

**Joint DFAT-MFAT Independent Evaluation of the Fiji Women's Crisis Centre 2015  
MANAGEMENT RESPONSE**

**Investment Summary**

<b>Investment Name</b>	<b>Fiji Women's Crisis Centre Phase 5</b>		
AidWorks initiative number	INI598		
Commencement date	30 May 2009	Completion date	30 June 2016
Total Australian \$	AUD8,749,310.92 [AUD6,503,310.92 expense to date]		
Total other \$	FJD3.8 million (approximately AUD2.4million) by MFAT		
Delivery organisation(s)	Fiji Women's Crisis Centre		
Implementing partner(s)	Fiji Women's Crisis Centre		
Country/Region	Fiji and Pacific Regional		
Primary sector	Health		

Investment Name	Fiji Women's Crisis Centre Phase 5
Initiative objective/s	<p>FWCC's overall <i>goal</i> is to:</p> <p><i>Eliminate all forms of VAW in Fiji and the Pacific region using a human rights and development framework.</i></p> <p>FWCC has two high level objectives:</p> <ol style="list-style-type: none"> <li>1. Reduce individual and institutional tolerance of violence against women.</li> <li>2. Increase the availability of appropriate services.</li> </ol> <p>The program is organised around five inter-related, mutually supporting components/result areas. The intended <i>outcomes</i> of work in these areas are:</p> <ol style="list-style-type: none"> <li>1. Women are more aware of their rights and are empowered to make changes in their lives.</li> <li>2. Increased awareness, understanding and skills to prevent and respond to violence against women by male advocates for women's rights, community leaders and members and other service providers.</li> <li>3. Increased awareness, understanding and skills to prevent and respond to violence against women by regional network members and other stakeholders across the Pacific region.</li> <li>4. Key agencies influenced to improve policy, legislation and services.</li> <li>5. Accessible services to prevent and respond to violence against women.</li> </ol> <p>Programming to achieve the above results is focused on:</p> <ul style="list-style-type: none"> <li>• Coordination, counselling, advocacy and support services to women.</li> <li>• Community education, male advocacy and training of other agencies.</li> <li>• Regional training, advisory, networking and institutional services to strengthen efforts to address VAW in the region.</li> <li>• Advocacy, research, campaigning and community education for policy and legislative change.</li> <li>• Management and capacity development of all FWCC branches.</li> </ul>

## Evaluation Summary

### Program effectiveness

Overall, FWCC has effectively delivered the outputs within the scope of the evaluation (Components 3 & 5) and has made solid progress towards achieving intended short-term outcomes in these component areas.

FWCC plays an essential role in building the capacities of Pacific Elimination of Violence Against Women (EVAW) advocates and organisations to deliver rights-based services. Stakeholders considered the Regional Training Program (RTP) effective in raising awareness, transforming attitudes, and increasing knowledge and skills to prevent and respond to violence against women. Through its role as Managing Agent, FWCC has effectively provided institutional support for the Vanuatu Women's Centre (VWC) and the Women and Children's Crisis Centre (WCCC) in Tonga, which has enabled transfers of good practices and the development of robust organisational systems, leading to improved services and reduced tolerance of violence against women in those countries.<sup>1</sup> There is also evidence that the capacity support provided to individuals and organisations throughout the region, through training, attachments and mentoring, has contributed to strengthening VAW prevention and responses.

There is evidence that FWCC's Branches are providing accessible services to prevent and respond to violence against women in Fiji, and that Branch management and support systems have effectively contributed to the development of quality, integrated services, including strong, rights-based crisis counselling and advocacy, and community education.

There is some evidence that a more explicitly planned approach, including continuing to strengthen partnerships with key actors, would complement the existing demand-driven approaches at all levels, and would strengthen FWCC's leadership role in aligning rights-based prevention and response efforts with Pacific goals on EVAW, including national plans on EVAW. The full benefits of the Pacific Women's Network against Violence against Women would be more effective with explicit terms of reference and strategy that clarifies the Network's governance, management and operations, membership benefits and contributions, and resource requirements to reach shared goals.

### Program impacts

FWCC has made a significant contribution toward building the human resource capacity for eliminating violence against women and has been instrumental in the development of rights-based, gender transformative services that are accessed by increasing numbers of people. EVAW actors in the region – including community members and those working with survivors in institutional contexts – articulated an understanding of gender inequality as the foundation of violence against women, and indicated they have increased confidence in confronting violence-supportive norms.

FWCC's focus and approaches to strengthening duty-bearing institutions, including by developing skills, knowledge and attitudes of police and prosecutors, has had a strong impact on individual officers, and there is evidence of institutional shifts. FWCC's Branch and regional capacity support, including through its Managing Agent role, has enabled partners and Branches to strengthen prevention and response efforts, which has promoted movement toward greater social awareness of VAW. FWCC's partners are recognised advocates calling for legislation aimed at better safeguarding women and protecting their rights.

There is evidence that strategies to refine and build on the gains of some programs, such as the RTP and community education, through more structured follow-up and support, would enhance impact. Strengthening institutional collaboration in Fiji and the region between Branch level

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<sup>1</sup> FWCC served as an intermediary organisation that managed and channelled (DFAT) funds on behalf of two partner organisations (VWC from 2002 – 2012, and Tonga WCCC in Tonga from 2014 – present).

stakeholder mechanisms and other mechanisms (such as the Pacific Islands Forum Reference Group to Address Sexual And Gender Based Violence, and the Fiji Inter-Agency Taskforce on the Elimination of Violence Against Women and Children), would provide further opportunities to leverage the Centre's work for positive change.

### **Program efficiency**

FWCC's management and delivery of Branch development activities and regional training, networking and institutional support has been mostly efficient. Steady donor partnership and harmonised reporting processes have contributed to FWCC's ability to deliver its programs, including through sharing and replicating tested approaches and systems, and it has increased the coherence among organisations in the regional Network and among the Fiji Branches.

A greater focus on strengthening strategic and collaborative approaches of resource pooling and coordination, concentrating on training more trainers, and intensifying the development and dissemination of adaptable tools would potentially increase efficiency and further expand FWCC's strategic importance. A more managed approach to the provision of support, versus the current approach mainly responding to demand may help reduce program costs.

### **Program sustainability**

FWCC's contributions to the development of policies, plans, and rights-based services for its network partners, especially Vanuatu Women's Centre (VWC) and Women and Children's Crisis Centre (WCCC) of Tonga, is an important ingredient in safeguarding longer-term EVAW outcomes and achievements in the region. There is evidence that these strong partnerships are contributing to changes and that the solidarity in the region is important for sustaining the impacts.

FWCC's organisational sustainability strategies include a focus on mentoring and building the capacity of its senior HQ and Branch staff through training in counselling, advocacy and rights-based approaches, and providing opportunities for local, regional and international exposure. Continuing to expand leadership development and management capabilities among Branch Project Officers and other senior staff, and ensuring organisational processes and approaches are well documented, would support ongoing sustainability of the program's outcomes.

The framework and processes of the Pacific Network could be strengthened to enhance sustainability and ensure it is operating to its full potential. A documented plan outlining shared goals, outcomes, approaches and resources would contribute to sustaining the investments in regional support to EVAW.

### **Evaluation Objective:**

The independent evaluation of the FWCC program was conducted to:

- assess the efficiency, effectiveness, and sustainability of FWCC's regional and branch activities and approaches in responding to VAW.
- assess the efficiency, effectiveness and sustainability of FWCC's regional and branch management and governance approaches and processes, given its expanding role nationally and in the region.
- assess changes in the Pacific region and at the Branch level resulting from FWCC's work, and
- add to the existing evidence base and provide recommendations and lessons that will inform and shape Australia (DFAT) and New Zealand's (MFAT's) future engagement with FWCC.

**Evaluation Completion Date:** 1 June 2015

**Evaluation Team:** Margot Szamier (Team Leader), Sue Finucane<sup>2</sup> (Gender-based Violence Specialist), Daiana Taoba (Research Assistant) and Nilesch Goundar (DFAT Evaluation Manager).

An Evaluation Reference group (ERG) guided and enhanced the quality of the evaluation by peer reviewing and providing impartial and constructive feedback on the products of the evaluation, endorsing the reports and increasing participation and ownership. Specific roles and responsibilities of the ERG included:

1. -Providing input to the Evaluation TOR
2. -Contributing to the selection of evaluation questions
3. -Providing comments on the evaluation plan, aid memoire and draft reports; and
4. -Ensuring the final draft meets the DFAT and MFAT quality standards

The composition of the ERG was as follows and was chaired by DFAT:

Name	Position and Organisation	Email
Solstice Middleby	Regional Counsellor Australia's Department of Foreign Affairs and Trade, Suva	<a href="mailto:Solstice.Middleby@dfat.gov.au">Solstice.Middleby@dfat.gov.au</a>
Nilesch Goundar	Program Manager , Australia's Department of Foreign Affairs and Trade, Suva	<a href="mailto:Nilesch.goundar@dfat.gov.au">Nilesch.goundar@dfat.gov.au</a>
Willy Morrell	First Secretary Development (Fiji & Tuvalu) New Zealand High Commission Suva	<a href="mailto:Willy.Morrell@mfat.govt.nz">Willy.Morrell@mfat.govt.nz</a>
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Shamima Ali	Coordinator, Fiji Women's Crisis Centre	<a href="mailto:fwcc.shamima@gmail.com">fwcc.shamima@gmail.com</a>
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<sup>2</sup> Ms Finucane participated in the field visits to Fiji and Tonga and provided inputs to the draft report. The Team Leader completed the report.

## DFAT's response to the evaluation report

- The final report submitted by the review team meets DFAT's quality criteria guidance on evaluation reports. It addresses the terms of reference and incorporates feedback on the draft. The report reflects an understanding of most of the key issues, the rationale for the majority of recommendations is provided and there is an executive summary for decision-makers. The style, format and writing is clear and concise.
- The evaluation concluded that FWCC's gender transformative, rights-based training raises awareness, transforms attitudes, motivates individuals to confront violence-supportive social norms, and increases the knowledge and skills needed to prevent and respond to violence against women.
- FWCC has made a significant contribution to building human resource capacity for EVAW and the development of rights-based, gender transformative services that are accessed by increasing numbers of people. Its activities and support, including solidarity with human rights advocates, has translated into expanded services in the Pacific. FWCC's approaches to strengthening duty-bearing institutions, including by developing skills, knowledge and attitudes of police and prosecutors, has had an impact on individual officers, and there is evidence of pockets of institutional shifts. More engagement in formal platforms and collaborative efforts in Fiji and the region could support greater institutional change.
- The effectiveness and strategic value of FWCC's Pacific training programs would be enhanced through better coordination with Pacific institutions and sectors, and development of a documented recruitment strategy and process. Improvements to the M&E system to enable it to better track information on regional, national and sectoral training, including coverage and gaps, and building FWCC's capacity to use the system to support analysis and guide recruitment decision-making, would enhance effectiveness.
- FWCC's specialised training is effective in facilitating integrated approaches to EVAW. Expanding the course options for groups from the justice, health and education sectors, tailoring shorter courses for senior professionals, and continuing to support police and male advocates, would support contributions towards broader EVAW goals.
- The full benefits and effectiveness of the Pacific Network against Violence Against Women (PNAVAW) may be limited by the absence of a clear Terms of Reference. An explicit framework and strategy, based on the needs and priorities of current and potential members, that clarifies the Network's structure (governance, management and operations), goals and outcomes, approaches to exchanges of information and services, resourcing requirements, membership benefits, and accountability mechanisms, would enhance FWCC's ability to build on its regional efforts and momentum to achieve its outcomes.
- FWCC's institutional and service development support to the VWC and WCCC, through the Managing Agent role, effectively contributed to the development of robust systems and services for VWC and WCCC, based on human rights principles and a gender analysis of violence against women. Developing process guidelines for FWCC staff, and a resource kit for partners, that consolidate FWCC's lessons on the provision of institutional capacity support (including through its Managing Agent role) would increase the ongoing effectiveness of the approach, and its ability to be replicated. This would also ensure the tools and practices remain consistent, efficient and sustainable, and support measurement of performance and outcomes for all partners.
- FWCC's Branches are providing accessible, responsive services that prevent and respond to violence against women, based on approaches grounded in human rights. The integrated approach to counselling and advocacy is considered to be of good quality. Branch staff routinely advocate on behalf of women survivors with individuals in police, courts, social welfare and other agencies, and lodge complaints to report poor attitudes and practice of police and court staff.

- Community Education (CE) has operated on a largely outputs basis. There is scope to refine CE programming through better monitoring and evaluation of its outcomes and impacts, including for different target groups, and using this information to tailor follow-up and improvements to CE programs.
- The evaluation report presents opportunities to further strengthen and consolidate FWCC's operations, including its activities, institutional structures and monitoring approach. The Phase Six FWCC Program Design process provides a timely and appropriate mechanism for integration of the evaluation recommendations into the next phase of DFAT's support for FWCC.

**DFAT's response to the specific recommendations made in the report:**

Recommendation	Thematic Area	Response	Actions	Responsibility
1. Increase RTP's strategic impact and contributions to shared Pacific outcomes through developing a 3 to 5 year strategy for targeting participants, based on country, sector and organisation, balanced with flexibility to respond to specific country needs and demand.	Regional Training	Agree	DFAT and FWCC to address this during Phase 6 design and implementation.	FWCC
2. Design, in cooperation with Network partners, a strategy to monitor, further develop, and build on the gains of the RTP through establishing supportive institutional relationships with host organisations. This strategy should include increasing opportunities for refresher training, promoting alumni networking, and disseminating information, resources and tools.	Regional Training	Agree	DFAT and FWCC to address this during Phase 6 design and implementation.	FWCC



<p>3. Continue to lead the development of a qualified EVAW workforce in the Pacific through scaling up gender transformative, rights-based training for relevant institutions, sectors and countries, using tested methods and resources. Explore synergies with sector wide approaches (for example in Justice) to increase impact.</p>	Regional Training	Agree	This is in place for the law enforcement sector. Opportunities for extension to other sectors to be addressed during Phase 6 design and implementation.	FWCC
<p>4. Increase the pool of Pacific experts able to deliver and implement the expansion of gender-transformative, rights based training and accelerated Training of Trainers. Clarify the role, strategy, structure, resources of Feminist Learning, Advocacy &amp; Research and Empowerment (FLARE) and develop an accompanying implementation plan to ensure it achieves its goals and avoids duplication with FWCC's other efforts.</p>	Regional Training	Agree	DFAT and FWCC to address this during Phase 6 design and implementation.	FWCC

<p>5. Develop a terms of reference and five-year plan for the Pacific Network Against Violence Against Women (PNAVAW) that specifies the roles and responsibilities of members and the Secretariat, goals and outcomes, milestones, human and financial resourcing requirements, membership benefits and strategies for engagement throughout the Pacific.</p>	<p>Regional networking and support</p>	<p>Agree</p>	<p>DFAT and FWCC to address this during Phase 6 design and implementation.</p>	<p>FWCC</p>
<p>6. Prepare a strategy for engaging with and providing support to regional organisations that clearly enables an assessment of benefits and risks (a program investment decision matrix) and mutual accountability, to support more efficient use of human and financial resources. Establishing a 'package' of member support services, and the costs (varied by country), could enhance efficiency and facilitate robust testing and demonstration of the approaches and tools.</p>	<p>Regional networking and support</p>	<p>Partially Agree. Clearer definition of selection criteria and prioritisation of provision of operational support to regional organisations is needed. Further discussion on the establishment of a costed 'package' of services is suggested.</p>	<p>DFAT and FWCC to address this during Phase 6 design and implementation.</p> <p>DFAT notes work is underway on costing services for EVAW through the PIFS Special Reference Group on EVAW that FWCC Chairs.</p>	<p>FWCC</p>

<p>7. Develop process guidelines and an accompanying resource kit for the development of, and appropriate rights-based EAW services. Use the guidelines to support practice quality and monitoring, and to inform decision-making on initiating Managing Agent relationships.</p>	<p>Regional networking and support</p>	<p>Partially Agree. Establishing EAW practice standards could be resource-intensive and requires buy-in and ownership from a range of stakeholders including national governments and institutions.</p>	<p>DFAT and FWCC to address this during Phase 6 design and implementation.</p> <p>[There may be synergies with UN Women's toolkit for EAW programming and Fiji's Multi-stakeholder Taskforce on EAW].</p>	<p>FWCC</p>
<p>8. Invest in Branch capacity development through establishing tailored capacity development plans and Monitoring and Evaluation (M&amp;E) frameworks that reflect differences in capability and context (locally available resources, priorities, constraints, and partners).</p>	<p>Regional networking and support</p>	<p>Agree</p>	<p>DFAT, MFAT and FWCC to address this during Phase 6 design and implementation.</p>	<p>FWCC</p>

9. Undertake annual Branch-based participatory planning, in partnership with local stakeholders, to promote more active engagement, stronger partnerships, and improved accountability and outcomes.	Branch/organisational capacity building	Agree	DFAT, MFAT and FWCC to address this during Phase 6 design and implementation.	FWCC
10. Continue to participate, provide leadership and human rights expertise in the Fiji Inter-Agency Taskforce on the Elimination of Violence Against Women and Children and the Pacific Islands Forum Reference Group to Address Sexual and Gender Based Violence, including in the development of the Fiji national EVAW Policy and the Service Protocol for victims of violence committed against women and children.	Branch/organisational capacity building	Agree	FWCC is already in this role.	FWCC

11. Disseminate FWCC's major VAW prevalence study, Somebody's Life, Everybody's Business, more widely and develop tailored information, education and communication materials for use with specific audiences.	Branch/organisational capacity building	Agree	DFAT and FWCC to address this during Phase 6 design and implementation. FWCC needs to prepare target audience briefs and other relevant communications and training materials.	FWCC
12. Harmonise FWCC's M&E system so that it better links data on outputs to progress toward intended outcomes and impact. Ensure that the system is user-friendly and designed to routinely provide robust information to Project Officers and senior managers on issues of strategic relevance and learning, and agreed standards of achievement of program outcomes.	Branch/organisational capacity building	Agree	DFAT, MFAT and FWCC to address this during Phase 6 design and implementation.	FWCC