

Pacific Women Shaping Pacific Development: Three Year Evaluation

MANAGEMENT RESPONSE

Investment Summary

Investment Name	Pacific Women Shaping Pacific Development (<i>Pacific Women</i>)		
AidWorks initiative number	INK496		
Commencement date	2 April 2012	Completion date	30 June 2022
Total Australian \$	AUD\$320 million		
Delivery organisation(s)	Department of Foreign Affairs and Trade (DFAT)		
Implementing partner(s)	14 Pacific Island governments, multilateral and regional organisations, international and national non-government organisations and civil society organisations		
Country/Region	Pacific Regional		
Primary sector	Gender		
Initiative description	<p>Pacific Women Shaping Pacific Development (<i>Pacific Women</i>) was announced by the Australian Government at the Pacific Island Forum Leaders' meeting in August 2012. It commits up to \$320 million over 10 years in 14 Pacific Islands Forum member countries. The program aims to improve opportunities for the political, economic and social advancement of Pacific women. <i>Pacific Women</i> will support countries to meet the commitments they made in the Pacific Leaders Gender Equality Declaration (PLGED) in 2012. The intended outcomes sought by <i>Pacific Women</i> include:</p> <ul style="list-style-type: none"> • Women, and women's interests, are increasingly and effectively represented and visible through leadership at all levels of decision-making. • Women have expanded economic opportunities to earn an income and accumulate economic assets. • Violence against women is reduced and survivors of violence have access to support services and to justice. • Women in the Pacific will have a stronger sense of their own agency, supported by a changing legal and social environment and through increased access to the services they need. <p><i>Pacific Women</i> is implemented through work at the country and regional level. Country plans have been developed to represent locally relevant responses and starting points for change towards the key intended outcomes. Regional and multi-country activities have been designed to address common issues across the region or sub-region and to complement and build on country specific activities.</p> <p>To support program management a <i>Pacific Women</i> Support Unit has been established in Fiji, with a national sub-office in PNG. The Support Unit's role is to provide technical, administrative and logistical support to the Department of Foreign Affairs and Trade's (DFAT) bilateral and regional <i>Pacific Women teams</i> and to <i>Pacific Women's implementing partners</i>.</p>		

Evaluation Objective:

The purpose of the evaluation was to undertake an independent assessment of *Pacific Women* and to determine if the Program has achieved its first interim Year Three Objective.¹ The evaluation also aimed to establish the extent to which the program is tracking toward achieving its intended outcomes.

The four evaluation objectives included:

- to assess the extent to which capacity, resources, relationships and understanding for action were established across country and regional activities;
- to assess the relevance of the program to Australian Government and partner priorities and to the context and needs of beneficiaries; its effectiveness in contributing to its interim objective and intended outcomes, and the program's efficiency;
- to identify effective strategies, barriers and challenges to progress in the four intended outcome areas; and
- to develop recommendations for program improvement and for future program development.

The evaluation presented findings and recommendations based on the below **domains of change**.

Context: This domain sought to understand the wider context of change in the Pacific and place the achievements of *Pacific Women* within this understanding. The evaluation team collected information on other influences in the story of progress towards gender equality, and attempted to assess *Pacific Women's* role among these.

Strategy: This domain investigated how strategic choices (i.e. modes of operation through partnerships; emphasis on Pacific ownership; approach to learning; of partner types, project type, focus and target population) have influenced progress against the causal process as expected in the Theory of Change (ToC). Additional analytical areas investigated in this domain included:

Process: This domain sought to reveal how program processes of governance, policy, communication, co-ordination had facilitated and supported achievement of progress towards the intended outcomes. It looked at how the method and modes of program implementation – such as transparency and approach to learning – have maximised or hindered progress.

Outcomes: This domain tested achievements against expected short term outcomes and interrogated the causal logic of each of the four intended outcomes. It sought to understand achievements and challenges in the program to provide detail about what is working, and to identify where assumptions need further elaboration. This domain also provided recommendations to improve the current *Pacific Women Value for Money Rubric*.

Evaluation Findings

Overall Assessment

Pacific Women is required to respond flexibly to cultural variation across the region and different levels of engagement by governments; and does so successfully, as suggested by positive views on its policy and cultural relevance.

At the broadest level, the evaluation found that in the next phase of the program – and in order to consolidate the experience and relationships built to date, it will be necessary for the program to act more consistently to follow its own internal logic – that is, the logic of the ToC and its overall aspirations of building momentum and Pacific leadership for the program. This will involve:

- Working with more balance between *Pacific Women's* intended outcomes. This will mean scaling up work in women's economic empowerment and women's leadership and decision making, as well as maximising opportunities to work across outcomes
- Selecting partnerships that can contribute to promoting the identity of *Pacific Women* and explicitly coming together as a program to contribute to common objectives across the region

¹ By the end of the first three years of the program, the capacity, resources and relationships are established and action in key result areas is evident across the country and regional program activities.

- Promoting Pacific leadership and ownership through a concerted strategy and in a consistent way.

Evaluation Findings Against Domains of Change

Context:

Country ownership and relevance: The program has responded flexibly to cultural variations across the region and to different levels of engagement by governments. The result is country ownership by governments and by DFAT in-country staff, and alignment to country priorities and policy frameworks. However, the sense of ownership of the program and involvement in its leadership and decision making by women from the Pacific – at all levels – was determined as weak by the evaluation team.

Strategy:

Resource distribution: Although the four intended outcomes are seen to apply well to the context and as having good potential to generate positive change, the review considered that the program is disproportionately skewed towards ending violence against women (EVAW), in part because most country plans identified this as a priority. Outreach by partners to marginalised groups is also strong in some cases but is inconsistent across the program.

Partnerships: Although most partners report good relationships with *Pacific Women*, recognition of the program by some partners is very low, which is likely to be affecting the full visibility and potential for leverage of the program.

Approaches: Learning strategies are not yet fully in place across the program, although knowledge, through research and building evidence for program design has made good progress. At the early stages, little emphasis was placed on innovation, even though some novel approaches are being explored

Process:

Coherence and roles within DFAT: In Canberra, the program's high profile and flagship status are perceived by several stakeholders to generate leverage to uphold the gender equality agenda and catalyse activity in DFAT. There is, however, variable agreement at Posts on whether activities funded under *Pacific Women* should be attributed to DFAT more broadly rather than to *Pacific Women*.

Linkages: There are good examples of active coordination across the program, especially in Papua New Guinea (PNG), and the ToC is also lending coherence to gender equality work by acting as an effective focus and common framework for partners and others. These linkages should be made consistent and enhanced.

Outcomes:

Resources: There is a growing awareness amongst stakeholders of the interconnectedness of the outcomes and the importance of working across outcomes. In some cases, organisations have already begun positioning to be able to work across outcomes (PNG, Samoa). However, coverage challenges are likely to endure and strategising to gain leverage and additional funding for gender equality with Pacific government and other donors should be a priority. Increasing ownership for the program by women and women's organisations from the Pacific would be essential, to the program, not least because they are likely to drive sustainable gender equality outcomes.

Relationships: There is strong evidence at both project and program level that a lack of visibility for the program undermines its effectiveness as a joined-up force. Lack of visibility precludes building a sense of common purpose among partners and narrows the space for local advocates to use the program brand and status for leveraging priority attention to the intended outcomes.

Capacity: Capacity support is broadly appreciated, especially among organisations working in women's economic empowerment. However, identifying different capacity needs in different contexts would at times be helpful. Capacity transfer is especially important as it is connected to local leadership and ownership of the program – limited capacity is one reason for less funding routing directly to Pacific organisations and for the need to draw on external expertise.

Understanding: Good progress has been made in generating knowledge and understanding but gaps remain especially in how to approach women's economic empowerment and women's leadership and decision making. The process of developing a *Pacific Women* Roadmap is now almost complete, but understanding of the approaches identified in the Roadmap will need to be supported at the project level.

Value for Money (VfM): The current VfM assessment strategy is a good foundation but needs further precision as well as breadth. It does not demarcate clearly between the standards of strong, acceptable and weak – this amplifies the subjectivity of the assessment. In addition, the proposed VfM assessment process does not yet include any assessment in relation to results.

Knowledge building and the Theory of Change: The assumptions as formulated in the ToC do not give much guidance to the challenges that are now being encountered in the program. In addition, the function of the fourth outcome (Enhancing Agency) needs clarification. While there is work taking place to enhance agency, it is not clearly articulated in the program and as such it is challenging to measure. Enhancing agency is considered here as 'personal reflection leading to empowerment to act in the interests of gender equality' – but it is not clearly defined in the current ToC or Monitoring, Evaluation and Learning Framework (MELF).

Evaluation Completion Date: June 2017

Evaluation Company Name: ITAD

Evaluation Team: Kirsty Milward (Team Leader), Abdulkareem Lawal (Team Member), Barbara Amato (Team Member), Anna Cowley (Team Member)

An Evaluation Reference Group guided and enhanced the quality of the evaluation by peer reviewing and providing feedback on evaluation products (evaluation plan and draft evaluation report). Members of the Reference Group included:

Name	Position and Organisation
Anne Markiewicz	Former Monitoring and Evaluation Specialist, <i>Pacific Women</i> Support Unit
Suzanne Bent	First Secretary, Gender (Regional) Department of Foreign Affairs and Trade (DFAT), Suva
Maere Tekanene	<i>Pacific Women</i> Advisory Board Member
Melissa Stutsel	Counsellor, Health, Education and Gender Equality, DFAT Solomon Islands
Erimeta Barako	Gender Focal Point, DFAT Kiribati
Karen Ovington	Office of Development Effectiveness, DFAT Canberra

DFAT's response to the evaluation report

DFAT considers the review to be of a good quality and that it sufficiently addressed the questions in the Terms of Reference and subsequent Evaluation Plan. The evaluation identified a number of areas where further improvements to the program implementation can be made. DFAT only partly agrees with the findings on the need to improve the visibility of *Pacific Women*. DFAT's focus is on greater visibility of the causes, consequences and responses to gender inequalities, rather than to the program. However, we recognise the value in better using *Pacific Women* to convene partners to share experiences and build further momentum in the response. Further, the findings have highlighted the need to support better understanding of the *Pacific Women* model and the existing and future opportunities for engagement in the program by Pacific women and organisations.

The management response addresses recommendations as they are presented in the Final report Executive Summary (noted by bullet points). In some cases, these have been paraphrased to increase readability. The recommendations have been grouped under domains of change used by the evaluation team - Context, Strategy, Process and Outcomes.

The evaluation report could have benefited from improved editing, as DFAT is concerned that the dense language used throughout the report means that some stakeholders will find it difficult to engage with. There is also considerable repetition in the recommendations.

Recommendation	Response	Actions	Responsibility
1. Overall Assessment Recommendations:			
<p>Recommendation 1.1: Work with more balance between <i>Pacific Women's</i> intended outcomes. This will mean scaling up work in women's economic empowerment and women's leadership and decision making, as well as maximising opportunities to work across outcomes</p>	Partly Agree	<p>DFAT notes that this recommendation is based on the finding that funding is currently disproportionately skewed towards the EAW intended outcome. <i>Pacific Women</i> has prioritised responses to violence, as it is pervasive in the Pacific and impacts on all aspects of women's lives. It is important that our response to violence is not diminished. <i>Pacific Women</i> is one program within Australia's aid program in the Pacific. Other programs have exclusive focus on women's economic empowerment and leadership. <i>Pacific Women</i> will continue to work with other DFAT programs and other donor organisations to identify gaps and opportunities to expand our work. <i>Pacific Women's</i> contribution cannot be measured only in the budget allocated to different activities, but includes policy dialogue with partner governments and other organisations to progress work across all outcome areas.</p> <p>Country reflection workshops and country plan reviews will continue to be opportunities to identify activity priorities and respective resource allocations at the national level.</p> <p>However, we recognise that Pacific Women does need to increase its programming in women's economic empowerment and leadership and decision making.</p> <p><i>Pacific Women</i> has commenced a design for a regional/multi-country women's political leadership initiative and is developing a strategy for how the program can support work with adolescent girls.</p> <p><i>Pacific Women</i> has also commenced the design of a regional activity focused on supporting women's economic</p>	DFAT/Support Unit

Recommendation	Response	Actions	Responsibility
		empowerment through organic value chains in selected Pacific Island Countries.	
<p>Recommendation 1.2: Select partnerships that can contribute to promoting the identity of <i>Pacific Women</i> and explicitly come together as a program to contribute to common objectives across the region</p>	Partly Agree	<p>Implementing partners will continue to be selected on their performance and quality of their programs, not on their ability to promote the identity of <i>Pacific Women</i>.</p> <p>Opportunities for partners to come together are outlined in responses to other recommendations.</p>	DFAT
<p>Recommendation 1.3: Promote Pacific leadership and ownership in a consistent way and through a concerted strategy</p>	Agree	<p>The need for Pacific leadership and ownership of <i>Pacific Women</i> is explicitly stated in the design document which states that '<i>Pacific Women</i> is managed by DFAT but its' strategies and implementation aims to reflect the views and intentions of Pacific people and governments'.</p> <p>It has been DFAT's intention to integrate Pacific leadership and ownership throughout all aspects of program implementation, including: participatory development and government endorsement of country plans; the Advisory Board which includes 12 Pacific women and men to guide the strategic direction of the program; the Advisory Group on Research; funding for Pacific organisations; and other reference groups for large or strategic pieces of work completed by the program, including the Roadmaps and the counselling review. This integrated approach will continue to be a focus for Pacific Women, and does not require a separate strategy.</p> <p>We note the feedback through the evaluation that we need to continue to identify opportunities to strengthen understanding of the <i>Pacific Women</i> model, with the aim</p>	DFAT/Support Unit

Recommendation	Response	Actions	Responsibility
		of highlighting when and how partners are best placed to influence program decision making. This will be actioned through the development of a number of communication products that will explain the 'model' of <i>Pacific Women</i> to external stakeholders.	
Evaluation Recommendations Against Domains of Change			
2. Context			
Recommendation 2.1: Since ownership by women and women's organisations from the Pacific is a major part of the driving force that will gain leverage for the program, and sustain its benefits, the programs needs to develop specific and explicit strategies to advance ownership (and leadership) by women, women's organisations and other organisations from the Pacific region.	Agree.	See response to recommendation 1.3	
3. Strategy			
Recommendation 3.1: Now is the time to scale up work on women's economic empowerment and leadership and decision making. This will mean rebalancing overall resource distribution to better support these outcomes, and to ensure that all outcome areas are active in each country. Wherever possible, <i>Pacific Women</i> should work in outcome combinations to achieve this.	Agree	See response to recommendation 1.1.	
Recommendation 3.2: In cases where it is felt ending violence against women should continue to be more emphasised than other outcomes, the logic for this should be reflected in the Theory of	Agree	Rationale for selection of programs will continue to be included in <i>Pacific Women</i> country plans.	DFAT/Support Unit

Recommendation	Response	Actions	Responsibility
Change and the country plan monitoring, evaluation and learning framework (MELF).		Country level MELFs will be supported to develop a ToC that reflect not only the activities being funded, but how they are weighted and the impact that we expect this will have on country level outcomes.	
Recommendation 3.3: Conduct an analysis by project of the extent to which alignment with the program's administrative mechanisms including reporting systems, MELF and objectives has been achieved, and to gauge levels of recognition for the program.	Disagree.	This would require an extensive time commitment with no discernible benefits. Programs are only funded which align with Pacific Women objectives and the MELF.	
Recommendation 3.4: Renegotiate or reconsider the terms of <i>Pacific Women's</i> relationships with partners that have low levels of recognition for the program and low levels of alignment with key administrative mechanisms. Clarify reporting requirements so that reporting is understood to be reporting to <i>Pacific Women</i> rather than simply to DFAT (whether through Post or through the Support Unit).	Disagree.	See response to recommendation 1.2. Reporting will continue to be to DFAT. The Support Unit will update and distribute templates to partners which request guidance with reporting. Through the <i>Pacific Women</i> Knowledge Management System database, the Support Unit will work to strengthen data collection across the program to improve reporting on progress to outcomes.	DFAT/Support Unit/Implementing partners
Recommendation 3.5: Develop a specific and explicit strategy to move towards ownership and leadership by women, women's organisations and other organisations from the Pacific region including by reducing the level of funds going through large partners such as UN organisations and International Non-Government Organisations. Include building <i>Pacific Women</i> program identity among new partners as a core part of this strategy.	Partly Agree	See response to recommendation 1.3	

Recommendation	Response	Actions	Responsibility
<p>Recommendation 3.6: Strengthen and enhance the mechanisms for reflection and learning across the program.</p>	<p>Agree</p>	<p>Work is underway to enhance learning and reflection mechanisms across the program.</p> <p>The revamp of the <i>Pacific Women</i> website will be finalised by August 2017. The purpose of the website revamp is to maximise its role in building knowledge and understanding of <i>Pacific Women</i> and gender equality work underway in the Pacific region.</p> <p>The Support Unit M&E Manager is finalising the country reflection methodology, which will be included in the revised <i>Pacific Women</i> MELF. This will be completed by end of July/early August 2017. The Support Unit will then provide technical assistance and advice to enable the implementation of regular country reflection workshops.</p> <p><i>Pacific Women</i> will carry out at least one regional learning event per year. There are two planned for 2017, including a women's leadership for gender equality dialogue (August), and a regional learning event on how to engage girls in gender equality programming (November). DFAT and the Support Unit will finalise learning event themes each year, based on program learnings, stakeholder feedback and country priorities.</p> <p><i>Pacific Women</i> is funding a scoping study that will result in the development of a Pacific Research Portal. The portal will be become an interactive space where Pacific research can be profiled, and researchers can network and share lessons.</p> <p>Refer also to response to recommendation 5.9</p>	<p>DFAT/Support Unit/implementing partners</p>
<p>Recommendation 3.7: Finalise the <i>Pacific Women</i> Research Strategy and consider a more strategic approach to research.</p>	<p>Agree</p>	<p>The <i>Pacific Women</i> Research Strategy will be completed by July 2017. The Research Strategy covers a five-year period from June 2017 to June 2022. It has been</p>	<p>DFAT/Support Unit</p>

Recommendation	Response	Actions	Responsibility
		<p>developed in a consultative way; informed by ongoing research at regional and country levels and guided by a newly formed <i>Pacific Women</i> Advisory Group on Research. The two objectives of the Research Strategy include:</p> <p>Objective 1: To support gender research that is considered, contextually relevant and informs <i>Pacific Women</i> programming.</p> <p>Objective 2: To advance the quality, commitment to and resourcing of gender research in the Pacific region.</p>	
<p>Recommendation 3.8: More attention to and emphasis on the issue and role of innovation will help to collect and synthesise information on innovative approaches being tested across the program, and to bring these into systematic learning processes.</p>	Agree	<p><i>Pacific Women</i> has already contributed to innovation in the Pacific and we will continue to build on this work. For example we commissioned research on how women's and girl's limited access to menstrual hygiene affects their lives. A number of programs support innovative practices, including partnering with churches to support community norm change and working with the private sector in PNG to identify effective responses to violence against women and to promote women's leadership opportunities. The country reflection workshops (see recommendation 3.6) are an important opportunity to identify, generate and synthesise information on innovative approaches being tested across the program. Learning about innovation will be shared with partners at regional learning events, through the <i>Pacific Women</i> newsletter, through social media sites and the <i>Pacific Women</i> website.</p>	DFAT/Support Unit
4. Process			
<p>Recommendation 4.1: Initiate an open and forward-looking process between Posts, the Support Unit and the <i>Pacific Women</i> management</p>	Agree	<p>The role of the Support Unit is defined in program documentation and communicated with Posts. However, DFAT recognises that continued communication on the</p>	DFAT/Support Unit

Recommendation	Response	Actions	Responsibility
<p>team to explore a dynamic and strategic role for the Support Unit.</p>		<p>current and potential roles of the Support Unit within the program is essential.</p> <p>An evaluation of the Support Unit commencing July 2017 will identify strengths and achievements of the Support Unit's implementation, along with recommendations for how the Support Unit could enhance outcomes for <i>Pacific Women</i>. The evaluation will also assess whether the Support Unit is the best way to support <i>Pacific Women</i> implementation.</p> <p>Findings from this evaluation (due in September 2017) will further inform actions to be taken in relation to this recommendation.</p>	
<p>Recommendation 4.2: Develop a stronger role in advocacy at country and regional level among Advisory Board members and clarify their roles and potential roles in generating 'value added' for the program.</p>	Agree	<p>Recent Board meetings have discussed advocacy opportunities for Board members within their countries and within the Pacific region, as individuals and collectively as a Board.</p>	DFAT
<p>Recommendation 4.3: Seek out ways to support DFAT Gender Focal Points; engage them in the <i>Pacific Women</i> Theory of Change; and clarify the program's operational strategy.</p>	Agree	<p>Gender Focal Points (GFPs) were involved in the <i>Pacific Women</i> design process, including the theory of change, are actively involved in developing country plans, and are involved in all aspects of <i>Pacific Women</i> delivery. DFAT recognises the importance of maintaining and strengthening GFP engagement in the program, and ensuring new GFPs have support and orientation to the program. GFPs have been involved at the operational and management levels of <i>Pacific Women</i>, including participating in country plan reviews; rotating membership of the Program Management Committee and annual GFP meetings. The Support Unit has identified a number of capacity development opportunities targeted at GFPs in the Support Unit's 2017/18 Annual Workplan.</p>	DFAT

Recommendation	Response	Actions	Responsibility
Recommendation 4.4: Create opportunities wherever possible to build linkages across the program's partners to enhance program visibility, coordination, learning and a sense of collective action.	Agree	See response to Recommendation 3.6	
Recommendation 4.5: Establish in-country links (information flows) between regionally funded partners and bilaterally funded partners as a matter of urgency in all countries.	Agree	<p>DFAT notes that this is a common challenge for regional activities in the Pacific and we will institute a number of actions to respond to this finding.</p> <ul style="list-style-type: none"> • DFAT has already identified the need to include details of regional relevant activities funded through Pacific Women in each country plan. • The Reflection Workshops will involve implementing partners from bilateral and regional activities. • Implementing partners of regional programs have been asked to advise DFAT Posts of the timing of their visits so that country coordination meetings can be held. • Identifying other opportunities for regional and bilateral programs to share information, eg through a WEE partners meeting convened by the Support Unit. 	DFAT
5. Outcomes			
Recommendation 5.1: Facilitate working across outcomes wherever possible. Consider aiming to create at least one example – in a strategic small island location – of full coverage on all outcomes. This would provide a 'test case' for the Theory of Change to be taken up at final evaluation stage and contribute significantly to learning on social norm change.	Partly Agree	<p>While a 'test-case' for the Theory of Change is an interesting recommendation for DFAT to consider, this is not practical at this point in time. Several countries, e.g. PNG, Fiji and Solomon Islands already fund activities across all outcome areas.</p> <p>While DFAT will seek to fund activities in each outcome area in more countries, the financial resources do not exist</p>	DFAT

Recommendation	Response	Actions	Responsibility
		to have full coverage of all outcomes in any one country – even a small one. For this reason, <i>Pacific Women</i> also works towards mainstreaming gender through larger DFAT sector programs.	
<p>Recommendation 5.2: Develop a concerted strategy for promoting program identity by bringing partners together in common purpose and demonstrating their contributions to common regional goals. This could include:</p> <ol style="list-style-type: none"> 1. Further communication of the vision and strategic purpose of the program, which could contribute to a clearer understanding at Post of how visibility for <i>Pacific Women</i> can bolster its progress 2. Establishing a branding strategy which enables recognition and leverage will be important in the next phase, alongside clearly articulating a regional convening role for the program 3. Establish agreements at DFAT Posts and with all partners and sub-partners regarding the profile to be given to the program. 	Partly Agree	See response to Recommendation 3.6. Pacific Women has a Communications strategy rather than a branding strategy. Communication products such as the Annual Progress Report, quarterly newsletters, and profiling program activities and achievements through the <i>Pacific Women</i> website and through DFAT's aid publications, will continue.	DFAT/Support Unit
<p>Recommendation 5.3: Further efforts to bring together program stakeholders would help join up the program. These could include bringing together: Gender Advisors; partners working in outcome areas of women's economic empowerment and women's leadership and decision making; and 'specialist' partners with those who are developing new working areas. Innovations for bringing people together using mechanisms which do not incur substantial travel costs should be explored.</p>	Agree	<p>The Support Unit has started to action the development of a community of practice for the <i>Pacific Women</i> Gender Advisors and Gender Panel members. This community of practice aims to ensure that Advisors are kept abreast of program learnings and to ensure effective strategies are shared.</p> <p>Refer to recommendation 3.6 for details about planned regional learning events.</p>	Support Unit

Recommendation	Response	Actions	Responsibility
<p>Recommendations 5.4: Establish clear mechanisms for capacity support and mentoring in the relatively less experienced women's economic empowerment and women's leadership and decision making outcomes as the program matures and expands this work.</p>	Agree	<p>The evaluation recommendations have contributed to the refinement of the <i>Pacific Women</i> Capacity Development Strategy. The strategy clearly outlines how the Support Unit and DFAT will work together to identify and coordinate technical capacity development support for implementing partners, using a range of mechanisms. This could include:</p> <ul style="list-style-type: none"> • Technical Advisers (short and long term) • Training/workshops • Peer-to-peer learning • Knowledge sharing about research and lessons learnt on gender equality and <i>Pacific Women's</i> four intended outcomes 	DFAT/Support Unit
<p>Recommendation 5.5: Ensure all capacity support is firmly focused on transferring skills into organisations, and this be included in tasks that utilise consultants.</p>	Agree	<p>There are several mechanisms to identify and improve capacity support outlined in the <i>Pacific Women</i> Capacity Development Strategy. These include: activity/ investment designs; activity contracts/agreements; country reflection and country plan review processes. Where relevant all of these processes will include specific reference to capacity development activities, outcomes and implementation plans. Many terms of reference already include explicit capacity development outcomes and DFAT will consider inclusion of additional input days to support this work.</p>	DFAT/Support Unit
<p>Recommendation 5.6: All program level, technical assistance exercises should also have an element of capacity transfer built into design as a non-negotiable component.</p>	Agree	See response to recommendation 5.5	

Recommendation	Response	Actions	Responsibility
<p>Recommendation 5.7: Require all partnerships with UN organisations, international non-governmental organisations (INGOs) and others operating 'sandwich' partnerships² to include capacity needs identification for sub-partners (in cases where this is not already done) and a clear strategy for assessing sub-partner progress towards criteria for becoming eligible for independent funding.</p>	Partly Agree	Capacity transfer is considered especially important by the Program as it is connected to local leadership and ownership of the program, limited capacity is one reason for less funding routing directly to Pacific organisations and for the need to draw on external expertise. For this reason, capacity transfer and organisational strengthening is a key strategy of <i>Pacific Women's</i> 'sandwich' partnerships. The Support Unit will continue to provide high level organisational strengthening through the Programs, Finance and Evaluation Units. It is important to note however that the aim of sandwich partnerships is not always to progress to direct funding mechanisms for smaller organisations. Capacity development strategies and future direct funding ambitions will need to be tailored to sub-grantee preferences.	DFAT/Support Unit/Implementing partners
<p>Recommendation 5.8: Consider developing more systematic systems for distinguishing the different methodologies used in training and to promote the personalised and experiential methods generally used by behaviour and social norms change advocates – including for methodologies used to build male advocacy for gender equality. This could create important knowledge for the program and strengthen behaviour change efforts.</p>	Partly agree	<i>Pacific Women</i> does not want to be prescriptive in relation to training methodologies used by our partners, allowing partners to adapt to their own context. However, <i>Pacific Women</i> , is working towards incorporating best practice with regards to training for social norms change and work with male advocates. <i>Pacific Women</i> is in the process of designing an adolescent girls program and working with UNWOMEN and the EU on a significant regional EAW program, both of which will include a strong social norm change component.	
<p>Recommendation 5.9: Finalising the <i>Pacific Women</i> Research Strategy must include components to build local research capacity as well as to make research findings available to</p>	Agree	See response to recommendation 3.7.	Support Unit

² Managing projects which include contracting to sub-grantees.

Recommendation	Response	Actions	Responsibility
partners in accessible and relevant formats.		<p>Objective Two of the <i>Pacific Women</i> Research Strategy aims to:</p> <ul style="list-style-type: none"> • Advance the quality, commitment to and resourcing of gender research in the Pacific region <p>A Research Database will be housed on the <i>Pacific Women</i> website and promoted through <i>Pacific Women's</i> communication channels.</p> <p>The program has already tendered for a scoping study for the design of a Gender Research Portal. It is envisaged that the portal will result in an online interactive platform for sharing and disseminating gender research findings and products across the region.</p>	
<p>Recommendation 5.10: Assumptions guiding the current ToC should be reviewed so that program activities can be better targeted to address them through methodology or approach. Regular review of these assumptions, including with stakeholder groups, would strengthen the basis for future program responses.</p>	Agree	<p>The program convened an inaugural partner workshop to review the <i>Pacific Women</i> M&E system in May 2017. As part of this workshop, the <i>Pacific Women</i> Theory of Change, assumptions and Program Logic were revisited and revised. The Support Unit M&E Manager is responsible for finalising the revised MELF, with reviewed ToC and program assumptions. This activity will be completed end of July/early August. The MELF, including the ToC and assumptions will undergo a yearly review.</p>	DFAT/Support Unit
<p>Recommendation 5.11: Consider the issue of enhancing agency as a cross-cutting theme, rather than an outcome. It should thus be supported through activities in each outcome area. This implies bringing the issue of social norm change among women (alongside social norm change among men) to the forefront of the program, and exploring promising methodologies to address this.</p>	Partly agree	<p><i>Pacific Women</i> will take a twin-track approach to the intended outcome of women's agency. This will include maintaining agency as a standalone outcome in acknowledgement of the complexity of supporting progress in this area. In response to the evaluation findings, and as part of the May 2017 M&E system review workshop, <i>Pacific Women</i> has revisited the program logic for the first three intended outcomes of WEE, LDM and</p>	

Recommendation	Response	Actions	Responsibility
		EVAW. As a result, the revised <i>Pacific Women</i> Monitoring, Evaluation and Learning Framework (MELF) has integrated social norm change into the program logic for all intended outcomes in acknowledgement of how change is understood to happen.	
<p>Recommendation 5.12: <i>Pacific Women's</i> Value for Money Rubric – Assign scores to the standards and define more precisely the requirements that need to be met before allocating a score, as suggested by the adapted matrix.</p>	Agree	<p>Recommendations from the Year Three Evaluation have been used to update the <i>Pacific Women</i> value for money rubric. In addition, the M&E system review workshop included a session on refining and strengthening <i>Pacific Women's</i> value for money rubric. A final rubric will be included in the revised MELF, due to be completed end of July/early August 2017.</p>	Support Unit
<p>Recommendation 5.13: <i>Pacific Women's</i> Value for Money Rubric – Consider using a second type of analysis to track changes in quantitative, qualitative and monetary indicators in specific results areas, set against program costs.</p>	Agree	<p>The Support Unit has sought additional technical advice through <i>Pacific Women's</i> M&E panel: advice provided is for <i>Pacific Women</i> to consider adding a section to the current rubric on how to assess investment in comparison to the value gained. This could involve adding a participatory process, such as asking partners and/or beneficiaries to assess the cost against benefits received.</p> <p>The Support Unit is developing guidelines on where, when and how value for money assessment can or should be conducted. This will be outlined within the revised MELF, due to be completed end of July/early August 2017.</p>	Support Unit