

Mid Term Review

# **FINAL REPORT**

## **MARCH 2020**

## CONTACT DETAILS

### Morrissey Consulting International

Ty Morrissey  
Director  
Morrissey Consulting International  
P: +6282111497930  
E: morrissey@imetro.com.au

### Pacific Women Shaping Pacific Development

Laura Holbeck  
M&E Manager  
*Pacific Women* Support Unit  
P: +6793314098  
E: laura.holbeck@pacificwomen.org.fj

### Fiji Women's Fund

Michelle Reddy  
Fund Manager  
Fiji Women's Fund  
P: +679 7021500  
E: michelle.reddy@womensfund.org.fj

## DOCUMENT REVIEW

Version	Date Distributed	Prepared By	Reviewed By
Draft Report	9 December 2019	Frances Barns Ana Laqeretabua	Ty Morrissey
Final Report Version 1	27 January 2020	Frances Barns	Ty Morrissey
Final Report Version 2	2 March 2020	Frances Barns Ana Laqeretabua	Ty Morrissey
Final Report	23 March 2020	Frances Barns Ana Laqeretabua	Janine Constantine (editor)

### Disclaimer

This document has been produced with information supplied to Morrissey Consulting International (MCI) by the Pacific Women Shaping Pacific Development Program (*Pacific Women*), Fiji Women's Fund (FWF) and the Australian Department of Foreign Affairs and Trade (DFAT). Additional information has been sourced from a range of stakeholders involved with the review. While we make every effort to ensure the accuracy of the information contained in this report, any judgements as to the suitability of the information for the client's purposes are the client's responsibility. MCI extends no warranties and assumes no responsibility as to the suitability of this information or for the consequences of its use.

# TABLE OF CONTENTS

<b>4</b>	<b>List of Acronyms</b>
<b>6</b>	<b>Executive Summary</b>
<b>17</b>	<b>1. Introduction</b>
<b>18</b>	<b>2 Program Background and Context</b>
<b>19</b>	2.1 Women and gender-focused organisations and networks in Fiji
<b>21</b>	2.2 Establishment of a women's fund by DFAT
<b>22</b>	<b>3. Overview of the Program</b>
<b>22</b>	3.1 Project description
<b>23</b>	<b>4. Mid-Term Review Design</b>
<b>23</b>	4.1 Overview
<b>23</b>	4.2 Key evaluation questions
<b>24</b>	4.3 Methodology
<b>25</b>	<b>5. Key Findings</b>
<b>26</b>	5.1 Relevance
<b>30</b>	5.2 Effectiveness
<b>47</b>	5.3 Efficiency
<b>55</b>	5.4 Sustainability
<b>58</b>	<b>6. Lessons Learned</b>
<b>62</b>	<b>7. Conclusions and Recommendations</b>
<b>67</b>	<b>Annex 1: Terms of Reference</b>
<b>78</b>	<b>Annex 2: FWF Program Logic and ToC</b>
<b>80</b>	<b>Annex 3: Key Evaluation Questions</b>
<b>83</b>	<b>Annex 4: Key References</b>
<b>85</b>	<b>Annex 5: List of Stakeholders consulted</b>
<b>88</b>	<b>Annex 6: Evidence Matrix</b>
<b>118</b>	<b>Annex 7: Updated Risk Management Matrix</b>
<b>125</b>	<b>Annex 8: Case Studies on the Four Quadrants</b>
<b>127</b>	<b>Annex 9: FWF 2019 performance - Value for Money (VfM) Rubric</b>



# LIST OF ACRONYMS

<b>ADB</b>	Asian Development Bank
<b>ADRA</b>	Adventist Development Relief Agency
<b>AQC</b>	Aid Quality Check
<b>AUD</b>	Australian Dollars
<b>AWID</b>	Association for Women's Rights in Development
<b>CEDAW</b>	Convention for the Elimination of All Forms of Discrimination Against Women
<b>CSO</b>	Civil Society Organisation
<b>DAC</b>	Development Assistance Committee
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DoW</b>	Department of Women
<b>DSWPA</b>	Department of Social Welfare and the Poverty Alleviation Department
<b>EoPO</b>	End of Program Outcome
<b>EU</b>	European Union
<b>EVAW</b>	Ending Violence Against Women
<b>FDPF</b>	Fiji Disabled People's Federation
<b>FGD</b>	Focus Group Discussion
<b>FGGA</b>	Fiji Girl Guides Association
<b>FRIDA</b>	The Young Feminist Fund
<b>FWCC</b>	Fiji Women's Crisis Centre
<b>FWF</b>	Fiji Women's Fund
<b>FWRM</b>	Fiji Women's Rights Movement
<b>FY</b>	Financial year
<b>GESI</b>	Gender equality and social inclusion
<b>GoF</b>	Government of Fiji
<b>HoS</b>	House of Sarah
<b>IWDA</b>	International Women's Development Agency
<b>KEQ</b>	Key Evaluation Question
<b>KII</b>	Key Informant Interview
<b>LGBTQI</b>	Lesbian, gay, bisexual, transgender, queer and intersex
<b>MC</b>	Managing Contractor
<b>MCI</b>	Morrissey Consulting International (MCI)
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>M&amp;E</b>	Monitoring and evaluation
<b>MoA</b>	Ministry of Agriculture
<b>MSP</b>	Medical Services Pacific
<b>MTR</b>	Mid-Term Review
<b>MWCPA</b>	Ministry of Women, Children and Poverty Alleviation
<b>MWA</b>	Methodist Women's Association
<b>NDP</b>	National Development Plan





<b>NGO</b>	Non-Government Organisation
<b>NGP</b>	National Gender Policy
<b>NWDG</b>	Naitasiri Women in Dairy Group
<b>NZ</b>	New Zealand
<b>OECD</b>	Organisations for Economic Cooperation and Development
<b><i>Pacific Women</i></b>	Pacific Women Shaping Pacific Development program
<b>PAWHR</b>	Philanthropy Advancing Women's Human Rights
<b>PDF</b>	Pacific Disability Forum
<b>PFF</b>	Pacific Feminist Fund
<b>PSGDN</b>	Pacific Sexual Gender Diversity Network
<b>PWD</b>	People with Disabilities
<b>RBTR</b>	Rise Beyond the Reef
<b>RFHAF</b>	Reproductive and Family Health Association of Fiji
<b>SDGs</b>	Sustainable Development Goals
<b>STA</b>	Short Term Advisers
<b>TISI Sangam</b>	India Sanmargya Ikya Sangam
<b>ToC</b>	Theory of Change
<b>UAF A&amp;P</b>	Urgent Action Fund Asia and Pacific
<b>UN</b>	United Nations
<b>USD</b>	United States Dollars
<b>VfM</b>	Value for Money
<b>WEE</b>	Women's Economic Empowerment
<b>WCC</b>	Women's Coalition for Change
<b>WiFN-Fiji</b>	Women in Fisheries Network-Fiji
<b>WLDM</b>	Women's Leadership and Decision Making



# EXECUTIVE SUMMARY

---

The Australian Government, through the Department of Foreign Affairs and Trade (DFAT), has been supporting women's organisations in Fiji for decades. However, a 2015 Civil Society Organisation (CSO) study identified that DFAT funding for gender equality in Fiji was not entirely meeting the needs of all women in Fiji.<sup>1</sup>

The study identified that support tended to focus on women's organisations that were Suva-based and sophisticated with strong governance structures. It also identified that women-focused CSOs operating at the community level played an important role in gender equality. These CSOs tended to be less connected and less able to access funding.

A women's fund was recommended by the study as an option to provide a more neutral basis to address imbalances in the Fiji women's movement. The idea of establishing the Fiji Women's Fund (FWF - the Fund) was that it should provide women's groups, organisations and networks with sustainable long-term support required to improve women's lives. The independence of the Fund would be critical to achieving this aim.

The intention was for DFAT to provide seed funding, leaving the Fund open to funding from other entities such as other women's funds, philanthropist foundations and other bilateral and multilateral donors. The intention of the Fund was to support social change through advocacy and operate in an independent manner free of Government and donor interests.<sup>2</sup>

Due to potential fiduciary risks associated with granting to many small, recently established organisations, DFAT decided to engage a Managing Contractor (MC) under the provision that, by the end of the contract period, the Fund would be independent. The establishment of the Fund came with a funding commitment from DFAT of AUD10.5 million over a seven-year period between 2017–2022. Actual project delivery will take place over five years due to a delay in commencement.

The Fund supports networks and organisations across four thematic areas: (i) women's economic empowerment (WEE); (ii) ending violence against women (EVAW); (iii) women's leadership and decision making (WLDM); and (iv) strengthening women's groups and coalitions for change (WCC).

---

<sup>1</sup>Hall, J., Laqeretabua, A. and Buadromo, V. (2015) *Fiji Civil Society Analysis*

<sup>2</sup>Miller, K. and Jones, R. (2019) *Towards a Feminist Funding System*, AWID



The Fund's approach has been to pair grant-making with capacity development support and to provide mandatory capacity development in the areas of gender equality and social inclusion (GESI); financial management; monitoring, evaluation and learning (MEL); and child protection. Grants are categorised into Type A (multi-year funding), Type B (one-year funding) and Type C (less than one-year funding). The Fund has three end-of-program outcomes (EoPOs):

- The Fund has transitioned to an independent local entity and has secured funding from donors, private sector and local philanthropy (EoPO1).
- Women's groups, organisations or networks supported by the Fund are empowered and have the capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women's lives (EoPO 2).
- Women's groups, organisations or networks supported by the Fund are having influence at different levels (individual/systemic, formal/informal) and contributing to changes in women's lives (EoPO 3).

The Fund commissioned a Mid-Term Review (MTR) in November 2019. The MTR focused on four criteria of relevance, effectiveness, efficiency and sustainability. An assessment of impact was not included in the MTR as the period of implementation was not considered long enough to address long term effects. The MTR was designed to assess progress towards key outcomes and to provide guidance and recommendations for delivery of the program to 2022. The review was both summative and formative in that it assessed both achievements and shortfalls to date and looked forward to how the program should best be shaped in the future.



## Summary of key findings

**The Fund has scored well on relevance.** Since its commencement, developments in the local and global context have confirmed the continued relevance of the Fund's overall strategic intent and purpose. The Fund has done an excellent job in balancing the requirements as a DFAT-supported program, while also maintaining flexibility to advocate and support a range of projects and interventions relevant to women's organisations. Assumptions underpinning the program and risks may need to be revisited as part of the transition to independence.

At a national level, **the Fund has established its place as a credible vehicle to facilitate support towards women's movements.** To foster local ownership, the Fund adopted a partnership approach with Fiji women's organisations based on collaborative, rather than hierarchical, relationships. A total of 24 grantees across four Divisions in Fiji have received support to date. The Fund's grantees have reached over 8,160 people – 5,600 women and girls, over 2,480 men and boys, and over 80 lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) people. This number is inclusive of 97 people living with disabilities (67 women/girls, and 30 men/boys).<sup>3</sup> The Fund has made linkages to regional and global funds such as Prospera, the international Network of Women's Funds and the Urgent Action Fund Asia and Pacific (UAF A&P). The Fund has also supported emerging women's funds such as in the Republic of Marshall Islands (RMI), the 50:50 Innovation Fund and the Francophone Women's Fund based in Togo.

**The Fund scored well on effectiveness, contributing to a transition of the Fund towards independence (EoPO1), empowering women's organisations (EoPO2) and increasing the influence of women within their communities (EoPO3).** Steps have been taken to progress the Fund towards independence. Aside from building local, regional and global relationships to secure its identity and legitimacy, a key achievement to date has been a partnership with UAF A&P to present a paper, *Where is the money for women and girls in the Pacific? Mapping funding gaps, opportunities and trends*. The paper recommended the establishment of a Pacific Feminist Fund (PFF) to manage grants made by a range of donor partners for distribution to Pacific women's organisations.<sup>4</sup> A localisation/handover strategy has also been prepared by the Fund which outlines, among other things, the legal processes and human resource requirements for transitioning.

---

<sup>3</sup>Data provided by the Fund

<sup>4</sup>Sumner, C. (2019), *Where is the Money for Women and Girls in the Pacific: Mapping Funding Gaps, Opportunities and Trends (draft)*, FWF and UAF A&P





While the Fund has progressed well in this area, **transition planning should be accelerated to ensure its smooth transition to independence (EoPO1) and to promote a greater chance of sustainability.** It is notable that, while there are many options for potential sources of funding, to date, DFAT has been the largest donor for women's organisations in the Pacific.<sup>5</sup> To build on the support, while at the same time opening the Fund to alternative sources, it may be prudent for DFAT to provide core funding support to the Fund through a transitional arrangement until a wider pool of funding can be guaranteed.

**The Fund has helped empower women's organisations through funding, capacity building, mentoring and facilitating networking (EoPO2).** Grantees indicated that the Fund has been supportive in fielding and assessing proposals, managing grants and promoting networking opportunities. Capacity building support has been viewed as useful, but training was difficult for grantees to fit in with their schedules. Also, due to DFAT funding requirements, training was slightly weighted towards compliance rather than technical activities.

Grantees appreciated networking opportunities as they helped increase their knowledge, profile in the community and access to resources. Moving forward, support for networking could be expanded to include links with the private sector. Networking with the private sector by grantees may be beneficial as the MTR identified that those organisations and groups with a predominantly commercial focus have higher degrees of success and sustainability.

**The Fund has also helped increase the influence of individual women and organisations within their communities (EoPO3).** It has provided support across the thematic areas identified in the four quadrants of the Theory of Change (ToC) with strong results. In notable examples, women in organisations supported by the Fund have taken on leadership positions such as District Coordinator and Village Coordinator. FemLINK Pacific has had substantial input into Fiji's draft National Disaster Risk Reduction policy.

---

<sup>5</sup>Sumner, C. (2019) notes that in the Pacific, the Australian Government is estimated to have disbursed AUD215 million on women's empowerment and gender equality between June 2012–June 2019. In 2017, the EU spent USD3 million targeting gender equality in the Pacific as a principle objective and NZ USD3 million. The Philanthropy Advancing Women's Human Rights (PAWHR) showed that their 12 member foundations received USD1.4 million in the Pacific region in 2017.



Many grantee projects have worked across and created synergies between the four thematic areas and the quadrants of the 2005 Rao and Kelleher Gender at Work analytical framework – i.e. consciousness capabilities, resources, informal norms and exclusionary practices and formal rules and policies.<sup>6</sup> More work is required to link the four quadrants and ensure sustainability.

The most notable achievement of the Fund is to counteract the Suva-centric bias of the Fiji women's movement by prioritising funding, empowerment and capacity building for organisations outside of Suva. All grantees supported by the Fund were supporting projects in rural and/or remote areas.

Grant funds tended to be concentrated among a few organisations. A total of 24 grantees have received assistance to date. A total of 70 per cent of the funding went to Type A organisations which make up 37 per cent of all grantees (nine grantees). These organisations are larger organisations with previous experience working with DFAT. Type B and C organisations which made up 63 per cent of all grantees (15 grantees) shared only 30 per cent of funds. Type B and C organisations tend to be smaller, less experienced organisations.

This distribution of funding is understandable given that Type A organisations were deemed more reliable from a fiduciary and program management perspective. Their grants included multi-year funding and a contribution to core funding which is more resource intensive. However, part of the design concept with the Type A, B and C system was the possibility that the larger organisations could re-grant to smaller organisations and a mentoring relationship could develop between the large and small organisations. This approach was not mandated by the design but was presented as the first of two options. The second option was direct grants to Type A, B and C organisations for implementing their own projects. The Fund chose the second option. This has had positive implications for sustainability as rural women's organisations can remain operating after the grant ceases and seek funding from other sources.

The duration of grants is an area that requires attention going forward. While funding for Type A organisations is multi-year, grants for Type B and C organisations are of a maximum one year in length. A grant duration of one year is generally too short for effective implementation and engagement. Some Type B organisations lagged in disbursement. Type C grants (small grants of under AUD100,000) worked well for one-off events or capital purchase for economic empowerment projects but the scale of these activities was small.

Given the success of some Type B and C projects, the Fund could also consider the option of catalytic funding to enable these organisations to build on the progress made under the first funding cycle and contribute to sustainability. Catalytic funding refers to funding for an innovative idea that needs to be tested for its viability for scaling up. No doubt, there would be an opportunity cost of diverting funding for Type A organisations. Where such organisations had access to other funding sources and had not demonstrated a strong capacity to disperse funds, this could be considered to be justifiable.

---

<sup>6</sup>Rao, A, and Kelleher, D. (2005), *Is there life after gender mainstreaming?*, *Gender and Development* 13(2) 57-69



**The Fund scored well on efficiency although there are some issues to address. The Fund is delivering value for money (VfM) and tracking well in delivering the budget.**

At end of financial year (FY) 2018–19 the Fund had disbursed 101 per cent of the budget for the year and, as of December 2019, the Fund had disbursed 40 per cent of the budget for FY 2019–2020. However, some Type A and Type B agencies are lagging in disbursement. The Fund has quite high operational costs with 34 per cent of the budget going on operations and staffing in 2018–2019 and 39 per cent for the first half of 2019–2020. This does not include the MC fee. Notably, the Fund team has sought to maximise funding directed towards grantees – for example, increasing the percentage of the budget directed towards grants from 38 per cent in the budget to 54 per cent in implementation in 2018–19. High operational costs are understandable given the hands-on approach of working with grantees, but financial conditions after Fund independence may be more restrictive. The Fund has been sufficiently well resourced but there may be more demands on staff moving towards Fund independence when there is no longer support from the MC. Governance systems are working well but will also need to be reviewed and adjusted as the Fund transitions towards independence to ensure that they fit with the modalities of the global network of women's funds that require that grantees are not beholden to a bilateral donor.

**The Fund has taken steps towards sustainability pertaining to preparing for independence of the fund in 2022**

by developing a localisation strategy, positioning itself as a key member of the national and Pacific regional women's movement, conducting research, and leading strategy development on funding for gender equality in the Pacific. As of December 2019, there is still a need to develop a clear strategy regarding the transition from a DFAT-supported initiative towards a fully independent fund. At present, DFAT contractual arrangements preclude the Fund accepting funding from international women's organisations and donors. It may, therefore, be prudent for the Fund and DFAT to establish transitional arrangements to ensure the Fund's effective move to independence from 2022. The MTR has identified three possible options for transition:

**Option 1:** The Fund continues in its current form until June 2022. It negotiates with other funders to continue operation as an independent fund after the cessation of the contract with DFAT.

**Option 2:** The Fund continues in its current form until June 2022. In the meantime, it looks to secure an endowment/seed grant of core funding from one or more bilateral donors and/or philanthropists for a transitional period of up to five years.

**Option 3:** The Fund continues in its current form until June 2022 but secures an endowment/seed funding of core funding for up to five years from DFAT.



Of these options, Option 3 is recommended by the MTR due to the current unpredictability of funding and the relatively short timeframe between now and June 2022. At the same time, it is recommended that the Fund continues to seek support from additional donors/women's organisations to support core funding. The critical step is to seek some form of funding for an interim period either before or at independence.

It would be useful if the core funding took the form of seed or endowment funding. The current modality is an exclusive contract between DFAT and the MC based on tranche payments. Seed or endowment funding would mean that funds are paid into a trust fund to which other funders could contribute. Accountability would be to a group of trustees rather than one donor. It may even be possible for the fund to be invested and interest accrued as income for the Fund.

Another challenge for the Fund in planning for the future is how it will interact with a potential PFF as a conduit for Pacific women's organisations to engage with new funds and facilities to support their priority activities. In regard to the issue of how the Fund would transition to a PFF, the following options could be subject to consideration by the Fund:

**Option 1:** Continue with a national Fund until the transition period (2022–2027) to decide whether to move to a regional fund, stay as a national fund or create two funds post-2022.

**Option 2:** Move straight to a regional fund post-2022.

**Option 3:** Preclude the option of establishing a regional fund post-2022 and commit to staying as a national fund.

The MTR recommends Option 1. The leadership role that the FWF has played in concept development for a PFF implies that Option 3 is not appropriate. There is a potential advantage with Option 2 that global women's funds and donors are set up to fund a Pacific regional level body. However, this risks the Fund losing the close contact, relationships and knowledge with women's organisations and women in rural and remote locations in Fiji. Option 1 allows the Fund to select the most appropriate way forward as more information becomes available.



Photo Credit: Rob Rickman/Rise Beyond the Reef



## Lessons learned

There are several key lessons identified in the MTR. These include:

- It is important to ensure that training does not overburden grantees – the training schedule has been intensive to date.
- Networking is highly useful for grantees as it helps them gain access to ideas, knowledge and increase their profile.
- The duration of Type B and C projects was often too short which speaks to a need to re-analyse the system of grant levels and assess whether it should continue.
- Consider the option of a catalytic fund for Type B and Type C organisations that are showing good results and consider re-directing funds not used by Type A and B organisations for these purposes.
- Preliminary evidence suggests that WEE is a good entry point for working on other thematic areas in some contexts although each situation needs to be assessed in its unique context.
- It is important to establish relationships with communities before delving into sensitive topics and to respect and work within ongoing community development processes.

## Recommendations

The MTR makes the following recommendations for consideration by the Fund and DFAT:

### **Recommendation 1: The Fund strengthens and expands facilitation and networking.**

This is grounded in the finding that networking through the Fund has assisted grantees to access resources, increase respective profiles and provide a sense of empowerment (e.g. networking events among women's groups, organisations and non-grantees). A useful outcome of networking could be a mentoring program between grantees.

### **Recommendation 2: The Fund continues with ongoing improvements of its capacity development strategy.**

Capacity development activities should be based on a careful assessment of grantee needs rather than simply asking grantees to choose training courses. Asking grantees to select training courses resulted in trainees signing up to more courses than they could manage and sending different staff members to courses with multiple sessions. The Fund already includes one-on-one mentoring in addition to training and opportunities should be sought to enhance this approach. Grantees needed specific support for the activities they are engaged in rather than additional general capacity building.



The Fund has already noted the need to carefully schedule training so as not to overburden grantees. Peer-to-peer capacity building could be considered, based on the finding that networking opportunities were strongly appreciated by grantees. The Fund should seek to streamline mandatory training (e.g. GESI, child protection, finance management and MEL) to allow for more time to support technical knowledge for activity implementation.

**Recommendation 3: The Steering and Grants Committees revisit the system for establishing eligibility and categorisation of grants** and make adjustments moving forward. The MTR identified some potential imbalances in the current system of funding allocation. Selection of an approach should also consider resourcing requirements. The Fund could consider the following strategies:

- Continue business as usual with the Type A, Type B, Type C system and its current eligibility rules.
- Streamline the system into two categories of: a) organisations with relevant levels of experience to quality for multi-year and core funding; and b) new organisations proposing small, experimental or short term activities. This could include catalytic funding for smaller organisations working on innovating ideas at the incubation stage.
- Have minimum criteria for applications but remove any categorisation system for proposals and assess each proposal on its own merits in regard to deciding the duration and amount allocated.
- Exchange the size/experience basis for categorising proposals and replace it with a thematic (e.g. WEE, EVAW, etc.) or geographic-based system.

The MTR does not recommend a particular approach but, rather, suggests that the Steering and Grants Committees make decisions on a way forward.

**Recommendation 4: The Fund considers committing long-term core funding to organisations that play an essential role in the Fiji women's movement.** This is based on a finding that such organisations can lose core funding and become reliant on project funding as donor priorities change. This should be based on a mapping of resourcing for organisations in the women's movement that identifies where organisations are providing important services but lacking in core funding for medium term programming.

**Recommendation 5: The Fund explores scaling up or replicating successful but small activities which have demonstrated lessons learned around improving women's lives.** This is based on the finding that some successful Type C activities were small in scale and well-placed for expansion. One example is the Naitasiri Women in Dairy Group (NWDG) which has successfully improved the income of 40 cooperative members and is now expanding into other income streams.





**Recommendation 6: The Fund assists umbrella agencies, such as the Fiji Disabled People's Federation (FDPF) and their affiliates, with programming and disbursement**

as a specific strategy for expanding inclusion of people with disabilities (PWD), based on the quota system established by the Grants Committee.<sup>7</sup> Organisations supporting PWD should also be supported to expand their scope of work including mainstreaming support for PWD within other organisations, the private sector and Government agencies. This is based on the views expressed by PWD grantees that there is more need for mainstreaming work with PWD into a broad range of organisations in order to effectively support the needs of PWD. The Fund should also consider broadening support to include equipment such as wheelchairs as, according to PWD grantees, there is high need in this area.

**Recommendation 7: The Fund, as part of good practice, considers revisions to the MEL Framework to support ongoing data and information collection and overall decision making.**

Suggested guidance includes:

- Streamline the MEL framework to include shared outcomes and a mix of clear qualitative and quantitative indicators.
- Introduce reporting on organisational capacity and ability to leverage resources and sustainability into the MEL system.
- Develop clear methodologies for qualitative assessments as well as standardised data collection tools and reporting processes.
- Systematically report against quantifiable indicators to support qualitative findings to facilitate assessment of the size and scope of the Fund's investments and support evaluative analysis.
- Support capacity assessments of women's organisations using standardised methodologies, including an analysis of their ability to exert influence in their communities and attract resources in a systematic way.
- Support grantees to improve their own MEL systems. As the Fund approaches grantees as collaborative partners in the women's movement, support should focus on strengthening the quality of reporting and analysis rather than prescribing outcomes which the grantees are required to achieve.

**Recommendation 8: The Fund considers introducing risk management strategies and processes for grantee proposals.**

It would be helpful to include a risk management section into the proposal template for grantees. This would ensure alignment to VfM standards. The VfM Rubric found that the Fund needs to improve reporting on performance and risk management by grantees.



**Recommendation 9:** While the Fund has strong accountability procedures and transparent systems, **the Fund maintains ongoing monitoring of potential conflict of interest issues**, particularly given the small size of the Fiji women's movement.

**Recommendation 10: DFAT develops an approach to streamlining the approval of Fund communications materials.** The Fund's communications (e.g. live blogging, issuing of press releases, etc.) are constrained by DFAT's lengthy communications approval processes.

**Recommendation 11: The Fund conducts an analysis of the key elements of a 'do no harm' approach to communications.** Some of the Fund's communications have been confronting to conservative communities in rural areas.

**Recommendation 12: The Fund develops a detailed strategy for transitioning to independence based on comprehensive analysis and assessment** that considers:

- selecting a suitable approach based on the three recommended models for the transition period
- how the Fund will interact with a proposed PFF and the implications for programming and resource mobilisation at a national and regional level
- the implications for governance of the Fund during the transition period (e.g. how to balance the requirements of women's funds and DFAT regarding Board membership)
- human resourcing and efficiency considerations
- the approach to MEL under an independent fund operating as a collaborative partner in building the women's movement, rather than as a donor-supported activity focused on programming.

**Recommendation 13:** To help secure the future financial security of the Fund, the Fund **explores the potential of investing a proportion of medium to long term core funding received by one or more donors in a trust fund.**

---

<sup>7</sup>A special temporary measure in the Fund's granting process was implemented to ensure that the Fund was reaching rural, remote women and marginalised groups. The Grants Committee recommended that a dedicated budget be set aside at every funding call to work specifically with disabled people's organisations and groups that work exclusively with PWD.





# 1. INTRODUCTION

This report details the findings of the Mid-Term Review (MTR) of the Fiji Women's Fund (FWF – The Fund). The Fund is an initiative of the Pacific Women Shaping Pacific Development program (*Pacific Women*). *Pacific Women* is a 10-year commitment by the Australian Government focused on enabling women and men in the Pacific to improve the political, social and economic opportunities for women and girls. The Fund was established in 2017 with a funding commitment of AUD10.5 million from 2017–2022. The purpose of the Fund is to enhance progress towards gender equality and the empowerment of women in Fiji. The objective of the Fund is to reach women in rural and remote areas, and those who are marginalised, including women with disabilities and those facing discrimination based on their sexual orientation or gender identity.

The purpose of the MTR is to provide an independent assessment of the FWF to identify specific achievements, progress towards key outputs and outcomes and identify key lessons. The review focused on the Organisation for Economic Cooperation and Development's (OECD's) Development Assistance Criteria (DAC) criteria of relevance, effectiveness, efficiency and sustainability.<sup>8</sup> Specifically, the MTR assessed:

- the Fund's progress towards its intended outcomes, including identification of strengths to build on and areas that may require improvement
- the effectiveness of the Fund in delivering services against the Department of Foreign Affairs and Trade (DFAT) head contract and schedule of requirements
- the Fund as a model to support gender equality and the empowerment of women in Fiji.

The MTR Terms of Reference (ToR) are included at Annex 1. The review was conducted during November 2019 with two weeks in Fiji including field visits to Suva, Nadi and Naitasiri. Key results and findings were then analysed and consolidated into an initial Aide Memoire and subsequent report. The following sections highlight the key findings, lessons and recommendations for moving forward to the end of the programming period.

<sup>8</sup>An assessment of impact was not included in the MTR as the period of implementation was not considered long enough to address long term effects.



## 2. PROGRAM BACKGROUND AND CONTEXT

---

The Government of Fiji (GoF) ratified the Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1995 and has since reported five times to the CEDAW committee on progress and limitations. The Government's most recent CEDAW report recognises provisions in the Constitution against any form of discrimination of women and girls on the grounds of sex, race, ethnicity, religion, disability or health status. The Ministry for Women, Children and Poverty Alleviation (MWCPA) 2018–2022 Strategic Plan focuses on women's economic empowerment, support for women's leadership and ending violence against women.<sup>9</sup>

GoF commitments to women and girls are outlined in the National Development Plan (NDP) 2017–2021 and aligned with the global Sustainable Development Goals (SDGs). Specifically, the NDP is committed to:

- empowering women to reach their full development potential with specific strategies to increase women's participation in formal sector employment
- increasing women's representation at all levels of government and civil society
- eliminating violence against women and children through responsive policing and coordinated referral networks
- improving women's access to all social services
- reviewing of legislation and policies.

The Department of Women (DoW) that sits under the MWCPA is the national agency that drives GoF's commitments to gender equality and women's empowerment, guided by a National Gender Policy (NGP). The DoW also hosts the Department of Social Welfare and the Poverty Alleviation Department (DSWPA) and is responsible for social protection programmes for families, children, the elderly and people with a disability (PWD).

Gender inequality in Fiji impedes development in several ways. The gender context is described as '...complex and multi-dimensional due to factors such as the ethnic composition of the population, socially and culturally assigned gender roles, recent political history and the country's geography'.<sup>10</sup> Gender inequality constrains the influence and control of many women and girls over various aspects of their lives including: their access to resources such as finance, food, agricultural inputs, land and property; as well as in relation to education, health (including sexual and reproductive health), secure housing and employment.

---

<sup>9</sup>Fiji NGO Coalition Parallel Report (2017), Submission to CEDAW, Consideration of the Fifth Periodic Report of Fiji, [http://www.fwrm.org.fj/images/Fiji-FINAL-CEDAW-NGO-Coalition-Parallel-Report-June-2017\\_final2.pdf.pdf](http://www.fwrm.org.fj/images/Fiji-FINAL-CEDAW-NGO-Coalition-Parallel-Report-June-2017_final2.pdf.pdf) (accessed 2 December 2019)





Photo Credit: Rob Rickman

Significant structural and cultural barriers continue to marginalise women including colonial influences and traditional roles within the household and issues of land ownership. Despite some recent progress in women's political leadership at the national level, women's leadership at local levels is limited. Women's participation in the labour force is about half that of men and rates of domestic violence remain unacceptably high.<sup>11</sup>

Men and women in Fiji have different access to and control over social, political and economic resources. One significant example is the division of labour between men and women. Women's multiple responsibilities at home (unpaid household work, caring for children, the ill and the elderly, and contributing to household income) create time demands which, in turn, affect their ability to engage in the development process to the same extent as men. This places women at a disadvantage and, as a result, they are at greater risk of poverty.<sup>12</sup>

## 2.1 Women and gender-focused organisations and networks in Fiji

There is growing evidence that supporting women's organisations and the broader women's movement is the most effective way to bring about gender equality. Htun and Weldon's (2012) review of policy change that supported ending violence against women found that the most important and consistent driving factor was the presence of a vibrant domestic women's movement. The review, which encompassed work in 70 countries from 1975–2005, found the role of women's movements to be more significant than the role of 'leftist' political parties, women in government or economic factors.<sup>13</sup>

<sup>10</sup>Asian Development Bank (2015), *Country Gender Assessment*, p10

<sup>11</sup>DFAT (2015), *Aid Investment Plan Fiji 2015–16 to 2018–19*, Canberra, p32

<sup>12</sup>ADB (2015) *Op Cit*, p7

<sup>13</sup>Htun, M. and Weldon, S. (2012), *The Civic Origins of Progressive Policy Change: Combating Violence against Women in Global Perspective 1975– 2005*, *American Political Science Review*, 106(3) 548569



DFAT has been supporting women's organisations in Fiji for decades. However, a 2015 Civil Society Organisation (CSO) study identified that DFAT funding for gender equality in Fiji was not entirely meeting the needs of all women.<sup>14</sup> The CSO study identified that support tended to focus on women's organisations that were Suva-based and sophisticated with strong governance structures. The organisations were generally guided by feminist principles, grounded by human rights and perceived their role as holding state and non-state actors accountable in terms of democratic values and addressing injustices and discrimination. Advocacy organisations were criticised for being Suva-centric and elitist with some of them led by single personalities without clear succession planning, which can cast doubt on the long-term sustainability of the organisation. In addition, these larger organisations tend to be members or affiliates of regional and global feminist and women's rights networks. They possess the knowledge and ability to collaborate with governments (national and international) and multilateral institutions such as the United Nations (UN) and the Asian Development Bank (ADB).<sup>15</sup>

The study also identified that women-focused CSOs operating at the community level played an important role in gender equality. A large number of women's organisations have formed along religious and ethnic lines, including the Soqosoqo Vakamarama, Methodist Women's Association (MWA), India Sanmargya Ikya Sangam (TISI Sangam), and Zanana Muslim Women's League. Groups formed along ethnic lines (members of the clubs are mainly indigenous Fijians - iTaukei) are registered on a database managed by the MWCPA Women's Interest Officers in that district. Local women's organisations tended to be less connected and less able to access funding with access only to DoW funding grants which are small in size. In spite of their constraints, these organisations were assessed by the CSO study as having stronger rural outreach in comparison to the rights-based organisations that are predominantly Suva-based.

One option for shifting resources to community level organisations was to have more established (often Suva-based) organisations provide organisational support and mentoring to the smaller entities. At the time of the CSO study, this had started to happen through the re-granting of funds to assist in the development of strategic plans. Rights-based organisations were establishing networks in rural locations (e.g. FemLink Pacific's Community Media Centre in the Northern Division). The FWCC established centres in the north and west of the country in the 1990s and added two other centres in the West in 2003 and 2011, respectively. However, re-granting was limited in scope and support for community organisations. A more comprehensive option was the establishment of a national women's fund.

---

<sup>14</sup>Hall, J., Laqeretabua, A. and Buadromo, V. (2015) *Fiji Civil Society Analysis*

<sup>15</sup>Hall, J., Laqeretabua, A. and Buadromo, V. (2015), *Op Cit*



Women's funds have the potential to be flexible, responsive and accessible mechanisms for supporting women's organisations and networks to advance gender equality. Some regions and countries have established dedicated women's funds to provide financial and other support for groups doing work related to empowering women and advancing women's rights. These funds are independent foundations. Recent surveys by the Association of Women's Rights in Development (AWID) show that, in addition to an uncompromising belief in women organising to address women's rights and gender equality, women's funds support new and innovative ideas and are critical for supporting women's organisations and movement building.

## 2.2 Establishment of a women's fund by DFAT

The approach of establishing a women's fund is innovative and unusual for a bilateral donor as women's funds are generally the sole initiative of the women's movement. The rationale for doing so and for scaling up of support to women's organisations is found in a range of literature about how donors can best meet their gender equality targets.

During the design process, the Fund was seen as having the potential to provide a more neutral basis to address perceived imbalances of Australian funding allocations within the Fiji women's movement. Women's funds have been in existence for several decades but, in recent years, donors have begun channelling funds for gender equality through them. Women's funds are part of a movement of funding for social change. These funding systems have both an analytical and advocacy aspect. Conceptually, the funds are based on the view that current funding systems are full of power imbalances, patron-client relationships and inadequacies. Second, these funds support social advocacy and thus need to be independent of Government and donor interests and funded through an 'ecosystem' which includes those leading social change (activists, organising networks and individuals) and those who support their work (philanthropic funders, government, activists with their own resources and more).<sup>16</sup>

The idea of DFAT establishing the Fund, as conceptualised in the CSO study, was that it should be an independent fund framed around the concept of social change and utilise 'ecosystem' funding. The initial idea was that DFAT would provide seed funding leaving the Fund open to funding from other entities such as other women's funds, philanthropists and other bilateral and multilateral donors. Due to the fiduciary risk of granting to small, recently established organisations DFAT decided to engage a managing contractor (MC) to manage the Fund. The design of the Fund stated that, by the end of the contract period, the Fund would be prepared to stand on its own as an independent mechanism.

<sup>16</sup>Miller, K. and Jones, R. (2019), *Op Cit*



## 3. OVERVIEW OF THE PROGRAM

---

### 3.1 Project description

The Fund is an initiative of the Australian Government through DFAT that supports the Pacific Women program. The Fund was established in 2017 with a funding commitment of AUD10.5 million from 2017-2022 to enhance progress towards gender equality and the empowerment of women in Fiji.

The establishment of the Fund sought to support, networks and organisations across four thematic areas: (i) women's economic empowerment (WEE); (ii) ending violence against women (EVAW); (iii) women's leadership and decision making (WLDM); and (iv) strengthening women's groups and coalitions for change (WCC). The Fund's Theory of Change (ToC) is attached at [Annex 2](#).

The Fund's approach is to pair grant-making with capacity development support in the areas of gender equality and social inclusion (GESI), financial management, monitoring and evaluation (M&E), and child protection. The Fund has two mechanisms for reaching women:

- Larger partnerships with organisations that work in rural and remote areas, or through support networks of otherwise hard-to-reach women. These organisations may provide direct services or act as intermediaries for re-granting or capacity development assistance.
- Direct financial and non-financial assistance from the Fund to women's groups, organisations and networks of various sizes.

Grants are categorised into Type A (multi-year funding), Type B (one-year funding) and Type C (less than one-year funding). The Fund aims to provide women's groups, organisations and networks with the sustainable support needed to improve women's lives, particularly those in rural and remote areas or who are otherwise marginalised or disadvantaged. The three end of program outcomes (EoPOs) expected to be achieved at the end of five years are:

**EoPO 1** - The Fund has transitioned to an independent local entity and has secured funding from donors, private sector and local philanthropy.

**EoPO 2** - Women's groups, organisations or networks supported by the Fund are empowered and have the capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women's lives.

**EoPO 3** - Women's groups, organisations or networks supported by the Fund are having influence at different levels (individual/systemic, formal/informal) and contributing to changes in women's lives.





## 4. MID-TERM REVIEW DESIGN

---

### 4.1 Overview

The MTR focused on the four criteria of relevance, effectiveness, efficiency and sustainability. The review was designed to provide recommendations for the remainder of program implementation on ways to improve delivery, addressed to both DFAT and the Fund. The review was both summative and formative in that it assessed both achievements and shortfalls to date and looked forward to how the program should best be shaped in the future.

The MTR applied an 'investigatory framework' that was primarily qualitative to underpin analysis. It used analytical rather than statistical inference, drawing on triangulation to maximise the reliability of findings. The review maintained a strong focus on promoting the utilisation of findings by linking key decisions to key stakeholders and decision makers.

### 4.2 Key evaluation questions

Key evaluation questions (KEQs) addressing the four criteria are as follows (the full set of evaluation questions and sub questions is attached at [Annex 3](#)):

**Relevance:** Does the design of the Fund (the ToC and the Program Logic) remain relevant and continue to make sense given the need, policy context and implementation context?

**Effectiveness:** Is the Fund progressing towards its intended outcomes? What challenges are affecting progress and how could these be addressed?

**Efficiency:** How efficient has the management of the Fund been to date?

**Sustainability:** How is the Fund moving towards sustainability?

Assessment of impact was not included as part of the review given the relatively short implementation duration to date.



### 4.3 Methodology

To comprehensively answer the evaluation questions and sub-questions, the MTR combined a range of methods.

**Desk Review:** The first part of the methodology involved a review of relevant documents to identify initial issues and provide guidance to the type, nature and focus of key evaluation questions. The list of documents reviewed is at [Annex 4](#). The desk review also provided a basis for assessment of key achievements with regards to targets and outcomes.

**Data collection:** The review used a qualitative approach to data collection which included Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). The review team employed stratified purposeful sampling among sub-groups to ensure that analysis captured the perspective of all groups. After an initial briefing with DFAT and the Fund Manager, the review team conducted KIIs (face-to-face and remote) and FGDs. KIIs were held with 39 stakeholders including 35 women, three men and one transgender person. Of these, there were 23 grantee representatives, eight staff and short term advisers (STA) of the Fund, one donor representative, one women's fund representative, three Steering Committee/ Grants Committee members, and two DFAT/ex-DFAT representatives. The list of stakeholders interviewed is included at [Annex 5](#).

The KII and FGDs applied a semi-structured approach to questioning. Site visits were conducted to the Naitasiri Women in Dairy Group (NWDG) and Rise Beyond the Reef (RBTR) so the review team could see the work of grantees first hand and meet with beneficiaries and members of the community to hear their perspectives on the work of the grantees. Two case studies were also drawn upon to give more depth to findings (refer [Annex 8](#)). After these meetings, an Aide Memoire outlining initial findings and key recommendations was presented to DFAT, the Fund Team and Steering Committee and Grants Committee members.

**Data Analysis and Verification.** The review team conducted content analysis, coding and tallying of qualitative and quantitative data to provide evidence-based responses to the evaluation questions. An evidence matrix was completed to support analysis. DFAT's Aid Quality Check (AQC) matrix was used for analysis and data quality to indicate the source of data and to support the narrative result for each KEQ and sub-question.

**Utilisation of key findings and results.** The review is grounded in a utilisation-focused approach in that results and findings are presented in a way to maximise the ability of stakeholders to process, apply and learn from them. These include grantees and other women's organisations, Fund staff and consultants, Steering Committee and Grants Committee members and Government representatives such as the DoW.

**Limitations of the review.** There were some limitations to the methodology of the review. There was not extensive quantitative data available to the review team that would help with understanding of the size, scale and depth of the difference the Fund has made to women's lives. Moreover, as the grantee projects are unique and diverse, it was challenging to make generalisations between projects.





## 5. KEY FINDINGS

The findings of the review are supported by an evidence matrix which is included at Annex 6. The MTR found that:

- **The Fund scored well on relevance**, maintaining its importance in the operating environment and building strong relationships with the global women's movement and local women's organisations.
- **The Fund scored well on effectiveness**, having helped to empower women's organisations through funding, capacity building, mentoring and network facilitation. The Fund also helped to counteract the Suva-centric bias of the women's movement by having a major focus on supporting rural and marginalised women's organisations. However, there were some issues with the system of categorising grants. A total of 70 per cent of all funding went to 37 per cent (nine) organisations and a total of 30 per cent of funding went to 63 per cent (15) organisations. This is understandable from a fiduciary and risk management perspective. However, some large organisations are lagging in disbursement and some grants for Type B and C organisations were too short. Type C grants worked well for one-off events and capital inputs for commercial enterprises but the scale of some of these was quite small.
- **The Fund has been efficiently managed overall** but has faced some challenges. It is delivering value for money (VfM) and is tracking well with budget disbursement. It is being governed and managed well with two committees and clear grant assessment processes. However, operational costs are quite high, although the Fund team has made efforts to reduce them. Some late disbursements, particularly among some of the larger organisations, raises questions about the ratio of funds between established and smaller organisations.
- **The Fund has taken proactive steps towards sustainability** and is making progress towards independence in 18 months. However, there is a level of uncertainty regarding financing going forward. There is a need to develop a plan for a transitional period leading into full independence. In regard to the sustainability of grantees, the Fund should consider longer term core funding for some organisations and assist with resource mobilisation.



## 5.1 Relevance

### **EQ 1: Does the design of the Fund (the ToC and the Program Logic) remain relevant and continue to make sense given the need, policy context and implementation context?**

The Fund has scored well on relevance. In the two years since its commencement, developments in the local and global context have confirmed and reaffirmed the Fund's ongoing relevance. The Fund has done an excellent job in balancing the needs of the Fiji women's movement and DFAT's expectations. Overall, the assumptions underpinning the Fund have been shown to be realistic throughout implementation. More details are provided at [Annex 7](#) (Risk Management Matrix) which has been updated by the review team.

#### **Sub EQ 1.1 Have there been any changes in the implementing context (policy, beneficiaries' needs, political economic) that affect the relevance of the design?**

Current legislation and policies reflect the GoF's ongoing commitment to gender equality and women's empowerment. Some examples include: the Online Safety Act passed in 2018 in response to the high levels of sexual exploitation of women and girls on-line<sup>17</sup>; the 2018 Rights of the Persons with Disabilities Act; and a National Gender-Based Violence Service Delivery protocol that provides for a multi-sectoral response to survivors of gender-based violence (as well as 24-hour domestic violence and child protection helplines).

### **Supporting emerging women's funds**

The Fund has assisted emerging women's funds such as the Republic of Marshall Islands' (RMI) 50:50 Innovation Fund and the Francophone Women's Fund based in Togo, West Africa (e.g. sharing the Fund's Grants Manual, Operations Manual and MEL plan). Modelled along the lines of the FWF, the 50:50 Innovation Fund will be flexible and responsive, with accessible mechanisms to support innovative initiatives to promote gender equality and women's human rights. The Fund has provided input to the development of the 50:50 Innovation Fund's ToRs for a technical adviser who will assist the set up of the 50:50 Innovation Fund team. The Fund was also invited and sponsored to participate in the Dutch-funded Win Win Strategies 'Collaborating for Impact Workshop' in September 2019. (FWF 2018 Annual Progress Report)

<sup>17</sup>Hon A. Sudhakar, *Fiji Parliament Hansard*, 15 May 2018



There have been improvements in women's political representation in Fiji but there is still a long way to go to achieve parity. Women's representation in Parliament is now at 20 per cent following the 2018 general elections, reflecting the highest percentage of women in parliament since Fiji gained independence in 1970, and an increase from 16 per cent in the September 2014 general elections and 11 per cent in the 2006 general elections. Of the 10 women Members of Parliament, five are in Government and five are in the Opposition. Of the five Government Members, three are Ministers and the other two are Assistant Ministers.

The most recent (8th) CEDAW report from 2018 notes that policy reform has not yet translated into substantive equality and justice for women in Fiji. The report recognises violence against women as a major health and development issue with the high prevalence of domestic violence costing the country almost FJD 1billion since 2011.<sup>18</sup> This incomplete implementation of policy reform means that there is still a strong need for the Fund to contribute to ongoing reforms and improvements.

A recent economic downturn in Fiji, exacerbated by moderate to low growth globally and increasing deficit budgets, has had a disproportionate effect on the women's movement and highlights the critical need for the Fund to support groups, organisations and networks working towards gender equality objectives.<sup>19</sup>

### Collaborating with regional women's funds

The Fund has collaborated with the Urgent Action Fund for Women's Human Rights Asia and Pacific (UAF A&P). Both the FWF and UAF A&P are committed to modelling a partnership approach to mobilising resources for women's rights and empowerment in the Pacific and Asia. The combined and collective networks, relationships and resources of both organisations in the region enhances coverage, reach and scope to address gaps in financial and non-financial resources. The two organisations will commission a joint scoping study to examine current philanthropic efforts in the Pacific. The Pacific Philanthropy Scoping Study will commence in coming months. (FWF 2018 Annual Progress Report)

Since the establishment of the Fund, there have been developments in the advancements of a feminist funding 'ecosystem' that confirm the relevance of EoPO 1 to move towards an independent fund. In 2018, AWID proposed the concept of a feminist funding system for social change. Investments have been made to mobilise resources for building the feminist movement. Since this time, Mama Cash, the first international women's fund, has played an active role in the promotion of women's funds around the world. Prospera and the Prospera Asia Chapter and Women's Fund Asia have also recently been established for this purpose.

<sup>18</sup>[https://www.refworld.org/publisher,CEDAW,FJI,582d7fd44,0.html](https://www.refworld.org/publisher/CEDAW,FJI,582d7fd44,0.html)

<sup>19</sup>Pratibha, Jyoti, *Fiji Budget 2019: Preparing for a Global Downturn*, Fiji Sun, 4 June, <https://fijisun.com.fj/2019/06/04/fiji-budget-2019-preparing-for-a-global-downturn/> (accessed 17 November 2019)



### **Sub EQ 1.2 - How well is the Fund building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy?**

The Fund has performed well in building relationships with the local women's movement and with global women's funds. It has done an excellent job in balancing its position as a DFAT project with supporting advocacy in the women's movement. The Fund has built relationships within the women's movement while representing the requirements and standards of the donor. The fact that both FWF and *Pacific Women* staff have a background in the women's movement provides a solid base for engagement and partnership. DFAT has adopted a proactive supporting role that has enabled the Fund to operate in a relatively independent manner.

At a local level, the Fund has established its place as a credible vehicle to facilitate support to the women's movement and advocacy. The Fund has supported numerous events such as International Women's Day and participated in the MWCPA's national Women's Expo. It is also recognised by other women's rights and women's empowerment organisations in Fiji.

To foster local ownership, the Fund adopted a partnership approach with local women's organisations based on a collaborative relationship between funder and grantee. In the context of this relationship, the Fund aims to support the grantees' mission rather than impose a top-down set of program outcomes.

A total of 24 grantees across four divisions in Fiji have received support to date. According to the 2019 Six-Monthly Progress Report, the Fund had reached over 4,613 people: 3,050 women and girls, 1,483 men and boys, and 80 lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI) people. This number is inclusive of 57 PWD (44 women/girls, and 13 men/ boys).<sup>20</sup>

The Fund has established linkages with regional and global funds. FWF personnel were invited to attend the Prospera Asia Regional Convening in Ulaanbaatar, Mongolia, where the Fund applied for associate membership of the global network of women's funds and philanthropic organisations. At the regional meeting, Prospera Asia renamed itself to Prospera Asia and the Pacific in recognition of the Fund's role and work in the region. The Fund has also begun playing an active role in Prospera by assisting regional organisations with the development and review of key strategies including communications, capacity building and GESI.

---

<sup>20</sup>Fiji Women's Fund, *Six Monthly Progress Report, January-June 2019*



The Fund has established itself as part of the global 'ecosystem' of women's funds by strategically engaging in several global discussions. These include:

- Collaborating with UAF A&P on mapping opportunities, funding and trends for women's organisations in the Pacific.
- Participating in the Prospera XI Biennial 'Forging New Paths for Feminist Fund'.
- Co-hosting a session titled 'Catalysing change through women's movements, evidence from the Pacific' at the Australasian Aid Conference in Canberra with UAF A&P, the Young Feminist Fund (FRIDA), Women's Fund Asia and the International Women's Development Agency (IWDA).
- Engaging in dialogue with DFAT on the ways that the Australian Government can support women's funds in Asia and the Pacific region.
- Funding the second Pacific Feminist Forum and supporting the participation of 72 women from diverse backgrounds across Fiji.
- Partnering with the Global Fund for Women, Mama Cash, UAF A&P, and FRIDA at the second Pacific Feminist Forum to host a session titled 'For Women Filled with Fire: Bringing women's funds to the Pacific'.

These relationships will continue to contribute to the position of the Fund as an independent entity.

### **Sub EQ 1.3 Do the assumptions underlying the project remain valid?**

Upon review of the documentation, many assumptions in the Risk Management Matrix continue to remain valid. The Fund has adopted planned mitigation strategies in instances where there have been perceived risks. However, assumptions will need to be tested and some adjustments may be needed before moving towards independence of the Fund.



## 5.2 Effectiveness

### **EQ 2: Is the Fund progressing towards its intended outcomes? What challenges are affecting progress and how could these be addressed?**

The MTR found that the Fund scored well on effectiveness. Strong progress has been made in working towards the three EoPOs. Steps are being taken to transition the Fund to an independent national entity, but planning needs to commence soon to ensure a smooth process (EoPO 1). Risks remain relating to the mechanism of how the Fund will transition from a DFAT program to an independent entity with guaranteed levels of funding.

The Fund has helped to empower women's organisations through funding, capacity building, mentoring and networking (EoPO 2). Grantees found the Fund to be supportive in helping with proposals and grants. Networking opportunities enabled grantees to access resources. Moving forward, support for networking should be expanded including developing links with the private sector. Some capacity building was useful, but the training was difficult to fit in with grantee schedules and was viewed as too compliance-focused.

The Fund has also helped to increase the influence of individual women and organisations within their communities (EoPO 3). It has provided support across the thematic areas and in all the quadrants of the ToC with strong results. Many grantee projects have worked across and created synergies between the four thematic areas and quadrants. Several grantees have found that working on WEE is a good entry point to working with communities on the other thematic areas. More work is required to link the four quadrants and ensure the benefits from work in the four quadrants are sustainable.

The most notable achievement of the Fund is to counteract the Suva-centric bias of the women's movement by having a major focus on funding, empowering and building the capacity of rural organisations. However, there were some issues with the allocation of resources and whether they were allocated to areas of most need. The MTR found that the Fund has been contributing in all thematic areas and there was balance across the thematic areas.

#### **Sub EQ 2.1 How well is the Fund contributing to the End of Investment Outcomes?**

##### **EoPO 1 – Fund transitioning to independent local entity and has secured funding from donors, private sector and local philanthropic organisations**

The Fund has been working towards independence as evidenced by the following initiatives:

- A Senior Program Manager was recruited in 2018 to free up the Fund Manager to focus on resource mobilisation.
- The Fund has participated in international events such as the second Pacific Feminist Forum, the Pacific Women Regional Learning Forum on WEE, the Prospera Biennial and the Regional Convergence in Bangkok.



- In June–August 2019, together with the UAF A&P, the Fund developed a paper, *Where is the money for women and girls in the Pacific? Mapping funding gaps, opportunities and trends*. The paper represents an effort towards resource mobilisation and developing a way forward to ensure independent funding for women's organisations, not only in Fiji, but for the broader Pacific.<sup>21</sup> The paper assists with this by:
  - » Researching the state of funding for gender equality in the Pacific and presenting this data to a broad audience. The paper highlighted the paucity of funding for gender equality: noting that of the USD1.6 billion aid to the Pacific from OECD DAC members in 2017, only 3 per cent or USD54 million had gender and women's empowerment as a principle objective while 33 per cent of USD528 million had gender and women's empowerment as a significant objective. Out of the OECD DAC Funding for 2017 that had gender equality as a principle or significant objective, only 2 per cent went to women's organisations or institutions. The paper notes that accessing this information from published records of disbursement by aid donors was challenging. Transparent communication of the facts about funding for gender in the Pacific provides a strong base for resource mobilisation.
  - » Identifying potential new funding sources such as impact investing, charity endowments from a growing global middle class, membership fees and new bilateral and multilateral facilities. These include: the €50 million investment to tackle domestic violence in the Pacific region, as part of the European Union-United Nations (EU-UN) Spotlight Initiative; €32 million from the Global Alliance for Green and Gender Action funded by the Dutch Government; and AUD2 billion from the Australia Infrastructure Financing Facility for the Pacific, comprised of an AUD1.5 billion loan facility and AUD500 million in direct grants.
  - » Recommending the establishment of a Pacific Feminist Fund (PFF) as an intermediary to manage grants made by a range of donor partners for distribution to women's organisations. Specifically, a PFF would help to:
    - \* broaden the range of donors engaging in the Pacific, the manner of their engagement and the duration of their commitment
    - \* be a conduit for Pacific women's organisations to engage with new facilities supporting their priority activities
    - \* enlarge the pool of funding being directed to gender equality and women's empowerment activities in the Pacific
    - \* assist Pacific women's organisations to better understand the potential and access support for market-based initiatives and impact investing
    - \* work with Pacific leaders, role models and celebrities as well as philanthropic networks to support gender equality
    - \* engage and mobilise resources from global and regional networks of women's funds.

---

<sup>21</sup>Sumner, C. (2019), *Op Cit*



- The Fund has developed a localisation strategy which was reviewed by the Steering Committee in November 2019. The localisation strategy outlines the registration options for the Fund which include a charitable trust or incorporating a limited company by guarantee (under Fiji's 2015 Companies Act).<sup>22</sup> The localisation strategy also includes a handover plan, an implementation strategy, plans for the recruitment of a resource mobilisation officer to focus on securing resources for the Fund as it moves towards independence, and the recruitment of a STA to detail the handover plan.

### Securing funding and risks to the Fund as it moves towards independence

While the Fund team have been taking steps to secure funding and support transition, some risks remain. These include:

- As a DFAT-funded program under current contract arrangements with an MC, the Fund cannot accept funding from other donors and philanthropists but, once it becomes independent, it will need core resources to operate so it is currently unclear how this transition will take place.
- The global and regional women's fund network have called for a PFF. However, questions remain as to the relationship between a PFF and the Fund (i.e. whether the Fund will become a PFF or the two entities will remain separate). Merging the Fund into a regional mechanism risks losing the close engagement and mentoring support for Fiji organisations that the Fund has developed to date.
- While there are many options for potential sources of funding, DFAT has been the largest donor for women's organisations in the Pacific to date. The Australian Government is estimated to have disbursed AUD215 million on women's empowerment and gender equality between June 2012–June 2019. By comparison, in 2017 the EU spent USD3 million targeting gender equality in the Pacific as a principle objective and New Zealand (NZ) spent USD 3 million. Data from Philanthropy Advancing Women's Human Rights (PAWHR) on mapping of 2017 grants from its 12 member foundations show that approximately USD1.4 million in grants was dedicated to groups in the Pacific region.<sup>23</sup> As it moves away from being a DFAT project there is a risk that the Fund will not access current funding levels in the future.
- Strategies to address these risks are presented under [Section 5.4](#) on Sustainability.

**End of Program Outcome 2 - Women's groups, organisations or networks supported by the Fund are empowered and have the capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women's lives.**

The Fund has supported women's organisations in Fiji through resourcing, mentoring for proposal preparation and grant implementation, capacity building and support for networking.

<sup>23</sup> The membership of PAWHR is comprised of 12 private foundations and philanthropic advisors





## Resourcing

The Fund has supported 24 grantees across four Divisions in Fiji with funds to support their mandates amounting to AUD4,329,801. The Fund distributed a total of AUD2,429,730 to Type A agencies, AUD1,541,000 to Type B agencies and AUD359,071 to Type C agencies.

## Mentoring in the preparation of proposals and grant implementation

The Fund also supported women's organisations through information sessions at different localities, assisted with proposal preparation, and provided ongoing mentoring and support for grant implementation, financial management and monitoring, evaluation and learning (MEL). All grantees consulted said that the Fund team was approachable and supportive. This proactive approach was important to draw in organisations representing rural, remote and disadvantaged women who may otherwise experience barriers to accessing grants due to their lack of experience and familiarity with bureaucratic procedures.

## Capacity building and technical assistance

The Fund's capacity building strategy details a strengths-based approach focused on drawing on local expertise and building organisations' collective capacity.<sup>24</sup> A key part of the capacity building strategy has been training. During the first and second funding rounds, some training was offered to all grantees who were also asked to put forward requests for training. Grantees requested a broad range of training with the result that the Fund offered training assistance in 13 areas delivered by Fund staff and STAs. This included organisational governance and leadership, strategic planning, business advisory services, organisational policy development, resource, mobilisation, project management, women's legal rights and legal literacy, communications and financial management.

Grantees indicated that capacity building support provided by the Fund was useful in improving their organisational financial systems, resource mobilisation, monitoring their activities, incorporating GESI in grant implementation. Particular grantees benefited from specific training. For example, Striders Women's Rugby Club found the child protection training beneficial for their girls' rugby training activities. Five of the grantees detailed the following improvements made to their organisational management systems as a result of the Fund's capacity development support:

- Developing an operations manual and new policies – Aging with Empowerment and Dignity and Survival Advocacy Network.
- Registration as a community cooperative and audit of canteen stock – Delailasakau Women's Group.
- Revised constitution and structure – Fiji Girl Guides Association (FGGA).
- Review of child protection policy – Fiji Girl Guides Association and Survival Advocacy Network.<sup>25</sup>

<sup>24</sup>FWF (2018,) *Capacity Development Strategy 2018-2022*

<sup>25</sup>Fiji Women's Fund, *2018 Annual Report*



## Challenges with training

While the grantees evidenced benefits from the training overall, there were also several challenges.

The training schedule was intensively scheduled into a short implementation period. Some Type B and C grantees only had six months out of a twelve-month implementation period in which to access training. While grantees identified several different types of training needs, they sometimes failed to attend training they had signed up for. A key reason for non-attendance was difficulty for staff members to take time out from their schedules. The Fund team became aware that it is important not to overburden grantees and identified a need to carefully schedule the implementation of capacity development activities. It may be more effective to spend time with each grantee to thoroughly analyse their needs and provide mentoring to individual staff members on an as needed basis, rather than asking grantees what they needed for training. The Fund is already working on this.

There were some challenges in working with partners to deliver training. For example, the Fund partnered with the Ministry of Agriculture (MoA) to deliver business development training for WEE projects. Due to the challenges in budget, the MoA was not able to deliver training on Tilapia rearing for the Delailasakau Women's Cooperative.

One grantee mentioned cultural inappropriateness of some training content. Applied in the rural context, one grantee found the GESI manual contained some confronting content as well as jargon that would not be understood.

As a result of DFAT compliance requirements, training content under the Fund was slightly skewed towards compliance and management. This was related to extensive due diligence training requirements and lack of training time overall. It would be worthwhile for the Fund and grantees to explore how to focus the training on programming areas of the grantees while also meeting DFAT funding requirements.

## Networking

The facilitation of networking has also been an important way in which the Fund has helped to empower women's groups, organisations or networks. The Fund provided platforms for grantees to network with each other. This included training sessions, workshops, the Fund's annual report launch, grantee orientation and annual reflection and planning workshops. Networking events were highly valued as they led to a sense of strength and empowerment.

The interactions facilitated by the Fund led to collaborative initiatives between grantees. For example, Ra Naari Parishad, RBTR and NWDG approached Medical Services Pacific (MSP) to conduct mobile clinics in project localities. The FGGA asked the President of NWDG to be a guest speaker at a girl guides camp in 2018. Networking helped women's organisations access the resources they need. Through engagement with the Fund, some grantees were able to access training on women's legal literacy offered by FWRM. The Fund linked the Fiji Disabled People's Federation (FDPF) with the MWCPA leading to FDPF affiliates being able to sell products at the Fiji Women's Expo.



Respondents to the MTR identified ways to strengthen and enhance networking events and opportunities. A sharing/learning hub could be established on the Fund's website including links to donors, private sector and women's groups both funded and not funded by the Fund. The Fund plans to support networking with the private sector by grantees which aligns to the MTR review team finding of stronger sustainability of benefits of grants for commercial activities.

**End of Program Outcome 3 - Women's groups, organisations, or networks supported by the Fund are having influence at different levels (individual/systemic, formal/informal) and contributing to changes in women's lives.**

The MTR identified numerous examples of women's groups, organisations and networks supported by the Fund gaining significant influence in their communities and at the national, regional and global level. Fund reports highlight women taking on management positions in their community and influencing policy. Examples include:

- Women in organisations supported by the Fund have taken on leadership positions such as District Coordinator and Village Coordinator.
- FemLINK Pacific influenced the draft national Disaster Risk Reduction policy to recognise the role of women-led community media and radio. FemLINK's sub-national convening strategy will focus on supporting members of its network to develop local action plans to transform the policy into tangible change for women in communities.
- Participating in the Adventist Development Relief Association's (ADRA) income generation projects in Vanuabalavu has raised the profile of women, which has led to representation on the School and Hospital Board (where previously there were no women) and the formation of the Vanuabalavu Women's Association.
- Support from the Fund has resulted in raising the profile of the NWDG resulting in members being given an office by the MoA and speaking at regional meetings such as the Pacific Connect Dialogue. Also, the NWDG President, Secretary and Treasurer were elected to the same positions in the newly-formed Fiji Women in Diary Group established by the MoA.
- The Fund supported FDPF's President to attend a Prospera meeting where she was able to advocate for disability inclusiveness among women's organisations.

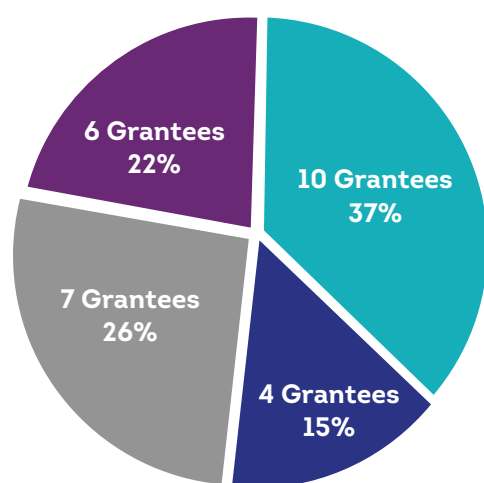
These examples are impressive and point to the fact that the Fund is influencing gender equality issues in the policy space, the public sphere and the community.



### Sub EQ 2.2 How well the Fund is contributing across the four thematic areas?

The MTR found that the Fund has been contributing in all thematic areas. Across the first and second calls for funding, WEE and WLDM have higher numbers of grantees with 10 or 37 per cent of grantees and seven or 26 per cent of grantees, respectively, compared to EVAW with six or 22 per cent of grantees and WCC with four or 15 per cent of grantees. In terms of funding, 30 per cent of funding has gone to WEE, 28 per cent to EVAW, 26 per cent to WCC and 16 per cent to WLDM.<sup>26</sup> Several of the grantees work across thematic areas. At least three organisations found that WEE is a good entry point for organisations considering work in other thematic areas.

It is notable that WEE and EVAW-focused organisations received lower levels of funding per organisation compared to WCC and WLDM organisations. This may be related to the fact that more WCC and WLDM organisations are Type A organisations. There is a potential issue that WEE organisations may be receiving small grants with a limited scope. This would be clarified by the use of numeric indicators to highlight the scope and size of the outcomes achieved (see the discussion on MEL in [Section 5.3](#)).



● WEE ● EVAW ● WLDM ● WCC

Figure 1: Distribution of Grants by #Grantees

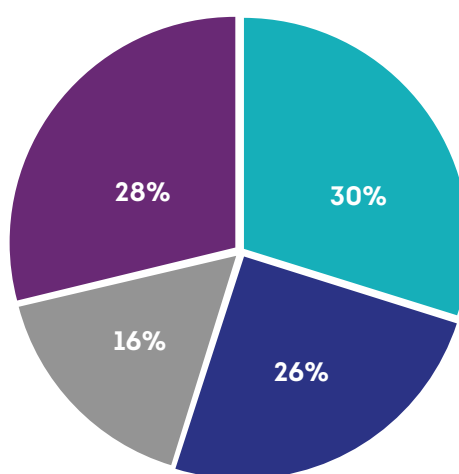


Figure 2: Distribution of Grants by Funding

<sup>26</sup>Fiji Women's Fund, 2018 Annual Report



There are several important achievements of note across all thematic areas, summarised below.

### Women's Economic Empowerment

Notable achievements of the Fund in WEE as highlighted in the FWF 2018 Annual Report include:

- Women working on all six WEE-focused projects were earning more income and women working with five of the six projects had increased their assets.
- The Fund provided the Spinal Injuries Association of the FDPF with screen printing equipment, trainers, sewing machines and a press for virgin coconut oil. The Fund also linked the Federation with the Fiji Women's Expo as an opportunity to sell their products.
- The Delailasakau Women's Group transitioned their canteen into a bigger shop. The shop had FJD1,000 worth of stock allowing the canteen to make a profit of FJD516 over the course of the year, as well as retaining FJD600 cash-in-hand.
- Women working with RBTR earned a total of FJD160,000 through the program in 2018 - more than double the total income of FJD75,000 earned in 2017. Individual women were averaging a 50–100 per cent increase in their monthly income, with the largest proportional gain being to women in the more isolated villages.
- Members of the NWDG, who had an average of 35 cows, were producing 13–15 litres of milk per day when, in 2017, the same members were producing three–five litres per day. Members with an average of 10–13 cows were producing an average of 80–85 litres of milk per day, compared with the daily average of 20–40 litres in the previous year leading, to an income increase of FJD32.20–FJD70.55 per day. The increase in production of milk is linked to the group undertaking collective farm work, planting pasture and cleaner milk sheds. The NWDG is developing a new supply chain in oyster mushroom production to diversify and develop an income stream separate from their husbands.
- Through the capacity building for business development, the Fund has assisted women's enterprises in their ability to research markets and understand product quality demands.

A point to note is that in the reporting of WEE results, there is lack of clarity on exactly what results can be attributed directly to the Fund and those that should be attributed to other investments (especially with RBTR and NWDG).



## Ending Violence against Women

- Grants from the Fund has meant MSP can reach the maritime islands for the first time. MSP provides women and girls, men and boys access to information, clinical services, medical forensics, counselling and legal aid. This access to sexual health and rights services ensures that women are empowered and able to respond to challenges. This project has enabled MSP to deliver essential SRHR and social services in remote and under-served communities, increasing access to quality health care and saving the lives of women, youth and children.
- MSP trained police officers on referral pathways for child abuse and neglect and on the services of the Child Helpline, where any issues pertaining to children can be reported. To prevent community backlash in small towns, MSP informed officers about how to report cases anonymously to the Child Help Line. There are some concerns about the sustainability of MSP services given that they have recently lost core funding from DFAT.
- Reproductive and Family Health Association of Fiji (RFHAF) partnered with FGGA and FWRM to deliver the Comprehensive Sexuality Education Curriculum with a focus on topics such as sexuality, values clarification, attitude, transformation and self-esteem. RFHAF's *The Future She Deserves* reached 60 girls through five camps and 39 parents during 2018.
- House of Sarah (HoS) is delivering a family violence prevention project in the three Anglican communities of: St. Michael & All Angels Parish, Matata, Lami; St. Mark Parish at Newtown, Nasinu; and St. John Parish at Wailoku. During the first phase, the team helped build church leaders' capacity using an examination of power and reflections on how church leaders use their influence. The team also engaged a member of the clergy to develop a Bible study project on human rights and husband/wife relationships. The team then engaged 22 men and women as community activists.



### Improving women's participation in leadership and decision-making

- Grantees have increased the capacity of approximately 2,000 women and girls as leaders and decision-makers through 25 activities.
- Women are entering leadership positions building on the capacity development they have received.
- Women have taken on management positions in their groups (President or Treasurer) or community (Project Manager or Village Coordinator). For example, women from Naga, Nabalasere and Nubutautau, who work with Talanoa Treks, have been appointed to manage the construction of the communal kitchens at each site.

### Strengthening Women's Groups and Coalitions for Change

- Women in Fisheries Network (WiFN) commissioned a national stocktake of the institutional and enabling mechanisms that support gender diversity in fisheries in Fiji.
- Pacific Sexual Gender Diversity Network's (PSGDN) support to 36 participants to represent Fiji at the 2nd Pacific Human Rights Conference. The participants came from different parts of Fiji and the conference was an opportunity for the LGBTQI community in Fiji to meet and discuss pertinent issues and develop recommendations and action plans for local, regional and global implementation.

The achievements in the thematic areas are impressive. However, with many of the organisations receiving short term funding, the sustainability of the achievements may be in question. The Fund should report on sustainability as part of MEL (covered in [Section 5.3](#)) and adopt a learning approach to maximising sustainability in selecting grants for funding. The Fund should consider long term core funding for organisations demonstrated to be achieving effective outcomes.

### Sub EQ 2.3: How well is the Fund contributing towards progress across the four quadrants in the ToC?

During consultations, several grantees highlighted the shifts in areas of the quadrants (men's and women's consciousness, access to resources, cultural attitudes and formal laws and governance structures) from their involvement with the Fund. The two case studies in [Annex 8](#) highlight examples of these changes.



The Fund has analysed the Rao and Kelleher Gender at Work framework using the four quadrants that inter-link the dimensions of change required to achieve sustainable progress on gender equality and women's empowerment. Through a technical paper and the annual reflection processes, the analysis, *Promising Practices in Fiji on Empowering Women Economically*, examines the experiences and learnings of the three partners and found that a similar journey was taken by the three organisations through each of the four quadrants of the framework. All three entities supported the establishment of a formal, collective structure being established to provide women access to training and income-generating opportunities. Women accessed these opportunities to improve skills, capabilities, income and assets. These changes, in turn, have influenced the way women perceive themselves and broader gender roles. For example, there is evidence of positive changes to what women and men are doing in their households. Husbands, sons and partners are helping women beneficiaries by taking on some of the care tasks that were previously left to the women. The study found that the greatest evidence of change is within households, as changes to exclusionary practices at the village level are less evident.<sup>27</sup>

However, not all organisations are working across the four quadrants. The Fund was responsive to proposals from organisations to support their own initiatives and did not impose the approach of working across the four quadrants as not all grantees saw this as their mission. This is appropriate given that the Fund's support is shaped by the aspirations and activities of its members rather than by predetermined by externally imposed objectives. The quadrants are relevant for those grantees that spend considerable time with rural women and their communities, working on several different types of initiatives including economic and social initiatives (e.g. RBTR or ADRA). The quadrants are less relevant for those grantees that implemented specific events or types of initiatives (e.g. Striders Women's Rugby Club or Graduate Women Fiji).

In the reality of implementation, the four quadrants work more as an analytical tool than an approach to be prescribed on grantees. Assessment of the four quadrants has not been included in FWF progress reports but, rather, in particular analytical reports and activities, such as the *Promising Practices in Fiji on Empowering Women Economically* report and annual reflections. Moving forward, the four quadrants should be a useful framework to assess the overall effect of the Fund after a substantial period of implementation has occurred, such as in an impact assessment.

---

<sup>27</sup>Fleming, F., Josephine, A., Lotawa, J., Manley, M., Maraivalu, S., Mudaliar, D., Ranadi, E. and Reddy, M. (2019), *Promising practices from Fiji in empowering women economically - Learnings from Talanoa Treks, Ra Naari Parishad, Rise Beyond the Reef and FWF*





There are some challenges, issues and lessons learned related to working in the four quadrants identified by grantees and Fund team. These include:

- The journey towards women speaking up in community development processes is a long process. Several respondents stated that women often feel that 'they are just a woman' and 'they are just here to cook' but, over time in a safe space, they begin to speak up. This highlights to a need for grants of a longer duration than one-year.
- There is a need to establish relationships between grantees and communities before touching on sensitive subjects. For grantees, established relationships with communities eased the way forward when addressing sensitive issues such as sexual reproductive health and men holding power and committing violence against women. Several grantees found that, to shift cultural attitudes, it was important to first connect with people and earn their respect.
- During the process of shifts in awareness and cultural attitudes, backlash can occur and it is therefore important to adopt 'do no harm' principles. According to the FWF 2019 Six Monthly Progress Report, four out of six grantees reported instances of backlash as a result of economic empowerment activities.<sup>28</sup> This has come in multiple forms and from multiple sources, ranging from family members and communities to traditional and national leadership structures. During annual reflections, it was identified that the Fund needs to be proactive in supporting grantees to identify potential sites and sources of backlash and in working with grantees to plan mitigation strategies before projects begin and during and after the project cycle comes to an end. Several strategies were identified which would be useful for the Fund and grantees to implement. These include:
  - » Assisting new grantees who are in the planning stage to identify potential sites and sources of backlash and how they can respond.
  - » Working with existing grantees through a similar exercise as well as convening a session with grantees to discuss the backlash they and the women they work with have faced and their reactions.
  - » Working further with grantees to determine what is not acceptable (e.g. situations of immediate danger, safety of children) to develop a process for determining the appropriate response.
  - » Drawing from documents of other organisations who consider similar issues. An example is the risk assessment and risk management framework of Victoria's Department of Human Services' *Family Violence Risk Assessment and Risk Management Framework and Practice Guides*.

---

<sup>28</sup> Fiji Women's Fund, *Six Monthly Progress Report, January–June 2019*



- Intermediaries working with communities should be mindful of imposing external world views on communities with strong cultural and belief systems and not working at cross purposes to community development processes already in place. Although some cultural systems may seem at odds with gender equality, grantees found that gender equality can be incorporated with enough time and patience and developing relationships. Communities are open to engaging with views that challenge their current belief systems, but these spaces and discussions need to be navigated carefully.
- It is important to approach gender transformation as involving men and women. While gender transformation is about advancing women, gender equality also benefits men and requires the involvement of men in order to gain traction. For example, with violence by men against women in the domestic sphere, it is men as the perpetrators who require transformation. Supporting women through increasing awareness and linking them to referral pathways will only go so far in solving the problem.

**Sub EQ 2.4: How well is the Fund reaching more disadvantaged organisations and women including marginalised and vulnerable women? What is the ratio of organisations supported between large established organisations and smaller, newer, less experienced organisations? Is this appropriate?**

The Fund has performed well in reaching more disadvantaged organisations and women including marginalised and vulnerable women. The Fund took steps to direct funding towards projects in locations outside Suva, as well as vulnerable groups such as PWD and LGTBQI. Some examples include:

- The Fund conducted outreach in Central, Northern and Eastern Divisions and advertised on social media and radio prior to requesting proposals for each funding round.
- For larger organisations, such as MSP, FemLINK Pacific and FWRM, the Fund supported aspects of their work that was focused on rural or marginalised women.
- Over the implementation period, a special temporary measure in the Fund's granting process was implemented to ensure that the Fund was reaching rural, remote women and marginalised groups.



The Fund has adopted a learning approach and used the selection criteria for each funding round to improve coverage of localities and particularly vulnerable groups. Some examples include:

- In the first funding round, there were limited applications from PWD organisations. In 2018, the Grants Committee recommended that a dedicated budget be set aside at every funding call to work specifically with PWD organisations and groups that work exclusively with PWDs. This recommendation was endorsed by the Steering Committee. In response, the Fund has allocated 10 per cent of its grant funding to organisations supporting PWD. Since this time, the Fund has supported the Pacific Disability Forum (PDF) and the FDPF and its affiliates.
- The Fund also targeted women's organisations in very remote localities such as the maritime area including Vanuabalavu.
- After the second round, it was identified that some regions were missing out so the third call for funding focused specifically on Northern Division groups, organisations and networks working with women of ethnic minority groups and LGBTQI.

Grantees supported by the Fund are spread across Fiji. [Figure 3](#) shows the location of grantees across Viti Levu and Vanua Levu.

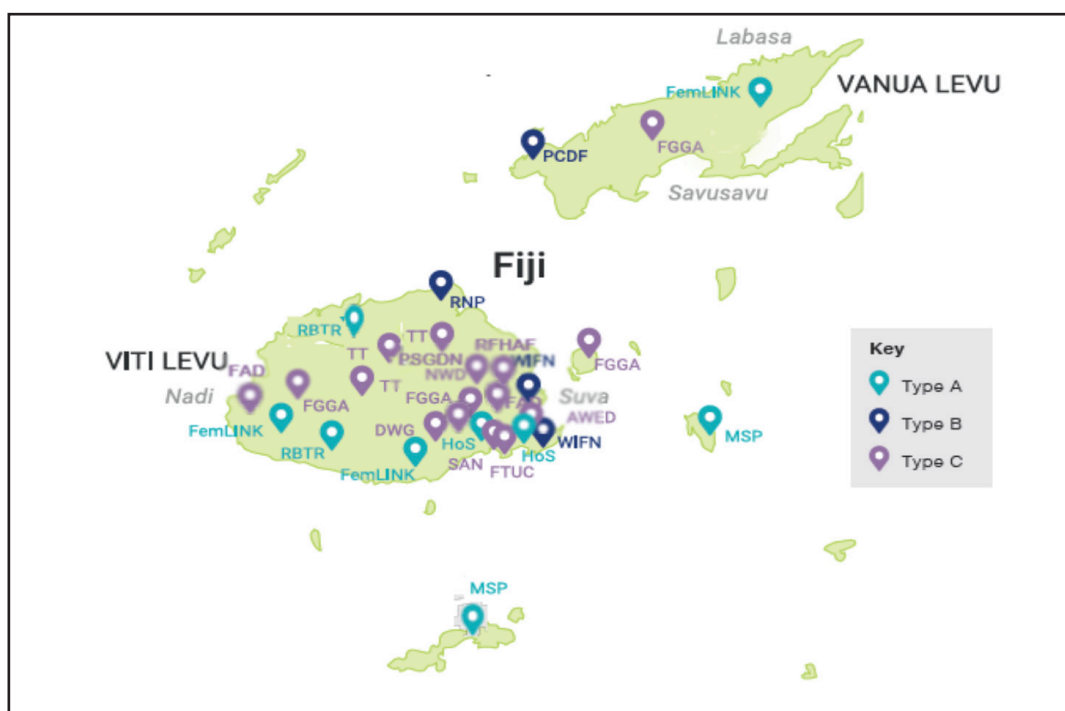


Figure 3: Geographic location of grantees (FWF Six Monthly report Jan–June 2019)

### Ratio of large and small organisations

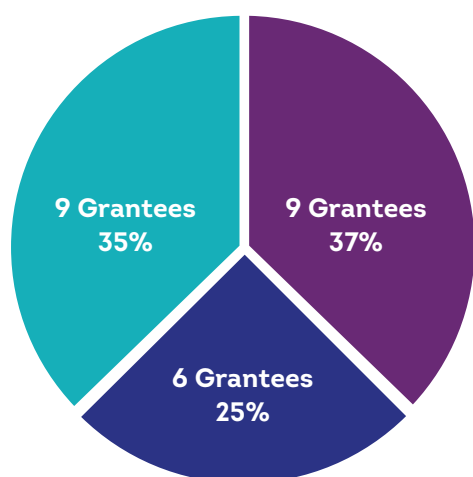
The Fund includes a system for categorising the eligibility and distribution of grants based on the size and experience of grantees as outlined below in [Figures 4 and 5](#).

**Table 1: Levels of Fund Grants AUD (FWF Program Design Document 2017)**

A	Multi-year, with contribution to core funding.	>AUD150,000	Grantees must have previous experience with DFAT or other donors. Grants will focus on higher capacity and experienced organisations and networks to expand and enhance their work, particularly their roles within and leading the women's movement. Grants can include re-granting to smaller women's organisations with capacity development support.
B	One year, with contribution to core funding	AUD50,000–AUD100,000	Grantees do not need previous experience with DFAT or other donors. Type B grants will be used as an opportunity to trial a new partnership and establish a relationship with the Fund. A focus over time will be on support to less experienced organisations and networks, and those aiming to build their reach and support to rural and remote areas and regional groups.
C	Can be one off grants or less than one year	AUD5,000–AUD50,000	Type C will be developmental grants and can include non-financial support. These grants will support capacity development and may be delivered directly by the Fund. The initial focus of these grants will be limited to the WEE and WCC thematic areas.

While the Fund has done a good job of reaching out to rural organisations, most of the funding has gone to large established organisations. [Figures 4 and 5](#) below show that, while there is a reasonably even distribution of the number of grants to the different types of organisations, 70 per cent of funding went to Type A organisations, 23 per cent to Type B organisations and 7 per cent to Type C organisations. It is notable that re-granting between large and small organisations did not take place as put forward as an option in the design except between the FDPF and its affiliates.





● Type A    ● Type B    ● Type C

Figure 4: Distribution of Grants/Organisational Type (#)

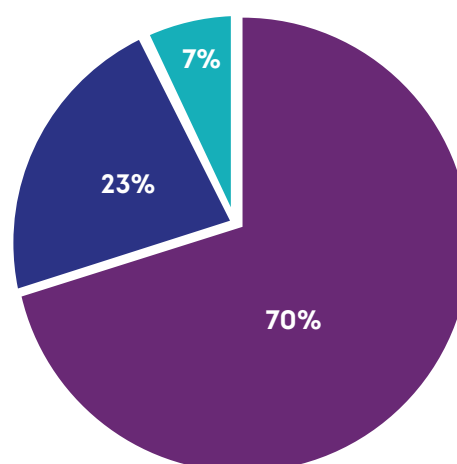


Figure 5: Distribution of Grants/Organisation Type

The high proportion of funding directed to Type A organisations is understandable given that they receive multi-year funding and a larger percentage of core funding. The Type A, B and C eligibility criteria systems, which allow for larger and longer funding allocation based on previous experience, made sense in the first years of the Fund's establishment. It enabled the Fund to minimise the risk of placing large amounts of funds in the hands of more inexperienced organisations. However, there were several notable points relating to the distribution of funds between Type A, B and C organisations. These include:

- With a large proportion of funding to Type A organisations and re-granting not taking place as envisaged, there was more support for rural women than rural women's organisations. This included for example: FWRM's work with young women in Fiji National University; MSP's support for sexual health services in the maritime areas; and RBTR's work with rural women and their families in Nadi. This could have implications for sustainability as the approach does not involve building organisations at the local level who can then go on to access other funding. Other organisations did build organisational structures in rural areas, such as the FDPF with its disability-based affiliates with branches in rural areas.
- Some Type A organisations which received larger grants from the Fund are better networked to access other funding. Several Type A organisations have access to other funding and one Type A organisation informed the MTR that funding support from the Fund comprised less than 10 per cent of its total funding. There is an opportunity for the Fund to better map organisations to ensure allocations capture a wider range of organisations.
- Some Type A and B organisations were lagging in disbursement (See [Section 5.4](#) for more details).



- The duration of the grants for at least one Type B organisation, ADRA, was too short for its remote project activities involving WEE, EVAW and WLDM. This organisation struggled to fit existing activities into a year-long grant raising sustainability and efficiency concerns.
- Grants of a small size and duration are effective for one-off events and WEE. Commercially orientated organisations with strong capabilities and market opportunities were able to make effective use of short-term funds. Talanoa Treks supported building of a kitchen to support trekking activities. NWDG used funds to support the purchase of calves and milk stands and are now expanding to mushroom production. This is a positive finding, particularly given that a promising practice was identified whereby WEE was used as an entry point for work in other thematic areas.
- Some of the successful Type C projects that received considerable profile are small in scale (e.g. NWDG is working with just 40 women). Consideration should be given to scaling up or replicating successful small projects through a catalytic fund.

In light of the above findings, the MTR recommends that the Steering and Grants Committees consider options moving forward for the re-categorisation of grants and subsequent eligibility of organisations. The MTR suggests the following options to be considered:

- Continue with current approaches and arrangements with the Type A, Type B and Type C organisation and current eligibility rules.
- Streamline the system into two categories of: a) organisations with relevant levels of experience to quality for multi-year funding and core funding; and b) new organisations proposing small, experimental or short duration activities. This could include reviewing success of small, experimental and short duration activities and establishing a catalytic fund to further support successful initiatives.
- Have minimum criteria for applications but remove any categorisation system for proposals and assess each proposal on its own merits in regard to deciding the duration and amount allocated.
- Exchanging the size/experience basis for categorising proposals and replacing it with a thematic (e.g. WEE, EVAW etc) or geographical based system.

The review team does not recommend an approach but suggests that the Steering and Grants Committees decide a way forward. Whichever option or combination of options is selected, there are three further matters which need to be considered:

- Type C (small experimental) grants which demonstrate effectiveness and show promise for scaling up should have the option to access catalytic funding and or graduate to larger and/or multi-year funding.



- In addition to experience and demonstrated capacity to manage grants, the extent to which organisations are networked to access other funding should also be considered. Organisations may be highly experienced and successfully obtain grants from several agencies but have trouble spending their grants.
- The Fund should consider the availability of core funding for organisations that provide essential or important services. For example, MSP, which provides important reproductive health services such as HIV testing which is otherwise not available in Fiji, recently lost core funding from DFAT. This affects the effectiveness of funding earmarked for particular projects.

**Sub EQ 2.5: What synergies exist between different result areas and how these could be enhanced?**

- The MTR found that synergies exist and are enhanced by a flexible approach that facilitates learning and recognises the importance of practice that is embedded in the community and community owned. For example, RBTR had a mission to address problems of family violence in the provinces of Ba and Ra, but found that it was not realistic to start immediately addressing this confronting topic, particularly when women were dealing with poverty. This challenge was addressed by developing a supply chain involving accessories and crafts for the tourism sector to provide an income source for women, and then building on the women and their families' improved livelihood status and the relationships established with them to start addressing issues of domestic violence in villages. Synergies between result areas have also led to collaborative initiatives between grantees as highlighted in [Section 2.1](#).

## 5.3 Efficiency

**EQ 3: How efficient has the management of the Fund been to date?**

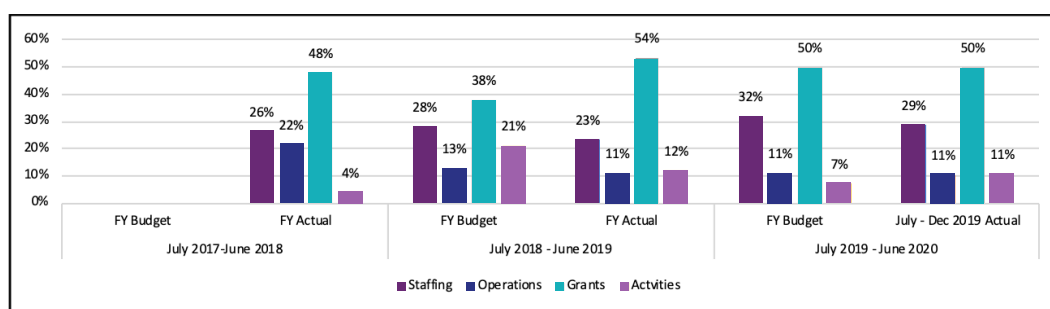
The Fund has been efficiently managed overall but has faced some challenges. The Fund is delivering VfM and tracking well in delivering the overall budget. Operational costs are high which is understandable given the approach to working with grantees. However, this may present challenges upon independence if, for example, under new arrangements less funds are available for operational costs.

Disbursement is lagging among some grantees, notably Type A but also Type B agencies (see [Figures 6 and 7](#) below). Governance systems are working but may need to adjust to secure the position of the Fund as it becomes independent.

**Sub EQ 3.1 How well is the Fund delivering VfM (using the Pacific Women VfM Rubric) for DFAT and implementing organisations in Fiji, and for Fijian women and their communities and did the Fund operations follow VfM principles?**

The VFM Rubric is attached at [Annex 9](#). Overall it shows that the Fund performs well (at level A of the A-C ratings possible) for 9 of the 10 standards. On one of the standards, the Fund did not perform well due to a lack of documented risk and performance management. To address this issue in the future, it would be helpful to include a risk management section into the proposal template for grantees.

Figure 6 below shows the percentage breakdown of funds (budgeted and actual) directed towards staffing, operations, grants and activities (actual amounts are shown in [Figure 7](#)). It is notable that in 2018 the actual funds allocated towards grants increased from 38 per cent to 54 per cent in comparison to the budget. Due to a reduced cost for office refurbishment, the Fund was able to allocate more towards grants. However, overall, operational costs on the Fund are quite high. Many philanthropic organisations put a ceiling of 15 per cent for operational costs of their grantees and many NGO projects have a ceiling of 25 per cent on operational costs, while some donors allow for operational costs of up to 30 per cent. In these categorisations operations costs includes 'staffing' and 'operations' in the cost categories of the Fund (shown in [Figure 6](#)). For the Fund, actual costs for staffing and operations tracked at 48 per cent in 2017–18, 34 per cent in 2018–19 and 40 per cent for July–December 2019. On top of this there is also the fee deducted by the MC.



**Figure 6: Fiji Women's Fund percentages of budget spent on staffing, operations, grants and activities 2017–2020**

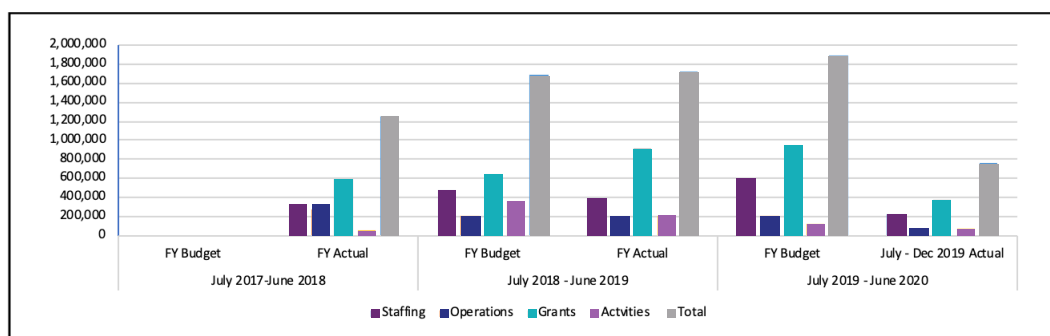
The MTR did not have the capacity to conduct an in-depth assessment of all cost categories. Based on interviews with the Fund team it appears that the current suite of staff are operating at maximum capacity, keeping in mind that the Fund does more than grant making. Additional roles include capacity building, mentoring of grantees, promoting the fund to potential grantees, raising the profile of the Fund regionally and globally, as well as resource mobilisation.

The main concern in this area relates to the issue of whether independence may bring greater pressure to increase efficiency. The localisation/transition strategy should look at what kind of efficiency pressures the fund may be under once it is independent and how these could be addressed. Less grants with larger grant sizes may be an option but this may compromise the ability of the Fund to support organisations in rural areas and marginalised areas.



### Sub EQ 3.2: How well the Fund is delivering in relation to its timeline and budget as outlined in the DFAT head contract?

The MTR found that the Fund is performing well in delivering on the budget in a timely manner. Figure 7 shows the budgeted and actual expenditure for financial years (FYs) 2017–18, 2018–19 and 2019–20. In 2017, there were no funds budgeted by the Fund team as the Fund was managed by the MC. For FY 2018–19, the Fund spent 101 per cent of the budget at end FY and for FY 2019–20, as of December 2019, the Fund spent 40.3 per cent of budgeted funds. These financial figures show that the Fund team has demonstrated good disbursement capacity.



**Figure 7: Fiji Women's Fund budgeted and actual expenditure 2017 – 2020 (AUD)**

While financial resources have been efficiently disbursed by the Fund, there have been delays in disbursement by grantees (as shown in [Figures 8, 9 and 10](#) below). As of December 2019: two out of six Type A organisations were on track with their disbursement; three out of seven Type B organisations were on track; and seven out of 11 Type C organisations were on track.<sup>31</sup> There were a number of Type A and B agencies which were at or close to the end of the implementation period and under-dispersed. This included: Type A agencies FemLINK (45 per cent disbursed, 80 per cent into the implementation period) and HoS (50 per cent disbursed with 100 per cent of the implementation period passed); and Type B agencies, Ra Naari<sup>32</sup>, WiFN and the Laje Rotuma initiative, which were, respectively, at 60 per cent, 53 per cent and 50 per cent dispersed when the implementation period had been completed.

The scheduling of the granting cycle, with the planning for grant distribution early in the calendar year, caused some challenges as it led to early delays in disbursement. For example, this led to problems in implementation for Graduate Women which was required put up its own funds for a girls' science camp due to late disbursement by the Fund.

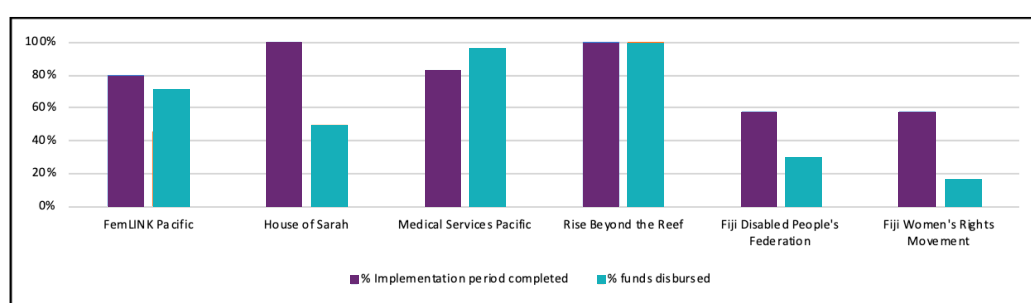
<sup>31</sup>This includes ongoing and completed grants

<sup>32</sup>Ra Naari had some legal and governance challenges which has caused delays in implementation of the grant

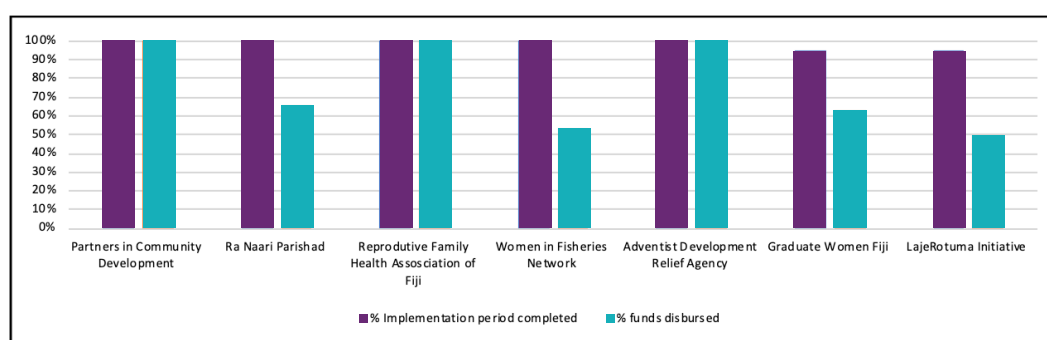


The Fund has closely monitored grantee spending in line with agreed timelines and consults with grantees when there are concerns about non-delivery. Reasons for slow implementation include: late disbursement of grants (January 2018 rather than November 2017); limited availability of personnel/facilitators; turnover of crucial project staff; longer than anticipated time for traditional/cultural protocols to be completed; delayed responses from key partners (e.g. Provincial Office); cancellation of activities by communities due to other commitments (e.g. funerals); and ambitious and unrealistic activity planning by some grantees due to inexperience.<sup>33</sup>

The grant to the umbrella FDPF, which has been the only grantee to sub-grant to smaller affiliates, was provided based on the establishment of a quota for disabled people's organisations. This occurred in the second round after minimal applications from organisations supporting PWD were received in the first round. The FDPF is lagging in disbursement (30 per cent disbursed 58 per cent into the implementation period). It may be useful, as part of a strategy for PWD inclusion, to assist FDPF with disbursement and programming in addition to implementing a quota for disability inclusion.



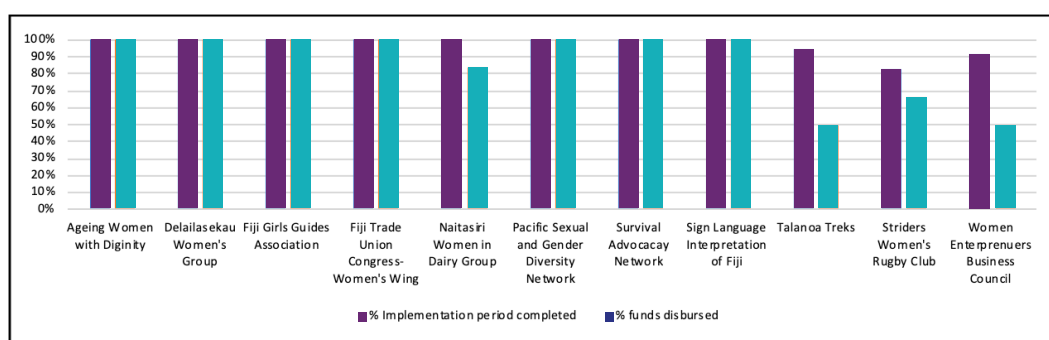
**Figure 8: Type A organisations disbursement tracking (December 2019, total funds AUD2,429,730)**



**Figure 9: Type B organisations disbursement tracking (December 2019, total funds AUD1,541,00)**

<sup>33</sup> Fiji Women's Fund (2018), Six Month Progress Report





**Figure 10: Type C organisations disbursement tracking (December 2019, total funds AUD 359,071)**

**Sub EQ 3.3: How adequate are the application and reporting processes for women's organisations and do they facilitate effective distribution of grants between experienced and less experienced organisations?**

One of the key findings of the DAC Network on Gender Equality (2008) was that, to ensure funding streams are accessible to women's rights organisations, paperwork and bureaucratic processes should be minimised.<sup>34</sup> The MTR found that the Fund has made efforts to make application and reporting processes accessible for women's groups, organisations and networks. The Fund has adopted a learning approach, taking steps to improve application and reporting processes over time. This included:

- Taking steps to ensure that lack of access to IT and lack of literacy was not an impediment, particularly for rural organisations and those representing marginalised women (e.g. by accepting submissions in vernacular and hard copy).
- Streamlining application processes, for example, by improving the summary of information provided about submissions to grant committee members to support applications.
- Allocating more time to orient grantees in the second and third rounds. Through the first round, the Fund team learned that a tailored approach to managing diverse grantees was needed. The Fund team also learned that grantee knowledge about compliance and other matters cannot be assumed based on factors such as their educational background.
- Separating a Grants Committee from the Steering Committee increased the efficiency of grant assessments.

**Sub EQ 3.4 How adequate are the systems for financial management and accountability of the women's organisations and whether there are there any improvements needed to the systems in place?**

The Fund has demonstrated its ability to manage the distribution of funds to grantees. However, according to the VfM Rubric, the Fund needs to improve reporting on performance and risk management by grantees. To address this issue, it would be helpful to include a risk management section in the proposal template for grantees. The Fund would then be positioned to take a less risk adverse programming strategy by delivering larger grants to smaller and less experienced organisations.

<sup>34</sup>DAC Network on Gender Equality, <http://www.oecd.org/dac/gender-development/about-gendernet.htm> (accessed 9 December 2019)



In the first round, there were some issues around grantee compliance with financial management and procurement guidelines due to their lack of understanding of systems and processes. Most grantees received financial management training several months into implementation - by which time some of them were already experiencing some difficulties and confusion with compliance. In at least one instance this resulted in some damage to the relationship with the grantee. In response to this the Fund team took steps to ensure that in subsequent rounds enough time and effort was put into orientation on compliance matters before disbursement.

**Sub EQ 3.5 How well does the Fund's human resources (HR) and technical assistance (personnel and skills) support program delivery and has the fund had appropriate HR structuring and resources to achieve its intended outcomes?**

The Fund is well resourced and supported. The Fund Manager has been able to recruit staff herself which has helped with the cohesion of the team. There was some turnover of staff (notably the Communications and MEL Officers) which caused some workload management challenges. A Senior Program Manager was also added to the Fund team to allow the Fund Manager to focus on the localisation strategy, anticipating the shift to an independent fund in 2022 in terms of resource mobilisation, networking with the global women's movement and grant management.

The position of the MEL Officer was upgraded to the MEL Coordinator to provide more support and oversight to grantee monitoring and evaluation capacity. There has been some MEL support from *Pacific Women* but most support has been provided through a STA, although STA support has been significantly scaled back in 2019-20. [Section 3.7](#) below highlights several improvements needed for MEL, including more resources to support grantees' capacity and developing an approach for MEL as an independent fund.

A key observation from the MTR is the high level of resources required to manage grantees applying from rural remote areas who have little to no experience with funding to support women-led initiatives. Since 2018, the Fund invested a great deal of resources working alongside small organisations and building capacity to ensure they are able to frame and articulate their work to: (i) address the gender equality and women's empowerment agenda; (ii) adhere to DFAT's practices for financial reporting and accountability; and (iii) expand their understanding of gender and social inclusion. This has required a significant investment from the Fund. Looking forward, the Fund may be less burdened by compliance requirements as an independent mechanism.

The effectiveness of technical assistance is covered under [Section 5](#), that highlights that training and capacity building STA was useful for grantees but there were challenges around targeting and absorptive capacity.



In the post-2022 transition period, current human resources will still be needed, there may be downward pressures on overhead costs and the Fund will need to take on the back-office functions currently performed by the MC. Assessing HR needs will be an important part of transition planning for the Fund. The issue has been addressed in the draft localisation strategy for independence, which recommends an STA to detail the handover plan, but ongoing work will be needed. To ease the demand on Fund staff providing support to Type B and C organisations in the transition, there could be value in engaging the more established Type A organisations to provide support towards Type B and C organisations. This would also encourage the smaller organisations engaged in innovative work and driving social change to see themselves as part of the broader women's movement in Fiji.

**Sub EQ 3.6: How well is the Fund being governed and managed and demonstrating accountability to beneficiaries and donors?**

The Fund's governance system is transparent and effective. The two levels of decision making are effective and appropriate. The Fund's commitment to a transparent learning-by-doing approach to management has helped build trust among stakeholders. The transition to independence will require some changes to the governance system. To be eligible for funding through women's funds, national or regional funds, the Fund will need to be seen as independent and not beholden to the agenda of one donor. To qualify as a full member of women's fund networks such as Prospera, board members should be members of civil society and not representatives of donor or Government agencies. This means that the composition of the Steering and Grants committee will need to broaden.

**Sub EQ 3.7 To what extent are MEL systems on the project providing adequate qualitative and quantitative information? Has the Fund developed quality M&E, communications, research and learning strategies and are these used to generate information for continuous program learning and improvement?**

**Monitoring Evaluation and Learning**

The Fund's MEL framework falls under the *Pacific Women* MELF and the *Pacific Women* Fiji Country MELF. It contains EoPOs based on a theory driven approach (drawing on the Rao & Kelleher four quadrant model) and a ToC. It incorporates a feminist evaluative approach which includes principles of inclusivity and do-no-harm, recognises the in-built biases and perspectives of evaluators, and prioritises the analysis of women's voices and experiences (rather than treating them as 'anecdotal' evidence).

As with *Pacific Women* and the *Pacific Women* Fiji Country Plan, the Fund uses qualitative evaluative enquiry rather than an indicator-driven approach. This includes a series of questions at program and project level structured around the OECD DAC criteria. The MEL plan also includes thematic area, short, medium and EoPOs. There are also indicators for each thematic area.<sup>35</sup>

<sup>35</sup>Fiji Women's Fund (2017), *Monitoring, Evaluation and Learning Plan*



Grantee reporting feeds into the Fund's six-monthly and annual reports. The Fund's MEL Coordinator supported grantee staff to conduct data collection, data coding and analysis. The flexible approach allows grantees to employ their own approaches to MEL rather than asserting controlling standards over them.

The MEL system is well developed and comprehensive overall. Outcomes and challenges have been effectively identified through progress reports and more in-depth reports such as the *Promising Practices* report. The MTR identified some issues with regards to the MEL approach which include:

- The MEL Plan is complicated with several layers of analysis, some of which are not reported on.
- Many grantees lack capacity to collect and communicate good M&E data with cost being a key concern.
- Although the plan states that the approach is enquiry rather than indicator led, the MEL plan includes indicators. However, these are not reported on which is confusing. Reporting on indicators would be useful as it could give a sense of the size and scope of the results which could complement qualitative information.

Considering these issues, it would be helpful for the Fund to streamline the MEL framework to include shared outcomes and a mix of clear qualitative and quantitative indicators. The framework could also benefit from some clear methodologies for qualitative assessments as well as standardised data collection tools and reporting processes.

It would also be beneficial to include capacity assessments of women's organisations using standardised methodologies which include analysis of their ability to exert influence in their communities and their ability to attract resources in a systematic way.

Concurrently, the Fund should continue to empower grantees' capacity and confidence in MEL allowing them to have their own processes based on their organisation and network mission and identified needs and interests. This can be supported by the Fund helping grantees to improve the quality of their MEL reporting.

MEL will require a revised approach under an independent Fund. The role of women's funds is to empower women's movements through facilitation and resourcing not to implement themselves. Therefore, the Fund will need to stand back from directing organisations towards certain outcomes and M&E methodologies. The UAF A&P promotes an approach to MEL that is: not prescriptive about goals and targets; allows experiences in the field and unexpected realities in the implementing environment to change the direction of programming; and focuses on ensuring detailed and clear reporting on what happened before and after the intervention. It would be useful for the Fund to explore some of these methodologies and see whether they might be useful.



## Communications

The Fund has sought to promote a shift in communications towards ramping up a social media presence and extending reach to more rural woman. The review team believe this shift is positive. Promoting information about the Fund and the achievements of grantees is important for attracting applications from diverse backgrounds and supporting the women's movement.

However, as a DFAT-supported program, the Fund has experienced slow approval processes for communications. Press releases sometimes take up to two weeks for approval. Bottlenecks in approvals have led to confusion around branding for grantees. The Fund has sought to approach branding with a view to transitioning towards an independent Fund, taking care to ensure that the Fund branding fits well within the women's fund 'ecosystem' and minimising multiple branding (e.g. including only FWF and DFAT branding and not *Pacific Women* branding).

In terms of communicating funding opportunities with women's organisations, networks and groups, especially in rural areas, DFAT's Fiji Program Support Facility, with offices in Lautoka and Labasa, could provide support. The Communications Officer is also being proactive in using data analytics to assess the best way to attract proposals from rural areas.

## 5.4 Sustainability

### EQ 4: How is the Fund moving towards sustainability?

The Fund has taken steps to ensure sustainability. There is a need to develop a plan for a transitional period leading into full independence in 2022. The Fund has contributed to the sustainability of organisations but should consider longer term core funding for some organisations.

#### Sub EQ 4.1: How well the Fund is developing its own identity and legitimacy?

This question is addressed under [Section 5.2](#) which notes that the Fund has performed well in developing its own identity and legitimacy.

#### Sub EQ 4.2 To what extent is the Fund transitioning towards becoming an independent local entity and securing funding from donors, private sector and local philanthropy and what could be done to support and strengthen this process?

[Section 5.2](#) explains how the Fund is transitioning towards becoming an independent local entity. This section looks at what should be done to support and strengthen this process. Several steps have been taken towards resource mobilisation for independent funding including: the development of a localisation strategy; research to identify funding patterns; potential new sources and modalities of funding; networking with potential donors; and concept development for a PFF.





The Fund faces certain risks moving forward towards transition. In its current form, it cannot accept funding from other donors or philanthropists. Therefore, the Fund should plan for a time when its organisational structure and legal status will change. It may be, therefore, prudent for the Fund and DFAT to put in place a transitional arrangement to ensure the appropriate transitioning of the Fund. The MTR proposes three options for consideration. These include:

**Option 1:** The Fund continues in its current form until June 2022. The Fund negotiates with other funders and seeks to secure funding from non-DFAT sources to commence as an independent fund after the cessation of the contract with DFAT.

**Option 2:** The Fund continues in its current form until June 2022. However, the Fund looks to secure an endowment/seed grant of core funding from one or more bilateral donors and/or philanthropists for a transitional period of up to five years.

**Option 3:** The Fund continues in its current form until June 2022 but secures an endowment/seed funding of core funding for up to five years from DFAT.

While the current modality is an exclusive contract between DFAT and the MC based on tranche payment for milestones, seed or endowment funding would mean that funds from multiple sources could be paid into a trust fund open to contributions from a range of funders. Accountability would be to the group of trustees rather than one donor. It may even be possible for a trust fund to be invested and interest accrued as income for the Fund.

Of these scenarios, Options 1 or 2 could be feasible. If in the next few months, another donor steps forward with an interest in providing core funding, then Option 2 would be preferred, perhaps involving DFAT and another donor. Otherwise Option 1 is preferred.

Regarding the issue of how the FWF will transition in light of the proposal for a PFF<sup>36</sup>, the following options are available:

**Option 1:** Continue as a national Fund and wait until the transition period (2022-2027) to decide whether to move to a regional fund, stay as a national fund or create two funds post-independence in 2022.

**Option 2:** Move straight to a regional fund post-independence in 2022.

**Option 3:** Preclude the option of establishing a regional fund post-2022 and commit to staying as national fund.

---

<sup>36</sup>FWF and UAF A&P (2019), *Where is the money for women and girls in the Pacific? Mapping funding gaps, opportunities and trends - presented at the 2019 Pacific Feminist Forum recommending the establishment of a Pacific Feminist Fund (PFF) to, among other things, act as an intermediary to manage grants made by a range of donor partners for distribution to women's organisations.*



The MTR recommends Option 1. Given the leadership role the Fund has taken in concept development for the PFF, Option 3 is not considered appropriate. Option 2 would have the advantage of suiting the systems of donors and women's funds for whom it may be more efficient and convenient to interface with one regional body. However, this runs the risk for the Fund losing the close relationships and local knowledge of Fiji-based women's organisations, particularly in remote and regional areas. Option 1 allows time for the Fund to conduct analysis and reflection before making a decision.

**Sub EQ 4.3: How well is the Fund contributing towards the technical knowledge of grant recipients and long-term sustainability of the skills and capacities of organisations?**

Section 5.2 above provides an analysis of capacity building in support of grantees. In terms of support for long-term sustainability of women's groups, networks and organisations, the MTR noted that the grantees are not fully dependent on the Fund for sustainability. Grantee organisations were already in existence with the Fund enabling them to take on new activities or localities. However, for those organisations receiving short term funding, the sustainability of activities is called into question. Some organisations are social enterprises and are sustainable through their commercial activities, but others are dependent on ongoing grant funding, including from the Fund and other organisations.

The networking from their activities and participating in the Fund facilitated grantees to become more sustainable by raising their profile and thus connecting them with other funders. Moving forward, the Fund should expand the focus on resource mobilisation for grantees. This is a specific area of the ToC. Mapping resources available to women's organisations in Fiji may help to develop specific targets to leverage resources. Also, resource mapping would help the Fund to identify whether there are important organisations providing essential services who lack access to core funding for which the Fund could fill a gap



Photo Credit: Sian Rolls



# LESSONS LEARNED

The following section highlights several key lessons learned that have been identified during the consultation and engagement process for the MTR. The lessons are documented to feed back to the Fund. Some suggested actions and guidance have also been included.

Lesson learned	Suggested action and guidance
<b>Effectiveness</b>	
It is important not to overburden grantees and, therefore, there is a need to carefully schedule the implementation of capacity development activities.	Spend time with each grantee to thoroughly analyse their needs and provide mentoring to individual staff members on an as-needed basis, rather than asking grantees directly about their training needs (already acknowledged and taken on by the Fund).
Training content tended to skew towards compliance and management.	The Fund and grantees should explore how to focus the training on programming and organisational strengthening areas. The Fund team and DFAT should look at how to streamline compliance-related training.
The facilitation of networking among Fund grantees has also been an important way in which the Fund has helped to empower women's groups, organisations or networks through profile raising and increasing access to information and resources.	The Fund should strengthen and expand this aspect of its program including for non-grantees and supporting networking with the private and public sectors (e.g. Government).



**Effectiveness**

It was difficult to get an overview of the influence of the Fund overall on the gender equality agenda in Fiji.	It would be useful to the Fund, as part of a holistic analysis of its benefits, to apply the ToC as an analytical framework.
The size of grants received by some organisations working on WEE is quite small resulting in limited size and scope of projects.	Explore expanding the size and scope of grants to rural organisations working on WEE and scaling up existing projects deemed to be effective.
In the reporting on the results on WEE in project reports there is lack of clarity on exactly which results can be attributed to the Fund and which should be attributed to other investments (especially with RBTR and NWDG).	Report on aspects of the ToC relating to leveraging other resources.
With many of the organisations receiving short term funding, the sustainability of the achievements is called into question.	Report on sustainability as part of MEL and adopt a learning approach to maximise sustainability in selecting grants for funding. Consider long term core funding for organisations demonstrated to be achieving effective outcomes.
There is a need to establish relationships within the community before touching on sensitive subjects.	Promote this approach to new grantees at the proposal development stage.
Intermediaries working with communities should be mindful of imposing external worldviews on communities with strong cultural and belief systems.	Promote this approach to new grantees.



### Effectiveness

It is important to approach gender transformation as involving men and women.	Promote this approach to new grantees and integrate into GESI training.
Synergies between the four quadrants are enhanced by a flexible approach that facilitates learning and recognises the importance of practice embedded in the community and community owned.	Promote a flexible and learning and community embedded approach among grantees.
In rural areas, grantees are frequently working with older women (e.g. over 35) as young people tend to move to the cities.	Ensure that programming addresses the needs of beneficiaries in an age-appropriate way.
Working with organisations supporting PWD is important but there should also be a focus on mainstreaming disability inclusion in women's groups, organisations and networks more broadly.	Support the mainstreaming of disability inclusion in women's groups, organisations and networks as part of support for PWD.
Grantee projects working on shifts in awareness and changes in cultural norms can experience a backlash by family members and community leaders.	Be proactive in supporting grantees to identify potential sites and sources of backlash and in working with them to plan mitigation strategies before projects begin and during and after the project cycle comes to an end.
The Type A, B, C granting system has some challenges including: disbursement challenges for well networked organisations (Type A and B); rushed implementation; questionable sustainability and small scope for some shorter and smaller grants (Type B and C).	The Steering and Grants Committees review the best approach moving forward for categorising grants and eligibility of organisations (details included under recommendations).



**Efficiency**

Ensure enough time and effort is put into orientation around compliance before disbursement to grantees.	Already addressed by the Fund team.
There is a high level of resources required to manage grantees, particularly those applying from rural remote areas who have little to no experience with funding to support women-led initiatives.	The localisation strategy should look at what kind of efficiency pressures the Fund may be under once it transitions and how these could be addressed. Fewer and larger grants may be an option but this may compromise the focus on rural and marginalised groups.
Many grantees lack capacity to collect and communicate good M&E data with cost being a key concern.	Consider how to develop efficiencies and support grantees with MEL.
Communications materials with a feminist message (e.g. reporting on increased ownership of assets by women), may result in a backlash among conservative communities.	Approach communications with a 'do no harm' filter.



# CONCLUSIONS AND RECOMMENDATIONS

---

The Fiji Women's Fund has had an impressive first two years of implementation with extensive achievements in several areas. The Fund had reached over 4,613 people – 3,050 women and girls, over 1,483 men and boys, and over 80 LGBTQI people. This number is inclusive of 57 people living with disabilities (44 women/girls, and 13 men/boys). The Fund distributed a total of AUD2,429,730 to Type A agencies, AUD1,541,000 to Type B agencies and AUD359,071 to Type C agencies. The Fund has performed well in all the review areas with some identified challenges and risks.

The Fund continues to maintain a high degree of relevance. While the GoF has made significant strides to recognise gender imbalances and issues, there is still more work to be done. The Fund, with DFAT support, continues to meet requirements and contribute in a positive manner to promote gender equality and women's empowerment. The Fund and DFAT should be acknowledged for their ability to maintain a balance between meeting expectations as a DFAT program while, at the same time, maintaining a degree of independence to proactively seek funding and support from other donors. DFAT has, for the most part, facilitated the Fund to be able to have the independence required with some restrictions around communications and compliance for grantees. The Fund has performed well in building relationships with the Fiji women's movement and with global women's funds to strengthen ownership, identity and legitimacy.

The Fund continues to apply a learning-by-doing approach which supports its continued evolution. This is a key finding and reflects the flexible and adaptive approach employed by the Fund to meet the expectations of the Government, DFAT and grantees. The Fund team has an important role to play as the Fund progresses towards independence from 2022.

From an effectiveness point of view, the Fund has progressed well against its three EoPOs. Steps are being taken to progress the Fund towards becoming an independent entity (EoPO1). These include building the legitimacy of the Fund with global and local women's movements, research and analysis on resource mobilisation, developing a plan for the establishment of a PFF, and preparing a localisation strategy and hand over plan. The Fund has helped empower women's organisations through funding, capacity building, mentoring and facilitating networking (EoPO 2). The Fund has also helped increase the influence of individual women and organisations within their communities with several identified examples of women's groups, organisations and networks gaining significant influence in their communities and at the national, regional and global level (EoPO 3).





The Fund has contributed positively to targeting groups and organisations outside Suva and has had a tangible and direct impact upon women within rural areas. An important component of this has been a focus on WEE projects which appear to have the most impact and influence upon groups, particularly from rural settings. Training is an important component and, while the training is welcomed, there are some recommended enhancements for consideration.

The Fund is delivering VfM and tracking well in delivering the budget, although disbursement has lagged among some Type A and B agencies. The VfM Rubric shows that the Fund performs well (at level A of the A-C ratings possible) for nine of the ten standards. On one of the standards, the Fund did not perform well due to a lack of documented risk and performance management. Operational costs are high, which is understandable given the approach to working with grantees, but this may present challenges when the Fund becomes independent.

The Fund has also supported the sustainability of organisations but should consider longer term core funding for some organisations based on a detailed assessment.

Based on the conclusions above, the following recommendations are made for consideration by the Fund, DFAT and the Pacific Women Support Unit moving forward. The MTR recommends that:

**Recommendation 1: The Fund strengthens and expands facilitation and networking.**

This is grounded in the finding that networking through the Fund has assisted grantees to access resources, increase respective profiles and provide a sense of empowerment (e.g. networking events among women's groups, organisations and non-grantees). A useful outcome of networking could be a mentoring program between grantees.

**Recommendation 2: The Fund continues with ongoing improvements of its capacity development strategy.** Capacity development activities should be based on a careful assessment of grantee needs rather than simply asking grantees to choose training courses. Asking grantees to select training courses resulted in trainees signing up to more courses than they could manage and sending different staff members to courses with multiple sessions. The Fund already includes one-on-one mentoring in addition to training and opportunities should be sought to enhance this approach. Grantees needed specific support for the activities they are engaged in rather than additional general capacity building.

The Fund has already noted the need to carefully schedule training so as not to overburden grantees. Peer-to-peer capacity building could be considered, based on the finding that networking opportunities were strongly appreciated by grantees. The Fund should seek to streamline mandatory training (e.g. GESI, child protection, finance management and MEL) to allow for more time to support technical knowledge for activity implementation.



**Recommendation 3: The Steering and Grants Committees revisit the system for establishing eligibility and categorisation of grants** and make adjustments moving forward. The MTR identified some potential imbalances in the current system of funding allocation. Selection of an approach should also consider resourcing requirements. The Fund could consider the following strategies:

- Continue business as usual with the Type A, Type B, Type C system and its current eligibility rules.
- Streamline the system into two categories of: a) organisations with relevant levels of experience to quality for multi-year and core funding; and b) new organisations proposing small, experimental or short-term activities. This could include catalytic funding for smaller organisations working on innovating ideas at the incubation stage.
- Have minimum criteria for applications but remove any categorisation system for proposals and assess each proposal on its own merits in regard to deciding the duration and amount allocated.
- Exchanging the size/experience basis for categorising proposals and replacing it with a thematic (e.g. WEE, EVAW, etc.) or geographic-based system.

The MTR does not recommend a particular approach but, rather, suggests that the Steering and Grants Committees make decisions on a way forward.

**Recommendation 4: The Fund considers committing long-term core funding to organisations that play an essential role in the Fiji women's movement.** This is based on a finding that such organisations can lose core funding and become reliant on project funding as donor priorities change. This should be based on a mapping of resourcing for organisations in the women's movement that identifies where organisations are providing important services but lacking in core funding for medium term programming.

**Recommendation 5: The Fund explores scaling up or replicating successful but small activities which have demonstrated lessons learned around improving women's lives.** This is based on the finding that some successful Type C activities were small in scale and well-placed for expansion. One example is NWDG which has successfully improved the income of 40 cooperative members and is now expanding into other income streams.



**Recommendation 6: The Fund assists umbrella agencies, such as FDPF and their affiliates, with programming and disbursement** as a specific strategy for expanding inclusion of PWD, based on the quota system established by the Grants Committee.<sup>37</sup> Organisations supporting PWD should also be supported to expand their scope of work including mainstreaming support for PWD within other organisations, the private sector and Government agencies. This is based on the views expressed by PWD grantees that there is more need for mainstreaming work with PWD into a broad range of organisations in order to effectively support the needs of PWD. The Fund should also consider broadening support to include equipment such as wheelchairs as, according to PWD grantees, there is high need in this area.

**Recommendation 7: The Fund, as part of good practice, considers revisions to the MEL Framework to support ongoing data and information collection and overall decision making.** Suggested guidance includes:

- Streamline the MEL framework to include shared outcomes and a mix of clear qualitative and quantitative indicators.
- Introduce reporting on organisational capacity and ability to leverage resources and sustainability into the MEL system.
- Develop clear methodologies for qualitative assessments as well as standardised data collection tools and reporting processes.
- Systematically report against quantifiable indicators to support qualitative findings to facilitate assessment of the size and scope of the Fund's investments and support evaluative analysis.
- Support capacity assessments of women's organisations using standardised methodologies, including an analysis of their ability to exert influence in their communities and attract resources in a systematic way.
- Support grantees to improve their own MEL systems. As the Fund approaches grantees as collaborative partners in the women's movement, support should focus on strengthening the quality of reporting and analysis rather than prescribing outcomes which the grantees are required to achieve.

---

<sup>36</sup>A special temporary measure in the Fund's granting process was implemented to ensure that the Fund was reaching rural, remote women and marginalised groups. The Grants Committee recommended that a dedicated budget be set aside at every funding call to work specifically with disabled people's organisations and groups that work exclusively with PWDs.



**Recommendation 8: The Fund considers introducing risk management strategies and processes for grantee proposals.** It would be helpful to include a risk management section into the proposal template for grantees. This would ensure alignment to VfM standards. The VfM Rubric found that the Fund needs to improve reporting on performance and risk management by grantees.

**Recommendation 9:** While the Fund has strong accountability procedures and transparent systems, **the Fund maintain ongoing monitoring of potential conflict of interest issues**, particularly given the small size of the Fiji women's movement.

**Recommendation 10: DFAT develops an approach to streamlining the approval of Fund communications materials.** The Fund's communications (e.g. live blogging, issuing of press releases, etc.) are constrained by DFAT's lengthy communications approval processes.

**Recommendation 11: The Fund conducts an analysis of the key elements of a 'do no harm' approach to communications.** Some of the Fund's communications have been confronting to conservative communities in rural areas.

**Recommendation 12: The Fund develops a detailed strategy for transitioning to independence based on comprehensive analysis and assessment** that considers:

- selecting a suitable approach based on the three recommended models for the transition period
- how the Fund will interact with a proposed PFF and the implications for programming and resource mobilisation at a national and regional level
- the implications for governance of the Fund during the transition period (e.g. how to balance the requirements of women's funds and DFAT regarding Board membership)
- human resourcing and efficiency considerations
- the approach to MEL under an independent fund operating as a collaborative partner in building the women's movement, rather than as a donor-supported activity focused on programming.

**Recommendation 13:** To help secure the future financial security of the Fund, the Fund **explores the potential of investing a proportion of medium to long term core funding received by one or more donors in a trust fund.**



# ANNEX 1: TERMS OF REFERENCE

<b>Reports to:</b>	M&E Manager, Pacific Women Shaping Pacific Development Support Unit
<b>Location:</b>	Fiji (including travel around Fiji)
<b>Time frame:</b>	October – January 2019
<b>Duration:</b>	
<b>ARF Classification:</b>	The Mid-Term Review Team Leader is classified (up to) Discipline Group C, Job Level 4 (C4) and the Review Team Member is classified (up to) Discipline Group C, Job Level 2 (C2). ARF classification is commensurate with each nominated team member's years of relevant work experience. The Review Team Member must be locally engaged from Fiji.

## Background to Fiji Women's Fund

The Fiji Women's Fund (the Fund) is an initiative of the Australian Government through the Pacific Women Shaping Pacific Development (*Pacific Women*) program. The Fund was established in 2017 with a funding commitment of AUD 10.5 million from 2017 to 2022 to enhance progress towards gender equality and the empowerment of women in Fiji.

The objective of the Fund is to reach women in rural and remote areas, and those who are marginalised, including women with disabilities and those facing discrimination based on their sexual orientation or gender identity.

The Fund aims to achieve three outcomes by June 2022:

- Women's groups, organisations, or networks supported by the Fund are empowered and have improved capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women's lives.
- Women's groups, organisations, or networks supported by the Fund are more influential at different levels (individual / systemic and formal / informal) and are contributing to transformative change in women's lives.
- The Fund has transitioned to an independent local entity and has secured funding from donors, private sector and local philanthropy.



The Fund supports groups, networks and organisations across four thematic areas:

- Women's Economic Empowerment
- Ending Violence Against Women
- Women's Decision Making and Leadership
- Strengthening Women's Groups and Coalitions for Change

The Fund provides grants and capacity development support to a diverse range of groups, networks and organisations working towards gender equality and empowering women in Fiji. Grants are categorised into Type A (multi-year funding), Type B (one-year funding) and Type C (less than one-year funding).

The Fund's approach is to pair grant-making with capacity development support. It provides mandatory capacity development in the areas of gender equality and social inclusion (GESI), financial management, monitoring and evaluation, and child protection, through training workshops and one-to-one mentoring.

The Fund is comprised of a team of personnel, led by the Fund Manager, and consists of, a Senior Program Manager, two Program Officers, Monitoring, Evaluation and Learning Coordinator, Communications Officer, Finance and Administration Officer and Administration Support Assistant.

The Fund has a nine-member Steering Committee comprised of women representing diverse sectors in Fiji that provides strategic guidance to the Fund, and ensures implementation is aligned to the Fund's agreed strategy and principles. The current Steering Committee consists of representatives from civil society and the women's movement, Ministry for Women, Children, Poverty Alleviation, the *Pacific Women* Support Unit, academia, the private sector and the Department of Foreign Affairs and Trade (DFAT). The Fund also has a four-member Grants Committee tasked with assessing funding proposals.

The Fund is supported by the Australian Government and implemented by Cardno.



### **Purpose of the Mid-Term Review**

The purpose of this mid-term review (MTR) is to undertake an independent assessment of the Fiji Women's Fund and identify key achievements and lessons since establishment in 2017.

The MTR will assess:

- the Fund's progress towards its intended outcomes, including identification of areas that may require improvement;
- the effectiveness of the Fund in delivering services against the DFAT head contract and schedule of requirements;
- the Fund as a model to support gender equality and the empowerment of women in Fiji.

The findings and recommendations will also inform the Fund's localisation strategy, due to DFAT on 31 December 2019.

The primary users of this review are DFAT and the Fiji Women's Fund. The secondary users are the Fund's Steering Committee, Cardno, women's civil society organisations, groups and networks in Fiji, the Government of Fiji and the Fund's key stakeholders such as international women's funds.

### **Scope of the Mid-Term Review**

The MTR will focus on five criteria: relevance; effectiveness; efficiency; impact; and sustainability. It will provide recommendations for the remainder of program implementation and ways to improve delivery, addressed to both DFAT and the Fund. Recommendations should also include ideas to support the Fund's localisation, the next phase of the Fund's work (whether as a donor-funded entity or a localised fund) and the next phase of the relationship between DFAT and the Fund.

A set of review questions against the five criteria are included below. The review team will be expected to undertake a prioritisation process to develop a more specific set of review questions as part of the MTR Plan. The final review questions will be used to draw evaluative conclusions based on a credible evidence base.





### Assess the relevance of the Fiji Women's Fund

1. Has the Fund met the needs of its beneficiaries? Is the design of the Fund suitable, given the context?
  - i. How well is the Fund aligning its activities with the changing policy, institutional and civil society framework for gender equality and women's empowerment in Fiji?
  - ii. How well is the Fund meeting the needs of diverse implementing partners?
  - iii. How well is the Fund meeting the needs of Fijian women, particularly those that are marginalised and vulnerable?
  - iv. How well is the Fund developing its own identity and legitimacy?
  - v. How well is the Fund building relationships with local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy?
  - vi. To what extent do DFAT staff and other stakeholders understand the model of the Fund, and its role in supporting gender equality in Fiji?
  - vii. Are the assumptions underpinning the design of the Fund still valid?

### Assess the effectiveness of the Fiji Women's Fund

2. Has the Fund met its objectives, i.e. is the Fund progressing towards its intended outcomes?
  - i. How well is the Fund building implementing partners' capacity to promote transformational approaches towards gender equality and social inclusion?
  - ii. How well is the Fund contributing to increased partnerships and networking amongst women's groups, organisations and stakeholders that has led to addressing gaps in gender equality initiatives in Fiji?
  - iii. How well is the Fund contributing to transformative change in the areas of: (1) eliminating violence against women; (2) increasing women's economic opportunities; (3) improving women's participation in leadership and decision-making; (4) strengthening women's groups and coalition for change?
  - iv. How well is the Fund supporting activities in the areas of: (1) informal, individual changes to women's and men's consciousness and understanding of gender inequality, its causes and effects; (2) informal, systemic changes to social and cultural norms; (3) formal individual change to women's access to resources; and (4) formal, systemic changes to create gender-just institutions, laws and policies?
  - v. How well is change in one outcome area contributing to change in another outcome area?
  - vi. To what extent has the Fund developed quality M&E, communications, research and learning strategies and are these used to generate information for continuous program learning and improvement?



### Assess the efficiency of the Fiji Women's Fund

3. Has the Fund operations followed value for money principles?

- i. How well is the Fund delivering in relation to its timeline and budget as outlined in the DFAT head contract?
- ii. How adequate are the Fund's communication, reporting and accounting mechanisms? What are the strengths and weaknesses of the mechanisms established?
- iii. How well is the Fund delivering value for money, using the Pacific Women value for money rubric, for DFAT and implementing organisations in Fiji, and for Fijian women and their communities?
- iv. How well are the Fund's human resources and technical assistance (personnel and skills) supporting program delivery? Has the Fund been appropriately structured and resourced to achieve its intended outcomes?
- v. How well is the Fund being governed and managed and demonstrating accountability to beneficiaries and donors?

### Assess progress to impact of the Fiji Women's Fund

4. To what extent is the Fund contributing to longer term change for women, particularly those who are marginalised and vulnerable?

- i. How well is the Fund reaching women in rural and remote areas or women who are marginalised and vulnerable?
- ii. How well is the Fund contributing to women in Fiji being able to participate fully, freely and safely in political, economic and social life?
- iii. How well do results, expected and unexpected, direct and indirect, produced by the Fund align with the priorities of Fijian women, particularly those who are marginalised and vulnerable?
- iv. How well is the Fund contributing towards positive shifts in social norms, beliefs, attitudes and behaviours towards women?



### Assess progress to sustainability of the Fiji Women's Fund

5. Has the Fund built the potential or capacity for ongoing results?

- i. To what extent are investments in strengthening implementing partner organisations leading to positive sustainable outcomes?
- ii. How well is the Fund supporting organisations to build networks and connect to the women's movement in Fiji?
- iii. What evidence is there of ongoing benefits attributable to the project?
- iv. How well is innovation in programming being identified, supported and tested?
- v. How well is the Fund able to attract other funding?
- vi. How well is the Fund contributing towards the technical knowledge of grant recipients and long-term sustainability of the skills and capacities of organisations?

### Proposed Mid-Term Review Methodology

In developing the MTR methodology, consideration should be given to undertaking the following methods of data collection.

#### Document Review

- Documentation related to the Fiji Women's Fund Project design.
- Fiji Women's Fund Annual Progress Reports and Six-Monthly Progress Reports
- Internal Fiji Women's Fund documents such Annual Workplans, key strategies such as: MEL Plan, Communications Strategy, GESI Strategy and Capacity Development Strategy, Grants Manual, Finance & Operations Manual
- Fiji Women's Fund communications, research and advocacy material.

#### Key Informant Interviews with key stakeholders

Civil Society, Women's Human Rights Groups and Diverse Women

- Women's organisations in all their diversity operating in urban rural, remote, faith settings, private sector that are working to advance gender equality and women's empowerment etc.
- Other partners and networks such as the Pacific Disability Forum, Fiji Disabled People's Federation, Rainbow Pride Foundation, Haus of Khameleon.
- Development and community development civil society organisations active in Fiji.
- Providers of technical assistance to grant recipients.
- Locally managed funding sources available to women's groups in Fiji government offices, in faith settings and in the private sector



## Global women's funds

- Women's Fund Asia
- Urgent Action Fund Asia and the Pacific
- FRIDA, The Young Feminist Fund
- Global Fund for Women
- Mama Cash

## Other Donors/Funders

- Pacific Partnership to End Violence Against Women and Girls
- Spotlight Initiative to Eliminate Violence Against Women and Girls

## Grantees

- The first, second and third grantees of the Fiji Women's Fund, inclusive of staff, board and members and a cross section of beneficiaries
- Individual activists and advocates in civil society (diverse gender, age, ethnicity, sexual orientation or gender identity or expression, ability, location) such as Fiji Women's Fund sponsored attendees at the 2nd Pacific Feminist Forum, 6th Pacific Regional Conference on Disability, 2nd Pacific Human Rights Conference on Sexual Orientation, Gender Identity and Expression, World Association of Sign Interpreters Oceania Conference.

## Governments and Duty Bearers

- Fiji Government Ministry of Women, Poverty Alleviation and Children, Ministry of Agriculture, Ministry of Education

## Other key stakeholders

- Current and former members of the Fund's Steering Committee and Grants Committee
- DFAT current and former staff in Suva and at relevant Posts
- External consultants that have supported the Fiji Women's Fund's capacity development support in financial management, business advisory, women's legal literacy and so forth
- Other stakeholders as identified during the development of the Mid Term Review Plan.



### Mid-Term Review Process

The *Pacific Women* Support Unit will manage the MTR. A reference group will oversee the MTR process, and quality assure the review team deliverables. The reference group will comprise DFAT Suva, the Fund Manager, the Support Unit's M&E Manager, one representative of the Fund's Steering Committee and a member of the global sister funds.

### Timeline

The MTR is expected to commence by early-September 2019 with up to 54 working days in total including: travel time; desk review, preparation of the MTR Plan and methodology, consultation, data synthesis and analysis as well as preparation of reports. The final mid-term review report will be submitted to DFAT and the Fund by 28 January 2020.

**Table 1. Process and Indicative Input Days**

Process	Team (Input Days)	Indicative Timeframe
It is important to approach gender transformation as involving men and women.	2	11 October 2019
Document review to analyse program documents. A list of documents to be reviewed will be prepared by DFAT and the Fiji Women's Fund.	6	14-18 October 2019
MTR team prepares and submits first draft of review plan	5	23 October 2019
Reference group reviews and provides feedback on review plan		24 October – 31 October
MTR team finalise and submits final review plan to reference group	1	6 November
Briefing with DFAT, SU, Fiji Women's Fund, review reference group and final team preparations for data collection	2	7-8 November
Data collection field work • Interviews/data collection • Team discussions	24	18-29 November



Process	Team (Input Days)	Indicative Timeframe
<ul style="list-style-type: none"> <li>• Preliminary data synthesis and analysis</li> <li>• Stakeholder workshop ('sense making')</li> </ul>		
Aide Memoire preparation and presentation to DFAT, SU, the Fund, and review reference group	2	29 November
MTR team drafts review report	9	2-20 December
Draft MTR report submitted to DFAT, the Fund and reference group for review		20 December
Review reference group provides written feedback to team on report		21 January
Review leader finalises and submits report	3	28 January
<b>TOTAL</b>	<b>54</b>	

### Expected Outputs

The review team is expected to deliver the following outputs:

#### 1. Draft review plan (No more than 10 pages excluding attachments)

The MTR Leader will develop the review plan in consultation with the review team. The plan will be approved by the review reference group prior to commencement of data collection.

The review plan should comply with DFAT's M&E Standards (Standard 5). It should prioritise the list of review questions and describe the appropriate methodology to answer the questions, including the sampling strategy and key informant categories. The plan needs to describe the allocation of tasks within the team and how the review will be completed within the allocated timeline and resources.

The plan should also include a draft schedule of meetings and visits. It will identify the list of stakeholders, organisations and individuals that will be consulted. This should include a diverse group of civil society organisations and the Fund's stakeholders.

Ethical considerations for the review should be articulated in the review plan. The plan should consider how to implement a feedback loop on the review findings to participants and other relevant stakeholders.



## 2.2. Final review plan

The final review plan should address reference group comments and questions on the draft.

## 3. Aide memoire (Maximum of 5 pages plus attachments)

The aide memoire will present initial findings and recommendations following the in-country data collection, seek verification of evidence and assumptions, and discuss the feasibility of proposed recommendations. The key audience for the aide memoire is DFAT, the Fund, and the review reference group.

## 4. Draft mid-term review report (Maximum of 25 pages plus attachments)

The mid-term review report should meet the DFAT M&E Standards (Standard 5), address the review questions and be targeted to the needs of intended users. The report should have a succinct executive summary and be written in plain English that can be read as a stand-alone document. Key achievements and challenges should be clearly presented in the executive summary and throughout the report. The conclusions and recommendations should be practical and strategic; evaluative judgements should be clear and evidence-based.

The report will be reviewed by the review reference group to ensure the findings are reliable and valid, as well as being applicable to the Fund's operating environment and relevant for stakeholders.

## 5. Final review report by 28 January 2020.

The final report must respond to the review reference group comments on the draft report.

## Proposed Budget

A maximum of 54 consultancy days will be available for this assignment, as outlined in Table 1. Proposals should fully outline the costs and expenses involved in delivering the MTR against the proposed methodology outlined in the Terms of Reference.

The proposed budget breakdown should include itemisation of consultancy fees applicable to the nominated personnel based on the Australian Government's Aid Adviser Remuneration Framework (<http://dfat.gov.au/about-us/publications/Documents/adviser-remuneration-framework-2016.pdf>). Consultant fees must be commensurate with each nominated team members' years of relevant work experience.

The budget should also clearly itemise associated travel expenses for the in-country mission to Fiji (one person, up to 12 days, including travel days). Consultants should indicate any conflicts of interest that may arise in undertaking this assignment.





### Mid-Term Review Team

The review will comprise two members. This will include a team leader who is an experienced evaluation professional with expertise in evaluating organisational systems and operations and a team member, who is a gender and development specialist.

The Evaluation Team Leader (up to 30 consultancy days) may be classified up to Discipline Group C, Level 4 on the Aid Adviser Remuneration Framework. This position will be responsible for managing other team members' inputs and ensuring the quality of outputs. A further 24 input days will be available for an additional team member(s). Representatives from the reference group will be involved in selecting the review team.

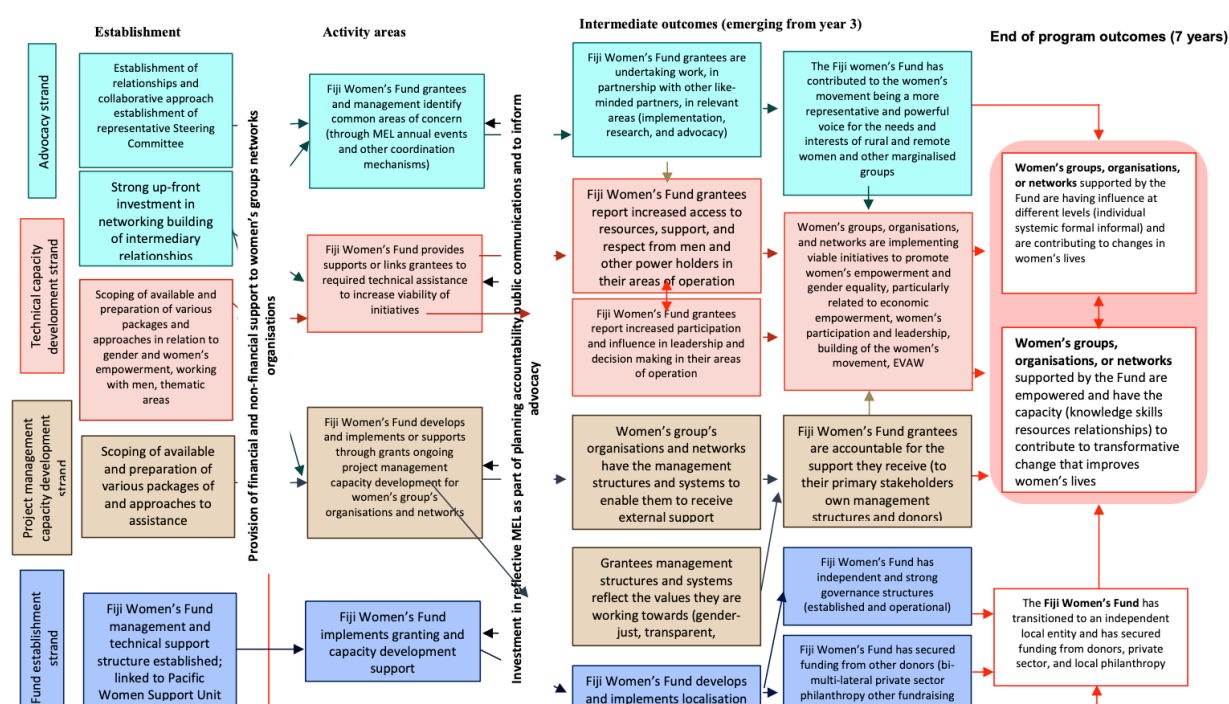
### Selection Criteria

The Mid-Term Review Team should comprise an appropriate balance of relevant technical expertise and experience in evaluation. Pacific representation in the consultancy team is highly desirable. The team must meet the following essential criteria:

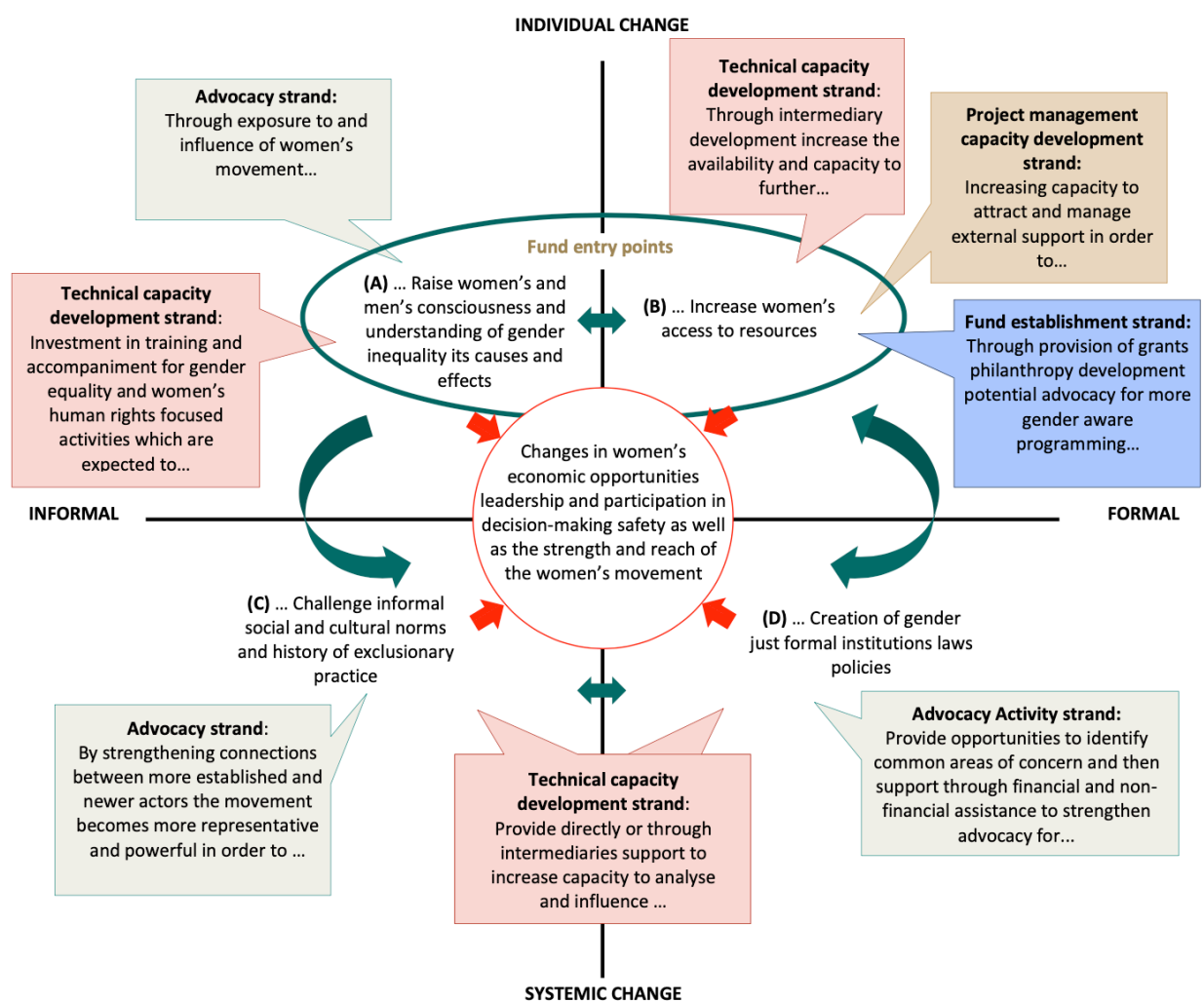
- Relevant post-graduate tertiary qualifications (particularly in evaluation, social sciences, international development, or a related discipline).
- Ten years' experience and strong skills in undertaking evaluations, in particular gender and social inclusion focused programs
- In-depth understanding of a wide range of evaluation methodologies and approaches, including demonstrated understanding of equity-focused, gender responsive and feminist evaluation approaches
- Demonstrated understanding of women's funding models
- Demonstrated understanding of DFAT managing contractor models
- In depth understanding of a wide range of evaluation or review methodologies and approaches, including value for money assessment
- Strong written and analytical skills
- Extensive experience of working on gender and social inclusion in Fiji and/the Pacific
- Excellent interpersonal skills and the ability to adapt communication to different audiences

# ANNEX 2: FWF PROGRAM LOGIC AND TOC

FWF Project Logic (Source: FWF Project Design Document)



## FWF Theory of Change (ToC)





## ANNEX 3: KEY EVALUATION QUESTIONS

DAC Criteria	Primary Question	Secondary Question
Relevance	EQ 1: Does the design of the Fund (the ToC and the Program Logic) remain relevant and continue to make sense given the need, policy context and implementation context?	<ul style="list-style-type: none"> <li>(i). Have there been any changes in the implementing context (policy, beneficiaries' needs, political economic) that affect the relevance of the design?</li> <li>(ii). How well is the Fund building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy?</li> <li>(iii). Do the assumptions underlying the project remain valid?</li> </ul>
Effectiveness	EQ 2: Is the Fund progressing towards its intended outcomes? What challenges are affecting progress and how could these be addressed?	<ul style="list-style-type: none"> <li>(i). How well is the Fund contributing to the End of Investment Outcomes?</li> <li>(ii). How well is the Fund contributing across the four thematic areas in the design? (women's economic empowerment, ending violence against women, women's leadership and decision making and strengthening women's groups and coalitions for change)</li> <li>(iii). How well is the fund contributing towards progress across the four quadrants in the ToC?  (men's and women's consciousness; women's access to resources; deeply rooted structures of culture and exclusion and the unwritten rules that govern society; and formal laws policies and governance structures including village by-laws and informal structures.)</li> </ul>



DAC Criteria	Primary Question	Secondary Question
		<p>(iv). How well is the Fund reaching more disadvantaged organisations and women including marginalised and vulnerable women, women's organisations and women in rural areas? What is the ratio of organisations supported between large established organisations and smaller, newer, less experienced organisations? Is this appropriate?</p> <p>(v). What synergies exist between different result areas? How could these be enhanced?</p> <p>(vi). Are there any positive or negative unintended outcomes? How are these being enhanced/managed, and could these approaches be improved?</p> <p>(vii). To what extent is the Fund contributing to longer term change for women, particularly those who are marginalised and vulnerable and living in rural and remote areas? How could this be enhanced?</p>
Efficiency	EQ 3: How efficient is the management of the FWF been to date?	<p>(i). How well is the Fund delivering value for money, using the Pacific Women value for money rubric for DFAT and implementing organisations in Fiji, and for Fijian women and their communities? Has the Fund operations followed value for money principles?</p> <p>(ii). How well is the Fund delivering in relation to its timeline and budget as outlined in the DFAT head contract?</p> <p>(iii). How adequate are the application and reporting processes for women's organisations? Do they facilitate effective distribution of grants between experienced and less experienced organisations? What are the strengths and weaknesses of mechanisms established?</p>



DAC Criteria	Primary Question	Secondary Question
		<p>(iv). How adequate are the systems for financial management and accountability of the women's organisations? Are there any improvements needed to the systems in place?</p> <p>(v). How well are the Fund's human resources and technical assistance (personnel and skills) supporting program delivery? Does the fund have appropriate HR structuring and resources to achieve its intended outcomes?</p> <p>(vi). How well is the Fund being governed and managed and demonstrating accountability to beneficiaries and donors?</p> <p>(vii). To what extent are the MEL systems on the project providing adequate qualitative and quantitative information? Has the Fund developed quality M&amp;E, communications, research and learning strategies and are these used to generate information for continuous program learning and improvement?</p>
Sustainability	EQ 4: How is the Fund moving towards sustainability?	<p>(i). How well is the Fund developing its own identity and legitimacy?</p> <p>(ii). To what extent is the Fund transitioning towards becoming an independent local entity and securing funding from donors, private sector, and local philanthropy. What could be done to support and strengthen this process?</p> <p>(iii). How well is the Fund contributing towards the technical knowledge of grant recipients and long-term sustainability of the skills and capacities of organisations?</p>



## ANNEX 4:

# KEY REFERENCES

---

Asian Development Bank (2015), *Fiji Country Gender Assessment*, p.7, <https://www.adb.org/sites/default/files/institutional-document/210826/fiji-cga-2015.pdf> (accessed 2 December 2019)

CEDAW (2016), *Consideration of reports submitted by States...Fifth periodic report of States parties*, CEDAW/C/FJI/5, <https://www.refworld.org/docid/582d7fd4.html> (accessed 2 December 2019)

DFAT (2016), *Gender equality and women's empowerment strategy*, <https://dfat.gov.au/about-us/publications/Documents/gender-equality-and-womens-empowerment-strategy.pdf> (accessed on 2 December 2019)

Fiji NGO Coalition (2017), *Consideration of the Fifth [CEDAW] Periodic Report of Fiji*, [http://www.fwrn.org.fj/images//Fiji-FINAL-CEDAW-NGO-Coalition-Parallel-Report-June-2017\\_final2.pdf.pdf](http://www.fwrn.org.fj/images//Fiji-FINAL-CEDAW-NGO-Coalition-Parallel-Report-June-2017_final2.pdf.pdf) (accessed 2 December 2019)

Fiji Women's Fund, *Annual Report, 2017*

Fiji Women's Fund, *Annual Report, 2018*

Fiji Women's Fund, *Six Monthly Report, January-June 2018*

Fiji Women's Fund, *Six Monthly Report January-June 2019*

Fiji Women's Fund (2018), *Capacity Development Strategy 2018-2022*

Fiji Women's Fund, *Communications Strategy*

Fiji Women's Fund, *Localisation Strategy*

Fiji Women's Fund, *Project Design Document*

Fiji Women's Fund (2017), *Monitoring Evaluation and Learning Plan*

Fleming, F., Josephine, A., Lotawa, J., Manley, M., Maraivalu, S., Mudaliar, D., Ranadi, E. and Reddy, M. (2019), *Promising practices from Fiji in empowering women economically - Learnings from Talanoa Treks, Ra Naari Parishad, Rise Beyond the Reef and the Fiji Women's Fund*



Hall, J., Laqeretabua, A., and Buadromo, V. (2015) *Fiji Civil Society Analysis*

Htun, M., and Weldon, S. (2012), *The Civic Origins of Progressive Policy Change: Combating Violence against Women*, in *Global Perspective 1975– 2005*, *American Political Science Review* 106(3), 548-569

Miller K and Jones R (2019) *Towards a Feminist Funding System*, AWID

OECD Development Assistance Committee (2016), *Donor Support to Southern Women's Rights Organisations OECD Findings*, <https://www.oecd.org/dac/gender-development/OECD-report-on-womens-rights-organisations.pdf>

Office of the Auditor General, Republic of Fiji (2019), *Coordination of Actions on Elimination of Violence against Women, Performance Audit*, <http://www.parliament.gov.fj/wp-content/uploads/2019/09/Report-of-the-Auditor-General-Elimination-of-Violence-Against-Women.pdf> (accessed 2 December 2019)

Rao, A., and Kelleher, D. (2005), *Is there life after gender mainstreaming?*, *Gender and Development* 13(2), 57-69

Sumner, C. (2019), *Where is the Money for Women and Girls in the Pacific: Mapping Funding Gaps, Opportunities and Trends* (Draft), FWF and UAF A&P





## ANNEX 5: LIST OF STAKEHOLDERS CONSULTED

Name	Position	Organisation
Geeta Goundar	Human Resources & Personnel Manager	FemLINK Pacific
Kasanita Kotobalavu	Co Programme Director Monitoring, Evaluation & Research	FemLINK Pacific
Susan Naisara Gray	Executive Director	FemLink Pacific
Achal Kumari	Finance Manager	FemLink Pacific
Janet Lotawa	Director & Founder	Rise Beyond the Reef
Semi Lotawa	Operations Manager	Rise Beyond the Reef
Alisi Oaiqaica	Team Leader	House of Sarah
Samuela Viaviaturaga	Community Activist	House of Sarah
Ashna Shaleen	Fiji Country Director	Medical Services Pacific
Susan Pocock	President	Naitasiri Women in Dairy Group
Seruwaiia Kabukabu	Secretary	Naitasiri Women in Dairy Group
Titilia Bolakoro	Treasurer	Naitasiri Women in Dairy Group
Marita Manley	Director & Founder	Talanoa Treks
Sesenieli Naitala	Coordinator	Survival Advocacy Network
Lanieta Tuimaba	Office Manager	Fiji Disabled Peoples Federation
Mere Rodan	Steering Committee Member	Fiji Disabled Peoples Federation
Litea Meo-Sewabu	Steering Committee Member	University of the South Pacific
Salanieta Tupou Tamani	Grants Committee Member	IPPF
Tara Chetty	Grants Committee Member	<i>Pacific Women</i>
Leaine Robinson	Former DFAT staff	Independent Consultant
Angeline Fatiaki	Senior Program Manager	DFAT



Name	Position	Organisation
Akisi Rabulimasei	Co-Founder/Head Administrator	Striders Women's Rugby Club
Inosi Yabaki	Project Manager	Adventist Development Relief Agency
Ana Alburqueque	Programme Director	Adventist Development Relief Agency
Charlotte Taylor	President	Graduate Women Fiji
Rosalia Fatiaki	Treasurer	Graduate Women Fiji
Mamta Chand	Young Women's Leadership Officer	Fiji Women's Rights Movement
Maraia Tabunakawai	Team Leader Intergenerational Women's Leadership Program	Fiji Women's Rights Movement
Marlene Dutta	Capacity Development Specialist - Business	
Gina Houghton-Lee	Capacity Development Specialist - GESI	
Nicky Goulding	Capacity Development Specialist - Project Management	
Shardha Sharma	Capacity Development Specialist - Finance	
Dr Farida Flemming	MEL Consultant	
Michelle Reddy	Fund Manager	Fiji Women's Fund
Erica Lee	Communications Officer	Fiji Women's Fund
Menka Goundan	Senior Program Manager	Fiji Women's Fund
Selai Korovusere	Director of Women	Ministry of Women, Children & Poverty Alleviation
Tulika Srivastava	Executive Director	Women's Fund Asia
Lois Knight	Program Director	Managing Contractor, Cardno
Virisila Buadromo	Co-Lead	Urgent Action Fund for Asia and Pacific
Anna Cowley	GESI Specialist	Australian Government's Fiji Program Support Facility



# ANNEX 6: EVIDENCE MATRIX

DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
Relevance	EQ 1 Does the design of the Fund (the ToC and the Program Logic) remain relevant and continue to make sense given the need, policy context and implementation context?	<p>The Fund has scored well on relevance. The review team found that the Fund remained relevant and continued to make sense given the need, policy context and implementing context. Gender issues remain pertinent in Fiji. The Fund has performed well in building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy. In the two years since the commencement of the Fund, developments in the local and global context have confirmed the relevance of the Fund's design. The Fund team have done an excellent job in balancing DFAT requirements as well as those of a women's fund supporting the advocacy in the women's movement. The Fund have effectively balanced the needs of the women's movement and DFAT expectations. Some of the assumptions underpinning the project have been called into question and may need to be adjusted.</p> <p><b>STRENGTH OF EVIDENCE – STRONG</b></p>

<sup>38</sup>The MTR team undertook extensive interviews to provide evidence as part of the review process (see Annex 5). For the purpose of this matrix, these interviews have been numbered followed by the name/agency of the interviewee.



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
Relevance	(i). Have there been any changes in the implementing context (policy, beneficiaries' needs, political/economic) that affect the relevance of the design?	<p>Gender equality issues in the implementing context remain pertinent as a basis for the relevance of the Fund.</p> <p>Naidu, V., (2013), <i>Fiji the challenges and opportunities of diversity</i>, <a href="https://www.refworld.org/pdfid/525fbfda4.pdf">https://www.refworld.org/pdfid/525fbfda4.pdf</a> (accessed 2 December 2019)</p> <p>DFAT (2017), <i>DFAT Country Information Report Fiji</i>, <a href="https://dfat.gov.au/about-us/publications/Documents/country-information-report-fiji.pdf">https://dfat.gov.au/about-us/publications/Documents/country-information-report-fiji.pdf</a> (accessed 2 December 2019)</p> <p>Since the establishment of the Fund there have been developments in the advancements of a feminist funding ecosystem that confirm the relevance of EoPO 1 to move towards an independent fund.</p> <p>Miller, K., and Jones, R., (2019) <i>Towards a Feminist Funding System</i>, AWID</p>
	(ii). How well is the Fund building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy?	<p>The Fund has performed well in building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy (Annual Report 2017, Annual Report 2018):</p> <ul style="list-style-type: none"> <li>• through grant funding for local women's networks, organisations and groups (Six Monthly Progress Report, January-June 2019)</li> </ul>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>The Fund has performed well in building relationships with the local women's movement and with global women's funds to strengthen ownership, its identity and legitimacy (Annual Report 2017, Annual Report 2018):</p> <ul style="list-style-type: none"> <li>• through grant funding for local women's networks, organisations and groups (Six Monthly Progress Report, January–June 2019)</li> <li>• by collaborating with global women's funds and international and regional women's events (Annual Report 2017, Annual Report 2018, UAF A&amp;P).</li> </ul> <p>The Fund has balanced its position as a DFAT project and women's fund supporting advocacy in the women's movement (independent consultant, FWF, DFAT).</p> <p>The Fund has supported the local women's movement by supporting and attending events.</p> <p>To foster local ownership, the Fund adopted a partnership approach with local women's organisations based on a collaborative relationship between funder and grantee.</p> <p>However, as a donor project the Fund does not sit comfortably within the women's funds ecosystem which will need to be addressed moving forward towards independence (Women's Fund Asia).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	(iii). Do the assumptions underlying the project remain valid?	<p>Most of the assumptions underlying the project remain valid although there were some changes to programming. The Fund has adopted planned mitigation strategies in instances where there have been perceived risks.</p> <p>The Fund attracts a sufficient volume of acceptable applications, especially from remote, rural and marginalised groups: The Fund took some time to build up a sufficient volume of applications but was able to do so. Round 2 received a larger number of applications than Round 1 (FWF).</p> <p>Remote and marginalised groups want to be supported by larger women's groups, organisations, and networks: Re-granting did not take place except by the FDPF (information from Fund Manager). However, when the Fund provides direct support to grantees in most cases, these grantees are working with large networks of hard-to-reach women (Six Monthly Progress Reports 2018, 2019, Annual Progress Reports 2017, 2018, interviews with six grantees, FWF). Tensions and power imbalances within the women's movement were not noted by the review team. As the Fund provided only direct support to grantees rather than support to re-granting, tension between organisations was not noted.</p> <p>Larger women's organisations and other intermediaries want to and are able to build up their support to rural, remote and otherwise marginalised groups: The grants were specifically targeted at supporting rural and marginalised women</p>



DAC Criteria	Primary/Secondary Questions	<b>Secondary Question<sup>38</sup></b>  <p>Most of the assumptions underlying the project remain valid although there were some changes to programming. The Fund has adopted planned mitigation strategies in instances where there have been perceived risks.</p> <p>The Fund attracts a sufficient volume of acceptable applications, especially from remote, rural and marginalised groups: The Fund took some time to build up a sufficient volume of applications but was able to do so. Round 2 received a larger number of applications than Round 1 (FWF).</p> <p>Remote and marginalised groups want to be supported by larger women's groups, organisations, and networks: Re-granting did not take place except by the FDPF (information from Fund Manager). However, when the Fund provides direct support to grantees in most cases, these grantees are working with large networks of hard-to-reach women (Six Monthly Progress Reports 2018, 2019, Annual Progress Reports 2017, 2018, interviews with six grantees, FWF). Tensions and power imbalances within the women's movement were not noted by the review team. As the Fund provided only direct support to grantees rather than support to re-granting, tension between organisations was not noted.</p> <p>Larger women's organisations and other intermediaries want to and are able to build up their support to rural, remote and otherwise marginalised groups: The grants were specifically targeted at supporting rural and marginalised women and all the grantees were willing to focus on this. Issues in developing relationships between intermediaries and rural women related to difficulty and high cost of access (interviews with two grantees), sensitivity around issues such as gender inequality, domestic and sexual violence (interviews</p>
--------------	-----------------------------	---



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>with three grantees), operating within local governance hierarchies, urgent need for economic support before addressing other topics (interviews with three grantees) and the short duration of grants affecting the ability of organisations to build up relationships with local women (1 ADRA).</p> <p>Building the capacity of organisations leads to better programming: The review team found that this risk did play out with some grantees and the capacity development advisers, reporting that there was a slight trend that training was weighted towards compliance and management (Interview with Capacity Development Advisers, interviews with two grantees). The status of the Fund as a DFAT-funded project increased the requirements for compliance and, thus, the need for training (FWF). Other issues regarding training were that grantees often failed to attend training that they had specifically asked for and there was high grantee staff turnover (FWF, Capacity Development Advisers).</p> <p>The Fund will be able to affect change in all four quadrants given the independent grant focus: Adopting a partnership approach the Fund did not impose the approach of working across the four quadrants (FWF, interviews with two grantees). For those grantees that spend considerable time with rural women and their communities working on several different types of initiatives including economic and social initiatives the quadrants are relevant. For those grantees that implemented specific events or types of initiatives, not all the quadrants were relevant, although more changes can occur across the four quadrants over time.</p>





DAC Criteria	Primary/Secondary Questions	<b>Secondary Question<sup>38</sup></b>  <p>Working with small women's groups will be able to contribute to shifts in social norms, including within the groups themselves: There were some notable successes in working with rural women in shifting social norms (interviews with four grantees). Several grantees found that it was useful to approach economic issues first before delving into other more sensitive topics (interviews with three grantees). However, the short duration of some grants and activities called into question the sustainability of benefits.</p> <p>Local ownership of Fund can be developed even though it is a donor driven initiative: The governance structure drives accountability and transparency: The Fund has worked hard to promote local ownership of the Fund by building, attending and supporting local events (2019 Six Monthly Progress Report), adopting a partnership and supportive approach in working with grantees, organising regional forums (2019 Six Monthly Progress Report), and advocating the case for donor support for gender equality and women's organisation funding (Sumner, C. [2019] <i>Where is the Money for Women and Girls in the Pacific: Mapping Funding Gaps, Opportunities and Trends</i> (FWF and UAF A&amp;P).</p> <p>The Fund has good relationships but being a DFAT project has precluded it from attracting other funding in its current form (Women's Fund Asia). This should be addressed with a transition plan moving forward (MEL Consultant, FWF).</p>
--------------	-----------------------------	--



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	EQ 2 Is the Fund progressing towards its intended outcomes? What challenges are affecting progress and how could these be addressed?	<p>The review team found that the Fund is progressing towards its intended outcomes: Steps are being taken to progress the Fund towards being an independent local entity but to secure a smooth transition a plan needs to be developed by DFAT soon. The Fund is contributing towards the End of Program Outcomes, the Four Thematic Areas and the Quadrants of the ToC. To empower women's organisations the Fund team has provided capacity building and opportunities for networking. Capacity building needs to be more finely tuned to organizational needs. Looking forward, empowerment of organisations would be assisted by better understanding and helping them to leverage their resourcing needs.</p> <p><b>STRENGTH OF EVIDENCE – MODERATE</b></p>
	(i). How well is the Fund contributing to the End of Investment Outcomes?	<p>End of Program Outcome 1 – Fund transitioning to independent local entity and has secured funding from donors, private sector and local philanthropic organisations</p> <p>In order for DFAT to balance fiduciary risk with supporting the establishment of an independent women's Fund, DFAT did not proceed with establishing the Fund as an independent entity from the onset as recommended by the CSO study (UAF A&amp;P). Rather, an EoPO was created to prepare the Fund for becoming an independent entity at the end of the contracting period (FWF, PDD, 2016).</p> <p>Evidence of the steps the Fund has taken towards independence include:</p> <ul style="list-style-type: none"> <li>• In 2018, a Senior Program Manager was recruited to free up the Fund Manager to focus on resource mobilisation (FWF).</li> </ul>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>Participation of the Fund in international events such as the 2nd Pacific Feminist Forum, the Pacific Regional Learning Forum on WEE, the Prospera Biennial and the Regional Convergence in Bangkok (Annual Report 2017, Annual Report 2018, Six Monthly Report January–June 2018, Six Monthly Report January–June 2019, FWF). In June–August 2019, together with UAF A&amp;P, the Fund drafted a paper titled: <i>Where is the money for women and girls in the Pacific? Mapping funding gaps, opportunities and trends</i>.</p> <p>The Fund has developed a localisation strategy which was reviewed by the Steering Committee in November 2019 and will be presented to DFAT in later 2019 including a handover plan and an implementation strategy for the handover plan. A resource mobilisation officer will be recruited to focus on securing resources for the Fund as it moves into independence (FWF, <i>Draft Localisation Strategy</i>, 2019).</p>



## Primary/Secondary Questions

## DAC Criteria

## Secondary Question<sup>38</sup>

Risks to the Fund as it moved towards independence

While the Fund team have been taking steps to support the transition of the Fund to an independent fund, there are risks that remain. These include:

- As a DFAT-funded project under current contractual arrangements with the MC, the Fund cannot accept funding from other donors and philanthropists. Once it becomes independent, it will need core resources to operate and it is not yet clear how this transition will take place (MEL Consultant).
  - The global and regional women's fund network have called for a PFF to be established but there is a question as to what will be the relationship between the PFF and the FWF and whether the Fund will become the PFF or there will be two funds (UAF A&P). The advantages of having a PFF are highlighted above. However, merging the FWF into a regional level fund risks losing the close engagement and mentoring support that it has developed with rural women's groups (UAF A&P, FWF).
  - While there are many options for potential sources of funding, to date, DFAT has been by far the largest donor for women's organisations in the Pacific (Sumner, C. (2019) *Where is the Money for Women and Girls in the Pacific: Mapping Funding Gaps, Opportunities and Trends*, Draft, FWF and UAF A&P).
- End of Program Outcome 2 – Women's groups, organisations or networks supported by the Fund are empowered and have the capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women's lives.**



DAC Criteria	Primary/Secondary Questions	<p><b>Secondary Question<sup>38</sup></b></p> <p>The Fund supported empowerment of women's groups by:</p> <ul style="list-style-type: none"> <li>• taking a supportive approach to assisting grantees prepare and submit proposals (FWF, interviews with four grantees)</li> <li>• providing capacity building support to grantees (FGD, Capacity Development Advisers, FWF, interviews with grantees, Six monthly report January–June 2018 and January–June 2019, Annual Report 2017, Annual Report 2017, Capacity Development Strategy).</li> </ul> <p>Grantees mentioned benefits of capacity building support: improving their organisational financial systems (interview with one grantee), monitoring their activities, understanding GESI and incorporating GESI in grant implementation (interviews with three grantees). Some grantees found the resource mobilisation training useful (interviews with three grantees). Also, particular grantees benefited from specific training. For example, Striders Rugby found the child protection training beneficial for their girls' rugby training projects. Five of the grantees detailed improvements they have made to their organisational management systems as a result of the Fund's capacity development support as noted below:</p> <ul style="list-style-type: none"> <li>• Developing an operations manual and new policies – Aging with Empowerment and Dignity and Survival Advocacy Network</li> <li>• Registration as a community cooperative and an audit of canteen stock – Delailasakau Women's Group</li> <li>• Revised constitution and structure – Fiji Girl Guides Association Development</li> </ul>
--------------	-----------------------------	--



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<ul style="list-style-type: none"> <li>• Review of child protection policy – Fiji Girl Guides Association and Survival Advocacy Network (2018 Annual Report)</li> </ul> <p>Challenges to deriving benefits from training: The training schedule was intensively packed into a short implementation period (interviews with three grantees); there were some challenges to working with partners to deliver training (interview with one grantee), as a result of compliance requirements related to the Fund being a DFAT project; and, overall, the training content ended up being slightly skewed towards compliance and management (3 CDAs, DFAT).</p> <p>The facilitation of networking among Fund members has also been an important way in which it has helped to empower women's groups, organisations or networks (interviews with four grantees).</p> <p>The interactions facilitated through the Fund led to collaborative initiatives between grantees (interviews with two grantees).</p> <p>Moving forward, given the positive response from grantees to facilitation of networking by the Fund, the Fund should strengthen and expand this as a project.</p> <p>Support for networking also helps with resource mobilisation by grantees (interviews with three grantees).</p> <p><b>End of Program Outcome 3 – Women's groups, organisations, or networks supported by the Fund are having influence at different levels (individual/systemic, formal/informal) and contributing to changes in women's lives.</b></p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>The review team found examples of women's groups, organisations and networks supported by the Fund gaining significant influence as highlighted in the text (interviews with four grantees, Six Monthly Report January–June 2018 and January–June 2019, Annual Report 2017, Annual Report 2017).</p>
	<p>(ii). How well is the Fund contributing across the four thematic areas in the design? (women's economic empowerment, ending violence against women, women's leadership and decision making and strengthening women's groups and coalitions for change)</p>	<p>The review team found that the Fund has been contributing in all thematic areas.</p> <p>Across the first and second calls for funding WEE and WLDM has higher numbers of grantees with 10 or 37 per cent of grantees and seven or 26 per cent of grantees respectively, compared to EVAW with six or 22 per cent of grantees and WCC with four or 15 per cent of grantees. In terms of funding, 30 per cent of funding has gone to WEE, 28 per cent to EVAW, 26 per cent to WCC and 16 per cent to WLDM (Annual Report 2018).</p> <p>The distribution of the grants across the grantees is balanced and several of the grantees work across thematic areas (interviews with six grantees).</p> <p>Evidence has emerged that WEE is a good entry point for working on other thematic areas (interview with one grantee).</p> <p>WEE-focused organisations and EVAW organisations received lower levels of funding per organisation compared to WCC and WLDM organisations (Annual Report 2018).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>In Fiji, it appears that demand in the tourism sector is steady and appears to have untapped potential to absorb local products - although there is a lack of consistent supply of quality products from local producers. There are opportunities for producers who can meet quality and volume standards and the Fund has helped grantees to take advantage of these opportunities (interviews with two grantees).</p> <p>Highlights of achievements of the Fund in WEE, WLDM, EVAW and WCC, (2018 Annual Report).</p> <p>Achievements in EVAW - MSP (interview with one grantee), RFHAF (Annual Report 2018), and HoS (interview with one grantee).</p> <p>Achievements in WLDM (2018 Annual Report, 17 interviews with two grantees)</p> <p>Achievements in WCC (WiFN and PSGD, 2018 Annual Report)</p>





DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	<p>(iii). How well is the Fund contributing towards progress across the four quadrants in the ToC? (men's and women's consciousness; women's access to resources; deeply rooted structures of culture and exclusion and the unwritten rules that govern society; and formal laws policies and governance structures including village by-laws and informal structures.)</p>	<p>Grantees highlighted the shifts in areas of the four quadrants (men's and women's consciousness, access to resources, cultural attitudes and formal laws and governance structures) from their involvement with the Fund (interviews with nine grantees).</p> <p>The two case studies highlighted interactions between the four quadrants (interviews with two grantees).</p> <p>Some grantees worked across the four quadrants (interviews with two grantees) and some did not (interviews with two grantees).</p> <p>Lessons learned on working across the four quadrants:</p> <ul style="list-style-type: none"> <li>• The journey towards women speaking up in community development processes is a long process but many of the grantees' projects, notably Types B and C, were of a short duration of one-two years (interviews with two grantees).</li> <li>• There is a need to establish relationships between grantees and communities before touching on sensitive subjects (interviews with two grantees).</li> <li>• During the process of shifts in awareness and in cultural attitudes, backlash can occur and, thus, it is important to adopt 'do no harm' principles (2019 Six Monthly Progress Report). Strategies to address backlash identified during annual reflections (2019 Six Monthly Progress Report).</li> </ul>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<ul style="list-style-type: none"> <li>• Intermediaries working with communities should be mindful of imposing external worldviews on communities with strong cultural and belief systems and not working at cross-purposes to community development processes already in place (Grants Committee Member, interview with one grantee).</li> <li>• It is important to approach gender transformation as involving men and women (interviews with two grantees, interview with GESI Specialist, DFAT).</li> </ul>
	(iv). How well is the Fund reaching more disadvantaged organisations and women including marginalised and vulnerable women, women's organisations and women in rural areas? What is the ratio of organisations supported between large established organisations and smaller, newer, less experienced organisations? Is this appropriate?	<p>To counteract the Suva-centric nature of the women's movement in Fiji, the Fund was specifically established in 2017 with the objective of reaching women in rural or remote areas or those who are marginalised such as those living with disabilities or facing some form of discrimination (2017 Annual Report).</p> <p>The Fund took several steps to ensure it targeted rural women and specific localities, PWD and LGTBI (Annual Report 2017 and 2018, FWF, interviews with four grantees).</p> <p>The Fund has performed well in reaching more disadvantaged organisations and women including marginalised and vulnerable women, but the MTR has some concerns about the depth of reach. The Fund took steps to direct funding towards projects in locations outside Suva, as well as vulnerable groups such as people with disability and LGTBI:</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<ul style="list-style-type: none"> <li>• With every call for proposals, FWF conducted outreach in Central, Northern and Eastern Districts and advertised on social media and radio (FWF).</li> <li>• For larger organisations such as MSP, FemLINK Pacific and FWRM, the Fund supported aspects of their work that was focused on rural or marginalised women (interviews with two grantees).</li> <li>• Over the implementation period, a special temporary measure in the Fund's granting process was implemented to ensure that it was reaching rural, remote women and marginalised groups (FWF).</li> </ul> <p>The Fund adopted a learning approach and used the selection criteria for each funding round to improve coverage of localities and particular vulnerable groups:</p> <ul style="list-style-type: none"> <li>• In the first funding round, there were not many applications from disabled people's organisations. In 2018, the Grants Committee recommended that a dedicated budget be set aside at every funding call to work specifically with disabled people's organisations and groups that work exclusively with PWD. The Fund team decided that the Fund would allocate 10 per cent of its grant funding to organisations supporting people with disabilities (FWF). Since this time, the Fund has supported the PDF and the FDPF and its affiliates (one grantee interview).</li> <li>• The Fund also targeted women's organisations in very remote localities such as the maritime area including Vanuabalavu (one grantee interview).</li> </ul>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<ul style="list-style-type: none"> <li>After the second round, it was identified that some regions were missing out so the third call for funding focused specifically on the Northern Division and LGBTQI (FWF).</li> </ul> <p>70 per cent of funding went to Type A organisations, representing 37 per cent of organisations, and 30 per cent of funding went to Type B and C organisation, representing 64 per cent of organisations (2018 Annual Report).</p> <p>With a large proportion of funding going to Type A organisations and re-granting not taking place there was more support for rural women than rural women's organisations (interviews with four grantees).</p> <p>Some Type A organisations which received bigger grants from the Fund are better networked to access other funding (interviews with five grantees).</p> <p>Some Type A and B organisations were lagging in disbursement (FWF).</p> <p>The duration of the grants for one Type B organisations was too short for its remotely located activities (interview with one grantee).</p> <p>It is notable that grants of a small size and duration are effective for one-off events and WEE (interviews with three grantees).</p> <p>In rural areas, grantees were frequently working with older women (e.g. over 35) as young people tend to move to the cities which should be taken into consideration in programming (interviews with two grantees).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>Working with Disabled People's Organisations is important but there should also be a focus on mainstreaming disability inclusion in women's groups, organisations and networks more broadly (interview with one grantee).</p> <p>The literature on the importance of women's organisations for advancing the gender equality agenda notes that long term core funding for organisations is essential (Division for the Advancement of Women 2007; DAC Network on Gender Equality 2008; Esplen 2013; Cornwall 2014).</p>
	(v). What synergies exist between different result areas? How could these be enhanced?	<p>The review team found that synergies exist and are enhanced by a flexible approach that facilitates learning and recognises the importance of practice that's embedded in the community and community owned (interview with one grantee).</p> <p>Synergies between result areas have also led to collaborative initiatives between grantees (interview with one grantee).</p> <p>The process of addressing WEE before addressing sensitive topics around norms, attitudes and behaviour was taken on by several organisations suggesting a promising practice (interview with three grantees).</p> <p>Sustainability of short-term projects was called into question (interview with one grantee).</p> <p>Some of the successful Type C projects that received considerable profile were small in scale (e.g. NWDG is working with 40 women). Consideration should be given as to how to scale up or replicate successful small projects.</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	(vi). Are there any positive or negative unintended outcomes? How are these being enhanced/ managed, and could these approached be improved?	<p>There are several examples of unintended outcomes (interview with two grantees).</p> <p>The Fund identified several strategies to address backlash (2018 Annual Report).</p>
	(vii). To what extent is the Fund contributing to longer term change for women, particularly those who are marginalised and vulnerable and living in rural or remote areas. How could this be enhanced?	<p>Answered through all the other sub questions in section 5.2 of the report (and throughout the report)</p>
	EQ 3 How efficient is the management of the FWF been to date?	<p>The Fund is delivering VfM and tracking well in delivering the budget. However, grantees have been experiencing disbursement challenges. As of December 2019, two out of six Type A organisations were on track with their disbursement; three out of seven Type B organisations were on track and seven out of 11 Type C organisations were on track. Late disbursement by Type A organisations is concerning as they have absorbed 75 percent of all grant funding.</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>The Fund has been accommodating and supportive to grantees with application and reporting processes. Human resources have expanded but there may be more demands moving towards independence. Governance systems are working well but will also need to change to secure the position of the Fund as independent from Government and donors. MEL on the project has been well-developed but there is still room for improvement including simplification and adding some numeric indicators. Communications have been effective and will play an increasingly important role moving towards independence.</p>
Efficiency	<p>(i). How well is the Fund delivering value for money, using the Pacific Women VfM rubric, for DFAT and implementing organisations in Fiji, and for Fijian women and their communities? Has the Fund operations followed value for money principles?</p>	<p><b>STRENGTH OF EVIDENCE – STRONG</b></p> <p>The Fund performs well (at level A of the A-C ratings possible) for nine of the ten standards (Value for Money Rubric, attached at Annex 3).</p> <p>In 2018, the Fund spent AUD305,918 or 26 per cent on operations, AUD684,821 or 59 per cent on grants and AUD169,049 per cent or 15 per cent on activities which include capacity building support, events, etc. (Annual Report 2018). This was changed from the planned allocation of AUD376,367 or 33 per cent on operations, AUD407,244 or 36 per cent on grants and AUD351,070 or 31 per cent on activities such as capacity development support and events etc. Due to a reduced cost for office refurbishment, the Fund was able to allocate more towards grants (FWF 2018 Annual Report).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
Efficiency		<p>In comparing the operational/program cost ratio with philanthropic organisations: many of put a ceiling on operational costs of 15 per cent for grantees; while many NGO projects put a ceiling of 25 per cent on operational costs; and some donors allow for operational costs of 30 per cent (Why CSR and other grant-makers need to provide more 'good' overheads to NGOs , 2017, (<a href="http://www.forbesindia.com/blog/health/why-csr-and-other-grant-makers-need-to-provide-more-good-overheads-to-ngos/">http://www.forbesindia.com/blog/health/why-csr-and-other-grant-makers-need-to-provide-more-good-overheads-to-ngos/</a>).</p> <p>There is also an additional management fee from the managing contractor for its administrative and management support (independent consultant). This implies that overall, operational costs are quite high.</p> <p>The current suite of staff are operating at maximum capacity, keeping in mind that the Fund does more than grant making in terms of capacity building, mentoring of grantees, promoting the Fund to potential grantees, raising its profile regionally and globally and resource mobilisation (FWF).</p>





DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
Efficiency	(ii). How well is the Fund delivering in relation to its timeline and budget as outlined in the DFAT head contract?	<p>The Fund has been reasonably on track in delivering the budget. By the end of 2018, the Fund had delivered fully on its budget and has delivered 42 out of 49 planned activities and disbursed all its budget (Annual Report 2018).</p> <p>While the Fund has been fairly efficiently disbursed by the Fund team, there have been some delays in disbursement by grantees.</p> <p>As of December 2019: two out of six Type A organisations were on track with their disbursement; three out of seven Type B organisations were on track; and seven out of 11 Type C organisations were on track (FWF).</p> <p>The Fund has closely monitored grantee spending in line with timelines and consults with grantees when there are concerns about non-delivery (2018 Six Month Progress Report).</p> <p>The grant to the FDPF was provided on the basis of the establishment of a quota for disabled people's organisations in the second round after minimal applications from these organisations were received in the first round (FWF).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	(iii). How adequate are the application and reporting processes for women's organisations? Do they facilitate effective distribution of grants between experienced and less experienced organisations? What are the strengths and weaknesses of mechanisms established?	<p>The FWF team has made efforts to make application and reporting processes accessible for women's groups, organisations and networks (FWF).</p> <p>Assessments could include a bias towards organisations the Fund team are familiar with (interview with one grantee).</p> <p>Compared to some other donors the Fund team were flexible and approachable throughout application and reporting processes (interviews with eight grantees, FWF).</p>
	(iv). How adequate are the systems for financial management and accountability of the women's organisations? Are there any improvements needed to the systems in place?	<p>The Fund team has demonstrated its ability to manage the distribution of funds to grantees (VfM Rubric).</p> <p>There were some issues around compliance with financial management and procurement guidelines by grantees due to their lack of understanding. The Fund team addressed these but in, at least one instance, this resulted in some damage to the relationship with the grantee (FWF, interview with one grantee).</p> <p>The MTR identified a lesson learned relating to ensuring enough time and effort was put into orientation around compliance before disbursement. The Fund team addressed this in subsequent rounds but, in at least one instance, this resulted in some damage to the relationship with the grantee (FWF).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	(v). How well are the Fund's human resources and technical assistance (personnel and skills) supporting program delivery? Does the Fund have appropriate HR structuring and resources to achieve its intended outcomes?	<p>Staff and technical assistance on the Fund have been fairly well-resourced.</p> <p>There have been some changes and adaptations to human resourcing in response to emerging needs on the program (FWF, Annual Report 2018).</p> <p>A key observation from the MTR is the high level of resources required to manage grantees, particularly those applying from rural remote areas who have little to no experience with funding to support women-led initiatives.</p> <p>The effectiveness of technical assistance is covered under <u>Section 5.2</u>. Technical assistance has been useful but there have been some challenges with absorptive capacity among grantees (FG, Capacity Development Advisers, FWF).</p> <p>Moving forward in the transitioning to independence additional resourcing may be required for resource mobilisation, MEL and grant management</p> <p>This will need to be considered in light of operational funding arrangements under independence (independent consultant).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	(vi). How well is the Fund being governed and managed and demonstrating accountability to beneficiaries and donors?	<p>The Fund is being governed in a transparent and effective way (Annual Report 2017, Annual Report 2018, Six Monthly Report January–June 2018, Six Monthly Report January–June 2019).</p> <p>The small size of the women's movement in Fiji brings some conflict of interest challenges as there are committee members who are also grantees (interview with one grantee).</p> <p>The Fund team has sought to maintain openness and transparency with DFAT, the grantees and the governance structures. This has helped to develop ownership and trust (Annual Report 2018, Pacific Women).</p> <p>To be eligible for funding through women's funds, national or regional funds the FWF will need to be seen as independent and not beholden to the agenda of one donor. This means that the composition of the Steering and Grants Committees will need to broaden. This is an issue that needs to be planned leading up to the transitional period (2022–2027) towards independence (Women's Fund Asia).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	<p>(vii). To what extent are the MEL systems on the project providing adequate qualitative and quantitative information? Has the Fund developed quality M&amp;E, communications, research and learning strategies and are these used to generate information for continuous program learning and improvement?</p>	<p>MEL under the Fund is well-developed but there is potential for improvement in some areas.</p> <p>The flexible approach allows grantees to employ their own approaches to MEL, rather than asserting controlling standards over them (MEL Plan, MEL Advisor, FWF). The reporting also gives a clear picture of the achievements of the grantees (Six Monthly Report January-June 2018, Six Monthly Report 2019, Annual Report 2017, Annual Report 2018).</p> <p>There are areas for improvement of the MEL system (beneficiary voices, need for numeric indicators and more reporting at whole-of-Fund level and on the ToC as a theory of how change occurs rather than just the quadrants). The report makes recommendations for improvements including simplification, assessing organisational capacity, analysing the implementation of the ToC as a theory of how change occurs, reporting against numeric indicators, empowering grantee MEL capacity, and developing an HR plan for MEL (MEL Plan, MEL Advisor).</p> <p>The Fund has performed well in using communications and branding to strengthen its identity and legitimacy and communicate with potential grantees (FWF, Annual Report 2018, Annual Report 2017, FWF Communications Presentation).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>There is a need to be mindful of the potential for a backlash from overtly feminist communications and adhere to 'do no harm' principles (DFAT).</p> <p>Moving forward towards independence, DFAT intends to take a more hands-off approach to communications which will be important to strengthen the independence of the Fund (DFAT).</p> <p>The Fund should continue to maintain its strong performance in developing the identity and profile of the Fund through branding and communications</p>
	EQ 4 How is the Fund moving towards sustainability?	<p>The review team found the Fund is moving towards sustainability. The Fund is making progress towards independence although challenges and risks remain. There is a need to promptly develop a plan for a transitional period leading into full independence. The Fund team, in collaboration with DFAT, are well placed to complete this work. The Fund has also supported the sustainability of organisations but should consider longer term core funding for some organisations and assisting with resource mobilisation.</p> <p><b>STRENGTH OF EVIDENCE – MODERATE</b></p>
Sustainability	(i). How well is the Fund developing its own identity and legitimacy?	<p>The Fund team has been intentional in creating an identity that will outlive the current period as DFAT program (FWF, Annual Report 2017, Annual Report 2018).</p> <p>The Fund became an Associate member of Prospera and is well networked into the global women's fund ecosystem (Women's Fund Asia, Annual Report 2018).</p>



DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
		<p>Several global and regional events have been attended by the Fund team, increasing the profile of the Fund (Annual Report 2017, Annual Report 2018).</p> <p>While DFAT has had a lot of oversight to date, it plans to move to a more hands-off approach in the last years of implementation to enhance the identity of the Fund as an independent entity (DFAT).</p>
	<p>(ii). To what extent is the Fund transitioning towards becoming an independent local entity and securing funding from donors, private sector, and local philanthropy. What could be done to support and strengthen this process?</p>	<p>The steps that the Fund has taken towards increasing ownership by the Fiji and global women's movement and strengthening identity and legitimacy are important parts of transitioning to independence by securing the role of the Fund in the Fiji women's movement.</p> <p>Several of the events which the Fund has participated in (as highlighted above) include heightened efforts to promote resource mobilisation (Annual Report 2017, Annual Report 2018).</p> <p>The women's funds such as Prospera and Women's Fund Asia have expressed interest in funding the FWF. Other donors, such as NZ, have also expressed interest (UAF A&amp;P, Women's Fund Asia).</p> <p>The Fund team has developed a localisation strategy and handover plan which was presented to the Steering Committee in March and August 2019 (Localisation Plan).</p>



Secondary Question <sup>38</sup>	Primary/Secondary Questions	DAC Criteria
<p>In its current form, the Fund is not eligible to receive funds through women's funds ecosystems. To be independent, the Fund needs to have multiple donors and not be beholden to a Government entity so that it can operate fully on the basis of a rights-based approach (UAF A&amp;P, Women's Fund Asia, FWF).</p> <p>The proposed approach to the transitional period (2022–2027) includes:</p> <ul style="list-style-type: none"> <li>• The Fund prepares a plan of priorities for DFAT sign off-on, including providing core funding for 2022–2027. The core funding is 'investment funding' provided in an upfront tranche that the Fund can invest.</li> <li>• Before this time, the Fund develops an organisational management and governance structure that enables it to seek other donor, women's fund and membership funding (MEL Consultant).</li> </ul> <p>The Fund considers whether it should be established as a regional Pacific or a national Fijian fund or two funds should be established. There are advantage and disadvantages to a regional and a national fund. A regional fund fits with the women's fund ecosystem but may not be able support rural women's organisations with enough attentiveness, whereas a national fund provides more intensive support but may not meet the requirements of the women's funds ecosystem (UAF A&amp;P)</p>		





DAC Criteria	Primary/Secondary Questions	Secondary Question <sup>38</sup>
	<p>(iii). How well is the Fund contributing towards the technical knowledge of grant recipients and long-term sustainability of the skills and capacities of organisations?</p>	<p>The Fund has made extensive contributions towards the technical knowledge of grant recipients and the long-term sustainability of organisations. The Fund has provided extensive support to grantees for capacity building through training and organisational development support (1 FGD, Capacity Development Advisers, FWF, 10 interviews with grantees, Six Monthly Report January–June 2018 and January–June 2019, Annual Report 2017, Annual Report 2017, Capacity Development Strategy).</p> <p>It was challenging to appropriately target capacity building activities due to grantee time commitments and it has been a lesson learned for the Fund that a more tailored approach focused on mentoring needs to be adopted (1 FGD, Capacity Development Advisers).</p> <p>In regard to the sustainability of the women's groups, networks and organisations supported by the Fund, the review team noted that the grantees are not dependent on the Fund for sustainability as they were already in existence. However, the FWF enabled them to take on new activities or localities (interviews with several grantees). The networking from their activities and participating in the Fund helped grantees become more sustainable by raising their profile and thus connecting them with other funders (interviews with two grantees)</p> <p>Short term funding for one Type B organisation was not helpful from a sustainability perspective (interview with one grantee).</p> <p>From a sustainability perspective, commercially orientated entities can take advantage of short-term small funding grants in a sustainable way (interview with two grantees).</p>

## ANNEX 7: UPDATED RISK MANAGEMENT MATRIX

Assumptions	Risks	Mitigation strategy	Implementation
The Fund can attract a sufficient volume of acceptable applications, especially from remote, rural and marginalised groups.	<p>Low absorptive capacity of implementing organisations or funding goes to less viable initiatives or those without the gender and women's empowerment focus.</p> <p>The Fund is unable to reach desired groups</p>	<p>Upfront investment in building middle level organisations to increase outreach as well the capacity development and accompaniment approach</p> <p>Ensure a focus on LGTBQI people and PWD</p> <p>Invest in a preparatory phase for new grantees to build readiness</p> <p>Be prepared to adapt and modify the approach as lessons are learnt</p>	<p>The Fund took some time to build up a sufficient volume of applications but was able to do so. Round 2 received a larger number of applications than Round 1. The Fund established a quota system (10 per cent) for disabled groups. The third round specifically targeted organisations in the North and East Districts and LGTBI people.</p>
Remote and marginalised groups want to be supported by larger women's groups, organisations, and networks	<p>As above, the Fund contributes to or creates tensions and power imbalances within the women's movement</p>		<p>Re-granting did not take place, except by the FDPF. However, Re-granting was one of two mechanisms included in the design (pp15-16), as below:</p> <p>The Fund will have two mechanisms for reaching women. The first will be through larger partnerships with organisations that are operational in rural and remote areas, or support networks of otherwise hard to reach women.</p>

Assumptions	Risks	Mitigation strategy	Implementation
			<p>These organisations may work directly or act as intermediaries for re-granting or capacity development assistance. The second mechanism will be through direct financial and non-financial assistance from the Fund to women's groups, organisations and networks of various sizes. Assistance may be provided directly by Fund or contracted through a third party. For example, accounting services may be contracted to manage financial support to networks that don't have their own financial management structure.</p> <p>In practical terms, the two mechanisms have turned into a single mechanism. That is, the Fund provides direct support to grantees. And in most cases, these grantees are working with large networks of hard to reach women.</p> <p>Tensions and power imbalances within the women's movement were not noted by the review team. As the Fund provided only direct support to grantees rather than support, re-granting tension between organisations was not noted. Moreover, many of the women in rural and remote areas were not previously linked to the women's movement.</p>



Assumptions	Risks	Mitigation strategy	Implementation
Larger women's organisations and other intermediaries want to and are able to build up their support to rural, remote and otherwise marginalised groups.	<p>Insufficient intermediary capacity or a slower pace of development than is desired.</p> <p>Middle level organisations are pushed into work and relationships that undermine their core business.</p>	<p>Steering Committee and Fund staff need to monitor this and be flexible and realistic in their expectations. Monitor through regular meetings with middle level organisations, as well as through grantee perception surveys. Ensure that any support to Type C grantees is properly resourced within Type A and B grants or provided directly by the Fund.</p>	<p>As stated above, the relationship between larger women's organisations and rural women and organisations occurred through direct support rather than re-granting.</p> <p>The grants were specifically targeted at supporting rural and marginalised women and all the grantees were willing to focus on this.</p> <p>Issues pertaining to developing relationships with rural women pertained to: difficulty and high cost of access; sensitivity around issues such as domestic and sexual violence; operating within local and governance hierarchies; urgent need for economic support before addressing other topics; and the short duration of grants affecting the ability of organisations to build up relationships with local women.</p>
Building the capacity of organisations leads to better programming.	Organisations will become overly diverted to management accountability requirements and will lose their focus on their work (and their accountability to their primary stakeholders).	<p>Capacity development strategies and capacity expectations must be mindful of size and type of activity. Grantee perception survey to solicit specific feedback on Fund implementation.</p>	<p>The review team found that this risk did play out with several grantees reporting that training was weighted towards compliance and management. The status of the Fund as a DFAT-funded project increased the requirements for compliance and, thus, the need for training. Other issues found regarding training were that grantees often failed to attend for training that they had specifically asked for.</p>



Assumptions	Risks	Mitigation strategy	Implementation
<p>The Fund will be able to affect change in all four quadrants given the independent grant focus.</p>	<p>Results are constrained or minimal because are being blocked at different points.</p>	<p>Fund and Steering Committee to do specific analysis periodically that maps activities across the quadrants. Calls for proposals or Fund-initiated work may be directed to areas of important gaps.</p> <p>Networking and relationship building to link Fund activities with the broader women's movement and development context.</p> <p>Sufficient and effective representation of the women's movement in the Steering Committee.</p> <p>There was more focus on individual quadrants than across quadrants.</p>	<p>The Fund was responsive to proposals from organisations containing their own initiatives. Not all grantees worked across the four quadrants. For those grantees that spend considerable time with rural women and their communities and working on several different types of initiatives including economic and social initiatives, the quadrants are relevant (e.g. RBTR or ADRA). For those grantees that implemented specific events or types of initiatives (e.g. Striders Rugby or Graduate Women), grantees sought funding for their own ideas from the Fund which had some overlap with the goals of the Fund. However, in adopting a partnership approach the Fund did not impose the approach of working across the four quadrants.</p> <p>In the reality of implementation, the four quadrants work more as an analytical tool than an approach to be prescribed on grantees. This is due to the fact that the Fund, as a provider of financial support for the women's movement, does not prescribe what grantees should do but, rather, works in partnership with their own initiatives. The nature of a movement</p>



Assumptions	Risks	Mitigation strategy	Implementation
			<p>is that it is shaped by the aspirations and activities of its members, rather than by predetermined by externally imposed objectives. Once the Fund moves to an independence with multiple donors, it will be more empowered to work in partnership with grantees to determine its direction and the activities it supports.</p> <p>Assessment of the four quadrants has not been included in progress reports but, rather, in particular analytical reports and activities such as the promising practices reports and the annual reflections. Moving forward, the four quadrants should be a useful framework to assess the overall effect of the Fund after a substantial period of implementation has occurred, such as in an impact assessment.</p>
<p>The Fund will be able to link up work across the four quadrants - for change in one quadrant, work in another quadrant may be needed (e.g. the entry point for a women's economic empowerment activity might be access to resources but changes in formal policy are needed).</p>	<p>As above, the grants approach risks work being ad-hoc or siloed.</p>	<p>As above, annual learning events are used to build collective understanding and action. Explicit capacity development activities facilitate grantees to see their work in a broader perspective and identify how to link up with others working on the same issues but focussing on a different dimension of change (different quadrant). Fund staff are proactive in identifying potential for linkages and any additional work that needs to be done. There was more focus on individual quadrants than across quadrants.</p>	<p>See above. Annual learning events have been used to analyse project progress using the four quadrants as an analytical framework.</p>



Assumptions	Risks	Mitigation strategy	Implementation
<p>Working with small women's groups will be able to contribute to shifts in social norms, including within the groups themselves.</p>	<p>The tension between family welfare models based on traditional gender roles and a gender equality approach may bring conflict or other negative consequences.</p>	<p>Gender and women's empowerment package emphasises whole-of- community approach, engaging men and power holders.</p> <p>Connection to each other and the wider women's movement is expected to bring more influence and support. Grantee selection and preparation is important – care needs to be taken that they are not reinforcing traditional gender roles.</p>	<p>There were some notable successes in working with rural women in shifting social norms. Several grantees found that it was useful to approach economic issues first before delving into other more sensitive topics. However, the short duration of some grants called into question the sustainability of benefits.</p>
<p>Local ownership of Fund can be developed even though it is a donor-driven initiative. The governance structure drives accountability and transparency</p>	<p>The localisation process will not happen. The Fund is not able to attract other donor funding. The Fund is not known or lacks legitimacy</p>	<p>The Fund should proactively work with the local women's movement in developing the localisation strategy.</p> <p>Ensure strong representation of the women's movement in the Steering Committee so they are formally engaged from the beginning, and build up Fund management capacities, its independent brand, local ownership, and the necessary relationships for this to happen.</p>	<p>The Fund has worked hard to promote national ownership. The Fund has attended and contributed to numerous relevant events such as International Women's Day, participated in the MWCOPA's national Women's Expo and is recognised by other women's rights and women's empowerment organisations in Fiji.</p> <p>DFAT has had such a major funding role in supporting CSO development in Fiji that being associated with DFAT is not necessarily a disadvantage in regard to ownership by civil society.</p>



Assumptions	Risks	Mitigation strategy	Implementation
			<p>While the Fund has good relationships, contracting arrangements have precluded it from attracting other funding in its current form. This should be addressed with a transition plan moving forward, whereby scope is provided for DFAT to act as one of several donors enabling the Fund to build up a foundation of ongoing financial support from women's funds and other donors. The two levels of decision making and broad representation from donors, academia, CSOs, DFAT, GoF, and members of the public who can demonstrate a commitment to advancement of gender equality have facilitated strong governance and accountability.</p>





## ANNEX 8: CASE STUDIES ON THE FOUR QUADRANTS

### Case Study – House of Sarah

The House of Sarah is a Type A grantee awarded AUD160,000 to conduct the Preventing Violence Against Women in Fiji's Faith Settings (PVAWFFS) project from 2018–2020. The project specifically targets 47 women and 16 men in three Anglican Church pilot parishes working to change attitudes and behavior through Bible studies and other community activity tools. The project is based on the Sasa Faith Model that originated in Uganda and has been adapted to Fiji's context using a gender and human relations curriculum developed by Uniting World. Through the project, Community Action Groups have been set up and Community Activists trained to take the lead in the community to end violence against women and girls.

#### Shifting men's and women's consciousness

Seven men have been engaged as Community Activists during the first phase of the project. As a result of the training, the men have reported a change in their behavior towards their wives adopting a more considerate approach. This has been attributed to a shift in awareness on power relations. Community Activist, Samuela Viaviaturaga, 57, of Marata Settlement, has spoken of a change in his behavior since he was trained as a community activist in August. The change he says came from the realisation that he had power and that he could use that power to help his wife with the housework and to speak out against violence against women and children in their community. He said the first phase of the community activity allowed them to discuss images which depict the power relationship between men and women and generate a lot of discussion about how this power contributes to gender-based violence.

#### Challenging informal social and cultural norms and history of exclusionary practice

One of the pilot communities identified shifts in the behavior of the village youth as a direct result of the project. Up until the project intervention, young males from the village were known to get drunk at the weekend and harass the single mothers in the community. The project allowed the Police to work with the Community Activists and the Community Action group to discuss ways to end violence against women and girls. As a result, the Police have taken a greater interest in the community and have stopped the illegal sale of alcohol in the community. This has led to a reduction in drunk youths at the weekend and also a faster response time from the Police when an incident occurs in the community. The single mothers in the community have reported feeling a lot safer as a result of the project.

#### One of the women in the community, 53 year-old Matata, said:

'Previously, women, particularly single mothers like me, used to live in fear because of the aggressive behaviour of drunken men from the community. This is normal every weekend and no one would be bold enough to inform Police for fear of retaliation from these men. However, when the project started, we attended the training and learnt about having 'power within' ourselves. Feeling empowered and knowing our rights, we then started informing Police and we really appreciate their immediate response. This is, I believe, because of the good relationship our community has with Police through this project. I want to say that we now enjoy our weekends with our families and are no longer harassed by drunkards.'



## Case Study – House of Sarah

### Case Study – ADRA Vanuabalavu

The Adventist Development Relief Agency (ADRA) was given a grant of AUD96,000 to run a Women Economic Empowerment and Innovative Leadership project in Vanuabalavu. The project aimed to increase women's economic opportunities and improve their participation in leadership and decision making. The project targeted four villages with a total of 91 households. An evaluation team noted the following observations:

- The women from Vanuabalavu learned of the Fund when a team visited the islands in 2018. They would not have heard of the Fund otherwise.
- The women requested that ADRA act as an intermediary to manage the funds and the project. ADRA had an established presence in Vanuabalavu through a three-year environmental project. The FWF supported the project built on an existing trust relationship with the intermediary.
- There was mixed messaging around the amount of funds available to the grantees. Some thought grant amount was AUD25,000.
- ADRA had requested AUD450,000 to work with all the 16 villages but was asked by the Fund to revise their project proposal. The four women's groups selected had existing income generation activities at the time the project was proposed.

### Shifting men's and women's consciousness

One of the activities under the project was to raise awareness on GESI, sexual reproductive health and EAW. Awareness sessions were conducted in all 14 villages by a representative from the Department of Women, the Reproductive and Family Health Association and the Fiji Police Force. The ADRA Project Manager used social activities in the evening to discuss GESI and answer questions from members of the community. These sessions led to a shift in women's and men's consciousness which resulted in the acceptance of a transgender woman who wanted to be involved in the women's income generation project. Traditional women leaders had initially walked out of consultations conducted by ADRA with women during the early stages of the Project, but they came back to show their support after ongoing talks with the Project Manager. As a result, a new organisation to represent the women's income generation projects, the Vanuabalavu Women's Association, has been registered with a craft show scheduled for May, 2020.

### Increasing women's access to resources

The support has contributed to establishing income generation projects for women groups in four villages. Personal savings accounts were opened for 22 women, club accounts were opened for the income generation projects, and women have been included as signatories and trustees for the school and hospital bank accounts. Prior to the project, the trustees for the school and hospital were men from the village based in Suva. The end of project evaluation noted that women have learned simple financial disciplines and tools to grow small scale businesses. The project was only for 10 months which was not enough time to assess the impact or the returns from the income generation projects.

### Challenging informal social and cultural norms and history of exclusionary practice

In the short 10-month period of this project, the women and men in the community embraced the involvement of a transgender woman in the women's income generation activity. The women registered the Vanuabalavu Women's Association identified as more representative of their interests in comparison to the traditional Soqosoqo Vakamarama and women have replaced men on the School and Hospital Board. These reflect significant shifts in cultural norms where, in the past, hierarchy and chiefly status and male privilege has determined who speaks for the women and where women are allowed to speak, as well as the involvement of LGBTQI people in community activities.



# ANNEX 9: FWF 2019 PERFORMANCE – VALUE FOR MONEY (VFM) RUBRIC

The MEL Advisor assessed the Fund's performance against each VFM standard with the assessed rating highlighted in bold.

4 E's	Principles and Standards	High Level (A) Very strong performance without gaps or weaknesses	Adequate (B) Acceptable performance with no significant gaps or weaknesses	Poor (C) Performance is unacceptably weak with significant gaps
<b>Efficiency and relevance</b>	Appropriate selection of strategies, activities and outputs to be delivered	Evidence-based decision making	The extent to which interventions are based on evidence: i.e. contextual analysis drives/feeds into interventions and strategies	
			<b>More than 75 per cent of grantees demonstrate that contextual analysis feeds into interventions and strategies</b>	Between 50–75 per cent of grantees demonstrate that contextual analysis feeds into interventions and strategies
	Proportionality	The extent of adherence to the grantee plans for delivering interventions		Less than 50 per cent of grantees demonstrate that contextual analysis feeds into interventions and strategies
		<b>More than 75 per cent of grantees adhere to their plans for delivering interventions</b>	Between 50–75 per cent of grantees adhere to their plans for delivering interventions	Less than 50 per cent of grantees adhere to their plans for delivering interventions



4 E's	Principles and Standards		High Level (A)	Adequate (B)	Poor (C)
	Effectiveness in how well outputs are converted to outcomes and impacts	Results focus	Very strong performance without gaps or weaknesses	Acceptable performance with no significant gaps or weaknesses	Performance is unacceptably weak with significant gaps
<b>Effectiveness, impact and sustainability</b>		Results focus	The extent to which there is a result focus, and outputs are delivering the intended outcomes	Less than 50 per cent of grantee plans have comprehensive performance and risk management processes in place, with evidence of their use	
			<b>More than 75 per cent of grantees are delivering interventions in accordance with grantee plans, and achieving the intended outcomes</b>	Between 50-75 per cent of grantees are delivering interventions in accordance with grantee plans, and achieving the intended outcomes	
		Performance and risk management	The extent to which there are performance and risk management processes in place	<b>Less than 50 per cent of grantee plans have comprehensive performance and risk management processes in place, with evidence of their use</b>	
			More than 75 per cent of grantee plans have comprehensive performance and risk management processes in place, with evidence of their use	Between 50-75 per cent of grantee plans have comprehensive performance and risk management processes in place, with evidence of their use	
<b>Economy</b>		Experimentation and innovation	The extent to which there is experimentation and innovation	See below for definition of experimentation and innovation	
			<b>More than 75 per cent of grantees can demonstrate at least one innovation</b>	Between 50-75 per cent of grantees can demonstrate at least one innovation	Less than 50 per cent of grantees can demonstrate at least one innovation
		Cost consciousness	The extent to which cost consciousness principles are applied in Fiji Women's Fund program management. See below for definition of cost consciousness.	Less than 50 per cent of grantees have cost consciousness principles embedded in all aspects of program management	
			<b>More than 75 per cent of grantees have cost consciousness principles embedded in all aspects of program management</b>	Between 50-75 per cent of grantees have cost consciousness principles embedded in all aspects of program management	Less than 50 per cent of grantees have cost consciousness principles embedded in all aspects of program management
		Encouraging competition	The extent to which competition is practiced in procurement	Less than 50 per cent of grantee show evidence that competition is practiced in procurement	
			<b>More than 75 per cent of grantees show evidence that competition is practiced in procurement</b>	Between 50-75 per cent of grantee show evidence that competition is practiced in procurement	Less than 50 per cent of grantee show evidence that competition is practiced in procurement

4 E's	Principles and Standards	High Level (A) Very strong performance without gaps or weaknesses	Adequate (B) Acceptable performance with no significant gaps or weaknesses	Poor (C) Performance is unacceptably weak with significant gaps
<b>Ethics</b>	Ethical and Equitable practices	The extent to which accountability mechanisms (e.g. reviews, reporting to FWF) are in place		
		<b>More than 75 per cent of grantees have these mechanisms in place</b>	Between 50-75 per cent of grantees have these mechanisms in place	Less than 50 per cent of grantees have these mechanisms in place
	Grantee ownership	The extent to which there is country ownership and relevance		
		<b>More than 75 per cent of grantee plans demonstrate cultural and beneficiary relevance</b>	Between 50-75 per cent of grantee plans demonstrate cultural and beneficiary relevance	Less than 50 per cent of grantee plans demonstrate cultural and beneficiary relevance
	Equity	The extent to which marginalised groups (poor, socially excluded, persons with disabilities) are reached by program interventions		
		<b>More than 75 per cent of grantees can show evidence that they reach at least 2 of the groups</b>	Between 50-75 per cent of grantees can show evidence that they reach at least 2 of the groups	Less than 50 per cent of grantees can show evidence that they reach at least 2 of the groups



**FIJI WOMEN'S FUND**

[www.fijiwomensfund.org](http://www.fijiwomensfund.org)