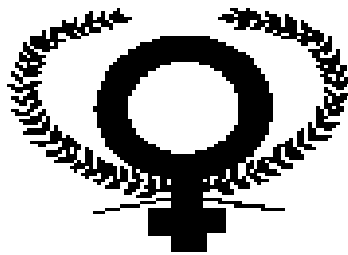


VANUATU WOMEN'S CENTRE

**PROGRAM AGAINST VIOLENCE
AGAINST WOMEN**



**FINAL PROGRAM DESIGN
DOCUMENT FOR
FUNDING PHASE:
July 2012 - June 2016**

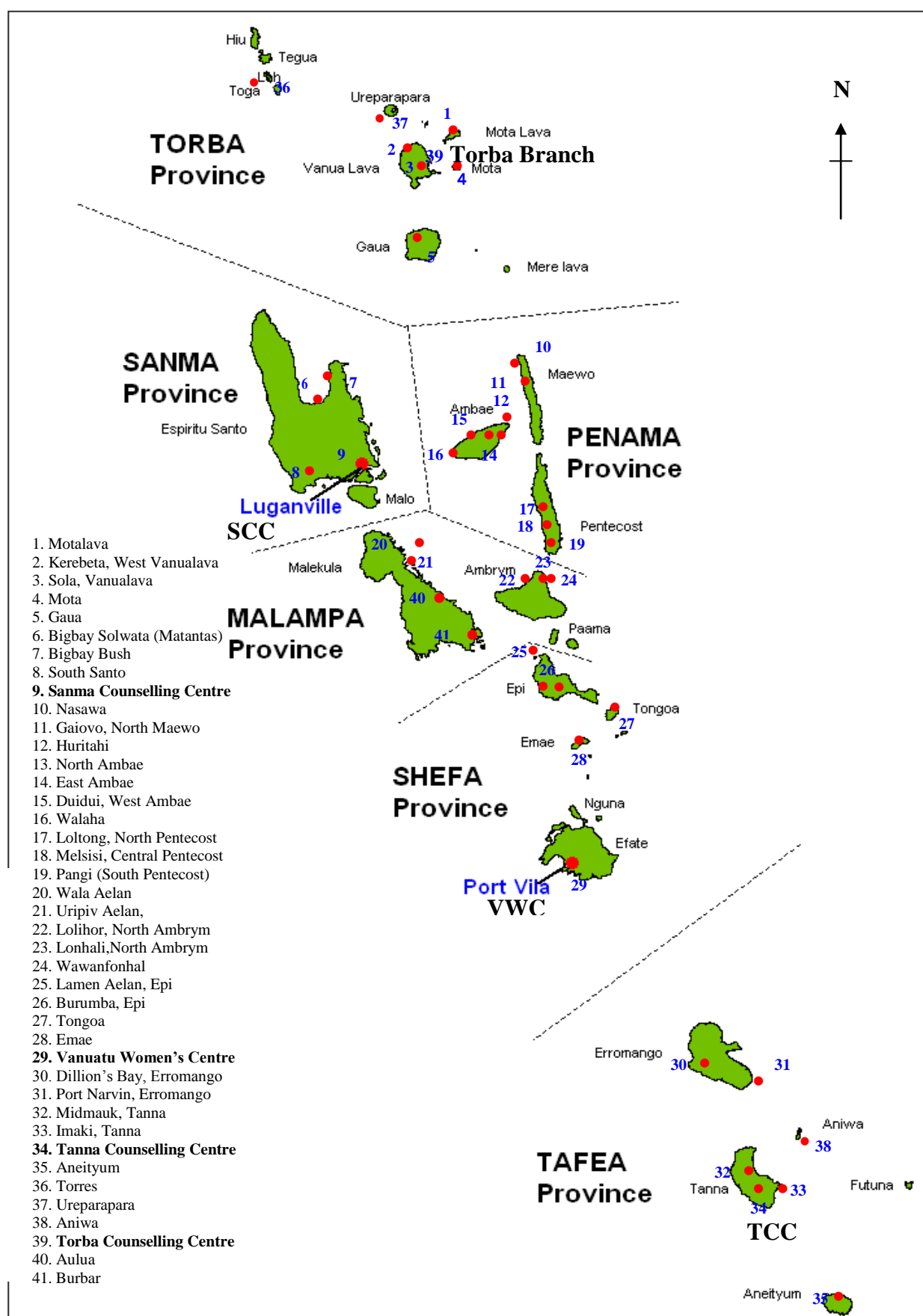
June 2012

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ABBREVIATIONS AND GLOSSARY

AusAID	Australian Agency for International Development
CAVAWs	Committees Against Violence Against Women, based in remote island communities in Vanuatu, part of VWC's national network
CE	VWC Community Educator
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
CSO	Civil society organisation
DEVAW	United Nations Declaration on the Elimination of Violence Against Women
DOWA	Department of Women's Affairs in the Ministry of Justice and Community Services
FBO	Faith based organisation
FPA	Family Protection Act
FPO	Family Protection Order, issued under the Family Protection Act
FPU	Family Protection Unit of the Vanuatu Police Force
FWCC	Fiji Women's Crisis Centre, Secretariat of the Pacific Network Against Violence Against Women; Managing Agent for the previous phase VWC's program
Malvatumauri	Vanuatu National Council of Chiefs
MDG	Millennium Development Goal
MOH	Ministry of Health, Vanuatu Government
NZAID	New Zealand Aid Programme, Ministry of Foreign Affairs and Trade
ODE	Office of Development Effectiveness, AusAID
PAA	Priorities Action Agenda 2006-2015 of the Vanuatu Government
PDD	Program Design Document
PO	VWC Branch Project Officer
PPDVP	Pacific Prevention of Domestic Violence Project, funded by the New Zealand Aid Programme
RRRT	Regional Rights and Resources Team
RTP	Regional Training Program of FWCC, held in Suva, Fiji
SCC	Sanma Counselling Centre, a Branch of VWC on Santo island
SCF	Save the Children Fund
TCC	Tafea Counselling Centre, a Branch of VWC on Tanna island
ToCC	Torba Counselling Centre, a Branch of VWC on Vanua Lava island
UNDHR	Universal Declaration of Human Rights
Vatu, Vt	Unit of currency in Vanuatu
VAWC	Violence against women and children
VCC	Vanuatu Council of Churches
VITE	Vanuatu Institute of Teacher Education
VRDTCA	Vanuatu Rural Development Training Centres Association
VWC	Vanuatu Women's Centre
VWC Network	The headquarters of VWC, all Branches, the CAVAWs and male advocates

<p>Exchange rate used Vatu 87 = AUD 1.00</p>

LIST OF STAFF POSITIONS

VWC STAFF POSITIONS

Coordinator	Merilyn Tahi	Mobile Counsellor	Kristine Keasi
Deputy Coordinator	Sonia Wasi	Counsellor	Lily Natu Tawari
Fin/Admin Officer	Lisa Ishmael	Counsellor	Vacant
Office Assistant	Juliet Buleko	Counsellor	Lynne Tule
Community Educator	Bertha Misseve	Research Officer	Sonia Wasi
Cleaner	Tounga Ben	Lawyer	Tatavola Matas
Volunteer	Beatrice Yapus		Kelekele

TAFEA COUNSELLING CENTRE STAFF POSITIONS

TCC Project Officer	Vacant	Counsellor	Lisa Thomas
Office Assistant	Priscilla Kausiama	Counsellor	Isabel Iavisi
		Volunteer	Dorothy Johnson

TORBA COUNSELLING CENTRE STAFF POSITIONS

ToCC Project Officer	Vacant	Counsellor	Grace Ralph
Office Assistant	Ann Joy Sikir	Volunteer	Folin Joy

SANMA COUNSELLING CENTRE STAFF POSITIONS

SCC Project Officer	Kathy Bani	Counsellor	Fridah Butu
Office Assistant	Nadia Eric	Counsellor	Shana Ligo
Community Educator	Annie Philemon	Counsellor	Vacant
Volunteer	Lilonto Enid		

VWC MANAGEMENT COMMITTEE

VWC Coordinator	Merilyn Tahi	Trustee	John Liu
TCC Project Officer	Vacant	Trustee	Moses Stephens
SCC Project Officer	Kathy Bani	Trustee	Jocelyn Mete
		Trustee	Vacant

TECHNICAL ASSISTANCE

FWCC technical adviser	Edwina Kotoisuva	Consultant in planning, monitoring, risk assessment	Dr Juliet Hunt
Male advocacy training consultant	Stephen Fisher	Research consultant	Vacant

1. EXECUTIVE SUMMARY

Program origin and design preparation

This Program Design Document (PDD) has been prepared by the Vanuatu Women's Centre (VWC), an independent civil society organisation (CSO) established in 1992. VWC's national network includes the centre in Port Vila, 3 Branches – Sanma Counselling Centre (SCC), Tafea Counselling Centre (TCC), and Torba Counselling Centre (ToCC) – a vibrant rural network of 37 Committees Against Violence Against Women (CAVAWs), and a national network of male advocates trained over previous phases of VWC's program.

VWC's current program, funded jointly by AusAID and NZAID, ends in June 2012. This PDD outlines a program design for a new 4-year phase commencing in July 2013, to be fully funded by AusAID. Several recent reviews have recommended continued core support for VWC's national program to address violence against women and children (section 2.3).

Development of the program design was led by VWC and included 2 strategic planning workshops, with technical advice from the Fiji Women's Crisis Centre (FWCC) and a consultant in strategic and program planning, drawing on international and regional lessons learned. FWCC is acknowledged as a centre of excellence, and VWC is recognised for its innovation and effectiveness in designing and implementing programs to address violence against women. The design process enabled VWC to set long-term goals, reflect on effective strategies, challenges and lessons learned, and test new design features and strategies with key stakeholders over several months. This process ensured VWC organisational ownership of all aspects of the program design, including the program structure and components.

Program Description

VWC's **program goal** is to eliminate violence against women and children throughout Vanuatu. This has always been VWC's long-term vision. While it is acknowledged that this goal cannot be achieved within a 4-year time-frame, VWC is strongly committed to this goal which is aligned with national, regional and international commitments. The expected **long-term outcome** is effective prevention and response to violence against women and children.

There are 5 integrated components in VWC's nation-wide program, each of which has an intermediate outcome. The design encompasses all areas of VWC's national program including the activities of the VWC national network. The results to be achieved from each component and output are listed below (section 4). Activities for each output are detailed in the implementation schedule in Annex 4A.

Component 1: VWC Counselling, Legal Assistance and Support Services

The outcome from this component is that survivors are empowered, claim their rights and access justice. Results at the output level are:

- (1.1) Crisis Counselling and Support – effective and confidential crisis counselling and support services
- (1.2) Legal assistance – legal information, assistance and representation to VWC, Branch and CAVAW clients
- (1.3) Counsellor training – enhanced counselling and advocacy skills (this output also applies to all VWC and Branch counsellors)

The provision of counselling, legal and support services to women and children who are survivors of emotional, physical and sexual abuse is a core strategy in VWC's efforts to

eliminate violence against women. Activities include centre-based counselling in Port Vila; mobile counselling to Vila settlements and rural areas on Efate; and the provision of legal information and assistance and representation. Other support to clients is provided through the client support fund, a flexible funding source that enables VWC to ensure clients' safety in times of crisis and to assist them to access justice; and assistance with court fees. The design includes several counsellor training activities annually, including in-house refreshers and group supervision, and training courses and attachments provided by FWCC and other centres with expertise.

Component 2: Branches and CAVAWs

The outcome from this component is effective services on violence against women and children throughout Vanuatu. Results at the output level are:

- (2.1) Branch activities – accessible counselling services and increased awareness on violence against women and children and legal and human rights
- (2.2) VWC support to Branches – increased capacity of Branches to deliver effective services
- (2.3) CAVAW activities – increased awareness of violence against women and legal and human rights, and accessible counselling services in remote island communities
- (2.4) VWC support to CAVAWs – strengthened capacity of CAVAWs to undertake community awareness, counselling and local networking

This component covers activities undertaken by VWC's 3 Branches and the 37 CAVAWs, whose activities mirror those of VWC in crisis counselling and support services, legal information and support to clients, and community education and awareness. In the counselling area, new activities included in the design for Branches include regular group supervision and casework reviews and mobile counselling in urban settlements and nearby villages. Monitoring the implementation of the Family Protection Act (FPA) is a key activity to be undertaken by Branches and CAVAWs over the next 4 years. VWC support for Branches encompasses all areas of their work and includes monitoring visits by VWC, legal assistance and training, and attachments of Branch staff to VWC. VWC support for CAVAWs is extensive and includes several opportunities for formal and non-formal training within Vanuatu and in Fiji. Networking with local community leaders, provincial government and local agencies is essential for their sustainability. The feasibility of establishing a new Branch will be assessed in year 3; VWC aims to establish a 4th branch at the beginning of year 4 in Malampa province, due to the significantly higher levels of violence experienced by women in that province found in VWC's national survey on prevalence.

Component 3: VWC Community Education and Awareness

The outcome from this component is increased community acceptance that violence against women and children is a violation of human rights. Results at the output level are:

- (3.1) Community awareness – greater awareness of the dynamics and impact of violence against women and children
- (3.2) Data collection and research – comprehensive information and analysis on violence against women and children

A more explicit feature of the design in this phase is that VWC will work to strengthen existing partnerships and establish new partnerships, particularly with health and education sector agencies, faith based organisations and selected women's groups and leaders. Schools will continue to be targeted and VWC will focus more on raising awareness among youth by working through established youth groups and organisations. This component includes 5 special events campaigns each year, and all media activities including a quarterly newsletter,

weekly radio programs, updating of the VWC new website, and the production and dissemination of community education and legal literacy materials. The development and testing of community education materials will be strengthened during this phase. A national conference will be held in year 4 to review progress and the effectiveness of strategies with partners and stakeholders. VWC will be involved in 2 research projects over this phase. A study on the economic costs of violence against women will be separately funded by AusAID in cooperation with VWC and the Vanuatu National Statistics Office. VWC's major research project will be a qualitative study on the linkages between custom and violence against women and children, including customs that promote and constrain prevention and protection.

Component 4: Legal Advocacy, Lobbying and Human Rights Training

The expected outcome from this component is reduced discrimination and increased gender equality in law, policies and institutions. Results at the output level are:

- (4.1) Legal and human rights advocacy and training – increased awareness of gender equality and human rights in key agencies
- (4.2) Male advocacy on women's rights – increased participation and support of men in efforts to eliminate violence against women and children

Priority areas for legal and policy advocacy will be on implementation and monitoring of the FPA; the introduction of a comprehensive family law; reform of sexual offences law; legislative compliance with CEDAW; the implementation of a no-drop policy for the Police; the development of a national gender policy that recognises the damaging impact of violence against women; and ongoing participation in the national CEDAW committee. Key agencies and institutions will participate in VWC training on gender relations, violence against women and human rights; this will enable VWC to consolidate and extend partnerships and collaborations to accelerate institutional change. Three male advocacy trainings will be held – one each in years 2, 3 and 4. Trainees will be men from rural and urban areas who already have a relationship with VWC, Branches and CAVAWs; or who are in a position to influence community attitudes and service provision in new areas where VWC hopes to extend its work. The activities of the male advocates throughout the country will be followed up and monitored jointly by VWC, the Branches and CAVAWs.

Component 5: Management and Institutional Strengthening

The outcome from this component is effective management and coordination of the VWC network and its prevention and response services. Results at the output level are:

- (5.1) Organisational management – organisational and personnel management and capacity building
- (5.2) Program management – program planning, management, monitoring and risk management
- (5.3) VWC building – sustainable and secure services for women and children survivors

VWC will provide a range of training opportunities to staff to improve their skills. Organisational capacity-building objectives will be identified annually for achievement in the coming year. Annual public meetings will be advertised publicly, with the aim of sharing information on VWC's activities, plans and achievements. A review and update of VWC's policy manual and code of conduct will be done in the first quarter of year 1. Annual planning and progress reporting will include hands-on training and assistance through participatory workshops on planning, monitoring, risk assessment and management, and an annual review of impacts. Technical assistance will be provided by FWCC and an Australian-

based consultant. VWC has scheduled the joint AusAID/VWC mid-term review of the program to occur in the second quarter of year 3.

The program design and budget also includes VWC's proposal to purchase a building and renovate/refurbish it as necessary. Steps in the process include developing the terms of reference and assessing tender documents for the appointment of a managing contractor; selection and assessment of a suitable building for purchase, including risk assessment related to cyclone, earthquake and structural quality; renovation and refurbishment as needed; and the transfer to the new permanent premises before the end of year 1.

Resources needed

The total cost over the 4-years from July 2012 to June 2016 is outlined in the table below. This includes funding for the purchase of VWC's building in year 1 (A\$750,000), and the activities of SCC that were previously funded by NZAID (A\$590,970 over 4 years). (Details are provided in section 4.2.)

Total costs of the VWC National Program (Vatu and AUD)

	Year 1 2012/2013	Year 2 2013/2014	Year 3 2014/2015	Year 4 2105/2016	Total
Total VWC Program (Vatu)	160,965,575	96,389,560	96,140,135	112,303,519	465,798,789
Total VWC Program (AUD)	1,850,179	1,107,926	1,105,059	1,290,845	5,354,009

The exchange rate used is Vatu 87:A\$1.00. At the time of writing, the current exchange rate is over 90 vatu for the Australian dollar. The previous PDD was calculated at an exchange rate of 80 vatu. During the last 5 years the exchange rate has fluctuated from a low of 74.8 to a high of 95.4 vatu for the Australian dollar; the average exchange rate for the 10 tranches received since July 2007 is 86 vatu. It is not possible to predict whether VWC will face a foreign exchange gain or loss; using an exchange rate of 87 vatu will provide some flexibility over the 4 years and mitigate the risk of foreign exchange loss.

Implementation arrangements

It is proposed that core support be provided to VWC as the sole executing agency for the program, directly accountable to AusAID for the achievement of outcomes, outputs, financial management, monitoring and reporting (see section 5.1). Funds will be provided in one tranche per year, in early June, before the commencement of each financial year.

The Program Coordination Committee (PCC) will meet six-monthly in June (to consider the Annual Plan submitted each May) and January (to consider the progress report prepared in December). Members of the PCC will include: VWC's Coordinator as Chair; FWCC's Deputy Coordinator or her delegate; AusAID; NZAID (invited to continue on the PCC in the hope that they will reconsider joint financing at some time in future, see section 5.2.2); representative from the Department of Women's Affairs; a representative from the Department of Economic and Social Planning; and a representative from the Department of Strategic Management (section 5.2.3).

Rationale for Australian support

The VWC program design implements objectives and activities that have been identified as policy priorities by both the Vanuatu and Australian governments (sections 3.2 and 3.3). VWC's program and approach is aligned with the Vanuatu Government's 2002 policy on

violence against women, and assists with implementation of Vanuatu's National Plan of Action for Women. Addressing violence against women is critical to achieve the objectives outlined in the Vanuatu-Australia Partnership for Development, particularly the achievement of equality of opportunity for women and men and equal access to education and health services. The partnership agreement identifies Vanuatu's Priorities and Action Agenda (PAA) as the over-arching framework for Australian development assistance. VWC's program contributes directly to the PAA objective of promoting gender equality and empowering women.

Australia's Independent Review of Aid Effectiveness recognised the very high levels of violence against women in the Pacific region and identified breaking down gender barriers, promoting gender equality and protecting women from violence as key priorities for the future. Addressing violence against women is essential to achieve all the strategic goals of the Australian aid program – saving lives, promoting opportunities, sustainable economic development, effective governance and humanitarian response. VWC's program also contributes directly to the implementation of the Australian Government's thematic strategy on gender equality and women's empowerment, which identifies ending violence against women as one of four pillars. The strategy identifies six features of the Australian Government's approach to addressing violence against women; VWC's program contributes to each of these (section 3.3).

Risks and sustainability

VWC's approach is based on extensive experience and lessons learned in Vanuatu, regionally and internationally and is aligned with the recommendations of AusAID's ODE review of violence against women in Melanesia and East Timor (section 3.4.1). Most risks that threaten the achievement of the program goal and outcomes, and the sustainability of program impacts, arise from the social, cultural, institutional and economic context which accepts violence against women and children as a legitimate form of discipline or punishment, and which perpetuates serious gender inequalities in access to education, employment, freedom of movement and decision making in Vanuatu. While these risks are pervasive, VWC has learned that they have not prevented the program from achieving its objectives. VWC's activities and strategies have managed these risks and reduced their impact; all key risk management strategies are included integrated the design as activities (section 5.3).

Strategies to promote the sustainability of results are integrated into the design, with several explicit activities and outputs focused on creating and consolidating an enabling environment for further positive change in policy and legislation, and through the over-arching focus on working in partnership with other agencies (section 5.6).

Monitoring and evaluation

The monitoring and evaluation plan and framework (section 6 and Annex 7) is designed to meet VWC's and AusAID's information needs. Demonstrating changes in attitudes, behaviour and institutions requires a longer-term perspective than a 4-year program. Nevertheless, indicators have been selected to provide both quantitative and qualitative information to assess program achievements and impacts over the 4-year time-frame. Most of the indicators have been well-tested; some new indicators introduced in this phase will be trialled over year 1 and 2. Higher level results will be measured by triangulating information from 3 key indicators: quantitative evidence that women are empowered to assert their rights; examples of policies, protocols, statements and actions from VWC network partnerships; and implementation of the Family Protection Act throughout Vanuatu.

2. PREPARATION OF THE PROGRAM DESIGN

2.1 Origin of the proposal and the design process

The Vanuatu Women's Centre (VWC) is an independent civil society organisation (CSO) based in Port Vila which was established in 1992. VWC currently receives multi-year funding from AusAID and the New Zealand Aid Programme (NZAID) for its harmonised national Program Against Violence Against Women. The current 5-year program ends in June 2012. This draft PDD details the program design for the next 4-year phase from July 2012 to June 2016.

VWC's national program includes the provision of counselling services, community awareness, legal advocacy and research activities throughout Vanuatu. VWC manages 3 Branches – the Sanma Counselling Centre (SCC); the Tafea Counselling Centre (TCC); and the Torba Counselling Centre (ToCC) which began operations in January 2011. SCC is currently funded by NZAID through a delegated financing arrangement with AusAID; TCC and ToCC¹ are funded by AusAID as part of VWC's core funding. VWC has a vibrant network of 37 island-based Committees Against Violence Against Women (CAVAWs) which undertake local community awareness activities in remote rural communities and assist women and children living with violence. VWC also has an active national network of male advocates who work with VWC, Branches and the CAVAWs to promote women's human rights and prevent and address violence against women and children in their communities. All these core features of the program to prevent and respond to violence against women and children are included in this program design. All the key people involved in implementing VWC's program – staff in Port Vila and at the Branches, the CAVAWs and male advocates – are collectively referred to as the VWC Network.

The program design is based on a series of participatory workshops and discussions with various stakeholders:

- VWC's national training of CAVAWs in August 2011 with 43 CAVAW members and male advocates;
- VWC's retreat with all VWC and Branch staff and one trustee in August 2011;
- A 4-day strategic planning workshop with VWC and Branch staff in September 2011 to develop the summary of the program design for the Concept Paper²;
- The VWC national conference on violence against women in November attended by CAVAWs, male advocates including Chiefs and provincial government representatives, Police from the Family Protection Units (Vila, Tanna, Santo and Malekula), the Police College, the Department of Women's Affairs, the Gender Focal Point from the Ministry of Health, and one of VWC's trustees; and
- A 5-day strategic planning and program design workshop with VWC and Branch staff held in February 2012 which finalised all aspects of the design included in this PDD.

Development and refinement of the program design was led by VWC, with technical advice from the Fiji Women's Crisis Centre (FWCC, the managing agent for the current phase). It drew on international and regional lessons learned; the process was facilitated by an Australian consultant in strategic and program planning, monitoring and evaluation. FWCC is acknowledged as a centre of excellence, and VWC has gained recognition for its innovation

¹ Funding for ToCC in the current phase has been covered from foreign exchange gains.

² VWC Concept Paper, October 2011.

and effectiveness in designing and implementing programs to address violence against women.³ The design process enabled VWC to reflect on effective strategies, challenges and lessons learned, and to test new design features and strategies with key stakeholders over several months. This ensured organisational ownership of all aspects of the program design.

A Concept Paper was submitted to AusAID and NZAID in October 2011. Feedback from AusAID's concept peer review process was incorporated into the design. NZAID informed VWC of its intention to cease funding for SCC at the completion of the current phase in June 2012, due to a shift in policy priorities for its program in Vanuatu. Consequently this program design requests funding from AusAID for the whole of VWC's national program including the operations of the Branches in Sanma, Tafea and Torba provinces.

2.2 AusAID peer review and final program design

AusAID's peer review process raised several issues and required some changes to the program design.⁴ A few peer review comments were based on a misunderstanding of the program and its context, and failed to draw on AusAID's own comprehensive research by the Office of Development Effectiveness (ODE) on the most effective efforts to end violence against women in the Pacific region.⁵ Several changes were made to the design to conform to the requirements outlined in AusAID's Consolidated Quality at Entry Report⁶:

- The UN Men as Partners program is referred to (section 3.2.3).
- Information is provided on the planning work underway to work with perpetrators of violence (section 3.4.1).
- Further information is provided on VWC's extensive and long-term working relationships with selected partner organisations in the region, including the Pacific Regional Women's Network, FWCC and the Regional Rights and Resources Team (section 3.2.3).
- Information is provided on the cost of each program component compared with the expected number of beneficiaries by component (Annex 15).
- Information is provided on staff roles, responsibilities, qualifications and experience, and remuneration for each position (Annex 15); note that this information was included in the draft PDD, with the exception of the qualifications and experience for each position.
- Expected targets for the number of beneficiaries are included in the M&E matrix, and an additional indicator has been added to the matrix on assessing changes in knowledge, attitudes and behaviours (Annex 7 and Annex 15).

The Consolidated Quality at Entry Report acknowledged that several other comments made by peer reviewers were already being adequately addressed by VWC.⁷ These included:

- Identifying ways to strengthen provincial government involvement in CAVAWs – CAVAWs are key part of VWC's network and as such are independent of provincial government. However, VWC has always sought provincial government support for the establishment of CAVAWs, and for their ongoing work. Selected provincial

³ AusAID 2008 Violence Against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches Office of Development Effectiveness, AusAID, Canberra: 166, 178.

⁴ AusAID "Consolidated Quality at Entry Report for VWC Phase 6", 24 May 2012: 5.

⁵ AusAID 2008 op cit; and AusAID 2012 Violence Against Women in Melanesia and Timor-Leste: Progress made since the 2008 Office of Development Effectiveness Report, by the International Centre for Research on Women, AusAID.

⁶ AusAID "Consolidated Quality at Entry Report for VWC Phase 6", 24 May 2012: 5.

⁷ AusAID "Consolidated Quality at Entry Report for VWC Phase 6", 24 May 2012: 5.

government staff and councillors have been targeted for male advocacy training. VWC's work with provincial governments has been effective, with several requesting CAVAWs to be established in their provinces (see section 3.2.3); this in itself is a measure of the effectiveness of VWC's approach. Dissemination of VWC's national research on violence against women⁸ is an additional entry point for VWC to target provincial governments for further support during this phase.

- Developing a longer-term strategy for working with Government on advocacy and policy change – VWC has several strategies for working with Government and these are documented in this PDD. Key strategies include: ongoing involvement with Vanuatu's Law and Justice Sector Strategy and agencies at various levels; involvement in Family Protection Taskforces at national and provincial levels (VWC successfully advocated for the establishment of these taskforces and for the passing of the Family Protection Act over many years); targeting key agencies for training on gender relations, violence against women and human rights, both by VWC and at FWCC's regional training program in Suva; ongoing involvement in committees to monitor and assist the Vanuatu Government in its work related to international treaty obligations (CEDAW, CRC, DEVAW and UNDHR); targeting men from key government agencies to participate in male advocacy training; and taking every opportunity to work with Government on advocacy and policy change when these arise.
- Continuing to build partnerships with the police, ministry of health, ministry of justice and ministry of education – these commitments were already noted in the PDD.

Two further areas were identified for attention in the mid-term review and both of these are of concern to VWC: reconsidering the program structure and components; and the comment that VWC needs to “clearly define its mission, role and objectives”. As already noted above, the current program structure has worked well in the past and is owned by VWC. Other program structures (e.g. re-structuring the program by deliverables) were seriously considered but rejected by VWC during the planning and design process. VWC's mission, role and objectives are very clearly defined, and have been so for all the phases of AusAID support – hence the ability to demonstrate key benefits and impacts to date. It would be advisable for the mid-term review to heed lessons learned regarding the relationship between aid effectiveness and ownership by national agencies⁹, and to carefully examine the demonstrated effectiveness of current approaches before imposing donor-led approaches. Furthermore, the design process included all the key elements of a long-term strategic planning process; consequently, the goals, outcomes and lower-level results described in this document are VWC's long-term plan. In other words, this PDD is VWC's long-term strategic planning document, albeit with more detail than is usually included in a strategic plan. As noted in the peer review discussions, VWC had initially intended to propose a 10-year budget to AusAID. Given a funding cap of 4 years imposed by AusAID, it is sound, from a strategic planning point of view, to budget for 4 years only. However, if a 10-year budget is required, this can be submitted, and no further strategic planning would be needed, with the exception of the annual reviews which are already an ongoing and integral part of VWC's organisational and program management approach.

⁸ VWC 2011 Vanuatu National Survey on Women's Lives and Family Relationships Vanuatu Women's Centre in partnership with the Vanuatu National Statistics Office, Port Vila.

⁹ Paris Declaration on Aid Effectiveness High Level Forum, Paris, February 28 – March 2, 2005.

2.3 Reviews of VWC's program recommend continued support

A joint AusAID/NZAID review was undertaken in 2010. The review concluded that VWC combines the essential evidence-based components required to achieve the current program outcome (increased community acceptance that violence against women and children is a violation of human rights). The review also concluded that the program is well-managed, and that VWC “has achieved an enormous amount both over the review period and cumulatively since its commencement in 1992. The Centre is reaching out to the needs of both urban and village based women, men and children and combining this with world best practice regarding integrated, rights based approaches to reducing gender based violence”.¹⁰

The review found that VWC's objectives and program components were “all still relevant” and many of the review recommendations were focused on the need to continue to implement core elements of the current program. Other recommendations were made to strengthen and sustain VWC as an organisation and to improve program quality.¹¹ Key recommendations from the review are incorporated into this program design.

AusAID's review by the Office of Development Effectiveness (ODE) on violence against women in Melanesia and East Timor recommended continued support of VWC as “the cornerstone” of Australia's strategy to address this problem in Vanuatu. It concluded that VWC “plays a critical role in galvanising public opinion and action around violence against women in Vanuatu”. CAVAWs, male advocacy activities and FWCC's mentoring role were highlighted as innovative and effective strategies.¹²

¹⁰ Sue Finucane and Roselyn Tor 2010 “Mid Term Review of the Vanuatu Women's Centre Program Against Violence Against Women. Final Report: 30 April 2010”: 5.

¹¹ Finucane and Tor 2010 op. cit.: 6-9. Progress on implementing recommendations has also been addressed in Annual Plans for year 4 and 5 and Progress Report 7 since the joint review.

¹² AusAID 2008 op. cit.: 178-184.

3. STRATEGIC AND SITUATION ANALYSIS

3.1 Analysis of the problem of violence against women¹³

3.1.1 Prevalence of violence against women and children

Violence against women is defined as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including the threat of violence, coercion, or arbitrary deprivations of liberty. Violence against women includes physical, sexual and psychological violence occurring in the family, the general community, and violence perpetrated or condoned by the state, wherever it occurs.¹⁴

The “Vanuatu National Survey on Women’s Lives and Family Relationships” shows that Vanuatu has very high rates of violence against women by husbands and intimate partners: 60% of women experience physical and/or sexual violence in their lifetime by husbands/partners; 68% experience emotional violence; 69% experience at least one form of coercive control by their husbands/partners and 28% are subjected to several forms of control by their husbands/partners which undermine their basic human rights; 15% of ever-pregnant women have been hit during the pregnancy, and 9% have been hit or kicked in the stomach while pregnant.

VWC’s national survey has exploded many of the pervasive myths current in Vanuatu society about violence against women – including that violence mainly or only occurs in urban areas, and that it is a minor occurrence with few impacts on the women concerned, or on their families and communities. Most women who are subjected to violence by husbands/partners experience multiple forms of the types of violence listed above. Violence against women occurs in all provinces and islands, and among all age groups, education levels, socio-economic groups and religions. For most women living with physical or sexual violence, it occurs frequently, and it is often very severe, including being punched, dragged, kicked, beaten up, choked, burned, or hit with a weapon. Rates of physical and sexual violence by husbands/intimate partners are higher in rural areas (63%) than in urban areas (50%). For 42% of those women who experience physical violence, this has been followed by rape.

There are also high rates of physical and sexual violence against women and girls committed by people who are not their husbands or intimate partners: 48% of women have experienced non-partner physical or sexual violence or both since they turned 15. In most cases the perpetrators are male family members or boyfriends. The prevalence of sexual abuse against girls is alarming and is one of the highest in the world, with 30% sexually abused before the age of 15. For 28% of women, their first sexual experience is forced.

Findings from the VWC survey has reinforced conclusions from a study of detainees in Vanuatu correctional centres from 2006 to 2008. This showed that approximately 70% of detainees were sexual offenders and that most offenders were known to their victims (fathers, friends, youth group leaders, boyfriends, relatives and neighbours). Incest made up 11% of these offences. Other forms of physical violence were used in 69% of these cases with

¹³ Unless otherwise noted, all data in sections 3.1.1 – 3.1.3 are from VWC 2011 Vanuatu National Survey on Women’s Lives and Family Relationships Vanuatu Women’s Centre in partnership with the Vanuatu National Statistics Office, Port Vila.

¹⁴ United Nations General Assembly 1993 Declaration on the Elimination of Violence Against Women United Nations, New York.

consequences such as broken bones, stab wounds, unwanted pregnancies, sexually transmitted diseases, inability to conceive children and to continue with work or school. The majority of victims were children under 18 years and most were aged between 11 and 15 years; several of the offences were gang rapes; 96% of offenders entered a guilty plea. The report concluded that in many cases the offenders believed “that they had some sort of right to sexually offend against girls or women”.¹⁵

Data from the Police Family Protection Unit in Vila provides further evidence of the high prevalence of sexual offences against children. Of 84 offences committed in 2010, 50% were committed against children; 74% of the victims were girls and 26% were boys. The majority of offenders (77%) were adults; most were over 30 years; 23% of the offenders were boys aged between 10 and 17 years.¹⁶

The VWC survey collected data on child sexual abuse against girls under the age of 15 years (see above), but did not attempt to baseline physical or emotional abuse or neglect of children under the age of 18 years (Vanuatu’s legal age for children). However, the VWC study found that of all the women living with physical violence, children were also beaten while the mother was beaten in 17% of cases. A study undertaken by UNICEF estimated that up to 38% of children experience emotional abuse, up to 48% experience physical abuse, and up to 21% have been subjected to sexual abuse. (The VWC survey data combined with that from the FPU suggests that these figures under-estimate the prevalence of child sexual abuse.¹⁷) The same study found that 78% of adults reported that they had physically hurt children in their household.¹⁸

3.1.2 Attitudes to violence against women and women’s rights

The high rates of all forms of violence against women show that the use of violence as a form of punishment and “discipline” of women is accepted and condoned as a “normal” part of behaviour within many families and communities. Many women agree with a range of statements that seriously undermine women’s rights – such as the notion that a good wife must obey her husband even if she disagrees with him (50%); that the man should be the boss (40%); that she becomes his property after bride price is paid (53%); or that he should choose her friends (50%). More than 1 in 3 women (36%) agree that it is all right for a woman or girl to be swapped or exchanged for marriage; and more than half (58%) believe that a woman should not touch food when she is menstruating. Three in 5 women (60%) agree with at least 1 justification for a man to beat his wife: 34% believe that violence is justified if a wife is disobedient to her husband; 28% think it is all right for him to beat her to discipline her or teach her a lesson; and 32% believe that a man is justified in beating his wife if bride price has been paid. While most women have a strong sense of their sexual autonomy, between 12% and 23% do not think they have the right to refuse sex in some situations, and 40% of women are unclear if they have the right to refuse sex if bride price has been paid. These

¹⁵ Dipatmen blong Koreksonal Sevis (no date) “Sexual Offenders: an analysis of 50 offenders and their offences” unpublished report, Vanuatu Department of Correctional Services, Port Vila.

¹⁶ Vanuatu Police Force Family Protection Unit (Port Vila) *Statistics 2010*: 7, 9.

¹⁷ UNICEF (no date, 2009?) *Lifting the financial burden of child abuse: a Vanuatu case study*, Port Vila: 5. The VWC study found prevalence of child sexual abuse against girls was 30%. Participants in the VWC survey were given an opportunity to answer the question on child sexual abuse in a fully confidential manner using a card placed in a sealed envelope, so their answer was not known to the interviewer. If data is extrapolated from the FPU cases on the breakdown of sexual abuse between boys and girls, the total prevalence of child sexual abuse in Vanuatu would be somewhat higher than 30%.

¹⁸ UNICEF *Vanuatu Child Protection Baseline Report 2008*, PowerPoint presentation.

attitudes demonstrate extraordinary control and power over women by men; they both reflect and serve to perpetuate grossly unequal gender power relations in Vanuatu society.

VWC's national research explored the situations that trigger violence and risk factors for women. The situations most commonly mentioned by women as triggers are directly related to unequal gender power relations. Women most commonly report that their husbands/partners hit them for no reason; because they were disobedient or to discipline them; or because he was jealous of her. These triggers underline the fact that many men believe they have a right to treat women in this degrading way. The research showed that having a mother who was beaten significantly increases the likelihood that sons will perpetrate violence against their wives, and that daughters will be beaten by their husbands. Women who believe that a man has a "good reason" to beat his wife are more likely to be beaten, as are women who were sexually abused as children or physically abused by other people. Women who are subjected to controlling behaviours by their husbands/partners have a greater likelihood of being physically or sexually abused by them; and men who have multiple partners are more likely to physically or sexually abuse their wives/partners. Other triggers and risk factors are directly linked to women stepping outside traditional roles or expectations, such as by refusing sex, having no food at home, or earning an income.

3.1.3 Violence, custom and the status of women in Vanuatu

Custom (*kastom*) refers to the traditional knowledge, beliefs, technologies and social systems that guide daily behaviour, life ceremonies and conflict resolution practices. Custom is very strong in Vanuatu. Although there are some indications that traditional family support systems and land use practices are being challenged by the social and economic changes of modern life, there are many strong forces in Vanuatu in favour of re-enforcing and strengthening custom. These are institutionalised through the recognition of customary law and the *Malvatumauri* (National Council of Chiefs) in the Vanuatu Constitution (chapter 5), and by the inclusion of at least one Chief in Island Courts.¹⁹ The extended family is the basic social unit, with chiefs responsible for protecting customary laws, preserving cultural integrity, and determining how family lands and resources are used. Chiefs are decision-makers and mediators in family disputes and community conflicts. Disputes between families and communities are resolved by the payment of compensation (such as mats, pigs or cash) to the injured group, which symbolises a public healing of group differences. Custom continues to influence the legal system and access to justice with compensation payments frequently taken into account in sentencing, including for very serious crimes of violence such as physical and sexual abuse of women and children.

Whether or not chiefly status is inherited (this varies from place to place), women generally do not participate in customary decision-making systems, although in some regions women have status as Chiefs and may fulfil some chiefly functions. According to custom, women's roles focus primarily on subsistence farming, food gathering and child-rearing, and this division of labour has been reinforced by the Church. In custom meetings/courts in some regions (such as Tanna), women traditionally do not have the right to speak, and have to kneel to do so. Due to the work of VWC this is being successfully challenged in some areas.

The UN Committee on the Elimination of Discrimination Against Women highlighted its concern regarding several aspects of women's unequal status including "the persistence of

¹⁹ Government of the Republic of Vanuatu 2011 "CEDAW Combined Fourth and Fifth Periodic Report" (Draft): 29.

adverse cultural norms, practices and traditions, as well as patriarchal attitudes and deep-rooted stereotypes, regarding the roles, responsibilities and identities of men and women in all spheres of life". The Committee concluded that the Government has yet to undertake sustained and systematic action to eliminate stereotypes and negative cultural values, which perpetuate women's unequal status in public life, decision making, marriage and family relations, and which are linked to violence against women²⁰. Attitudes and beliefs about women and their roles, perpetuated through institutions "such as churches, chiefs, and political parties" that discriminate against women were identified as major obstacles for advancing women's development in a recent review of Vanuatu's national machinery for women, supported by AusAID and UN WOMEN. Lack of political will and leadership to advance gender equality and women's empowerment were also identified as challenges.²¹

Other aspects of women's low status that were highlighted by the UN Committee on the Elimination of Discrimination Against Women were: the use of custom fines in cases of rape which either substitute for or lessen the punishment of offenders; the under-representation of women at all levels in public and political life (including Parliament, the judiciary, and appointed decision making bodies, particularly in the education sector); citizenship rights; unequal access to higher levels of education; wage gaps and occupational segregation by sex (including low numbers of female teachers in secondary and higher education); lack of access to affordable health care for women; high rates of teenage pregnancy; unequal access to property, land and inheritance by women; the lower legal age of marriage for women (16 years) compared to men (18 years); lack of access to justice, particularly in rural and remote areas; the portrayal of women in the media; and the persistence of violence against women.²²

Women's low economic and social status, including customary practices relating to marriage and bride price are important factors for understanding the constraints which face women living in violent situations, and which VWC also faces in trying to address this problem in its counselling, community education and legal advocacy work. The impact of bride price on women's status has been raised in several international and national reports.²³ Women and children are often seen as the property of men within marriage and the family. While bride price formalises a women's status in her husband's family and that of her children, it is still common for men and women to use bride price as a justification for beating or poor treatment by husbands and in-laws. VWC's research found that bride price does not protect women from either physical or sexual violence by their husbands. On the contrary, the findings showed that women are confused about whether bride price protects or undermines their rights in relation to their sexual autonomy and physical safety.

²⁰ CEDAW 2007 Concluding comments of the Committee on the Elimination of Discrimination Against Women: Vanuatu CEDAW/C/VUT/CO/3, United Nations, New York: 4.

²¹ DOWA 2011 Review of Vanuatu's National Machinery for Women March 2011 Commissioned by the Ministry of Justice and Community Services in collaboration with UNWOMEN and AusAID, by Rebecca Olul and Anna Naupa, Port Vila: 11.

²² CEDAW 2007 op cit: 4.

²³ For example, CEDAW 2007 op cit; Tor and Toka 2004 "Gender, Kastom and Domestic Violence" Unpublished report of the Vanuatu Department of Women's Affairs, Port Vila; DOWA 2007 National Plan of Action for Women 2007-2011 Republic of Vanuatu, Port Vila; and UN General Assembly 2009 Summary Prepared by the Office of the High Commissioner for Human Rights in Accordance with Paragraph 15 (A) of the Annex to Human Rights Council Resolution 5/1: Vanuatu Human Rights Council, Working Group on the Universal Periodic Review, Fifth session, Geneva, 4-15 May 2009, Document A/HRC/WG.6/5/VUT/3, 23 February 2009.

This uncertainty increases women's risk in some circumstances, and prevents them taking action to stop the violence. Because bride price is generally distributed through the woman's extended family, it is virtually impossible to recover and repay. In poor families and rural areas, the practice of high payments for bride price, whether in cash or kind, makes young women and girls vulnerable to early marriage and sexual abuse. In VWC's national survey, 78% of women said that they could not raise enough money by themselves to pay back the bride price.

The VWC research found that about 1 in 3 currently married women (32%) did not choose their husband, and more than 1 in 10 (11%) were forced to marry their husband. For example, in TAFEA and in the Big Bay area of Santo the custom is still strong for the first-born girl to marry a male cousin, regardless of the wishes of the girl or her mother. In these types of custom marriages, abused women often feel that they cannot return to their parents or home villages, because of the potential family repercussions. If a woman does leave a custom marriage where bride price has been paid or where she has been exchanged as a "swap" for her mother, compensation will need to be paid. Forced marriages as a result of rape also occur. A woman or girl may be forced to marry the rapist, or a girl from the perpetrator's family may be given in marriage to a man from the family of the victim as a compensation payment for the rape.

"Respect" for custom is an important cultural concept throughout Vanuatu. "Respect" is required of both women and youth and is defined by dress, expectations about how women are allowed to move when in the presence of Chiefs, how women wear their hair, the food they eat compared with men, and by submissive and obedient behaviour. Lack of "respect" sanctions men to punish or discipline women with violence or the threat of violence. "Respect" for such aspects of custom enforces the power of males over females and of Chiefs over women, youth and children.

VWC's national survey found that many women go to Chiefs and Church leaders for help with dealing with violence. This reflects the importance of these community leaders throughout the country. It also underscores the need for these leaders to respond appropriately to protect women and children. However, VWC's experience is that women seeking help – from their families, the Church, Chiefs and the police – are still frequently told to reconcile with the perpetrators despite repeated and severe abuse.²⁴ VWC's national survey explored the reasons why women choose to stay or leave a violent relationship. Several were related to custom, bride price and religion, such as not wanting to leave the children, belief in the sanctity of marriage, a desire to preserve family honour, and because they were told to stay with or return to the husband by the family, in addition to the threat of further violence towards her or her family.²⁵ Similarly, UNICEF's baseline study on child protection found that only 11% of child abuse offences were referred to the police, with the remainder addressed by chiefs.²⁶

One positive finding from VWC's research was that there is some support within the community in favour of women's rights, with 1 in 3 women believing that no reason was good enough to justify a man beating his wife. On the other hand, there is considerable confusion in some sections of the community, including leaders at all levels, about the meaning of human rights, with many seeing women's and children's rights as a threat to

²⁴ Department of Women's Affairs Violence Against Women in Vanuatu: Policy Paper 2002-2006.

²⁵ VWC 2011 op cit: 158-164.

²⁶ UNICEF Vanuatu Child Protection Baseline Report 2008, PowerPoint presentation.

custom and therefore to identity. In addition, there is often confusion about exactly what gender equality means, and the type of changes that are needed to promote it. One recent example of this confusion was a feature article in the *Daily Post* newspaper where it was argued that Tanna's traditional customs are an expression of gender equality – including women not being allowed to speak in custom court meetings, girls not being allowed to prepare food while menstruating, swapping of girls for marriage, and decision-making among uncles regarding who a girl can marry.²⁷

3.1.4 Progress towards MDG targets

The 2011 Pacific Regional MDGs Tracking Report notes that Vanuatu has made “mixed” progress towards achieving its millennium development goal (MDG) targets to improve maternal health, achieve universal primary education, and eliminate extreme poverty and hunger. Vanuatu is “off-track” for targets relating to MDG 4 on promoting gender equality and empowerment of women.²⁸ Although the gender gap in literacy and access to formal education is reducing in primary and secondary schooling, girls are still under-represented in tertiary, vocational and technical education, particularly in rural training centres, as teachers in secondary schools and principals, and as recipients of overseas scholarships.²⁹ Men hold most jobs in the private and public sectors, and make up the majority of paid workers in the agriculture sector.³⁰ Only 5 women have ever been elected to national parliament and currently there is only 1 woman among the 52 members. Women have made up 4.3% of all municipal councillors in urban areas, but less than 1% of all provincial government councillors.³¹

While some data show progress in health indicators, it is clear that serious gender inequalities remain, including overwork, poor nutrition and poor access to health services. Vanuatu is one of the few countries in the world that has more men than women: the 2009 national census found that 49% of the population of Vanuatu is female, with a sex ratio of 104 males to every 100 females; this compares with a sex ratio of 106 from the previous census.³² Although the sex ratio is improving, such differences are an indicator of very low status of women. Contraceptive use is low (38%); births by adolescent women is estimated to be 64 per thousand, and women's access to skilled birth attendants has reduced to 74%.³³ The Ministry of Health Multiple Indicator Cluster Survey found that 24% of women were married before the age of 18, and 13% of young women currently aged 15 to 19 are already married or living in a de facto union; for 32% of these young women, their husbands are older than them by 10 years or more (this may also be seen as an indicator of unequal gender power relations).³⁴

²⁷ Kaio Timothy Jr “Tanna Culture Supports Gender Equality” *Daily Post*, 25/02/2012.

²⁸ Pacific Islands Forum Secretariat (PIFS) 2011 *Pacific Regional MDGs Tracking Report*: 21, 26-27, 28-30. “Mixed” progress is defined as inconsistent or insufficient.

²⁹ Ministry of Education 2010 *A Review Gender Analysis of the Education Sector in Vanuatu* draft report by Jane Strachan and Liku Jimmy, Ministry of Education, Port Vila.

³⁰ VNSO 2011 *2009 National Population and Housing Census: Gender Monograph* Vanuatu National Statistics Office, Port Vila: 2; and VNSO 2008 *Census of Agriculture 2007 – Vanuatu* VNSO, Ministry of Finance and Economic Management. Port Vila: 87, 89.

³¹ DOWA 2010 *Gender Profile of Political Parties and Elections* by Tina Ilo-Noka and Seman Dalesa-Saraken, Department of Women's Affairs, Government of the Republic of Vanuatu, Port Vila: 13-15.

³² VNSO 2009 *National Census of Population and Housing, Summary Release: Vanuatu Hemi Kaontem Yu* VNSO, Ministry of Finance and Economic Management, Port Vila: 8; and Republic of Vanuatu 2004 *Combined Initial, First and Second Report on the Convention on the Elimination of All Forms of Violence Against Women (CEDAW)* Port Vila: 11.

³³ VWC 2011 op cit: 30; and PIFS 2011 op cit: 34.

³⁴ Ministry of Health 2008 *Monitoring the Situation of Children and Women: Vanuatu Multiple Indicator Cluster Survey 2007 Final Report* Ministry of Health and UNICEF, Port Vila: vi.

3.1.5 Violence against women and children: an economic, development and human rights issue

The links between violence against women and children and poverty are complex: poverty constrains and prevents women from dealing with violence; violence contributes to poverty in both direct and indirect ways which impacts on families, communities and the economy as a whole; and poverty increases women's and children's vulnerability to different forms of violence. VWC's national survey provides hard evidence of these links.³⁵

The high rates of violence in Vanuatu impose enormous social and economic costs on the nation, in addition to the suffering experienced by individual women. This includes the very high costs to the health system, even though many women do not seek or get the health care that they need following violent incidents by their husbands or partners. The rates of injury from domestic physical and sexual violence are alarming: 24% of women have been injured due to violence from a husband/partner in their lifetime, and 1 in 10 was injured in the previous 12 months before the survey. Among those women who have been injured, 21% now has a permanent disability and almost half have lost consciousness at least once. The 2009 census found that disability is more common among women³⁶; the high levels of violence against women and associated injuries may be one explanation for this disparity. Women who have experienced physical or sexual violence have a significantly higher rate of miscarriage, and are more likely to have been prevented from using family planning by their husbands. Women living with violence have much poorer overall health, are hospitalised more often, more likely to need medication for pain, anxiety or depression, and more likely to have an operation than women who are not experiencing violence. Women living with violence are between 3 and 4 times more likely to attempt suicide than women who are not experiencing violence.

VWC's survey also demonstrates that violence has long-term economic impacts. For example, violence against women has serious impacts on children's emotional well-being and schooling, which reduce their opportunities for development and pre-dispose them to the risk of violence in their intimate relationships as adults. Violence undermines women's ability to participate in education and in all social and economic development activities and thereby contributes to poverty in both direct and indirect ways. Among women living with violence, the national survey found that 50% need permission from their husbands/partners before they access health care and 61% before they undertake any activities. This level of control creates ongoing lost opportunities for social and economic development at community and national level. Controlling behaviours by husbands/partners including the threat of further violence against a woman and her children also prevent women from finding out about their legal and human rights, reporting the violence to authorities, and telling family, friends, or community and church leaders.

VWC's survey found that women make a substantial contribution to family income; 53% of women who had an income were earning about the same or more than their husband/partner. Nevertheless, very few women own any major assets; only 18% had savings in the bank and 31% had other savings. Almost 1 in 3 women have had their work disrupted due to violence by their husband/partner, and women living with violence were more likely to have their husband/partner take their savings or refuse to give them money for household expenses. VWC counsellors report that many women in violent relationships have inadequate funds for

³⁵ Unless otherwise indicated, data in this section is from VWC's national research: VWC 2011 op cit.

³⁶ VNSO 2011 op cit: 1, 89-92.

clothing and school fees (which contributes to poverty in the longer-term). About half of the women living in violent relationships have left home temporarily due to the violence, and only 44% said that they would be able to support themselves or their children for 4 weeks if they needed to do so.

Despite the many economic and social constraints which prevent women from leaving an abusive relationship, violence does sometimes result in family breakdown, including short or long-term separations or divorce. This leaves women and children dependent on irregular family or child maintenance payments because of a failure to implement child and family maintenance laws by the judiciary and Police; or dependent on the generosity of relatives, who frequently do not support women in their decision to leave a violent partner. For example, counsellors report that many women do not have enough money for the Vt150 bus fare to the centre. In both rural and urban areas, women and their dependent children who are suffering from violence have very few financial or social options, particularly if Chiefs and Church leaders deny that the problem exists, sanction violent behaviour or counsel for reconciliation.

3.2 Vanuatu policy, legal and institutional context

Despite entrenched attitudes that oppose women's rights, VWC's national survey shows that there are high levels of social cohesion in Vanuatu, and considerable support within the community in favour of women's rights and non-violent approaches to resolving conflict in families. These factors put Vanuatu in a good position to prevent and respond to all forms of violence against women, by building on the positive work that has already been done by VWC and its national network of branches, CAVAWs and male advocates, and by other stakeholders. There are several enabling features in the policy, legal and institutional context and the last 5 years have seen breakthroughs in some key areas.

3.2.1 Policy context

Vanuatu's Constitution guarantees men and women equal treatment under the law. Vanuatu has ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC), and the CEDAW Optional Protocol. Commitments to gender equality have featured in Vanuatu Government plans over the years, including the Comprehensive Reform Program, and the Priorities and Action Agenda for 2006-2015, which included the objective of promoting gender equality and empowering women, in line with the Millennium Development Goals, and recognised that domestic violence and high teenage pregnancy were problems that needed to be addressed. However, the Vanuatu Government's "Planning Long, Acting Short" (PLAS) planning and monitoring framework does not include any sex-disaggregated indicators.³⁷

Following a national women's forum in August 2006, the Department of Women's Affairs (DOWA) in the Ministry of Justice and Community Services developed the National Plan of Action for Women. The Plan recommends actions in a number of areas which are critical for eliminating violence; it pledges support for VWC and its network and makes recommendations to Government in the following areas:³⁸

- The establishment of an annual grant to VWC from the government's budget (which has not been implemented).

³⁷ Republic of Vanuatu 2006 *Priorities and Action Agenda 2006-2015* Port Vila: 35-36; and *Planning Long, Acting Short: The Government's Policy Priorities for 2009-12* Port Vila.

³⁸ DOWA 2007 *National Plan of Action for Women 2007-2011* Republic of Vanuatu, Port Vila: 30-35.

- Provincial governments to provide space for CAVAWs to undertake their work.
- Re-establishment of the national Task Force on Violence Against Women.
- The integration of CEDAW, CRC and DEVAW principles in all government policies.
- An increase in the budget for the Vanuatu Police Force (VPF) to increase women's access to justice and security of survivors.
- Initiatives to improve police services to rural areas including the strengthening of the Family Protection Unit (FPU), the establishment of FPUs in the islands and the introduction and enforcement of a "no drop" policy for the Police in relation to family violence cases.
- A review of bride price systems to protect women against violence against women and promote harmonious family relationships.
- Abolishment of the custom of using women as compensation for rape and murder.

Other recommendations focused on the need to improve the way that chiefs and custom courts deal with cases of violence by: requiring women chiefs to sit on custom courts when cases of violence against women are heard; requiring chiefs to refer cases of violence against women to the courts; and providing training on violence against women and gender awareness to chiefs.

Progress has been made in some areas since the Plan was launched. For example, 2 provincial governments have provided space for CAVAWs to undertake their work: Nduindui CAVAW by the West Ambae Area Council, and Loltong CAVAW by the Area Council on North Pentecost. The National Family Protection Task Force was established in November 2009. VWC has undertaken training with Chiefs from most provinces during male advocacy training and male community leaders workshops.

DOWA is in the process of developing a national Gender Policy.³⁹ Steps have also been taken to update the National Children's Policy (2007-2011), following a mapping exercise undertaken in 2011 with support from UNICEF. A child protection working group was established in November 2011 and VWC is a member. A child protection system is to be piloted in Tanna and TCC will be involved in this pilot.

VWC's national survey found that violence against women has significant impacts on women's mental health. Vanuatu's current mental health policy has not identified violence against women as a significant risk or priority area for attention; nor has the Health Sector Strategy for 2010-2016.⁴⁰ However, the mental health policy is currently being revised and VWC hopes to provide input, focusing on the findings and implications of VWC's national survey. Vanuatu's reproductive health policy and strategy (2008-2010) acknowledged that sexual and physical violence against women was under-reported and included two objectives related to this problem – to ensure that all victims have access to quality medical care, counselling and legal support; and to educate communities on this problem.⁴¹ VWC was invited to present the research findings during the National Health Reproductive meeting held in Santo in November 2011, which was organised by UNFPA and the Health Department.

³⁹ Government of the Republic of Vanuatu 2011 op cit (draft CEDAW report): 47.

⁴⁰ Ministry of Health 2009 The Vanuatu Mental Health Policy and Plan, 2009 – 2015 MOH, Port Vila; and Government of the Republic of Vanuatu 2010 Health Sector Strategy 2010-2016: Moving Health Forward, MOH, Port Vila.

⁴¹ Republic of Vanuatu 2009 Reproductive Health Policy 2008: Reproductive Health Strategy 2008-2010 Ministry of Health, Port Vila: 18, 22.

VWC was also invited by the Health Gender Focal Group at the Ministry of Health to present the findings of the research report to a local doctor's 3-day workshop/consultation on a sexual violence protocol. The draft protocol outlines procedures for dealing with cases of sexual assault and domestic violence between the Ministry of Health, Vila Central Hospital, the Police and VWC. The finalisation of this protocol will be a breakthrough for VWC.

The Vanuatu Education Sector Strategy for 2007-2016 has no mention of the problem of violence against women or children and its impact on their education; nor is there any policy commitment to ensuring that pregnant girls can continue their education. Advocacy is needed at all levels in the education sector to strengthen understanding of the problem of violence against women and children, and to improve both prevention and response.

3.2.2 Law and justice sector

The program context has changed considerably over the last 5 years and many of these changes are directly or indirectly due to VWC's advocacy, community awareness and male advocacy activities. The passing of the Family Protection Act (FPA) in late 2008 has increased women's access to justice in regions where magistrates are on hand to issue family protection orders (FPOs). Family Protection Taskforces have been established at national level and at provincial level in Sanma, Shefa, Tafea and Malampa; VWC is a member of the national taskforce and its Branches in Sanma (SCC) and Tafea (TCC) are members of provincial task forces.

However, key features of the FPA designed to protect women in rural areas have not yet been implemented by the Government. A trial of the provisions of the FPA designed for use in rural areas – the appointment of authorised persons under the Act with the power to issue temporary protection orders (TPOs) where no magistrates are available⁴² – will be piloted in the near future in Port Vila. Port Vila has been chosen as the pilot location, despite the fact that Vila residents have easier access to the courts which are empowered to issue FPOs, including access to several sources of legal assistance and support including from VWC; and despite the fact that VWC's research demonstrated that the prevalence of violence is significantly less in Port Vila and Efate than in all other areas of the country.

Significant changes have been observed in the response of some Police to cases of violence against women and girls, although these are mainly still confined to staff in the Police Family Protection Units (FPUs) and trained police male advocates who are willing to work with Branches and CAVAWs. FPUs are now based in Port Vila, Luganville, Isangel on Tanna and Malekula. Following the signing of a Memorandum of Understanding between VWC and the Port Vila Family Protection Unit, procedures for serving FPOs are now clearer. Either the Police or the Vanuatu Mobile Force always accompany VWC staff now on mobile counselling in Vila and around Efate and VWC is regularly invited to participate in Police goodwill visits which are part of police crime prevention efforts. Links have been forged with the Police Academy (due to a trained male advocate), the Police Commissioner and the New Zealand-funded Pacific Prevention of Domestic Violence Project (PPDVP). Two significant achievements over the last 12 months are the signing of an MOU with the FPU which provides for regular consultation between VWC counsellors and the police; and VWC training for police involved in crime prevention efforts. There are also better relations with

⁴² The FPA provides for temporary protection orders for 14 days to be granted by authorised persons where there are no Courts, and extended for a further 14 days; authorised persons may be male or female community leaders and government officials who have undertaken training approved by the Minister responsible for Women's Affairs.

the Courts and Correctional Services who appear to be more open now to VWC's advocacy about the human rights of women.⁴³

One impact of the delay in implementing the FPA is that there is still inadequate knowledge and understanding of the provisions of the Act throughout the country, including by Police, Provincial Governments, community leaders and health workers. There are many cases where untrained police are unclear about their obligations under the law or opposed to its intentions. Unfortunately there are examples where Police sympathise with offenders, where family protection orders have not been issued as directed by the Court, and where women have been denied their rights or mis-informed by police. Some police continue to initiate "roundtable" meetings between victims, offenders and Chiefs rather than issuing FPOs or charging offenders – this undermines women's legal rights and risks further serious violence. Lack of resources to investigate crimes and apprehend offenders remains a huge barrier.

Even though police are serving FPOs, perpetrators are rarely charged with a criminal offence as provided for in the FPA. Data from the Port Vila FPU shows that 326 Family Protection Orders (FPOs) were issued in 2011. Only 38 cases (12%) were taken to court and 22 (7%) were convicted.⁴⁴ In contrast, 126 cases of sexual assault were reported to the FPU in 2010 and 80% were detected and taken to court.⁴⁵ The Vanuatu Police Force "Policy and Procedures for Young Witnesses"⁴⁶ includes a "no-drop" policy for all crimes against a young person which requires all cases to be referred to the court, regardless of whether the victim withdraws charges or whether there has been a custom resolution. The policy includes best practice standards for interview, referral and protecting the safety of young victims and witnesses. Although the FPA requires a no-drop approach to cases of family violence, the figures above demonstrate that this is not being implemented and there appears to be little support within the police for such an approach.

Little systematic data is available on sentencing for crimes of violence against women and children. A study by the Department of Correctional Services notes that the length of sentences is increasing; recent newspaper reports on high-profile cases support this view. However, of 50 offenders documented in the Department of Correctional Services study, 22% received non-custodial sentences, 22% were sentenced for 2 years or less, 36% were sentenced for 3-6 years; and the remaining 20% received longer sentences. As noted above, custom reconciliation ceremonies including the payment of compensation (in money or goods) are frequently taken into account as mitigating factors in sentencing, even for cases of murder following years of domestic violence.⁴⁷

Overall, it appears that women's access to the justice system for civil and criminal cases through the Office of the Public Solicitor has increased in recent years. However, women made up only 20% of all cases registered by the Public Solicitor from 2005 to 2010.⁴⁸

⁴³ VWC provided a its first one-day training with provincial probation officers in November 2011.

⁴⁴ Data provided by the Port Vila Family Protection Unit, February 2012. The number of FPOs served by the FPU includes those served for VWC clients.

⁴⁵ Vanuatu Police Force "Family Protection Unit Statistics 2010": 6.

⁴⁶ Vanuatu Police Force (no date, 2011?) "Policy and Procedures for Young Victims and Witnesses".

⁴⁷ "Maewo man sentenced to three years imprisonment over wife's death", *The Independent*, issue no. 405, November 5-11, 2011.

⁴⁸ Government of the Republic of Vanuatu 2011 op cit (draft):38.

There is some evidence of a more enabling environment for further legislative change. The Law and Justice Sector Strategy Plan included several initiatives proposed by VWC, such as the establishment of a Law Reform Commission and a Human Rights Commission, an assessment of compliance of Vanuatu legislation with CEDAW, and the development of a comprehensive family law. Successful outcomes have been achieved on several of these initiatives. The Law Reform Commission was established in March 2010 and a review of all existing legislation relating to family law is its first reference. Family-related matters are currently covered under several different laws including those relating to property, family maintenance, custody of and access to children, the Marriage Act and the Matrimonial Causes Act. This review is a first step towards developing a comprehensive family law that respects the human rights of women and children. A report on the review of Vanuatu legislative compliance with CEDAW is expected to be published in 2012. The Law and Justice Sector Strategy is currently under review and VWC is involved in this process.

3.2.3 Other agencies, sectors and programs

In general, national and provincial government is now more open to VWC messages and leadership on violence against women, particularly in relation to matters of policy and law. There are several requests from Provincial Governments for CAVAWs to be established in their provinces. These are major breakthroughs that have been achieved over the last 5 years. On the other hand, although a few members of the *Malvatumauri* have been trained as male advocates, the main focus of this body is on returning to custom and further institutionalising the powers of Chiefs; it is not open to VWC's inputs and there is little understanding of gender equality and violence against women in their activities.

While Wan Smolbag Theatre has had a focus on domestic violence for many years, other CSOs, faith-based organisations (such as the Vanuatu Council of Churches and the Seventh Day Adventist Church) and some donor agencies (Save the Children, Red Cross) and United Nations organisations are now more actively trying to address violence against women and children. This has created an increased demand for VWC's community education and awareness services. There are also increasing requests for these services from communities and from schools around Vila. Opportunities for collaboration and partnership are increasingly opening up for VWC at all levels and this is discussed further in section 3.4.

At the regional level, VWC is an active and founding member of the Pacific Women's Network Against Violence Against Women. FWCC (VWC's mentor agency) is the Secretariat of the Pacific Network, and FWCC's Coordinator is a member of the Pacific Islands Forum Reference Group on violence against women. Through its partnership with FWCC, VWC has participated in several key regional initiatives of FWCC, including the development of FWCC's "Male Advocacy for Women's Rights Handbook". VWC also has a strong relationship with the Regional Rights and Resources Team and received training from RRRT during phase 5 and attended several regional meetings organised by RRRT.⁴⁹

One important outcome of VWC's partnership with FWCC was the establishment in Vanuatu, with guidance and training from FWCC, of VWC's male advocacy activities. FWCC officially launched this program in 2002, learning from best practices from around the world, and adapting the program to the Pacific context.⁵⁰ Serious flaws in the approach taken in practice in the Pacific by the UN Men as Partners program was a key impetus in the

⁴⁹ See VWC progress reports from phase 5.

⁵⁰ Pacific Women Against Violence Newsletter, Volume 15, Issue 1, January 2012: 1-2.

establishment of the regional male advocacy program by FWCC, VWC and other members of the Pacific Women's Network Against Violence Against Women. The UN-auspiced "Partners for Prevention" program was established in 2008 and does not currently work in Vanuatu⁵¹; hence it is not surprising that this program is not mentioned in AusAID's comprehensive review of promising practices and lessons learned in the region, nor in the 2012 report which provided an update on current programs across the region.⁵² However, VWC assessed the "Partners for Prevention" program when the VWC Coordinator and 2 male advocates attended a Global Symposium on "Engaging Men and Boys to End Violence Against Women" in Brazil in 2009. The Pacific's home-grown male advocacy program, developed by FWCC in cooperation with regional partners such as VWC, has proved to be effective in the Pacific, because it combines a non-negotiable commitment to gender equality and human rights with accountability to established and strong women's organisations, who follow-up male advocates and continually assess their work and approach.

3.3 Consistency with Vanuatu and Australian Government strategies

VWC has a productive working relationship with the Vanuatu Government Ministry of Justice and Community Services and the Department of Women's Affairs, including through participation in the CEDAW committee and the Law and Justice Sector Strategy. VWC's program and approach is aligned with DOWA's 2002 policy on violence against women, which shares VWC's goal of eliminating the problem and aims to meet Vanuatu's obligations under the Constitution, the Comprehensive Reform Program and CEDAW. VWC's program assists with implementation of Vanuatu's National Plan of Action for Women (see section 3.2.1).⁵³

Australia's Independent Review of Aid Effectiveness recognised the very high levels of violence against women in the Pacific region and identified breaking down gender barriers, promoting gender equality and protecting women from violence as key priorities for the future.⁵⁴ Addressing violence against women is essential to achieve all the strategic goals of the Australian aid program – saving lives, promoting opportunities, sustainable economic development, effective governance and humanitarian response.⁵⁵ VWC's national survey provides hard evidence of these linkages. For example:

- the goal of saving lives is seriously undermined when women are prevented from accessing health care for themselves and their children by violent and controlling husbands/partners;
- women are unable to participate fully in the economy and take opportunities for leadership and education when they are subjected to ongoing physical and sexual violence and coercive control, and when they need to seek male permission before taking up any opportunities;
- violence against women results in enormous direct and indirect costs to the economy, prevents women from earning income and undermines women's control over their income;

⁵¹ <http://www.partners4prevention.org/who-we-are> accessed 30 June 2012.

⁵² AusAID 2008 op cit; and AusAID 2012 op cit.

⁵³ Department of Women's Affairs, no date (2002) Violence Against Women in Vanuatu, Policy Paper, 2002-2006 Republic of Vanuatu, Port Vila; and Department of Women's Affairs 2007 National Plan of Action for Women 2007-2011 Republic of Vanuatu, Port Vila.

⁵⁴ Commonwealth of Australia 2011a Independent Review of Aid Effectiveness: 7, 13-15, 94, 159-161.

⁵⁵ Commonwealth of Australia 2011b An Effective Aid Program for Australia: Making a real difference – Delivering real results: 4.

- effective governance is not possible without the empowerment of women including equal access to justice; and
- women and children are less likely to benefit from humanitarian relief and disaster response when there are persistent and pervasive gender gaps and inequalities.

Similarly, addressing violence against women is critical to achieve the objectives outlined in the Vanuatu-Australia Partnership for Development, particularly the achievement of equality of opportunity for women and men and equal access to education and health services.⁵⁶ The partnership agreement identifies Vanuatu's PAA as the over-arching framework for Australian development assistance. VWC's program contributes directly to the PAA objective of promoting gender equality and empowering women.⁵⁷

VWC's program also contributes directly to the implementation of the Australian Government's thematic strategy on gender equality and women's empowerment, which identifies ending violence against women as one of four pillars. The strategy identifies six features of the Australian Government's approach to addressing violence against women; VWC's program contributes to each of these by:⁵⁸

- advocating and working with the Vanuatu government to strengthen the legal and policy framework to end violence; providing services that directly increase women's access to justice; monitoring the implementation and enforcement of the FPA; and training service providers to strengthen their prevention and response efforts;
- providing counselling, crisis accommodation and legal support to women who have been subjected to violence throughout Vanuatu through the VWC national network including the main centre in Vila, the Branches in Sanma, Tanna and Torba provinces, and the network of 37 rural CAVAWs;
- working in partnership with health agencies to improve their responses to women, encouraging referrals to the VWC network, and by developing and implementing joint protocols with the Ministry of Health, the Police FPU and VWC;
- working with men and boys, community organisations and leaders (Chiefs, church and other community leaders) to prevent violence against women and change community attitudes, including through work in the education sector at several levels;
- working closely with the police (a security sector agency) to improve their understanding of violence and accountability to the law; and by developing and consolidating the new partnership with Red Cross, which plays a key role in responding to emergencies (Red Cross has recently asked VWC to be involved in their national disaster preparedness activities);
- contributing to the international and regional debate on violence against women, particularly through the Pacific Regional Network Against Violence Against Women facilitated by FWCC; and
- improving understanding of the prevalence and impact of violence against women and children and its links to custom; and by disseminating the findings from VWC's national survey on violence against women.

⁵⁶ Partnership for Development Between the Government of Australia and the Government of Vanuatu 2009.

⁵⁷ Republic of Vanuatu 2006 Priorities and Action Agenda 2006-2015 Ministry of Finance and Economic Management, Port Vila: 9, 32, 35-36.

⁵⁸ AusAID 2011 Promoting opportunities for all: Gender equality and women's empowerment Thematic Strategy, Commonwealth of Australia, Canberra: 1, 15-16.

3.4 Lessons learned, key strategies and the theory of change

3.4.1 Lessons learned and key strategies

VWC's program was identified by AusAID's ODE review of violence against women as a "promising practice". In a review of progress and achievements since the ODE report, VWC received special mention due to its explicit attention to gender equality and human rights in its work to raise awareness of the problem. The effectiveness of CAVAWs in bringing services to remote rural areas was also highlighted.⁵⁹ The ODE report and AusAID's policy response identified 3 key strategies essential to address the problem of violence against women: increasing women's access to justice; increasing women's access to support services; and supporting initiatives that prevent violence by transforming unequal gender norms and changing community attitudes about gender-based violence.⁶⁰ Each of these strategies is a cornerstone in VWC's program design.

VWC's integrated approach – which includes both prevention and response – draws on international evidence regarding the most effective strategies for addressing the problem, and on many years of experience by FWCC in the Pacific region. One of the major lessons learned has been the importance of consistent, well-targeted and long-term efforts to bring about changes in attitudes, behaviour, policy and legislation. Assured multi-year funding from donors such as AusAID and the New Zealand Aid Programme has been critical to the successes that have been achieved to date.

Strategies that have been most effective at preventing and responding to violence against women and children over the last 5 years are as follows:

- Community awareness workshops with community members and leaders have helped to prevent violence.
- Mobile counselling (which integrates community awareness-raising and counselling) provides an entry point for community members to start discussing the issue and to follow up with VWC to gain further information or seek assistance for women living with violence.
- Increasing women's access to justice through the provision of legal assistance to obtain FPOs⁶¹ has a dual impact (prevention and response) with men talking about the fact that "women mean business now". The passing of the FPA and the establishment of Family Protection Units in the police has helped to endorse VWC's strong messages about the impacts of violence against women and children and the fact that these are serious crimes.
- Although counselling is primarily a response strategy, it also has a preventative effect because women learn about their human and legal rights and become empowered to take action to prevent further violence; when women access counselling services and legal action is taken, this also has a ripple effect on the local community.
- The work of the CAVAWs in remote rural areas has spread the message throughout the country that violence against women and children is a violation of their human rights.

⁵⁹ AusAID 2008 op. cit.: ix-xi; and AusAID 2012 Violence Against Women in Melanesia and Timor-Leste: Progress made since the 2008 Office of Development Effectiveness Report, by the International Centre for Research on Women, AusAID, Canberra: ix-x.

⁶⁰ AusAID 2009 Responding to violence against women in Melanesia and East Timor: Australia's response to the ODE Report Commonwealth of Australia, Canberra: vii-ix; and Melissa Stutsel and Amy Haddad 2009 "Helping women to stay safe" in Focus, June-September 2009, AusAID, Canberra.

⁶¹ Before the passing of the FPA, VWC facilitated over 60% of the domestic violence court orders and FPOs processed by the Port Vila Magistrates Court between January 2005 and December 2009 (see Progress Report 7, page 115).

CAVAWs are also assisting women to access justice by referring to VWC and the Branches.

- Male advocacy training has been effective at both preventing and responding to violence. Some male advocates are now role models for non-violence in their local communities. They have strengthened response by making referrals to VWC, Branches and CAVAWs, and by providing protection for women (in a few cases); where Police are trained as male advocates they have followed up on cases to help women access justice.

These strategies will be continued in this phase. Areas which need to be strengthened or which require new or modified strategies are as follows.⁶²

- Child protection: VWC's national survey points to the need for more targeted awareness-raising activities with children. VWC already has an education resource specifically targeted at children and has been effectively targeting schools in recent years. Training is needed for staff undertaking education with children regarding the most effective ways to target children of different ages. VWC will advocate with the Teaching Service Commission regarding the most appropriate ways to deal with perpetrators (for example, there was a recent case where a perpetrator was transferred rather than dismissed). Teachers will be targeted more assertively including through the Vanuatu Institute of Teacher Education in addition to during school visits. Counselling protocols will be developed for dealing with child abuse cases and staff from VWC and each Branch will be selected for more advanced training in dealing with child abuse cases. Collaboration with other agencies currently developing a national child protection policy and system will be an important part of VWC's strategy.
- Targeting young women and men: VWC's national survey highlights the need to target young women. VWC will target existing and well-functioning youth groups and programs in the first instance and will develop and trial new materials tailored for young women and men. The potential for establishing a young women's group focused on advancing gender equality and human rights may also be explored in the next phase.
- Counselling: Arrangements for group supervision will be formalised in the next phase. VWC will try to recruit an experienced counsellor with an appropriate counselling-related tertiary qualification if possible to assist with this important role in Vila. Training using several different modes of delivery will be provided for selected counsellors to undertake community awareness as part of the revision of their roles to include both counselling and community awareness work (a response to the review recommendations), and a training guideline will be developed on "how to respond to hard questions". VWC staff have analysed the findings of the national survey regarding a reduced risk of violence in Port Vila and Efate compared with other parts of Vanuatu – their analysis is that this is due in part to many years of mobile counselling. In response, mobile counselling incorporating community awareness talks will be introduced for the Branches, beginning initially with SCC in urban settlements of Luganville and later with rural areas of Santo.
- CAVAW capacity building: The national 2-week CAVAW training is inadequate to build up CAVAW counselling skills, and more regular contact is needed with CAVAWs to support and sustain them. In addition to the current 2-week CAVAW training in Vila (which provides a basic introduction and refresher on CAVAW operations including record-keeping), a core group of 15 CAVAW members will be trained annually in Vila in counselling skills. One VWC staff member (the Community Educator) will have specific responsibility for supporting and liaising with CAVAWs in the next phase, and this

⁶² Several of these incorporate VWC's response to the joint AusAID/NZAID review recommendations (Finucane and Tor 2010 op. cit.).

responsibility will also be progressively delegated to the Branches. SCC has already begun to play much more of a role in this area for CAVAWs in Penama, Torba and Sanma but further capacity will be needed before TCC and ToCC can take on this role. Networking and information sharing with Provincial Governments on the work of the CAVAWs will also be given more attention in the next phase. Currently there are 37 CAVAWs, and VWC plans to increase the number to 45 over the next 5 years.⁶³

- Male advocacy: Where male advocates are not linked to CAVAWs it is difficult to maintain their interest in some cases. Some men who are CAVAW members have not yet been trained.⁶⁴ Targeting male leaders for workshops after CAVAW training visits – a new strategy trialled over the last 3 years – has increased local support for the work of CAVAWs and has also helped chiefs to solve problems with violence in their communities. This strategy will continue and will focus on areas where CAVAWs are confident and active. The main element of VWC's male advocacy strategy will continue in this phase: targeting male leaders and members of key agencies, and training them to advocate for women's rights as part of their everyday activities. Accountability of male advocates to VWC's national network including VWC, the Branches and CAVAWs remains fundamental to this strategy. One new aspect is that men who facilitate community awareness in cooperation with VWC, Branches or CAVAWs will have their costs covered.
- Branch management and capacity building: The feasibility of establishing a new branch will be investigated over years 1 to 3 with the intention of setting up a Branch in Malampa province in year 4. Capacity building of the current Branches will focus more on building their capacity to take increasing responsibility for supporting and training CAVAWs and liaising effectively with male advocates. Successful delegation of responsibilities to Branches in these areas will ensure that VWC has the capacity to establish and manage a new Branch.
- Program management and technical assistance: FWCC will not play the role of managing agent in this phase but will continue to provide technical assistance and mentoring including visits during annual strategic planning and progress reporting, and membership of the Program Coordination Committee (PCC). Technical assistance from the Australian consultant focused on program planning, monitoring and risk management will continue.

During this 4-year phase, FWCC will be trialling a new program targeted at perpetrators. VWC has been a partner in the development of this new activity, along with other key members of the Pacific Women's Network Against Violence Against Women. The effectiveness of models used in perpetrator programs around the world was reviewed at a regional meeting in Fiji in March 2012 and a Concept Paper was developed for the new program by FWCC for funding by AusAID. A training program will be piloted later in 2012 in Fiji. Ni-Vanuatu male advocates jointly selected by VWC and FWCC will participate in a regional training in 2013, along with experienced and committed male advocates from other Pacific countries. It is possible that the perpetrators program will be rolled out by FWCC to Vanuatu during this phase, after extensive trialling, input and monitoring by FWCC and other Regional Network members. However, it is envisaged that this activity will be managed and funded by FWCC during this phase.

⁶³ Currently, 2 of the 37 CAVAWs are weak, 3 are recently revived, and the remainder are active.

⁶⁴ CAVAWs have a maximum of 6 members and several have one male advocate as a member.

3.4.2 VWC's theory of change⁶⁵

VWC's theory of how change happens – to empower women to claim their rights, change community attitudes, and bring about policy, legislative and institutional change – is implicit in the discussion of strategies above. It is also reflected in the horizontal and vertical linkages between each of the components in the program design (see the diagram in Annex 2).

In the area of crisis counselling, several factors can contribute to women becoming empowered to claim their rights. The counselling process – including being listened to and respected, by a counsellor who believes what has happened and who understands the trauma experienced by women living with violence – results in many women feeling that their burden has been lifted, and that they may be able to take a step forward. This was demonstrated in the VWC survey when 87% of women living with violence reported that they felt better after the survey interview⁶⁶, even though this was not a counselling experience. However, talking about the problem is not enough – one key feature of the counselling process is trust, which is built on confidentiality and empathy; another is the absence of blame and full acceptance of the woman, even if the counsellor does not agree with the decisions she makes following a violent attack. Providing knowledge to women about their human and legal rights and their options is fundamental to women feeling able to take action to end the violence. Since many women feel unwelcome or unsafe about reporting violence to service providers (particularly the police and courts), the provision of ongoing support is equally important, if women choose to ask Chiefs for a custom court hearing, take out an FPO, report the violence to the police, or go to the hospital to deal with injuries. All these actions build up women's self-esteem and self-confidence, which is severely undermined when anyone is subjected to any type of violence, including emotional violence – and building self-esteem is a critical step on the way to internal empowerment.

VWC has found that FPOs are a powerful tool for women and men to gain knowledge and talk about the issue of violence against women. Women are more likely to seek assistance from the VWC network to apply for an FPO or seek child or family maintenance if they know of others who have done so, with positive outcomes, and if they know that the law is there to protect them. Effective community awareness on the issue and on the law helps both women and men to know that women should not have to put up with violence; in this way, community awareness activities result in women seeking help from the VWC network. For example, VWC has noticed an increase in younger women coming to VWC as a result of VWC's focus on community awareness in schools. This link goes two ways – women who have been empowered to take action and who have received assistance are a powerful example to other women that they can go outside their family and community to get help. Similarly, men also talk about the action that has been taken by some women in their community – while they may be angry about the role played by VWC in helping women to claim their rights, they begin to talk and think about the issue and this is a very important first step in the process of change. These all help to prevent violence because according to custom, women are not supposed to go outside of their family or community to solve problems; so this sends a very strong message to the family and community that the violence must stop.

Focusing on the impacts on violence against women on the family and community (by focusing on harmonious relationships) and on individual women who they are close to and

⁶⁵ The discussion in this section on the theory of change is based on a workshop with VWC staff including counsellors, Branch Project Officers, and the VWC Community Educator, Coordinator, Deputy and Lawyer.

⁶⁶ VWC 2011 op cit: 48.

care about are strategies that can help to change men's attitudes and behaviour. VWC has a strong focus on human rights in its community awareness activities, because staff have learned that men need to change their feelings and attitudes to women and girls, and respect them as equal human beings, for changes in men's behaviour and attitudes to be internalised. Knowledge about human rights and the law, including the provisions in Vanuatu's own Constitution, can help with this process of change. Understanding of human rights needs to be something that is owned for sustainable change to occur – VWC and FWCC have found that it helps if rights are portrayed as principles for how each person would like to be treated themselves, and how they would like their loved ones to be treated. The language that is used in community awareness and training activities can also influence people to change, as long as the commitment to human rights remains solid and clear.

VWC has learned that changes in attitudes are more likely to happen when community members (both women and men) hear messages about violence against women and children and gender equality from government and other leaders, such as chiefs and church leaders. This can be a first step that helps people to consider a different way of behaving. Changes in attitudes are also more likely to occur if the police and the judiciary do their jobs well, by serving FPOs in good time to avoid further harm to survivors, and by giving appropriate sentences according to the severity of the crimes committed.

Encouraging changes in attitudes and behaviour is a slow process, and VWC believes that many of the breakthroughs within communities, institutions and agencies that have occurred in recent years are the result of all its combined work over many years – this would not have occurred without long-term and consistent support from donors. Interventions and encouragement by donors has also influenced some people and projects to include VWC as a stakeholder, which provides an opportunity for them to hear for the first time about what VWC has to say. Once VWC is “in the door”, most communities and agencies follow up and want more information and training sooner or later. Since the VWC research is still quite new, VWC assumes that this additional information and knowledge will also help to change people's understanding of the scale and severity of the problem. Women's lack of access to resources is one factor that drives them back to violent relationships – this highlights the need for a focus on gender equality in other aid activities.

VWC has made some assumptions about the process of changing attitudes and institutions. For example, it is assumed that if Chiefs have more knowledge of the law, they may be less likely to order reconciliation or pass inappropriate judgements that cause further harm to women and children (e.g. particularly in cases of incest and other forms of extreme physical and sexual violence). It is assumed that the media work that VWC had done (including regular radio programs and annual campaigns) has helped to keep the issue in people's minds; and that community education materials have helped to increase people's knowledge – all of VWC's community education materials are in very high demand from CAVAWs and other agencies. It is also assumed that an increased focus on provincial government councillors and administrators in this phase will be a gateway to their communities.

VWC has learned that training male advocates has often had a big impact on men's attitudes and behaviours and that this has filtered through to the institutions and communities in which they work. This has had a positive impact on both prevention and response because this training has helped chiefs to deal with the problem of violence. An unintended outcome is that chiefs have then sometimes used each other as support people to solve difficult cases. Male advocates have helped to build and reinforce the momentum for change because they

have greater access to men and male leaders – they refer cases to the VWC network, explain the services provided by VWC, provide information, and help to address some of the myths and negative ideas about VWC and its work and the FPA.

VWC has also learned some lessons about how change occurs with CAVAWs, to help them sustain their activities. The selection of individuals is important, but so too is the empowering training on women's rights provided by VWC, and the Regional Training Program (RTP) run by FWCC. The local context and community acceptance by key local leaders is also very important to achieve change by CAVAWs, by increasing their effectiveness.

Overall, VWC has learned that persistent advocacy helps to change policies, laws and institutions and communities. Over the last 5 years, VWC has come to be seen as a credible CSO with authority and expertise, and this has provided opportunities for VWC to take a leadership role, particularly in the areas of legislative change. Having a lawyer on staff has assisted VWC in this area; this expertise has also been essential for ensuring that women can access justice when they choose to use the legal system to claim their rights. However VWC has also observed that there are many forces for change, and some of these are very strongly pushing away from human rights and back to what is perceived as a “traditional” approach which is often oppressive and unaccountable. VWC has learned that change is not always going in a uniform or positive direction – this applies to the empowerment of individual women, the sensitisation of male advocates, and the overall approach to human rights in the country. In addition to being long-term, change to eliminate violence and promote gender equality goes backwards and forwards, depending on a range of factors and interests.

In the area of management and institutional strengthening internally, VWC has learned that change is more likely to happen in all areas (counselling, community awareness and legal advocacy) if staff bring a commitment to their work, which includes “walking the talk” in their work and private lives. Good planning and regular reflection and monitoring has helped VWC to develop its credibility and achieve results. A teamwork approach has also helped to build the overall capacity of the organisation.

3.4.3 Partnerships at all levels

A core strategy underlying the whole of this program design is the importance of developing, nurturing and consolidating partnerships. It is assumed that collaborating and working with partners to facilitate and encourage change will provide more space for VWC to influence every level of Vanuatu society, thereby accelerating progress towards the program outcome (effective prevention and response to violence against women and children). VWC has identified three “categories” of partnerships that it needs to work on in different ways as it enters this next phase of the program:

- Partnerships that VWC has already invested considerable time and resources to build, and which it aims to consolidate and extend in this phase. This includes the Ministry of Justice and the Department of Women's Affairs, the police, the courts, and most chiefs and male leaders who have been targeted for training in male leaders' workshops and male advocacy training and their local communities. Some provincial governments are also in this category (Shefa, Torba, Sanma and Tafea), and the Red Cross, where the partnership is with VWC at the national level and also with some CAVAWs.
- Partnerships that have been developed or are just starting, and which need to be nurtured over this phase to provide more momentum for change. This includes the Vanuatu Christian Council (VCC) and some churches and faith based organisations,

Save the Children Fund (SCF), the Ministry of Health and health sector agencies (particularly women's health, reproductive and mental health), some schools, some provincial governments, and some women's groups and leaders (e.g. Church women's groups).

- Partnerships and collaborations that VWC needs to begin to build over this phase to increase the scope of the work to address violence against women and children. This includes education sector agencies at a higher level than schools, such as the Ministry of Education, the Vanuatu Institute of Teacher Education (VITE), the Vanuatu Teaching Service Commission and the Vanuatu Rural Development and Training Centres Association (VRDTCA). This category also includes youth organisations and groups at national, provincial and local levels, faith based organisations (FBOs) and some churches, some women's leaders and groups, and agencies involved in developing a child protection system.

The outcomes that VWC aims to achieve through these different partnerships will vary according to the sector and level of engagement, be it at the national, provincial or community level. However the overarching aims are for partners to:

- gain knowledge and understanding the problem of violence against women and its causes and impacts;
- talk about the problem and its impacts in their communities, workplaces, institutions and agencies (depending on the partner), to dispel myths and build further momentum for change; and
- do something to address the problem in their communities, workplaces, institutions or agencies, to improve prevention and response to the problem. This may include a broad range of actions at all levels of the VWC network. Examples include: judgements made by chiefs on cases of violence against women and children in their communities; local collaborations and support provided to CAVAWs; referral of clients to the VWC network (VWC, Branches or CAVAWs); provincial actions taken in collaboration with Branches; inviting VWC to train staff and community members or to undertake community awareness workshops (both for the first time and follow-ups); projects and organisations mainstreaming a focus on violence against women and children in their activities; and efforts to bring about institutional changes in policies, protocols, guidelines or staffing, which may be at national or provincial level.

It should be acknowledged that these types of changes take a long time to bring about. However VWC expects to see demonstrable progress across a range of sectors and at different levels over the 4 years of this phase.

4. PROGRAM DESCRIPTION

4.1 Program goal, outcomes, components and outputs

VWC's **program goal** is to eliminate violence against women and children throughout Vanuatu.⁶⁷ The expected **long-term outcome** is effective prevention and response to violence against women and children.

The logframe is attached at Annex 1 and a diagram summarising the draft program design including the theory of change is at Annex 2. This shows the main linkages between components and outputs. There are 5 components in VWC's nation-wide program, each of which has an intermediate outcome. The 5 components are the same as the previous phase. However, the intermediate (component level) outcomes and results to be achieved in each output have been updated and refined, taking into account the new and modified strategies listed above (section 3.4).

This design is owned by VWC. The organisation of components has worked very well to date, and it aligns closely with VWC's organisational structure and approach to program management. The design encompasses all areas of VWC's national program including the activities of the VWC national network – this includes the work of the 3 Branches, the CAVAWs and the activities of male advocates.

The results to be achieved from each component and output are listed below. Activities for each output are detailed in the implementation schedule in Annex 4A. Due to the integrated nature of VWC's program and the fact that the activities of Branches and CAVAWs mirror those of the main centre in Port Vila, there is some repetition of results and activities between component 2 (Branches and CAVAWs), with other Port Vila and national activities in output 1.1 (VWC counselling), output 3.1 (VWC community awareness) and output 5.1 (organisational management). This demonstrates the common purpose of the VWC network and the scope of counselling and community awareness activities at the national level. Branch planning and management, and the implementation and monitoring of Branch and CAVAW activities, are facilitated by having their own explicit "slice" of the overall design. Because VWC is undertaking a program rather than a discreet time-bound project, and because of the long-term nature of work to eliminate violence against women and children, many of the activities included in the implementation schedule are ongoing.

Component 1: VWC Counselling, Legal Assistance and Support Services

The outcome from this component is that survivors are empowered, claim their rights and access justice. Results at the output level are:

- (1.1) Crisis Counselling and Support – effective and confidential crisis counselling and support services
- (1.2) Legal assistance – legal information, assistance and representation to VWC, Branch and CAVAW clients
- (1.3) Counsellor training – enhanced counselling and advocacy skills (this output also applies to all VWC and Branch counsellors)

⁶⁷ This has always been VWC's long-term vision. While it is acknowledged that this goal cannot be achieved within a 4-year time-frame, VWC is strongly committed to this goal which is aligned with national, regional and international commitments.

The provision of counselling, legal and support services to women and children who are survivors of emotional, physical and sexual abuse is a core strategy in VWC's efforts to eliminate violence against women. Output 1.1 provides VWC's centre-based counselling in Port Vila; mobile counselling to Vila settlements and rural areas on Efate (16 visits per year compared to 14 in the last phase) and during visits to CAVAWs in the islands (3 to 4 per year); referrals to and from other agencies; the provision of legal information by counsellors; phone counselling; and regular counsellor meetings. It also includes group supervision and case reviews which will be strengthened during this phase. Another area of counselling work that has been made more explicit in this phase is the individual advocacy role that counsellors play when they accompany clients to other service providers, and when they provide follow-up support for clients' cases.

While most activities in output 1.1 are provided by VWC counselling staff, the client support fund is available for use by Branch and CAVAW clients throughout Vanuatu to ensure their safety in times of crisis and to assist them to access justice. Legal assistance to clients by VWC's lawyer including representation in court and assistance with court fees is also provided to VWC, Branch and CAVAW clients throughout the country.

Annual counsellor training in Vila will be held for all VWC and Branch staff and 4 CAVAW members and will be facilitated by FWCC trainers. In-house refresher trainings will also be undertaken annually. One overseas counsellor training attachment per year for 3 weeks will provide an opportunity to intensively upgrade the skills of either a VWC or Branch counsellor. This training will be undertaken with a suitable agency in Australia or New Zealand in years 1 and 3 (to be facilitated by FWCC); and with FWCC during years 2 and 4. Attachments to FWCC will include 1 to 2 weeks of formal training conducted by a consultant psychologist/counsellor trainer, followed by a hands-on training attachment with FWCC counsellors. FWCC has researched training programs in the region and has identified the Centre Against Sexual Assault (CASA) in Melbourne as one likely option for the overseas attachments. Annual counsellor training reports and staff performance reviews will be used to identify the highest priority areas for training for all counsellor training activities. High priorities identified during program planning workshops are for the upgrading of skills for counselling children, and strengthened counselling supervision skills particularly in the area of group supervision and case review for VWC, TCC and ToCC. Some counsellors will also need capacity building to undertake community awareness activities. In addition to these activities, counsellor training attachments may be organised and funded in New Zealand with NZAID assistance.

Component 2: Branches and CAVAWs

The outcome from this component is effective services on violence against women and children throughout Vanuatu. Results at the output level are:

- (2.1) Branch activities – accessible counselling services and increased awareness on violence against women and children and legal and human rights
- (2.2) VWC support to Branches – increased capacity of Branches to deliver effective services
- (2.3) CAVAW activities – increased awareness of violence against women and legal and human rights, and accessible counselling services in remote island communities
- (2.4) VWC support to CAVAWs – strengthened capacity of CAVAWs to undertake community awareness, counselling and local networking

Output 2.1 covers activities undertaken by VWC's 3 Branches in SANMA (SCC), TAFEA (TCC) and TORBA (ToCC) provinces. The implementation schedule in Annex 4A outlines

three areas of activity: crisis counselling and support services, including legal information and support to clients; community education and awareness; and Branch management activities.

In the counselling area, new activities included in the design for this phase include regular group supervision and casework reviews. Although mobile counselling has always been offered during Branch community workshops in rural areas, mobile counselling in urban settlements and nearby villages is included as a new activity in this phase. This will begin in year 1 by SCC in urban areas of Luganville with 6 visits to settlements per year for 3 days each. TCC and ToCC will begin this activity in year 2 with 4 visits mobile counselling visits per year for each Branch. Two Branch staff will undertake these visits, using the model developed by VWC. The Branches will initiate this activity by requesting permission from local chiefs, and each visit will begin with public talks targeting the whole community which provide information on violence against women and children and the services provided by the VWC network. This is an important outreach that enhances the accessibility of both prevention and response services to the poorest women. TCC will focus on the urban areas of Lenakel and Isangel, and ToCC will begin by focusing on villages around Sola.

Branches undertake 6 community awareness workshops annually. These workshops always involve local community leaders including Chiefs and provincial government or area council representatives, whose permission is needed to organise and undertake the workshops. In addition, SCC and TCC will organise at least one additional public talk when they are in the islands for community awareness workshops, either with a local school or other community group. Each Branch undertakes the same 5 special event campaigns annually as VWC, with the exception of SCC which also celebrates SCC Day in August (see output 3.1 for the list of special events). Weekly radio programs will be produced and broadcast by SCC and TCC; no radio programs are planned for ToCC because there is no local radio station available. Branches and CAVAWs have always had a specific focus on awareness-raising with children during activities for children's day; in addition, Branches will focus more during this phase on targeting children and youth during public talks and workshops throughout the year.

Networking and support to CAVAWs has always been part of the work of the Branches but this will be enhanced during this phase as each Branch develops its own capacity. SCC will undertake 2 training visits per year to CAVAWs in Sanma and Penama provinces, and 2 CAVAW members per year will be attached to SCC for 2 weeks. All Branches will monitor the implementation of the FPA and the enforcement of FPOs and other laws that address women's and children's rights. Each Branch will follow up on the activities of male advocates (many of whom are members of local CAVAWs), and SCC will hold 2 meetings per year with male advocates based in Santo.

Branch Project Officers have a key role to play in data collection to assess progress towards the goal and outcomes, in addition to performance monitoring relating to the achievement of output-level results. Branches will also request data from provincial FPU, health services and courts (Luganville and Tanna) which may be used for monitoring.

Branch management activities include staff collective meetings, annual staff performance appraisals, organising local training for Branch staff wherever this is available, and monthly reports to VWC. Networking and awareness-raising with provincial government, local leaders and other CSOs is an ongoing activity that takes place whenever possible, and particularly during special event campaigns.

VWC support for Branches (output 2.2) encompasses all areas of their work, including visits to Branches for hands-on training, monitoring and reporting; and the provision of ongoing support to Branches for all their activities. Two visits per year will be made to TCC and ToCC to monitor their work; there will be one annual visit to SCC due to their stronger management and implementation capacity. Legal training and assistance visits are a key part of VWC's support; one training visit will be made to each Branch per year by the VWC Lawyer and this will include legal assistance with difficult cases. In addition, up to 4 legal assistance visits will be made per year according to demand from the Branches, and this may include representing Branch clients in court in Luganville, Sola or Isangel. Branch staff will be included in VWC staff training in other components (particularly counsellor training). Branch Project Officers will be attached to VWC twice per year for one week for the preparation of annual plans and progress reports to AusAID; these visits are opportunities for participatory planning and reflection on program performance and impacts and will be used to build the capacity of Project Officers in these areas. VWC manages and monitors Branch funds for TCC and ToCC; SCC manages its own funds and VWC internally audits SCC expenditure.

The major activity undertaken by all CAVAWs (output 2.3) is community awareness talks and special events campaigns. For CAVAWs to function effectively, they need to network with provincial government and area councillors, chiefs and church and other local leaders, and other CSOs working in rural areas. Most CAVAWs now also undertake counselling including providing legal information to clients, particularly on police procedures and FPOs. CAVAWs refer clients to Branches and VWC where necessary. Monitoring the implementation and enforcement of FPOs and temporary protection orders (TPOs) will be a critical activity that will assist VWC to monitor the effectiveness of the law and its implementation in rural areas. Another important activity is following up male advocates in their local areas, some of whom are members of CAVAWs.

Support to CAVAWs by VWC (output 2.4) includes a number of capacity building activities including visits by VWC staff to CAVAWs (6 visited per year in 3 or 4 visits), national trainings in Vila, training in Fiji at the month-long regional training program (RTP, which provides core knowledge, ethics and skills on addressing violence) and attachments to VWC (4 CAVAWs attached per year). Training to strengthen crisis counselling skills is a new activity that will be undertaken annually during this phase with a core group of CAVAW members. Networking with local community leaders and other agencies to support CAVAWs is critical for ensuring their sustainability. This will be enhanced by holding male leader's workshops after CAVAW training visits. Branch Project Officers are included in all national CAVAW training programs in Vila to facilitate networking and their understanding of the challenges faced by CAVAWs. Data collection and annual reporting to VWC remains a challenge for many CAVAWs and this is on the agenda for each national CAVAW training.

Justification for a new branch in Malampa province

Output 2.4 also includes an assessment of the feasibility of establishing a new Branch in MALAMPA province on the island of Malekula. VWC's national research found that places where VWC has been most active have significantly lower rates of physical and sexual violence by husbands/partners than places where VWC has been less active.⁶⁸ Women who live in MALAMPA province are about twice as likely to experience partner violence,

⁶⁸ VWC 2011 op cit: 174, 176.

compared with the national average, after adjusting for all other factors. Malampa is the province where VWC has the least coverage by CAVAWs (taking into account the size of the province) and where VWC has done the least community education. There is a great need to provide accessible prevention and response services in Malampa province and VWC believes that this is best achieved through the establishment of a branch that will build up a strong presence in the province over time. However, before the establishment of a new branch, considerable effort needs to be devoted to networking with local leaders, particularly at provincial and area council level, as well as with chiefs and local agencies and service providers in the province. This will begin in year 1 but will be intensified in year 3, with a view to establish the new branch at the beginning of year 4.

Component 3: VWC Community Education and Awareness

The outcome from this component is increased community acceptance that violence against women and children is a violation of human rights. Results at the output level are:

- (3.1) Community awareness – greater awareness of the dynamics and impact of violence against women and children
- (3.2) Data collection and research – comprehensive information and analysis on violence against women and children

Output 3.1 aims to extend community awareness to new places and partners throughout Vanuatu and deepen awareness and understanding in areas where VWC has already been working for some time. Male and female community leaders and Chiefs as well as grass-roots women and men will be targeted for VWC talks and workshops, usually in mixed sex groups. VWC will also respond to requests from other agencies to participate in their activities or to hold special workshops and talks. Schools will continue to be targeted and VWC will focus more on raising awareness among youth by working through established youth groups and organisations. A more explicit feature of the design in this phase is that VWC will work to strengthen existing partnerships with government and civil society agencies; and will reach out to establish new partnerships, particularly with health and education sector agencies, faith based organisations and selected women's groups and leaders. In addition, some existing partnerships will be utilised to reach out to new target groups: for example, VWC may work with SCF to more effectively target education sector agencies including some schools.

VWC will continue to undertake regular media activities including the weekly VWC radio program and press releases in response to specific issues. Five special events campaigns will be conducted annually, including activities organised by VWC and others undertaken in collaboration with agencies such as DOWA and other agencies working with women and children. The five events are the 16 Days of Activism Campaign against gender violence in November/December, Peace Day in September, International Women's Day in March, Vanuatu Women's Day in May and Vanuatu Children's Day in July. A new activity is the updating and maintenance of VWC's website, which will be established before the program commences.

A range of community education and legal literacy materials will be produced and widely distributed to communities, Branches, CAVAWs, male advocates and other agencies, including 4 VWC newsletters per year. New awareness materials will be produced and targeted at children, young women and men and male advocates. These materials will be tested with CAVAWs, communities, male advocates and staff before they are printed. The process for updating and revising materials will include the following steps:

1. Discussion in-house on the specific purpose of the material, and who is targeted by the material – such as the community in general, CAVAWs, male advocates, men, or other specific groups such as school children or female or male youth.
2. Preliminary design of the material in-house, including the key messages and content of the material.
3. Contract technical expertise to design options for the layout of the material. For a TV advertisement, this step would include the design of the advertisement. The draft layout options submitted by the contractor will be reviewed by VWC.
4. Trial of the material in focus group discussions with targeted groups. This step will be contracted out in most cases with a consultant organising the focus group discussions. The VWC Community Educator (possibly with another staff member, depending on the material) will attend these focus group discussions as an observer, to learn how they are organised and run, and to hear for herself the responses and feedback from the targeted group.
 - VWC may complement this trial by seeking feedback and responses from selected groups, such as CAVAWs or male advocates (when they are already in Port Vila for other events such as training); or with external partners with specific areas of expertise (such as SCF or teachers).
 - The material will be revised if needed and finalised by the contractor after this trial process.

VWC will hold its next national conference on violence against women in December 2015. This will focus on reviewing strategies to increase the effectiveness of the work of the VWC network and other stakeholders in changing law, attitudes, and behaviour. The conference will assess progress with male advocacy work and will review the implementation and enforcement of the FPA. CAVAWs will give an overview of the situation in their islands and other key stakeholders such as DOWA, the Police, Chiefs, Churches, other CSOs and Provincial governments will be invited to review their work to address violence and set priorities for the coming years. The conference will also be a forum for reviewing VWC's achievements and impacts, and for planning strategies for the next funding phase.

VWC will be involved in 2 research projects over this phase (output 3.2). The first will be a study on the economic costs of violence against women that is being separately funded by AusAID in cooperation with VWC and the Vanuatu National Statistics Office (VNSO). VWC's role will include: input into the terms of reference for consultants and selection of consultants; advocate for the involvement of the Reserve Bank Governor as a key stakeholder; ensure that the research draws comprehensively on the national survey on prevalence and impacts of violence against women published by VWC in 2011 to give a complete account of the direct and indirect costs including opportunity costs; review of the draft report; and collaboration with other stakeholders in disseminating findings.⁶⁹

The second research project will be a qualitative study on the linkages between custom and violence against women and children, and community understanding of human rights. This study is expected to explore how custom and culture has changed in relation to the community's tolerance of violence against women. Customary practices which promote violence as a form of discipline of women and children, and social controls which protected women and children from violence will both be explored, including differences in male and female perceptions on these matters. Customs surrounding marriage and bride price will be

⁶⁹ VWC expects that this research may begin before the commencement of the program in July 2012.

one important focus of this research; the study may also explore other customary beliefs and practices to assess strengths and challenges in relation to prevention, response and protection. Technical assistance will be used to assist with design, implementation and analysis of the study findings and to provide hands-on training to the Research Officer. The research will be undertaken in all 6 provinces; it will commence in year 2 and be completed in year 3. VWC will liaise with DOWA and VNSO when undertaking both research projects. Both research projects will assist VWC with its advocacy and lobbying work, and are expected to assist VWC to dispel some of the myths about violence against women and children.

Output 3.2 also includes ongoing data collection and analysis for the monitoring and evaluation framework which involves VWC and Branch staff and CAVAWs. A client feedback survey will be undertaken for 3-6 months each year to explore levels of satisfaction with VWC's counselling services. Findings from all VWC's research and data collection will feed into the development of community education materials, legal advocacy and lobbying, and training.

Component 4: Legal Advocacy, Lobbying and Human Rights Training

The expected outcome from this component is reduced discrimination and increased gender equality in law, policies and institutions. Results at the output level are:

- (4.1) Legal and human rights advocacy and training – increased awareness of gender equality and human rights in key agencies
- (4.2) Male advocacy on women's rights – increased participation and support of men in efforts to eliminate violence against women and children

All the activities in output 4.1 aim to create a more enabling policy, legal and institutional environment for preventing and responding to violence against women and children. Priority areas for legal and policy advocacy will be on implementation and monitoring of the FPA; the introduction of a comprehensive family law; reform of sexual offences law; legislative compliance with CEDAW; the implementation of a no-drop policy for the Police; the development of a national gender policy that recognises the damaging impact of violence against women; and ongoing participation in the national CEDAW committee. Monitoring the implementation and enforcement of the FPA throughout Vanuatu will be done by the whole of the VWC network. One activity that is more explicit in this design is monitoring, documentation and lobbying regarding other laws and policies that negatively affect women and children and their rights.

In order to achieve the outcome for this component, VWC needs to be effective at consolidating and extending partnerships. One way of increasing awareness – which may then be translated into institutional changes – is by providing targeted training. Key agencies and institutions will be lobbied to participate in training on gender relations, violence against women and human rights. By increasing understanding on gender equality and human rights, this initiative will strengthen collaborative efforts with other stakeholders and will help to ensure that the initiatives of other agencies are informed by sound gender analysis. VWC plans to undertake 2 such trainings per year, using an FWCC training manual that has been well-tested throughout the Pacific region, including in Vanuatu.⁷⁰ Topics covered include discrimination, stereotypes and violence against women; gender relations (including sessions on male privileges, gender relations and culture); and an exploration of the links between

⁷⁰ FWCC 2006 Gender relations, women's human rights and violence against women: trainer's manual Fiji Women's Crisis Centre, Suva.

gender equality, human rights and gender-based violence. This training will be complemented by selecting one person from a key partner agency each year to participate in FWCC's month-long RTP in Suva.

Three male advocacy trainings will be held – one each in years 2, 3 and 4. Trainees will be men from rural and urban areas who already have a relationship with VWC, Branches and CAVAWs; or who are in a position to influence community attitudes and service provision in new areas where VWC hopes to extend its work. In years 2 and 4, VWC will engage an Australian-based consultant to work with the Coordinator to provide follow-up training in Tanna and Vila to men who have already participated in male training over the last few years; this will focus on masculinity and gender power relations and equip trainees to strengthen their community-based advocacy for women's rights. In year 3 a training workshop will be held in Malampa; this will help to prepare the groundwork for the establishment of the new Malampa branch in year 4, by targeting men in key agencies in the province who can play a role in gaining support for the branch from the provincial government, local health and other agencies, church leaders and chiefs. The activities of the male advocates throughout the country will be followed up and monitored jointly by VWC, the Branches and CAVAWs.

Component 5: Management and Institutional Strengthening

The outcome from this component is effective management and coordination of the VWC network and its prevention and response services. Results at the output level are:

- (5.1) Organisational management – organisational and personnel management and capacity building
- (5.2) Program management – program planning, management, monitoring and risk management
- (5.3) VWC building – sustainable and secure services for women and children survivors

VWC will provide a range of training opportunities to staff to improve their skills, and will assess skill development annually through staff performance reviews. Organisational capacity-building objectives will be identified annually for achievement in the coming year. Other organisational management activities include monthly internal auditing by Law Partners, annual financial audits, quarterly management committee meetings, local and international networking. Local networking and collaboration with agencies with similar objectives will continue to be a high priority, along with liaison with provincial government bodies on the work of CAVAWs.

Annual public meetings will be advertised publicly, with the aim of sharing information on VWC's activities, plans and achievements. They will be attended by VWC's management committee, VWC and Branch staff, male advocates and CAVAW members (the public meeting will be scheduled while CAVAWs are in Vila for training). A review and update of VWC's policy manual and code of conduct is needed and this will be done in the first quarter of year 1. Key areas for review include protocols for counselling children, protocols that are expected to be formalised for referrals and follow up with other agencies, and updating of information regarding staff entitlements in line with current legislation. FWCC has recently updated its policy manual and VWC will draw on this experience.

Output 5.2 includes annual planning and progress reporting to AusAID. This includes hands-on training and assistance through participatory workshops focused on strategic and program planning, monitoring, risk assessment and management, and an annual review of impacts. Branch Project Officers and VWC staff will review the implementation schedule and budget

quarterly to feed into these workshops. This process meets VWC's reporting obligations but is also an effective way of strengthening planning, monitoring and analytical skills. Technical assistance will be provided by an Australian-based consultant in strategic and program planning, monitoring and evaluation, and by FWCC; inputs will focus on various aspects of program implementation and review as needed from year to year. VWC has scheduled the joint AusAID/VWC mid-term review of the program to occur in the second quarter of year 3. Participatory planning workshops for the next phase of funding will begin early in year 4.

Justification for Permanent Premises for VWC

The program design and budget for the next phase includes VWC's proposal to purchase a building and renovate/refurbish it as necessary (output 5.3). Steps in the process include developing the terms of reference and assessing tender documents for the appointment of a managing contractor; selection and assessment of a suitable building for purchase, including a risk assessment related to cyclone, earthquake and structural quality; renovation and refurbishment as needed; and the transfer to the new permanent premises which is planned to take place before the end of year 1.

AusAID funding for a building for VWC was recommended by the joint AusAID/NZAID review.⁷¹ VWC's request for permanent premises dates from 2007 when it was included in the last PDD. A feasibility study commissioned by AusAID was completed in November 2009. VWC submitted a proposal in August 2011 to several donors to provide joint funding for a building.⁷² No positive responses have been received from other donors (with the exception of the French Embassy, which has indicated that it may assist by providing furniture). Joint funding from several donors is assessed as highly unlikely given that the national program is to be funded wholly by AusAID.

The justification for a building for VWC is summarised below:⁷³

- The lack of permanent premises is a risk to VWC's long-term sustainability, effectiveness and efficiency. Since VWC's establishment the centre has moved on average once every 3 years. Advice from the current landlord is that VWC will need to re-locate again during 2012 or 2013.
- Re-locations due to a series of rental premises has a serious impact on VWC's efficiency and all aspects of program implementation.
- Anecdotal evidence indicates that each move is accompanied by a fall in client numbers and requests for information by women and men. VWC's national survey demonstrates that telling anyone about the violence is an enormous step for women, many of whom are very poor and can barely afford the bus fare. Each time VWC needs to move premises, some clients will be discouraged from seeking assistance if they cannot find the centre.
- Each rental premises has been highly inadequate for VWC's needs, notwithstanding the fact that they were the best available in the rental market at that time. The joint AusAID/NZAID review concluded that the current premises are sub-standard, and that permanent premises would contribute greatly to staff and client morale, and long term organisational viability.⁷⁴

⁷¹ Finucane and Tor 2010 op. cit.: 9.

⁷² Kramer (Vanuatu) Ltd 2009 "Feasibility Study for a VWC Building" Port Vila. The feasibility study was attached to VWC 2011 "Proposal for Permanent Premises for the Vanuatu Women's Centre", submitted to AusAID and other donors in August 2011.

⁷³ A more detailed justification is included in VWC 2011 "Proposal for Permanent Premises for VWC".

⁷⁴ Finucane and Tor 2010 op. cit.: 41.

- The AusAID-funded feasibility study included a cost-benefit analysis comparing the costs of continued rental premises with 2 options for permanent premises (construct a new building, or renovate an existing building). Continuing to rent premises was assessed as 173% more expensive than constructing a new building over the long-term. However, this analysis significantly under-estimated the cost of adequate rental premises; at the time of the feasibility study, rental costs were highly discounted due to the consideration of the Australian landlord who supported VWC's work. In addition, recent assessments by AusAID indicate that the cost of purchasing a building was over-estimated; since then, the purchase price of properties in Port Vila has dropped considerably. Furthermore, the feasibility study did not take into account the savings that would be made in other areas, such as hire of venues.⁷⁵ This combination of factors would significantly improve the cost-benefit ratio. However, it should be noted that such a cost-benefit analysis does not take into account the non-monetary values and benefits that would accrue from having a permanent office, including the cost to individual women and men who need to spend time finding the new premises, and the cost to the program each time new premises need to be found, including office closure when each move takes place.⁷⁶

The very high prevalence of violence against women indicates that addressing this problem is a long-term endeavour – VWC's services and activities will be needed for many years to come to consolidate and build on the positive impacts that have already been achieved. Permanent premises for VWC will send a strong signal to all stakeholders of the extent and severity of the problem of violence against women in Vanuatu, and the need for persistent and long-term efforts to address this serious economic and social problem. Having a permanent base will enable VWC to continue its work to prevent and address violence over the long-term.

4.2 Resources and costs

4.2.1 Overview of total costs and comparisons by year

The total cost for the program over 4 years from July 2012 to June 2016 is summarised in tables 1 and 2 below, including funding for SCC and the VWC building. Four-year cost schedules by budget item are included in Annex 5A (VWC, TCC and ToCC activities) and 5D (SCC); cost assumptions are included in Annex 5B (VWC, TCC and ToCC activities) and 5E (SCC).

Table 1: Total costs of the VWC National Program (Vatu)

	Year 1 Vatu	Year 2 Vatu	Year 3 Vatu	Year 4 Vatu	Total Vatu
VWC, TCC & ToCC activities	82,760,538	83,787,392	83,360,804	99,225,656	349,134,390
SCC activities	12,955,037	12,602,168	12,779,331	13,077,863	51,414,399
VWC Building	65,250,000				65,250,000
Total VWC National Program	160,965,575	96,389,560	96,140,135	112,303,519	465,798,789

⁷⁵ Kramer (Vanuatu) Ltd 2009 op. cit.: 12. The cost-benefit analysis was based on cost comparisons over a 50-year time-frame. See also VWC 2011 "Proposal for Permanent Premises" pages 16-21.

⁷⁶ Each time there is a move of premises, it is very difficult for VWC staff to achieve all PDD and Annual Plan targets due to the time and resources needed to locate new and suitable premises, in addition to the costs of re-location.

The exchange rate used is Vatu 87:A\$1.00. At the time of writing, the current exchange rate is over 90 vatu for the Australian dollar. The previous PDD was calculated at an exchange rate of 80 vatu. During the last 5 years the exchange rate has fluctuated from a low of 74.8 to a high of 95.4 vatu for the Australian dollar when funds were transferred from AusAID; the average exchange rate for the 10 tranches received since July 2007 is 86 vatu. It is not possible to predict whether VWC will face a foreign exchange gain or loss; using an exchange rate of 87 vatu will provide some flexibility over the 4 years and mitigate the risk of foreign exchange loss.

Table 2: Total costs of the VWC National Program (A\$)

	Year 1 A\$	Year 2 A\$	Year 3 A\$	Year 4 A\$	Total A\$
VWC, TCC & ToCC activities	951,271	963,073	958,170	1,140,525	4,013,039
SCC activities	148,908	144,853	146,889	150,320	590,970
VWC Building	750,000				750,000
Total VWC National Program	1,850,179	1,107,926	1,105,059	1,290,845	5,354,009

Exchange rate used is Vt87: A\$1.00

Compared to revised budgets over the last few years, core cost estimates have increased by about 5%. Costs for national activities (discounting the VWC building) increase gradually from years 1 to 2, with a slight decrease in year 3, followed by a significant increase in year 4. Annual increases are built into the budget for the following items:

- Several budget items include an annual inflation factor of 2.5%, including all salaries; the client support fund; Branch office supplies and communications for TCC and ToCC; transport; insurance; and annual audit fees.
- An inflation factor of Vt 500 per year has been included for all budget items that include domestic airfares, which assumes a rise in fuel prices.
- CAVAW honorariums increase from Vt1,500 to Vt2,000 for each community awareness event conducted in year 3; and the number of CAVAWs increases from 42 expected in year 1 to 45 expected in years 2 to 4.

Fluctuations and decreases from one year to another include the following:

- All costs for the purchase of VWC's building are included in year 1 (A\$750,000).
- Cost estimates for community education materials including VWC's annual calendar, existing posters and planned new materials vary from one year to another according to VWC's assessment of future needs. This allocation decreases from year 1 to year 4.
- Rent for 12 months (Vt3,600,000) is included in the budget for year 1; this is replaced by a much smaller allocation for building maintenance (Vt 300,000 annually) for years 2 to 4.
- Year 2 includes an allocation for a new vehicle, which is Vt 2,090,000 (after deducting the trade-in price of the current vehicle).
- Technical assistance for male advocacy training is included in years 2 and 4 only.
- Costs for VWC's research project are spread between years 2 and 3 only.

Costs for year 4 are considerably higher for 3 reasons:

- VWC will hold a national conference in year 4 which adds Vt 9,177,000 to the cost for that year.
- VWC plans to establish a new centre in Malampa province in year 4 (Vt 4,981,880), where the VWC research has demonstrated a huge need for services. This also

increases costs for several activities that include the participation of Branch staff, such as national training and planning events.

- Two additional visits are planned for Branch staff, and 3 additional visits for FWCC and the Australian consultant in year 4, for participation in planning workshops for the next phase and preparation of the Activity Completion Report.

Staffing increases over the next 4 years include:

- a 2nd counsellor for the Torba Centre in year 2, to enable ToCC to begin mobile counselling around Sola from year 2 and respond to expected increased demand; and
- the addition of the new Branch in year 4.

All salaries have been reviewed during preparation of this budget and some have been increased. These include starting salaries for counsellors which will be increased from Vt 40,000 to Vt 43,000 monthly; and starting salaries for office assistants, which have increased from Vt 35,000 to Vt 40,000 monthly. Due to excellent performance the salary of the Lawyer will rise to Vt 120,000 monthly from year 1. VWC's experienced counsellors will have their salary raised to Vt 52,000 monthly also from year 1 (currently, experienced and longer-term counsellors are on salaries of Vt 44,153 monthly). The allowance for volunteers has been increased from Vt 15,000 to Vt 20,000 monthly, with the exception of the TCC volunteer who works only 3 days per week. All other current salaries will rise by 2.5% at the commencement of year 1, assuming that staff performance is satisfactory for the remainder of the current year. (See Annex 15 for an explanation of qualifications and remuneration for different positions.)

The cost estimates include a modest increase in per diems for staff and CAVAWs when they are working away from home (from Vt 3,000 to Vt 3,500), increases in housing allowance for staff who are renting accommodation (up to Vt 25,000 for staff in Vila and up to Vt 15,000 for Branch staff), and the increase in CAVAW honorariums noted above.

4.2.2 Resources and costs by component

Component 1: Counselling, legal assistance and support services

Human resources needed for component 1 include salaries and housing allowance for 4 VWC Counsellors and the Lawyer. The Coordinator and Deputy Coordinator provide support for counselling work, and may undertake counselling as needed; these salaries are included in component 5. The budget provides for counsellor (1) to have a higher starting salary (Vt 100,000 in year 1, with a probationary salary of Vt 80,000 probationary for the first 6 months) because this position, which is currently vacant, will be advertised for an experienced counsellor, if possible with a tertiary qualification in social work, psychology or counselling.

Output 1.1 includes the cost of 16 mobile counselling visits per year on Efate (Vt 453,000 annually) including 7 to Vila settlements, 7 to rural areas of Efate, and 2 to offshore islands. Client support costs include the Court Fees Fund (Vt 200,000 annually) which will be used to cover fees for child maintenance claims and for medical certificates as required. This fund may also be used for assistance with court fees for divorce, family maintenance or restraining orders, and for customary payments to chiefs when clients request custom court hearings to resolve their cases. The Client Support Fund (Vt 360,000 in year 1 increasing to Vt 387,681 in year 4) is available for VWC, Branch and CAVAW clients throughout Vanuatu. It may be used to cover accommodation, transport, food and other incidental costs for women seeking

help including clients from the islands who need to come to Vila when their cases are heard in court, or clients who need to be provided with protection and safehouse facilities. Funds may also be for fuel for police (in rural areas and Port Vila) to serve FPOs, make arrests or investigate crimes of violence committed against women and children who are VWC clients. The safehouse continues to be funded by NZAID for the time being and will be only used to cover the costs of counsellors who need to stay overnight with clients; all other support costs are covered by the client support fund.⁷⁷

Supervision for the Lawyer is allocated Vt 180,000 annually (Vt 15,000 monthly). The Lawyer's admission to the Bar is currently conditional; continuous supervision by a qualified legal practitioner is needed for her to attain unconditional (permanent) admission to the Bar as required by the Legal Practitioner's Act. This will assist her to develop professionally, and provide quality legal advice and representation to clients.⁷⁸

Counsellor training costs include airfares, accommodation and per diems for Branch counsellors, 4 CAVAW members and 2 FWCC trainers each year (Vt 2,969,000 in year 1). One counsellor training attachment overseas per year is budgeted including fees, travel, accommodation and per diem. Costs are higher in years 1 and 3 when it is assumed that the training will take place in Australia or New Zealand; costs for year 2 and 4 are budgeted for the attachment to be in Fiji with FWCC.

Component 2: Branches and CAVAWs

Resources for this component include the costs for 3 Branches in output 2.1 (TCC, ToCC and the new Malampa Branch in year 4); VWC support to the Branches in output 2.2; and VWC support to CAVAWs in output 2.4. There is no budget for output 2.3 (CAVAW activities), since all of these are covered in costs for output 2.4. SCC's budget is included in Annex 5D and 5E and is discussed below. Human resources funded in other components are essential to support the activities in this component. The Coordinator, Deputy Coordinator/Research Officer, Counsellors, the Community Educator, Finance/Administration Officer and the Lawyer all provide essential training and support inputs in the work of strengthening CAVAWs. Several of these staff also support the work of the branches.

Tafea Counselling Centre

VWC estimates that the costs for TCC will be Vt 5,471,348 in year 1 and Vt 5,629,110 in year 4. Human resource costs include salaries for the TCC Project officer, 2 Counsellors and the Office Assistant; an allowance for the volunteer; VNPF and severance allowance allocations for all TCC staff and the volunteer; and housing allowance for the Counsellors and Office Assistant. Other costs are office supplies, communications, utilities, rent, a modest fund for training in Tanna, transport for staff and clients and a small court and medical fees fund of Vt 35,000 per year. The budget provides for TCC staff to undertake 3 outer island workshops and 3 workshops in rural areas of Tanna annually for 5 days each (Vt 561,000 in year 1), in addition to costs for 5 special events campaigns per year (Vt 100,000 annually). Fees for TCC's radio programs are budgeted at Vt 20,000 per month. Four mobile counselling visits per year are included from year 2 (Vt 40,000 annually); costs will cover land transport, venue, nasara and lunch for 2 staff for 3 days.

⁷⁷ The safehouse had Vt 402,025 left in the account at 1st March 2012, and it is hoped that NZAID will continue to provide support for this facility when these funds are fully spent.

⁷⁸ There is no specified time for the duration of supervision; it is at the discretion of the Chief Justice and the Law Council, based on the assessment of one's continuous appearance and performance over several years.

Torba Counselling Centre

The budget for ToCC in year 1 is Vt 4,217,283 and Vt 4,673,964 in year 4. Human resource costs cover a Project Officer, 2 Counsellors (the 2nd to be appointed in year 2), an office assistant and volunteer; VNPF; severance allowance; and housing allowance for 3 staff in year 1 and 4 staff in years 2 to 4. Administration costs are similar to those for TCC. The court fees fund is Vt 20,000 in year 1 and Vt 30,000 in subsequent years. Five island workshops/talks and 1 on Vanualava (6 in total) are budgeted (Vt 702,000) annually. Mobile counselling costs are Vt 40,000 annually from year 2 for 4 visits per year. No rent is included in the budget for ToCC from years 2 to 4, on the assumption that ToCC will have its own building constructed over the next few months. (Rent is included for year 1 in case this process is delayed.)

Malampa Counselling Centre

The total cost for the Malampa branch in year 4 are Vt 4,981,880. This is slightly more than the annual budget for ToCC because, in addition to the same administrative costs as ToCC, the Malampa branch budget also includes an allocation for equipment and furniture (Vt 500,000), and for building materials (Vt 400,000), addition to office rent (Vt 480,000). As with ToCC in its first year of operations, human resources include salaries and associated costs for a Project Officer, one Counsellor, an office assistant and volunteer. The budget for Malampa branch provides for 5 workshops or talks to be done in year 4, including 3 on Malekula and 2 on other islands. No allocation is made for mobile counselling in its first year of operation.

Sanma Counselling Centre

The total cost of SCC's activities (Annex 5D and 5E) are Vt 12,955,037 in year 1 and Vt 13,077,863 in year 4. Human resources include the salaries and associated costs of the Project Officer, 3 Counsellors, a Community Educator, Office Assistant and volunteer. The larger number of staff compared with the other branches reflects the significantly larger workload of SCC which has far more clients, and which has already taken on more responsibility for training and support of CAVAWs in Penama and Sanma provinces. The salary of the SCC Project Officer is higher than that of the other Branches due to these considerably greater responsibilities, which are in turn due to her long-term employment. SCC has a larger court fees fund (Vt 150,000 annually) and its own client support fund (Vt 240,000 annually) which again reflects the much higher client numbers than other branches. Mobile counselling will begin in year 1 with visits to 6 settlements around Luganville (Vt 63,600), compared with 4 visits to be done by the other branches.

Like the other branches, the budget for SCC covers costs for 6 workshops per year (Vt 690,300 in year 1), including 3 in Penama and 3 in Sanma. SCC has 6 special events campaigns (Vt 310,000 annually); in addition to the 5 campaigns undertaken throughout the country by VWC, other Branches and CAVAWs, SCC also celebrates SCC Day in August. Other community education costs include a library (Vt 100,000 annually), and weekly radio programs (Vt 300,000 annually). The costs of taking on more responsibility for supporting CAVAWs include 2 5-day training visits to CAVAWs annually (Vt 204,200 in year 1); the attachment of 2 CAVAWs per year for 2 weeks at SCC for further training (Vt 238,100); and an allocation to send 3 CAVAW members or male advocates annually to the FWCC regional training program in Suva (Vt 1,255,350 in year 1).

SCC's administrative budget is larger than that of the other branches due to the larger scope and scale of its activities. An allocation is included in year 1 for new equipment including a computer, an additional computer screen to replace one that is now faulty, and a digital

recorder for producing the radio program. SCC's staff training fund is Vt 200,000 per year and may be used for training based in Luganville or Vila. SCC's budget also covers the costs of the SCC Project Officer's visits to Vila twice per year to participate in annual planning and progress reporting workshops. SCC's Project Officer prepares her own budgets and acquittals and narrative reports; 3 visits will be done in year 1, 2 each in years 2 and 3, and 4 visits in year 4.

Support for Branches

Two monitoring and support visits are budgeted per year to TCC and ToCC, and one per year to SCC (Vt 386,000 in year 1). Two visits will also be done to Malampa branch once it is established; and 2 during year 3 when VWC is assessing the feasibility and support for establishing a Branch in the province. The budget also provides for VWC's Lawyer to visit each Branch at least once per year to provide legal training and assistance; 4 additional visits are budgeted for the Lawyer to enable her to respond to demand for assistance with particular cases as they arise (Vt 352,180 in year 1). Branch staff will also be attached to VWC: Project Officers will visit Vila twice per year during the preparation of annual plans and reports; and one additional visit per year is budgeted so that VWC can respond to the training needs of each branch, particularly for newly appointed staff who are attached for hands-on training in the first 3-6 months after their appointment.

Support for CAVAWs

The budget covers training for 6 CAVAWs in the islands annually; this will be done in 3-4 trips, since VWC tries to bring several CAVAWs together for each training (Vt 2,136,000 in year 1). The budget provides for each of these training visits to be followed for a workshop with local male leaders. The Lawyer will accompany other staff on 2 of these visits annually to selected CAVAWs (Vt 125,000 in year 1). Other training costs include the national CAVAW training in Vila (Vt 8,300,000 in year 1); costs for 3 CAVAW members or male advocates each year to attend FWCC's RTP in Suva (Vt 1,264,350 in year 1); an annual counsellor training for 15 CAVAW members (Vt 3,121,000); and the attachment of 4 CAVAW members each year to VWC for 2 weeks (Vt 392,000, which does not include airfares because these attachments will follow other training activities when CAVAWs are already in Vila).

CAVAW activities will be supported through the CAVAW activities fund: Vt 45,000 will be provided to the 37 already-established CAVAWs and new CAVAWs will receive Vt30,000 per year. By year 4, the budget provides for all 45 CAVAWs to be receiving Vt 45,000 for their activities. This covers their transport, communication, nasara and materials costs to assist women in need, and to conduct community awareness activities in their local areas. It may also be used to reimburse the costs of male advocates who outlay funds for transport to organise CAVAWs to provide awareness in new areas or with key male leaders. Honorariums will be paid annually to the CAVAWs in August at the national CAVAW training. The budget provides for 42 CAVAWs to receive honorariums and payments from the CAVAW activities fund in year 1, and 45 in years 2 to 4. The budget for honorariums assumes that each CAVAW member will undertake up to 7 community awareness activities per year. Five of these will be held during VWC's national special events campaigns in July, September, November/December, March and May each year. (Each CAVAW is established with 6 members.)

Component 3: Community Education and Awareness

Human resource costs for the Community Educator are included in output 3.1. While the Community Educator takes primary responsibility for planning, scheduling and undertaking

community awareness and education activities, she will be supported in this work by the whole team. The Coordinator currently is responsible for liaising with the media and undertakes some community awareness workshops and talks, along with the Deputy Coordinator/Research Officer. Selected counsellors will also be trained to take on some community awareness tasks over the next 4 years.

The budget for output 3.1 includes an annual allocation (Vt 560,000 in year 1) for community awareness workshops and talks in Vila or rural areas. This fund may also be used to cover costs incurred by CAVAWs who undertake or participate in awareness-raising sessions in partnership with other agencies such as Red Cross or SCF, or to reimburse travel or other costs of male advocates who assist VWC, Branches or CAVAWs to organise workshops and talks in new areas or with male leaders. The next national conference will be held in year 4 and Vt 9,177,000 is allocated to all costs for 45 CAVAW members, Branch Project Officers and selected male advocates to attend for 2 weeks.

Vt 350,000 is allocated to VWC 5 special events campaigns per year. These include: children's day in July (Vt 40,000); peace day in September (Vt 50,000); the 16 days of activism against gender violence in November/December (Vt 150,000); international women's day in March (Vt 60,000); and Vanuatu women's day in May (Vt 50,000). All other media costs are covered in output 3.1 including an allocation of Vt 135,000 for media campaigns to accompany some or all of these special events; a new allocation for maintaining and updating the VWC website (Vt 100,000 annually – the website is to be established in the first half of 2012); and the cost of printing 8,500 copies of 4 newsletters annually, including the insertion of 3,500 into the *Daily Post* newspaper (Vt 777,020 annually). Other costs included in this output are library costs (Vt 100,000 annually); and fees to VBTC for the VWC weekly radio program (Vt 850,000 annually) which is re-broadcast a second time at no cost. VWC brochures will be re-printed in year 1 (Vt 250,000) and year 3.

Printing costs for community education and legal literacy materials make up the bulk of resources for output 3.1. This is outlined in detail in Annex 5B. New resources will be produced in years 1 to 3, in addition to re-printing some materials. Vt 100,000 is allocated annually for technical assistance with the design of new materials, and with the review of existing materials; some of these funds may be spent on training the Community Educator in graphic design and other skills for layout, testing, and design of community education materials suitable for different target groups. The total allocation in year 1 is Vt 4,857,792 which covers the layout and printing costs for 10 materials. Eight materials will be produced in year 2 at a cost of Vt 3,565,663; 7 in year 3 for Vt 3,901,279; and 4 in year 4 for Vt 1,789,177. VWC expects to reprint its calendar each year. Some of the new materials that will be produced are: a male advocacy brochure and a child rights poster (year 1); a poster targeted at young women and one on male advocacy (year 2); and a poster targeted at young men (year 3).

Resources for output 3.2 (data collection and research) includes costs to design and implement the research on custom and violence against women (Vt 1,813,900 in year 2 and Vt 1,913,900 in year 3). This includes consultant costs (fees, airfares, accommodation and per diem), costs for the Deputy/Research Officer and a short-term Research Assistant to conduct the research in Vanuatu's 6 provinces. Other human resources needed for this output are inputs from the Coordinator and other key VWC and Branch staff who will review and finalise the research design and contribute to the analysis of findings. The costs of the annual client feedback survey are covered in other components.

Component 4: Legal Advocacy, Lobbying and Human Rights Training

Output 4.1 includes 2 trainings annually with other agencies on gender relations, violence and human rights (Vt 1,450,000 in year 1); and costs for one person to attend the RTP in Suva per year from a partner agency (Vt 421,450). Output 4.2 includes male advocacy training workshops in years 2 to 4, with an allocation for technical assistance from a consultant trainer in years 2 and 4 (costs vary according to the location of the training). No VWC human resources are included in the costs for this component because these are covered in the Coordinator's and Deputy Coordinator's salary in output 5.1. A small allocation is provided annually (Vt 25,000) for the costs of male advocates to meet in Vila. Other human resources needed to monitor the activities of male advocates are covered in component 2 and include Branch staff and CAVAW members.

Component 5: Management and Institutional Strengthening

Organisational management

Output 5.1 includes all VWC's core administrative costs which are needed to deliver services and achieve outputs in all other components. Human resources include the salaries for the Coordinator, Deputy Coordinator/Research Officer, Finance/Administration Officer, Office Assistant, part-time Cleaner and Volunteer. VNPF payments and severance allowance allocations are included for all VWC staff. VNPF is a legal requirement for all staff and volunteers and is calculated at 8% of monthly salaries (Vt 952,437 in year 1).

Provision for severance allowance is also a legal liability and is calculated at one month's salary per year of service, at the time of severance. Severance allowance is payable by law to all staff when their employment is terminated, except in cases of gross misconduct or if they resign before they have completed 6 years of service. (In practice, the Department of Labour consistently advises that severance allowance should be paid, even in cases of termination of employment due to gross misconduct.) Year 4 salary allocations have been used to calculate annual severance allowance liabilities (Vt 1,129,095 for VWC staff only annually; Branch severance allowance liabilities are included in their own budgets, see Annex 5A and 5B). Severance allowance allocations are acquitted when these funds are transferred into a separate term deposit account. This account is used solely for severance allowance. In the past, AusAID's contract with VWC has required that severance allowance deposits and any interest earned are reported at the time of maturity of each term deposit with a copy of the bank statement attached to the relevant acquittal or progress report. All withdrawals from the severance allowance account must be approved by AusAID in advance. These accountability conditions will be continued over the next 4 years (see Annex 6).

New assets include 3 filing cabinets (2 to be purchased in year 1 and 1 in year 2), and 2 computers (1 to be purchased in year 1, and 1 in year 2). VWC has included Vt 2,090,000 for the purchase of a new vehicle in year 2 because the current vehicle will be 6 years old and maintenance costs are expected to increase after that time. The purchase price including VAT and registration is Vt 2,990,000, minus a trade-in price on the current vehicle of Vt 900,000. This will be used for community awareness and mobile counselling in Vila and around Efate, for transporting clients to other agencies including the Police and Courts, for research activities, and for transport to and from the airport for CAVAWs, for trainings in Vila and for clients. Costs for fuel, servicing and maintenance of the vehicle are covered in the budget line "travel on Efate" (5.1/54). Currently only the VWC Coordinator and Deputy can drive – other staff including the Lawyer, Community Educator and Finance/Administration Officer have been taking driving lessons and are expected to get their driving licenses during year 1 or 2.

Another addition in this phase to the budget for output 5.1 is a significantly increased allocation for insurance. In addition to contents and worker's compensation insurance, VWC has added an allocation for domestic and international travel and medical insurance; this brings the total budget to Vt 3,300,000 for year 1, with 2.5% increases annually as noted above. It is expected that this allocation will also cover building insurance once the VWC moves into its new premises.

A staff training fund covers staff training that is not included in other budget lines. This provides for two staff to attend FWCC's RTP in year 1 (Vt 964,900 in year 1), and one staff per year in years 2 to 4, in addition to an allocation for locally-provided training as needed (Vt 543,450 in years 2 to 4). The RTP is a core training requirement for all new staff as an introduction to the issues of violence against women and children. If no VWC or Branch staff need this training, the allocation will be used to send either an additional CAVAW member or a male advocate to the RTP, or alternatively it will be allocated to other training courses for VWC or Branch staff. Provision for 2 staff is needed in year 1 because several vacant positions will be filled in the coming months before the program begins (TCC and ToCC Project Officers, and one new Counsellor each for VWC and SCC). Another allocation in output 5.1 for staff training is the annual staff training retreat (Vt 1,447,900 in year 1) where all VWC and Branch staff come together for one week; this is an opportunity to review the program and provide refresher training in selected areas such as policy and procedures and legal literacy.

Output 5.1 also provides for Branch Project Officers to attend quarterly management committee meetings (Vt 1,775,920). Internal auditing by the accountant firm Law Partners will be continued over the next 4 years to ensure that all funds are fully and transparently accounted for (Vt 344,000 annually). Annual audit of all VWC accounts has been allocated Vt 400,000 in year 1 with a 2.5% increase annually.

Vt 300,000 per year is for international and regional networking. Most costs are provided by inviting agencies when VWC participates in international meetings and workshops, or in international consultations on behalf of the Pacific Regional Network Against Violence Against Women. However, funds are often needed for per diems, transit, visa and some local travel costs, and for communication costs for staff travelling overseas to keep in regular contact with the centre. This fund may also be used from time to time to pay for refreshment costs when overseas visitors are in Vila and visiting VWC.

As noted above, the purchase of a building for VWC is included in the budget for output 5.3. VWC has included rent for year 1 in output 5.1 but this has been reduced to a modest building maintenance allocation of Vt 300,000 annually for years 2 to 4, assuming that the building is purchased in year 1. This budget line would need to be revised if AusAID withdraws approval for the purchase of a building, or if purchase is delayed beyond year 1.

Program management

Output 5.2 includes an annual technical assistance fee of Vt 275,000 (F\$5,000) to FWCC for its assistance with mentoring and training. This is for FWCC's communication and administration costs related to its ongoing mentoring role with VWC, including the provision of 2 trainers for the annual counsellor training (for which no fee is charged). The budget also provides for travel, per diem and accommodation for 2 FWCC visits per year during annual planning and progress reporting and 2 short visits to attend the Program Coordination

Committee (PCC) meeting in Vila (Vt 507,600 for years 1 to 3). This item is Vt 951,000 in year 4 because 3 additional visits are scheduled to assist VWC with planning the next funding phase and with assessing achievements for the Activity Completion Report. Vt 30,000 is budgeted annually for the cost of the venue and refreshments for the PCC meetings.

Costs of technical assistance provided by an Australian gender specialist consultant in strategic and program planning, monitoring and evaluation are covered in output 5.2. This provides for 3 visits to Vila in year 1 (Vt 3,169,600), including one to assist with the final Activity Completion Report which includes the final acquittal for the last 5 years, and one visit each for assistance with annual planning and progress reporting. Two visits will be made in years 2 and 3, for the Annual Plan and Progress Report (Vt 2,645,600 annually). Three additional visits are budgeted in year 4 to assist with planning and preparation of the Concept Paper and draft PDD for the next phase, and the Activity Completion Report (Vt 5,815,200). These visits include both a capacity building and assistance role focussed on strategic and program planning, risk assessment and management, performance monitoring and evaluation, financial controls and assistance with reporting to AusAID.

VWC building

Total costs for purchase of a building, legal and other government fees, managing contractor fees, renovation and refurbishment are estimated at Vt 65,250,000 (A\$750,000). This is considerably less than the A\$940,766 included in the Concept Paper and building proposal submitted to AusAID and other donors. These earlier budgets were based on the costs identified in the feasibility study commissioned by AusAID and undertaken by the Kramer Group, and assumed an increase in prices since the feasibility study was done in November 2009. Costs have been revised down after advice that building prices have fallen in recent years in Port Vila. Recent enquiries made regarding suitable premises currently on the market indicate that premises will be able to be purchased and renovated to suit VWC's needs for security within the reduced budget of Vt 65,250,000.

4.3 Annual plan for year 1

VWC does not plan to produce a separate Annual Plan for year 1 (July 2012 – June 2013). Details regarding the budget for year 1 are discussed in section 4.2 above; Annex 5C is a monthly cost schedule for VWC, TCC and ToCC expenditure for year 1; and Annex 5F is a monthly cost schedule for SCC activities. Activities are discussed in detail section 4.1. More detail on the scheduling of activities is provided in Annex 4B, the 12-month implementation schedule for year 1.

5. IMPLEMENTATION ARRANGEMENTS AND FEASIBILITY

5.1 Delivery modality for Australian assistance

The VWC program will achieve objectives and activities that have been identified as policy priorities by the Vanuatu and Australian governments. The current modality for Australian assistance is core support to VWC to implement its national program through FWCC as managing agent. The proposed modality for this phase is core support to VWC as the sole executing agency for the program, directly accountable to AusAID for the achievement of outcomes, outputs, financial management, monitoring and reporting. It is proposed that funds be provided in one tranche per year, in early June, before the commencement of each financial year in July. The proposed reporting schedule is outlined in section 6.5 below, including proposed triggers for the payment of annual accountable cash grants.

5.2 Program management, governance and coordination

5.2.1 Management and governance arrangements

AusAID's current partnership with VWC acknowledges the organisation's status as an independent CSO with the capacity to manage an ongoing program. VWC's management structure includes a Management Committee which is comprised of 4 independent trustees (one trustee position is currently vacant), the Coordinator, Deputy Coordinator, and Branch Project Officers. The trustees come from varied backgrounds and have a history of service to community organisations; they bring expertise in the media, training organisations and education. The Management Committee meets quarterly. An organisational diagram is attached at Annex 12.

The VWC Coordinator has overall responsibility for the coordination and implementation of VWC's activities and that of the Branches. VWC has a staff collective that meets weekly to consider day-to-day administration and decision-making; this structure is replicated by the Branches. Branch Project Officers submit written monthly reports to VWC's Coordinator. Accountability and management structures have been strengthened over the last few years due to the appointment of a Deputy Coordinator.

5.2.2 Institutional feasibility and sustainability, and diversification of funding⁷⁹

FWCC has effectively phased out of its program management role over the past 5 years, as recommended by an AusAID review in 2006. VWC has demonstrated its capacity to plan, manage and monitor the program effectively, and to assess and manage risks. FWCC's previous role as managing agent has been re-shaped to provide ongoing mentoring and on-call technical assistance, without contractual accountability between VWC and FWCC.

Institutional feasibility may be assessed using several criteria: the capacity and commitment of staff; the degree of support from the local community and other organisations nationally; and from the point of view of diversification of funding sources. VWC has demonstrated both its commitment and internal capacity over many years, including the ability to identify and work on areas where further capacity-building is needed.

There is considerable evidence of widespread support for VWC and this support has grown significantly over the last few years. For example, VWC's work received its first mention in

⁷⁹ The sustainability of program benefits is discussed in section 5.6.

Parliament in late 2011 when the authority, credibility and good work of the organisation was noted by the former Minister for Justice and Community Services. The new Minister for Justice made a courtesy call to VWC in February 2012; this is the first time such a visit has been made. VWC has strong support for its work from DOWA, and from key individuals in several other government departments. VWC has worked closely with the Vanuatu National Statistics Office (VNSO) and received ongoing support from VNSO during the last phase to implement its baseline support. As discussed in section 3.4, VWC has also been effective at consolidating long-term partnerships, and at forging new ones. There is much evidence of community support for VWC and its work from many women and men around the country.

On the other hand, there is no doubt that some women and men will remain hostile to VWC's aim of advancing the rights of women and children. This must be expected in small communities, where the assistance that VWC provides to any woman in need may result in hostility from her husband's extended family. Backlash from men in powerful or influential positions who abuse women and children is a challenge that is faced by crisis centres across the Pacific region. By the very nature of its work, VWC may make powerful enemies; this should not be viewed as indicative of lack of community support, or as a failure of networking or collaboration on VWC's part. On the contrary, it indicates that the issue of violence against women has begun to be debated by the community, which is a positive step, and that progress is being made in claiming women's and children's rights.

AusAID's concept peer review raised the issue of diversification of funding sources, while acknowledging that attempts to diversify funding should not interfere with core activities. With the withdrawal of NZAID support, VWC's funding base is now less diversified than VWC would like. However, it should be noted that VWC has made many attempts over the years to diversify its funding base, with little success. Several approaches have been made to NZAID to continue their support for SCC, without success. When VWC first proposed the establishment of a second branch in Tafea province, several donors were approached for assistance over more than 12-18 months; eventually, VWC requested AusAID assistance after all other donors had refused. Similarly, VWC put considerable effort into liaising with other donors for the purchase of permanent premises; the building proposal was sent to 6 donors. Only the French Embassy responded positively, indicating that they may consider donating about A\$15,000 if needed for furniture (a commitment of around 2% of the total cost).

VWC intends to request funds from NZAID for a continuation of the safehouse facility once these funds are fully spent, although the bulk of this activity is now funded by AusAID (through the client support fund); NZAID funds currently only provide for the costs of counsellors to stay overnight with clients at the safehouse. After VWC received formal notification from NZAID of their intention to cease funding, VWC wrote to NZAID (January 2012), asking them to provide outstanding severance liabilities for SCC at 30th June 2012 when they officially withdraw. This is very important, since severance allowance is a legal obligation and will need to be covered sooner or later by VWC; a failure to respond will pose a risk to VWC's and SCC's future viability, when several long-term employees choose to resign or retire. No reply has been received to date from NZAID.

VWC's partnership with New Zealand dates back to the establishment of SCC in 1995 and the partnership is highly valued by VWC. The publication of VWC's national research report demonstrates the serious and long-term impacts of violence against women and children on Vanuatu's economic and social development. The loss of support from New Zealand at this

stage risks sending a negative signal to the Vanuatu Government about the importance of addressing this issue, when all stakeholders need to re-double their efforts to prevent and respond to gender-based violence. In addition, there are many ongoing opportunities for synergies with other projects funded by New Zealand. VWC hopes that at some time in future NZAID may review its policy priorities and re-consider joint harmonised funding of VWC's national program – to this end, VWC proposes to request that NZAID continue to participate in the Program Coordination Committee (PCC) meetings. VWC also intends to take up NZAID's offer regarding the provision of short-term training courses in New Zealand for selected staff and network members (CAVAWs and male advocates), which will be fully funded by NZAID.

VWC's own fund-raising activities have not been cost or time-effective in the past. Nevertheless, VWC will explore ways of broadening its funding base over this phase, particularly for the provision of funding for community education materials if needed. Approaches will be made to other donor agencies, the private sector and the Vanuatu Government, although potential funds from these sources are highly unlikely to make a significant impact on overall costs. To date, the private sector has tended to make donations in kind including clothes and toys for clients. Moreover, in relation to support from the Vanuatu Government, it is important to acknowledge that organisational autonomy is essential for success in tackling the issue of violence against women – male perpetrators are frequently found in leadership positions in all walks of life. It is unrealistic to expect that VWC or the Vanuatu Government will be in a position to finance ongoing activities after 4 years or in the foreseeable future.

The issue of diversification of donor funding is a much broader one and somewhat beyond VWC's level of influence. Higher level advocacy is needed within the region and internationally, by governments and donors, to consider joint and harmonised long-term funding arrangements, particularly where there is a history of one donor taking up the major responsibility, as is the case with AusAID's commitment to programs to address violence against women.

5.2.3 Program Coordination Committee

The Program Coordination Committee (PCC) will continue with its present composition and will meet six-monthly in June (to consider the Annual Plan to be produced each May) and January (to consider the progress report prepared in December). Members of the PCC will include:

- VWC's Coordinator as Chair (with other staff and Management Committee members attending as observers on a rotating basis)
- FWCC's Deputy Coordinator or her delegate
- AusAID representative
- NZAID representative (see section 5.2.2 above)
- A representative from the Department of Women's Affairs
- A representative from the Department of Economic and Social Planning
- A representative from the Department of Strategic Management

Branch Project Officers or other Branch staff may attend the PCC when they are in Vila for other purposes, such as for Management Committee meetings or during training or attachments at the Centre. Provincial government representatives may also be invited to observe if they are in Port Vila for other purposes.

The role of the PCC is to review the assessment and management of risks associated with program implementation and to review performance monitoring based on progress reports and annual plans to AusAID. While the PCC does not have the authority to approve changes in budgets (this authority rests with AusAID), it may discuss proposed changes to the project design and endorse annual plans. It has an important information-sharing role for other relevant initiatives which may impact on VWC's capacity to achieve its activities, outcome and goal, including projects funded by AusAID and NZAID.

5.3 Risk assessment and management

VWC's approach in the past has been to integrate the consideration of risks and risk management approaches into the logframe, in addition to developing a separate and more detailed risk assessment and management framework. A preliminary review of risks to the goal and outcomes was undertaken during a workshop for the preparation of the Concept Paper in September 2011. A risk assessment and management workshop was also undertaken with VWC and Branch staff in February 2012. Risk analysis was a participatory process where staff identified risks, discussed their implications and identified risk management strategies based on their local knowledge and experience with program implementation. Lessons learned from other projects and international experience was also taken into account. A risk management matrix is attached at Annex 3. This summarises all risks and their potential consequences for the program; the likelihood, impact and overall rating of each risk; the strategies which have been incorporated into the design to address each risk; and responsibilities for implementing these strategies. Over-arching responsibility for risk management is shared by the VWC Coordinator and Deputy Coordinator. During implementation, risk assessment and the review of risk management strategies will be incorporated into annual strategic planning and reflection processes.

Most risks that threaten the achievement of the program goal and outcomes, and the sustainability of program impacts, arise from the social, cultural, institutional and economic context which accepts violence against women and children as a legitimate form of discipline or punishment, and which perpetuates serious gender inequalities in access to education, employment, freedom of movement and decision making in Vanuatu. Most higher-level risks included in Annex 3 were also identified for the previous phase of VWC's program. While these risks are still pervasive, VWC has learned that they have not prevented the program from achieving its objectives – VWC's activities and strategies have managed these risks and reduced their impact. Consequently, the ratings for several of these ongoing risks have been downgraded, although ongoing risk assessment and careful management is needed.

Risks to the goal and outcomes that are ongoing from the previous phase of the program are as follows:

- Cultural and religious attitudes to women and children, where females of all ages are seen as the property of men.
- Discrimination against women on the grounds of custom, which demands that women, children and youth show "respect" for men; and discrimination against women within the Church, which frequently supports customary interpretations of "respect".
- Women's acceptance of violence and discrimination as "normal" due to customary and religious attitudes and practices.
- Lack of political will to introduce and implement legislative changes which protect women and children from violence and which promote the human rights of all people.

- Hostility to VWC and its network from community groups, social institutions and key individuals in positions of power due to the attitudes described in the above risks; however, this risk now applies mainly to new places and agencies where VWC has not yet been able to get “a foot in the door”, where people have not yet been directly exposed to VWC’s messages face-to-face.
- The fact that many men in positions of authority in all social institutions currently abuse women and do not see violence against women or children as a crime.
- The tendency for women’s and children’s rights to be seen as a foreign and imposed concept by many community leaders and groups, and as being opposed to custom.
- The fact that women are blamed (by both women and men) for causing and perpetuating violence and for destroying custom, particularly when they refuse to put up with violence, or when they step outside of traditional perceptions of female roles and behaviours.
- Inadequate legal and institutional responses to violence against women and children undermine women’s faith in the justice system.

In addition to these ongoing risks, several new risks were identified to the goal and overarching outcomes during workshops. These include:

- Traditional governance systems may be further institutionalised through legislation, and may be reinforced through some donor programs that support traditional approaches without due consideration for the rights of women and children. Inadequate analysis and monitoring of these approaches from a human rights and gender analysis perspective may reinforce discriminatory and damaging aspects of custom, or promote a backlash against women’s and children’s rights.
- The FPA is due to be reviewed in early 2012 and there is a risk that the Act may be amended in ways that result in an undermining of women’s rights and access to justice.
- A related risk is the trial of the FPA in Port Vila, which will include the appointment of many authorised persons and registered counsellors in settlements. In addition to further delaying access to justice by women in rural areas, this could significantly undermine VWC’s role and credibility by preventing women from coming to VWC.

These new risks will be managed by VWC using several linked strategies:

- dissemination of the findings from VWC’s national survey on the prevalence and impacts of violence against women to decision makers, and to all levels of the community;
- continuing to raise awareness of the FPA and the importance of women being able to access justice;
- continuing to work with the Family Protection Taskforces and the National CEDAW Committee to reinforce commitment to the FPA and understanding of its provisions, particularly those designed to increase access to justice to women in rural areas;
- lobbying for any amendments to the FPA and other changes to legislation to be based on human rights and compliance with CEDAW; and
- lobbying of the Ministry of Justice regarding the potential damaging impacts of establishing a parallel counselling system in Port Vila, and the inefficient use of resources from setting up authorised persons in Port Vila, which is already well-served by several agencies that assist women to access justice, compared with the rest of the country.

A newly identified risk to the achievement of results in component 2 (Branches and CAVAWs) is the possibility that VWC staff resources may be strained due to the need to provide capacity-building and support to Branches and CAVAWs, or that this support may not be provided to the optimum level needed to ensure effective services throughout Vanuatu.

This risk arises from the difficulty of finding and recruiting suitably qualified and committed staff to work in the provinces at Branches (this is also identified as a risk to the achievement of results in component 5, management and institutional strengthening).

VWC has found it difficult to recruit a suitably qualified Project Officer for ToCC and a new appointment is also needed for this position in TCC. The overall rating accorded to both these risks is moderate (rating 3 on a 5-point scale, see Annex 3). The potential consequences for the program are delays in Branches and CAVAWs working to their full capacity, an increased workload for other Branch and VWC staff, and possible delays or lack of achievement of some of the activities scheduled for ToCC and TCC. Delegation of supervisory tasks and a teamwork approach within VWC are key strategies to manage these risks. VWC will identify Branch staff with the capacity to learn over time, and will invest in both formal and non-formal training and support to build Branch capacity. Regarding the impact on the capacity of VWC to establish a new Branch in Malampa province, VWC will review this risk annually, and particularly during year 3 when the feasibility of establishing a new Branch is being considered. The joint AusAID/VWC review will also take place early in year 3 and may input into this risk assessment.

One risk associated with the male advocacy program is the possibility that some men may not be accountable to VWC and women's rights perspectives over the short or longer term. When men proclaim themselves as male advocates they are identified as being part of VWC's national network of Branches and CAVAWs. If these men do not live by their commitments to gender equality – because they abuse women and children in their families, have extra-marital affairs, or abuse the trust that VWC has placed in them – this has the potential to undermine VWC's work nationally and in local communities. There is also the risk that some men will dilute key education messages on women's rights and perpetuate myths on violence and gender equality. For these reasons VWC, Branches and CAVAWs will follow-up male advocates and monitor the messages and impacts of community awareness activities that they undertake. Careful targeting of participants is essential and training that emphasises the importance of accountability to VWC, the Branches and CAVAWs, and women's rights

Risks associated with VWC's building

VWC has demonstrated the capacity to effectively manage a range of assets over the past 15 years. The appointment of a Deputy Coordinator has enhanced VWC's overall management capacity. VWC has already demonstrated its capacity to manage its program, resources, Branches and networks efficiently, effectively and transparently. Consequently, the future management and maintenance of a building is not assessed as a risk, nor is the possibility that VWC will cease to function in the medium or long-term or become institutionally unsustainable (see section 5.2.2). However, in the unlikely event that the organisation should cease functioning, this risk could be managed in the new contract between AusAID and VWC by providing for the asset to be transferred to a like-minded non-government organisation with AusAID's approval and consent. The contract should also prohibit the liquidation of any asset without donor approval and consent. These conditions are in line with VWC's Constitution which provides for the dissolution of the organisation as follows:

- (a) "A Management Committee meeting called for the purpose of dissolving the Centre and provided that the majority of the members are in favour, the Centre shall be dissolved if the objectives and purposes for which the Centre was formed have ceased to be practiced;
- (b) At the same meeting the Management Committee shall appoint a person or persons who shall be responsible for discharging the Centre's assets and liabilities;

- (c) Any surplus after the liabilities have been met in full shall be disposed of in such manner as shall be decided upon by the Management Committee provided that such disposition shall be on an organisation or Organisations who have aims not inconsistent with the aims of the centre.”⁸⁰

5.4 Technical feasibility

VWC has demonstrated the technical skills needed to implement this program successfully; this was also the finding of the several recent reviews (see section 2.3 and 3.4.1). VWC has demonstrated its capacity to establish, nurture and mentor a rural network of CAVAWs and to assist these CAVAWs to work productively with local leaders. This is a unique and home-grown initiative. VWC is increasingly recognised as the authority on the issue of violence against women in the country. VWC’s linkage to FWCC and the Pacific Network Against Violence Against Women and other international networks will ensure that VWC remains up to date with international learning on the most effective strategies for delivering services to prevent and respond to violence against women and children.

Staff skills have been assessed as needing strengthening in a number of areas, and activities to meet these needs are integrated into the program design. Capacity building has a significant focus in the design and inputs to strengthen capacity will be provided both locally and internationally. Technical assistance will be provided from international consultants and the terms of reference for each of these inputs highlights the importance of building staff capacity (see Annex 10).

5.5 Economic feasibility and impact on poverty

Section 3.1.5 discusses the links between violence against women, economic development and poverty, and data from VWC’s survey relevant to assessing cost-benefit impacts are included in other parts of section 3. A 2006 report prepared for the Secretary General of the United Nations reviewed a range of studies which estimated the cost of violence against women. Most studies have been carried out in developed countries and the estimate of costs varies considerably depending on the methodology used. The report concluded that the costs of violence against women are enormous and contribute to the impoverishment of individuals, families, communities and Governments, and “reduce the economic development of each nation”.⁸¹

A recent study on the economic costs of violence against women found that the direct and indirect costs of gender-based violence in Fiji amounted to around \$740 million in 2011. An earlier study undertaken by the Governor of the Reserve Bank of Fiji estimated that the costs were equivalent to 7% of Gross Domestic Product. It is likely that costs of violence in Vanuatu are similar to those in Fiji.⁸²

While it is difficult to undertake a cost-benefit analysis of the impact of gender-based violence compared with programs to address violence, it is possible to identify the range of costs to the community. These include:

⁸⁰ “Vanuatu Women’s Centre Constitution (revised 2000)”: Section 14.

⁸¹ United Nations General Assembly 2006(a) In-depth study on all forms of violence against women: Report of the Secretary-General Document A/61/122/Add.1, United Nations. New York.

⁸² Savenaca Narube 2002 “Economic Costs of Violence Against Women” Keynote Address by Governor of the Reserve Bank of Fiji, Launch of FWCC’s 16 Days of Activism Campaign, 25 November 2002: 13; and “DV costs Fiji \$498m in 2011” in FWCC Pacific Women Against Violence (Regional Newsletter) Volume 15, Issue 1, January 2012: 4.

- The direct costs of services as a result of violence against women – This includes the costs incurred by health services of treating victims; costs to the police, courts and prison services; and civil legal costs which occur as a result of violence (such as child and family maintenance claims and police services to enforce court rulings on income support).
- The indirect costs to the economy of lost employment and productivity – As already outlined in section 3, violence has a huge impact on the productivity of women, whether they work in the formal or informal sector of the economy. Fear of violence is a serious impediment to women's participation in all forms of social and economic life. Costs borne by the private sector, civil society and government agencies include absences from work, reduced performance, sick leave and the cost of training replacement staff when women are forced to relocate or leave work due to violence. There are also enormous costs to families when women are unable to undertake subsistence work and provide for the basic needs of their families. There are also costs associated with loss of income by men which affects the family, for example when they are imprisoned for crimes of violence against women and children.
- The costs of pain and suffering on individual women and children – These costs are not usually included in national calculations of the economic costs of violence against women. However, they represent huge opportunity costs. The costs to individual women include chronic ill-health, severe injuries, and in some cases death, disability and mental health problems. Women living with violence have little control over their reproductive health and family planning choices, which may result in repeated pregnancies, and increased vulnerability to HIV/AIDS and other sexually transmitted infections. Women subjected to violence have higher rates of miscarriage and many face serious reproductive health problems. Impacts on children are long-term and involve significant opportunity costs – these impacts are enormous for those children who are themselves sexually and physically abused. VWC's research demonstrates that violence against mothers also has significant long-term economic impacts on their sons and daughters, even if they are not directly subjected to abuse.

The costs of VWC's program is minimal compared with the costs described above. Every effort has been made in the PDD to keep costs to a minimum wherever possible. The core strategy of working through island-based CAVAWs is both cost-effective and sustainable.

5.6 Factors in the design to promote the sustainability of results

Section 5.2.2 discusses VWC's institutional sustainability and options for diversifying the funding base. It is clear that a phase-out of AusAID support for VWC's national program is not a realistic or feasible option in the foreseeable future. The Vanuatu government does not have sufficient resources to fund transport for police, or adequate remuneration for health or education staff; in this context it is highly unlikely to resource the type of services provided by VWC. Further support from AusAID and/or other donors will be needed beyond this phase to consolidate and sustain the results. Changing the attitudes and behaviours essential for reducing violence against women and children is a long-term endeavour, because these are reinforced by custom, religion, and social and cultural institutions.

However, the sustainability of results is critical for this program, particularly changes to bring about reduced discrimination in law, policies and institutions, community acceptance that violence against women and children is a violation of human rights, and the empowerment of women so that they are able to claim their rights and access justice. If these changes are progressively achieved, there will be sustainable changes towards effective prevention and response services throughout the country.

Constraints to the sustainability of outcomes have been identified in the strategic analysis and risk assessment that underpins the program design. Some of the strategies and approaches in the program design that will promote the sustainability of outcomes are:

- The focus on advocacy to increase recognition by government of the scale and severity of the problem, and to convince government to take steps to address the problem through legislation, policies and protocols – the aim here is to institutionalise changes and create an enabling environment for further change. Lobbying for legislative compliance with CEDAW including a comprehensive family law will help to consolidate further change.
- The focus on partnerships in this phase of the program will also help to institutionalise and sustain changes – because these partners will begin to own the problem, and have a stake in the outcomes.
- Building and consolidating the national network of CAVAWs and male advocates – these people would continue to work for women’s rights and the elimination of violence against women and children in their families and communities even if VWC did not continue, albeit in a less organised way.
- Lobbying for the implementation and enforcement of the FPA, which will provide a structure for the protection of women and children in rural areas.
- Utilising existing networks and agencies with an active presence in the islands and provincial government bodies to gain support to sustain the work of CAVAWs.
- Disseminating the research findings on the prevalence and impact of violence against women and children, which helps to institutionalise commitment to prevention and response.
- Undertaking the research on custom and violence against women and children, which aims to help people understand the factors that reinforce violence, and those that promote women’s rights and protect women and children.

VWC has learned that persistence, negotiation, lobbying and advocacy at every level, and working on many fronts at once, has helped to bring about the changes that have been achieved to date. This persistence will continue and will be a key factor in helping to bring about further sustainable changes. VWC’s focus on empowerment in counselling approaches – which promotes strength within individual women – is also very important for promoting sustainable change, as is the focus on human rights in all areas of VWC’s work. Other strategies that promote the sustainability of results are:

- Consolidating the capacity of the 3 current branches before considering the establishment of a new Branch in Malampa province.
- Equipping all staff and CAVAWs with skills to enable them to undertake as much of the preparation of legal documentation as possible, and providing back-stopping support for this with VWC’s lawyer; and training staff in a range of areas to strengthen their capacity.
- Utilising the skills and experience of FWCC, which is recognised as a centre of excellence in the Pacific.

5.7 Compliance with AusAID policy and quality requirements

Section 3.3 describes how VWC’s program contributes to AusAID gender policy and partnership in Vanuatu.

Strategies to prevent and address fraud

VWC is aware of AusAID's policy on fraud and intends to review and update its policy manual in the first quarter of year 1 to ensure compliance with all aspects of AusAID's policy, including its reference to both tangible and intangible benefits such as situations where a staff member may use their position at VWC for personal gain, and procedures for the investigation of incidents of theft, fraud or other unethical behaviour. VWC has demonstrated a commitment to transparency and accountability within its own operations and in its supervision of the Branches and CAVAWs. This includes a commitment to use AusAID funds efficiently and without waste, to report any misuse of funds to AusAID, and to take action to recover any mis-used funds if this situation arises. VWC shares AusAID's zero tolerance approach to any form of theft or fraud.⁸³ Risk management strategies currently in place include:

- monthly internal auditing of VWC's accounts by an independent auditor (checks on a random sample of payment vouchers, comparing bank statements with cheque butts and ensuring all expenditure are receipted properly, and a check on the bank reconciliation);
- the requirement of receipts for all expenditure by VWC and Branch staff;
- all unspent monies for activities undertaken outside the office are to be reimbursed immediately;
- a requirement for receipts from CAVAWs before advancing further funds for CAVAW activities; and
- signed statements from CAVAWs before the payment of CAVAW honorariums.

Environmental policy

The program does not have any implicit or explicit aim to have a positive environmental impact. No aspect of the program is relevant to multilateral environment agreements. There are no circumstances under which VWC, its Branches or CAVAWs could have any significant negative environmental impacts. VWC's purchase and renovation of permanent premises will not have any significant environmental impacts. VWC will ensure that renovation of the building is done in an environmentally sensitive manner, including the use of rainwater tanks and solar electricity if possible.

Child protection policy

VWC reviewed its child protection policy in a workshop with VWC and Branch staff in February 2011 to ensure its compliance with AusAID's most recent policy.⁸⁴ The updated VWC policy is attached (Annex 11). VWC will ensure that the attached code of conduct is signed by all staff during their upcoming performance reviews, before the program commences in July 2012. (All staff have signed the previous policy which was also compliant with AusAID policy). Any breaches of the child protection code of conduct are grounds for suspension or dismissal. VWC will be developing detailed protocols for counselling children during the review of its policy manual in the first quarter of year 1, drawing on the recently revised FWCC policy manual.

⁸³ AusAID 2011 Fraud Policy Statement 20 September 2011.

⁸⁴ AusAID 2009 Child Protection Policy Commonwealth of Australia, Canberra.

6. MONITORING AND EVALUATION PLAN

6.1 Purpose of monitoring and evaluation and overall approach

6.1.1 Participatory preparation of the monitoring and evaluation plan

The joint AusAID/NZAID/VWC review concluded that VWC's approach to monitoring and evaluation had been "carefully thought through" to draw together a range of data to demonstrate program outcomes, and "although ambitious, has illustrated the challenging and complex understanding required when developing approaches to monitoring and evaluation of programs designed to intervene in and reduce violence against women and children."⁸⁵

One of the main challenges is that demonstrating changes in attitudes, behaviour and access to justice on gender-based violence requires a much longer-term perspective than a 4 year program. The previous monitoring and evaluation framework provided robust and nuanced information to assess achievements and impacts, including both quantitative and qualitative indicators. Nevertheless, each aspect of the monitoring and evaluation plan was reviewed and re-considered in detail in a participatory workshop in February 2012. Prior to the workshop, the Australian consultant undertook a scan of indicators and methods used internationally to monitor and evaluate programs to eliminate violence against women, to ensure that VWC's program draws on the most recent learning and experience.

6.1.2 Purpose and principles of monitoring and evaluation

The purpose of monitoring and evaluation in VWC's program is to:

- provide the information needed to assess program outcomes and impact;
- learn how to improve the effectiveness of strategies to eliminate violence against women and children and advance gender equality, which may provide information to modify the program design;
- analyse VWC's role in the process of change; and
- demonstrate VWC's accountability for implementing the design, carrying out activities as planned, and the achievement of results.

The monitoring and evaluation framework is designed to meet VWC's and AusAID's information needs. Information and analysis will be used by VWC as a tool for organisational learning. The following principles were considered when developing the framework:

- Ownership – data should be useful and meaningful for VWC, for planning, monitoring, and internal reviews of strategies and their effectiveness.
- Accessibility – it is essential to ensure that all data can be easily retrieved, and that the resources needed to do so are reasonable taking into account VWC, Branches and CAVAW time and capacity.
- Valid and reliable – able to be interpreted and analysed with some confidence.
- Several different methods of data collection should be used to collect data so that information can be cross-checked – this is particularly important when assessing changes in attitudes.
- A mix of both qualitative and quantitative indicators – to provide a full picture of VWC's achievements and impacts, and to support analysis of the context in which change is occurring.

⁸⁵ Finucane and Tor 2010 op. cit.: 48.

- Data should be disaggregated by sex, and the framework should include indicators that measure changes in gender power relations.
- Data should be disaggregated by age – to enable a more sophisticated analysis of VWC’s effectiveness at targeting children and youth, given the critical importance of this strategy following analysis of the findings of the VWC national survey.
- Track both positive and negative changes in attitudes to women’s and children’s rights and violence against women and children – which is also essential for contextualising achievements and impacts.
- Focus more explicitly on VWC’s contribution to change (along with other stakeholders and partnerships) – rather than focusing on changes that VWC has caused (attribution); this approach more accurately reflects VWC’s understanding of the process of change and the importance of forging and consolidating partnerships in this phase of the program.

6.1.3 Elements of the monitoring and evaluation (M&E) framework

The monitoring and evaluation framework is summarised in a matrix attached at Annex 7; a selection of baseline data is attached at Annex 8. To avoid repetition, Annex 8 does not include all baseline data, since this is documented in several other places.⁸⁶

The logframe (Annex 1) is the core project planning tool from which the monitoring and evaluation matrix has been developed. The first 2 columns of the logframe (results and indicators) have been used as the starting point for the M&E matrix. The M&E matrix also identifies sub-indicators or proxies for achieving some higher level results. Using each indicator as a reference point, the M&E matrix summarises the following information:

- ***Estimated number of beneficiaries:*** Following AusAID’s peer review, the M&E matrix includes targets for the number of beneficiaries from key outputs (see Annex 15).
- ***The source of the data to be collected:*** This is usually VWC, Branch and CAVAW records and within VWC’s control. However, there are a few cases where VWC will be relying on data from other agencies, including the Police, the health system and the courts. VWC has found that data from these agencies is not always adequately disaggregated to allow an analysis of trends. It is also difficult to obtain data from other agencies in a timely manner, despite repeated requests. Nevertheless, the indicators that rely on data from non-VWC sources are considered essential for an analysis of context and overall impact, and may also be useful for higher-level advocacy. Three new indicators which rely on non-VWC sources have been added to the M&E framework and will be trialled over year 1 and possibly year 2 to assess whether useful information can be easily retrieved and analysed.
- ***Baseline data needed:*** Baseline information is used that will enable trends to be assessed over a longer time-frame. However, several output indicators do not include baseline data, because this will not assist with analysis of results (for example, the number of women and children assisted by the client support fund or court fees fund). This is also the case for some higher-level outcome indicators (for example, women’s experiences with TPOs, or examples of significant changes in women’s lives).
- ***Data collection and analysis methods:*** This describes the type of analysis that will be undertaken, highlighting key points where this is useful. A mix of data collection methods will be used. Qualitative analysis will be used to interpret trends in quantitative data.

⁸⁶ VWC’s Progress Report 8 (December 2011). Data will be updated in the draft Activity Completion Report for the current phase in April 2012, and in the final Activity Completion Report to be prepared in July 2012, including all baseline data for this phase that is available before program commencement in July 2012.

- ***The frequency of data collection and analysis:*** Most information will be collected monthly or 6-monthly, but in some cases qualitative data (and CAVAW data) will be collected annually. Analysis of data will be annual in order to demonstrate key changes in attitudes, behaviour and institutions.
- ***Responsibility for data collection and analysis:*** The Research Officer has primary responsibility for collating most data, although in most cases the responsibility is shared with other staff who collect primary data, such as Counsellors or Branch Project Officers. Analysis of data is a responsibility that is shared with the whole team, including key VWC staff, Branch Project Officers, and the CAVAWS (at annual trainings). Assistance with data analysis is also part of the ongoing FWCC technical assistance role, and will be facilitated by the Australian consultant. The Research Officer has responsibility to ensure that new formats and systems are established for new indicators. This process will begin in April 2012 before the commencement of the program when draft formats for the collection of qualitative information will be developed and assessed; these will be reviewed in July 2012 and again in December 2013 when the first progress report is prepared.
- ***Assumptions, issues and comments related to the collection, analysis and interpretation of data:*** In some cases this column articulates assumptions regarding how the indicator or sub-indicator is expected to demonstrate progress towards results. For goal and outcome indicators, it is important to be explicit about the types of attitudinal and behavioural changes being measured, and contextual factors that may need to be taken into account when interpreting and analysing data. These assumptions reflect VWC, FWCC and international experience with monitoring and evaluating programs to end violence against women. In other cases significant issues relating to either the collection or analysis of information are documented.
- ***Where data and analysis will be documented:*** This lists the reports that VWC will be submitting to AusAID (Progress Reports and the Activity Completion Report), the joint mid-term review which is expected to occur in year 3, and an Independent Completion Report which may be initiated by AusAID. The framework documents which reports are expected to include data on each indicator.

VWC will review the M&E framework including the usefulness of indicators, the validity of assumptions and the reliability of data collection methods during progress report each December.

6.2 Goal and outcome indicators

Higher level results will be measured by triangulating information collected from three quantitative and qualitative indicators that will be used to assess progress towards the goal and over-arching outcome (see Annex 7).

Goal indicator (i): women empowered to assert their rights

This will be measured by four sub-indicators, two of which rely on data from VWC's records, and two that require data from external sources. These are:

- ***The number of new clients reporting violence to VWC, Branches and CAVAWs (women, girls and boys).*** It is assumed that women are empowered to assert their rights if the overall trend in the total number of new clients is steady, taking into account annual fluctuations and other contextual factors. For example, the total number of new clients peaked during 2009 and 2010 during and immediately after the fieldwork was done for the VWC national survey. When VWC moves premises, the number of new clients may reduce for some time until women learn of the new location of the centre; experience

with previous moves and from FWCC suggests that this can have an effect over at least 6 months. Baseline data for new clients seen by CAVAWs is incomplete, because many CAVAWs have found it difficult to collect and report on their work in the past. This is the first time that VWC will be reporting the number of children assisted through counselling, so the baseline for that part of the indicator is 2012/2013; the baseline for other counselling data will show long-term trends.

- (b) Number of cases of violence against women and children reporting to the Police and health facilities: This is an essential indicator but the quality and availability of police and health statistics is likely to reduce the frequency of reporting. Data needs to be disaggregated by sex, age, type of violence and relationship between the victim and offender to be meaningful and useful. The Family Protection Unit has regularly collected data over the last few years on crimes against morality (sexual assault). However, Vanuatu Crime Statistics have not been published regularly in the past few years, and the information that has been published has not provided a breakdown of crimes against the person, so it is impossible to extract data on the incidence or prevalence of crimes of domestic violence. Advocacy and technical assistance may be needed from donors to improve the quality and usefulness of Police and health reports. This indicator is also important for assessing the social and institutional disincentives to reporting.
- (c) The number and percent of new and repeat VWC and Branch domestic violence and sexual assault clients who report to the police: It is assumed that women are asserting their rights if they choose to report to police. Data will be collected for the first time for repeat clients reporting to police, because it is assumed that repeat clients have been empowered to claim their rights. However, caution is needed when interpreting information on this indicator because the social and institutional disincentives to reporting to police are very high in Vanuatu. Furthermore, this is only one measure of empowerment; women may take other action to deal with their problems, and still feel empowered or that progress is being made to stop the violence.
- (d) Total number of women and men accessing justice through the courts for domestic violence, sexual offences, child and family maintenance and custody: This is a new indicator comparing differences in women's and men's access to justice, which would provide useful information for contextual analysis. It will be trialled in year 1; it is likely that data may not be available in sufficient detail or timely manner to facilitate analysis.⁸⁷

Outcome indicator (ii): Examples of policies, protocols, statements and actions from VWC network partnerships

This is a new qualitative indicator which will describe and analyse breakthroughs at all levels (national, provincial and community levels) due to partnerships by the VWC network (VWC, Branches, CAVAWs and male advocates). It assumes that the VWC network will initiate and consolidate partnerships with communities and agencies at various levels in key sectors, and that these collaborations will contribute to key changes in communities and institutions to prevent and respond to violence against women and children. Although the main focus will be on positive steps and breakthroughs, "backward" steps will also be described where necessary; this will an insight into contextual factors which have an impact on changing attitudes and behaviour, which will also assist to analyse constraints and risks, and to review risk management strategies. This indicator will report on changes in national and provincial government policies and approaches to women's rights where VWC the Branches and CAVAWs have contributed to the change. Community acceptance of CAVAWs and the

⁸⁷ VWC has been requesting data from the courts to assess the feasibility of this indicator over several weeks but none has been provided to date.

incorporation of their activities and members into provincial government activities and structures is a very good indicator of the impact of VWC's work. Media reports of court judgements may also be included.

Outcome indicator (iii): Family Protection Act implemented throughout Vanuatu

This will be measured by 3 sub-indicators, one of which relies on information from VWC's network, and two that require data from external sources. VWC recognises that, as a measure of impact, this is beyond VWC's control. Nevertheless, implementation of the FPA will have a significant preventative impact within communities, in addition to strengthening response by providing access to justice and protection for women and children. Monitoring the establishment of structures for enforcement of the FPA is a major priority for the VWC network. As such, the following sub-indicators are critical for assessing progress towards the over-arching program outcome of effective prevention and response:

- (a) Number of trained authorised persons and registered counsellors (women and men) by province and municipality: This assumes that data will be systematically collected and regularly updated, and made available to VWC. This will be trialled in years 1-2 to assess whether adequate data is available to undertake a meaningful analysis. This indicator is important to measure because effective prevention and response requires good coverage of authorised persons in rural and remote areas (as distinct from municipalities where several services already exist to assist women to access justice).
- (b) Total number of Temporary Protection Orders (TPOs) and Family Protection Orders (FPOs) issued by province and municipality to women and men: This is a robust measure of whether the FPA is being implemented (and whether women are asserting their rights), as long as VWC is able to access complete and reliable information. Currently, it is unclear who would provide information on the number of TPOs issued; hence, this indicator also needs to be trialled in years 1-2. (VWC can collect data on the number of TPOs and FPOs issued to clients throughout the VWC network – see component 1, indicator [i] below – but national data is needed to compare implementation of the FPA in areas where VWC is active, compared where VWC is not. Ideally, it would be useful to collect information on the number of TPOs refused, but this is unlikely to be available. Collecting information on both women's and men's use of TPOs and FPOs will provide important insights into how the FPA is being interpreted and enforced in rural areas.
- (c) Examples of women's experiences with TPOs reported to VWC, Branches and CAVAWs: Qualitative examples of positive and negative experiences of VWC network clients will be collected. Client experiences with authorised persons and registered counsellors who are/are not CAVAWs or male advocates will be compared, in addition to clients' experiences with male and female authorised persons and registered counsellors if possible. VWC is able to collect examples of women's experiences from the VWC network and this is an important indicator in itself; however whether enough reliable information can be collected to compare experiences will need to be trialled.

6.3 Component-level outcome indicators

Progress towards component-level outcomes are assessed using a mix of one or two quantitative or qualitative indicators per component. All these indicators rely on information to be collected by the VWC network; none require data from other stakeholders.

Component 1 outcome indicator (i): Number of women accessing justice

This will be measured by 2 sub-indicators, both of which use data from VWC, Branch and CAVAW records. Both are used to demonstrate the effectiveness of counselling at providing information on options and rights. They demonstrate that women are empowered, through

counselling, to take action to protect themselves from violence; as such, both are robust measures of the component outcome. The 2 sub-indicators are:

- (a) Number and percentage of new and repeat clients who receive FPOs or TPOs per year: In most cases, TPOs are expected to be issued in rural areas. CAVAWs may not collect accurate data; this will be assessed annually at national CAVAW trainings in Port Vila where further training will be provided if needed.
- (b) Number and percentage of new and repeat clients accessing VWC legal assistance, and outcomes from court cases: This is a new indicator that requires collection of data on the number of cases opened by VWC's Lawyer, and the type of case (e.g. restraining orders, child custody, property settlements, divorce, family maintenance, child maintenance and others). There will also be a qualitative analysis of the outcomes from cases; this will be used to assist with contextual analysis, and will not be seen as a proxy for the effectiveness of legal assistance. Data collection on the outcomes of cases will be trialled in year 1; all other data for this indicator will be easily collected and retrieved.

Component 1 outcome indicator (ii): Examples of significant changes in clients' lives

Accessing the legal system (measured by the sub-indicators above) should not be seen as the only measure of empowerment, since it can take most women a very long time to even report violence, let alone take legal action against their husbands/partners. This indicator will use case studies that illustrate other aspects of empowerment and positive changes in clients' lives, and which demonstrate the effectiveness of counselling and advocacy approaches. The "most significant change" methodology is overly time-consuming with its requirement that many stories be collected and "sifted".⁸⁸ VWC will use an adaptation of this methodology, based on a format for collection of stories to be developed over the coming months, before commencement of the program in July 2012.

Component 2 outcome indicator: Branches and CAVAWs delivering counselling and community awareness services

This indicator will assess Branch and CAVAW reports to compare their achievements with their implementation schedules, since Branches and CAVAWs need to undertake all their planned activities to achieve the component outcome of providing effective services throughout Vanuatu. Assessments of the impact of Branch and CAVAW activities and the achievement of higher level outcomes are integrated into the indicators for the goal, over-arching outcome, and the outcomes for components 1 and 3.

Component 3 outcome indicator: Total number and percentage of requests for information by women and men from the VWC network

It is assumed that there is increased community acceptance that violence against women and children is a violation of human rights if women and men continue to seek information about the problem, their legal rights and ways to address the problem from the VWC network. This indicator also provides insight into VWC's effectiveness at targeting men. As with the component 1 outcome indicators, data will be collected from VWC, Branches and CAVAWs. It should be noted that other ways of measuring this outcome are also collected using indicators for the goal and over-arching outcome.

Component 4 outcome indicators (i): Progress made towards legislative compliance with CEDAW, particularly family law; (ii): Human Rights Commission (HRC) established, resourced and operational; and (iii) changes in attitudes following training by VWC

⁸⁸ Rick Davies and Jess Dart 2005 The 'Most Significant Change' (MSC) Technique: A Guide to its Use.

VWC is aware that ensuring legislative change is beyond its control. Nevertheless, it is important to measure both positive and negative steps towards legislative compliance with CEDAW, family law, and the establishment of a HRC, to assess the effectiveness of VWC's advocacy and lobbying efforts to bring about reduced discrimination and increased gender equality in law and institutions, and to assist with contextual analysis. It is assumed that the Vanuatu Government will fulfil its commitments to introduce family law, and other commitments made under the Law and Justice Sector strategy; and that VWC will make a key contribution to this process. Regarding the HRC, VWC will also focus on whether that institution, once established, takes action to protect the rights of women and children.

Following AusAID's peer review comments, a new indicator has been added to assist with the assessment of changes in attitudes. VWC will trial a pre- and post-test survey instrument during training with other agencies. A short 1-2 page questionnaire will assess attitudes and knowledge prior to training, and immediately after the training. If this trial provides useful and valid information, a follow-up questionnaire may be also be trialled 3-6 months after training, and possibly 12 months after training, to assess whether changes in knowledge and attitudes have been sustained, and to explore whether any changes in behaviour have taken place. Data from these pre and post-training questionnaires will be triangulated with information collected for other indicators in this component, in addition to those for the overall program outcome.

Component 5 outcome indicator: Results achieved, strategies reviewed and risks assessed and managed

Essentially, this will be assessed with reference to all other indicators, including those at output level. Analysis will be undertaken during 6-monthly and annual reviews of program effectiveness, achievements and risks, and will be reported annually in Progress Reports.

6.4 Measuring the achievement of outputs and capacity building

Each output in components 1, 3 and 4 will be assessed using at least one indicator. Most are straightforward quantitative measures that are needed to demonstrate the achievement of results at this level and have been collected and reported by VWC for some time.

Outputs 2.1 to 2.3 do not have any specific indicators identified in the M&E framework (Annex 7). Indicators to assess these outputs are covered in the M&E framework in components 1 and 3. This reflects the fact that Branch and CAVAW activities (and the results to be achieved from these activities) mirror those of VWC (see discussion of this in section 4.1). In other words, the indicators selected to measure results for outputs 2.1 to 2.3 are exactly the same as those which will measure the corresponding results by VWC; to avoid repetition, the M&E framework includes data collection for VWC, Branches and CAVAWs in components 1 and 3.

Several measures are used to assess the effectiveness of confidential crisis counselling and support services (output 1.1) and the accessibility of counselling services in rural areas (outputs 2.1 and 2.3). These include: the number of repeat clients using VWC, Branch and CAVAW counselling services (where VWC will record the number of children who return for counselling for the first time); the number of women and children assisted by the client support fund nationally; and the number of clients using the safehouse throughout the country.

The effectiveness of VWC's Port Vila counselling service will also be assessed by undertaking a client satisfaction survey for 3-6 months per year, with the aim of sampling approximately 10% of clients each year. This survey has been used over the last 5 years for new clients only; it will be adapted to seek feedback from both new and repeat clients. No children will be surveyed. The client satisfaction survey will not be administered to Branch or CAVAW clients, since the other quantitative measures are robust, and because administering the survey at Branch level to the extent needed to gain valid data would be excessively resource-intensive (requiring additional visits to the Branches by VWC's Deputy), given the scope of other activities that need to be carried out by the Branches. (SCC is currently the only Branch that with sufficient in-house capacity to administer the survey, without visits from VWC staff).

Other quantitative indicators at the output level include the following:

- The number of clients assisted by the Court Fees Fund nationally, by type of case per year (for output 1.2 on legal assistance);
- The number of community awareness activities undertaken per year by VWC, Branches and CAVAWs (for outputs 3.1, 2.1 and 2.3) – this will count the number of activities targeted at children for the first time. The number of new and repeat activities will also be counted and reported for the first time, since this will help to assess the extent to which new partnerships are being initiated, and existing ones consolidated.
- The number of women, men, girls and boys participating in community awareness activities per year (for outputs 3.1, 2.1 and 2.3), which will be collected from VWC, Branches and CAVAWs – this will also count the number of children participating in these events for the first time.
- The number of trainings provided to other agencies, and the number of women and men trained (for output 4.1) – this will demonstrate the extent of VWC's outreach to different sectors and agencies, and will measure new and follow-up training requests; this will be a robust indication of increased awareness and of the strength of VWC's developing partnerships.

Several indicators assess improvements in VWC, Branch, CAVAW and male advocacy capacity. In each case, there is a quantitative measure of the number of women and men trained. Data will also be collected on the type of training provided and its focus or content. In addition, male advocacy activities (output 4.2) will be assessed by the involvement of trained male advocates in VWC, Branch and CAVAW activities; this indicator will assist to measure the result from training, rather than participation in the training.

Similarly, VWC has 2 indicators that assess “demonstrated improvements in staff capacity” (for counselling capacity in output 1.3, and for other areas of capacity in output 5.1), which also attempt to measure the results from participation in a variety of formal and non-formal capacity-building activities. For these 2 indicators, capacity building objectives will be set and assessed for individuals during staff performance reviews; in addition, organisational capacity building objectives will continue to be set and assessed annually. Counselling capacity will also be assessed by an additional indicator, “regular and consistent group supervision undertaken” (for output 1.3), since supervision is essential to nurture and strengthen counselling skills, including skills relating to individual advocacy with other service-providers.

6.5 Mid-term review

The last mid-term review was undertaken as a joint exercise and this worked well. It demonstrated that it is possible to bring an independent and critical perspective to a review, while also ensuring that it is a useful learning exercise for the executing agency, with most conclusions and recommendations owned by VWC. It is recommended that a similar approach be used in the next mid-term review, which VWC has scheduled for the 2nd quarter of year 3 (between October and December of 2014, or early in 2015). Joint reviews have long been viewed as good practice by the Evaluation Network of the Development Assistance Committee of the OECD, because they are more likely to result in joint ownership of findings and recommendations, and because they assist to strengthen monitoring and evaluation capacity in partner countries. Because progress towards attitudinal and behavioural change needs to be assessed within a challenging cultural, economic and political context, analytical input from VWC will be critical for ensuring that review findings are valid, and that recommendations are relevant, appropriate and able to be implemented. AusAID should also consider involving FWCC in the review, recognising its expertise in this area. A similar approach should be used if AusAID schedules an Independent Completion Report.

Reviewers should have demonstrated experience in designing, implementing and reviewing programs to address violence against women. They will need to be fully conversant with ethical issues related to the assessment of crisis counselling activities (for example, the risks associated with breaches of confidentiality and the difficulties associated with interviewing clients), and the causes and consequences of violence against women and children. Commitment to and understanding of the principles of applying a human rights framework to preventing and addressing gender based violence is an essential selection criterion for reviewers. It is also essential to have an understanding of the politics of NGOs in small island states and to ensure that all informant opinions are adequately cross-checked. Previous experience and understanding of the Vanuatu context is needed. Comprehensive de-briefing with VWC should be undertaken in-country to ensure that information is accurate and that conclusions and recommendations are well-founded; this is even more important if the review is not undertaken as a joint exercise with VWC.

The methodology for the review (and any Independent Completion Report) will assess the impact, outcomes and performance of the program against the indicators included in the M&E framework, taking into account any modifications to the design in Annual Plans. The methodology for these reviews will take into account the fact that VWC's activities (including the work of the Branches, CAVAWs and male advocates) constitute an integrated national program where outcomes can only be demonstrated over the long-term. The assessment of impacts and outcomes will take into account the risks identified in the logframe and risk management matrix and the effectiveness of strategies to address those risks, and the theory of change outlined in this PDD. The reviewer should draw on data and analysis included in VWC Progress Reports, in addition to focus groups discussion and/or interviews with key partners and other stakeholders. It is essential that the review team visit each Branch, and have discussions with Branch staff, CAVAWs, male advocates, and provincial government representatives, in addition to VWC staff. Both intended and unintended results should be investigated.

6.6 Proposed reporting schedule

The following reporting schedule is proposed, with the aim of striking a balance between the need for regular review of program performance and achievements, and the time and

resources needed to provide reports to AusAID including annual data using the M&E framework.

Annual Plan:

An Annual Plan will be prepared in May each year, prior to the commencement of each financial year in July. However, it is not proposed to submit an Annual Plan for year 1, since this PDD incorporates detailed planning for year 1 (see Annexes 4B, 5C and 5F).

- The Annual Plan will outline strategies, activities and costs for the coming year.
- The Annual Plan will also include an updated acquittal of funds to 30th April each year, which, with the submission of the Annual Plan itself, will trigger the payment of each annual tranche in early June, before the commencement of the next year.
- It is proposed that the acquittal target be set at 60% of the funds transferred in the previous tranche, taking into account the possibility of foreign exchange gains or losses over the 4-year time-frame.
- VWC does not propose to include a review of impact or effectiveness in the Annual Plan; this will be done in the Progress Report when VWC provides all data to be reported annually. A short update on program progress will be provided in each Annual Plan; updated data will only be included if this is required by AusAID.
- An internal review of the implementation schedule and a revised budget for the current year will be done prior to preparation of each Annual Plan for the following year. These can be attached to the Annual Plan if AusAID requires them.

Progress Report:

An annual progress report will be prepared in December each year. This will include:

- A review of progress over the previous 12 months.
- An assessment of impact and effectiveness using the indicators from the M&E framework, including updated data tables for all quantitative indicators and analysis related to qualitative indicators.
- An acquittal of funds to 30th November each year, and an updated acquittal to 30th June for the previous financial year.

Progress Report 1 will be prepared in December 2012. This will be only 5 months into program implementation for this phase. A full assessment of impact will be done for the Activity Completion Report for the phase ending 30th June 2012; taking this into account, the assessment of effectiveness and impact in Progress Report 1 will include only a short update on effectiveness and impact. However, all tables will be updated for quantitative indicators. A full assessment and analysis of progress towards the goal and outcomes using indicators in the M&E framework will be submitted in Progress Reports 2, 3 and 4.

Activity Completion Report:

This will be prepared according to AusAID's requirements at the end of this 4-year phase.

ANNEX 2: DIAGRAM OF VWC DRAFT PROGRAM DESIGN

ANNEX 6: SEVERANCE ALLOWANCE LIABILITY

The Vanuatu Employment Act (Number 160) and the Employment (Amendment) Acts (31 of 2008 and 33 of 2009, 26 October 2009) provides for severance to be paid where:

1. the employee has been in continuous employment with the same employer for at least 12 months; and
2. the employer terminates the employment; or
3. the employer retires the employee on or after the age of 55.

The severance payment shall only be paid on the termination of the employment.

A 1995 amendment to the Act and the 2008 and 2009 amendments provide for severance allowance to be paid when an employee resigns in good faith, where the employee has been in continuous employment with the same employer for “not less than 6 consecutive years”.

Severance is not payable if:

1. the employee was recruited outside of Vanuatu, or is not ordinary a resident in Vanuatu; or
2. they are dismissed for serious misconduct; or

The severance payment is calculated on the following basis Employment Amendment Act (26 October 2009):

- one full month's salary per year at the time of severance.

VWC Conditions Governing Severance Payments:

- No severance allowance payments will be made by VWC to any VWC or Branch employee until written approval has been provided by the relevant donor – AusAID in the case of VWC, TCC and ToCC employees, and NZAID in the case of SCC employees.
- Before seeking written approval from AusAID or NZAID, VWC will seek written advice from the Department of Labour regarding severance allowance liability, and the formula to be used to calculate this liability in each case.
- Severance allowance payments may only be paid where eligibility for severance allowance is confirmed in writing by the Department of Labour, based on the Vanuatu Employment Act and its subsequent amendments.

Acquittal of Severance Allowance Provisions:

- The annual budget allocation for severance allowance will be placed in a secure term deposit account which is dedicated solely for the purpose of preserving funds to provide for future severance allowance liabilities. No withdrawals will be made from these accounts without prior written approval from the relevant donor (see above).
- There will be 2 separate severance allowance accounts – one for AusAID-funded liabilities for VWC, TCC, ToCC staff; and one for NZAID-funded liabilities for SCC staff.
- All interest earned from these term deposit accounts will be re-invested to the account.
- Severance allowance will be acquitted after it has been placed in the relevant term deposit account.
- Bank statements from the account showing all interest earned will be included in acquittals in progress reports and/or acquittals as appropriate.
- Acquittals will show the total funds in each term deposit account.

ANNEX 8: SELECTED BASELINE DATA

Table 1: Total VWC New Clients 1999/ 2000 – 2010/2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
1999/2000	113	102	0	5	16	0	0	50	286
2000/2001	164	121	0	6	6	0	0	159	456
2001/2002	174	116	0	10	7	0	0	91	398
2002/2003	248	131	0	8	8	0	5	138	538
2003/2004	245	296	5	2	9	0	4	117	678
2004/2005	197	168	27	8	18	0	13	90	521
2005/2006	165	110	37	6	3	0	6	44	371
2006/2007	131	106	23	2	1	7	3	23	296
2007/2008	161	99	20	2	7	1	0	20	310
2008/2009	218	101	24	3	5	0	1	9	361
2009/2010	253	128	22	3	10	2	1	34	453
2010/2011	207	123	32	0	2	1	3	25	393
Total	2276	1601	190	55	92	11	36	800	5061

Table 2: Total SCC New Clients 2005 – 2010/2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
2005	108	50	12	7	12	0	3	68	260
2006	68	83	14	4	5	0	1	46	221
2007*	79	102	14	4	7	0	0	54	260
2007/2008	71	88	11	1	5	0	0	41	217
2008/2009	72	81	13	5	9	1	1	58	240
2009/2010	94	104	9	13	1	2	0	41	264
2010/2011	85	63	17	4	1	1	4	49	224
Total	577	571	90	38	40	4	9	357	1686

**Note: There is an overlap of 6 months in SCC data from July to December 2007.*

Table 3: Total TCC New Clients 2003/2004 – 2010/2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
2003/2004	29	16	0	4	1	0	0	17	67
2004/2005	18	8	1	1	0	0	3	1	32
2005/2006	55	26	13	2	1	0	0	17	114
2006/2007	26	19	2	2	2	0	0	8	59
2007/2008	59	15	3	0	1	1	2	15	96
2008/2009	53	23	0	11	3	0	1	27	118
2009/2010	114	18	6	8	4	2	1	14	167
2010/2011	106	36	3	4	5	0	0	14	168
Total	460	161	28	32	17	3	7	113	821

Table 4: Total ToCC New Clients January – June 2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
Jan – June 2011	4	1	0	0	2	1	1	6	15

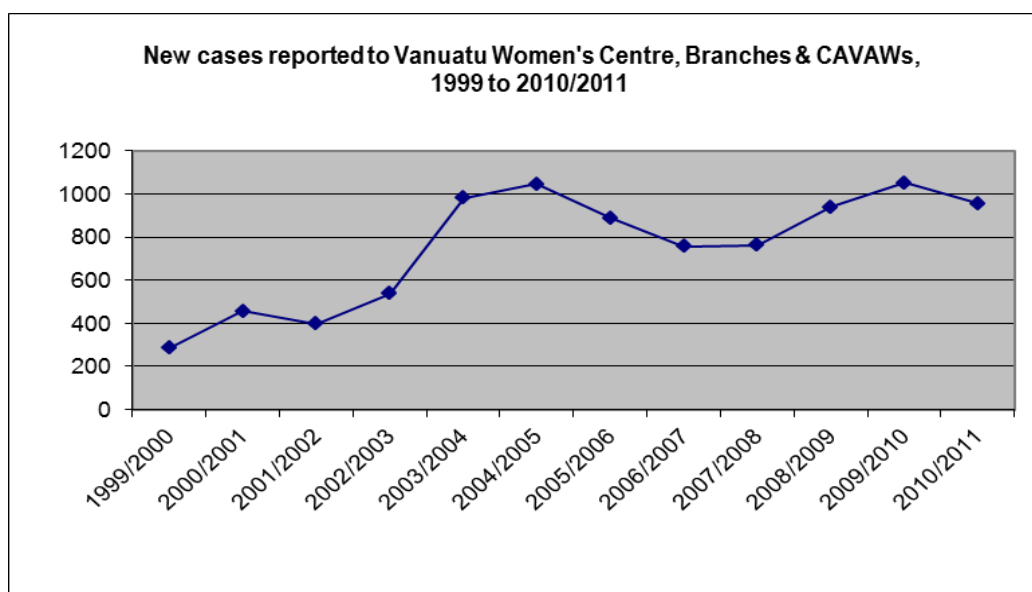


Table 5: New Clients seen by CAVAWs

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
Apl 2003 – Mar 2004 (9 CAVAWs)	109	67		14	7		3	36	236
Jan – Nov 2004 (26 CAVAWs)	50	62	8	15	6		5	25	171
Jan – Sep 2005 (26 CAVAWs)									233
Oct 2005 – Mar 2006 (28 CAVAWs)									182
Apr 2006 – Mar 2007 (30 CAVAWs)									141
Apr 2007 – Mar 2008 (36 CAVAWs)	55	50	5	0	9	0	6	15	140
Apr 2008 – Mar 2009 (31 CAVAWs)	93	74	2	6	6	0	12	26	219
April 2009 – Mar 2010 (20 CAVAWs)	64	51	2	25	11	3	7	4	167
April 2010 – June 2011 (36 CAVAWs)	60	41	6	15	8	1	3	21	155
Total									1644

Table 6: VWC repeat clients 1999/2000 – 2010/2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
1999/2000	375	184	0	2	12	0	0	135	708
2000/2001	407	311	0	5	23	0	0	365	1,111
2001/2002	565	296	0	20	0	0	0	163	1,044
2002/2003	611	237	0	11	9	0	2	187	1,057
2003/2004	509	137	12	1	13	0	5	237	914
2004/2005	411	226	52	3	17	0	17	152	878
2005/2006	228	186	51	8	3	0	7	76	559
2006/2007	120	95	37	1	1	3	1	21	279
2007/2008	107	59	6	0	2	1	0	8	183
2008/2009	113	53	12	1	5	0	0	8	192
2009/2010	209	129	27	1	3	0	1	20	390
2010/2011	209	172	46	0	3	0	1	29	460
Total	3864	2085	243	53	91	4	34	1401	7775

Table 7: Total SCC repeat clients 2005 – 2010/2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
2005	107	86	20	1	12	0	5	68	299
2006	146	318	94	4	9	0	1	97	669
2007*	125	355	124	1	6	0	0	113	724
2007/2008	94	249	96	0	0	0	0	90	529
2008/2009	103	195	62	5	1	0	2	70	438
2009/2010	238	294	139	12	1	0	1	84	769
2010/2011	321	311	143	3	0	3	6	90	877
Total	1134	1808	678	26	29	3	15	612	4305

Table 8: Total TCC repeat clients 2003/2004 – 2010/2011

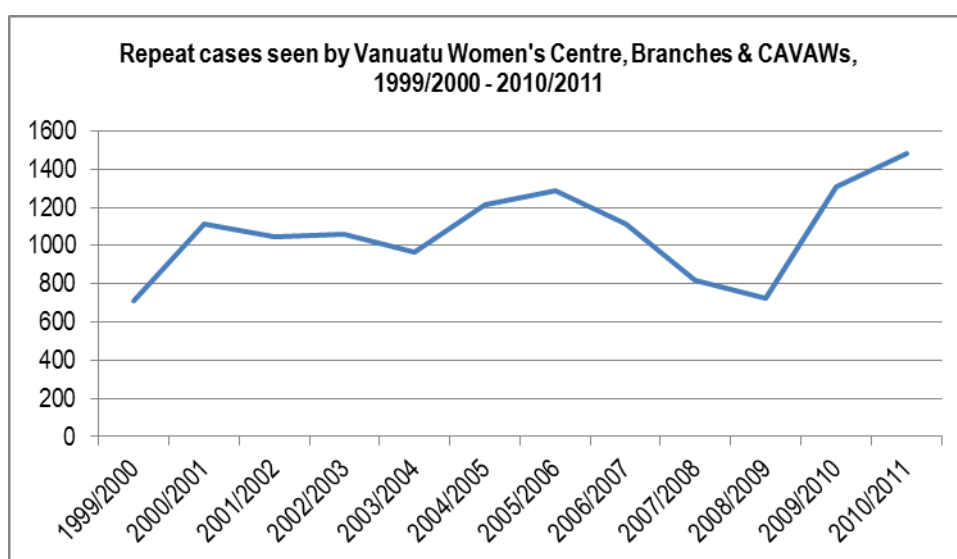
Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
2003/2004	22	17	0	2	0	0	0	11	52
2004/2005	6	23	1	0	0	0	2	3	35
2005/2006	23	15	5	0	0	0	0	14	57
2006/2007	31	20	0	3	1	0	0	8	63
2007/2008	20	7	2	0	1	0	0	6	36
2008/2009	29	23	0	1	0	0	0	2	55
2009/2010	58	23	2	0	0	0	0	2	85
2010/2011	54	32	0	3	0	0	0	1	90
Total	243	160	10	9	2	0	2	47	473

Table 9: Total ToCC Repeat Clients January – June 2011

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
Jan – June 2011	0	0	0	0	0	0	0	0	0

Table 10: CAVAW repeat clients March 2006 - 2010

Year	DV	CM	FM	CA	Rape	S/H	Incest	Others	Total
March 2006- March 2007 (30 CAVAWs)									45
April 2007 – March 2008 (36 CAVAWs)	19	27	4	2	2	0	1	13	68
April 2008 – March 2009 (31 CAVAWs)	13	20	2	0	2	0	0	4	41
April 2009 – March 2010 (20 CAVAWs)	21	38	0	0	1	0	5	2	67
April 2010 – June 2011 (36 CAVAWs)	13	17	0	1	11	0	1	11	54
Total									275



ANNEX 9: JOB DESCRIPTIONS⁸⁹

GENERAL DUTIES for all staff – also applies to all Branch staff:

- Participate in VWC/Branch Staff Collective Meetings
 - Participate in VWC/Branch activities eg. 16 Days of Activism annually, and other campaigns.
 - Participate in all training deemed necessary by VWC/Branch.
 - Respect Confidentiality at all times
 - May be required to represent VWC in meetings nationally and internationally.
 - Take responsibility for own learning by recording what has been learned and how it has been applied.
 - May be required to travel to island for short period
-

VWC COORDINATOR

Responsible for:

- Management of Vanuatu Women's Centre Program Against Violence Against Women and Children (all components).
- The supervision & management of VWC Branches including Financial Management, Staff Appointments, Staff Appraisal and Staff Training and assessment of staff improvements in competencies.
- Oversight the strengthening of the Committees of Violence Against Women in Vanuatu.
- Liaison with Management Committee, Donors, Technical Advisors and PCC.
- Media liaison.
- Organise, Chair and Report on Program Coordination Committee.
- Undertake counselling with clients when the need arises.
- Represent (or delegate other appropriate VWC member) VWC at national, regional and international forums which focus Violence against Women & Children, on women's issues and the promotion of women and children's rights.
- Liaise with, and advise relevant Government and NGOs with regards to VWC activities and the broader issues affecting development of VWC.
- Liaison with stakeholders.
- Inform Management Committee, PCC, Trustees and Donors on issues, problems and future directions of VWC on a regular basis; (through Progress Reports and Monthly meetings with AusAID).
- Respect the Confidentiality.
- Networking with regional Pacific Network Against Violence Against Women.
- Undertake training and follow – up meetings to male advocates
- Partnerships and training on Gender, VAW & Human Rights
- Undertake any other duties that may arise.

⁸⁹ See Annex 15 for AusAID peer review request for information regarding qualifications, experience and remuneration for each position.

DEPUTY COORDINATOR

The Deputy Coordinator will assist the Coordinator in the overall management and coordination of activities of the Vanuatu Women's Centre. Some of the responsibilities outlined below may be delegated to other staff, supervised by the Deputy. The Deputy Coordinator's duties will include the following – in consultation with the Coordinator:- Assist in the overall management of the Vanuatu Women's Centre Program Against Violence Against Women (all components) financial management.

- Assist in and take a lead role in the strategic planning, monitoring, evaluation and report writing of VWC and Branch programs.
- Assist the Coordinator with tasks required to facilitate funding of the VWC such as liaising with donor agencies and the national Government departments.
- Ensure CAVAW and Branch attachments are planned with activities scheduled for each attachment.
- Project Proposal Writing and Preparation of Reports to Donor.
- Hold Staff Collective Meetings.
- Assist Coordinator with staff appraisals.
- Work with the Coordinator to prepare the annual budget and the budgets for project documents,
- Assist the Coordinator in the supervision and management of VWC Branches including Financial Management, Staff Appointments, Staff Appraisal and training.
- Ensuring that the VWC has adequate and appropriate insurance for staff and property including travel & workers compensation for VWC & Branch staff.
- Organising and reporting on Management Committee meeting, Annual Public meetings and National Conferences.
- Oversight the strengthening of the Committees of Violence Against Women in Vanuatu.
- Network with island-based provincial/area councils/government, NGOs and Civil Society to ensure that CAVAWs receive adequate support, including chiefs.
- Represent VWC at national, regional and international forums which focus on violence against women in Vanuatu when required.
- Conduct community education and training on violence against women and women's rights as required.
- Work with the Community Educator and Coordinator to organise and facilitate CAVAW training in Vila and in the islands (CAVAW training visits).
- Organise in-house training for staff, branches and CAVAWs in all areas of work, and the development and monitoring of learning objectives for VWC and Branch staff and CAVAWs, in consultation with the Coordinator
- Provide counselling and support to clients when needed.
- Be responsible for maintenance of staff meeting records, Management Committee and PCC meeting records.
- Assist the Coordinator in liaison with relevant Government and NGOs with regards to VWC.
- Develop, maintain and strengthening of partnerships with other agencies in consultation with the Coordinator.
- Partnerships and training on Gender, VAW & Human Rights.
- Monitor implementation of Family Protection Act & Family Protection Order.
- Travel locally and overseas.
- Undertake other duties which may arise and that are designated by the Coordinator.

ALL COUNSELLORS – also applies to Branch Counsellors

DUTIES

- Providing face to face counselling to clients, through phone, and during mobile counselling, as well as follow-up counselling and support to clients of VWC over the telephone and away from the VWC as required (eg on islands).
- Assess clients needs for legal representation and assistance from Court
- Work with Coordinator, Deputy Coordinator & Community Educator in identifying target population groups for community education.
- Monitor implementation of Family Protection Act & Family Protection Order.
- Liaising with Referral Agencies on Cases,
- Maintain clear and accurate Clients' record,
- Accompany clients to Referral agencies including kastom courts and advocate for clients' rights with all agencies.
- Do Filing for Clients' File.
- Respect Confidentiality and adhere to Counsellor Protocol/Guidelines.
- Undertake any other duties that may arise.
- Assist in Mobile Counselling as required.
- Maintain clear and accurate client records.
- Participation in community education programs.
- May be required to represent VWC in meetings nationally
- Provide Public Talks to specific groups, eg. Community/Church Groups and chiefs when requested.
- Liaise and network with community leaders in relation to client's case.
- Accompany client at Safe House.
- Provide counselling to children and young girls in schools when requested.
- Provide support during applications for Court Orders in Courts and during kastom courts.
- Monitor implementation of Family Protection Act & Family Protection Order.
- (including the General duties for all staff and Counsellors).

COUNSELLING ADMIN & SUPERVISION DUTIES

DUTIES

- Group supervision of counsellors -role plays
- Undertake Counsellor training for VWC & Branch staff and CAVAWs.
- Assist Research Officer to collect and Compile Statistics from Counsellors/Client Forms weekly,
- Report on cases/statistics during Staff Collective Meetings
- Assist with preparing statistics for the Progress Reports
- In-house training for members of CAVAW on attachment at VWC
- Assist Deputy Coordinator to develop attachment Schedules
- Assist in preparation of counsellor training materials for CAVAW
- Ensures record are kept of cases going to Court, Police, Medical and kastom Court
- Assist Community Education for Community Awareness in the Community and to groups (including the General duties for all staff and Counsellors)

MOBILE COUNSELLOR

Duties

- Plan and undertake Mobile counselling according to PDD,
- Report on Mobile Counselling activities,
- Liaise with chiefs, Police, Women's Groups in the communities and partner agencies & organisation, in regards to Mobile Counselling,
- Prepare the data on Mobile Counselling for the Progress Reports,
- Accompany Community Educator on Visits to CAVAWs,
- (including the General duties for all staff and Counsellors)

FINANCIAL AND ADMINISTRATION OFFICER

Duties

Responsible for maintaining accurate and reliable Accounting and Financial System for VWC. This system must be able to:-

- ◆ Provide The Management Committee, the Trustees and the Coordinator and the Deputy Coordinator with information to effectively monitor the Centre's financial situation; and
- ◆ Enable accurate tracking of expenditure on a project to project basis and accurate and timely reporting to Donors.

Maintain the Accounting and Financial Systems to ensure that:-

- ◆ All appropriate journals and ledgers are maintained,
- ◆ The systems can substantiate all payments and receipts and enable confirmation of unspent balances, income and expenditure according to budget,
- ◆ The systems provide adequate audit trails,
- ◆ The VWC meets all contractual and legal obligations (eg: VNPF and Severance Payments),
- ◆ The establishment and maintenance of all account and financial records including for:
 - Receipts and Banking
 - Payment of accounts and salaries
 - Preparing monthly accounts, including income and expenditure statements, bank reconciliations and balance sheets;
 - Supervising the financial management of the existing Branches and any new branches of the VWC that may be established.
 - Keeping accurate financial records for all VWC projects, such as the Safe House,
 - Preparing the accounts for audit,
 - Managing the Petty Cash system and the reimbursement of expenses
 - Maintaining an asset register in accordance with VWC contract with AusAID.
- Report to the Coordinator and Management Committee, Managing Agent, PCC as required, including the preparation and presentation of reports,
- Maintain a computerised accounting system with regular back-ups.
- Prepare budgets and financial acquittals for projects and consultancies;
- Provide financial reports as required by funding agency,

ADMINISTRATION

- Oversee the maintenance and acquisition of the office building and equipment,
- Update and maintain staff/employment/leave records & contracts.
- Order stationary and office supplies
- Maintain and Update the General Office Filing System
- Oversee the work of Office Assistant and Volunteer,
- Respect the Confidentiality of all clients; and the General duties for all staff.

OFFICE ASSISTANT – also applies to Branch Office Assistants

DUTIES:

- Greet Clients upon arrival at VWC
- Complete Enquiry Forms for Visitors and Clients
- Fill Staff's Names in Time Register Daily
- Answer Phones
- Keep Visitor's Register
- Make appointments for Staff
- Keep Register of Outward and Inward Mail
- Keep Register of Outward and Inward Facsimile Messages,
- Do Visits to the Post Office
- Responsible for Photocopying
- Respect the Confidentiality of all Clients
- Keep the Daily Diary
- Participate in VWC Staff Collective Meetings
- Participate in VWC activities eg. 16 Days of Activism annually & other special events campaigns.
- Supervise the opening and Closure of Office daily
- (including the General duties for all staff)

COMMUNITY EDUCATOR - also applies to Branch CEs

Duties

- Organise, Facilitate and Report on Training with CAVAWs
- Respond to Request for Public Talks and Workshops on Violence Against Women.
- Produce quarterly Newsletters,
- Organise Special Events Campaign eg. 16 Days of Activism
- Prepare and produce Radio Programs.
- Produce Community Education Materials as specified
- Liaise & support CAVAWs on islands
- Lobby for recognition of CAVAWs by Community leaders.
- Participate in all training deemed necessary by VWC.
- May be required to represent VWC in meeting nationally and/or internationally.
- Liaise with other agencies and groups nationally, regionally and internationally.
- Develop and undertake/coordinate programs & materials to nurture/strengthen skills of CAVAW members in all areas of their work, including Counselling and Support Services, Community Education/Awareness and Legal Advocacy and Lobbying and Management Capacity of their Committees.
- Public Talks to groups around Vila and islands when requested.
- Network with island-based provincial/area councils/government, NGOs and Civil Society to ensure that CAVAWs receive adequate support, including chiefs.
- Prepare documents for Progress Reports
- Keep Record of Media Reports
- (including the General duties for all staff)

LAWYER OF VWC

Duties

- Representation on behalf of VWC Clients and out-of-court settlements
- Provide in house training for all staff especially counsellors, including TOT in all relevant aspects of legal rights.
- Provide legal information during VWC training or community awareness.
- Provide training for CAVAWs including during visits and the national CAVAW training annually.
- Liaise with other law firms, Government, judiciary and Legal Officers eg. Public Prosecution Office, Public Solicitors Office, State Law Office and Courts
- Review Referral Systems for Clients
- Participate in/coordinate/train other VWC staff and CAVAWs to monitor the impact of all legislation and Court Orders on the status of Women & Children subject to violence.
- Reporting on activities in Project Progress Report
- Legal Literacy training to partner agencies and NGOs,
- Monitor implementation of Family Protection Act & Family Protection Order.
- (including the General duties for all staff)

RESEARCH OFFICER

Duties:

- Identify research needs relevant to Centre's work
- Access, collate & analyse data on violence against women and children
- Assist in production of information brochures based on research findings.
- Collate information kits on various Centre issues for students and the general public
- Identify target groups for research; arrange and lead surveys conducted by the Centre
- Provide training for branches and CAVAWs.
- Work in close consultation with the Coordinator and the Community Educator.

BRANCH PROJECT OFFICERS

Duties:

Answerable to VWC Coordinator and Deputy Coordinator.

- Oversee the running of the Branch
- Maintain clear and accurate Branch records
- Ensure that data is collected according to the monitoring and evaluation framework and report to VWC monthly on activities and achievements
- Work with Coordinator in identifying target populations groups for community education and other Branch needs.
- Develop, maintain and strengthening of partnerships with other agencies in consultation with the Coordinator.
- Participate in community education programs when required.
- Monitor implementation of Family Protection Act & Family Protection Order.
- May be required to travel for short periods occasionally; to undertake attachments abroad or in Vila
- Participate in all training identified by the Branch in consultation with VWC
- Participate in staff Collective meetings
- Participate in Branch activities and within the call of duty
- Prepare Branch financial acquittals and reports monthly (SCC only)
- Liaise and network with provincial government and area council representatives
- Liaise with and support CAVAWs on the islands.
- Training of CAVAWs.

Financial management responsibilities (SCC)

Responsible for maintaining accurate and reliable Accounting and Financial System for SCC.

This system must be able to:-

- ◆ Provide VWC with information to effectively monitor the Branch's financial situation; and
- ◆ Enable accurate tracking of expenditure on activities - timely reporting to Donors.
- ◆ Ensure that SCC meets all legal obligations (eg: VNPF and Severance Payments).
- ◆ Establish and maintain all account and financial records including for:
 - Receipts and Banking
 - Payment of accounts and salaries
 - Keeping appropriate journals and ledgers
 - Preparing monthly accounts, including income and expenditure statements, bank reconciliations and balance sheets;
 - Preparing the accounts for audit,
 - Managing the Petty Cash system and the reimbursement of expenses
 - Maintaining an asset register in accordance with SCC contract with NZAID.
 - Ensuring that the SCC has adequate and appropriate insurance for staff and property.
- Maintain a computerised accounting system with regular back-ups.
- Prepare budgets and financial acquittals.
- Provide financial reports as required and as requested by VWC

ANNEX 10: TERMS OF REFERENCE FOR CONSULTANTS

1. STRATEGIC PLANNING, RISK ASSESSEMENT, MONITORING AND REPORTING

Aim

The aim of this consultancy is to train and assist VWC with strategic planning, risk assessment, monitoring and reporting tasks:

- The consultant will work closely with and be accountable to VWC's Coordinator Deputy Coordinator.
- Training is to be undertaken through facilitated group workshops, and with individual staff on a one-to-one basis during the preparation of program documents.
- The consultant will only communicate directly with AusAID on the advice or request of VWC, and will report fully on any such communications.

Duties

- Train and assist VWC staff with all strategic planning and review tasks, including the preparation of Annual Work Plans.
- Ensure that risk identification, assessment, monitoring and management are undertaken during the annual planning and review process, using the project Logical Framework and Risk Management Matrices as a management tool.
- Train and assist VWC staff with the monitoring of program activities, including the preparation of Progress Reports.
- Train and assist VWC staff with the preparation of acquittals to AusAID.
- Ensure that all program reports are prepared in the format and to the standard required by AusAID.
- Adapt Terms of Reference for each consultancy as required by training needs, in consultation with VWC's Coordinator and/or the Deputy Coordinator.
- Prepare a brief report on each consultancy visit which summarises consultancy outcomes and identifies further training and assistance needs. The report shall be provided to both VWC Coordinator and Deputy Coordinator.
- Any other relevant duty as directed by VWC's Coordinator.

Indicators for VWC staff taking increasing responsibility for program management and reporting:

- VWC staff writing drafts of different sections of AusAID reports.
- Accurate preparation of financial reports on MYOB and acquittals by VWC staff before consultancies begin;
- Increased understanding of the logframe and M & E matrix by a range of staff, particularly indicators;
- Ability of key staff to link the planning of activities (using of the implementation schedule) with budgeting, and with reporting and planning formats;
- VWC staff taking responsibility for preparation and finalisation of performance monitoring information;
- VWC taking increased responsibility for the preparation of all Excel tables/matrices (updating the logframe, risk matrix, implementation schedules, financial tables).

Contracting arrangements

- The consultant is to be contracted by VWC and is responsible to the VWC Coordinator.
- Consultancy visits will occur in December to assist with the preparation of Progress Reports, and in May to assist with the preparation of Annual Plans.
- Visits will be for up to 12 working days. The duration of visits will be reviewed regularly in consultation with the VWC Coordinator and Deputy.

2. FWCC TECHNICAL ASSISTANCE

Ongoing inputs

FWCC will provide on-call technical assistance and mentoring to the VWC Coordinator and Deputy Coordinator as needed, for example, with problem-solving in relation to centre and branch management, counselling issues, community awareness-raising, the development of community education materials, research, legal advocacy, male advocacy activities and training, or any other areas that may arise from time to time.

Annual inputs

Annual counsellor training in Vila: FWCC will provide 2 trainers annually, at a mutually convenient time, to provide annual counsellor training for VWC and Branch staff and 4 CAVAW members to be selected by VWC. Term of reference for the annual counsellor training are as follows:

- Identify training needs in discussions with VWC Coordinator.
- Develop training programs annually to address identified training needs.
- Conduct annual counsellor training programs .
- Report on improvements in knowledge, skills and understanding of counselling ethics and counselling approaches for each participant, and comment on the capacity of each counsellor to develop further skills over time.
- Work with the VWC Coordinator and other key staff to identify or develop training to strengthen in-house counsellor training skills.
- Identify in-house counsellor training needs and activities to be undertaken between annual trainings.

Counsellor training attachments overseas: liaise with VWC's Coordinator to:

- Identify training needs for each attachment with the VWC Coordinator.
- Recommend VWC and/or Branch counsellors to participate in counsellor training attachments overseas, with FWCC, or in Australia or New Zealand.
- Identify suitable training providers for overseas training attachments in Australia or New Zealand.
- Develop a suitable training attachment program.
- Report on improvements in knowledge, skills and understanding.

Monitoring and Program Coordination visits: The FWCC Deputy Coordinator or her delegate will make 2 visits to Vila per year to participate in planning and review workshops held in December and May during preparation of Progress Reports and Annual Plans (3 days each). Two additional visits will be made in June and January annually to participate in the VWC Program Coordination Committee (1 day each).

3. MALE ADVOCACY TRAINING CONSULTANT

- Design the training program in consultation with the VWC Coordinator, on the basis of training needs identified by the Coordinator.
- Conduct the training in collaboration with the VWC Coordinator and other staff identified by her, with a view to increasing capacity in-country for male advocacy training.
- Report on participants' capacity to undertake community education on women's rights in their agencies and communities.
- Make recommendations on future training needs to participants to undertake advocacy activities for women's rights.

4. RESEARCH CONSULTANT

All steps of the research will be undertaken in consultation with the Coordinator and Deputy Coordinator/Research Officer. This aims to build capacity for developing and implementing research plans and methods, and for analysing research findings, in addition to ensuring that the design and implementation of research is appropriate to VWC's needs and to the local context. Key tasks are:

- Design research methodology and implementation program in collaboration with VWC, who will take responsibility for liaison with the Department of Women's Affairs and the Vanuatu National Statistics Office.
- Capacity building to the Research officer during each visit.
- Conduct and supervise pilot if needed, and amend the methodology as agreed with VWC.
- Work with VWC Coordinator and Deputy Coordinator/Research Officer to develop training for research assistants.
- Supervise the research in one province, if needed, after training has been undertaken with the Deputy Coordinator/Research Officer and Research Assistant.
- Work with Deputy Coordinator/Research Officer and Research Assistant to identify appropriate data recording and analysis tools.
- Participate in developing a workshop program to analyse and interpret the data.
- Prepare a draft research report in collaboration with the VWC Coordinator and Deputy Coordinator/Research Officer.
- Edit and finalise the research report based on comments from the Coordinator and Deputy Coordinator/Research Officer.

5. INTERNAL AUDITING AND FINANCIAL MANAGEMENT

1. On Call Accounting Services

- Provide advice and training on the MYOB accounting system as required.
- Provide advice in financial management procedures as required, in consultation with VWC's Coordinator, Deputy Coordinator, consultant or delegate, to ensure that financial management procedures conform with VWC's reporting obligations to AusAID;
- Assess and report on the Finance/Administration Officer's performance when requested.

2. Monthly Financial Controls/internal auditing

- Test a random selection of payment vouchers and cheque butts against myob entries to ensure that all supporting financial documentation is adequate and accurate;
- Check the Monthly Bank Reconciliations against the bank statement and myob reconciliation, and
- Check that monthly reconciliations and myob entries are undertaken for all VWC accounts, with priority given to the VWC AusAID account.

3. Annual Independent Audit

- Ensure that internal auditing and annual independent audit functions are clearly separated, by appointing 2 different partners to separately supervise each process.
- Carry out VWC independent annual auditing including a consolidated audit of all accounts, with a separate report on the AusAID account.

ANNEX 11: VWC CHILD PROTECTION POLICY

VANUATU WOMEN'S CENTRE

P. O Box 1358, Port Vila, Vanuatu.

Ph: (678) 25764 / 24000. Fax: (678) 22478.

Email: vwnc@vanuatu.com.vu



VANUATU WOMEN'S CENTRE CHILD PROTECTION POLICY

Updated March 2012

Introduction

Vanuatu Women's Centre's goal is the elimination of Violence against Women in Vanuatu and in that we also recognise the vulnerability of children and the need for implementing policies to better protect their interests and development. All staff of the VWC have a common commitment to the prevention of child abuse and the protection of children. In every country around the world, children are subjected to abuse and exploitation.

This Child Protection Policy outlines common values, principles and beliefs and describes appropriate steps that will be taken to ensure that children are protected during all programs and activities undertaken by VWC or where a member of staff or volunteer has a serious concern regarding the welfare or treatment of a child. The Child Protection Policy also honours Vanuatu's commitment to the UN Convention on the Rights of the Child (CRC) [1989] Article 19:

"State Parties shall protect the child from all forms of physical or mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse"

In this Child Protection Policy, 'children' refers to anyone under the age of 18. As according to CRC, Article 1:

"For the purposes of the present Convention, a child means every human below the age of eighteen years unless under the law applicable to the child, majority is attained earlier"

For the purpose of this policy VWC 'Staff' refers to any :-

VWC paid staff or volunteers, consultants or any other person brought into direct contact with children as part of the work or result of the work coordinated by VWC.

OUR COMMITMENT TO PROTECT CHILDREN

1. Our values, principles and beliefs

- All child abuse involves the violation of children's rights.
- All children have equal rights to protection from abuse and exploitation.

The situation of all children must be improved through promotion of their rights as set out in the UN Convention on the Rights of the Child and other human rights instruments. This includes the right to freedom from abuse and exploitation.

- Child abuse is never acceptable.

- We have a commitment to protecting children with or for whom we work.
- Agreements should always be in place with all partner agencies to use this child protection policy and procedure covering all joint activities or to have agreed the use of an alternative policy and procedure offering a comparable level of protection to children.

2. What we will do

We will meet our commitment to protect children from abuse through the following means:

- **Awareness:** we will ensure that all staff are well aware of the problem of child abuse and the risks to children.
- **Prevention:** we will ensure, through awareness raising and good practice, that staff minimize risks to children.
- **Reporting:** we will ensure that all staff are clear on what steps to take where concerns arise regarding the safety of children.
- **Responding:** we will ensure that action is taken to support and protect children where concerns arise regarding possible abuse.

In order that the above standards of reporting and responding are met, VWC will also ensure that its staff:

- Take seriously any concerns relating to the abuse of children.
- Take positive steps to ensure the protection of children who are the subject of any concerns.
- Support children or other adults who raise concerns or who are the subject of concerns.
- Act appropriately and effectively in instigating or co-operating with any subsequent process of investigation.
- Are guided through the child protection process by the principle of “best interests of the child”.
- Listen to, and take seriously, the views and wishes of children.
- Work in partnership with parents, legal guardians and/or other professionals to ensure the protection of children.

3. How VWC will meet the above commitments:

- All staff will sign up to, and abide by, the Code of Conduct.
- All staff will have a copy of the Child Protection Policy given to them on appointment and will sign an undertaking to follow the policy and procedure after they have received training.
- Recruitment procedures for all staff will include checks on their suitability for working with children.
- Staff will have management contact details and be briefed on the Child Protection Policy. Any child protection concerns and complaints should be reported to the Coordinator, or if she not available, the Deputy Coordinator, who will handle them in strictest confidence.
- VWC administration will establish a process to investigate possible abuse, once reported, and to deal with it in accordance with this policy.

4. CODE OF CONDUCT

All staff must sign up to, and abide by, these rules of behaviour.

VWC staff, and others associated with them, shall:

- Treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- Refrain from physical punishment of children.
- Not develop physical/sexual relationships with children.
- Not develop relationships with children which are could be seen as exploitative or abusive.
- Not engage children in any form of sexual activity, including paying for sexual services or acts which are illegal.
- Not act in ways that may be abusive or may place a child at risk of abuse.
- Not use language, make suggestions or offer advice which is inappropriate, offensive or abusive.
- Not behave physically in a manner which is inappropriate or sexually provocative.
- Not have a child/children with whom they are working to stay overnight at their home unsupervised.
- Not invite unaccompanied children into my home, unless they are at immediate risk of injury or in physical danger.
- Not do things for children of a personal nature that they can do for themselves.
- Not permit or participate in, behaviour of children which is illegal, unsafe or abusive.
- Not act in ways intended to shame, humiliate, belittle or degrade children, or otherwise perpetuate any form of emotional abuse.
- Not discriminate against, or show differential treatment, or favour particular children to the exclusion of others.
- Wherever possible, ensure that another adult is present when working in the proximity of children.
- Not use any computers, mobile phones, or video and digital cameras inappropriately, and never to exploit or harass children or to access child pornography through any medium.
- Immediately report concerns or allegations of child abuse in accordance with appropriate procedures.
- Refrain from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.

Use of Children's images for work related purposes

When photographing or filming a child for work related purposes, I must:-

Before photographing or filming a child,

- assess and endeavour to comply with local traditions or restrictions for reproducing personal images.
- Obtain consent from the child or a parent or guardian of the child. As part of this I must explain how the photograph or film will be used..
- Ensure photographs, films videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts,
- Ensure file labels do not reveal identifying information about a child when sending images electronically.

The rules of behaviour above are not an exhaustive or an exclusive list. It will include any action or inaction which is deemed to affect the child interests, safety, well being and development negatively. The principle is that VWC staff should avoid actions or behaviour that may constitute poor practice or potentially abusive behaviour towards children.

5. Complaint/Allegation Framework for Action

We will make a formal enquiry into any complaint (s) of non compliance of this Policy by VWC staff from:

- Children of VWC staff.
- Any child against VWC staff.
- Any parent on behalf of their children against VWC staff.
- From any concerned VWC staff.
- From the Police.

If there are allegations against any VWC staff breaching this Policy the following procedures will be followed.

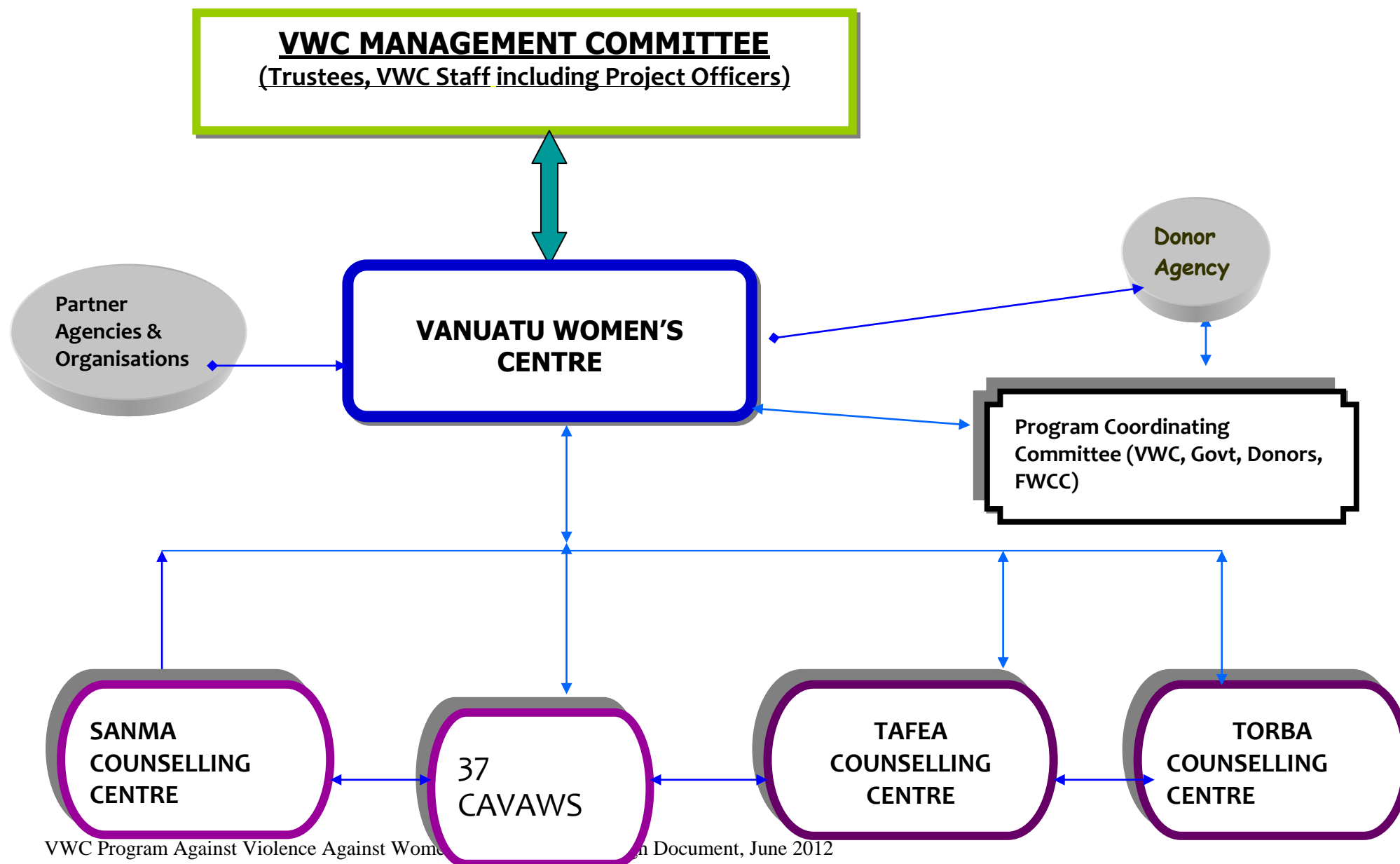
- The Coordinator and Deputy Coordinator are to be informed immediately.
- In the absence of the Coordinator and Deputy Coordinator the Project Officers are to be informed
- The Coordinator and Deputy Coordinator are to enquire into the allegations.
- In the absence of the Coordinator and Deputy Coordinator, if there is an immediate need the Project Officers are to enquire into the allegations.
- In the absence of the Coordinator and Deputy Coordinator the Project Officers are to update to the Coordinator and Deputy Coordinator of any progress and the status of the enquiry.
- The completion of the enquiry is to be of paramount importance to either the Coordinator or Project Officers.
- The Staff concerned should be informed immediately of the findings of the enquiry by the Coordinator, Deputy Coordinator or Project Officers in their absence.
- The staff concerned shall be given an opportunity to answer to the findings of the enquiry.
- If any of the allegations are proven after the enquiry subsequently the VWC staff concerned shall be notified of her termination.
- The coordinators shall be responsible for the termination of any VWC staff in breach of this Policy.

I have read the Child Protection Policy and I understand that the onus is on me to undertake to follow it and avoid actions or behaviors that may be construed as child abuse in all VWC activities and programs.

Signed: _____

Date: _____

ANNEX 12: ORGANIGRAM OF VANUATU WOMEN'S CENTRE



ANNEX 13: LIST OF CAVAWS BY PROVINCE

TORBA	CAVAW Name	LOCATION OF CAVAW
1	West. Vanualava	Vanualava island
2	Sola	Vanualava island
3	Mota	Mota island
4	Motalava	Motalava island
5	Gaua	Gaua island
6	Ureparapara	Ureparapara island
7	Torress	Torress Group
SANMA		
1	South Santo	Santo island
2	Matantas	Santo island
3	BigBay Bush	Santo island
PENAMA		
1	Melbrin/Melsisi	Pentecost island
2	Pangi/S. Pentecost	Pentecost island
3	Loltongo	Pentecost island
4	Walaha	Ambae island
5	Nduindui	Ambae island
6	E. Ambae	Ambae island
7	Nasawa	Maewo island
8	N. Ambae	Ambae island
9	Huritahi	Ambae island
10	Gaiovo	Maewo island
MALAMPA		
1	Lonhali	Ambrym island
2	Wawanfonhal	Ambrym island
3	Lolihor	Ambrym island
4	Uripiv	Uripiv island
5	Wala	Malekula island
6	Burbar/Blacksands	Malekula island
7	Aulua	Malekula island
SHEFA		
1	Tongoa	Tongoa Island
2	Emae	Emae island
3	Burumba	Epi island
4	Lamen Island	Lamen island
TAFEA		
1	Imaki	Tanna island
2	Aneityum	Aneityum island
3	Dillon's Bay	Erromango island
4	Port Narvin	Erromango island
5	Mid Mauk	Tanna island
6	Aniwa	Aniwa island
Total = 37		

ANNEX 14: SUMMARY OF VWC'S ACHIEVEMENTS AND IMPACTS

The joint AusAID/NZAID review of VWC concluded as follows:

*"The multi-faceted nature of this program that spans from national level human rights programs right into village level is a leader in the Pacific. The reviewers were impressed by the high level lobbying and advocacy efforts concerning CEDAW, human rights, legislative reform and systems accountability, through to empowerment of women, men and children at village level to take action and speak out against the violation of women and children's human rights. ... The overall findings from this review are that the VWC Program has achieved significant outcomes and has firmly placed the issue of violence against women and children on both the government and non-government agenda. There is evidence to suggest that the VWC Program has had an impact on many communities to achieve women and children's empowerment, increase women and children's access to services and justice and to mobilize large numbers of community members to rally against gender based violence through community based efforts linked to CAVAWs and the VWC Program more broadly."*⁹⁰

Some of the specific impacts highlighted by the review are listed below:

- *"Lasting law reform and changes in legal processes.*
- *Increasing women and children's access to justice.*
- *Improving the working relationships and integrated approaches to reducing violence against women and children through greater collaboration with health, education and the justice sector.*
- *Evidence of emerging community acceptance that some forms of violence against women and children are a violation of human rights*
- *Increasing acceptance that the VWC national network has an important role to play with community groups, chiefs, police and other community leaders requesting more information sessions and opportunities to link into the work of the VWC Program.*
- *Increased recognition that CAVAWs have a legitimate role in reducing violence against women and children in their communities; and despite many challenges are increasingly accepted in their community.*
- *Men can and are changing their attitudes towards violence against women and children, including examples where there are claims of behavior change by men.*
- *Increasing women's access to leadership, decision making and education through the development of the VWC national network."*⁹¹

The review also noted that several achievements in law and policy over this phase are the culmination of many years lobbying, education and awareness-raising by VWC. These include:

- *"Gazetting of the Family Protection Act in March 2009*
- *Establishment of the national Family Protection Task Force*
- *The establishment of a Law Reform Commission in Vanuatu*
- *Continued lobbying for a Human Rights Commission and comprehensive Family Law Act*

⁹⁰ Finucane and Tor 2010 op. cit.: 19, 24.

⁹¹ Finucane and Tor 2010 op. cit.: 42.

- *Development of a CEDAW compliance booklet by the Department Of Women's Affairs*
- *Highlighting and acting on the amended definition of rape which includes rape within marriage*"⁹²

VWC's national survey also provides some hard evidence of the cumulative impact of VWC's work since its establishment:

*"Places where VWC has been most active have significantly lower rates of physical and sexual violence by husbands/partners than places where VWC has been less active. These findings strongly suggest that the influence of VWC's counselling and community education work over the past 19 years has contributed to reducing women's risk of violence."*⁹³

⁹² Finucane and Tor 2010 op. cit.: 36.

⁹³ VWC 2011 op. cit.

ANNEX 15: ADDITIONAL INFORMATION REQUESTED IN THE AUSAID QAE REPORT ON THE VWC PHASE 6 PROGRAM

1. Costs per component and the expected number of beneficiaries

Total cost yrs 1-4 (Vatu)	% of total program cost (including VWC building)	% of total program cost (discounting VWC building)	Estimated number of beneficiaries
Component 1: VWC Counselling, legal assistance and support services			
42,694,758	9%	11%	<ul style="list-style-type: none"> ▪ 1500 new clients ▪ 1200 repeat clients ▪ 1500 requests for information (60% women & 40% men) ▪ 600 clients receive legal advice ▪ 600 clients receive assistance with court fees ▪ 80 receive assistance from client support fund (travel to access justice, accommodation, food) <hr/> <ul style="list-style-type: none"> ▪ VWC and Branch staff trained per year in counselling: 20 ▪ CAVAW members trained per year in counselling: 4
Component 2: Branches and CAVAWs (SCC, TCC, ToCC and new Malampa Branch from year 4; all CAVAWs)			
186,431,422	40%	47%	<ul style="list-style-type: none"> ▪ 2180 new clients ▪ 1800 repeat clients ▪ 3500 requests for information (60% women & 40% men) ▪ 50,000 participants (50% women/girls & 50% men/boys) in 1665 community education activities <hr/> <p>460 CAVAW members trained including:</p> <ul style="list-style-type: none"> ▪ 50 CAVAW members per year (45 CAVAWs) at national CAVAW training (90% women)=200 in total ▪ 40 CAVAW members per year at CAVAW training visits by VWC and SCC (90% women)=160 in total ▪ 24 CAVAW members &/or male advocates trained at FWCC regional training program (50% women, 50% men) ▪ 15 CAVAW members (women) trained per year at CAVAW counsellor training=60 ▪ 16 CAVAW members (women) trained in total during attachment to VWC and SCC <hr/> <ul style="list-style-type: none"> ▪ 240 men trained during male leaders workshops
Component 3: VWC Community Education and Awareness			
43,569,414	9%	11%	<ul style="list-style-type: none"> ▪ 14,500 participants (50% women/girls &

Total cost yrs 1-4 (Vatu)	% of total program cost (including VWC building)	% of total program cost (discounting VWC building)	Estimated number of beneficiaries
			50% men/boys) in 200 community education activities <ul style="list-style-type: none"> ▪ Unable to estimate the number of potential beneficiaries from media activities (radio programs, newsletters, community education materials distributed through VWC partners)
Component 4: Human and Legal Rights Lobbying and Training and Male Advocacy			
11,144,820	2%	3%	<ul style="list-style-type: none"> ▪ 85 participants from partner organisations trained (80 at training provided by VWC and 5 at the FWCC regional training program) including Government & NGO ▪ 60 men trained during VWC male advocacy training workshops ▪ Unable to estimate the number of potential beneficiaries from legal reforms (implementation of the Family Protection Act in rural areas; establishment of Human Rights Commission; progress made towards legislative compliance with CEDAW)
Component 5: Management and Institutional Strengthening			
181,958,375 (total comp 5) <ul style="list-style-type: none"> ▪ 116,708,375 (org & prog management) ▪ 65,250,000 (VWC building) 	39% (total comp 5) <ul style="list-style-type: none"> ▪ 25% (org & prog management) ▪ 14% (VWC building) 	29% (organisational and program management only, VWC building discounted)	<ul style="list-style-type: none"> ▪ 28 VWC and Branch staff trained per year in several different targeted training activities, according to needs identified annually; during both formal and non-formal capacity building events, provided by VWC, FWCC and other agencies ▪ Support provided for the achievement of all other benefits in components 1 to 4.

Summary of beneficiaries:

1. Total client counselling sessions for the VWC network over 4 years (components 1 and 2): 7290 (note that some clients may attend more than one session); 600 of these clients will receive legal advice and assistance.
2. Total requests for information on violence against women, legal and human rights, and child protection for the VWC network over 4 years (components 1 and 2): 5275
3. Total community education participants for the VWC network over 4 years (components 2 and 3): 92,000 (note that some may attend more than one activity), through 1865 community education activities.
4. Total CAVAW members trained over 4 years: 476 (components 1 and 2) (note that some CAVAW members may be trained in more than one session)
5. Total men trained as male advocates: 300 (components 2 and 4) (note that some men may be trained in more than one session)
6. Total members of partner agencies to be trained over 4 years: 85 (component 4) (note that some may be trained in more than one session)
7. Total VWC and Branch staff trained per year: 28

Notes:

- i. Identifying beneficiaries by component is artificial, since (as explained in the PDD) VWC takes an integrated approach to the implementation of the program, and staff salaries covered in all components support the implementation of activities and the achievement of benefits across all components. This particularly applies to component 5, and also to components 1 and 3 – that is, staff salaries, training and other costs included in those components support activities in other components, particularly component 2. Component 5 includes salaries for the Coordinator, Deputy and Finance/Administration Officer which are essential to achieve activities in all components, along with funds for staff training. Component 1 includes counsellor training and legal assistance costs which also directly contribute to benefits in components 2, 3 and 4. These and other linkages are explained in the draft PDD, pages 44-51.
- ii. Costs for component 5 are inflated for this phase due to the purchase of a building for VWC. Column 3 shows percentage costs by component if the VWC building is deducted from the total program cost.
- iii. Many of the targets (e.g. for training activities) were included in the draft PDD in Annex 4 (implementation schedules) and or Annex 5 (cost assumptions Annex 5B and 5E).
- iv. A conservative approach has been taken to identifying the estimated number of beneficiaries, using averages of beneficiaries over the last 4 years of the current program. This does not take into account the impact of moving premises which may reduce VWC's client numbers (previous experience demonstrates that client numbers can take several months to achieve previous levels after each move, despite assertive efforts to make the location of new premises known using various forms of media). It should also be noted that natural disaster and political upheaval can have a significant impact on client numbers as women and men are prevented from accessing services (lesson drawn from the experience of the Fiji Women's Crisis Centre).
- v. Some community education participants (components 2 and 3) may attend more than one community education event over the 4-year program; similarly, some training participants (all components) may attend more than one training. This follow-up is a positive feature of the VWC program which assists to consolidate attitudinal and behavioural change.

2. List of staff roles, responsibilities, qualifications and experience and remuneration for each position

Position	Monthly salary year 1 (Vatu)	Comments on qualifications and experience for each position – see notes below this table for historical and future perspective on desirable and essential qualifications and experience
Component 1: VWC Counselling, legal assistance and support services		
VWC Counsellor 1	100,000	A supervisory/management role for a new appointment with counselling qualifications &/or significant experience; note that Vt80,000 probationary salary is budgeted for the 1 st 6 months (see draft PDD p.110). Note that this salary rate assumes a bachelor's degree; a lesser salary may be paid if the appointee does not have a bachelor's degree.
VWC Counsellors 2, 3 & 4	52,000	Year 1 salary for all counsellors with no formal counselling qualifications, but with several years experience working with VWC including annual training (formal and non-formal) by VWC and FWCC.
Lawyer	120,000	Bachelor of Law with experience at a legal firm and at VWC. Current salary is Vt100,000; increase to Vt120,000 is awarded in recognition of her additional qualification

Position	Monthly salary year 1 (Vatu)	Comments on qualifications and experience for each position – see notes below this table for historical and future perspective on desirable and essential qualifications and experience
		(conditional admission to the Bar) & increased responsibility and duties (training, development of legal literacy materials).
Component 2: Branches and CAVAWs		
SCC Project Officer	96,009	Higher than other Project Officer (PO) positions because the SCC PO has been employed by VWC for 16 years; & because she has significantly more experience & responsibility than other POs (e.g. financial management, counselling peer supervision, training of CAVAWs; support to ToCC).
TCC Project Officer	55,000	Higher than POs for ToCC and Malampa because salary was based on that of the former occupant, who resigned in February 2012 after the draft PDD was prepared. Qualifications for a new appointment are year 12 certificate; experience in other work to promote women's rights & administration experience is desirable.
ToCC Project Officer	50,000	Starting salary for a new PO. Qualifications: Community Education and Training Centre (Fiji); work experience in government and Church agencies (administration); demonstrated experience and commitment to work to promote women's rights through CAVAW membership.
Malampa Project Officer	50,000	Note that this appointment will be made in Year 4 at the standard starting salary for a new PO. Essential qualifications are year 12 certificate; experience in other work to promote women's rights & administration experience is desirable.
SCC Counsellors 1 & 2	52,000	Year 1 salary for all counsellors with no formal counselling qualifications, but with several years experience working with VWC including annual training (formal and non-formal) by VWC and FWCC.
SCC Counsellor 3; other Branch Counsellors	43,000	Year 1 salary for counsellors who are newly appointed, have little or no experience, & little or no in-house training by VWC and FWCC.
Branch Office Assistants	40,000	Year 1 salary for all office assistants. See notes below regarding qualifications and experience.
SCC Community Educator	60,000	Starting salary for a new appointment of Community Educator. Essential qualifications for a new appointment are year 12 certificate; experience in other work to promote women's rights & community education is desirable.
Branch volunteers	20,000	This is an allowance rather than a salary. Commitment to promote women's rights is a selection criterion.
Component 3: VWC Community Education and Awareness		
VWC Community Educator	67,000	The current VWC Community Educator had a starting salary of Vt60,000 when she was first appointed (see SCC CE above); current salary is Vt63,038 after receiving annual 2.5% increments; the increase to Vt67,000 in year

Position	Monthly salary year 1 (Vatu)	Comments on qualifications and experience for each position – see notes below this table for historical and future perspective on desirable and essential qualifications and experience
		1 is awarded in recognition of her additional duties & increased responsibility from July 2012 which will include oversight of and training of CAVAWs.
Component 5: Management and Institutional Strengthening		
VWC Coordinator	226,281	Year 1 salary is based on current salary plus the 2.5% annual increment (see point ii below). The Coordinator is the founder of VWC. She has extensive and demonstrated experience & skills in training, advocacy, community education, media, counselling, & writing; formal qualifications include a Bachelor of Management; she has also received extensive training in key areas including: gender relations, human rights and violence against women, male advocacy on women's human rights, gender analysis, and training of trainers.
VWC Deputy Coordinator/Research Officer	193,841	Year 1 salary is based on current salary plus the 2.5% annual increment (see point ii below). Essential qualifications are a bachelor's degree; experience in other work to promote women's rights & community education &/or management is desirable. The Deputy was originally appointed as Research Officer & was given on-the-job training to perform both roles of Research Officer & Deputy. Formal qualifications include a Bachelor of Arts & Diploma in Development Studies, with experience as a Secondary School teacher.
Finance/Administration Officer	45,000	Current salary is Vt41,000; the increase to Vt45,000 is awarded in recognition of her additional qualifications (completion of MYOB Levels 1 & 2 & Intermediate, & Excel training). VWC appointed someone with the potential to fulfil the duties of this position at a lower salary than that budgeted for an applicant with formal qualifications; VWC has provided hands-on training (see point vi below). The increase in her salary also recognises improvements in the performance of her duties.
VWC Office Assistant	40,000	See Branch Office assistants above.
VWC Cleaner	24,000	This is an allowance paid at Vt1200 per day (PDD p. 126).
VWC Volunteer	20,000	See Branch volunteers above.

Notes:

- i. The above information on salaries is included in Annex 5 of the draft PDD; Annex 5B and 5E are cost assumptions which outline the starting salaries for each position.
- ii. Page 43 of the draft PDD indicates that all staff receive an annual increment of 2.5% for inflation. This increment is based on staff performance and may not be awarded each year if a staff member has not performed satisfactorily (based on ongoing assessments by the Coordinator and Deputy and the annual staff appraisal process). If staff leave VWC, the salary for the position will be reviewed when a new appointment is advertised, and in most cases new staff will receive the PDD starting salaries outlined above and in Annex 5B and 5E of the draft PDD. Staff are remunerated with probationary salaries for several months (usually 6 months) before they are

confirmed. Following confirmation, staff receive the full starting salary. The draft PDD (Annex 5B) is explicit about probationary salaries where these apply for year 1 of the program.

- iii. Experienced counsellors, new counsellors, office assistants, and volunteers receive uniform salaries across the VWC network as outlined in the table above (and in Annex 5B of the draft PDD). Where there are differences in salary allocations for the same position (e.g. Branch Project Officer, Community Educators) this is due to much greater experience of current staff. However, new appointments are made at consistent starting salaries.
- iv. Annex 9 of the draft PDD is attached to this document. This already outlines the roles and responsibilities for all staff. Annex 9 also outlines the duties that apply to ALL staff, regardless of position, which underlines VWC's teamwork approach to program implementation.
- v. Essential selection criteria that apply to all positions: English and Bislama language skills; commitment to the values and mission of the Vanuatu Women's Centre; willingness to sign on to the Child Protection Policy and other protocols (e.g. confidentiality for all clients). For this phase, new appointments will require year 12 as an essential qualification; higher qualifications (year 13 school, Foundation year 1 at USP, or undergoing continuing education at USP), and experience in other work to promote women's rights will be desirable selection criteria. The latter includes work experience and training as CAVAW members, which is highly desirable.
- vi. Due to the difficulty in finding well-qualified and experienced candidates for several positions, VWC has implemented a strategy, where necessary, of identifying recruits who demonstrate the potential to be trained to perform all the duties outlined in their job descriptions. Even where applicants have formal qualifications, considerable training is usually needed for them to fully understand the dynamics of violence against women. When first appointed, staff may be unable to perform all the duties included in their job descriptions. All staff are mentored and trained until they are able to do so, and this process may take 1-2 or more years, depending on the position; accordingly, an increment for increased responsibility may be awarded after several years. This approach is an effective strategy taking into account the context in Vanuatu (and associated difficulties with finding suitably qualified staff willing to work in the NGO sector), the teamwork approach taken by VWC to all its work, and the integrated approach to the program design. This strategy has been adopted on advice from FWCC and is based on FWCC's experience in similar contexts.
- vii. Many current staff were recruited before year 12 or year 13 was introduced as the highest school qualification in Vanuatu, and some were recruited when year 10 was a higher-level qualification. Consequently, the essential and desirable qualifications identified in point (v) above do not apply to all current staff, but to future appointments. Even in the recent past, VWC has found that Year 12, 13 and Foundation Year 1 USP graduates may not apply for positions at VWC, or if they do apply, they may not show any sign of commitment to women's rights, or have any work experience that equips them to work at VWC. Although the year 12 essential qualification has been set for this phase as a target, there may still be occasions when VWC needs to appoint new staff with lesser qualifications who demonstrate a commitment to promoting women's and children's rights and who bring rich life and work experience to the job.

3. Objectives, outcomes and targets

The QAE comment was as follows: "refine the design so that objectives and planned outcomes for the four-year program are clear and can be measured against expected targets - i.e. to show increase/decrease in the knowledge, attitudes and behaviours that the centre is seeking to change, the number of survivors of violence that will access services etc."

VWC believes very strongly that the objectives and planned outcomes are already very clear and that they can be measured using the M&E matrix and plan that is currently included in the draft PDD, notwithstanding the fact that attitudinal and behavioural change requires a much longer time-frame than 4 years. This can be demonstrated by the data that is included in the draft Activity Completion

Report for the current phase (which was based on a similar M&E framework). VWC's approach to M&E is an example of best practice for the assessment of behavioural and attitudinal change in programs to address violence against women; this has been acknowledged in previous reviews. It draws heavily on FWCC's approach to M&E, which has also been acknowledged several times as an example of best practice, reflecting FWCC's role as a centre of excellence in the region; however, the VWC M&E framework improves on the FWCC M&E framework by building on lessons learned from both FWCC and VWC over several years. The current M&E framework already addresses the 2 indicators for work on ending violence against women that are included in AusAID's own gender equality strategy (namely: number of additional women survivors of violence receiving specialist support; and number of vulnerable women, men, girls and boys provided with life-saving assistance in crisis situations).⁹⁴ Moreover, the current indicators were developed over several days of workshops using a participatory approach with VWC staff: consequently the current approach is owned by VWC; it has been proved to deliver robust data (and some indicators have been modified and updated and improved); and it is it cost-effective and time-effective for VWC to implement.

The following notes respond specifically to the QAE comment.

Access to services by survivors:

Several indicators are included in the M&E matrix that will measure access to services by survivors. These indicators are expressed as "the number of ..." rather than as targets. However, as requested by AusAID, targets for access to services by survivors have been identified in column 4 of the table in section 1 above in this document, and in the summary of beneficiaries directly below that table. The indicators that will measure access to services are as follows:⁹⁵

- i. Number of new clients reporting violence to VWC, Branches and CAVAWs (women, girls, boys) – this is a direct measure of the impact of VWC's work to increase access to services by survivors.
- ii. Number of cases of violence against women and children reported to police and health facilities – this is a direct measure of access to services *beyond VWC* by survivors, and is *also* a measure of changes in knowledge, attitudes and behaviour by women (because, as VWC's national survey shows, the vast majority of women do not report violence to anyone).
- iii. The number and percent of new and repeat VWC and Branch domestic violence and sexual assault clients who report to the police – this is a direct measure of the impact of VWC's work to increase access to services by survivors.
- iv. Total number of women and men accessing justice through the courts for domestic violence, sexual offences, child and family maintenance and custody (a new indicator to be trialled in this phase) – this is a direct measure of access to services *beyond VWC* by survivors, and is *also* a measure of changes in knowledge, attitudes and behaviour by women (because, as VWC's national survey shows, the vast majority of survivors do not seek access to justice).
- v. Number and percentage of new and repeat clients who receive family protection orders (FPOs) or temporary protection orders (TPOs) per year - this is a direct measure of the impact of VWC's work to increase access to services by survivors.
- vi. Number and percentage of new and repeat clients accessing VWC legal assistance, and outcomes from court cases - this is a direct measure of the impact of VWC's work to increase access to services by survivors, particularly access to justice.
- vii. Number of repeat clients using VWC, Branch and CAVAW counselling services per year (women, girls and boys) – this is a direct measure of the impact of VWC's work to increase access to services by survivors; it also measures changes in knowledge, attitudes and behaviours because women will not return to follow up their cases unless such changes have begun to occur, within themselves, and/or in their families and communities.

⁹⁴ AusAID 2011 Promoting opportunities for all: gender equality and women's empowerment: 14.

⁹⁵ Note that targets have been set for all the indicators listed over which VWC has some control, and which measure direct benefits from VWC's program.

- viii. Number of women and children assisted by the client support fund per year – this is a direct measure of the impact of VWC’s work to increase access to services by survivors.
- ix. Number of clients using safe house per year – this is a direct measure of the impact of VWC’s work to increase access to services by survivors.
- x. Number of clients assisted with court fees fund by type of case – this is a direct measure of the impact of VWC’s work to increase access to services by survivors.

Increases/decreases in the knowledge, attitudes and behaviours that the centre is seeking to change:

Several indicators are included in the M&E matrix that will assess changes in knowledge, attitudes and behaviours. These are as follows:

- i. Examples of policies, protocols, statements and actions from VWC network partnerships – these are direct measures of changes in knowledge, attitudes and behaviours because such institutional changes cannot occur without change in knowledge, attitudes and behaviours by individuals. As noted in the draft PDD (pages 65 and 146), “backward” steps will also be described where necessary (this is another way of referring to “decreases” in knowledge, attitudes and behaviours).
- ii. Family Protection Act implemented throughout Vanuatu – this includes 3 sub-indicators, each of which directly assesses changes in knowledge, attitudes and behaviours, particularly the sub-indicator which includes “examples of women’s experiences with TPOs reported to VWC, Branches and CAVAWs”. As noted above, this indicator will also focus on both positive and negative changes.
- iii. Examples of significant changes in clients lives – this is a qualitative indicator that will directly assess changes in knowledge, attitudes and behaviours due to VWC’s work, mainly by clients, but also by their families and communities, including community leaders.
- iv. Total number of requests for information from the VWC network by women and men – this is a direct measure of changes in knowledge, attitudes and behaviours because women and men from the community will not come to VWC or its Branches and CAVAWs to request information unless their attitudes have changed; requesting information on women’s and children’s legal and human rights is a change in behaviour in the context of Vanuatu culture and society.
- v. Progress made towards legislative compliance with CEDAW, particularly family law; and Human Rights Commission (HRC) established, resourced and operational – both these indicators are direct measures of changes in knowledge, attitudes and behaviours because such legal and structural changes cannot occur without change in knowledge, attitudes and behaviours by individuals, particularly those in positions of power in Government.
- vi. Involvement of trained male advocates in VWC, Branch and CAVAW activities – this is a direct measure of changes in knowledge, attitudes and behaviours because before they receive male advocacy training, these men are not involved in any way in VWC activities; this indicator is a direct measure of the impact of VWC’s male advocacy activities.

There are several indicators that measure the number of beneficiaries of community education and training to community members, staff, and partner agencies – these have targets and are listed in the draft PDD pages 151-155. They are not repeated here for the sake of brevity; however, they are all measures of VWC’s delivery of services which directly aim to achieve changes in behaviour, knowledge and attitudes.

VWC will undertake a research project on custom, violence against women and children and women’s human rights during this phase. This will identify specific aspects of knowledge, attitudes and behaviours that constrain and promote women’s and children’s rights in Vanuatu custom. It may also explore community views of how attitudes and behaviours have changed, and why – this would provide insight into VWC’s longer-term impact, and into “increases and decreases” in knowledge,

attitudes and behavioural changes. VWC has considered and rejected the option of undertaking another population-based study on knowledge, attitudes and behaviours during this 4-year phase, due to considerations of cost and effectiveness. VWC does plan to repeat the national study on prevalence and attitudes. However, this is not advisable in the short-term because it takes several years to demonstrate valid and measurable changes using such a survey instrument – it is advisable to undertake such costly studies at 10 year intervals as a minimum.

In addition to the indicators listed above, and following suggestions at the peer review, VWC will add an additional indicator that will trial a pre- and post-test survey instrument during training with other agencies (component 4). A short 1-2 page questionnaire will be developed to assess attitudes and knowledge prior to training, and at the end of the training. If this trial is effective and provides useful and valid information, a follow-up questionnaire may be also be trialled 3-6 months after training, and possibly 12 months after training, to assess whether changes in knowledge and attitudes have been sustained, and to explore whether any changes in behaviour have taken place. Data from these pre and post-training questionnaires will be triangulated with information collected on indicator i above, and possibly with indicators ii, v, and vi, depending on the training workshops selected for trial and implementation of this method.

Attachment: Annex 9 from the draft PDD outlining roles and responsibilities of all staff