



Health Resource Facility
for Australia's Aid Program

Joint DFAT-MFAT Independent Evaluation of the Fiji Women's Crisis Centre

Final Report

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Acronyms

AusAID	Australian Agency for International Development
CE	Community Education
COP	Community of practice
CSO	Civil society organisation
DFAT	Australia Department of Foreign Affairs and Trade
ERG	Evaluation reference Group
EVAW	Elimination of Violence Against Women
FLARE	Feminist Learning, Advocacy & Research and Empowerment
FSM	Federated States of Micronesia
FWCC	Fiji Women's Crisis Centre
HQ	Headquarter
ICRW	International Centre for Research on Women
M&E	Monitoring and Evaluation
MFAT	New Zealand Ministry of Foreign Affairs and Trade
ODE	Office of Development Effectiveness
PNG	Papua New Guinea
PPDVP	Pacific Prevention of Domestic Violence Program
PWNAVAW	Pacific Women's Network against Violence Against Women
RTP	Regional Training Program
SPC	Secretariat of the Pacific Community
ToT	Training of Trainers
VAW	Violence against women
WVC	Vanuatu Women's Centre
WCCC	Women and Children's Crisis Centre

Executive Summary

Introduction

The goal of the Fiji Women's Crisis Centre (FWCC) is to eliminate violence against women in Fiji and throughout the Pacific region. To achieve this goal, FWCC provides crisis counselling, advocacy, training and community education in Fiji, through its Suva-based headquarters and four Branches around the country. As the Secretariat of the Pacific Network against Violence against Women, FWCC also provides training, mentoring and institutional capacity building to individuals and organisations that are working to eliminate Violence Against Women (VAW) in the Pacific region.

Australia's Department of Foreign Affairs and Trade (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT) provide funds to FWCC to implement their services and programs. Through their partnership with FWCC, DFAT contributed AUD\$6 million of core funding over six years (2009 – June 2015). Australia also provided an additional AUD\$2.42 million under a Special Budget Measure in 2013, and has committed \$1.5m under Pacific Women Shaping Pacific Development in 2015. The New Zealand MFAT provided FJ\$3.8 million (approximately AUD\$2.4million) to support the operations and programs of FWCC's four Branches over the same period.

An evaluation was commissioned by DFAT and MFAT to independently assess the effectiveness, impacts, efficiency, and sustainability of two components of FWCC's overall program. Specifically, the evaluation appraised FWCC's regional training, advisory, networking and institutional services component (Component 3), and the management and capacity development of its Branches (Component 5).¹

The evaluation was conducted between February and March 2015 and involved a desk review, site visits to two of FWCC's Network partners in Vanuatu and Tonga, and two Branches in Fiji, qualitative interviews and focus groups, and an in-person survey administered to FWCC staff and stakeholders who had participated in the evaluation interviews.

Evaluation findings and conclusions

Program effectiveness

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

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.² 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.

¹ Refer to page 2 for the structure of FWCC's program.

² 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).

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 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 WWC and WCCC, 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.

Recommendations

Based on the findings and conclusions, the evaluation makes the following recommendations (grouped thematically):

Regional training

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.
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.
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.
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 & Research and Empowerment (FLARE) and develop an accompanying implementation plan to ensure it achieves its goals and avoids duplication with FWCC's other efforts.

Regional networking and support

5. Develop a terms of reference and five-year plan for the Pacific Network Against Violence Against Women (PWNAVAW) 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.
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.

7. Develop process guidelines and an accompanying resource kit for the development of, and appropriate rights-based ERAW services. Use the guidelines to support practice quality and monitoring, and to inform decision-making on initiating Managing Agent relationships.

Branch/organisational capacity building

8. Invest in Branch capacity development through establishing tailored capacity development plans and Monitoring and Evaluation (M&E) frameworks that reflect differences in capability and context (locally available resources, priorities, constraints, and partners).
9. Undertake annual Branch-based participatory planning, in partnership with local stakeholders, to promote more active engagement, stronger partnerships, and improved accountability and outcomes.
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 ERAW Policy and the Service Protocol for victims of violence committed against women and children.
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.
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.

1. Background

1.1. Context

Violence against Women (VAW) in Fiji and the Pacific is severe and pervasive, and a fundamental violation of human rights. Research undertaken by Fiji Women's Crisis Centre (FWCC) found that Fiji's rates of violence against women and girls are among the very highest in the world. The report, *Somebody's Life, Everybody's Business: National Research on Women's Health and Life Experiences in Fiji*, states:

- 64 per cent of women who have ever been in an intimate relationship have experienced physical and/or sexual violence by a husband or intimate partner in their lifetime.
- 61 per cent of women who have ever been in an intimate relationship were physically attacked and 34 per cent were sexually abused in their lifetime.
- 24 per cent are suffering from physical or sexual partner violence today.
- There are high rates of emotional abuse: 58 per cent of ever-partnered women experienced emotional violence in their lifetime, and 29 per cent in the previous 12 months before the survey.
- Overall, 72 per cent of ever-partnered women experienced physical, sexual or emotional violence from their husband/partner in their lifetime, and many suffered from all three forms of abuse simultaneously.³

For nearly 30 years, the FWCC has been providing crisis counselling and referrals to legal, medical and support services for women and children survivors of violence in Fiji. FWCC is an autonomous, multi-racial, non-government organisation, grounded in human rights and a gender-transformative development framework. It has a four-member Board of Trustees and approximately 40 staff managing programs and services in Fiji and the region.

FWCC's program addresses the problem of VAW using a human rights and development framework. The Centre has its headquarters in Suva and operates three branches in the Western Division on Viti Levu (Ba, Nadi and Rakiraki) and one in the Northern Division, in Labasa, on Vanua Levu.

Australia and New Zealand provide financial support to the FWCC. Australia's current Partnership Agreement with FWCC (2009-2015) is AUD\$6 million of core funding support over six years (Phase 5), ending June 2015. The Government of New Zealand provided FJ\$3.8 million (approximately AUD\$2.4m) to support the operations and programs of FWCC's four Fiji Branches in Phase 5. Australia also provided an additional AUD\$2.42 million under a Special Budget Measure in 2013, and has committed \$1.5m under Pacific Women Shaping Pacific Development in 2015 to expand FWCC service provision in the following areas; shelters for survivors in Suva, Labasa and Nadi; purchase of branch buildings in Ba, Labasa and Nadi; establishment of training institute and expansion of training services.

³ Fiji Women's Crisis Centre. 2010/2011 *Somebody's Life, Everybody's Business: National Research on Women's Health and Life Experiences in Fiji* (2010/2011) A survey exploring the prevalence, incidence and attitudes to intimate partner violence in Fiji.

1.2. Goals and objectives⁴

FWCC's overall *goal* is to:

Eliminate all forms of VAW in Fiji and the Pacific region using a human rights and development framework.

FWCC has two high level objectives:

1. Reduce individual and institutional tolerance of violence against women.
2. Increase the availability of appropriate services.

The program is organised around five inter-related, mutually supporting components/result areas. The intended *outcomes* of work in these areas are:

1. Women are more aware of their rights and are empowered to make changes in their lives.
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.
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.
4. Key agencies influenced to improve policy, legislation and services.
5. Accessible services to prevent and respond to violence against women.

Programming to achieve the above results is focused on:

- Coordination, counselling, advocacy and support services to women.
- Community education, male advocacy and training of other agencies.
- Regional training, advisory, networking and institutional services to strengthen efforts to address VAW in the region.
- Advocacy, research, campaigning and community education for policy and legislative change.
- Management and capacity development of all FWCC branches.

1.3. Evaluation of FWCC

1.3.1. Evaluation Purpose

The *purpose* of the evaluation is to assess two specific areas of FWCC's program:

- Regional Training, Networking and Institutional Support (Component 3)
- FWCC Branches (Component 5)

Component 3 includes regional training, networking, advocacy, capacity building, mentoring and support, including through FWCC's role as managing agent to the Vanuatu Women's Centre and the Tonga Women and Children's Crisis Centre. Component 5 includes counselling, community education, advocacy, training and support of FWCC Branches.

The *objectives* of the evaluation are to assess:

1. The *effectiveness* of FWCC's approaches and processes, and delivery of activities that respond to violence against women, at regional and national levels.

⁴ See FWCC's Program Framework in Annex 1

2. The *changes (impacts)* in the Pacific region and at the Branch level resulting from FWCC's work.
3. The *efficiency* of FWCC's approaches and processes, and delivery of activities that respond to violence against women, at regional and national levels.
4. The *sustainability* of FWCC's approaches and processes, and delivery of activities that respond to violence against women, at regional and national levels.

The Evaluation is also intended to identify any changes needed to enhance the program, to document lessons that may be used to shape future engagement, and to provide MFAT/DFAT with ideas to refine/realign future support to FWCC.

The evaluation questions for each of the objectives are included in the Terms of Reference in Annex 1: Evaluation methodology.

1.3.2. Evaluation Process

The evaluation was undertaken between February and April 2015 and used a wide range of data sources to inform the evaluation objectives.

The data sources and methods used to inform the evaluation are:

1. **Desk Review:** DFAT, MFAT, FWCC, and program stakeholders provided program documentation for review, and the evaluation team independently sourced other relevant literature. Documentation reviewed included the project design document, annual reports and plans, previous reviews, available prevalence and incidence studies, Elimination of Violence Against Women (EVAW) research and policy documents. A full list of documents reviewed is included in Annex 2.
2. **Stakeholder interviews:** In-depth, face-to-face interviews using an interview guide approach were held in Port Vila and Tanna (Vanuatu), Nuku'alofa (Tonga), and Suva, Nadi and Labasa (Fiji), and by phone/Skype to Papua New Guinea and Australia. Individual interviews, paired interviews and focus group discussions were held with country and regional stakeholders who were purposively identified by FWCC and DFAT/MFAT based on their relevant knowledge and experience. The interviewer elicited responses on a wide range of topics included in the question guide (endorsed by the Evaluation Reference Group) and probed more deeply on issues of special relevance with particular respondents.

Each stakeholder engagement began with a consent process that included a plain language briefing on FWCC and the evaluation, and described how the information would be reported and used. Stakeholders were advised in English, and in Bislama in Vanuatu, that all participation was voluntary. Respondents were provided informed consent agreements before contributing in interviews and focus groups (Annex 3). About 60 consultations involving nearly 100 stakeholders were undertaken in three countries.

Stakeholder responses were transcribed during interviews and are included as italicised indentations in the body of the report, to distinguish them from the narrative. The quotes directly present a range of views, serve as evidence, and illustrate analytical points. To ensure stakeholder anonymity, as agreed in the consent process, general labels that reflect stakeholders' roles or perspectives have been attributed to each of the quotations. "Centre stakeholder" describes stakeholders associated with FWCC, Tonga Women and Children's Crisis Centre (WCCC), and Vanuatu Women's Centre (VWC), including staff. "Regional stakeholder" indicates those from regional bodies or organisations, and "National stakeholder" describes stakeholders from Vanuatu, Fiji, Tonga organisations and communities.

3. **In-person Survey:** A total of 46 surveys were administered in person to national and regional stakeholders who had received some sort of training or other support from

FWCC. The survey measured perceptions about the changes that FWCC's activities had had on them. The survey was written in English, and is included in Annex 4.

The evaluation was directed by a Team Leader and also included a Gender Based Violence specialist who participated in conducting interviews. The Gender Based Violence specialist did not substantively contribute to post-fieldwork analysis or report writing.

As part of DFAT organisational practice, the DFAT Program Manager for Gender (and the Evaluation's Manager) accompanied the evaluation team on fieldwork visits and observed most consultations. It is possible that some stakeholders, especially those in DFAT funding relationships, may have moderated their responses due to DFAT's presence, the evaluator is an experienced qualitative interviewer and is confident that the insights provided are reliable and comprehensive.

Members of the evaluation team reviewed data during and after fieldwork to identify common ideas and issues, which were grouped into themes and analysed against the evaluation questions. A set of internal rubrics for each result area, developed in consultation with FWCC, DFAT and MFAT, contributed to interpreting the findings.

Exit briefing and validation sessions held in Vanuatu, Tonga and Fiji (discussing the Aide Memoire) contributed to analysis of results. Further sessions to test some issues were undertaken with FWCC during final stages of reporting.

Please refer to Annex 4 for field tools.

1.3.3. Evaluation parameters and limitations

In considering the findings of this evaluation, the following limitations are noted:

- The scope of the Evaluation was limited to two Components of FWCC's overall program design; however, all FWCC's program components are interlinked and mutually reinforcing. Consequently, some of the data and analysis may reflect an artificial divide in the results.
- The countries visited and stakeholders identified for consultation were not randomly selected but were rather chosen by the Evaluation Reference Group (ERG), and therefore represent a potentially biased sample. The qualitative research techniques used in the evaluation reflect the personal views of those respondents interviewed, and may not be representative of all stakeholders or views.
- International ethical standards associated with research and evaluation on VAW precludes interviews with clients or observation of counselling, and the evaluation did therefore not include interviews with users of Crisis Centre services or directly observe training, counselling or community education activities in practice.
- Due to time limitations, resource constraints, and the illness and premature withdrawal of one of the evaluators, it was not possible to interview all organisations and individuals who have a stake in the project, potentially limiting the breadth and depth of perspectives represented.
- Stakeholders in Fiji, Vanuatu, Tonga and Papua New Guinea (PNG) directly participated in the evaluation, but stakeholders from other Pacific Island Countries did not. Regional stakeholders contributed perspectives related to the wider Pacific.
- The evaluation did not allow for visits to communities that had received FWCC's Community Education, which limited the assessment of its effectiveness and impact.
- Other actors (government, United Nations, civil society organisations) implemented programs and activities to eliminate violence against women in Fiji and Pacific countries during the project period. A systematic assessment of all partner activities

and their outcomes was not within the scope of this review, limiting the ability of the evaluation to attribute outcomes solely to the work of FWCC.

Despite these limitations, the evaluator is confident that the findings and conclusions presented accurately represent the views of stakeholders who contributed. DFAT, MFAT and FWCC were active participants in the evaluation.

2. Assessing Effectiveness

This section assesses the overall effectiveness of two components of FWCC's program, (Components 3 and 5). It includes a consideration of:

- The extent to which FWCC has achieved its outputs and/or made progress toward achieving its intended outcomes.
- The contributions of FWCC's role as Managing Agent to its partners' capacity and service quality.
- Factors and strategies that have supported progress and key challenges and constraints.

2.1. Outcomes Framework

The evaluation developed a tailored Outcomes Framework as a tool to describe the combined program results within the two components of the Evaluation's scope. These are drawn from review of core documents and briefing meetings with FWCC, MFAT and DFAT, and reflect the objectives in the FWCC Program Design Document. The Framework was endorsed in the Evaluation Plan as an instrument to assess the criteria of Effectiveness.

A set of assessment rubrics was jointly developed in a workshop with FWCC, DFAT and MFAT at the start of the evaluation and further refined by the evaluation team. The rubrics provided standards for measurement, and served as a reference during the stakeholder interviews. The evaluator used the rubrics to guide the analysis of results and in drafting this report.

The Outcomes Framework (on the following page) illustrates the levels of outputs and outcomes that were selected for inclusion in the review.

Program Outputs:

- Pacific women and men trained to address VAW using human rights and development approaches.
- A strong Pacific Network advocates against VAW.
- Regional partners have capacity to prevent and respond to VAW.
- FWCC's Branches provide effective counselling, community education and advocacy, in Ba, Nadi, Labasa, Rakiraki and surrounding areas.
- FWCC provides effective training and support to its Fiji Branches.

Short-term outcomes:

- Pacific institutions have awareness, understanding and skills to prevent and respond to violence against women.
- Services to prevent and respond to violence against women are accessible in Fiji.

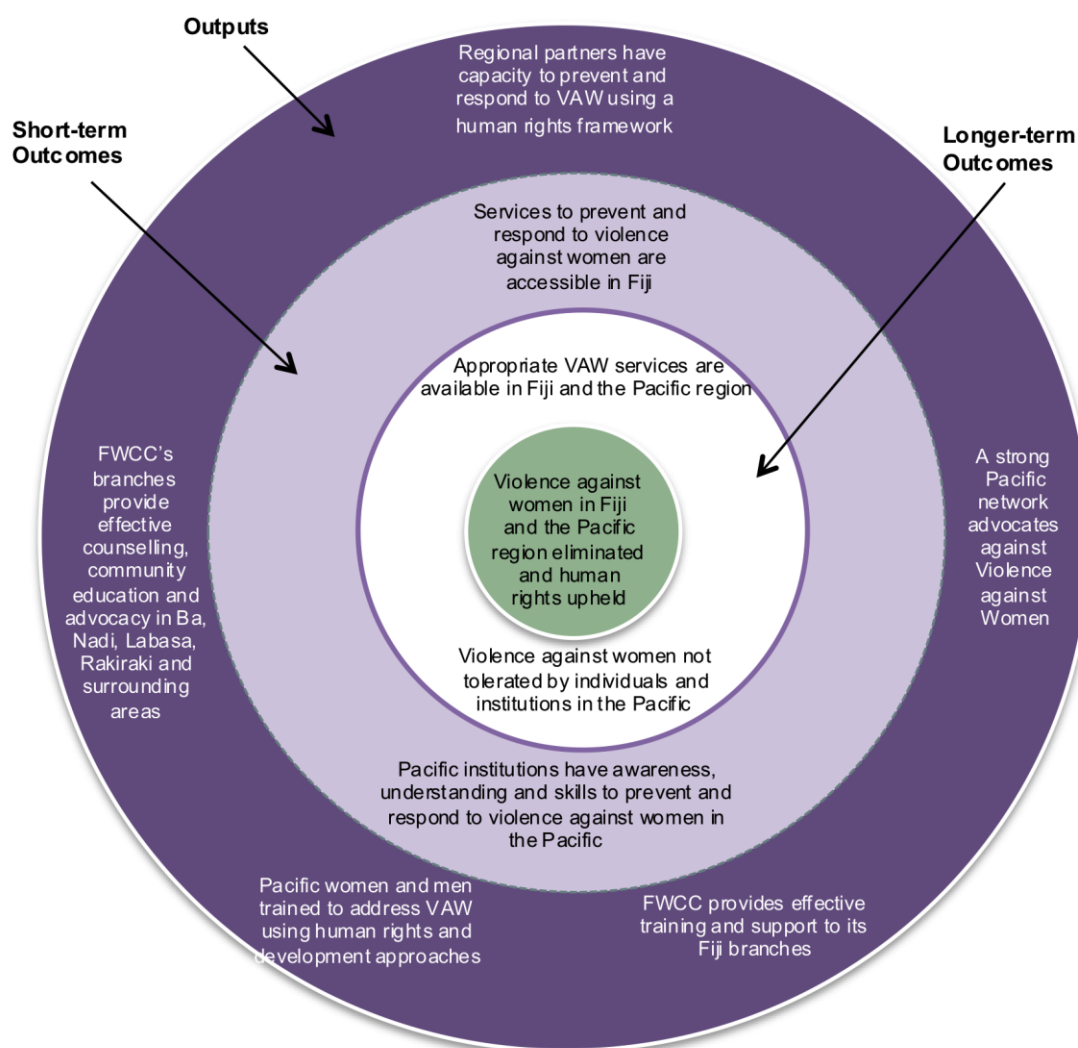
Medium Term outcomes:

- Appropriate VAW services are available in Fiji and the Pacific region.

- Violence against women is not tolerated by individuals and institutions in the Pacific.

Long-term goal

- Violence against women in Fiji and the Pacific region eliminated and human rights upheld.



2.2. Pacific region-focused outputs

FWCC's regional work is designed to build the capacities of Pacific ERAW advocates and organisations to more effectively deliver rights-based services that prevent and respond to violence against women. The programs contribute to developing a Pacific cadre of practitioners who use women's rights and gender equality principles in their work and communities.

A consolidation of the outputs delivered for this component of FWCC's program are reported below, including providing training, sharing knowledge and skills, mentoring Pacific partners and staff, and coordinating networking across the region.

- **Training to address VAW**

In Phase 5, FWCC delivered informal and formal training primarily through (a) the Regional Training Program (RTP), (b) Specialised/sector-specific training, and (c) Work attachments at FWCC office headquarters.

a. Regional Training Program: The RTP is a four-week residential course in Suva, Fiji, designed to build people's capacity to address violence against women using human rights and gender transformative approaches in Pacific contexts. The RTP is FWCC's flagship program that covers the causes and impacts of VAW, gender equality, human rights law, media and advocacy, counselling, and violence prevention and response services.

The RTP is delivered primarily by FWCC staff using its proprietary manuals; *Gender Relations, Women's Human Rights and Violence Against Women* (2006) and *Counsellor Training Manual* (1992), and other relevant resources.

FWCC trained 420 women and men from 11 countries, including Fiji, at ten RTP, since the beginning of Phase 5. A final RTP session for the Phase is scheduled for April 2015.

As there are gaps in RTP program monitoring records, the following figures and aggregates are best estimates based on available data.

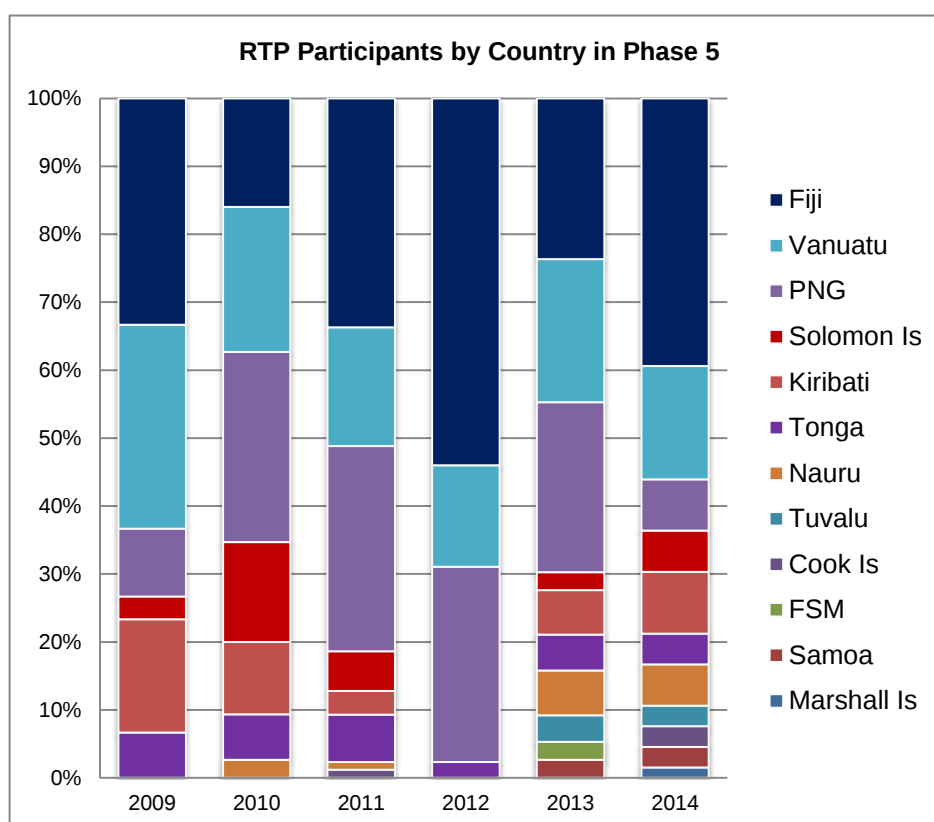
The RTP was originally intended for Pacific women's organisations, and the staff and volunteers of crisis centres and network members remain a large proportion of participants. Crisis Centre staff, faith based organisations and other civil society organisations together made up approximately half of the RTP participants in Phase 5. Police personnel from across the region comprised about 27 per cent of participants overall.

Other participants over Phase 5 included personnel from PNG mining companies, local level government staff from Fiji, participants from disabled people's organisations, and staff from Pacific Women's Ministries. Available data indicates that about seven staff from the education sector, five from the health sector, and nine from the justice sector (excluding police) attended RTP courses during Phase 5.

FWCC and VWC sponsored about half of the RTP participants for RTP in the past two years. In addition to the centres, several organisations funded participants to attend training through semi-formal institutional relationships with FWCC. UN Women (with DFAT funding) has sponsored up to one participant each year from each its Pacific ERAW Facility Fund grantee organisations, and the New Zealand funded Pacific Prevention of Domestic Violence Program (PPDVP) sponsored its program partners to attend. Other agencies that sponsored participants in Phase 5 include the Australian Federal Police, PNG mining companies, and the Royal PNG Constabulary.

Of the total RTP participants over Phase 5, the majority (about 40 per cent) were from Fiji, represented in the graph below in dark blue. About 15 per cent were from Vanuatu (in lighter blue), and about 10 per cent were from PNG (in light purple). Participants from nine other Pacific Island Countries comprised the remaining 35 per cent of attendants over the Phase.

Table 1: RTP Participants' Countries of Origin in Phase 5



b. Specialised/Sector-specific Training: FWCC delivered specialised training designed to build on entry-level knowledge and skills, strengthen the practice and approaches of those groups with sector-specific priorities in EVAW (i.e. police, health practitioners, education workers, and justice officials, etc.), and equip EVAW advocates to train others in their countries or sectors (Training of Trainers).

The specialised training sessions FWCC delivered in Phase 5 were:

- Gender Relations, Women's Human Rights and Violence Against Women
- Training of Trainers (ToT) for Gender Relations, Women's Human Rights and Violence Against Women
- Police training
- Male Advocacy for Women's Human Rights⁵
- Counsellor/Advocate Training
- Legal Advocacy and Child Protection.

FWCC delivered three ToT workshops in Phase 5; one for civil servants in PNG (through Coffey International) and two for FWCC, VWC and Tonga WCCC staff (and other selected individuals) in Fiji, both with a focus on gender analysis (delivered by an FWCC external advisor). In partnership with the Australian Federal Police, a special regional Police Training was delivered in Fiji in November 2014.

FWCC also provided on-the-job training and practical support sessions to various country partners, such as, "Setting up a database system and capturing information related to violence" for the Kiribati Ministry of Women, Youth and Social Affairs, and Counselling/Advocacy training to VWC and WCCC.

⁵ Male Advocacy training is not within the scope of this review.

c. Work attachments at FWCC headquarters: FWCC provided its Network partners, university students, RTP graduates and staff from Pacific organisations the opportunity to 'job shadow' through work attachments at its Suva headquarters. Individuals and small groups participated in informal on-the-job learning through following experienced staff for a period of time (typically between one to two weeks) and observing the processes of FWCC's services and programs.

FWCC hosted 28 individuals from nine countries at its Suva headquarters during Phase 5. University students from University of the South Pacific and Fiji National University represented nearly half (11) of those participating in attachments. The remainder of attachments were Vanuatu and Tonga Women's Centre staff, and participants from Pacific governments and civil society organisations.

- **Strong Pacific EVAW Network that advocates against VAW**

a. Support to the Pacific Women's Network Against Violence Against Women: FWCC has been the Secretariat of the Pacific Women's Network Against Violence Against Women (PWNAVAW) for 23 years. PWNAVAW is an informally structured network of about 24 member organisations that are addressing violence against women and children in 13 Pacific countries.

Coordination of PWNAVAW is via regular communication (phone, email and in-person visits), information sharing, practical support and ongoing solidarity. Seven regional newsletters, *Beneath Paradise*, were published in Phase 5 (on paper and uploaded to the FWCC website). FWCC's website was upgraded in 2014. The website and newsletters have included regional statements on advocacy efforts, stories and issues contributed from around the region, training dates, etc. FWCC also completed a major VAW prevalence study in Fiji, which is published on its website.

FWCC convened and funded a Regional Network Meeting for the Network in 2012, attended by 65 participants from 11 countries in the Pacific, and a week long Women's Leaders Retreat, which included 14 participants from six countries. FWCC represented the Network at numerous regional and international meetings and conferences, and on occasion, provided partners with international conference opportunities. The evaluation was not provided with reports from the Regional meeting.

FWCC was Chair of the Pacific Islands Forum Secretariat's *Reference Group on Sexual and Gender Based Violence* from October 2010. The Reference Group has not been operating in recent years and there is some uncertainty about responsibility/leadership for re-activating it.

b. Country Visits: As part of its support to the Network members, FWCC staff visited Pacific countries to provide mentoring and practical training, including through its managing agent role. FWCC conducted 44 in-country visits during Phase 5, and a majority of these included provision of some kind of training (informal or formal). Visits varied in their focus, timeframe and purpose, and some included support from a few FWCC staff and resource people lasting several weeks. Vanuatu and Tonga were the most visited countries/partners. There are also examples of FWCC facilitating exchanges between Network members, such as through a Tonga WCCC visit to Kiribati, VWC visits to PNG and Solomon Islands, and a VWC visit to Tonga. The tally below does not include visits to Vanuatu in FWCC's capacity as a managing agent.

Figure 1: Visits to Regional Partners

Country Training & Support Visits	Year 1	Year 2	Year 3	Year 4	Year 5	
Vanuatu	1	6		7	1	15
Tonga	1	1	5		1	8
Kiribati		3	1	1	2	7
Solomon Islands	1		1	1		3
PNG	1		1	1	2	5
New Caledonia	1	1				2
Cook Islands		1				1
Samoa					1	1
Nauru			1			1
Marshall Islands			1			1
Total						44

- **Regional capacity to prevent and respond to VAW**

a. Managing Agent: FWCC acts as a managing agent on request to organisations seeking to develop or strengthen their ERAW services and programs. A demonstrated commitment to human rights and gender equality is considered the minimum requirement for entering into a formal relationship.

The VWC and WCCC in Tonga were the primary beneficiaries of intensive institutional capacity building support through contractual Managing Agent relationships with FWCC. As the intermediary organisation that managed and channelled (DFAT) funds on behalf of these two organisations (VWC from 2002 – 2012, and Tonga WCCC in Tonga from 2014 – present), FWCC provided tailored assistance on a range of institutional issues, including strengthening and developing financial systems, legal and management policy guidance, and rights-based services and counselling.

Other organisations, notably in Kiribati, Solomon Islands and Samoa, were also provided institutional support (primarily training) during the Phase, although to a lesser extent.

2.3. Branch-focused outputs

FWCC provides counselling and advocacy services across Fiji, based out of its four crisis centre branches. The branches in the Western Division (Ba, Nadi and Rakiraki) and the Northern Division (Labasa) provide crisis counselling and advocacy to women in semi-urban and rural communities. In addition to counselling/advocacy, the branches work to prevent violence by mobilising community support for women's human rights through community education.

A consolidation of the outputs delivered for this component of FWCC's program are reported below, including FWCC's provision of training and support to its Fiji branches, and support to their counselling, community education and advocacy.

- **Branch counselling, community education and advocacy**

FWCC four branch Crisis Centres have operated for varying lengths of time and have different complements of staff. The Rakiraki Crisis Centre was established during Phase 5.

FWCC Branches provide services that are similar to those provided at FWCC headquarters, including:

⁶ See

- 24 hour - accessible crisis counselling
- Legal information and assistance
- Community education
- Campaigns and outreach activities.

Table 2: FWCC Branches

Branch Name	Year Established	Staff
Ba Women's Crisis Centre	1991	5 staff
Labasa Women's Crisis Centre	1994	6 staff
Nadi Women's Crisis Centre	2003	6 staff
Rakiraki Women's Crisis Centre	2011	4 staff

a. Counselling and Advocacy: Branches provided face-to-face and telephone crisis counselling services, and mobile counselling in hired spaces in Tavua, Sigatoka, Lautoka, and Savusavu.

The four Branches provided face-to-face counselling to 4418 new clients in Phase 5 (2009 through 2013).⁷

Table 3: New Clients Counselling in Phase 5 – 2009-2013

Branch	Number of New Clients Counselling in Phase 5
Ba Crisis Centre	1331
Labasa Crisis Centre	1212
Nadi Crisis Centre	1634
Rakiraki Crisis Centre	241
Total new clients counselling	4418

The Branches also provided **repeat counselling to 4836 clients** in Phase 5 (2009 through 2013).

⁷ FWCC Annual Report 6, Appendix 5

Table 4: Repeat Clients Counsellled in Phase 5 – 2009-2013

Branch	Number of Repeat Clients Counsellled in Phase 5
Ba Crisis Centre	1305
Labasa Crisis Centre	1894
Nadi Crisis Centre	1255
Rakiraki Crisis Centre	382
Total repeat clients counsellled	4836

In 2014, the Labasa Crisis Centre provided one day of mobile counselling in Savusavu on a monthly basis, based out of a local hotel. Counsellors from the Ba Centre provided counselling fortnightly in Tavua, and counsellors from Nadi provided mobile counselling twice weekly to the Lautoka area, and fortnightly in Sigatoka. The number women supported through FWCC's mobile counselling service is not available as FWCC did not collect disaggregated data on its provision of mobile counselling over Phase 5.

b. Community Education

Identification of Branch Community Education (CE) sites is established by demand and through a participatory process undertaken at FWCC's Annual Planning workshop in Suva, which includes branch project officers and key headquarter (HQ) staff. Two CE sessions were planned for each branch location per year, and the remainder of workshops were delivered at the request of communities and other service providers.

The following table outlines CE activities planned and delivered in Year 5 (July 2013 – June 2014), and highlights the considerable gaps between planning and actual outputs.

Table 5: Branch CE activities planned and delivered in Year 5

FWCC Branch	CE Sessions Planned	CE Sessions Delivered
Ba	2	26
Labasa	2	31
Nadi	2	69
Rakiraki	2	9

Branch community educators, with support of Suva staff when needed, facilitated women's workshops, male advocacy sessions and children's workshops (through schools and other forums) in communities around Fiji on a range of challenging topics, including:

- Violence against Women and Girls
- Gender Relations
- Division of Labour
- Domestic Violence
- Rape
- Sexual Harassment

- Pornography
- Child abuse
- Good Touches and Bad Touches
- Restraining Orders and the Law
- Roles of the Centre.

The Branches delivered 493 CE sessions to a wide range of communities and organisation since the beginning of Phase 5.⁸ The lengths of CE sessions varied from short talks to staying in communities for up to two weeks. Data related to the duration of CE sessions, and the impact this has (including on outcomes and staff/financial resources), is not collected, aggregated or analysed by FWCC.

The Branches also offered crisis counselling to women during CE workshops, as part of a strategy to extend the reach of service provision to communities. Data on the number of women counselled through mobile counselling during Phase 5 was not explicitly monitored and therefore, was not available.

- **Training and support to Fiji Branches**

Branch Management, Planning and Capacity Building: FWCC built the capacity of its Branch staff through its training programs, including RTP and other specialised training, and by providing in-house training, mentoring and coaching. Staff were also provided regular mentoring on gender transformative approaches, legal literacy and data collection.

FWCC holds an annual weeklong staff retreat that includes training sessions on management, data collection and analysis, emerging issues and best-practice strategies for addressing violence against women. Other opportunities for on-the-job learning were available through the annual reporting process (including M&E skills) and attachments (counselling, legal advocacy).

In Phase 5, FWCC provided annual (non-accredited) counselling training to its staff, delivered by internal and external trainers (including a long-term Australian counselling advisor, and in 2012 and 2013, the Melbourne-based organisation *Western Region Centre Against Sexual Assault - West CASA*). FWCC internally reviewed its counselling training strategy and decided not contract external consultants to provide training in 2014. A comprehensive appraisal of the quality of FWCC's counselling was beyond the scope of this review.

Deliberate efforts to hone public speaking, facilitation and training skills of Branch staff were provided through opportunities to train other partners in the region. Branch staff delivered and supported delivery of in-country regional training in Vanuatu, PNG, and Kiribati.

2.4. Progress toward Short-term Outcomes

The following sections analyse findings on FWCC's progress towards achieving two outcomes:

- *Pacific institutions have awareness, understanding and skills to prevent and respond to violence against women*
- *Services to prevent and respond to violence against women are accessible in Fiji.*

The discussion is framed against output areas presented in previous sections. Stakeholders' comments, drawn from interviews during fieldwork, are reflected following the discussion in italicised quotations.

⁸ Note that Community Education (and Community Mobilisation) is also an output of Component 2 of Phase 5.

2.4.1 Pacific institutions have awareness, understanding and skills to prevent and respond to violence against women

Training to address VAW

RTP graduates and evaluation stakeholders widely considered the RTP to be effective in raising awareness, transforming attitudes, motivating individuals to confront violence supportive social norms, and increasing knowledge and skills of participants to prevent and respond to violence against women, especially in traditional and conservative Pacific contexts.

I have confidence that I can advocate for women rights. It has really shaped my life. Many officers in the Force, it has changed them. (RTP graduate)

The gender thing is still a big issue for us; the training itself was helping us to be more sensitised. It was quite challenging and I have to come to terms with this, the training has put me on another level. (RTP stakeholder)

Better coordination and a clearer recruitment process, in partnership with Pacific institutions, sectors, and countries, would enhance the strategic value and effectiveness of the RTP. The RTP is an important foundation for developing a cadre of rights-based EVAW practitioners in Pacific institutions with a role in preventing and responding to VAW, as well as crisis centres. Stakeholders consistently reported that there is a high demand for participation; however, it is not clear whether courses are routinely oversubscribed, as this is not formally monitored. RTP courses are announced through FWCC's printed newsletters and through email notices sent to Network members, and people can apply individually to attend. Some stakeholders from organisations outside the network commented that FWCC's training events and other opportunities could benefit from being more widely advertised.

We are not informed of those trainings. Police officers down there have no idea. Even as a ranking officer, I wouldn't know. And the last person didn't know. (National stakeholder)

They have my email. Sorry, but that's the truth. They should keep me in the loop with what's going on. (National stakeholder)

At country level, FWCC's Network partners are typically involved in identifying and facilitating participants, based on working relationships, an (implicit) assessment of individuals' commitment and potential, and the potential value to the individual or institution. Articulating a clearer RTP recruitment strategy, selection criteria and rationale would better guide all stakeholder groups - FWCC, sponsoring agencies and donors, hosting organisations, individuals, etc. – and improve RTP's contribution to EVAW outcomes.

Strengthening FWCC's management information/M&E system would contribute to the effectiveness of the RTP in building a cadre of EVAW practitioners in the region. Increased development partner commitments to resourcing EVAW work, such as sponsoring grantees of UN Women's Pacific EVAW Facility Fund and partners of the PPDVP, has contributed to an increase in the diversity of Pacific participants attending RTP in recent years. However, as FWCC does not systematically track data on participants' countries, sectors or organisations, or use this information as a basis to determine recruitment decision-making, the guidance provided to sponsoring or sending organisations on national, regional or sectoral coverage and gaps is limited.

Stakeholders considered that a more systematic selection approach would improve strategic value, but there were mixed views on the optimal balance of targeting and responding to demand. There were also differing views on the optimal pathways to the RTP, such as those who attend based on individual interest, through a connection with a committed or partner organisation, or through a training experience in one's home country prior to attendance. Some stakeholders considered that the mix of participants – across sectors and

the region – was valuable, however, others, such as police, felt more homogenous groupings would provide better opportunities to explore sensitive issues.

RTP used to be only Crisis Centre staff, but because of so many requests... In PNG, the National AIDS Council, Probation Officers... here, some people think they should attend to improve case management, working relationships...but in the next RTP, I want to send Corrections and Probations. (Crisis Centre stakeholder)

Our objective is the more people, the more widely, the better. If someone goes back sensitised, they may not work with the Centre, but they will respond better, work better with a rape survivor. It (RTP) is for everybody, as long as there is a sending organisation. (Crisis Centre stakeholder)

There may need to be different criteria. When it is advertised publicly, anyone can go. The people (who go) should be using their positions of influence to support the overall strategy. (Crisis Centre stakeholder)

If you have organisations that monopolise the issue (of VAW), then you have to depend on the individuals as well. Support directly to individuals is sometimes the best way to go.... it depends on the country context. Ideally, it would be through the institutions, done through the Network, but you won't always get that. (Crisis Centre stakeholder)

Some of the most important outcomes of RTP - awareness, understanding and skills - were enhanced and multiplied in circumstances where graduates were able to link with each other through their professional roles, and/or to local Crisis Centres. Stakeholders reported that this provided solidarity, facilitated information sharing, bolstered commitment to EVAW principles, and encouraged shared problem solving.

FWCC's program theory notes that, "Once awareness has been raised or training provided, ongoing follow-up is essential to consolidate change. This requires further face-to-face contact through ongoing mentoring, support and networking."⁹ However, the RTP is delivered as a stand-alone offering that does not include a systematic process for follow-up or a platform for regular networking among graduates after course completion. The absence of a networking mechanism for graduates to sustain changes in attitudes, behaviours and practices, and/or systematic tracking of how graduates are applying new approaches in host organisations and communities, was considered to reduce the effectiveness of the training.

When we get only one person, when he comes back, we see nothing. When we get 3 to 4 people, we see the changes. (National stakeholders/Supervisor of RTP graduate)

Sometimes (my colleague from) Family Protection Unit comes and says, 'I need your help'. We really support each other. Some bosses, you go (to them), and they question... (RTP graduate)

You have to provide ongoing support to people...we learned this, we would lose them after the RTP...we realised we're making a big investment here, we want to see if there is a difference. It's just one component, but it's an important grounding. (Regional stakeholder)

Specialised/Sector-specific training

Specialised training makes a valuable contribution to building the knowledge and skills of frontline actors, growing the regional cadre of EVAW practitioners, and supporting integrated EVAW approaches. Strategic targeting of specific groups, including police and male advocates, and organisational and community leaders, was considered a priority. Some stakeholders noted that the development of shorter courses to facilitate inclusion of more senior professionals, or government staff with heavy workloads and limited time, was important. Expanding the sectors and groups included, especially from the justice, health and education sectors, was also mentioned as a way to advance progress towards broader EVAW outcomes.

⁹ Lessons Learned about the Theory of Change, FWCC Year 4 Annual Report

Inspectors up to the Superintendent and Assistant Commissioner - they need training. (If) we could have an invitation from FWCC - we want the top levels to the Assistant Commissioner of Police to attend this training across the Pacific. (National stakeholder)

Health needs a lot of work. We haven't done a lot with them...since our research results came out; we (know we) need to work with Education and Health. (Centre stakeholder)

It was not a priority area of Ministry of Health. Maybe if FWCC approaches the Ministry of Health and asks, 'Can you nominate a few people (to RTP)?', then every year you would have one or two. The other thing, it's one month, that's too long. If you have a few days, then a follow up session a month later, then have a reporting system where you give back to FWCC the activities you are carrying out - in that way you could strengthen the partnership with FWCC and all the other stakeholders. (National stakeholder)

All high-ranking officers haven't come. Decision-making people haven't gone through. If slowly, we could get high-ranking officers to go through, if they came and ran it in Vanuatu, targeting all Commanders...If they could come and squeeze it, (because) if you take the Commanders out for 4 weeks, it's not possible. (National stakeholder/police)

More in-country specialised training, facilitated by locally available trainers equipped with appropriate skills, resources and tools, is a priority for building on gains and FWCC's work. FWCC's training methodologies are grounded in women's experience of violence and gender inequality, and informed by the daily practice of counselling survivors. FWCC requires that its trainers are able to demonstrate this knowledge, along with an internalised commitment to gender equality and rights-based approaches, in order to lead training. FWCC invested in building up its own internal capacity to provide training during the Phase, resulting in about six FWCC staff able to support or lead training with regional partners. VWC and WCCC senior staff are also providing some training sessions using FWCC's tools and methods. However, there is currently no clearly defined 'trainer development' process, especially for practitioners from other institutions who have an RTP foundation, which could increase practitioners' eligibility and/or qualifications as an FWCC trainer.

In Phase 5, FWCC made efforts to consolidate its capacity to design and deliver specialised training, including ToT, through the establishment of a 'regional training institute' named Feminist Learning, Advocacy & Research and Empowerment (FLARE). FWCC was provided additional funds from the AusAID Special Budget Measure, dispersed in Year 4, to advance FLARE. A FLARE Advisory Committee comprised of regional experts met twice in Fiji. FWCC's program data indicate that FLARE is fully staffed, and stakeholders report that it has 'managed' recent training events, but implementation is reported to be slow, and the clarity of the comparative role (with FWCC's other staff/trainers), resourcing and structure is needed.

... If we had permission from the office, from the program, for us to be trainers...Do another training so that we can train others, for the good of the whole nation, if we want to see a good result in the future. (Regional stakeholder)

FLARE has come at a right time; it's still unclear how. (Crisis Centre stakeholder)

Work Attachments

The organisational attachment approach provides regional practitioners a useful opportunity to observe a well-established Pacific EAW service provider in operation, to learn from experienced counselling and legal practitioners, and to be mentored. Attachments were considered to facilitate sharing of good practices and solutions around EAW, adapted to Pacific conditions.

I think the most important thing is our exchanging of skills and experiences, so we are standing together. We hope to have a chance to attachment – even though the culture is a bit different, the problem is the same. Centre stakeholder

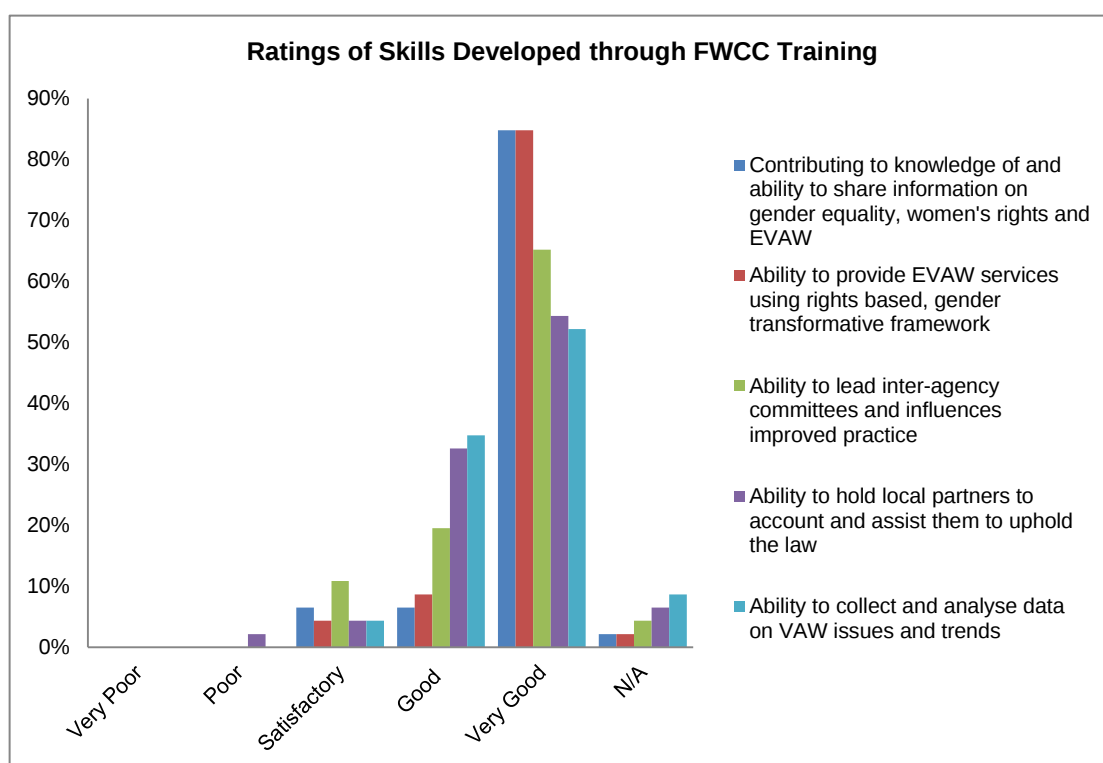
Perceptions of skills developed through FWCC training

The evaluation administered a survey to stakeholders (n=46) in person, immediately following interviews and focus groups. The survey results indicate that the majority of those who had participated in (any) FWCC training rated the training and skills development they received as 'Very Good' across all dimensions. The rating supports that FWCC's provision of training and skills in a range of areas is valued by participants, and deemed particularly strong on its:

- Contribution to knowledge and ability to share information on gender equality, women's human rights, and eliminating violence against women (85 per cent rate as Very Good).
- Ability to address violence against women using rights-based, gender transformative approaches (85 per cent rate as Very Good).

Most respondents also rated *skills to lead inter-agency committees and influence improved practice* highly (65 per cent rate as Very Good); this dimension also had the most 'Satisfactory' ratings (11 per cent), potentially indicating opportunities for strengthening. Just over half of respondents (54 per cent) rated the training's contribution to their *ability to hold local partners to account* as Very Good, and a small percentage (6 per cent) rated training in this area as Poor/Satisfactory. None of the respondents considered any of the dimensions of the training Very Poor.

Figure 2: Survey Ratings of Skills Developed through FWCC Training



Regional networking to address VAW

In its role as Secretariat to the PWNAAVW, FWCC has provided leadership and advocacy on issues of regional importance, including male advocacy, in a range of regional and international forums. It has also convened and guided network members to discuss Pacific VAW issues. Some stakeholders noted that membership in the network is unclear, and that some organisations are excluded despite working to eliminate VAW.

Network activities and resources (such as invitations to regional and international meetings) are determined without formal input from all network members (or a steering committee). More defined network operations, and greater accountability mechanisms for monitoring and achieving goals, would enhance progress towards outcomes.

The technical role, tapping in to what is happening elsewhere, what's happening regionally or globally, and being able to feed that down – it's a useful part to play. (Regional stakeholder)

The VAW Network of women's organisations - they need to talk outside as much as they talk inside. I don't have a good sense of who they are, it is so insular. Usually with a COP (community of practice), it's to both position your issues and provide solidarity. (Regional stakeholder)

What is their authority? Only moral. But they don't actually have authority. How could we leverage that moral authority and high standard into something that that actually carries weight? I think the way would be to work with governments to set standards. (Regional stakeholder)

A clearer strategy for extending opportunities across the Network would enhance its effectiveness. Affiliation with PWAVAW, members' perceptions of its benefits, the processes for members to engage and have access to services or opportunities, and the extent that the network is drawn upon by less active members, is not clearly defined. FWCC has supported some network member organisations and individuals to participate in regional and international meetings and advocacy opportunities, although this has largely been limited to FWCC's closer partners.

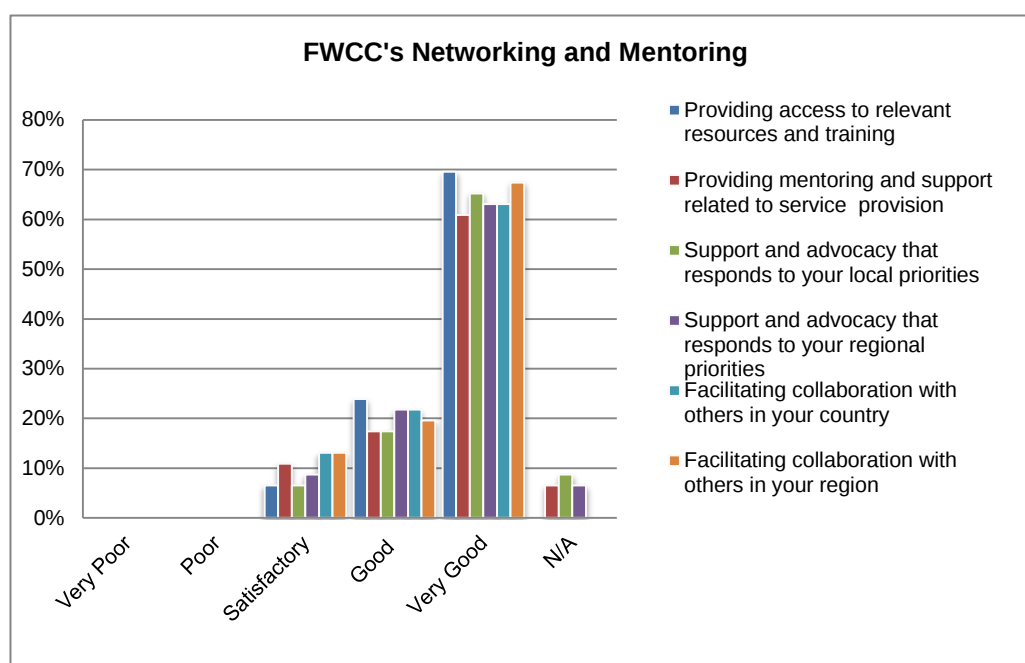
In the past couple of years, (there has been) more effort to share the riches. There could be more. I don't know if we are asking them too much, can they grow to accommodate, are we putting too much on them? (Regional stakeholder)

Perceptions of networking and mentoring

Stakeholders who were interviewed for the evaluation, including staff and partners at FWCC's Branches, rated their perceptions of FWCC's effectiveness in networking and mentoring on a range of important factors. The survey was only administered to Network members in Fiji, Vanuatu and Tonga.

The findings below show that participating stakeholders highly valued the mentoring and networking provided by FWCC. Access to relevant resources and training rated highest (94 per cent said Very Good/Good), and 87 per cent of respondents rated FWCC "Good/Very Good" at facilitating **collaboration** with others in their region.

Figure 2: Survey ratings of FWCC's provision of networking and mentoring



Regional capacity building to prevent and respond to VAW

FWCC's practical support and mentoring provided through the formal institutional partnership (Managing Agent) was effective in transferring good EAW practices, ideas and approaches to VWC and WCCC. These organisations considered the relationship highly useful, and placed particular value on FWCC's responsiveness, its willingness to share policies and institutional tools, credibility support within their countries, and FWCC's solidarity in the power to make change.

I was very impressed at how well (the Centre) is structured. They had everything in place, or there were one or two things they were working on at the time. (FWCC) was doing legal research, doing capacity building with the staff. It seemed to me they were getting excellent support by FWCC. I get the sense they are very effective at what they're doing. (Regional stakeholder)

Being part of the Network, that solidarity, that wherever we are, we push for best practice. It's so important to validate, for my staff, that they're doing it the best way. (Centre stakeholder)

Adequate funding (for the partner organisation) was also a success factor of the Managing Agent role. In the case of Tonga WCCC, funding shortfalls required FWCC to provide additional support and some of its own funds (generated through RTP) to fill gaps.

Many evaluation participants considered FWCC's capacity building support effective in strengthening VAW responses in the region and the services of other organisations in the Network, although the evaluation was not able to directly measure contributions across the whole Network. FWCC's senior staff provide the bulk of training, country visits, and technical support as Managing Agents. Some stakeholders considered that if activities, services, and/or support to local and regional partners continues to scale up and/or out, FWCC's systems, approaches and human resources would need to be adapted and expanded to ensure quality and capacity to deliver is maintained.

The advantage FWCC has is years of experience working in this specific area. What we've seen as Managing Agent for Vanuatu has worked well. There's more room for FWCC to be able to provide for rollout as Managing Agent for Crisis Centre. (National stakeholder)

FWCC has four branches, they have a team there, if they are going to manage others...there has to be a lot more. If that Managing Agent was shared where people from FLARE could (contribute) - Fiji has to manage itself, too. (Centre stakeholder)

Fundamentally it's a resource issue...if they had additional people, and they could manage additional people. Strategically, they are well placed, (but) when we invite them to meetings, they just don't have time. (Regional stakeholder)

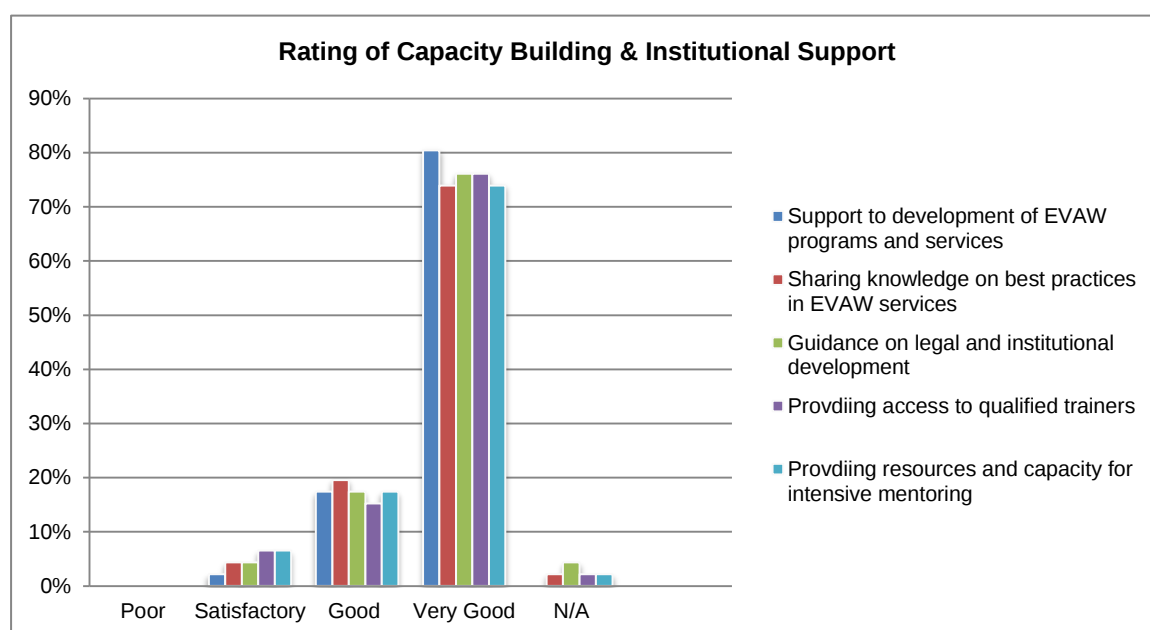
Perceptions of capacity building and institutional support

Stakeholders participating in the evaluation interviews, including staff and partners at FWCC's Branches, rated their perceptions on how FWCC's institutional support contributed to building capacity on a range of important factors. The findings below show that the capacity development support provided was considered strong. Overall, 80 per cent of stakeholders rate FWCC's support to development of EAW programs and services as Very Good.

Aspects that rated highly (Very Good) include:

- Sharing knowledge on best practices in EAW services (74 per cent)
- Guidance on legal and institutional development (76 per cent)
- Providing access to qualified trainers (76 per cent)
- Providing resources and capacity for intensive mentoring (74 per cent).

Figure 3: Survey ratings of perceptions of FWCC's capacity building and institutional support



2.4.2 Services to prevent and respond to violence against women are accessible in Fiji

Counselling and Advocacy

The integrated approach to crisis counselling and advocacy used by FWCC's Branches is considered by stakeholders to be of good quality. For ethical reasons, the evaluation did not directly observe or assess staff performance in counselling (or community education), or assess clients' perceptions of services, but interviews with Branch staff, community and national stakeholders, plus two site visits (to Nadi and Labasa Branches), indicated that the Branches maintain and deliver quality counselling.

One of the strengths is that we sit together for brief case studies. The peer supervision, how we deal with certain cases - we learn from what we can do in other cases. (Centre stakeholder)

I feel FWCC is the strongest provider, in Fiji and the region. If I had a problem, that is where I would go. I trust them to do the right thing. (Regional stakeholder)

In our police force, we don't get training to look after our victims in such a way. They think what they tell us will be confidential and that they'll be given justice. If we cannot come up to that standard, we call FWCC. (National stakeholder)

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, although stakeholders cited mixed results on the effectiveness this had on positively shifting behaviours.

There is evidence of a range of good working relationships at most Branches, including local-level leaders and administrators at some Branches. The evaluation did not survey a representative sample of partners across all four Branches, but some stakeholders noted the need for stronger, more formalised approaches to partnership. Branches participate in Inter-agency committees, comprised of government representatives (Social Welfare, Health, Education, etc.) and non-government organisations, although these vary in how regularly they are convened, the diversity of participants, their specific purpose at each location, or the extent that they represent close partnerships.

FWCC is a very important partner in our work. Human rights, women activists - we appreciate that first off. We recognise them as the arms, ears and legs on the ground. The areas that we cannot scream and shout, they come in. (National stakeholder)

When donors do their indicators, (it would be) good to show the effort to work together with government... If we have indicators or targets, it would nurture our relationship. (National stakeholder)

Community Education

The Branches convey effective messages through CE, informed by understanding of women's lived experience of violence and gender inequality, gained primarily through the provision of counselling and advocacy.

They have the closest eye of the survivor, they work with them, so you get the survivor perspective. (Regional stakeholder)

We don't have experts in gender-based violence - FWCC have experts in running such programs. The first time I attended (a community education session), it was really hard to understand the points. After a few workshops... I came to understand they are really fighting for the protection and freedom of women. (National stakeholder)

Community awareness on VAW remains a priority in Fiji and Branches effectively delivered information to a considerable number of people, however, there is insufficient evidence on whether Community Education activities directly contributed to increased accessibility to Branch services. The range of outcomes that might result from CE activities in a particular community, such as increased awareness and skills, reporting of violence, counselling referrals, etc., are not regularly or systematically monitored (or evaluated) for each community, making the effectiveness of CE's direct contribution to overall outcomes difficult to measure. There are examples in FWCC's Annual Reports of initiatives that have arisen from CE, and one Branch stakeholder provided an example to the evaluation of increased referrals from a community that had participated in CE. Branch staff also reported observing increases in referrals, however, the evaluation was not able to validate these accounts, or whether they are directly attributed to FWCC's community education. The focus on high delivery of the sessions may reduce FWCC's ability to support deeper change in each community.

We have referred three (women) since the workshop. Before, they just solved it in the village. It has changed the women's perspective. Now they know what to do. Previously they didn't know the law. Now it has changed their mindset. (National stakeholder)

The CE model provides wide coverage of groups and communities but there was not evidence of a mechanism for systematic, ongoing engagement with each community beyond the workshops. FWCC uses a demand-driven approach to providing CE that recognises communities must be open and willing to address, and ultimately support challenging and changing, the norms and behaviours that are the basis of violence against women. FWCC does invite communities to link with Branches for inclusion in ongoing activities, such as campaigns, etc., and stakeholders reported that committed ones often do; however, there is not evidence to assess the frequency, duration or substance of these connections, or their wider outcomes. There was evidence of a basic recording system in one of the Branches (pushpins and a notebook), but the evaluation did not see evidence of a means or practice of rigorously capturing information to guide follow-up.

FWCC Support to Branches

FWCC considers rights-based values and a gender analysis of violence against women to be the foundation of its staff capacity, and the starting point for expanding capabilities in technical and management areas. Non-judgemental attitudes and behaviours are prioritised, as well as commitment, knowledge of the cycle of violence, and capacity to analyse women's experiences from a gender and human rights perspective.

But what would be the use of a person with an MBA with no gender passion? You can come in with a degree, but still need to be well grounded. Branch stakeholder

There is evidence that Branches were provided with steady access to information and resources from FWCC headquarters for maintaining robust service and management practices, and organisational systems that are closely aligned with HQ, including financial and data collection functions. Branch and FWCC HQ staff articulated the systems in place to support rights-based crisis counselling practices and standards at the Branches, including policies and procedures, a Code of Ethics, and a mechanism for peer and group supervision, however, measurable performance standards for client counselling were not available.

Branch counsellors are supported and supervised by senior counsellors and legal staff in Suva, in person and by phone, for difficult cases and for legal advice, on an as-needed basis. Branch staff perform peer and group supervision fortnightly and monthly, respectively. Counsellor-advocates are kept on probation for a period of between three to six months, or until they are internally assessed as competent to provide counselling to victim/survivors independently,

It comes when we are talking, meeting with our Coordinator and Deputy, and the Project Officers are alone with them. (They) give us mentoring on those skills, on the job, when we need direction on that. (National stakeholder)

FWCC's institutional processes are largely centralised, which contributes to quality and consistency, but may negatively impact on Branches' potential for effective local leadership and strategic management. Data collected at Branch level (on clients counselled, complaints and supportive actions by other agencies, community education, etc.) is sent to Suva each month, where it is compiled to be included in FWCC's organisation wide reporting and planning. The extent to which Project Officers analyse this and other Branch data for local level management decisions is unclear.

Human resource management is predominately led from Suva, while Branches provide limited inputs to decisions (hiring, remuneration, etc.). Branch staff performance is supervised by the respective Project Officers, in conjunction with headquarters staff. Branch staff consistently reported checking decisions on most actions with Suva HQ.

Branch-led planning, inclusive of key partners, was considered important by some stakeholders, particularly related to service collaboration and community outreach. FWCC's organisation-wide annual planning process provides a mechanism for institutional consistency and shared approaches (among the Branches), and an opportunity for Branch Project Officers (with headquarters staff) to reflect on nation-wide trends and collectively strategise for the year ahead. The approach to planning is based on feminist values; prioritising inclusiveness, participation, the experience of staff and the women supported. Some stakeholders felt that an equally robust process at local level would contribute to stronger Branch relationships and outcomes.

There are so many ways we can speed it up. It's just the beginning of the year - we can brainstorm. Why don't we have a Memorandum of Understanding with non-government organisations? (National stakeholder)

FWCC would need to discuss with our subdivision and medical officer to participate. That's it. Instead of tagging along, we should strengthen the bond. Strengthening the way things are – in black and white. Policies. When our agencies go out for awareness, other agencies go along. We're still at the level (with FWCC) of just communicating openly. So that's the next stage. (National stakeholder)

3. Assessing Impact

This section assesses the higher-level outcomes and changes that FWCC's work and support has contributed to achieving at regional and Branch levels. It includes consideration of the impacts FWCC's activities and support have had on two medium-term goals:

- The availability of appropriate VAW services in Fiji and the Pacific region.
- Reduced individual and institutional tolerance of violence against women in the Pacific.

3.1. Appropriate VAW services in Fiji and the Pacific region.

FWCC's Branch and regional support, including through its Managing Agent role, has enabled its staff and partners to consolidate prevention and response efforts, and promote shifts toward greater awareness of VAW. FWCC's knowledge sharing and provision of rights-based expertise - through training, mentoring, technical and practical support - has built capacity in individuals and organisations, enabling them to more capably and effectively raise awareness at all levels. This impact is very strong in Fiji, and in Vanuatu and Tonga, countries where FWCC has had strong partnerships.

If I look at where Fiji is at with the issue of VAW, the level of debate and the depth of the debate are different than in other countries. The reason for this is because of the constant presence of the FWCC. The Branches, the rural communities and the media - the far-reaching tentacles of this debate. You have the discussion at school level, amongst young people. In other countries, the portrayal in the media is sensationalised. You still get a woman on the front page who has been beaten up. We have moved away from that. (Regional stakeholder)

The changes I've seen in rural areas, I've seen police officers doing awareness in the different communities - and people tend to respect them. I feel that a lot of work has been done throughout the country. We are so proud of them, Merelyn and her team...They're doing a lot for this nation. (National stakeholder)

A wide pool of trained graduates throughout the region, as well as staff at FWCC, VWC and WCCC, have increased knowledge as a result of FWCC's work, which they are applying to improve advocacy and services. Evaluation stakeholders provided accounts of their own and others' personal and professional commitments, and reported putting their knowledge to use in innovative ways - in their households, communities, and organisations – to create change.

I use my human rights approach in aged care. Sometimes the older people are abused. The skills I learned from those issues, I use. (RTP graduate)

She brought up these issues, especially that girls should be able to continue their education. She brought it into talkback (radio). So many men and women, who didn't support - she was able to counter that challenge. She was fired up after the RTP. (RTP graduate)

Most of our officers attended that workshop - that was where we changed. It has made us confident now to attend those cases. ... I have seen a dramatic change in how victims are handled in the station. (National stakeholder)

At Branch level and among its regional partners, FWCC's programs have influenced individuals in key agencies to improve their practices and services in responding to VAW, and the approaches have shifted the attitudes of actors toward survivors of domestic violence. Staff from FWCC reported that they had improved skills in counselling victims, and police in three countries gave compelling accounts of better approaches to responding to complaints. Stakeholders in Tonga and Vanuatu indicated that the support of FWCC and the skills it provided contributed to strong VAW responses overall in their countries. There was agreement that participating in FWCC training resulted in frontline actors doing their jobs better.

Before their response was different, they would tell off the client. They would encourage reconciliation... They don't know the procedures in applying for Domestic Violence Restraining Order. After the training, they tend to be more understanding in their approach to the client, talk in a controlled tone. (National stakeholder)

Those two police officers, they were from the Litigation Unit. As soon as they returned, they made contact with us. They wanted to help. They have actually been more helpful than the Domestic Violence Unit... Those two officers had no previous relationship. (Centre stakeholder)

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.

They are the banner bearers for the rights-based approach. Too many people are given concessions for religious programs. What the Crisis Centre has is a strong working relationship - it's what gives them the courage. (Regional stakeholder)

Community education and mobile counselling have provided information, and in some cases, services, to women in communities with otherwise little access. There is some evidence that this has led to improved response. Strategies to refine and build on the gains of community education through more systematic follow-up and engaging communities through local stakeholders and networks will enhance impact.

FWCC's activities and support, including solidarity with human rights advocates, has translated into expanded services. Stakeholders reported on individuals who have been trained through the RTP and remain committed service providers and advocates. Branch staff cited examples where they had held agencies to account and assisted them practically to uphold the law. FWCC has expanded its work with marginalised and vulnerable groups, including women with disabilities and sexual minorities.

You can see the people who have been trained - the sexual health and HIV (workers) are imbued with a human rights approach in the provinces. Even at district level. (Regional stakeholder)

3.2. Reduced individual and institutional tolerance of violence against women

FWCC's focus and 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. Police described improved responses and efforts to protect women's rights, and indicated

that emerging signs of broader change, such as upholding the ban on 'roundtables' (customary reconciliation) in some countries, was gaining traction.

Engagement in formal platforms and collaborative efforts in Fiji and the region could support greater institutional change. A range of collaborative strategies have emerged from the review that need wider sharing. Approaches tested by Network partners, such as WCCC's 'one-stop shop' model in Tonga, are having an impact on institutions in some contexts. More strategic targeting of training programs and developing and disseminating tools, i.e., checklists, standards, legal briefs, etc., to partners and those that sponsor and support EAW programs, are considered important to achieve greater impact.

Definitely there are things that FWCC produces for Fiji audiences that are shared regionally, network members can produce and tailor. If it's coming out in a more structured/formal way through the Institute, that would be useful for Network members. (Centre stakeholder)

At the political level, regionally, we've been able to push the agenda and highlight through intergovernmental. Not just to push the issue, but to have a strong rights-based approach. I see that impact regionally. People say, yes, we have to have a rights-based approach - people who come back from RTP say that. This stands out because it is different from what everyone else is doing. This is important in RPNGC, when the coordinator of it says, 'We need a rights-based approach', it has an impact on other services as well. (Regional stakeholder)

The 'one-stop shop' model is a year old now, we just need to get the nurse... I think this is going to work in Tonga. We see women beaten. We didn't have a vehicle. We'd send her to hospital, and find she didn't show up. Similar with police, sending her to the Domestic Violence Unit - she didn't show up. We hear women paying 300 for a lawyer who didn't show up to court. We needed to address this. We also want to train these service providers so they can influence their peers. When they have their peer discussions, to say, "No, we shouldn't give up on her". (Centre stakeholder)

FWCC's Network coordination and leadership has contributed to best-practice responses across the region, and reduced tolerance to violence in a range of arenas. More results-oriented collaboration could enhance impact, such as focusing regional training approaches and technical support, and ensuring the Network is being optimally leveraged and drawn on to meet regional priorities and goals. FWCC could enhance its leadership on the Pacific Islands Forum Reference Group (including reviewing its Terms of Reference) and better link its engagement at high-level meetings (such as SPC's Triennial Conference on Pacific Women) with the PWNAAW.

They were on that Forum group (Reference Group to Address Sexual And Gender Based Violence), and the experiences from the different Network members were fed into the higher level, (which was) important in helping to mobilise and support the work the members were doing, and helping their governments to understand, as well. (Regional stakeholder)

When I first came, I didn't know that there was best practice from the global in this region... I didn't see global knowledge being used in the health and the humanitarian system. FWCC has that link, but that puts more of an onus on FWCC for them to share the learning. (Regional stakeholder)

You can see that across the range of organisations where there is a more in-depth and solid rights based approach - through the individuals. (Regional stakeholder)

FWCC, its Network partners, and training graduates are recognised actors in advocating for legislation aimed at better safeguarding women and protecting their rights. In Vanuatu, Fiji and Tonga, there is evidence that governments are increasingly becoming more responsive to VAW issues, which is being reflected in national policies and legislation, and in some cases, through commitment of resources. Some stakeholders attribute this shift, in part, to the long history of the work of FWCC.

In countries that are implementing legislation, and in other EAW related work, FWCC's staff, network partners, and trained graduates are in high demand, and considered

instrumental in providing expertise and mobilising for change. The Centres and their local networks are vocal advocates and commentators, with strong grounding in women's lived experience of violence and gender inequality.

Now that we're rolling out legislation... the alumni – police, civil society, they are significant in rolling out our Domestic Violence legislation. Government is coordinating this, and we are coming back to the conversation – who in the community can we draw from? So we've given them that guidance. I've heard that, especially the police officers, I've heard 'that officer we can trust because he's been to RTP program'. (Regional stakeholder)

WCCC is a valued member of some local networks, including the implementation of the Family Protection Act. (Regional stakeholder)

We still see them as the informed organisation. Relative to us, they have actually worked with it, and they come in to share how it works in practice. (Regional stakeholder)

Throughout the Pacific, and in PNG, I meet people who have been trained....In the program I'm in, a lot of them have been in the regional training, been in the Network meetings, been exposed to different discussions. Other programs recognise - these people stand out when it comes to consultations. Not everyone is aware they've had the training background, but people recognise their skills. (National Stakeholder)

FWCC's prevalence study is a powerful tool for communicating VAW issues and promoting an evidence-based understanding of VAW at all levels. There is a demand for wider dissemination and more tailored packaging of the data, including to communities and local stakeholders, to increase its use and convey the impact of VAW, and for advocacy more broadly in different sectors (i.e., health, justice). Attention to increasing the resonance of the messages through different mediums and tools, both nationally and regionally, is considered a priority.

We were given statistics - I like statistics, the figures speak for themselves. That was eye-opening. We consider ourselves as happy people. This was a different picture. (Regional stakeholder)

4. Assessing Efficiency

This section informs an assessment of the efficiency of FWCC's regional and Branch activities and approaches to respond to and prevent VAW. It includes findings on:

- The efficiency of management and delivery of regional training, networking and institutional support, and Branch development activities
- The potential for achievement of outcomes through other approaches

4.1. Management and delivery of regional training, networking and support

Steady donor support and harmonised reporting processes have contributed to more efficient program planning and reporting, reduced staff time and effort spent on resource mobilisation, and has enabled coherence among organisations using rights-based approaches to ERAW in Fiji and the Pacific. FWCC's model, and that of its Network partners through FWCC's support, uses approaches that address the underlying causes of violence – gender inequality and norms and attitudes that support violence. Strengthening and replicating this Pacific-tested model, and continuously refining as appropriate, is a sound and efficient strategy for investment in ERAW in the Pacific. FWCC's focus on developing a cadre of practitioners and leaders for Pacific ERAW programs and services represents value for money.

FWCC funds, expertise and time could be more efficiently used and provide better results through assessing and prioritising countries 'ready' for targeted support, but this is untested. Despite the high prevalence of violence in the region, there are high

barriers for countries and stakeholders in establishing rights-based EVAW services. Fragmentation of providers, limited resources, lack of sufficient knowledge and awareness, weak organisations/governance structures, and preferences for different approaches (within and without a rights-based context), are among factors that inhibit progress. FWCC's responsive approach to support has resulted in expending some efforts and resources without commensurate results. In some countries FWCC's efforts have not yet translated into measurably stronger partnerships for building EVAW capacity, or delivery of rights-based services.

That's what it comes down to. Working in Pacific communities, you need the person who will believe, will go ahead regardless of all the challenges. And when you find those people, you have the mechanisms in place to support them. They have mentoring, they have training, they have the model. (Centre stakeholder)

Collaborating with partners to expand the pool of experts and in-country trainers could increase program efficiency. FWCC has grown its staff capacity to deliver regional training and support on a range of topics, such as human rights law, counselling, male advocacy and other specialist areas. There is considerable, ongoing demand for expanding the levels, targets, delivery locations, and pool of available trainers across the region and in Fiji. Increased in-country training and more emphasis on Training of Trainers was consistently raised by diverse stakeholders. Coordinating the efforts of key partners organisations and individuals at the local, regional and international level, to support FWCC's ability to expand delivery of specialist EVAW support, and exponentially grow the number of qualified trainers able to provide rights-based, gender-transformative VAW training, is needed to efficiently augment FWCC's capacity.

Demand-driven approaches to training, without investment in robust parallel targeting strategies, may reduce opportunities to build on gains. FWCC's training programs are one of its primary strategies to transform the attitudes and practices of individuals and institutions. To date, the approach to training has not appreciably emphasised systematic building upon the foundational capacities of trained graduates, such as mechanisms to further develop their skills or specific initiatives to follow and support their ongoing practice. FWCC's approach to working with organisations in Pacific countries has also been primarily to respond to demands as they emerge, without using its considerable expertise strategically to address gaps, such as specialised training and support for particular sectors beyond police, i.e., health, education, justice institutions. FWCC's substantial experience and expertise on EVAW could be better used to systematically guide strategic development of integrated approaches in Pacific countries, representing a more efficient approach to its training program. An analysis of gaps and priorities, and consideration of follow-up and graduate linking mechanisms, would help to build on efforts, leverage benefits and ensure efficiencies in staff resources and effort.

We consider RTP people to be important assets. We really hope they are continuing to use that knowledge. It's an expensive investment. For them, their organisation, (sponsors). For anyone we were supporting, we wanted to be able to follow them. (Regional stakeholder)

A more planned approach to the provision of support may have reduced FWCC's program delivery costs, however, it is not known whether the same outcomes could have been accomplished for less money. Delivery of various aspects of the program, including regional training and mentoring, and community education in Fiji, exceeded planned outputs. Cost deviations based on budgeted and actual costs were carefully accounted for in FWCC's reports, however, there is less analysis of the impact on staff workload, the pressure and stress this may have contributed to, or an analysis of whether this widened intended impacts.

Many stakeholders valued FWCC's face-to-face visits (in both Fiji and the region) for providing meaningful support, and considered they contributed to program results. Managing excesses and/or non-essential initiatives may have been improved by a results

framework that better links activities to explicit levels of results, and a management information system that uses monitoring information to assess and guide decision-making.

4.2. Management and delivery of Branch activities

Deeper and more strategic approaches to Branch institutional capacity building and planning may improve the efficiency of management and delivery of VAW programs and services. High-level technical skills and roles, including its legal, senior counselling, and some monitoring and evaluation functions (FWCC's high-level M&E work, such as its Annual Report writing and facilitation of its Annual Planning, is contracted to a long-term external advisor), are pooled in Suva and shared as needed, currently representing efficient use of resources to achieve consistency and FWCC's program goals. As FWCC continues to scale out its operations and grow its work at Branch level, including the addition of shelters, and as Branch staff continue to expand their capabilities, this human/technical resource structure and associated processes may need to be re-balanced to maintain efficiency, to ensure programming decisions are aligned with available resources, and to build on capacity gains.

Branch capacity has consolidated over the course of Phase 5, although overall strengths and needs remain uneven across the Branches. A basic capacity baseline was formulated at the beginning of Phase 5 that identified the different starting points and capabilities of each Branch. Given this diversity, an analysis based on a standard, agreed institutional capacity framework - aligned to FWCC's organisational mission and goals, and as appropriate to local and national contexts, policies and plans – would enhance the efficiency of developing Branch and staff capacity through harmonising systems and resources. Tailored capacity development plans for each Branch that detail the development of skills and competencies for EVAW services and programs (counselling, advocacy, community education, etc.) and management (planning, financial management, negotiating, high level advocacy, etc.), and identify indicators of achievement, could assist in harmonising support provided by central/HQ staff.

Expanded and more embedded local partnerships, including collaborating on entry points, resources for outreach, and options for service coordination, may enhance FWCC's efficiency in maximising its investments, and increase impact on VAW prevention. The evaluation saw promising indications of demand for local level partnerships and resource sharing, particularly on training, outreach, and reporting processes. Branches are taking an active approach to local implementation, and some are successfully piggybacking on opportunities to fulfil shared objectives, such as with training for the Ministry of Women's 'Zero Tolerance' Committees.

Better coordination with the education and health sectors, and police, may improve resource efficiencies, and contribute to more robust and sustainable results. Pooling resources and working more closely with local service stakeholders has the potential lead to further opportunities to build on gains, such as referral pathways with communities. Strengthening integrated approaches is not without challenges, and more consideration is needed around how to maintain quality and principles while working with actors, including duty-bearers and other civil society organisations, who are not operating using rights-based principles, as well as the costs and benefits of practical collaboration in the Pacific context.

Through the Ministry of Health, we conduct weekly outreaches. We can always engage someone from FWCC to accompany us. Targeting is done by supervisors, a whole year's program.
(National stakeholder)

5. Assessing Sustainability

This section assesses the sustainability of FWCC's regional and Branch activities and approaches to respond to and address VAW. It includes an assessment of:

- The approaches that contributed to sustainable institutions and outcomes.
- The extent that the Fiji Branches and Pacific partners can sustain program benefits.

5.1. Sustainability of outcomes of regional support

DFAT and MFAT's core support has offered stability that has been reinforced with FWCC's emphasis on internal capacity building. FWCC's work requires staff with high-level skills, including capacity to analyse women's experiences from a gender and human rights perspective, non-judgemental attitudes, self-confidence and effective counselling and advocacy capabilities. In all countries, stakeholders reported challenges in recruiting and retaining people with the 'right attitudes' and understanding of the nature of violence.

Mentoring senior staff, including through accompanying or attending meetings to gain experience and confidence in negotiating external relationships, public presentations (including at overseas conferences), and other opportunities for professional growth, are strong facilitators. These approaches are enabling factors for sustaining a robust organisation, and program outcomes, and are encouraged. Some stakeholders considered that organisational leadership could be broadened and decision-making further shared.

For more intensive work, we have difficulties finding the right staff. It takes a lot of training. Few people come in who get it. You have to have hands-on, mentoring, training, guiding. It's finding the right person. (Centre stakeholder)

The people who attend (the meetings) from FWCC are not necessarily the decision-makers. That's a little awkward – people have to constantly be checking back. It has to be managed. As a human rights organisation, the empowerment of staff is fundamental. (Regional stakeholder)

Coordination of the Network could be strengthened to promote enhanced long-term sustainability. A more formalised framework for engagement in the Network, and clearer determination and monitoring of activities to achieve shared strategic directions is vital to the sustainability of investments in Pacific regional support. Some stakeholders suggested that establishing a recognised managing committee and coming to agreements on the most appropriate members to provide support to ERAW organisations, an approach that would also ensure shared risk, could potentially deliver more sustainable processes and outcomes.

The current lack of national and regional ERAW standards weakens the sustainability of FWCC's work to build up appropriate services. In order to strengthen service planning and coordination, reduce duplication and confusion for victims/survivors in accessing quality services, ensure ethical practices, and protect the safety and rights of survivors, governments, donors and civil society organisations need agreed standards, accompanied by a monitoring framework, that reflects Pacific-tested and globally recognised approaches to ERAW.

There are promising examples of regional and national partnerships and collaborative mechanisms that could be strengthened for more sustainable outcomes. FWCC is a member of the recently re-instated Fiji Inter-Agency Taskforce On The Elimination Of Violence Against Women and Children, with representatives from key national agencies, including Police, Health, Social Welfare, Justice, iTaukei Affairs, UNFPA and UN Women. The committee is tasked to produce a National Policy on the Elimination of Violence Against Women and Children and adopt National Service Protocol for victims, as well as to expand Zero Tolerance Violence Free Community Projects with the coordinated efforts of partners.

FWCC is also a founding member and Chair of the Pacific Islands Forum Reference Group to Address Sexual and Gender Based Violence, although it has not been active in recent years. FWCC also participates on the Reference Group for the New Zealand supported Pacific Prevention of Domestic Violence Program (PPDVP).

These and other platforms at all levels of FWCC's operations represent promising opportunities to ensure that rights-based, gender transformative basis of VAW work forms the foundation of national and regional level policy and programs, which FWCC should prioritise to ensure its history and ongoing practice are contributing to enduring, high level outcomes. Some stakeholders indicated that FWCC has demonstrated a reluctance to engage, due in part to differences in approaches or principles, and that this has created barriers to collaboration.

We could go really interesting places on this if there was collaboration from FWCC. (Regional stakeholder)

5.2. Sustainability of program benefits for FWCC Branches and partners

Benefits from Phase 5 are varied across Pacific organisations and the extent to which benefits are sustainable is also varied. The structure and scale of FWCC's partnerships has a significant impact on the sustainability of outcomes. Of the 13 Pacific countries in the Network, FWCC's intensive partnerships with Tonga and Vanuatu has provided the most visible benefits, due in part to significant additional resourcing provided by DFAT as a Managing Agent (specified in separate agreements). FWCC's support to VWC and WCCC in this capacity facilitated the development of policies, program plans, and rights-based services - an important ingredient in safeguarding longer-term EVAW outcomes and achievements.

The strength of the alliance with Vanuatu has endured beyond the Managing Agent contractual relationship, and stakeholders considered this to be a factor in supporting sustainable outcomes. The benefits to organisations in other Network countries with more limited partnerships and less tailored support may not be equally sustainable. Capturing the lessons learned and tools employed from the Managing Agent role, and applying them with other Network partners, could enhance the sustainability of outcomes more equitably across the region.

In addition to institutional policies and practices (i.e. governance, etc.), I assessed, 'Do they have a staff not tolerating violence in the workplace or in people's lives? Are they trained in this, are they all on board or is it just piece of paper? When staff sign a contract, are they living by the values? It's as much the structure as the value system. (Regional stakeholder)

That regional connection is good for assisting them to maintain morale, regional comparisons, cross-learning. It's well worth continuing the relationship they have. FWCC has set up that network through that regional training; it's really good for WCCC and others to maintain that. (Regional stakeholder)

FWCC's participatory organisational processes, including its annual reporting and planning workshops, are valued and important building blocks of institutional sustainability. Expanding this approach to the local/Branch level would contribute to Branch capacity building and sustainability through stronger partnerships with local stakeholders.

6. Conclusions

The independent evaluation of FWCC's Components 3 and 5, undertaken in the final year of Phase 5, makes the following conclusions against the review's assessment criteria of effectiveness, impacts, efficiency, and sustainability.

6.1. Conclusions on Effectiveness

Training to address VAW

- 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.

- 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. A strategy clustered by sector, sub-region, organisation, etc., that remains flexible and responsive to demand, while building on existing gains, would contribute to more effective development of a skilled Pacific EVAW workforce, and other shared Pacific outcomes.
- 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.
- Strengthening alliances of RTP graduates could improve practical collaboration on EVAW, and a network for graduates could support their work and ability to help each other maintain non-judgemental attitudes and behaviours, problem solve, and address VAW in an integrated way within countries and sectors.
- The effectiveness of the FWCC organisational attachment modality could be enhanced by linking the practical experience to documented learning (and other) outcomes through an agreed framework that identifies and measures skills and other benefits, and is accompanied by tailored resources and tools.
- 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.

Regional networking

- The full benefits and effectiveness of the PWNAVAW 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.
- Development of a communication strategy for the Pacific Network would support less active members in their engagement with the Network and in decision-making (and internal advocacy) for participating in various activities, including requesting more intensive institutional support from FWCC.

Regional capacity building to prevent and respond to VAW

- 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.

Counselling and Advocacy

- 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.
- The Fiji Branches visited during the evaluation (Nadi and Labasa) appear to have good in-house capacity. There is indication from Centre stakeholders that this has consolidated over Phase 5 and that capacity has increased across all four Branches, with Rakiraki (the newest Branch) still needing the most support.
- There is evidence of a range of good working relationships with a range of stakeholders at most Branches, including local-level leaders and administrators at some.
- Development of explicit performance frameworks and standards for counselling and community education may support the development of staff capacity and effectiveness.

Community Education

- FWCC's model of CE is regularly requested and valued as an approach to prevention of VAW among many partners and communities in Fiji.
- Community awareness on VAW remains a priority in Fiji and the Branches effectively delivered information to a considerable number of people, however, there is insufficient evidence on whether Community Education activities directly contributed to increased accessibility to Branch services.
- 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.

Support to Branches

- There is evidence that Branches were provided with steady access to information and resources from FWCC headquarters for maintaining their service and management practices, and organisational systems that are closely aligned with HQ, including financial and data collection functions.
- Branch counsellors are well supported and supervised by senior counsellors and legal staff in Suva, in person and by phone, for difficult cases and for legal advice, on an as-needed basis.
- FWCC's institutional processes are largely centralised, which contributes to quality and consistency, but may negatively impact on Branches' potential for stronger local leadership and strategic management.

- An on-site Branch planning process, in partnership with area stakeholders (such as community members, inter-agency committees and other stakeholders), could enhance the effectiveness of Branch service planning and outcomes through enabling local partners to reflect on and develop strategies to address shared local priorities.
- Some stakeholders considered that stronger, more formalised approaches to partnerships are important for effectiveness at Branch level.

6.2. Conclusions on Impact

VAW services in Fiji and the region

- FWCC's Branch and regional support, including through its Managing Agent role, has enabled its staff and partners to consolidate prevention and response efforts, and promote shifts toward greater awareness of VAW.
- FWCC has influenced individuals in key agencies to improve their practices and services in responding to VAW, and the training and program approaches have had clear impacts on the attitudes of EVAW actors toward victims/survivors of domestic violence.
- FWCC's focus and approaches to strengthening duty-bearing institutions, including by developing skills, knowledge and attitudes of police and prosecutors, has had a positive impact on individual officers, and there is evidence of pockets of institutional shifts.
- 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 mobile counselling has had a direct impact on bringing services to women victims in communities with otherwise limited access.
- FWCC network coordination and participation has contributed to best-practice responses across the region, and reduced tolerance to violence in a range of arenas.

Reduced individual and institutional tolerance of violence against women

- 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.
- FWCC's Network coordination and leadership has contributed to best-practice responses across the region, and reduced tolerance to violence in a range of arenas.
- FWCC, its Network partners, and training graduates are recognised actors in advocating for legislation aimed at better safeguarding women and protecting their rights.
- FWCC's prevalence study is a powerful tool for communicating VAW issues and promoting an evidence-based understanding of VAW. More tailored packaging of its results and wider dissemination to a range of audiences would increase impact.

6.3. Conclusions on Efficiency

Regional training, networking and institutional support

- Steady donor support and harmonised reporting processes have contributed to efficiencies in program planning and reporting, reduced resource mobilisation time, and enabled coherence among organisations using evidence-based approaches to EVAW in Fiji and the Pacific.
- FWCC funds, expertise and time could be more efficiently used and provide better results through assessing and prioritising countries 'ready' for targeted support, but this is untested
- FWCC's efforts to build up a qualified EVAW workforce could be enhanced through collaborating with partners to expand the pool of experts and in-country trainers who can provide rights-based EVAW workshops using FWCC tools and approaches.
- Demand-driven approaches to training, support and community education, without investment in parallel strategies to target partners and monitor results, may reduce opportunities to build on gains.

Management and delivery of Branch activities

- Deeper and more strategic approaches to Branch institutional capacity building and planning would contribute to more efficient management and delivery of VAW programs and services.
- Expanded and more embedded local partnerships, including collaborating on entry points, resources for outreach, and options for service coordination, may enhance FWCC's efficiency in maximising its investments, and increase impact on VAW prevention. Better coordination with the education and health sectors, and police, may improve resource efficiencies, and contribute to more robust and sustainable results.
- A more managed approach to the provision of support may have reduced program delivery costs, however, it is not known whether the same outcomes could have been accomplished for less money.

6.4. Conclusions on Sustainability

Sustainability of outcomes of regional support

- DFAT and MFAT's core support has enabled stability that has been reinforced with an emphasis on internal capacity building.
- Better coordination and a more formalised platform for engagement in the PNWAWAW could promote sustainability of investments in regional support.
- The current lack of national and regional EVAW standards weakens the sustainability of FWCC's work to build up appropriate services.
- There are promising examples of regional and national partnerships and collaborative mechanisms that could be strengthened for more sustainable outcomes.
- The structure and scale of FWCC's partnerships has a significant impact on the sustainability of outcomes. There are promising examples of regional and national partnerships and collaborative mechanisms that could be strengthened for more sustainable outcomes.

Sustainability of benefits for Branches and partners

- Benefits from Phase 5 are varied across Pacific organisations and the extent to which benefits are sustainable is also varied.
- FWCC's participatory organisational processes are important building blocks of institutional sustainability. Expanding these approaches to Branch level and engaging local actors would contribute to sustainability through stronger partnerships with Branch stakeholders.

7. Recommendations

Based on the findings and conclusions, the evaluation makes the following recommendations (grouped thematically):

Regional training

1. Increase RTP's strategic impact and contributions to shared Pacific outcomes through developing a three to five year strategy for targeting participants, based on country, sector and organisation, balanced with flexibility to respond to specific country needs and demand.
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.
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.
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 FLARE and develop an accompanying implementation plan to ensure it achieves its goals and avoids duplication with FWCC's other efforts.

Regional networking and support

5. Develop a Terms of Reference and five-year plan for the PWNAVAW 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.
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.
7. Develop process guidelines and an accompanying resource kit for the development of, and appropriate rights-based EVAW services. Use the guidelines to support practice quality and monitoring, and to inform decision-making on initiating Managing Agent relationships.

Branch/organisational capacity building

1. Invest in Branch capacity development through establishing tailored capacity development plans and M&E frameworks that reflect differences in capability and context (locally available resources, priorities, constraints, and partners).
2. Undertake annual Branch-based participatory planning, in partnership with local stakeholders, to promote more active engagement, stronger partnerships, and improved accountability and outcomes.
3. 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 ERAW Policy and the Service Protocol for victims of violence committed against women and children.
4. 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.
5. 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

Annex 1: Terms of Reference

Joint DFAT-MFAT Independent Evaluation Terms of Reference: Fiji Women's Crisis Centre (FWCC)

These terms of reference serve to commission an independent evaluation of Australia and New Zealand's ' support for the Fiji Women's Crisis Centre (Phase 5; 2009-2015) in efforts to address and eliminate violence against women in Fiji and the Pacific region.

1. Background and Orientation to the Evaluation

1.1. Background to Violence against Women in Fiji and FWCC

Violence Against Women (VAW) in Fiji, like the rest of Melanesia and East Timor is severe and pervasive. The Fiji Women's Crisis Centre (FWCC) is the main institution providing crisis counselling and referrals to legal, medical and other practical support services for women and children survivors of violence, using a human rights, gender-transformative development framework.

Established as a non-government organisation in 1984, the Centre has its headquarters in Suva and 3 branches in Ba, Nadi and Rakiraki in the Western Division on Viti Levu, and 1 branch in Labasa on Vanua Levu. FWCC plans to open a fifth branch in Savusavu in the southern part of Vanua Levu in the Northern Division within the next two years, along with two shelters for women in the Western and Northern Divisions and a shelter for girls in Suva.

The FWCC's overall goal is the elimination of all forms of VAW in Fiji and the Pacific region using a gender equality, human rights and transformative framework. The outcomes are:

- reduced individual and institutional tolerance on VAW;
- increased availability of appropriate services.

There are five components to the Centre's work to achieve the outcomes above:

- coordination, counselling, advocacy and support services to women;
- community education, male advocacy and training of other agencies
- regional training, advisory, networking and institutional services to strengthen efforts to address VAW in the region;
- advocacy, research, campaigning and community education for Policy and Legislative Change; and
- management and capacity development of all FWCC branches.

The Centre works to address all forms of VAW, including rape, assault and sexual harassment, and abuse of children, and is involved in public advocacy and community education on gender violence. FWCC provides in-house and telephone counselling, community outreach programs to empower women and children, and to gradually achieve broader social change. Through these programs women are provided access to information about their legal rights and are encouraged to access other services that empower them to make informed decisions about their lives. The Centre provides referrals and fosters relationships with police, courts, doctors and welfare agencies to better respond to violence against women.

FWCC also provides technical support and mentoring to other organisations working in the Pacific region, including the Australian-supported Vanuatu Women's Centre and the Tonga

Women's and Children's Crisis Centre. FWCC is the Secretariat of the Pacific Women's Network Against Violence Against Women, which includes organisations and practitioners from 12 Pacific island countries. The Centre provides training (e.g. financial and organisational management, counselling and data collection), institutional support and networking services to assist the network's members.

The four-week Regional Training Program is an important aspect of the Centre's regional services. It provides participants (network members, civil society organisations (CSOs) and government agencies that deal with VAW) with a good foundation on strategies and activities to effectively address gender-based violence. The curriculum is continually reviewed and updated, taking into account the latest regional and international information and practices. Specific needs are also catered for (e.g., upgrading counselling skills, improving centre management, legal literacy, targeting community education for different audiences, gender analysis, male advocacy, working with the media or conducting advocacy campaigns).

The Centre started the Male Advocates Program in 2002, to engage men as allies in challenging violence against women, and to encourage men to take responsibility for the issue of violence against women. Four stages of male advocacy training have been provided to a group of men in Fiji, Vanuatu, Tonga and PNG.

The Australian Government has provided financial support to the FWCC since 1989. Continuation of core funding for Phase 5 (AUD\$6 million over 6 years) commenced after the signing of a Partnership Agreement in October 2009. The Government of New Zealand provides funding for FWCC's 4 branches and extended funding of FJ\$3.8M for Phase 5. Additional Australian funding of AUD\$2,420,000 was approved in 2013 using Eliminating Violence against Women (EVAW) Budget Measure funds to expand FWCC service provision in the following areas: shelters for survivors in Suva, Labasa and Nadi; purchase of branch buildings in Ba, Labasa and Nadi; establishment of a training institute and expansion of training services.

1.2. Alignment with Australian government policy priorities and national interest:

Australia's aid program has a firm commitment to addressing violence against women and promoting gender equality across the many sectors in which it works. This is articulated in key Australian aid policy, research and review recommendations including:

- the 2007 *Gender Equality Policy*;
- the 2008 ODE report, *Violence against Women in Melanesia and East Timor: Building on Global and Regional Approaches*;
- the 2009 report released in response, *Stop Violence: Responding to Violence against Women in Melanesia and East Timor*;
- the 2011 *Violence Against Women in Melanesia and Timor-Leste: Progress Made since the 2008 ODE Report*;
- the 2011 *Pacific Women's Empowerment Policy Dialogue - Stopping Violence against Women*;
- the 2011 *Gender Thematic Strategy*;
- the 2011 *Eliminating Violence Against Women Budget Measure*;
- the 2012 *An Effective Aid Program for Australia: Making a Real Difference (Effective Aid)*;
- Australia's *Fiji Country Strategy 2012-14*;
- the Pacific Gender Initiative: *Pacific Women Shaping Pacific Development (2012-2022)*; and
- the 2014 *Australian aid: promoting prosperity, reducing poverty, enhancing stability*.

Modality: Continuing support for FWCC is a cornerstone of Australia's strategy for providing support services to survivors of violence, given its role as a leader in advocacy for women's human rights and its strengths in delivering practical services including counselling, training and mentoring other groups throughout Fiji and the Pacific region. FWCC plays a key role in preventing VAW, and in improving and monitoring the quality of services and prevention messages provided by other organisations.

1.3. Reviews of FWCC

FWCC has been reviewed favourably several times including:

- AusAID/NZAID Mid-Term Review (MTR) of FWCC (2007)
- the 2008 Office of Development Effectiveness (ODE) Report, "Violence against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches;"
- AusAID's 2009 "Stop Violence: Responding to Violence Against Women in Melanesia and East Timor;"
- ICRW's 2011 "Violence Against Women in Melanesia and Timor-Leste: Progress Made since the 2008 ODE Report."
- the 2013 review by the International Centre for Research on Women (ICRW) of initiatives supported by Australian aid to Eliminate Violence Against Women in the Pacific region;

Each review confirmed the good quality and relevant work of FWCC both to its geographical/cultural context and to the international field of practice in preventing violence against women.

1.4. Purpose of the Evaluation

DFAT and MFAT are conducting a joint *evaluation* of FWCC in order 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.

1.5. Primary users of the Evaluation

The primary users of the evaluation are FWCC, DFAT and MFAT staff (Senior Executive and Program staff at desk and post). Other uses of the evaluation include Vanuatu Women's Centre, Tonga Women and Children's Crisis Centre; regional organisations such as SPC and PIFS, multilateral organisations including UN Agencies, PIC governments and non-State actors working to address VAW.

1.6. Management decisions to be informed by evaluation

Evidence and lessons learned from the evaluation will be used to inform DFAT and MFAT's future support to FWCC beyond the current contract and other areas of assistance in the EVAW sub-sector. The findings will also inform decisions about the refining/realignment of FWCC's program in the next phase.

2. Evaluation Scope and Duration

2.1. Themes to be addressed

The review focuses primarily on determining results (outputs and outcomes) for the priority areas of focus, and assessing the effectiveness, efficiency, impact and sustainability of these outcomes, rather than on relevance. Relevance has been well-established by all reviews of FWCC's work including the ICRW review, and reinforced by the publication of FWCC's research report on prevalence and attitudes to violence against women.

The following areas of focus are proposed for the review:

- A. Regional Training (Output 3.1 of the FWCC design)
- B. Regional Mentoring and Support (included in Output 3.2 of the FWCC design)
- C. FWCC's Managing Agent Role (included in Output 3.4 of the FWCC design)
- D. FWCC Branch Management and Capacity Building

The FWCC results for these areas of focus are highlighted in the diagram below. It is not proposed that all activities in outputs 3.1, 3.2, 3.3 and component 5 be included in the review. For example, while future regional training will be undertaken under the "umbrella" of the Regional Training Institute, its research functions are still in the process of establishment. The activities that FWCC considers the highest priority for the review are as follows:

- A. Regional Training: formal training undertaken with regional participants, in Fiji and in-country; attachments at FWCC; and in-country training provided to Regional Network members and others.
- B. Regional Mentoring and Support: the range of support, advice, mentoring and (non-financial) resourcing provided by FWCC either from Suva or during in-country visits, using various means, including face-to-face meetings in Fiji or in-country, and support provided by email, phone and through the website; and regional networking, meetings, initiatives and collaborations. (It should be noted that FWCC has provided mentoring, support and training to organisations beyond those who are members of the Regional Network.)
- C. FWCC's Managing Agent Role: the intensive partnership, mentoring and capacity building provided to selected agencies such as the Vanuatu Women's Centre (VWC) and the Tonga Women and Children's Crisis Centre (WCCC), where FWCC has also managed their funding.
- D. FWCC's Management and Capacity Building of the Branches: the ongoing training and mentoring of the Branches to improve the effectiveness and outreach of services

2.2 Evaluation objectives and questions

Note: The sub-questions for each of the overarching questions serve as a guide to the evaluator. They are not exhaustive and the final evaluation questions will be articulated in the evaluation plan.

A. To assess the effectiveness of FWCC's regional and Branch activities and approaches to respond to and prevent VAW

1. To what extent has FWCC's Fiji Branch development activities and regional training, networking, and institutional support (Components 3 & 5) contributed to reduced individual and institutional tolerance of violence against women in Fiji and the Pacific (Objective/Outcome 1)?

2. To what extent has FWCC's Fiji Branch development activities and regional training, networking, and institutional support increased the availability of prevention and response services in the Pacific – particularly services with human rights based approaches, incorporating a gender analysis of the problem, and working towards transforming gender relations (Objective/Outcome 2)?
3. How has FWCC's role as Managing Agent contributed to increased capacity and service quality among its partners, and to progress towards FWCC's outcomes?
 - Consider strategies, ethics and principles, management and governance approaches and processes, capacity and resources
4. What factors, strategies and principles have contributed to progress toward outcomes and what have been key constraints and challenges?
 - Consider focus on demand driven approaches, local ownership, mutual accountability, intensive capacity-building, and medium-term funding commitments

B. To assess the efficiency of FWCC's regional and Branch activities and approaches to respond to and prevent VAW

1. Has FWCC managed and delivered regional training, networking and institutional support and Branch development activities in time and good quality?
 - What has enhanced and/or constrained efficiency in implementation?
2. Have the resources and capacity for performing the Managing Agent role been sufficient to achieve intended results (e.g., to increase the capacity, quality and sustainability of partners' services)?

C. To assess the sustainability of FWCC's regional and Branch activities and approaches to respond to and prevent VAW

1. How sustainable is FWCC's regional training, networking and support and Fiji Branch development activities?
 - What elements contribute to/hinder the sustainability of FWCC's regional and Branch activities and approaches?
 - What factors affect the continuation of FWCC's progress toward its outcomes?
2. To what extent are the Branches and partner agencies likely to be able to sustain skills, management capacity, funding and other program benefits?

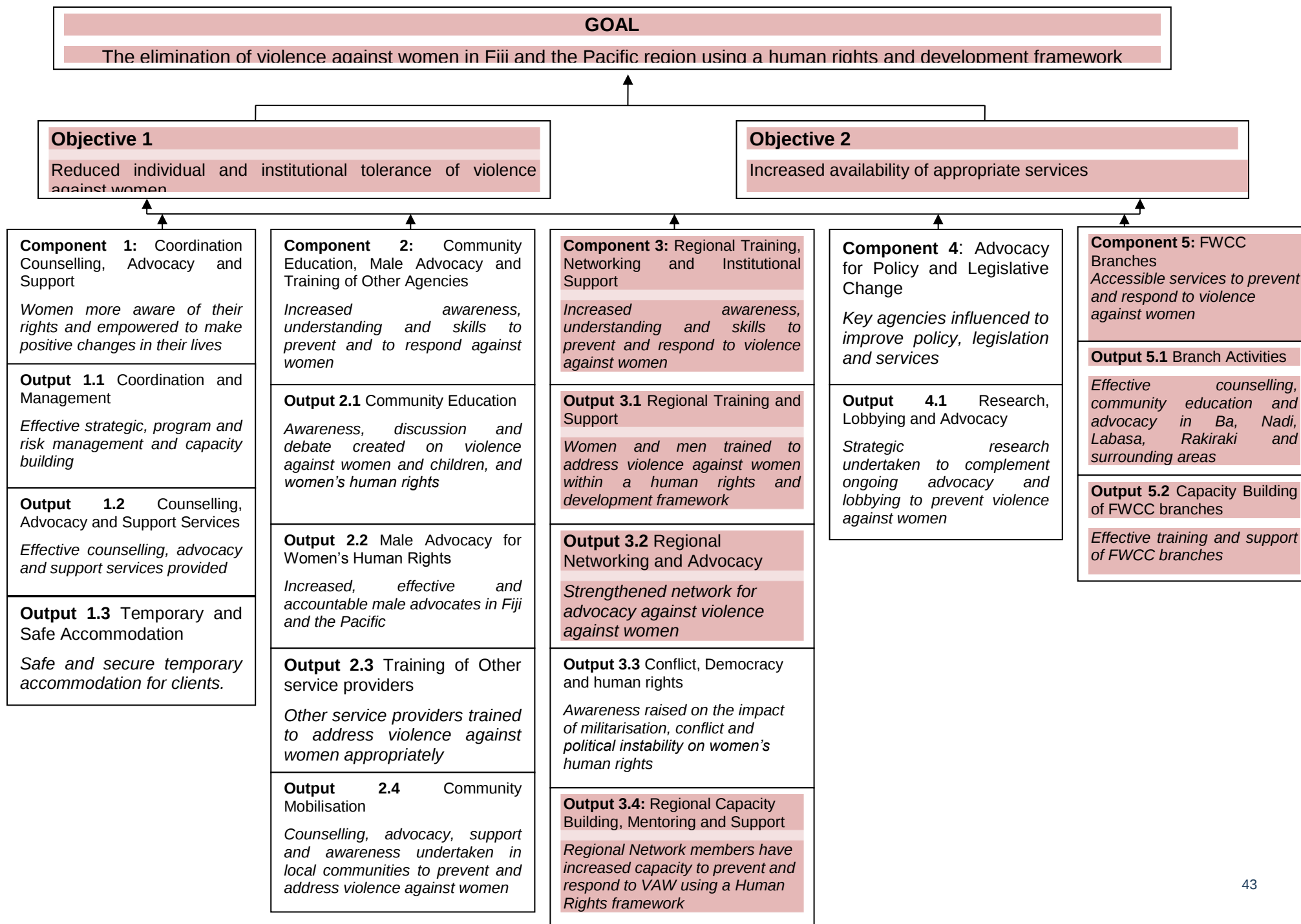
D. To assess the impact of FWCC's regional and Branch activities and approaches to respond to and prevent VAW

1. What specific impacts have FWCC's activities and support had on individuals' and partners' awareness, knowledge, understanding, skills, practices, capacity?

2. How have the changes produced by FWCC's work in Phase 5 (2009-2015) contributed to its overall goal of elimination of violence against women in Fiji and the Pacific region?

E. To identify lessons learned and provide recommendations

1. What conclusions can be drawn and what recommendations can be made to improve the effectiveness, efficiency, sustainability and impact of FWCC's efforts; inform FWCC in their work; and inform DFAT and MFAT in their future engagement with FWCC?



3. Evaluation process

3.1. Preparatory briefing

DFAT and MFAT Suva Post will provide a verbal briefing of the key issues and priority information to the Team Leader before s/he prepares the draft Evaluation Plan and will provide a verbal briefing for the team before field work commences. The briefings will discuss the back ground, issues and priorities for the independent evaluation and clarify the expectations of DFAT and MFAT's Aid Program and other stakeholders from the evaluation.

3.2. Evaluation Plan

The evaluation team leader will be responsible for the development of a draft evaluation plan, to be submitted to the Evaluation Reference Group (ERG) for approval at least three weeks prior to the in-country mission. The evaluation plan will include the main evaluation questions, the evaluation design and data collection methods, the report structure. The evaluation will be undertaken according to the approved evaluation plan.

At a minimum the evaluation plan should be consistent with the Australian Aid Program's Standard 5 for Independent Evaluation Plans (see: <http://aid.dfat.gov.au/Publications/Pages/monitoring-evaluation-standards.aspx>) and reflect the Australasian Evaluation Society Code of Ethics (http://www.aes.asn.au/about/Documents%20-%20ongoing/code_of_ethics.pdf) and the American Evaluation Association Guiding Principles for Evaluators¹⁰ (<http://www.eval.org/Publications/GuidingPrinciples.asp>). The means that the evaluation plan should¹¹:

- be developed collaboratively with DFAT and MFAT with input and comment from FWCC;
- clearly identify the primary intended users of the evaluation and ensure their evaluation needs are in line with the ToR;
- describe limitations or constraints of the evaluation (e.g. time frame; resources; available data; political sensitivities);
- state the purpose and/or objectives of the evaluation as per the ToR;
- provide a broad investigatory framework to orient the reader to the overall evaluation design;
- pose more detailed evaluation questions, based on the primary questions set out in these terms of reference (see Section 2.2) and demonstrate how the terms of reference a) have been interpreted; and b) will be met;
- explain which questions are of higher priority and are expected to provide the most important information;
- be flexible enough to allow unexpected issues that may emerge to be incorporated in the evaluation;
- describe appropriate methods proposed to collect data for each primary question;
- propose triangulation of data collection methods to strengthen the confidence in the findings;
- have a clear and appropriate sampling strategy for the primary evaluation questions;
- describe an approach to data processing that is consistent with the time and resources available;
- address ethical considerations where relevant (e.g. privacy and confidentiality);
- make clear who will be making the judgments;

¹⁰ See FWCC's

¹¹ Adapted from DFAT (2013) DFAT *Monitoring and Evaluation Standards* – DFAT, Canberra, Australia.

- clearly allocate evaluation tasks to team members (*i.e.* data collection, processing and reporting); and
- provide guidance on scheduling that reflects adequate time to answer the posed evaluation questions
- outline a draft interview protocol for the semi-structured interviews.

3.3. Evaluation Method

The evaluation approach will entail a combination of qualitative and quantitative methods and document review, field visits and stakeholder consultations.

While the evaluation will be independent, both the method and final report need to acknowledge and take into account that FWCC is an autonomous CSO. Hence the evaluation method and the process for finalising the report needs to ensure that key findings and recommendations are owned and able to be implemented by FWCC.

Document Review

- Review available and relevant documentation (a non-exhaustive list of reference documents is provided at Annex A);
- Collate quantitative data (*e.g.* numbers trained, training costs, etc.) for verification as part of the review;
- Collate qualitative information that informs the review and secondary questions for interviews;

Field Visits

- Undertake in-country visits and consultations with partners in the following countries: Fiji, Tonga, Kiribati and Vanuatu.

Other Stakeholder Consultations

- Undertake consultations with additional beneficiaries/ stakeholders in partner countries not part of the field visits.

3.4. Data collection and analysis

Data collected by the team during field work, e-consultations, and collated from document review and other meta-data will be systematically analysed using rigorous methods to provide evidence, wherever possible, or to inform professional judgement in other cases. The resulting information will be interpreted and presented in the evaluation report.

3.5 Reporting requirements

The evaluation team will not be required to provide progress reports to DFAT and MFAT during implementation of the field work. An aide memoire at the end of the field work will report initial findings and progress against the evaluation plan.

A draft evaluation report will be submitted to DFAT and MFAT – Suva Post by 31 October 2014. The final draft report will include all necessary annexes. Consistent with DFAT Australian Aid Monitoring and Evaluation Standard 6, the final draft evaluation report will¹²: orient readers by including background information such as the total value of program initiatives; the duration of initiatives and their stage of delivery; key outcomes of the program; and the key issues identified in the terms of reference;

¹² Adapted from DFAT (2014) *Monitoring and Evaluation Standards* – DFAT , Canberra, Australia.

provide a brief summary of the methodology employed;
describe key limitations of the methodology and provide any relevant guidance to enable appropriate interpretation of the findings;
include an executive summary that provides all the necessary information to enable primary users to make good quality decisions based on evaluation findings;
clearly address all questions in these terms of reference;
fully describe each of the issues identified so that the reader feels they have been given the full picture;
communicate the relative importance of the issues;
present an appropriate balance between operational and strategic issues;
clearly establish that the evidence supports the arguments posed;
consider alternative points of view where appropriate;
fully explore complex issues;
explore the role of the context in program performance;
use appropriate methods/language to give the reader confidence in the findings and conclusions;
explore the factors that have influenced the issues identified and conclusions drawn;
explore the implications of key findings;
make clear the overall position of the team and its professional judgments;
ensure conclusions and recommendations logically flow from the presentation of findings and any associated analyses;
make recommendations that are feasible, based on validation with FWCC;
allocate responsibility to stakeholders for responding to recommendations.

DFAT and MFAT Suva Post and FWCC will review the draft report submitted by 8 January 2015 and return comments within 10 days to enable the final report to be completed before 30 January 2015. A formal peer review of the evaluation will be conducted. The final evaluation report will be provided within 10 working days of receiving the feedback, incorporating feedback from stakeholders. The report will be no more than 30 pages (plus annexes). This will include an Executive Summary, which could act as a standalone summary of main findings and recommendations for DFAT and MFAT senior management. Findings, lessons, and recommendations should be clearly documented in the report. The final evaluation report will be published on both the DFAT and MFAT Aid Program websites.

3.6 Duration and broad schedule

Preparation and finalisation of the evaluation plan for the independent evaluation will take place in October 2014. Field work will take place between October/ November 2014 and reporting will take place during October/ November 2014. The broad schedule is anticipated to include the elements presented in the table below:

Table 1 : Tentative Team schedule and allocation of days to team members

(Excluding international travel)

The review will commence on 24 October 2014 and be completed by 30 January 2015.

The timing and duration for the scope of services is up to 33 days as follows (final dates will be negotiated with the team leader and stated in contracts):

INDICATIVE DATES 2012	ACTIVITY	LOCATION	INPUT: Maximum # of Days		Research Assistant
			Team Leader (M&E Specialist)	Gender-based Violence Specialist	
10 November	Briefing with DFAT and MFAT (Suva Post)	Suva	0.5	0.5	
10-13 November	Document review/desk review	At base	3	3	
18 November	Workshop with FWCC, DFAT and MFAT	Suva	1	1	1
23 December	Draft Methodology / Evaluation Plan to DFAT, MFAT and FWCC	Via email	2	1	
Early January	DFAT, MFAT and FWCC feedback on the draft Evaluation Plan	At base			
Early January	Revise Evaluation Plan and submit to DFAT, MFAT and FWCC.	Via email	0.5	0.5	
9-13 February	In-country visit to Vanuatu	Country visit	5	5	
16-20 February	In-country visit to Tonga	Country visit	5	5	
23-27 February	In-country visit to Fiji	Country visit	5	5	5
27 February	Presentation of Evaluation Aide Memoire	Suva	2	1	
2-4 March	Teleconferences with countries not visited.	At base	3	3	
	<i>Travel days [Aus/New Zealand – Suva-Tonga-Aus/New Zealand]</i>		0	2	
20 March	Submission of draft Evaluation Report to DFAT, MFAT and FWCC	At base	8	6	4

27 March	Review & send comments to team	Via telecom and Email			
3 April	Re-draft Evaluation report based on feedback from DFAT, MFAT and FWCC and Submit Final Evaluation Report to DFAT, MFAT and FWCC	At base	2	2	
10 April	Confirmation of acceptance of Evaluation Report	At base			
TOTAL			37	35	10

4 Evaluation Team Composition

The evaluation team will consist of:

- a. a Team Leader with demonstrated expertise in Gender-based violence programs monitoring and evaluation, preferably with experience in the Pacific and an understanding of Australia and New Zealand's aid program (Advisor Remuneration Framework C4) ;
- b. a Gender-based violence specialist with experience in the Pacific (Advisor Remuneration Framework C3);
- c. a research assistant (FJ\$200 per day for 10 days)
- d. a DFAT representative (the 'Evaluation manager') with understanding of the Australian aid program and experience in aid program development, planning, monitoring and evaluation; and
- e. an Evaluation Reference Group

DFAT and MFAT Suva Post staff and program field staff may accompany the team for selected meetings and field visits. The proposed roles and responsibilities of the team, which reflect the primary questions set out in Section 2.2, are summarised below. Detailed direction on tasks for each team members will be set out in the evaluation plan. These team profiles show the DFAT expectations about how each team member will contribute to planning, field work, analysis and interpretation and writing.

The Team Leader will:

- a. in consultation with the team plan, guide and develop the overall approach and methodology for the evaluation;
- b. submit an Evaluation Plan that sets out the design and conduct of the independent evaluation including a sound methodology for the mission that reflects acceptable practice standards, and the time and resources available for the mission;
- c. manage and direct the evaluation's activities, represent the evaluation team and lead consultations with stakeholders and beneficiaries.
- d. collate and analyse data collected through the evaluation by all team members;
- e. manage, compile and edit inputs from other team members to ensure the quality of reporting outputs;
- f. produce an aide memoire, synthesise evaluation material into a clear draft evaluation report and a final evaluation report;
- g. provide timely delivery of high-quality written reports;

- h. represent the team in peer reviews if required; and
- i. Carry out other other duties in the TOR and as directed by DFAT and MFAT.

The Gender-based Violence specialist will:

- a. assist the team leader during evaluation activities; from the early stages of preparatory work prior to the in-country missions and report-writing phases;
- b. participate in field visits and consultations and other events as specified by the Team Leader;
- c. collate, analyse and report data collected through document review, field visits and other consultations;
- d. provide technical advice on Gender-based Violence aspects of the evaluation;
- e. contribute to preparing and presenting the aide memoires;
- f. provide inputs into the draft and final reports as directed by the team leader; and
- g. Carry out other other duties in the TOR and as directed by DFAT and MFAT.

The Research Assistant will:

- a. participate in field visits and consultations and other events as specified by the Team Leader;
- b. collate, analyse and report data collected through document review, field visits and other consultations;
- c. provide inputs into the draft and final reports as directed by the team leader

The Evaluation manager will:

- a. coordinate the evaluation process in consultation with Evaluation reference group;
- b. provide advice, relevant documentation from DFAT, and an understanding of DFAT's processes; and
- c. contribute to the required dialogue, analysis and writing of the report.

Evaluation Reference Group (ERG)

1. While the Evaluation manager will provide the specific day to day management, coordination and logistics of the evaluation, the Evaluation Reference group (ERG) will guide and enhance 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 include:
2. - Providing input to the Evaluation TOR
3. - Contributing to the selection of evaluation questions
4. - Providing comments on the evaluation plan, aid memoire and draft reports; and
5. - Ensuring the final draft meets the DFAT and MFAT quality standards

The composition of the ERG is as follows and will be chaired by DFAT:

Name	Position and Organisation	Email
Solstice Middleby	Regional Counsellor 6. Australia's Department of Foreign Affairs and Trade, Suva	Solstice.Middleby@dfat.gov.au
Nilesh Goundar	Program Manager , 7. Australia's Department of Foreign Affairs and Trade, Suva	Nilesh.goundar@dfat.gov.au
Willy Morrell	First Secretary Development (Fiji & Tuvalu) New Zealand High Commission Suva	Willy.Morrell@mfat.govt.nz
Faga Semesi	Development Program Coordinator, New Zealand High Commission Suva	faga.semesi@mfat.govt.nz
Shamima Ali	Coordinator, Fiji Women's Crisis Centre	fwcc.shamima@gmail.com
Vandhna Narayan	Deputy Coordinator, Fiji Women's Crisis Centre	vandhna.narayan@gmail.com

The ERG may request the review team to brief it at any time to provide updates on the work and findings until work completion.

DFAT and MFAT will be responsible for the contractual aspects of the review and the review team, logistics of the initial team briefing and debriefing sessions. FWCC will be responsible for assisting the team with the logistical aspects of the field visits, arranging the team appointments and contact with relevant agencies and partners. The contracts will be output based.

The Team leader and Evaluation team members will report to the DFAT Evaluation Manager. The review team will be able to consult with the ERG throughout the review.

ANNEX A (of TOR)

The list of documents to be reviewed may include (NOTE: This list is not exhaustive):

FWCC Documents and Reports:

- a) FWCC Phase 5 Design Document
- b) FWCC. (2010). *FWCC Programs to Eliminate violence Against Women: Annual report year 2*. Suva, Fiji.
- c) FWCC. (2011a). *FWCC Programs to Eliminate violence Against Women: Annual report year 3*. Suva, Fiji.
- d) FWCC. (2011b). *Male Advocacy for Women's Human Rights Handbook*. Suva, Fiji.
- e) FWCC. (2012). *FWCC Programs to Eliminate violence Against Women: Annual report year 4*. Suva, Fiji.
- f) FWCC. (2013a). *FWCC Programs to Eliminate violence Against Women: Annual report year 5*. Suva, Fiji.
- g) FWCC. (2013b). *National Research on Domestic Violence and Sexual Assault*. 10 March 2013. Retrieved from:
http://www.fijiwomen.com/index.php?option=com_content&id=123
- h) FWCC. (2014). *FWCC Programs to Eliminate violence Against Women: Annual Report Year 6*. Suva, Fiji.

DFAT documents:

- a. Guidelines and templates
DFAT (2013) *DFAT Monitoring and Evaluation Standards* – DFAT, Canberra, Australia.
<http://aid.dfat.gov.au/Publications/Pages/monitoring-evaluation-standards.aspx>
- b. AusAID. (2007). *Gender Equality in Australia's Aid Program – why and how*. Australian Government: Canberra, Australia.
- c. AusAID (2008) *Violence against Women in Melanesia and East Timor: Building on Global and Regional Approachs*. Australian Government: Canberra, Australia.
- d. AusAID. (2009). *Stop Violence Against Women in Melanesia and Timor- Australia's response to the ODE report*. Australian Government: Canberra, Australia.
- e. AusAID. (2011). *Promoting Opportunities for All: Gender equality and women's empowerment*. Australian Government: Canberra, Australia.
- f. AusAID. (2012). *An Effective AID Program for Australia: Making a real difference – delivering real results*. Australian Government: Canberra, Australia.
- g. DFAT FWCC Quality at Implementation reports 2009-2013 (attached)
- h. *Pacific Women's Empowerment Policy Dialogue - Stopping Violence against Women*; 2011
- i. Australia's *Fiji Country Strategy 2012-14*;
- j. DFAT (2014) *Pacific Women Shaping Pacific Development*. Australian Government: Canberra, Australia.
<http://www.pacificwomen.org/wp-content/uploads/pacific-women-shaping-pacific-development-design-document.pdf>
- k. DFAT (2014) *Pacific Women Shaping Pacific Development Fiji Country Plan*. Australian Government: Canberra, Australia.
- l. <http://www.pacificwomen.org/wp-content/uploads/Fiji-Country-Plan-Summary1.pdf>
- m. *Australian aid: promoting prosperity, reducing poverty, enhancing stability, 2014* .

FWCC Reviews

- AusAID/NZAID Mid-Term Review (MTR) of FWCC (2007)

- the 2008 Office of Development Effectiveness (ODE) Report, "Violence against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches;"
- AusAID's 2009 "Stop Violence: Responding to Violence Against Women in Melanesia and East Timor;"
- ICRW's 2011 "Violence Against Women in Melanesia and Timor-Leste: Progress Made since the 2008 ODE Report."
- the 2013 review by the International Centre for Research on Women (ICRW) of initiatives supported by Australian aid to Eliminate Violence Against Women in the Pacific region;

MFAT documents:

- Gender Equality Knowledge Notes
- New Zealand Aid Program Policy Statement
- Gender Analysis Guidelines
- New Zealand Aid Sector Priorities 2013
- Human Rights Analysis Guidelines

Other Documents:

- Pacific Islands Leaders' Gender Equality Declaration, 2012.

Annex 2: Documents reviewed

- Australia Department of Foreign Affairs and Trade (2007). *Gender Equality Policy*.
- Australia Department of Foreign Affairs and Trade (2008). *Violence against Women in Melanesia and East Timor: Building on Global and Regional Approaches*. Office of Development Effectiveness.
- Australia Department of Foreign Affairs and Trade (2009). *Stop Violence: Responding to Violence against Women in Melanesia and East Timor*.
- Australia Department of Foreign Affairs and Trade (2011). *Violence Against Women in Melanesia and Timor-Leste: Progress Made since the 2008 ODE Report*.
- Australia Department of Foreign Affairs and Trade (2011). *Pacific Women's Empowerment Policy Dialogue - Stopping Violence against Women*.
- Australia Department of Foreign Affairs and Trade (2011). *Gender Thematic Strategy*.
- Australia Department of Foreign Affairs and Trade (2011). *Eliminating Violence Against Women Budget Measure*.
- Australia Department of Foreign Affairs and Trade (2012). *An Effective Aid Program for Australia: Making a Real Difference*.
- Australia Department of Foreign Affairs and Trade. *Fiji Country Strategy 2012-14*.
- Australia Department of Foreign Affairs and Trade Pacific Gender Initiative (2012). *Pacific Women Shaping Pacific Development (2012-2022)*.
- Australia Department of Foreign Affairs and Trade (2014). *Australian Aid: Promoting Prosperity, Reducing Poverty, Enhancing Stability*.
- Australian Aid Program and New Zealand Aid Program (2007). *Mid-Term Review (MTR) of Fiji Women's Crisis Centre*.
- Australia Office of Development Effectiveness (2008). *Violence against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches*.
- Australian Aid (2009). *Stop Violence: Responding to Violence Against Women in Melanesia and East Timor*.
- Australian Aid (2011). *Quality at Implementation Report for Fiji Women's Crisis Centre Phase 5*.
- Australian Aid (2012). *Quality at Implementation Report for Fiji Women's Crisis Centre Phase 5*.
- Australian Aid (2013). *Quality at Implementation Report for Fiji Women's Crisis Centre Phase 5*.
- Australian Aid (2014). *Quality at Implementation Report for Fiji Women's Crisis Centre Phase 5*.
- International Centre for Research on Women (2011). *Violence Against Women in Melanesia and Timor-Leste: Progress Made since the 2008 ODE Report*.
- International Centre for Research on Women (ICRW) (2013). *Review of Initiatives supported by Australian Aid to Eliminate Violence Against Women in the Pacific region*.
- Fiji Ministry of Social Welfare, Women & Poverty Alleviation (no date). *Terms of Reference for the Inter-Agency Taskforce on the Elimination of Violence against Women and Children*.
- Fiji Women's Crisis Centre (2008). *Program Design Document*.

Fiji Women's Crisis Centre (2010). *Annual Report and Annual Plan*.

Fiji Women's Crisis Centre (2011). *Annual Report and Annual Plan*.

Fiji Women's Crisis Centre (2012). *Annual Report and Annual Plan*.

Fiji Women's Crisis Centre (2013). *Programs to Eliminate Violence Against Women Annual Report 5*.

Fiji Women's Crisis Centre (2014). *Programs to Eliminate Violence Against Women: Annual Report 6 plus Annexes*.

New Zealand Aid Program (2009). *Grant Funding Arrangement*.

New Zealand Aid Program (2010). *Letter of Variation 1*.

New Zealand Aid Program (2010). *Letter of Variation 2*.

Annex 3: Evaluation participants

First Name	Last Name	Position	Organisation	Interview/ Focus group
Mere	Nasau	Tamatu	Tamatu Women's Club	FG
Kesa	Navakai		Multi-racial Club	FG
Jemima	Salumi	President	Ratavu Women's Village group	FG
Dakaua		Retired teacher FCSS Microcredit	Nadi IAC	FG
Ramaesh		Advisory Council	Nadi IAC	FG
Melissa	Alvarado	EVAW Pacific Coordinator	UNW	FG
Suzanne	Bent	1st Secretary Gender	DFAT	FG
Joanne	Choe	Fiji Program	DFAT	FG
Willy	Morell	Manager	MFAT	FG
Maha	Muna	Gender Advisor	UNFPA	I
Tracy	Newberry	Director, Gender Equality and Disability	DFAT	FG
Sarah	Goulding	Senior Specialist, Gender Equality and Human Rights	DFAT	FG
Leanne	Robinson	Program Manager, Inclusive Economic	DFAT	FG
Faga	Semesi	Program Manager	MFAT	FG
Tupou	Vere	EVAW Administrator	UNW	FG
Sera	Bogatini	FWCC Branch PO Labasa	FWCC Labasa Branch	I
Sarita	Bi Raj	Counsellor	FWCC Labasa Branch	FG
Verenaisai	Naitu	Counsellor Advocate	FWCC Ba Branch	FG
Torika	Tabua	Counsellor	FWCC Nadi Branch	FG
Shereine		Project Officer	FWCC Ba Branch	FG
Teresina		Counsellor	FWCC Labasa Branch	FG
Reshmi		Counsellor	FWCC Nadi Branch	FG
Selina		Counsellor/CE Raki Raki Branch	FWCC Raki Raki Branch	FG
Poonam		RA/CE Hindi - Raki Raki Branch	FWCC Raki Raki Branch	FG
Shamima	Ali	Coordinator	FWCC Suva	I
Rozina	Ali	Finance/Office Manager	FWCC Suva	I
Wilma	Eileen	Branch Administrator and Regional Administrator	FWCC Suva	I
Farzana	Gulista	Counselling Supervisor	FWCC Suva	I
Agnes	Kin	Research Officer	FWCC Suva	FG
Yishu	Lal	Counsellor Manager	FWCC Suva	FG
Vandhna	Narayan	Legal Manager	FWCC Suva	FG
Nalin	Ran	Accountant	FWCC Suva	FG

Mashnil	Shinoy	Research Officer	FWCC Suva	FG
Lavenia	Tuitabu	Counsellor/Advocate	FWCC Suva	FG
Lily	Vuiyasawa	Legal Officer	FWCC Suva	FG
Edwina	Kotoisuva	Coffeys Manager	Law & Justice	
Rev Akuila	Yabaki	CEO, Citizens Constitutional Forum	FWCC Trustee	I
Raijeli	Mawa	Department of Women	Department of Women	I
Luse	Qereqeretabua	Department of Women	Department of Women	FG
Ruby	Awa	VAW Palau, FSM, Marshalls	RRRT	FG
Albert	Seluka	Senior Trainer, Local Governance, Judiciary, Tuvalu	RRRT	FG
Sainmili	Tawake	Senior Trainer, Disability and Inclusion	RRRT	FG
Nai	Cokanasiga	Counsellor	House of Sarah	FG
Saniana	Rokocobula	Committee Member	Naitasiri EAW Group	FG
Tura	Lewai	Program Coordinator FWCC Male Advocate	IPPF	FG
Edwina	Kotoisuva	FWCC Trustee/ PNG Law and Justice Advisor	FWCC	I
Elizabeth	Cox	Regional gender expert	Independent	I
Juliet	Hunt	FWCC M&E Advisor/ External Consultant	FWCC	I
Telusa	Fotu	Senior Program Manager	DFAT	I
Carol	Nelson	PWSPD Gender Mainstreaming Consulting to DFAT Post	DFAT/PWSPD	I
Kepreen	Ve'etutu	Project Coordinator, Pacific EAW Facility Fund	UN Women	I
Tupou'ahau	Fakakovikaeta	Acting Director	Women's Affairs/Ministry	I
Usaia	Hemaloto	Male Advocate, Lifeline, WCCC (reverend, previously TNCWC)	WCCC	FG
Apolosi	Kakala Efiati Fangalua	Youth Worker	WCCC	FG
Viliami	Koloa Filimoehala	Inspector of Church District	WCCC	FG
Tito	Faupala Kivalu	Corrections, Male Advocate	WCCC	FG
'Ofa	Guttenbeil-Liki Liki	Coordinator	WCCC	I
Kirisitina	Balur	Finance/Office Manager	WCCC	I
Lesila	Lokotui To'ia	Community/Educator/Advocate and Staff Tea Leader	WCCC	FG
Tupou	Mahe		WCCC	FG

	Lanumata			
Sela	Sausini Tu'ipulotu	Counsellor/Advocate	WCCC	I
Betty	Blake	Director	Ma'a Fafine mo e Famili Inc	I
Vanessa	Heleta	Coordinator	Talitha Project	I
Fuiva	Kavaliku	Coordinator	TNCWC	FG
Lola	Kolomatangi	Counsellor	TNCWC	FG
Inspector Paea	Pension	Acting Inspector, Criminal Investigation	Tonga Police Force	I
Helen	Corrigan	Senior Program Manager – Law and Justice	DFAT Post Port Vila	FG
Patricia	Fred	Program Manager	DFAT Post Port Vila	FG
Selman	Dalesa	Women's Policy Officer	Dept of Women's Affairs	FG
Sister	Lorene	Nurse - Emergency and VAW	MOH - Port Vila Hospital	I
Jennifer		Authorised Persons Project Officer	Dept of Women's Affairs	FG
Khema	Bruno	Male Advocacy Trainee (Lenakel)	VWC - Tafea Counselling Centre (TCC)	FG
Allulu		Male Advocacy Trainee (Lenakel)	VWC - Tafea Counselling Centre (TCC)	FG
Iavilu		Male Advocacy Trainee (Lenakel)	VWC - Tafea Counselling Centre (TCC)	FG
Leikita	Abel	Research Officer	VWC	FG
Juliet	Buleko	Counsellor	VWC	I
Fridah	Butu	Counselling Supervisor	VWC	FG
Serah	Garae	Counsellor	VWC	FG
Ruth	Iavilu	Midmauk CAVAW Tanna	VWC	FG
Lisa	Ishmael Laban	Finance/Office Manager	VWC	FG
Kristine	Keasi	Mobile Counsellor	VWC	FG
Tatavola	Matas Kelekele	Lawyer/Deputy Coordinator	VWC	I
Merilyn	Tahi	Coordinator	VWC	I
Lilian	Taseru	Trainee Counsellor, Volunteer	VWC - Tafea Counselling Centre (TCC)	FG
Lisa	Thomas	Project Officer	VWC - Tafea Counselling Centre (TCC)	FG
Lynrose	Tule	CAVAW Officer	VWC	I
Charlotte	Wai	Counsellor	VWC	FG
Lily		Midmauk CAVAW Tanna	VWC	FG
Merilyn	George	OIC Serious Crime Investigation (unknown suspect)	Vanuatu Police Force	FG
David	Bates	Law and Justice Advisor - Police Prosecutions (from VicPol)	Vanuatu Police Force	FG
Sandrine	Bila	Police officer	Vanuatu Police Force	FG

Samuel	Jeffry	Police officer	Vanuatu Police Force	FG
Andrew	Kalman	Police officer & MA	Vanuatu Police Force	FG
Fred	Mahit	RTP Graduate - Police College	Vanuatu Police Force	FG
Losanna	Matariki	Senior Prosecutor - PPO	Vanuatu Police Force	FG
Glera	Seth	Commander - Port Vila Police Station	Vanuatu Police Force	I
Mackenzie	Tameta	Commander - Tanna Police Station	Vanuatu Police Force	I
Gray	Vuke	Head of Police Prosecutions	Vanuatu Police Force	FG
Davis	Saravanu	Snr Sgt Coordinator-Family Protection Unit	Vanuatu Police Force	FG
Iaken	Ampen	Police Trainer-Snr Sgt and MA	Vanuatu Police Force	FG

Annex 4: Evaluation tools

ANNEX 4.1 Fiji Women's Crisis Centre Program Evaluation - Information Sheet

Thank you for your interest in the Evaluation of FWCC. Please read this information before deciding whether or not you wish to take part in the Evaluation.

What is the purpose of the review?	The aim of the Fiji Women's Crisis Centre (FWCC) is to eliminate all forms of violence against women in Fiji and the Pacific region, using a gender equality, human rights and transformative framework. FWCC provides crisis counselling and referrals to legal, medical and support services for women and children survivors of violence in Fiji, and training, mentoring and institutional support to organisations in the Pacific region. The FWCC is also involved in public advocacy and community education on gender violence. The Centre's strategies are based on the conviction that violence against women is a fundamental human rights and development issue. The Centre's work addresses all forms of violence against women including rape, beating, sexual harassment and abuse of children. The New Zealand Ministry of Foreign Affairs and Trade and Australia Department of Foreign Affairs and Trade have jointly commissioned Margot Szamier and Sue Finucane to conduct an evaluation of some aspects of FWCC's programming to assess the effectiveness and efficiency in responding to violence against women, and to assess the results and sustainability of the benefits in Fiji and the Pacific region. The findings will be used to inform decisions about refining FWCC's program and shape future engagement with MFAT and DFAT.
Why have I been asked to participate?	You/your organisation has been identified by FWCC, MFAT, DFAT, or another person/organisation as having a relationship or association with FWCC.
What happens to the review findings?	Your interview will be analysed, and combined with the findings from other stakeholders. The report will be provided to MFAT, DFAT and FWCC. You may receive a copy of the review report (subject to internal approval processes to the release of the report).
What's involved?	We would like about one hour of your time to discuss your experiences with the program and to ask you to complete a short questionnaire. The interview will happen in February 2015.
What questions will you ask me?	We will ask you questions about the effectiveness, efficiency, sustainability and impacts of the program. You do not have to answer any questions that you feel uncomfortable with.
Do I have to take part?	Your participation is completely voluntary.
Will my information be kept confidential?	The evaluators will keep your information confidential. We will not share the information you provide in a way that you can be identified, without your permission.
Can I change my mind?	Yes, you can decide not to be involved at any time. You do not need to give a reason to withdraw and there will be no disadvantage to you/your organisation.
What if I have questions?	Please email a member of the team, if you have questions about the review: • Margot Szamier – margot.szamier@gmail.com (+679 770 7777) • Sue Finucane - finucaneconsulting@gmail.com

Informed Consent –

DFAT/MFAT Independent Program Evaluation of Fiji Women's Crisis Centre's Regional Training, Networking and Institutional Support and Branch Development

I agree to participate in this interview for the Evaluation of the Fiji Women's Crisis Centre, as outlined in the information provided to me by the evaluators, Margot Szamier and Sue Finucane.

I understand that:

- My participation is voluntary and I can withdraw from the evaluation at any time.
- I can determine who may be present during the interview.
- Whether or not I participate in the evaluation will not affect any current or future relationships with Fiji Women's Crisis Centre, the New Zealand Ministry of Foreign Affairs and Trade or the Australian Department of Foreign Affairs and Trade.
- The evaluators will seek to keep my information strictly confidential. No information in the report will be attributed to me or any individuals.
- I can request any information collected from me to be withdrawn at any time up until the analysis stage.
- If I withdraw, I can request that any information collected from me be returned or destroyed.
- The interview, with my permission, may be taped, and may be transcribed.
- Digital recordings, notes, and summaries will be stored securely with the evaluators and will not identify me.
- I hereby **do/do not** consent to the use of photos taken during this evaluation for use in the evaluation report and related presentations.

I have been given the opportunity to ask questions. I give my consent to participate in this interview.

Name: _____

Country: _____

Signature: _____

Date: _____

ANNEX 4.2 Regional Question Guide

DFAT/MFAT Independent Program Evaluation - FWCC's Regional Training, Networking and Institutional Support

Introductions

- Introduce the evaluation and the evaluation team
- Informed consent
- Please provide:
 - an overview of your current role,
 - your current and historical relationship with FWCC,
 - any training, technical assistance or support received
 - your involvement in the Managing Agent/partner agreement (where relevant)

Assessing Effectiveness

Share Evaluation Outcomes Framework for review & to shape discussion.

1. In thinking about the intended results of FWCC's regional work, what progress has FWCC made toward achieving each of the following?
 - Regional partners have capacity to prevent and respond to VAW using a human rights framework
 - A strong Pacific network advocates against Violence against Women
 - Pacific women and men are trained to respond to VAW using human rights and development approaches

(PROBE: Use appropriate rubrics to explore individual result areas.)
2. How has FWCC expanded the availability of prevention and response services in the Pacific, particularly those with a human rights based approach?
 - What factors and strategies have contributed to this?
 - What has constrained or challenged progress?

(PROBE: local ownership, capacity, funding, mutual accountability, M&E, risk assessment and management, strategic planning, managing agent modality)
3. Has FWCC's regional training, networking, and institutional support contributed to reduced **institutional** tolerance of violence against women in the Pacific? If so, how?
4. Has FWCC's regional training, networking, and institutional support contributed to reduced **individual** tolerance of violence against women in the Pacific? If so, how?

(PROBE: specific examples)
5. Has FWCC's role as Managing Agent contributed to increased capacity and service quality in your organization/among FWCC partners, and progress towards outcomes? If so, how?
 - What specific factors, strategies and principles have contributed to progress toward outcomes?
 - What have been key constraints and challenges?

(PROBE: strategies, ethics and principles, management and governance approaches and processes, capacity, resources)

Assessing Efficiency

6. Has FWCC managed and delivered its regional training, networking and institutional support in time and good quality?

(PROBE: *approaches to training, capacity building, and mentoring, building on gains*)
7. What has enhanced and/ or constrained efficiency in implementing its training and institutional support?
8. Could the same outcomes have been achieved with fewer resources?
 - Are there other mechanisms and approaches that could have been more cost effective? If so, what are they?
9. Thinking about FWCC's Managing Agent role, have FWCC's capacity and resources been sufficient to achieve its intended results (e.g., to increase the capacity, quality and sustainability of its partners' services)?

Assessing Impact

10. What specific aspects of the FWCC regional program (Training, Networking, Advocacy, Institutional Support) have made the biggest difference to you/your organisation?
11. What are the specific impacts that these FWCC's activities and support have had on you/your organisation's awareness, knowledge, understanding, skills, practices, capacity?
12. Has FWCC's work contributed to the elimination of violence against women in the Pacific region? If so, how?

Assessing Sustainability

13. What specific modalities, strategies, approaches and activities has FWCC used to build the *sustainability* of the Pacific VAW network?
 - Can you provide examples of positive shifts toward sustainability?
14. To what extent will you and/or FWCC's partner organisations be likely to sustain the knowledge, capacity, networks, funding and other benefits of FWCC's support?
 - What are elements that will contribute to or hinder this sustainability?
15. Are there particular priorities for support that would enhance sustainability?

Other comments

16. Are there any other comments you would like to make that we didn't cover in this interview?

THANK AND CLOSE

ANNEX 4.3 Fiji Question Guide

Interview Guide – Fiji Stakeholders for Component 5

Introductions

- Introduce the evaluation and the evaluation team
- Information sheet & informed consent
- Background and role at FWCC

Assessing Effectiveness

1. What progress has FWCC made toward achieving its results?
(*Present Evaluation Outcomes Framework and probe against individual result areas using relevant rubric.*)
 - FWCC Branches provide effective counselling, community education and advocacy
 - FWCC provides effective training and support to its Branches
2. To what extent has FWCC expanded the availability of violence prevention and response services in Fiji, particularly services with a human rights based approach?
 - What specific factors and strategies have contributed to this (expansion)?
 - What has constrained or challenged progress?
(*inquire about local ownership, mutual accountability, capacity, funding*)
3. Thinking about the FWCC branches/this branch;
 - To what extent has development of the Branches contributed to *reduced individual tolerance of violence against women* in Fiji? Please provide specific examples.
 - To what extent has development of the Branches contributed to *reduced institutional tolerance of violence against women* in Fiji? Please provide specific examples.
4. What factors, strategies and/or principles have contributed to progress toward FWCC's outcomes, and what have been key constraints and challenges?

Assessing Efficiency

5. To what extent has FWCC provided and managed its Branch development work in time and good quality? (PROBE: *approaches to training and mentoring, building on gains*)
6. Could the same outcomes have been achieved with fewer resources? (PROBE: *Are there other mechanisms and approaches that could have been more cost effective?*)
7. What has enhanced and/ or constrained efficiency in developing the Branches?

8. Have FWCC's resources and capacity been sufficient to achieve its intended results (e.g., to increase the capacity, quality and sustainability of Branch services)?

Assessing Impact

9. What impacts have FWCC's activities and support had on you/your awareness, knowledge, skills, practices, capacity?
10. How has FWCC's work contributed to the elimination of violence against women in Fiji?

Assessing Sustainability

11. What specific strategies, approaches and activities has FWCC used to build the sustainability of the Fiji FWCC Branches? What evidence is there of a positive shift in sustainable changes?
12. To what extent will the Fiji Branches/this Branch be likely to sustain the knowledge, capacity, networks, funding and other benefits of FWCC's support? What elements will contribute to/ hinder this sustainability?
13. Are there particular priorities for support that would enhance sustainability?

Other comments

14. Are there *any other comments* you would like to make that we didn't cover in this interview?

THANK AND CLOSE

ANNEX 4.4

Fiji Women's Crisis Centre Training and Institutional Support Questionnaire

Thank you for taking part in the program evaluation of the Fiji Women's Crisis Centre. Please take five minutes to answer the following questions on FWCC's support. Your answers will be grouped with other respondents and you or your organisation will not be individually identified.

Q1. Which of the following best describes your relationship with the FWCC?

Regional partner/network member	
National stakeholder	
Fiji branch stakeholder	
Other (specify)	
FWCC training participant (please specify which training and date)	

Q2. How would you rate the **skills development and training** FWCC provided to you, your organisation or Pacific organisations in the FWCC network in the following areas?

	Very poor	Poor	Satisfactory	Good	Very good	N/A
Contributing to knowledge of and ability to share information on gender equality, human rights and EVAW						
The ability to provide EVAW services using a rights based, gender transformative framework						
The ability to identify, train, support and monitor male advocates						
The ability to lead inter-agency committees and influence improved practice						
The ability to hold local partners to account and assist them to uphold the law						
The ability to collect and analyse data on VAW issues and trends						

Q3. How would you rate FWCC's performance on **networking and mentoring?**

	Very poor	Poor	Satisfactory	Good	Very good	N/A
Providing access to relevant resources and training						
Providing mentoring and support related to service provision						
Support and advocacy that responds to your local priorities						
Support and advocacy that responds to regional priorities						
Facilitating collaboration with others in your country and across the region						

Q4. How would you rate FWCC's provision of **capacity building and institutional support?**

	Very poor	Poor	Satisfactory	Good	Very good	N/A
Support to development of Ending Violence Against Women (EVAW) programs and services						
Sharing knowledge on best practices in EVAW services						
Guidance on legal and institutional development						
Providing access to qualified trainers						
Providing resources and capacity for intensive mentoring						

Q5 Please tick relevant box.

F	M	Other
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Thank you for taking the time to complete the survey.

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