International. (undated). *Gender Implications of COVID-19 Outbreaks in Development and Humanitarian Settings*. pg.3 <https://gbvguidelines.org/wp/wp-content/uploads/2020/03/Gendered-Implications-of-COVID-19-Full-Paper.pdf>

- 3 FWCC to continue to educate and engage people and organisations as well as advocate for changes in laws, systems, policies and procedures, and their effective implementation.
- 4 FWCC to continue to advocate at the broader level on issues of democracy, human rights, and police accountability.
- 5 FWCC to share its strategy for supporting other FWCC staff, in addition to the FWCC Coordinator, to develop networks and undertake high-level advocacy with donors.
- 6 FWCC to work with donors to build on what already exists and is working in EVAWG to ensure any new investments and initiatives draw on established and locally grounded EVAWG practice, as with the practice under the Pacific Partnership.
- 7 FWCC to consider a more systematic way of engaging with ERAW Committees established in communities.

# Appendices

## Appendix 1: FWCC program logic and theory of change



Note: The program design is based on detailed theories of change for each outcome area which are included in the program design document. These detailed theories of change are a demonstration that program is grounded in substantial practice experience of how change takes place, and in line with best practice.

## **Appendix 2: Evaluation terms of reference**

## Appendix 3: Evaluation plan

## Appendix 4: List of documents reviewed

- Asian Development Bank. (2016). Fiji Country Gender Assessment 2015
- Beijing Platform for Action +25 – Fiji Country Progress Report (Draft)
- DFAT Aid Quality Check 2016 – Fiji Women’s Crisis Centre
- DFAT Aid Quality Check 2017 – Fiji Women’s Crisis Centre
- DFAT Aid Quality Check 2018 – Fiji Women’s Crisis Centre
- DFAT Partner Performance Assessment 2018 – Fiji Women’s Crisis Centre
- DFAT Partner Performance Assessment 2019 – Fiji Women’s Crisis Centre
- DFAT-MFAT Combined Feedback on the FWCC Annual Report July 2018- June 2019, October 2019
- DFAT. (2019). Pacific Women Shaping Pacific Development Fiji Country Plan 2018-2021 Summary
- Fiji NGO Coalition on CEDAW Parallel Report (2017), Submission to The Committee On The Elimination Of Discrimination Against Women, on consideration of the 5<sup>th</sup> Periodic Report of Fiji
- Fiji NGO Coalition on Human Rights. (2016). Submission to the Standing Committee on Justice, Law and Human Rights – Public Order (Amendment Bill) 2016
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## Appendix 5: Literature review

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Council of Australian Governments, National Plan to Reduce Violence against Women and their Children Include the first three-year Action Plan Safe and Free From Violence

DFAT - Office for Development Effectiveness, ENDING VIOLENCE AGAINST WOMEN AND GIRLS: Evaluating a decade of Australia's development assistance – Brief, DFAT

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## Appendix 6: Stakeholders interviewed during field work in Fiji

Location <sup>54</sup>	Interview #	Stakeholder category	Details	M	F
Suva	FF1	Churches	Pacific Council of Churches	1	
Suva	FF2	Regional	PIFS Gender and Civil Society Engagement Team	1	3
Suva	FF3	Funder	DFAT		2
Suva	FF4	Government	MoWCPA - Disability Unit		1
Suva	FF5	FWCC	FWCC Coordinator		1
Suva	FF6	FWCC	Operations Manager and Accountant	1	1
Suva	AL1	FWCC	Legal Team		4
Suva	FF7	FWCC	Research and MEL Team		2
Suva	FF8	FWCC	Counselling Team		3
Suva	FF9	Government	Police	1	
Suva	FF10	Women's Orgs	Fiji Women's Rights Movement		1
Suva	FF12	Funder	UN Women		1
Suva	FF13	Government	Ministry of Women, Children and Poverty Alleviation		3
Suva	AL2	Regional	RRRT	1	1
Suva	FF14	PWNAVAW	Vanuatu Women's Crisis Centre		1
Suva	FF15	FWCC	FWCC Long-time Ally and Technical Advisor		1
Suva	AL3	Churches	House of Sarah		2
Suva	AL4	Government	Ministry of Women, Children and Poverty – Child Services		1
Suva	AL5	FWCC	Trustee and Fiji Disabled Peoples Federation		1
Suva	AL6	PWNAVAW	Tonga Women's Centre		1
Suva	FF16	Funder	MFAT		2
Suva	AL7	PWNAVAW	Male Advocate	1	
Suva	AB1	Women's Org	Fiji Women's Fund		2
Rakiraki	AL8	Community	Community A		2
Rakiraki	AB2	Community	Community A – incl Turaga ni Koro	2	
Rakiraki	AB3	FWCC/Branch	Counsellor-advocates – Indo-Fijian		2
Rakiraki	AL9	FWCC/Branch	Counsellor-advocates - ITaukei		2
Rakiraki	AB4	Government	DPP lawyer	1	
Rakiraki	AL10	Government	Department of Women		1

<sup>54</sup> Some interviews were conducted by phone/skype; in these cases the location is the location of the interviewer

Location <sup>54</sup>	Interview #	Stakeholder category	Details	M	F
<b>Suva</b>	AB5	Community	Community B –incl Turaga ni Koro	2	
<b>Suva</b>	AL11	Community	Community B –incl coordinator of EAWW Committee		3
<b>Suva</b>	ALAB1	FWCC	Trustee		1
<b>Suva</b>	ALAB2	Government	Police officers		4
<b>Labasa</b>	AL12	FWCC/Branch	Project Officer		1
<b>Labasa</b>	AL13	FWCC/Branch	Counselor advocates – Itaukei		2
<b>Labasa</b>	AB6	FWCC/Branch	Counselor advocates – Indo-Fijian		2
<b>Labasa</b>	AB7	Government	Ministry of Youth and Sports		1
<b>Labasa</b>	AB7	Government	Police	1	
<b>Labasa</b>	AB8	Government	Dept for Women		1
<b>Labasa</b>	AB9	Community	Two community education participants from an Indo-Fijian community		2
<b>Labasa</b>	AL14	Community	Women’s Leader Community C		1
<b>Labasa</b>	AL15	Community	Turaga ni Koro – Community D	1	
<b>Labasa</b>	AL16	Community	Youth Leader Community E	1	
<b>Labasa</b>	AL17	Community	Youth Leader Community F	1	
<b>Labasa</b>	AB10	Community	Member of EAWW Committee		1
<b>TOTAL</b>				15	60

## Appendix 7: FWCC Program Components across the Prevention Continuum

Type of prevention	Primary	Secondary	Tertiary	
<b>FWCC and Branch program components</b>	↔	↔	↔	<b>Notes</b>
<b>Counselling, legal advice, emergency accommodation and other support to women and children experiencing violence; including advocacy on behalf of clients with other service providers.</b>		✓	✓	<p>Stopping violence in women's lives is an investment in future prevention, given strong evidence of links between children experiencing violence or witnessing violence towards their mothers, and risks of daughters becoming victims and sons becoming perpetrators in future.</p> <p>Women seeking justice and men being held accountable for their violence through the legal system sends strong messages to other women and to current and future perpetrators, influencing perceptions of women's rights and social norms in families, communities and society.</p>
<b>Advocacy with government on laws, policies, programs and their implementation.</b>	✓	✓	✓	<p>Policy influence and advocacy work is undertaken across the prevention continuum, informed by human rights standards and commitments, experiences of women seeking services and the gaps and barriers in current laws, policies and services relating to gender equality and VAWG.</p>
<b>Training of government stakeholders and service providers.</b>	✓	✓	✓	<p>Training and capacity building of government stakeholders influences individual, workplace and organizational responses to gender inequalities and gender-based violence services. Based on prevalence data, participants include women who are or have experienced VAWG and may decide to seek services and support. Participants may also include perpetrators; at an early intervention stage they may be able to take actions in their lives to end the violence.</p>
<b>Community mobilization including community education talks, awareness raising and 3-5 day workshops in various settings with women, men, boys and girls involving schools, Churches and faith-based organisations, sporting clubs and associations, community groups, businesses and workplaces,</b>	✓	✓	✓	<p>FWCC ensures that primary prevention activities are clearly linked with and provide a pathway to response services to ensure the safety of all participants and access to appropriate services. Information is provided on FWCC and Branch services and contact details across all community mobilization activities. Mobile counselling is provided for participants who request this at community workshops. Based on prevalence data and FWCC experience, participants include those who are or have experienced GBV and perpetrators; training may influence their behavior and choices, including women accessing services. Community leaders, change agents (including women and male advocates) and other participants in workshops develop plans for actions to improve their</p>

Type of prevention	Primary	Secondary	Tertiary	
<b>FWCC and Branch program components</b>	↔	↔	↔	<b>Notes</b>
<b>villages and neighbourhoods in urban areas.</b>				communication and relationships, refer women to Centre/Branch services and take actions in their own spheres of influence in secondary and primary prevention.
<b>Male advocates, change agents and EAW Committee members trained and mentored.</b>	✓	✓	✓	FWCC and Branches work with other stakeholders to identify, train and support community leaders, male advocates and women as change agents and members of EAW committees. These women and men contribute across the continuum of prevention by undertaking primary prevention and early intervention actions in their work, family and community spheres of influence, facilitate the access of women experiencing violence to FWCC and Branch services and put pressure on government service providers to act in accordance with the law and their responsibilities.
<b>Community mobilization – annual campaigns (16 Days of Activism), media activities and other educational and prevention activities, networking and coordination at various levels.</b>	✓			Discussions and debate about women’s human rights, gender equality and VAW in the media and among family and friends contribute to women taking the first steps to seek services and raise interest in requests for training and community mobilization activities, and create an enabling environment for gender equality, human rights and ending violence.
<b>Regional Training and support to women’s rights organisations, civil society and government organisations addressing gender equality and VAWG through the PNAVAW and partnerships (AFP and UN/regional/donor organisations). This encompasses the Regional Training Program, exchanges and attachments, in-country training, curriculum and resource development.</b>	✓	✓	✓	Regional training, networking and learning processes facilitated by FWCC enable the development of women’s rights organisations, work-force development and contribute to law and policy reform through capacity building among government, civil society and faith based organisations to address VAWG using a rights based women-centred approach, across the prevention continuum.



## Appendix 8: FWCC Disbursement of DFAT and MFAT Grants

### FWCC Grant Disbursement Details: 2016-2019

#### Expenditure of Australian Funds

Column1	Year 1	Year 2	Year 3	Year 4
Carry over	2,617,269			
Income	1,601,831	2,337,177	2,332,219	2,238,806
Expenditure	1,258,644	2,082,862	2,400,905	4,137,606
Funds remaining	2,960,456	3,214,771	3,146,085	1,247,285

#### Expenditure of New Zealand Funds

Column1	Year 1	Year 2	Year 3	Year 4
Carry over	93,693		679,227	1,136,550
Grant income	450,336	1,264,413	1,336,467	No income*
Expenditure		1,129,215	879,143	983,853
Funds remaining		679,227	1,136,551	152,697

**Note:** All figures are in FJD

\* No cost extension

## Appendix 9: FWCC partnerships in the current phase

The information in the table below is based on information in the 2017, 2018 and 2019 FWCC Annual Reports. This is not a comprehensive list and focuses on key partnerships with government actors and other partners, where information was included on collaborations, over one or more years in the current phase.

Organisations	Collaborative work over the current FWCC Program period
<b>Ministry of Women, Children and Poverty Alleviation</b>	<p><b>2017 Annual Report:</b></p> <p>FWCC participation in <u>EVAW Task Force</u> including work on the development of (draft) <u>Fiji National Service Protocol for Responding to Cases of GBV</u>; 3 divisional consultations inputting to the draft Protocol.</p> <p><u>Gender workshop on launch of the National Gender Policy for Ministry of Women staff</u> (May 2016)</p> <p>Training for Civil Service Gender Focal Points for Ministry of Women (Nov 2016)</p> <p>Training for Ministry of Women – Social Welfare Officers (April 2016)</p> <p>Stage 1 and 2 male advocacy training for senior civil servants.</p> <p>RWCC conducted a workshop for gatekeepers and govt stakeholders for the Dept of Women’s <u>Zero Tolerance Violence Free Communities (ZTVFC) program to address violence against women and girls</u> in June 2016. Annex 4A includes 2 workshops conducted in two communities in Totoya island, Lau province identified as ZTVFC workshops with the Dept of Women (additional workshops identified as organized with the Dept of Women without reference to ZTVFC program).</p> <p>FWCC contracted to implement the <u>National Domestic Violence Helpline</u> (launched in March 2017) – ongoing.</p> <p><b>2018 Annual Report</b></p> <p>FWCC played a central role in working with the Ministry of Women and UN Women in the consultation process, drafting and then lobbying for the adoption of the Fiji National Service Delivery Protocol for Responding to Cases of Gender Based Violence. The Protocol was endorsed by Cabinet in January 2018 and officially launched on International Women’s Day in 2018.</p> <p>Two trainings conducted by LWCC in association with the Ministry for government stakeholders in Nabouwala and Savusavu.</p> <hr/> <p>RWCC conducted four refresher sessions on gender, human rights and violence against women in four communities in October 2017 for the Ministry of Women’s ZTVF Initiative.</p> <p>LWCC conducted two workshops in two communities for the same program (in Jan and Feb 2018).</p>

Organisations	Collaborative work over the current FWCC Program period
	<p>NWCC conducted a capacity building workshop for the Dept for Women in Sept 2017.</p> <p>BWCC conducted workshops in 4 communities for the Dept for Women (October 2017) and in November 2017 participated in outreach in 17 villages around Ba and Tavua with the Ministry for Women and other stakeholders.</p> <hr/> <p><b>2019 Annual Report</b></p> <p>FWCC conducted the pilot training (in July 2018) and 4 national trainings on the Service Delivery Protocol with UN Women and MWCPA.</p> <p>MWCPA organized their <u>executive and middle management staff</u> across Fiji to participate in a workshop on gender, VAW and human rights conducted by FWCC; 2 trainings were also conducted for the Fiji Police Force and iTaukei Affairs Board.</p>
EVAW Task Force	<p><b>2018 Annual Report</b></p> <p><i>FWCC has continued to work closely with the MoWCPA and other government agencies through the EVAW Taskforce. FWCC's management of the Government 24 hour toll-free DV Helpline has opened up spaces for engagement with government organisations on a different footing, by being "on the inside" and involved in discussions on issues related to the Helpline, data on the calls to the Helpline and gaps and problems identified in service provider responses.</i></p> <p><i>FWCC has continued to advocate for a review of the Child Protection Act through the EVAW Taskforce, and with UN Women has pushed for the review of the Ministry of Women's Zero Tolerance Communities initiative to take place, as sometimes the training follows the declaration. It is expected that this will take place in 2018/19 with consultants to be recruited to undertake the review. FWCC has also started a discussion with the Ministry of Women, UN Women and the EVAW Taskforce on a national GBV Prevention Strategy. "</i></p> <p><b>2019 Annual Report:</b></p> <p>Lack of progress (since end of year 2) in the finalisation and adoption of Ethical Standards for Shelters despite on-going advocacy by FWCC in the EVAW Task Force.</p>
UN Women	<p><b>2017 Annual Report</b></p> <p>No background information on the partnership provided but in 3.4 (lessons learned) it is mentioned that:</p> <p><i>partnerships consolidated with multilateral agencies such as UN Women and UNDP have helped FWCC to extend its reach and impact.</i></p> <p><b>2018 Annual Report:</b></p> <p>Pacific Regional Workshop on Addressing GBV in Emergencies organised by UN Women/FWCC (December 2017)</p>

Organisations	Collaborative work over the current FWCC Program period
	<p>Two day training conducted by FWCC with 19 Members of Parliament (15 men, 4 women) in partnership with UN Women and the Ministry of Women, Children and Poverty Alleviation.</p> <p><b>2019 Annual Report:</b></p> <p>UN Women and FWCC have considered options for accreditation of counselling training in Fiji and the Pacific; decision made to proceed with SPC – EQAP option.</p> <p>One training with UN Women on piloting level 1 GBV counselling training for 32 women from the region.</p> <p>Study tour between Tonga and Fiji in January 2019 facilitated by UN Women.</p>
<p><b>Ministry of Youth and Sports</b></p>	<p><b>2017 Annual Report:</b></p> <p>First national training with Ministry staff (Nov 2016) in collaboration with Ministry for Women (funded by UNDP)</p> <p>2 training workshops at provincial level for youth officers (June 2017) and</p> <p>3 community-based workshops with provincial youth volunteers.</p> <p><b>2018 Annual Report:</b></p> <p>The partnership with the Ministry of Youth and Sports continued in year 3, with a training workshop conducted for the Ministry staff in Labasa and, in conjunction with the Ministry, a training for representatives from various sports in Suva.</p> <p>(Note: Annex 4A includes details of various sports groups who have participated in community education talks in each annual report.)</p>
<p><b>Ministry of Health</b></p>	<p><b>2017 Annual Report:</b></p> <p>Mental Health Awareness and Community Recovery Outreach program (CROP) – 6 community education sessions to recovering patients (details included in Annex 4A).</p> <p><b>2019 Annual Report:</b></p> <p>Mention made that engagement through the National Protocol is opening up opportunities for further collaboration.</p>
<p><b>Fiji Police Force</b></p>	<p><b>2017 Annual Report:</b></p> <p>Executive Level training (April 2016)</p> <p>Senior Commanders – 3 workshops (northern, western, and southern/central/eastern) in May, June, July 2016</p>

Organisations	Collaborative work over the current FWCC Program period
	<p>Fiji Police academy – new recruits (Jan 2017)</p> <p>Senior Rank Republic of Fiji Military Forces Officers facilitated for the Ministry of Women (May 2017)</p> <p><b>2018 Annual Report:</b></p> <p>Training for police at the Police Academy (plus Fiji police included in AFP senior exec workshops with police from the region -see below).</p> <p><b>2019 Annual Report:</b></p> <p>FWCC conducted on training for Fiji Police on roll-out of National Protocol with MWCPA (UN Women support)</p>
AFP	<p><b>2017 Annual Report:</b></p> <p>Regional Police officers AFP Training (3 workshops – one in FSM in May 2016; 2 in Fiji in November 2016 and April 2017).</p> <p><b>2018 Annual Report:</b></p> <p>FWCC conducted a gender and violence against women <u>workshop for AFP Senior Officers and staff from the Attorney-General’s Department in Canberra</u>, plus a further six <u>Pacific regional executive level training workshops</u> for police. These included one training for police in the Micronesian region in Guam and two trainings <u>piloting the Gender Advocacy Training</u> (see Box 23 in AR 2).</p> <p>AFP supported the training conducted by FWCC of <u>police recruits in FSM</u> (40 men, 4 women, including police trainers and support staff). This was the first time that FWCC had conducted training of new police recruits outside Fiji. It was also a direct result of the participation of FSM Commissioners of Police in the AFP supported Regional executive level training.</p> <p><i>(information on the significance of the partnership – in section 3.4 Lessons Learned): FWCC and the Regional Network are seeing the benefits of a multi-level engagement with the police force in Fiji and other Pacific Island states. Prior to the partnership with AFP, FWCC was only able to gain Fiji Police agreement for FWCC to provide training for lower level police officers – the first responders. Through the partnership with AFP, FWCC and network members have been able to engage with the senior executive level officers. With support and engagement with senior police, further opportunities to provide training to police at all levels from new recruits to senior executive level have opened up. This is also creating more enabling environments for changes in police support to Pacific Network members in providing services for women and children experiencing violence, and in the on-going work to influence law and policy formulation and implementation at national level.</i></p> <p><b>2019 Annual Report:</b></p> <p>FWCC conducted Gender and VAW Training for AFP international operations staff plus Attorney-General &amp; DFAT staff in Canberra in October 18.</p>

Organisations	Collaborative work over the current FWCC Program period
	One GAT Regional executive training and 1 for GAT Phase 2 (pilot) for regional executive level police.
SPC	<p><b>2018 Annual Report:</b></p> <p>Participation in 2 workshops to contribute to the development of the Pacific Guide to Statistical Indicators for Human Rights Reporting</p> <p><b>2019 Annual Report:</b></p> <p>FWCC part of the SPC Regional Working Group (with 12 stakeholders) from 12 PICs – consultations around experience of implementation of domestic violence and family violence legislation; participated in two meetings (Oct 18 and May 19).</p> <p>FWCC Coordinator spoke at the SPC media conference on the 25<sup>th</sup> anniversary of the Pacific Platform for Action on Gender Equality and Women’s Human Rights (other speakers were the SPC Deputy Director General and the Minister for Women). Subsequent visit from the SPC Deputy Director General for discussions on future collaborations.</p>
Various sporting associations	<p><b>2017 Annual Report:</b></p> <p>Fiji-based arms of the AFL and the Australian NRL - input to curriculum, programs and training of staff/players.</p> <p><b>2019 Annual Report:</b></p> <p>FWCC part of the Observers Panel and provided feedback on the GET into Rugby Plus VAW Module.</p> <p>FWCC sponsored the Raka Sevens Tournament (16 women’s teams) in Nov 18 in Suva and conducted a dialogue on the 16 Days of Activism with Raka 7s sports administrators and volunteers.</p> <p>FWCC sponsored the Nacula Rugby 7s and the Netball Tournament in Yasawa (Nov 18).</p> <p>Note: Annex 4A includes details of adults and children involved in sporting groups and associations that participated in awareness activities and workshops.</p>
NGO Coalition on Human Rights (NGOCHR)	<p><b>2017 Annual Report:</b></p> <p>FWCC participated in the preparation of recommendations on Fiji’s 2017 shadow CEDAW Report to the UN CEDAW Committee</p> <p><b>2018 Annual Report:</b></p> <p>Engagement and presentations to the UN Commissioner on Human Rights on visit to Fiji (see below).</p>
Office of the Director of Public	<p><b>2019 Annual Report:</b></p>

<b>Organisations</b>	<b>Collaborative work over the current FWCC Program period</b>
<b>Prosecutions (ODPP)</b>	Renewed partnership at high level with DPP; FWCC key referral agency for ODPP across Fiji (81 cases from August 2018 to June 2019); (see Box 11).

## Appendix 10: FWCC involvement in high-level dialogues during the current phase

The information in this table is based on the information in the 2017, 2018 and 2019 FWCC Annual Reports but is not comprehensive. It is important to note that advocacy on violence prevention and response often happens at higher levels and behind closed doors.

Policy issue	Key policy maker/ stakeholders and details
Development and implementation of Fiji National Service Delivery Protocol	<p><b>2017 Annual Report:</b></p> <p>FWCC played a key role with the Ministry of Women and the EAW Task Force members in the drafting process.</p> <p>FWCC involved in the 3 divisional consultations;</p> <p>Following approval of the Protocol and official launch, FWCC provided training for key stakeholders and other civil society agencies</p> <p><b>2019 Annual Report:</b></p> <p>4 national trainings on the Service Delivery Protocol facilitated by FWCC with the MWCPA and UN Women.</p>
Development of (draft) Ethical Standards and Guidelines for Shelters	<p><b>2018 Annual Report:</b></p> <p>In year 2 FWCC made major contributions with UN Women and the Ministry for Women to develop national ethical standards for shelters. A draft document was with the EAW Task Force at the end of Year 2.</p> <p><b>2019 Annual Report:</b></p> <p>On-going advocacy in EAW Task Force.</p>
National disaster response and preparedness (following TC Winston)	<p><b>2017 Annual Report:</b></p> <p>FWCC advocated for and was involved in development of the Code of Conduct for all humanitarian actors in disasters and the GBV Referral Guidelines for first responders and training workshops for first responders from various organisations; FWCC and Branch staff undertook needs assessments, lobbied for services and relief materials for women and communities and organized Women Friendly Spaces (on behalf of UNFPA).</p> <p>FWCC/Branch staff participated in a national workshop held in July 2016 on lessons learned from TC Winston organized by the National Disaster Management Office, and a workshop organized by UN Women on better responses to disasters. (See Box 12, p 19 AR 1)</p>

Policy issue	Key policy maker/ stakeholders and details
<p>Members of Parliament understandings of extent and nature of domestic violence</p>	<p><b>2017 Annual Report:</b> Presentation to Fiji MPs on FWCC’s national prevalence research</p> <p><b>2018 Annual Report:</b> Two-day training workshop for Members of Parliament on Gender Based Violence and Human Rights with UN Women and MWCPA</p>
<p>Proposed new legislation -</p>	<p><b>2017 Annual Report:</b> FWCC submissions on: the Domestic Violence Act; the Parliamentary Powers and Privileges Bill; Sentencing for Sexual Offences. Village by-laws (FWCC participated in a seminar and made a submission).</p> <p><b>2018 Annual Report:</b> Submission to the Parliamentary Standing Committee on Law, Justice and Human Rights on the Registration of the Sex Offenders Bill (No 6 of 2018).</p> <p><b>2019 Annual Report:</b> Submission to the Justice, Law and Human Rights Committee on the Code of Conduct</p>
<p>The Succession, Probate and Administration (Amendment) Act 2018</p>	<p><b>2018 Annual Report:</b> FWCC has been advocating for the rights of women in de-facto relationships to be recognised over more than 15 years (see Box 21). In March 2018 the amendment to the Act was passed by the Parliament; as a result de-facto relationships are recognized in the distribution of an estate where the deceased had no will. This change has significant benefits to many women in de-facto relationships - often extending over many years - who in the past have been denied any share of their deceased partners estates for themselves or their children. (Where a man dies without a will and leaves behind a legally married wife and a de-facto partner, the guidelines will now provide for one third of the estate to be divided between a wife and a de-facto partner and the remaining two-thirds of the estate to be divided equally between both women’s children.)</p>
<p>On-line Safety Bill (No 7 of 2018)/</p>	<p><b>2018 Annual Report:</b></p>

Policy issue	Key policy maker/ stakeholders and details
On-line Safety Act (2018)	<p>Submission to the Parliamentary Standing Committee on Law, Justice and Human Rights</p> <p><b>2019 Annual Report:</b></p> <p>Commissioner (appointed in Dec 2018) met with FWCC Legal team in January 2019</p>
Ratification of the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR)	<p><b>2018 Annual Report:</b></p> <p>In May FWCC was invited to make a submission to the Parliamentary Standing Committee on Foreign Affairs and Defence regarding the ratification of ICCPR and ICESCR. The written submission and verbal presentation by FWCC strongly supported ratification without reservations. A decision was made by the Government to ratify both without reservations.</p>
Fiji's observance of human rights/ UN	<p><b>2018 Annual Report:</b></p> <p>The NGO Coalition on Human Rights (NGOCHR) was invited to participate in a half day consultation with the UN High Commissioner on Human Rights during his visit to Fiji in February 2018. FWCC is an active member of the NGOCHR. FWCC volunteered to present on the Paris Principles, and their application to the Fiji Human Rights and Anti-Discrimination Commission (HRADC). The FWCC submission highlighted key areas where the Commission was not in compliance with the Paris Principles. The Commissioner asked a number of questions of the FWCC representative (head of the legal team) and his subsequent visit report included the recommendation that the UN office should closely monitor the performance of the HRADC.</p> <p><b>2019 Annual Report:</b></p> <p>FWCC and other CSOs invited to participate in a round table with the UN Deputy High Commissioner for Human Rights in April 2019. Key issues raised were non-compliance of the HRADC with the Paris Principles and increased militarization in the country.</p> <p>FWCC and other CSOs invited to give their feedback to the Multinational Observers Group on the 2018 election process.</p> <p>FWCC provided input to feed into the CSO working group on the UNHRC's Universal Periodic Review of Fiji's human rights situation at the meeting in Geneva in November 2019.</p>
GBV, Gender and Human Rights – Pacific Regional	<p><b>2018 Annual Report:</b></p> <p>FWCC and VWC Participation in the <b>Pacific Regional Workshop on Addressing Gender Based Violence in Emergencies</b>, organised by UN Women in Suva</p>

Policy issue	Key policy maker/ stakeholders and details
	<p>A panel (FWCC, Tonga Women’s Crisis Centre, the Government of Kiribati, Anglican Church and a male advocate from USP) presented a <b>European Union webinar in partnership with UN Women on FWCC and the Regional Network’s work addressing VAW in the Pacific</b>, progress and challenges.</p> <p>FWCC (with the Governments of Tonga and Nauru) participated in the <b>Vanuatu Human Rights and Gender Peer Review 2017</b>.</p> <p>FWCC (with the Governments of Vanuatu and Nauru) participated in the <b>Palau Gender and Human Rights Peer Review 2017</b></p>
<p>Australian stakeholders’ understandings about FWCC’s work and VAWG policy and practice issues in Fiji and the region</p>	<p><b>2018 Annual Report:</b></p> <ul style="list-style-type: none"> <li>▪ the <b>Mitchell Humanitarian Award</b> awarded to FWCC, February 2018</li> <li>▪ <b>FWCC Presentation to the Australian Aid Conference</b>, Canberra, February 2018</li> <li>▪ FWCC conducted <b>Gender and Violence against Women Training for AFP senior officers and staff from Attorney-General’s Office</b>, Canberra, December 2017</li> </ul>
<p>Gender and VAW in emergencies – shelter standards</p>	<p><b>2019 Annual Report:</b></p> <p>FWCC participated in workshop organized by Habitat for Humanity as part of a process of developing guidelines and plans for shelter in emergency response situations. Further plans to feed into further work being undertaken by Habitat for Humanity (as part of DFAT funded program).</p>