

Formative Evaluation of the Pacific Regional Ending Violence Against Women (EVAW) Facility Fund



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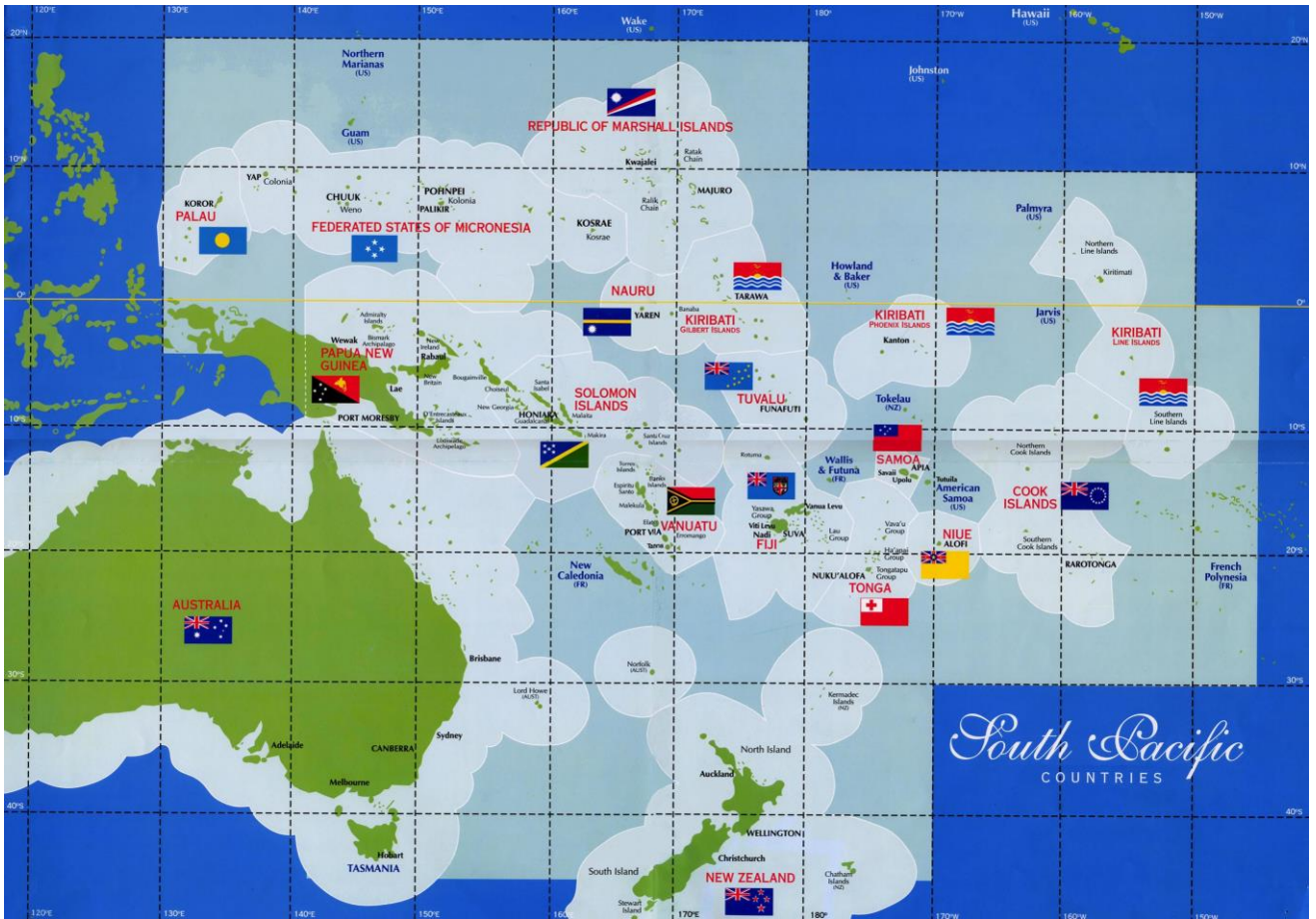


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List of Abbreviations

CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRC	Convention on the Rights of the Child
CSW	Commission on the Status of Women
DFAT	Department of Foreign Affairs and Trade (formally AusAID)
DFID	Department for International Development (of the United Kingdom)
DRF	Development Results Framework
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
EVAW	Ending Violence against Women
FAQ	Frequently Asked Questions
FGD	Focus Group Discussion
GE & HR	Gender Equality and Human Rights (also GE/HR, HR & GE)
ILO	International Labour Organization
KII	Key Informant Interview
MCO	UN Women Multi-Country Office - Fiji
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PMF	Performance Monitoring Framework
PNG	Papua New Guinea
RRRT	Regional Rights Resource Team
SWOT	Strength, Weaknesses, Opportunities and Threats
ToC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UN-SWAP	UN System-Wide Action Plan on Gender Equality and Women's Empowerment
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women (now UN Women)
VAW	Violence against Women
WHO	World Health Organization

Executive Summary

Background

This report presents the results of a formative evaluation of the Pacific Regional Ending Violence against Women (EVAW) Facility Fund, herein referred to as the *Pacific Fund*. The Pacific Fund is administered by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), with financial support from the Australian Aid Programme (DFAT). The UN Women Pacific Fund was implemented in 2009 for a three-year period (2009-2012); then, in 2012, the Fund was extended for one more year, after which it was extended until December 2017. The Pacific Fund is overseen by the UN Women Multi-Country Office (MCO) located in Suva, Fiji. When the Pacific Fund began in 2009, grants were earmarked for five countries, including Fiji, Kiribati, Nauru, Papua New Guinea (PNG), and Solomon Islands. In 2011, funding was extended to three more countries, including Samoa, Tonga, and Vanuatu.

Evaluation Purpose

The purpose of this formative evaluation was “to provide some early insights into a programme, and inform management and staff about the components that are working and those that need to be changed in order to achieve the intended objectives” (UN Women, 2009, p. 1). As a formative evaluation, emphasis was on Pacific Fund team engagement for forward planning, along with corresponding consultations with the UN Women MCO - Fiji team.

Methodology

This formative evaluation was divided into three phases: 1) desk review of Pacific Fund and project-related materials and other relevant regional and international documents, along with inception report preparation (off-site); 2) field consultations and interviews, along with inception report completion (on-site); and 3) report preparation and final consultations on recommendations and action planning (on-site and off-site).

Materials were reviewed for each of the 40 grant recipients and field interviews were conducted with 23 grant recipients, including programme officers and managers, and 2 grant recipients were interviewed via telephone. Focus group discussions were also conducted with beneficiaries or groups targeted by grant recipient organizations, key stakeholders (including training institutions and development partners), Pacific Fund team members, and other officers at UN Women MCO - Fiji. Altogether 150 stakeholders, grant recipients, and target groups or beneficiaries were consulted across the seven countries where grants had been awarded. Although no grants had been issued in Nauru, discussions were held with Pacific Fund team members in Fiji who had been involved in early meetings and discussions to review the history of Pacific Fund activities and what this might mean for the remaining years of implementation. Nauru was considered for funding during action planning, as were the remaining countries that fall under UN Women MCO - Fiji. Finally, a telephone interview was also conducted with the Australian Department of Foreign Affairs and Trade (DFAT) in Canberra, Australia.

Key Findings

Relevance

Evaluation findings suggest the Pacific Fund is relevant to EVAW in the Pacific Island countries. The Pacific Fund EVAW initiatives are also strongly aligned with international protocols and best practices related to promoting gender equality and human rights, as well as guiding documents for the UN in the Pacific. Careful

attention has been devoted to this alignment, resulting in regular review of the Pacific Fund and changes to the Fund's operation in 2012 to improve its alignment with UN policies on gender equality and human rights-based approaches (see **Annex B** for details of the 2012 changes). In addition, extensive training and field support was also provided to grant recipients of the Pacific Fund to strengthen their knowledge of and focus on gender equality and human rights-based approaches. More attention is required on supporting the right of target groups to participate in a meaningful manner throughout implementation of grant recipient projects.

One particular challenge facing multi-country initiatives such as the Pacific Fund is that there is considerable diversity and varied socio-political circumstances across countries, which profoundly affects the Fund's implementation. However, in the case of the Pacific Fund, the grant mechanism has allowed the Fund to support initiatives that reflect an awareness of these factors. The relevance of each initiative varies, with some better grounded in local needs and desires than others; at the same time, the opportunities and constraints facing grant recipients varies considerably across countries. Overall, however, the flexibility offered by a grants project of this type supports relevance.

Efficiency

This formative evaluation revealed changes made to the Pacific Fund since 2012 have improved the cost effectiveness of operations. This includes an improved proposal vetting process and reduction in risk, and focused attention on organizational training and strengthening in terms of the EVAW response which was designed to improve grant recipients' project results. However, the significant strengthening of the grant award process which has improved cost effectiveness does mean that the time between proposal solicitation and grant award can be considerable given the complexities of the proposal review process and the need to confirm organizational capacity, as well as due to factors outside the Pacific Fund's control. In this respect, the efficiency of getting grant monies to grant recipients is challenged, but overall cost effectiveness has improved. Also, the increased attention to organizational strengthening for an improved EVAW response in terms of up front support and training, and over-time support have also contributed to improved cost effectiveness.

This evaluation also found that beginning in early 2013, the results monitoring system for the Pacific Fund has significantly improved, along with the clarity of monitoring and the approach to (and resources required for) evaluation. Results from the monitoring system suggest that considerably more attention is being devoted to measuring both project activities and results, shifting away from a focus largely or entirely on the Fund's project activities. Pacific Fund personnel have used the increased availability of results data to consider Project improvements but, equally important, grant recipients themselves reported using this data themselves to improve project implementation.

Effectiveness

Significant changes made in 2012 to the administration of the Pacific Fund have resulted in improved effectiveness of the Fund. This includes: a much more effective call for proposals process; more systematic attention to training and post-training follow-up to broaden training impacts within the organization; capacity-building support to grant recipient organizations through a variety of mechanisms (e.g. Help Desk, Project Co-ordinator outreach, South-South Exchange, Knowledge Management, and so on); and, an improved monitoring system that focused additional attention on results monitoring. Yet, gaps still remain in terms of field support to grant recipients during project implementation and focusing additional attention on identifying opportunities for creating useful knowledge management products. This evaluation highlights the need for further Pacific Fund innovations to build on changes made to improve effectiveness.

Inclusiveness

Gender equality remains a challenge across all eight countries targeted by the Pacific Fund. UN Women efforts to respond to gender inequality, including with the Pacific Fund, includes advancing women's empowerment, addressing VAW, promoting gender-responsive approaches, and supporting services for survivors of VAW. The nature of the Pacific Fund approach, as a grant mechanism that includes CSOs, has yielded important results in terms of inclusiveness. Moreover, the Pacific Fund has a particular competitive edge in terms of inclusiveness and mainstreaming EAW, as well as targeting especially marginalised populations with grants to CSOs. In particular, Pacific Fund grants have supported services for survivors of VAW, including some programmes focused on marginalised populations who have been abused (e.g., sex workers). Some grant recipients have been careful to consider the particular needs of these populations, and have dealt with issues of discrimination as part of project implementation.

The Pacific Fund has also been careful to ensure engagement with various stakeholders in the process of implementation, as reflected in stakeholder engagement and representation in decision-making bodies, and links between the Pacific Fund and other broader EAW responses. The majority of grant recipients did actively engage with a variety of stakeholders, including both traditional and local leaders, other CSOs and opinion leaders, and political authorities. In smaller countries, engagement with policymakers was especially common.

Overall, the Pacific Fund has been quite successful in terms of stakeholder engagement and engaging with a wide range of stakeholders in a meaningful manner. However, the Pacific Fund team feels this can be further strengthened by better linking the Pacific Fund with other UN Women-supported EAW activities, and engaging with policy-makers and decision-makers.

Sustainability

Evaluation findings suggest that changes made to the Pacific Fund in 2012 have substantially improved the likelihood of sustained impacts. This applies to expanding Help Desk support activities to grant recipients and building EAW human rights-based and gender responsive capacities among grant recipients, as well as strengthening links between the Pacific Fund and policy and advocacy activities. Initial conclusions are that focusing on strengthening organizations engaged in the EAW response improves the potential for sustained programming, but weaknesses in these organizations means that sustainability will be challenged. The shift towards criteria that would yield stronger grant recipient organizations will support sustainability, but as a number of these organizations mainstream EAW, rather than focus on EAW specifically, it is not clear whether EAW mainstreaming will continue when financing ends.

Key Issues Arising

This evaluation also revealed several key issues arising with the Pacific Fund, including: project approach; optimal operations; managing expectations; future calls for proposals; competitive edge considerations; support for grant recipient implementation; strengthening project foundation for 2014-2017 and beyond; results monitoring, evaluation, and knowledge management; and, project reach. Within each of these key issues arising, issues of relevance, efficiency, effectiveness, inclusiveness, and sustainability are addressed to varying degrees.

Conclusions

This formative evaluation resulted in eight key conclusions, each of which are presented below:

1. Changes made to the Pacific Fund since 2012 have moved the Fund in the right direction. This finding is important because it reveals that the Pacific Fund has succeeded in putting in place systems for efficient

and effective functioning. This includes a proposal vetting process that ensures the Fund focuses on agencies with the ability to grow and improve their operations, capacity-building systems, and effective results monitoring and evaluation systems.

2. Demand for EAW support services is very high throughout the Pacific Islands countries and has grown in recent years. In many countries, this demand for EAW support services includes the need for financing and capacity building, as well as broader support to advance the EAW agenda. The growing links between the Pacific Fund and broader EAW activities which are of relevance to UN Women actions offer important opportunities for the Pacific Fund, allowing it to both achieve its own objectives and advance national EAW responses across Pacific Island countries.
3. Given the significance of the Pacific Fund across Pacific Island countries, within the next year the Pacific Fund needs to devote more attention to transition planning.
4. Progress made in results-based monitoring and evaluation will go a long way towards properly measuring the results of the Pacific Fund's activities and progress towards its objectives; however, a significant gap exists in information required to properly assess the Pacific Fund's impact and effectiveness. Thus, high quality baseline and follow-up results assessments are needed.
5. At the time of this formative evaluation, funds were not yet secured for a 2014 call for proposals and associated support for new grants.
6. This formative evaluation revealed there is significant room for improvement in Pacific Fund communications. As with any project, there is room for improvement in communications at all levels within the Pacific Fund and with its partners, as well as between the Pacific Fund and other projects and agencies involved in the EAW response. There has been a justifiable tendency in the Pacific Fund to focus on formal communications; however, since 2012, efforts to improve communications have been part of the overall changes made to the Pacific Fund.
7. Systems of effective knowledge management have been significantly strengthened since 2012, including review processes that ensure that quality products are produced and shared. Nevertheless, considerably more can be done to strengthen and expand knowledge management related to the Pacific Fund. The Pacific Fund is in a unique position to access information and insights from a wide range of actors and activities across numerous, diverse countries.
8. Over the past few years the Pacific Fund has committed to strengthening gender equality and human rights-based approaches at the stakeholder and grant recipient levels. This has included attention to the rights of participation of target groups; however, there is still room for improvement, especially in terms of the rights of participation of target groups.

Recommendations

The strategic recommendations that follow are guided by each of the aforementioned eight key conclusions. These recommendations were developed specifically to support UN Women MCO - Fiji in the management response. It is important to note that the recommendations that follow only cover areas of additional need.

Recommendation 1: The Pacific Fund should carefully consider what it is needed to operate at an optimal level. If the Pacific Fund were able to establish an optimal level operation with requisite and stable financing, it would be able to operate in as cost effective a manner as possible; this means that 'right-sizing' and 'right-focusing' of the Pacific Fund will offer a high return on investment.

Recommendation 2: Various innovative changes made to the Pacific Fund in 2012 should continue and focus should be on capacity building for grant recipients to strengthen the monitoring system. The Pacific Fund has undertaken a number of actions that have improved operations and are starting to show results; yet, the Pacific Fund team needs to consider how to effectively respond to this growing demand for support services, financing, and capacity building throughout the Pacific Island countries.

Recommendation 3: Transition planning should not be limited to the development of an exit strategy, but should consider the possibility of a handover to another agency or extension and expansion of the Pacific Fund. Demand for services provided by the Pacific Fund are very high and will most likely continue to grow in the future; clearly, the demand for services will continue to exceed supply. The Pacific Fund offers important services that, through UN Women, are provided by an agency with important competitive edges.

Recommendation 4: The Pacific Fund should plan for and secure technical assistance and additional financing for conducting high-quality baseline for a subset of 2013 grant recipients.

Recommendation 5: Additional calls for proposal should be issued for 2014 and 2015, and for additional years if the Pacific Fund continues. This recommendation requires additional financing for new grants and expanded technical assistance and capacity building support. It is also recommended that two key changes be made to the call for proposals process for 2014. The first is to issue a call for pre-qualification proposals, and the second is to consider a parallel limited call for proposals that targets agencies already administering grants for project extension, adaptation, or expansion.

Recommendations 6: There should be improved communications within the Pacific Fund Project and with its partners, as well as between Pacific Fund Project and other projects and agencies involved in the EVAW response. Efforts to improve communications should continue and be a key focus of the Communications Coordinator who is expected to join the Pacific Fund in 2014.

Recommendation 7: Effective knowledge management should be significantly strengthened and expanded related to the Pacific Fund.

Recommendation 8: The Pacific Fund should consider how it can help grant recipients implement their projects in a manner that strengthens the right of participation among target groups and valuable rights-holders. This is an important gap that will undermine the effectiveness of the Pacific Fund if it continues, and may weaken the Fund's sustainability. Beyond participation as a right, it is also based on the hypothesis that ownership is key to sustainability.

1. Introduction

1.1 Background

Data on the nature and extent of violence against women and girls (VAW) in Pacific Island countries has historically been lacking; however, in recent years, significant progress has been made with national prevalence studies on VAW in Fiji, Kiribati, Samoa, Solomon Islands, Tonga, and Vanuatu. VAW surveys have also been recently completed in or are planned for the Cook Islands, Federated States of Micronesia, Nauru, Palau, and the Republic of Marshall Islands. A module on VAW has also been included in a number of Demographic and Health Surveys (DHS) in some Pacific Island countries. In addition, in 2013, a UN multi-country study on men and violence in Asia and the Pacific was released, with Bougainville, Papua New Guinea (PNG) included as the Pacific study site. This study examined men's use of VAW in an effort to better understand the causes of violence and to improve prevention and response strategies.

Overall, findings from the aforementioned studies highlight high levels of VAW in Pacific Island countries and important differences across countries in terms of the nature and prevalence of VAW, causes of VAW, and characteristics of perpetrators. These studies also revealed significant variation in levels of VAW within countries. In some countries, as many as 7 in 10 women have been survivors of intimate partner violence (IPV) during their lifetime. These studies also revealed that both men and women often perceive the use of violence in the context of intimate relationships, marriage, and family as an 'acceptable form' of discipline or punishment of women and girls, rather than violence per se, thus highlighting the need for attitudinal and behavioural changes among both men and women in Pacific Island societies. In some Pacific Island countries and communities where insecurity has been a recent problem, sexual violence against women has been a significant problem. Throughout the Pacific Island countries, nationally representative data and statistically generalizable findings on VAW from these studies will continue to guide multi-sectoral initiatives to eliminate VAW, including policy and programme development.

In 2008, UN Women (then UNIFEM) issued a Project Document (ProDoc) requesting financing for the establishment of a Pacific Regional Facility Fund in Support of Organizations and Actions to Eliminate Violence against Women (EVAW), herein referred to as the *Pacific Fund*. In the context analysis of the ProDoc, UN Women (then UNIFEM) provided background information on the problem of VAW in Pacific countries and acknowledged high levels of VAW. In particular, the ProDoc (p. 5) notes,

“There are a number of issues underlying this prevalence of violence against women in the Pacific, including legal, cultural and religious issues. Culturally, Pacific societies are overwhelmingly patriarchal in nature, with significant gendered power inequalities. The cultural features also spill over into legal responses, with police officers often reluctant to intervene in what are considered 'domestic' matters, or encouraging survivors to reconcile with offenders informally. Custom and village courts presided over by untrained traditional leaders decide cases of violence against women on the basis of a belief that women have fewer rights and can be disciplined by husbands, or are at fault in cases of sexual offences.”

By 2012, UN Women's ProDoc noted improvements in policy and legislation in Pacific Island countries between 2008 and 2012, and a growing recognition among regional and national authorities as to the importance of developing EVAW. This ProDoc also recognizes that there are underlying cultural determinants for VAW, including asymmetrical power relations between men and women which continues to manifest into high levels of VAW. As stated in the ProDoc (p. 5),

“A culture of silence and shame around violence against women prevails. Despite the efforts of many organizations to promote women's human rights over the past few decades, recent

evidence shows that many women still think [VAW] is ‘normal’ and that men are justified in their use of violence. This is a reflection of the low status of women in all Pacific societies, and the shame and silence around the issue, making it difficult for women to talk about their suffering, and to seek help – and break the cycle. Even when women do choose to take action to end the cycle of violence, support, options and redress for the survivors are weak, as is access to formal justice while informal justice systems which often further compound the discrimination”

1.2 Programme Overview

In 2009, the Pacific Fund was established as a grant and capacity development facility that provides funding to organizations in eight Pacific countries that have submitted successful proposals in the EVAW arena, reflecting both good project ideas and competency in implementing interventions. The Pacific Fund also provides capacity enhancement and support on a continuous basis to grant applicants and recipients through a Help Desk with outreach and off-site support mechanisms, and through formal training programmes. In addition, the Pacific Fund offers a wide array of initiatives, forums, and products to support grant recipients and their efforts to EVAW, including;

- The South–South Exchange Programme
- Learning forums and exchanges, such as the annual Learning Exchange Forum
- Multi-sectoral consultations and engagements
- Collaboration with governments to sustain referral and protection systems
- Production of toolkits and knowledge management products
- A Community of Practice – a mechanism that allows different actors to learn from one another and other organizations, and gain new knowledge and access to information specifically related to VAW and EVAW.

The UN Women Pacific Fund was first implemented for a three-year period of 2009 to 2012; in 2012, the Pacific Fund was extended for one more year, and thereafter extended through until December 2017. The Pacific Fund is overseen by the UN Women Multi-Country Office (MCO) located in Suva, Fiji which covers 14 countries, including: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu. At the time the Pacific Fund was established, UN Women MCO - Fiji included PNG, which was targeted by the Fund. Thus, the Pacific Fund focuses on 8 of these 15 countries, including: Fiji, Kiribati, Nauru, PNG, Samoa, Solomon Islands, Tonga, and Vanuatu. Between 2009 and 2012, a total of 42 grants were approved across 40 organizations in 7 of the 8 abovementioned countries; Nauru was the only country that did not have any successful grant recipients.

According to the updated Logframe (2012, p. 16), the **goal/long-term result** of the Pacific Fund is that,

“Civil society organizations and key government departments working to eliminate violence against women in 15 Pacific countries are effectively implementing programmes, projects and actions for the response and prevention of violence against women in their communities and countries.”

The expected **outcomes** of the Pacific Fund are that selected organizations are more effective in preventing and responding to VAW. According to the 2012 ProDoc (p. 13-14), the **Theory of Change (ToC)** underlining the Pacific Fund’s approach is that,

“Through increased capacity development, civil society organizations in the Pacific will provide more effective, comprehensive and holistic services to survivors of violence, their affected families, and their communities and progressively develop prevention strategies to end all forms of violence against women.”

The key mechanism to provide support is a grant facility where grants of up to 100,000 USD are issued to organizations through a call for proposals process which is subsequently followed by extended vetting at national and regional levels. To manage these grants, and to better serve their target populations, significant attention is focused on capacity enhancement of grant recipients, a key constraint identified early during the Pacific Fund's implementation. Capacity enhancement includes training, technical assistance, mentoring support, learning exchanges, and inclusion in a regional Community of Practice, as needed. Capacity enhancement also includes advocacy and lobbying provided by the Pacific Regional Rights Resources Team (RRRT) headquartered at the Secretariat of the Pacific Community (SPC) in Suva, Fiji. Capacity enhancement tends to focus on organizational and project management strengthening, service provision for survivors of VAW, primary prevention of VAW, and gender equality and human rights-based implementation approaches. In terms of these latter forms of capacity enhancement, the Pacific Fund supports grant recipients to attend the Fiji Women's Crisis Centre's (FWCC) month long training on gender-based and human rights approaches to EAW and quality service delivery for survivors of VAW.

In 2011, the Pacific Fund underwent significant changes which expanded financing and offered larger grants to both civil society organizations (CSOs) and governments (both local and national), with an emphasis on applicants having sufficient capacities to implement and administer the grant. Effort was also made to establish stronger grant and capacity enhancement linkages through training and on-going support to grant recipients throughout the life of the grant, and greater involvement of national stakeholders in the review and nominations processes of grant applicants. Additional attention was also given to lesson learning and expanded knowledge management and communications.

In 2012 and 2013, the Pacific Fund team also made numerous improvements to the Fund's monitoring and reporting systems. This included revising the Pacific Fund's application and documentation guidelines and processes to support a more results-oriented process among grant recipients. The Pacific Fund team also strengthened the Fund's Help Desk functions with Project Co-ordinators and Country Programme Co-ordinators (overseeing the Project Co-ordinators in each country) who are able to provide greater technical assistance and support to grant applicants and recipients.

In 2012, the roll-out phase of the Pacific Fund's grant project included attention to primary prevention and enhanced access to services. Primary prevention refers to preventing violence before it takes place and stopping new acts of violence from occurring; primary prevention is consistent with UN Women's Global Priority Goal. According to the 2012 ProDoc (p. 22),

"The underlying aim of primary prevention is social transformation of gender values and norms since inequality is at the root of VAWG. Working on prevention of VAWG means addressing its underlying causes and promoting gender equality more broadly. Early prevention and intervention can help avert repeated cycles of violence, and all its avoidable social, economic and human rights costs."

The 2012 ProDoc also recognizes access to quality services for survivors of VAW as a major priority of the Pacific Fund (p. 20),

"A major priority of UN Women, and of this Project, is to work towards access to a 'core package of critical services' for survivors. The core package of services respond to immediate and practical needs that are relevant for all women and girls following an incident or threat of violence (such as hotlines, safe housing, police protection, legal aid or assistance measures, documentation of cases, health treatment, counselling, free transport)."

1.3 Evaluation Purpose/Objective

Given the evolving nature of the implementation of the Pacific Fund and the expansion of available resources, the Pacific Fund team decided that a formative evaluation that would assist in determining the way forward was required. According to UN Women (2009, p.1), a formative evaluation is “an evaluation which is designed to provide some early insights into a programme ... to inform management and staff about the components that are working and those that need to be changed in order to achieve the intended objectives.” The purpose of this formative evaluation was “to provide some early insights into a programme, and inform management and staff about the components that are working and those that need to be changed in order to achieve the intended objectives” (UN Women, 2009, p. 1). As a formative evaluation, emphasis was on Pacific Fund team engagement for forward planning, along with corresponding consultations with the UN Women MCO - Fiji team. The main **objective** was to look at where the Pacific Fund started, what it has accomplished, what has been learned along the way, and what this means for strengthening the Pacific Fund’s implementation over the next several years (i.e., from 2014 to the Fund’s completion in 2017). In this respect, this formative evaluation will consider what has been learned from the first phase of implementation (2009-2011) and after strategic revisions were implemented in 2012 and 2013 to determine whether the Pacific Fund is moving in the right direction. Findings from this formative evaluation will inform recommendations which should serve to inform steps that can be taken to strengthen the Pacific Fund.

This focus on learning and planning for the remaining four years of the Pacific Fund means that the main operational users of this formative evaluation are the Pacific Fund team, implementing partners, and donors to the Pacific Fund, as well as UN Women MCO - Fiji. UN Women Regional Office (RO) for Asia and the Pacific in Bangkok, Thailand is also interested in considering how successful the formative evaluation process is in achieving the objective of informing future programming of the Pacific Fund, and whether the formative evaluation approach would be useful in other programmatic situations. This includes considering the effectiveness of the evaluability assessment process and related products. Both UN Women MCO - Fiji and UN Women RO for Asia and the Pacific are interested in considering the efficacy of the grant financing mechanism which, when coupled with capacity enhancement and technical assistance and support, is strengthening services for survivors of VAW and supporting primary prevention of VAW and policy advocacy related to EVAW. UN Women’s Evaluation Office in New York City is also interested in lessons learned from this formative evaluation.

1.4 Methodology

The methods applied in this formative evaluation were designed to assess whether the strategies put into place in 2012 and 2013 to strengthen the Pacific Fund were having the desired effects, and to identify what was lost versus gained from the strategic changes made to the Pacific Fund in 2012 and 2013. This formative evaluation was designed to ensure findings would lead to practical and implementable recommendations that would further improve and enhance the Pacific Fund during its remaining years of implementation from 2014 to 2017.

Five different activities shaped the approach to this formative evaluation, including:

- Desk review of international and project materials, and operational documents
- Consultations with Pacific Fund and MCO team members
- Discussions with target groups reached by the interviewed grant recipients/organization
- Interviews with key stakeholders and grant recipients
- Consultation with Pacific Fund team members regarding evaluation findings, conclusions, and recommendation

Each of these activities is discussed in more detail below.

Because the Pacific Fund targets eight countries at this juncture, this formative evaluation of Pacific Fund implementation in all countries where activities have been carried out was required. Among these eight

countries, seven countries have received grants, the exception being Nauru. The TOR for this formative evaluation made provisions for four countries to be visited, including Fiji, Kiribati, Solomon Islands, and Tonga, whereas a Pacific Fund officer from the UN Women Office in PNG would support evaluation activities in PNG. For the remaining two countries, Samoa and Vanuatu, Skype interviews were conducted with the Country Programme Co-ordinators who worked with the two grant recipients (one per country). For a full list of field consultations see Annex C.

1.4.1 Desk Review

The evaluation began with a desk review of international and Pacific region UN Women documents, and Pacific Fund and grant-related materials, including a series of operational documents and annual reports from grant recipients. The desk review also included materials related to the recently-updated Evaluability Assessment, prepared for this formative evaluation (Pacific Regional EAW Facility Fund, 2014a). A meeting was held with the Monitoring and Evaluation (M&E) and Knowledge Management Officer, who is a member of the Pacific Fund team, to ensure the materials were properly organized and understood, and the relative merits and use of these materials was discussed. These materials were reviewed to inform the identification of issues to be investigated during the evaluation, and at a later point were used when writing up findings, drawing conclusions, and making recommendations. Documents consulted during the desk review are listed at the end of this report.

This formative evaluation was guided by international evaluation materials that reflect lessons learned as to the role of evaluation in strengthening project results, and on maximising the positive impact of evaluation on project performance. Using the Organization for Economic Co-operating and Development's (OECD, 2010) evaluation criteria, which has been adopted by a variety of agencies including the Australia Aid Programme (DFAT) and UN Women, this formative evaluation focused on relevance, efficiency, and effectiveness with consideration of early signs of sustainability of interventions both in terms of strengthening grant recipient organization, as well as primary prevention efforts. In addition to these standard criteria, UN Women included the criteria of inclusiveness within the context of gender equality, referring to who is reached and who is excluded. The Australia Aid Programme further emphasises the importance of considering the functioning and effectiveness of a programme's monitoring and evaluation system, as well as how well the implementing agency uses information and learns from this information.

1.4.2 Consultations with Pacific Fund and MCO Team Members

Formative evaluations are typically characterized by extensive team engagement throughout the exercise, coupled with independent field assessments by the evaluation team, without the involvement of Pacific Fund personnel, to ensure independence and open discussion. Thus, the Pacific Fund team was extensively involved in this formative evaluation, including the planning for this formative evaluation and conducting the Evaluability Assessment. This included a two-day start-up workshop which involved the Pacific Fund team based in Suva, Fiji and the Project Co-ordinator from PNG. The workshop included:

- Review and mapping of the history of the Pacific Fund, including a discussion of significant events and missed opportunities.
- Strengths, weaknesses, opportunities and threat analysis (SWOT), taking care to include a discussion of actions taken to overcome problems and the effectiveness of these actions.
- Story with a Gap Exercise, based on the project review and SWOT, to consider where the Pacific Fund team wanted the project to be by the end of 2017. This included a review of the current situation and whether this would get the team to where they want to be by the end of the project, as well as possible roadblocks and alignment issues within the MCO, UN Women, and the regional UNDAF.
- Review of evaluation criteria, using the questions in the Inception Report.

1.4.3 Discussions with Target Groups Reached by Grant Recipients

Following consultations with the Pacific Fund and UN Women MCO - Fiji team members, the evaluation team conducted a two-day familiarisation trip around Fiji's main island of Viti Levu, during which interviews were conducted with individuals reached by a grant recipient in Nadi, a town on the west coast of Viti Levu. Following field visits, two field instruments were developed (see Annex E), including:

- Two-part one-on-one key informant interview instruments, with the first part focused on grant recipients and the second on other stakeholders
- Focus group discussion instruments focused on target groups who have received services from grant recipients.

1.4.4 Interviews with Key Stakeholders and Grant Recipients

Following the field visits and development of field instruments, the evaluation team met with senior members of the Pacific Fund to select grantees for interview. Criteria for selecting grant recipients involved three steps:

1. Grant recipients who received grants in the early years of the Pacific Fund (2009-2011), and those who received grants after strategic changes were made in 2012 and 2013.
2. Grant recipients covering each country where grants were issued.
3. Grant recipients that required more assistance and attention, and those that required less.

Among the 40 grant recipients, 25 were targeted for interviews across 5 of the 8 countries reached by the Pacific Fund, and 23 were actually reached. In Samoa and Vanuatu, only one grant recipient was interviewed; whereas in PNG, Fiji, Tonga, Solomon Islands, and Kiribati, multiple grant recipients were interviewed. In Vanuatu and Samoa, Skype discussions were also held with UN Women officers responsible for managing the Pacific Fund, and who had experience with the final two grant recipients. Only one grant recipient in PNG and one in Solomon Islands were not reached, despite multiple efforts.

1.4.5 Consultations with Pacific Fund Team Members Regarding Evaluation Findings, Conclusions and Recommendations

Following completion of field work, the international evaluators (consultants) pulled together key findings for discussion with the Pacific Fund team. While the evaluation team had already drawn initial conclusions, the presentation excluded these conclusions to allow the Pacific Fund team to draw their own conclusions. Following this, additional conclusions drawn by the evaluation team were presented and discussed. The report was then prepared and underwent a series of revisions by the international evaluators, with a series of comments and proposed revisions by the Pacific Fund team and Stakeholder Reference Group. The evaluation team leader, Dr. Cownie, returned to the UN Pacific MCO - Fiji to participate in a series of meetings, along with other stakeholders, where a full-day Recommendations Review and Plan of Action Development Workshop was conducted. The results of this workshop were incorporated into the final report.

1.4.6 Evaluation Team

This formative evaluation was conducted by two consultants from SIAPAC (LLC), a United States-based evaluation consultancy firm. The consultancy team included Dr. David S. Cownie, Team Leader and Senior Consultant, and Mr. Robin Weeks, Junior Consultant. Both consultants have extensive evaluation and field data collection experience and expertise. The contract was awarded in January 2014, and the evaluation was conducted between late January 2014 and May 2014.

2. Findings

This formative evaluation was focused on reviewing the Pacific Fund's focus and implementation processes, and considering whether changes are needed to enhance the likelihood of achieving desired outputs, outcomes, and contributions towards intended impacts. Fortunately, this formative evaluation was conducted at a point in the Pacific Fund's implementation process when lessons had already been learned from an earlier phase (2009-2011), and impacts from changes made in 2012 could be evaluated. The findings from this formative evaluation are presented in two ways. First, findings by evaluation criteria are presented, including relevance, efficiency (emphasising cost effectiveness), effectiveness, and inclusiveness. Second, findings related to key issues that arose during the evaluation are presented. As a formative evaluation, it is too early to consider sustainability, but early signs of sustainability and challenges to sustainability are considered and presented throughout.

2.1 Relevance

In general, relevance is the extent to which the objectives of a development intervention are consistent with the evolving needs and priorities of beneficiaries, partners, and stakeholders within the country context. A number of questions were included in the data collection tools to discuss various aspects of relevance with stakeholders, grant recipients, and beneficiaries or target groups (see Annex D). Issues of relevance were also discussed extensively with the Pacific Fund team, Project Co-ordinators, and Country Programme Co-ordinators.

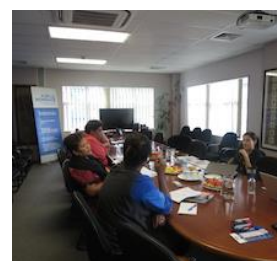
Findings related to relevance are grouped into two categories: relevance in terms of alignment, particularly with the UN system and key conventions and regional development frameworks; and relevance in terms of responding to VAW and EVAW.

2.1.1 Alignment

Regarding the Pacific Fund's relevance in terms of alignment with the UN system and key conventions, this formative evaluation found that the Pacific Fund has strong alignments with international conventions, including CEDAW and CRC and related protocols, as well as with international best practices related to gender equality and human rights approaches. The Pacific Fund is also strongly aligned with guiding documents for the UN in Asia and the Pacific, including the United Nations Development Assistance Framework (UNDAF) for the Pacific. According to Outcome 2.1 of the UNDAF for the Pacific Region, five potential responses were identified, including:

- Support the strengthening of legal frameworks that adequately address violence against women and children (VAWC).
- Incorporate modules on VAWC into training curriculum at the pre-service and in-service training levels for health workers, police, and teachers.
- Leverage the rollout of the UN Secretary General's UNiTE campaign to link all leaders and key sectors, region wide to end VAWC, and to make this a development priority.
- Support policies on sexual harassment in the workplace with mutually reinforcing actions to promote gender equality in staffing, substance, and structure.
- Prioritise collection and analysis of gender disaggregated data.

Since 2009, the Pacific Fund's alignment with the UNDAF and Development Results Framework (DRF) has been reviewed on an annual basis. Since 2012, this review has been enhanced and has become more systematic, including team reviews of alignment and progress. The comprehensive Evaluability Assessment conducted for this formative evaluation includes useful links to documents showing the planning and review processes.



In general, the DRF also includes four outputs that are consistent with the Pacific Fund, including:

- Output 3.1.3 – Capacity of CSOs and government departments strengthened to influence sub-national policies, actions, and budgets to address VAW.
- Output 3.2.2 – Strengthened capacity of selected organizations to design and implement evidence-based prevention strategies on VAWG.
- Output 3.2.5 – Selected organizations strengthened to operate effectively and access financial resources to prevent and respond to VAWG.
- Output 3.3.1 – Disadvantaged and marginalised women have the knowledge and skills to effectively access and participate in EAW-related policies, actions and budgets (e.g., HIV positive women, rural women, sexual minorities, women with disabilities, etc.).

In general, given the majority of measures in the Pacific Fund's Performance Monitoring Framework (PMF) are focused on organizational strengthening, the Pacific Fund's PMF's clearest alignment is with Output 3.2.5. The second half of Output 3.2.5 ('and access financial resources') has proven to be more challenging, but is a specific objective of the Pacific Fund. In terms of Output 3.2.2, since 2012 the Pacific Fund has devoted additional attention to prevention, in recognition of the severe limits of awareness-raising on prevention that have taken place to date among grant recipients, and in recognition that primary prevention was poorly understood. In terms of Output 3.3.1, the Pacific Fund can only respond to solid applications, and while it can endeavour to ensure that various organizations are aware of the call for proposals and can advise them on how forms should be completed, it cannot purposefully target organizations that reach especially disadvantaged persons. This same issue holds in regard to Output 3.1.3; however, the Pacific Fund has taken additional measures since 2012 to link the grants to policy innovation through trainings on advocacy and lobbying for legislative change and policy development through RRRT. Furthermore, the call for proposals specifically indicated that it would be especially interested in proposals that focus on marginalised women and girls, including those living in poverty, those with disabilities, and those affected by HIV/AIDS or areas otherwise especially excluded or disadvantaged.

The abovementioned four DRF outputs fall under three global DRF outcomes:

- Global DRF 3.1 – Laws, policies, and strategies are adopted to respond to and prevent VAW, in line with international standards.
- Global DRF 3.2 – Laws, policies and strategies that respond to and prevent VAWGs are implemented.
- Global DRF 3.2 – Women from excluded groups are able to effectively influence policies, actions and budgets to address VAWG.

The Pacific Fund also focuses considerable attention on its alignment with gender equality and human rights approaches. Since 2013, the call for applications has asked those completing the application to explain how their proposals would implement a human rights and gender-responsive approach. The call for applications noted (p. 2),

“A human rights and gender-responsive approach is a way to implement programmes that seeks to redress discriminatory gender practices and empower disadvantaged women and girls, allowing them to participate effectively in development interventions and affect policy-making as rights-holders. It requires those who can improve lives to fulfil their obligations, work towards improving the lives of women and girls, and overcome a history of violence.”

Practically speaking, human rights and gender-responsive approaches can be difficult to understand or, conversely, can be used to fit any project description. The result has been the need for careful review by national and regional committees to consider whether the proposed project is indeed consistent with these core ideals of UN Women. Attention has also been devoted to ensuring clarity in target group identification and of the importance of following ethical protocols during implementation to ensure that people are not

put in harm's way. In addition, attention has been devoted to describing narratives of how gender relations in society have affected project results.

Having said this, attention to human rights has often not extended to important elements of project implementation. Findings from the field suggest that there are particular challenges to implementation strategies that do not engage with target groups as rights-holders, but rather treat them as 'beneficiaries' that receive services. For example, some of the drama groups determined the content of plays before going to a community, rather than engaging with community members to identify relevant themes. This is especially problematic in awareness-raising projects, where project approaches are fully pre-defined and 'extended' to target groups, rather than engaging target groups in defining the content and direction of the projects. This was the case for a range of projects reviewed in Kiribati, Solomon Islands, and Fiji. Nevertheless, there were also cases where, for example, a drama group in Fiji actively engaged community members in activities from the beginning and relied on broader community involvement in follow-up project activities. There were also good examples in Solomon Islands, PNG, Samoa, and Tonga where grant activities represented only the first contact, after which actions were embedded in follow-up consultations that involved a range of community actors, and where community-level consultative structures decided how they wanted to proceed with supporting improved access to protective services for survivors of VAW. One area of particular sensitivity is related to survivor participation in the public response to VAW; particularly, given the fact that personal risk and cultural ethos make it difficult for survivors of VAW to publically comment on their situations and their actions.

While there are good examples of human rights approaches in project implementation processes, there are more cases where human rights approaches are not considered; this alignment with human rights approaches needs further attention. To further clarify, the call for proposals (p. 2) notes that human rights and gender responsive approaches are a "way to implement programmes that seeks to redress discriminatory gender practices and empower disadvantaged women and girls, allowing them to participate effectively in development interventions"; however, this intended outcome can be only partially achieved by a focus on project deliverables. Yet, it can be fully achieved by aligning human rights approaches that give equal attention to the *process* of project implementation. This means that target groups have the right to influence how things are being done and what is being done. Such an alignment would not be a shift in the Pacific Fund's policy or procedures, but would require that the Pacific Fund operationally reconsider how it approaches the right of participation. It would also require considerable attention to be focused on supporting grant recipients to change how most deal with the right of participation.

In terms of project and results monitoring, there is a specific section in the reporting forms on human rights and gender equality, and issues of gender equality are considered throughout the reporting forms. Follow-up with grant recipients via e-mail and telephone communications has occurred to focus considerable attention on reporting on human rights and gender equality; as a result, the quality of the reports in this regard improved considerably in 2013. The results for 2013 are included in a linked file in the Evaluability Assessment Report prepared by the Pacific Fund team, and highlight both training in gender responsive programming and a human rights approach, both during the application process and, thereafter, during implementation.

This last point is related to prioritising collection and analysis of gender disaggregated data. In 2013, revisions made to monitoring tools focused attention on reporting on gender disaggregated data, and in doing so additional attention was focused on supporting grant recipients to use gender disaggregated data in their programming. This focus is aligned with Outcome 2.1 of the UNDAF for the Pacific, i.e. to prioritise collection and analysis of gender disaggregated data.

2.1.2 Responding to VAW and EAW

The Pacific Fund has played an important role in building local capacity to respond to VAW and EAW, and in some countries has influenced government EAW policies. In most countries, Pacific Fund activities have been well ahead of policy implementation, particularly in Solomon Islands and Kiribati.

In 2009, when the Pacific Fund was implemented, it looked at capacity development and grant components separately; there was no linkage between the two. Since 2012, UN Women MCO - Fiji has devoted considerable attention to strengthening the coherence of the regional response to VAW and EAW. In 2014, this included a detailed annual work planning process with a focus on results and linkages within and across programme areas, such as EAW and women's economic empowerment. The tendency to 'plan in silos' is a real problem within most organizations, and the requirement for careful consideration of how different programmes can support each other in a practical and measurable way is important. Equally important is linking the Pacific Fund to the broader EAW response, especially given the outcome objectives related to regulatory, strategy, and policy responses. In 2012, on the advice of DFAT, steps were taken to see how the Pacific Fund team could improve their strategy by asking grant recipients to link capacity development to advocacy for regulatory, legal, and policy changes. This included changes to the application form and monitoring tools to include questions on how the activities can and do affect legislation, policy development, implementation, and national planning toward EAW. The reporting system was also strengthened to directly measure grant recipient activities associated with advocacy for legal, regulatory, and policy changes and how this has translated into successes on the ground, such as advancements in responding to VAW in the Anglican Diocese covering three Pacific countries and the development of a solid Fiji Women's Plan of Action (2010-2019) that includes a variety of EAW commitments and practical actions, including a commitment for more effective primary prevention actions.

Fieldwork conducted during this evaluation found numerous other examples of how grant recipients had engaged in advocacy. For example, a number of grant recipients have been involved in trainings that target health workers, police, and teachers, including grant recipients in Kiribati, Solomon Islands, PNG, and Fiji. Training curriculum includes broad-based and specifically focused training programmes. The Pacific Fund team is also involved in overall EAW planning and progress reviews of grant recipients' involvement in national EAW activities and advocacy, including 16-day events and advocacy for passage of bills such as the Family Protection Bill in Solomon Islands and Family Peace Bill in Kiribati.

Engagement with CSOs which are often weak and operate in difficult circumstances is especially important in building broader responses to VAW and EAW in Pacific Island countries targeted by the Pacific Fund. Two areas where the Pacific Fund's grant mechanisms appear to offer a competitive advantage are: 1) CSOs, especially in smaller countries, often have direct links with influential policymakers; and 2) some CSOs are relatively important players in their areas of specialisation, and in these respects can have a significant influence. Both of these competitive advantages are especially important in terms of developing responses to VAW and mainstreaming EAW in Pacific Island countries. The Pacific Fund's focus on strengthening civil society is consistent with the expected role of CSOs in EAW, as noted by the Commission on the Status of Women (2012) and as outlined in the Beijing Declaration and Platform for Action. More broadly, linking the Pacific Fund with EAW is intended to support broader policy changes, and more attention has been devoted to these linkages since 2012.

In addition, since 2012, the Pacific Fund's application and reporting formats have gone beyond the 'official' response to VAW to also include social norms. In part, this change is based upon conclusions drawn from experience with grant recipients from 2009 to 2011, in which CSOs, in particular, were found to be influential with religious institutions and among traditional authorities. This formative evaluation found examples of this in fieldwork in PNG, Solomon Islands, Samoa, Fiji, and Kiribati. In each case where the funded organizations were well known in the areas they operated, including among decision-makers, they felt they were able to influence EAW more broadly than just Pacific Fund grant implementation.

While civil society is expected to play an important role in responding to VAW and EAW, civil society reach is limited across all Pacific Fund targeted countries, albeit to varied extents. While **Fiji** has a number of grant recipient CSOs, the role of civil society has been constrained due to political developments since 2006. Those CSOs that do exist tend to have limited reach, and most are located on the main island, with virtually all based in Suva. Few CSOs in Fiji appear to have a sustained reach at the community level. Similarly, in **Solomon Islands** one key informant noted that substantial resources are required to work effectively with communities, but few organizations exist that can effectively do this. Moreover, many CSOs are based in Honiara and their reach is limited. There are important organizations on other islands, including grant recipients, but their capacities are especially constrained. As one key informant stated, “This country is diverse and diversity can only be responded to locally,” highlighting the importance of CSO involvement in local efforts to EAW. In **Kiribati**, the concentration of the population on South Tarawa has meant that even smaller CSOs are well known and connected to policymakers, but the organizations themselves remain weak. In **Tonga**, the relatively small size of the main island also means that reach is possible to a major proportion of the population and organizations are fairly well known, but the organizations themselves remain under-resourced and small. There are exceptions in terms of CSO strength, with the one grant recipient in **Samoa** being well organised and able to attract international funds for effective reach, but this is the exception, not the rule.

For the Pacific Fund, when you target support to CSOs, you end up dealing with both their weaknesses and their strengths. In terms of relevance, from a strategic point of view, the focus on overcoming the weaknesses of CSOs that receive grants would appear to be an effective option. Furthermore, linking grant recipients with a broader EAW response helps give them greater influence than might otherwise be the case, especially when combined with South–South Exchange activities that link CSOs and policymakers. In countries where the role of CSOs in strengthening local responses to development needs is recognised and valued, such as in **Solomon Islands** and **Samoa**, this is an important competitive edge. Even in countries where civil society is constrained, such as in **Fiji**, the relatively small size of the country and the clustering of CSOs in Suva means there are often informal and formal interactions between government and civil society, even if the actual influence of CSOs is constrained.

A number of interviewees noted that the Pacific Fund needs to devote more attention to engaging with men as part of the response to VAW and EAW. In part, this finding reflects a misunderstanding of the Pacific Fund as a grant mechanism; the Pacific Fund cannot directly target certain CSOs. It also reflects high expectations in terms of what the Pacific Fund should be doing to EAW. Expectations are often high because of gaps in overall EAW programming in Pacific Island countries reached by the Pacific Fund, meaning the Pacific Fund is one of a narrow range of actors involved in EAW in these countries. Only those key informants involved in the review panels were aware that the selection criteria includes a specific statement encouraging agencies that want to focus on male involvement in EAW to apply for grants. Some grants have been issued to organizations for projects that target males, including: one project focused on male perpetrators of violence who are in prison; another project focused on males and females as partners in relationships, whether married or not, as it relates to alcohol abuse recovery and ‘couples healing’; another project in Solomon Islands focused on couples counselling in cases of VAW; another project in PNG responded to VAW through working with whole families; and, two projects in Fiji worked with men and boys in the markets and in sporting activities. Despite these various projects, there were some concerns expressed about programming focused on men, highlighting a difference of opinion as to how to respond to EAW. In fact, one organization in Fiji argued that targeting men weakens the efficacy of the Pacific Fund; while in Kiribati, Tonga, and Vanuatu, some key informants argued that targeting males was a good idea, however, in the current cultural context it may not be the best use of resources. These

“While most men do not perpetrate violence against women and girls, it is perpetrated mostly by men, so supporting men to challenge unequal gender power relations, sex discrimination and gender stereotyping is an essential component of any prevention strategy” Commission on the Status of Women (2012, p. 20).

perspectives highlight problems facing EAW more broadly in the Pacific, rather than just the Pacific Fund; yet, sometimes the high profile of the Pacific Fund leads to high expectations.

One key informant in Fiji asked whether the Pacific Fund was making a difference in women's lives. The discussion above would suggest the answer to this question is both yes and no. The Pacific Fund has reportedly made a difference in women's lives in terms of services for survivors of VAW and the direct reach of these services, as well as how the Pacific Fund is being linked to broader EAW responses that influence policies and strategies, and EAW mainstreaming to vulnerable groups reached by CSOs (e.g., disabled persons). At the same time, however, there are limitations regarding activities carried out by grant recipients, such as in terms of the efficacy of awareness-raising activities which were found to be of limited effectiveness across six of the seven countries, except in Samoa and among a few grant recipients in Fiji and Tonga. Since 2012, awareness-raising activities were flagged as a concern and substantial efforts have been made to move away from 'single contact' awareness-raising events and develop more substantive communications and consultation strategies. Findings from this formative evaluation suggest that in some respects these problems remain, and that the Help Desk's efforts to help organizations shift away from approaches that have been proven ineffective should continue.

Another problem facing EAW programmes is that acts of VAW are often not considered violence, but rather believed to be acceptable and justifiable methods of discipline that are defined as appropriate within the cultural context of marriage and family. As one key informant in Kiribati noted, "In the southern outer islands there is no violence because men are in charge, so what they do is acceptable." In many respects, the issue is one of advocacy, and the extent to which the Pacific Fund contributes to the broader EAW response and changing attitudes and beliefs that VAW is an acceptable method of discipline and control. Devoting more attention to linking the Pacific Fund with the broader EAW responses would appear to be warranted in this regard.

When considering the level of need compared to reach, there tends to be few actors involved in EAW in the countries reached by the Pacific Fund, and this puts pressure on the Pacific Fund to play a role well outside its sphere of influence. As a grant project, the Pacific Fund responds to demand and focuses on services for survivors of VAW, along with primary prevention within the context of advancing EAW objectives. Although the Pacific Fund cannot extend its sphere of influence beyond successful applications, it is sometimes criticised for what it is *not* doing.

Across Pacific Island countries, it is certain that many survivors of VAW are not being reached by services. This testifies to the lack of services, in general, but also to the fact that many Pacific Island countries often have only one centre or shelter for survivors of VAW. Even in PNG where there are extremely high levels of VAW, there is only one centre in Port Moresby that provides survivors of VAW with safety. The lack of safe centres or shelters for survivors of VAW also testifies to an absence of effective referral systems and limitations in responses that rely on police services. Unfortunately, some of the agencies that provide services to survivors of VAW are small-scale and weak, and unable to effectively manage grant monies. In other cases, faith-based organizations in a number of countries have used grant financing to build projects around, for example, couples counselling aimed at prevention and linked, in some cases, to emergency referral systems for treatment of survivors of VAW. UNFPA has been working with health ministries to ensure that women who seek treatment for VAW are tracked and supported after treatment, and that VAW be classified as violence, but they noted that the system still needs considerable attention for it to effectively function and before proper referrals can take place.

This last point is related to the issue of scale and refers back to the need to reach an optimal size. Simply put, it is likely that the Pacific Fund needs to be larger to reach a 'critical mass' and to be able to strategically enhance services for survivors of VAW. It may be possible, to significantly strengthen and expand services to reach large proportions of populations in need, such as in Nauru, South Tarawa in Kiribati, the main islands

of Samoa and Tonga, and in urban areas, such as Suva, Fiji and Port Vila, Vanuatu. This may require a gradual expansion of Pacific Fund operations and targeting particular partners.

For the UNiTE campaign, the Pacific Fund has worked with grant recipients on engaging in UNiTE campaign activities and using this platform to showcase Pacific actions and progress in EAW for a global audience.

2.2 Efficiency

For this formative evaluation, efficiency is largely focused on cost effectiveness in the delivery of services and the return on investment from the delivery of these services. In particular, the focus is on whether there are inefficiencies in service delivery that could be improved, and whether efficiency has changed between 2009-2011 and 2012-2014. In terms of grant recipients, the emphasis is on what they have done with the finances received, and what they have learned. Findings related to efficiency are grouped into two categories, project operations and fund financial management.

2.2.1 Project Operations

In recent years, annual work planning processes have been significantly strengthened in the UN Women MCO - Fiji, including the EAW section and the work of the Pacific Fund. A regional annual work plan has been prepared, along with country-level work plans (including PNG for the Pacific Fund). The work plan is linked to the Pacific Fund's PMF, and as explained above is aligned with the regional and country UNDAFs and the DRF.

Since 2013, the Pacific Fund's system of solicitation and review of proposals has been significantly strengthened. Structures put into place for competent proposal review include country-level National Short-Listing Committees (NSCs) comprising a range of stakeholders to screen country proposals (i.e., government, civil society, donors and the UN system), with each country establishing a uniquely structured committee. Upon recommendation from each country, proposals are forwarded on to a Regional Projects Appraisal Committee (RPAC) for final review. It is important to note that NSCs reviews are preceded by an administrative review by UN Women to screen out proposals that do not meet minimal compliance. The process has proven resource intensive and takes time to implement, but was felt to be cost effective given the administrative support prior to proposal submission to ensure basic compliance with submission requirements and system checks that screen out non-compliant submissions. Screening at this stage is essential to reducing risk.

While the solicitation and review processes have improved over the past few years, a number of non-compliant proposals have had to be screened at the national level, and some non-compliant proposals are found during the regional review and screened out for non-compliance at that stage. There were also problems with the rating system that sometimes resulted in widely divergent assessments by national and regional reviewers. The possibility of a different call process for 2014 and 2015 was noted, which would substantially reduce the amount of time and direct expenditures for the call process. This process includes a pre-qualification phase that ensures only organizations that meet basic standards are invited to submit proposals; such a call process should be reviewed and considered.

In 2012, a number of potential grant recipients were found to have problems based upon the capacity assessment, and this sometimes took months to resolve; yet, this is the very point of the capacity assessment process and it has been strengthened since 2012. In terms of cost effectiveness, this vetting process is central to the success of the Pacific Fund, but the process can be long and frustrating (this was raised repeatedly especially in PNG), and resource intensive on the part of the Help Desk and for grant recipients. In 2012, one short-listed grant applicant from Samoa withdrew due to a disagreement over changes recommended by the RPAC, but not related to capacity. The remaining 11 applicants from Fiji, PNG, Samoa, Solomon Islands, Tonga, and Vanuatu were awarded grants. The capacity assessments are included as linked files in the Pacific

Fund Evaluability Assessment Report, and make interesting reading as they identify the criteria used in establishing capacity, and underline the process of approving a grant recipient. As previously stated, while this is a resource intensive process, it should *not* be seen as an administrative undertaking because it has important positive impacts on organizational capacity, and represents an important 'first contact' opportunity to build an effective relationship.

In addition to strengthening the vetting process, considerable attention has been focused on capacity building and expanded implementation support, improving grant recipient project operations, and enhancing accountability. This includes bringing on a cadre of Project Co-ordinators focused on programmatic activities at the country level, and an EAW Programme Specialist to assist with strategic, programmatic and technical oversight, with an emphasis on improved grant recipient performance and substantial strengthening of results-monitoring. The expanded focus on monitoring results was especially important in helping grant recipients to consider whether what they were doing in their projects was yielding the desired results in as efficient a manner as possible.

Even with changes that were designed to strengthen the programmatic response, the Pacific Fund needs to make clear that time devoted to administrative tasks should be differentiated from time devoted to programmatic activities; however, considering programmatic versus administrative costings is not necessarily straightforward. For example, support for enhanced results monitoring is both a function of compliance monitoring and an opportunity for improved programming – showing agencies how results monitoring can be a useful tool for performance enhancement. If focused largely on compliance, it would be difficult to argue that this is a shift from administrative to programmatic resource allocation. With changes in project approach and an emergent emphasis on results, there is an opportunity to track the actual administrative versus programmatic costs structure of the Pacific Fund as part of results monitoring and evaluation. This exercise would also help the Pacific Fund to consider whether the administrative burden is still too high and take actions to reduce administrative burdens. UN Women is already committed to performance-based management, so these review and reporting actions would be consistent with this international commitment.

Early grant recipients received significant percentages of grant financing up front, in large part in response to cash flow needs that would allow project implementation to begin. Since 2012, smaller percentages were delivered to grant signatures (30%) and other payments are made only upon submission of acceptable deliverables (i.e., financial and narrative reports). While this has helped to ensure that deliverables are submitted, a number of grant recipients had concerns about delays in report review processes for quality assurance that they felt held up payment. This proved to be a major point of contention and undermines the relationship between Help Desk personnel and grant recipients. In some respects, the back-and-forth for the reports is inevitable and generally reflects problems with the reports (e.g., gaps, quality programming concerns, lack of clarity, unsubstantiated statements, and so on). This process should be more efficient in the future as Project Co-ordinators improve their extension work. In some cases, it also represents grant recipients not fully understanding the importance of timely reporting and the requirement by virtually all donor agencies for on-time report submission for timely fund expenditures, as well as accountability within the UN system. As one key informant in Fiji asked, "Can due diligence be sped up through more on-site support to agencies?"

This evaluation also revealed some complexities in the donor financing mechanism that entails both bilateral programme funds (by country) and core support from DFAT in Canberra, Australia (for the project overall). The bilateral programmes have their own timelines, and these vary across countries. They also restrict some streams of funds to single countries, even though the Pacific Fund relies on a regional call for proposals. While this increases the administrative burden for Pacific Fund personnel, the diversification of funding sources is by no means negative, but it does mean that administrative costs for the Pacific Fund will be slightly higher.

Also important to cost effectiveness is a discussion related to the importance of grant financing for smaller countries. In some cases, the Pacific Fund is, as one key informant in Kiribati put it, “the only option in the Pacific that gets to the very local quickly.” Organizations in these countries rarely secure financing from international calls because of size constraints; thus, there appears to be a particular cost effectiveness advantage in supporting viable CSOs and government departments in these smaller countries, with the Pacific Fund filling a niche that many other calls for proposals cannot do.

At this juncture, UN Women does not provide support to grant recipients for staffing. In part, this is based on an assumption that organizations must have sufficient capacity to sustain their own operations, and this would be reflected by an ability to cover operating costs. In practice, even organizations deemed stronger often have problems covering core operating costs. Interviews with grant recipients raised this as a primary constraint over and over, while some stakeholders also mentioned this as a concern. Findings suggest the Pacific Fund may want to reconsider, as much as possible, whether it can help cover core operating costs of grant recipients.

Another issue discussed at an initial findings meeting with the Pacific Fund team was the problem of ‘80/20’; in other words, having to focus significant attention on the worst performing grant recipients, with 80% of the attention focused on 20% of the grant recipients. Practically speaking, this situation has improved as pre-2012 grant recipients’ wrap-up their activities, so the number of problematic grant recipients has declined in recent years, and will continue to do so. Inefficiencies arising from this problem are therefore expected to decline.

The cost effectiveness of the Pacific Fund’s operations will be regularly reviewed in preparation for the mid-term review and endline evaluation. Yet, it is critical that this review of cost effectiveness be considered in the context of ‘right sizing’ and ‘right resourcing’ the Pacific Fund from 2014-2017, optimising operations and allowing the Pacific Fund to provide further support and reach additional grant recipients.

2.2.2 Fund Financial Management

While this formative evaluation focused on cost effectiveness, the Evaluability Assessment included a discussion of financial management and internal budget controls. The Evaluability Assessment report was submitted alongside this formative evaluation; therefore, the description of these matters is available for review. This includes an overview of administrative systems and handling of petty cash, asset management, records management and archiving systems, use of equipment, arrangements for travel, and security of information within UN Women MCO - Fiji. The one system gap noted in the Evaluability Assessment relates to the lack of a system for processing and storing hard copy documents, and in electronic systems of archiving documents. Operational guidelines for the Pacific Fund were developed in 2013, and linked to the UN Women corporate Programme Operations Manual.

In summary, this formative evaluation revealed that changes made to the Pacific Fund since 2012 have improved the cost effectiveness of operations. This includes an improved proposal vetting process and reduction in risk, and focused attention on organizational training and strengthening in terms of the EAW response, which was designed to improve grant recipients’ project results. However, the significant strengthening of the grant award process which has improved cost effectiveness does mean that the time between proposal solicitation and grant award can be considerable given the complexities of the proposal review process and the need to confirm organizational capacity, as well as due to factors outside the Pacific Fund’s control. In this respect, the efficiency of getting grant monies to grant recipients is challenged, but overall cost effectiveness has improved. Also, the increased attention to organizational strengthening for an improved EAW response in terms of up front support and training, and over-time support have also contributed to improved cost effectiveness. Additional attention is required to strengthen field implementation to further improve cost effectiveness of actual service delivery.

This evaluation also found that beginning in early 2013, the results monitoring system for the Pacific Fund has significantly improved, along with the clarity of monitoring and the approach to (and resources required for) evaluation. Results from the monitoring system suggest that considerably more attention is being devoted to measuring both project activities and results, shifting away from a focus largely or entirely on the Fund's project activities. Pacific Fund personnel have used the increased availability of results data to consider Project improvements but, equally important, grant recipients themselves reported using this data themselves to improve project implementation.

2.3 Effectiveness

Effectiveness covers a broad range of issues, and is especially important for a formative evaluation. For the Pacific Fund, this includes considering whether the changes that have taken place since 2012 have improved the Fund's ability to deliver services, support achievement of outputs and outcomes, and contribute to national and regional responses to EAW. In 2012, significant changes in the administration of the Pacific Fund have included the call for proposals and vetting processes to considerations of capacity and support for capacity enhancement, and improved reporting on programming and results. From the perspective of effectiveness, far more has been gained than lost from the changes made in 2012.

2.3.1 Call for Proposals

From 2009 to 2011, countries were selected based upon funding availability for grants, after which a call for proposals was carried out in each of the selected countries. Successful proposals were then sent to a RPAC based in Suva, Fiji for final selection. The application process was simple and short, and therefore led to proposals of varied quality and detail. In 2009, the first call for proposals was in August in Fiji, then in Kiribati and Solomon Islands in October, and PNG and Nauru in 2010. In 2012, the system changed to a single call for proposals across all eight countries, followed by a national short-listing process, then a regional short-listing process of proposals short-listed by country. The proposal application form was substantially improved as well, and guidance notes were provided along with a list of frequently asked questions. In 2013, the proposal application form was further reviewed and revised based upon lessons learned from 2012. (All these documents are included as link files in the Evaluability Assessment Report.)

To ensure compliance with all requirements, including meeting deadlines, all applications were submitted via e-mail to UN Women MCO - Fiji. All of those who met the deadline were notified in writing that their applications had been received. From 2009 to 2011, an initial vetting was conducted by the Pacific Fund team in Suva, Fiji and short-listed proposals were reviewed by a RPAC. Since 2012, the proposals for each country were sent to the NSCs for review and short-listing, after which they were then sent to the RPAC for final short-listing and identification of initially-approved grant recipients. Final approval only took place after NGO capacity assessments were successfully completed and vendor forms approved. These had the added benefit of ensuring initial vetting by national stakeholders, and thereafter vetting at the regional level.

In 2012, terms of reference were prepared and issued for the country-level NSCs along with a rating sheet and a guidance note for the rating sheet. In 2012, seven NSCs were formed and they reviewed applications for 2012-2013 (no applications were received from Nauru, so no NSC was formed there). For the RPAC a Terms of Reference was also developed, along with an appraisal sheet and guidance note explaining the appraisal sheet. A 'declaration of interest' form was also prepared to ensure that no committee members had a conflict of interest that would affect their decision-making; those who had a conflict of interest were required to recuse themselves from that proposal review.

To ensure that lessons were learned from the 2012 process, an analysis of the 2012 call process was prepared; this is included as a linked file in the Evaluability Assessment Report. The review included a detailed assessment of what types of applications were received, who was involved in the review, how short-listing

proceeded, and what happened after tentative award of the grant to an organization. The document included a section on 'feedback and recommendations' that became the starting point for further adaptation of forms for the 2013 call for proposals, along with adaptations to the process. Feedback came from a wide range of actors involved in the process and was recorded in the document.

In an annex, a list of RPAC recommendations was included for each grant recipient. Of the 70 applicants whose submissions were received, 20 were put forward to the RPAC and 13 were successful. Of the 13 successful proposals, the Committee raised concerns about monitoring, evaluation, and baselines; other specific issues were also raised for each of the 13 successful proposals.

Overall, the call process has improved over time and with screening the Pacific Fund is now able to identify organizations that are unlikely to be able to implement EAW projects. The level of resources required to effect a call has nevertheless raised concerns about the cost effectiveness of the process, and recommendations have been made about how to improve the process.

2.3.2 Training

From 2009 to 2011, the Pacific Fund issued an open call for interested organizations that worked on EAW to submit applications to send a member of their organization for training provided by the FWCC, with the Regional Training Programme known as the Gender and Human Rights-Based Strategies to End VAW. Training is offered twice yearly and covers various topics including women's rights, the human rights approach to programming, VAW counselling, crisis centre management, and awareness-raising approaches. This training lasts for a month and at the end of the training each trainee is expected to submit an action plan on how they intend to operationalise what they have learned. A follow-up is also conducted with each trainee six months after the training. From 2009 to 2013, the Pacific Fund sent a total of 88 persons for training provided by the FWCC.

In 2012, the open call for organizations to send staff for training shifted to a limited call to organizations that had been successful in securing a Pacific Fund grant. The aim was to link capacity enhancement to grant administration, recognising that the two needed to be linked for the training to be effective.

There is one current implementing partner supporting delivery of Pacific Fund services: the Regional Rights and Resources Team (RRRT), a Fiji-based non-governmental organization (NGO) linked to the SPC that is active in a number of Pacific countries. RRRT provides training on legislation and legislative change, and advocacy and lobbying. The intention is to build the capacities of EAW grantees with regard to their engagement in lobbying and advocacy, and helping to move beyond direct service provision to strategic actions aimed at a broader EAW response. RRRT has also tailored training to the specific needs of grant recipients and offers follow-up technical support for field implementation. While satisfaction with training to date is reported to be high, there are some cases where the wrong person was sent for training by an organization, and there was some concern that trainees do not use their training to strengthen knowledge throughout the organization, as well as that the enthusiasm that followed training faded to such an extent that feedback drops away. These findings highlight the importance of RRRT directly communicating with grant recipients to ensure the right person(s) are involved in training, and that outreach should continue that would allow RRRT to build on the training in a practical manner. Having said this, there were examples of how grant recipient organizations were conscientious in trying to learn from the training that was offered. For example, one grant recipient in Solomon Islands established a joint extension programme where the person who was trained would work jointly with someone else who needed the skills.

In addition to the trainings offered by RRRT, other formal trainings have been offered at the country level with the assistance of the FWCC, including a one-week gender and human rights training offered in Fiji, Kiribati, Nauru, and PNG. The FWCC has been in existence for many years and has well-established training programmes. The training programmes are not tailored to the specific needs of the Pacific Fund, but grant

recipients send relevant members of their organizations to their training programmes. Despite the fact that the FWCC training programmes are not tailored to the specific needs of the Pacific Fund, key informants gave examples of how the FWCC training was applied in the work of the grant recipients, including using the training to strengthen internal training materials and training programmes. Indeed, one grant recipient in PNG noted that the capacity-building training they received enabled them to move from being a small community-based organization to a well-established entity that was able to secure other financing and expand their work. The FWCC also provided mentoring support to smaller community-based organizations that had been able to use these skills in other community-based development activities (the electoral commission was mentioned as one example). To date, the FWCC has provided training to 160 participants.

The Pacific Fund has secured a third training agency (Empower Pacific) focused on responding to violence and offering high quality survivor services. A contract has been agreed upon with Empower Pacific which is based in Fiji, but according to Pacific Fund key informants, roll-out of the technical support to grantees has not begun due to concerns about the level of technical skills available in the organization to take the lead role in coordinating capacity development support in terms of survivor services. In addition, given the relative uncertainty of the number of grant recipients who need these services and their varied needs, one possibility is that the Pacific Fund hire consultants for these services or appoint a Training Officer to their team who can provide both training and follow-up services.

2.3.3 The Help Desk

The Pacific Fund has established a Help Desk to provide technical support to grant recipients and to manage other Pacific Fund services (e.g., capacity-building initiatives, South–South Exchange, and so on). It was quickly realised that problems facing grant recipient organizations meant substantial support would be required throughout the life of the grant. As one key informant in Fiji noted, “Really, the initial proposals and initial performance was dreadful. It was realised early on that extensive support would be required to help with grant implementation.” As a result, since 2012, Help Desk activities and services have been substantially expanded.

It was quickly realised that capacity enhancement could not be limited to formal training, but that grant recipients also required substantial support throughout the implementation of their grants. Many grant recipients in countries with a Project Co-ordinator for the Help Desk reported they were very satisfied with their interactions with these Project Co-ordinators, both in terms of helping agencies comply with reporting requirements and offering support and advice ranging from engaging them in national ERAW events to helping them solve very specific problems (e.g., support for referral for someone in need of protection). One key informant in a grant recipient organization in Solomon Islands explained, “When we approach the Project Co-ordinator she has always been there to help us. When we have doubts about our reporting, she is there to make sure that we complete things properly.”

Help Desk personnel have also provided considerable support in terms of reporting and feedback, and using the reports as a mechanism to try and improve performance. In this regard, particular attention has been focused on results monitoring as a means to support higher quality programming, including working with organizations to move away from reporting on project activities to reporting on what these activities have meant for their organizations and the groups they target. This support has led to considerable improvements to the project and results monitoring system during 2013, as led by the M&E and Knowledge Management Officer. The intention was to improve both reporting *and* performance, and evidence from a review of the 2013 reports compared to earlier reports suggest that more project attention is being devoted to attaining results.

Feedback from interviews with Pacific Fund team members, including Project Co-ordinators, suggests that much of the support offered has been to ensure that reporting is of a sufficient standard to meet the Pacific Fund’s criteria, but also to signal the next tranche of financing. This is a very practical approach, but has been

viewed by a number of grant recipients with low reporting capacity as a compliance issue, rather than an extension of efforts to improve performance. This would suggest that it would be relatively straightforward to shift this to a more positive approach that would combine reporting with extension of efforts to improve performance. As a matter of fact, there is evidence that this is already happening, and many grant recipients in countries where support has been able to move beyond reporting discuss such support in very positive terms. Examples were given of how the Help Desk provided one-on-one support to various grant recipients and during the call for proposals supported organizations expressing an interest in applying for grants. Technical assistance provided at the country level tended to be country-specific, meaning the particular issues arising in country were considered. For example, in PNG because of poor connectivity, many agencies had neither the equipment nor competence to communicate with each other or the Pacific Fund. In especially difficult cases, where organizations were unable to establish communications, arrangements were supported whereby these agencies worked through other larger agencies to communicate; in other cases, laptops were secured and training provided. In Fiji, good connectivity meant that connectivity was not the issue, but problems were experienced in terms of knowing about online resources and understanding how to use these resources. There are examples, especially in PNG and Fiji of grant recipients sharing experiences, website links, manuals, project/country examples, literature references and useful documents, case studies, media products and other communications materials.

As part of the Evaluability Assessment, each Project Co-ordinator or Country Programme Co-ordinator (as relevant) was asked to prepare an overview of technical assistance they provided to grant recipients. In reviewing these documents and conducting interviews with the officers themselves, two points are clear: 1) there is more communication between these officers and grant recipients than would otherwise appear to be the case when reviewing aggregate reports; and 2) these reports only present the more 'official' contacts and accomplishments. In other words, an enormous amount of support is provided 'under the radar' and is not recorded, but takes quite a bit of the field officer's time. This also holds true for some of the officers at the UN Women MCO - Fiji, either via the field officers, to project management or directly for monitoring support. Ultimately, much of the technical assistance provided is not captured, yet this extension support is viewed by grant recipients as important to their grant projects.

Despite the growing focus on technical assistance, the Help Desk does not currently have a clear outreach model, nor are there clear objectives in this regard. These will need to be developed, building on changes to the Terms of Reference for Project Co-ordinators that are aimed at shifting these positions more from office to direct support for field activities. Interviews with Project Co-ordinators suggest that such a shift is very welcome. As one Project Co-ordinator noted, "UN Women must work much more closely together with these grant recipients. We should be in the field with them; we must go there with them. We must collect our own evidence as well. This is what I will be doing with the new grant recipients."

The idea of the Help Desk appears to be quite sound and has helped move the Pacific Fund towards a more intensive process of capacity building that many key informants argued was central to sustaining organizational activities. Overall, the shift to a stronger field focus should further improve effectiveness, with more and more attention given to direct field engagement.

2.3.4 South–South Exchange

The Pacific Fund includes a South–South Exchange component focused largely on grant recipients and aimed at establishing professional peer relationships and mutual learning among participating organizations. In 2009 and 2010, early calls for applications yielded numerous applications that had little to do with the intent of the South-South Exchange component. As a result, since 2011 each UN Women country presence was left to identify suitable South–South opportunities for a successful grant recipient. South–South Exchange options indicated in the guidance note included attachment to the FWCC in Fiji or to another organization identified by the applicant that meets requirements.

In PNG, the South-South Exchange enabled five grant recipients to meet together in Port Moresby to review their activities, share ideas, and establish mechanisms for effective communications and joint activities; subsequent examples of operationalisation of joint activities were provided by the Pacific Fund team. One especially useful activity was a mapping of activities against geographical scope and target populations, which helped clarify where replication would be a good idea. In Kiribati, AMAK, Kiribati's women's umbrella organization and a grant recipient, conducted a learning exchange visit to the Marshall Islands women's umbrella organization. Specific project strategies were identified to improve programming in Kiribati, and following implementation communications remained open with AMAK seeking additional advice. Subsequently, the two organizations have developed other ties.

The bi-annual meeting of Pacific Fund grantees that takes place in Suva, Fiji and involves those selected to participate in the FWCC Regional Training Programme is another example of South-South Exchange activities supported by the Pacific Fund. Exchange, learning, and relationship building happens between grantees of the Pacific Fund, as well as with other participant organizations, and facilitates on-going collaboration and networking. UN Women also capitalises on the opportunity of having grantee representatives in Suva for a month twice a year, and hosts several meetings to orient and familiarise grantees with several EAW and Pacific Fund-related issues, such as: providing in-depth introductions to the wealth of online resources that UN Women makes publicly available through the Virtual Knowledge Centre to EAW; reviews of key monitoring and reporting formats and financial reporting forms; and similar capacity building sessions.

Pacific Fund team members were convinced that, if carefully managed, South-South Exchange activities add significant value to the Pacific Fund. Networking is one especially valued output among both stakeholders and grant recipients. Another area that was noted as especially fruitful comprised working with advocates in successful organizations, and for them to help other organizations. Interviews conducted during this formative evaluation highlighted a number of South-South Exchange opportunities that might be worth pursuing, such as faith-based responses in Fiji that could be expanded to the other two countries falling under the same Polynesian Anglican Diocese. Some key informants mentioned less expensive approaches to South-South Exchange, and there are already examples of a Google group hosted by UN Women (Nesian Tok) which shares information and advice online. The Pacific Fund organises in-person meetings of grantees to share information on projects with stakeholders at national levels, such as common experiences and lessons learned.

The South-South Exchange component of the Pacific Fund has been captured in the annual reporting process, including any notable achievements. However, reporting on results that came as a consequence of South-South Exchange activities was less well covered. This has been recognised by the Pacific Fund team and is being incorporated into the expanded development of knowledge management products. As with other activities, there were some South-South Exchange actions taken that are not well documented.

2.3.5 Primary Prevention

The Commission on the Status of Women (2012, p. 17) noted, "Experts emphasised the importance of moving away from short-term, *ad hoc* sensitisation and awareness-raising activities and towards more comprehensive, longer-term prevention efforts that are grounded in communities and work systematically to change unequal power relations between women and men." Conclusions noted in this Commission report are consistent with the opinions of numerous key informants consulted during the formative evaluation. Simple awareness-raising activities that are not reinforced and not linked to a broader response do not appear to have the desired, sustained impacts; even well intentioned outreach programmes can be ineffective. In part, this is due to a lack of consideration of the right to participation among target groups, so that target groups can help shape the project to be more relevant to local needs, but it also reflects lack of reinforcement of messaging and action. Those awareness-raising activities that are reinforced often have far more lasting impacts. The issue of effectiveness in primary prevention was recognised as a problem as far back as 2011, and many of the changes made in the grant application, training, and results monitoring

processes, among others, focused on shifting from ineffective awareness-raising to supporting the development of more effective primary prevention interventions. At the end of 2012, a workshop on primary prevention was held with a number of grant recipients and facilitated by Partners for Prevention, a regional UN Joint Programme of UNDP, UNFPA, UN Women and UN Volunteers for Asia and the Pacific. The workshop focused on strengthening VAW prevention and researching men's perpetration of VAW to enable better prevention of VAW. During the workshop, participants discussed how to build a primary prevention response and grant recipients were supported in their use of online resources focused on primary prevention. For many grant recipients, this was their first exposure to such information, as it is a relatively new area of focus in the Pacific.

In many respects, problems experienced in building strong primary prevention programmes are related to the weak overall EVAW response in the Pacific, including weaknesses in CSOs. It is especially important when undertaking prevention work to ensure that response services exist in the locations where prevention work is taking place so that survivors who come forward can access these services. This is a real challenge in many Pacific Island countries where services are very limited. There are examples of what appear to be effective programmes that have taken on primary prevention, including in schools in Fiji and in an innovative theatre programme in PNG that is linked with a literacy programme, but there are only a few examples at this juncture. Even these two examples were not well documented in terms of results. There are clearly things *not* being done in these programmes that should have been done, such as better links to local authorities, instituting systems to engage target groups in programme design, and feedback systems to learn from target groups.

2.3.6 Knowledge Management

The Pacific Fund has two mechanisms to support the creation of knowledge management products: 1) direct preparation, such as the toolkit on Pacific practice approaches to EVAW due in mid-2014, and the learning exchange video prepared in 2013; and 2) support for the creation of knowledge management products among grant recipients. Within UN Women, a knowledge product is defined as “a product which extracts information from prior knowledge and experience (knowledge base), and transforms it into a tangible artefact in order to present, communicate and teach new audiences.” Practically speaking, ‘new audiences’ can include reaching existing target groups in new ways or with new products, and improving the products themselves over time. UN Women goes on to identify four groups of knowledge products:

- Text-based products such as books, journals, periodicals, newsletters, essays, poetry, reports, toolkits, “how to” guides, training manuals, case studies, surveys, and assessments
- Arts such as performance arts, theatre, song, dance, film visual arts (photography, paintings, drawings, animations, comic strips), sculpture, installations, and exhibitions
- Online media such as websites and web portals, electronic discussion forums, electronic newsletters, social media, podcasts, online newspapers, online interactive training tools, social networking sites, and digital stories.
- Videos

More specifically, knowledge products developed in the course of Pacific Fund implementation have included:

- Grantee Reporting Package (Progress and Final Report templates, Guidance Notes & Annexes)
- Monitoring tools (PMF Results Matrix, DRF Results Matrix, Monthly Report Template, Issues Log, Technical Assistance Log)
- Staff Learning Needs Survey
- Short films (2012 Learning and Exchange Forum, 2012 Primary Prevention Workshop)
- Community of Practice (online e-mail list serve, ‘Nesian Tok’)
- Guide to Writing Success Stories
- Digital stories and Communications Running list

- Stories of Pacific Fund-supported projects shared via UN Women’s website UNiTE platforms, and Facebook

Several of these knowledge products have been distributed widely to grantees and partners (such as the published stories, guidance notes, short films, and the community of practice), while others could be converted into useful knowledge management products for circulation. For example, in reviewing the 2013 grant recipient reports, a number of possible case studies and stories about Pacific Fund grant recipient activities were identified and could be further elaborated with support from the Pacific Fund team. Some elaborate how problems were overcome and how grant recipients adapted to circumstances, something which does not necessarily make it in case studies for broader circulation. Yet, problem solving is central to project effectiveness and deserves further consideration.

Specific grant recipient knowledge products are also identified based on past products, agreed upon deliverables, and identified opportunities. Past knowledge products include organizations that have produced newsletters, flyers, pamphlets, booklets, policies, toolkits, stickers, banners, t-shirts, plays, training materials, DVDs, games, and songs. Some of these products have been created by grant recipients working with target groups, such as school competitions for posters on EAW and plays written by grant recipients. Some of these knowledge products have been shared internationally.

While attention has been devoted to knowledge product development and dissemination, Pacific Fund personnel are the first to admit that more could be done. They also argue that the knowledge management *process* needs further attention, both in terms of product generation and intended use, and in terms of a more coherent system.

There are a number of examples of knowledge products being shared with key stakeholders, and accessible via UN Women websites and stakeholder websites. These more ‘packaged’ knowledge products are intended for broad-based use, while other products are more specific to different audiences. In an effort to strengthen the process of knowledge management, the Pacific Fund prepared a ‘reporting chart’ intended to strengthen coherence. More attention is being devoted to better matching products with audiences, as well as significantly improving the tracking of knowledge product distribution and use, and retaining a repository of these products (both virtual and hard copy) as a ‘one stop’ location for products.

A final knowledge management issue is that the VAW surveys offer an enormous amount of useful information that needs to be ‘translated’ into various knowledge management products. One particularly useful aspect of this for the Pacific Fund would be knowledge products showing how the surveys were used to inform planning and project implementation.

2.3.7 Monitoring and Evaluation

The Pacific Fund has devoted considerable attention to improving their monitoring systems, including additional attention to results monitoring and considering how best to proceed with evaluations. This included a review of the DRF at a workshop in late 2012, as well as major updates in 2013 to the M&E framework, the UN Women MCO - Fiji results framework, and all monitoring tools. It also included preparation of an evaluability assessment to inform the formative evaluation, and considerable attention to Help Desk support to grant recipients to enable both project monitoring and results monitoring.

The redesign of the M&E system began with extended discussions with select grant recipients at two workshops held in Nadi, Fiji. In considering grant recipient reporting up until that date, it was evident that even project monitoring was problematic and results monitoring largely non-existent. Yet, in discussions with these grant recipients, it was evident that much more was going on than what was included in the report, and that some of the organizations had recognised the importance of managing for results, but were essentially not tracking them. The result was a reporting system that included broad descriptions of activities

(sometimes with numbers, and sometimes without), followed by leaps to outcomes arising from these activities. The essential details that would establish whether the leaps from activities to outcomes are reasonable are sometimes there; however, in conversation examples are given of the connections, but this information rarely made it into the reports. To draw this link, initial steps involved discussing activities and then asking, “What happened?” The goal was to secure numerous examples with the aim of seeing if the outputs that came from activities resulted in the use of those outputs (e.g., the community play involved x community members, y community volunteers followed up community consultations with z household visits; x parish members trained to serve as counsellors to women who have been subjected to physical violence reached y women in need). Tentative next steps included discussions around what happened after these outputs were used (e.g., z household visits resulted in y referrals for services, services were received, and respondents were satisfied with the services received; y women were counselled by parish members and were satisfied with the results, of which z sought additional services), which were considered to be ‘early wins’ associated with intermediate outcomes.

Changes to reporting forms, coupled with clear explanatory guidelines, helped grant recipients strengthen project reporting (i.e., inputs, activities, outputs) and results monitoring (i.e., use of outputs, intermediate outcomes). Specific questions were asked about how outputs were used, and in some cases grant recipients noted that outputs helped them to hold discussions with target groups to discern the use of outputs. Interviews with grant recipients and Pacific Fund team members, along with a review of the most recent reports from those grant recipients who have used them suggests that most were able to use the new forms, specifically the newer grant recipients and some grant recipients who started their grants in 2011 but had received considerable support in preparing their final reports. Yet, 2012 was the first year in which the numbers reached were felt to be reasonable and reliable for most grant recipients, although the emphasis has been on those directly reached (as outputs), rather than those who might have been reached. One particularly useful innovation was the Pacific Fund’s direct use of the PMF as a monitoring tool. Information from the PMF was incorporated into the narrative report so that this information could be worked into findings that the Pacific Fund could organise in the PMF. The Help Desk took the PMF and worked with each grant recipient on their deliverables and prepared an ‘integrated’ PMF with various results incorporated.

While there was overall satisfaction with the revised monitoring requirements, a number of grant recipients complained about the complexity and comprehensiveness of the reports, the repeated requests for clarifications on reports, and a perception that the focus was on compliance monitoring, rather than using reporting to improve programming. These perspectives were held more so by early grant recipients (2009-2011) versus later recipients (since 2012), and may reflect overall levels of experience and expertise in completing the forms. In general, evidence suggests that both project monitoring and results monitoring will continue to improve, especially if report writing support can shift from a focus on ‘getting reporting right’ to learning from reporting, and using this information to improve programming.

UN Women’s approach to evaluation reflects growing recognition that evaluations need to be useful for direct programme improvement, and useful for lessons learned for other programmes. While evaluation has always been one element of the Pacific Fund, in the early years it was vaguely defined. Since 2012, increased attention to monitoring, including results monitoring, has resulted in agreements on the way forward for evaluation. Because of major changes in operations in 2013, it was felt that a formative evaluation would be relevant to consider how these changes were working out, what additional changes might be required, and what may have been lost that needed reconsideration. It was also felt that a formative evaluation was required to consider progress associated with relevancy, efficiency, effectiveness, and inclusiveness, with some consideration of sustainability.

One challenge faced in this evaluation was trying to establish effective baselines for a grant project. A review of 13 successful grant proposals for 2013 revealed that all noted attention needed to be focused on proper baselines and stronger M&E systems. Unfortunately, evaluation results suggest that with few exceptions, these problems remain, although progress has been made in terms of project monitoring and results

monitoring. Extended discussions were held with the Pacific Fund team during this evaluation about whether project-level baselines and impact assessments could be undertaken, and the recommendations were that there needs to be support for grant recipients to carry out baseline and impact assessments that would serve to inform project implementation, along with mid-term reviews and final assessments.

In summary, this formative evaluation revealed that significant changes made in 2012 to the administration of the Pacific Fund have resulted in improved effectiveness of the Fund. This includes: a much more effective call for proposals process; more systematic attention to training and post-training follow-up to broaden training impacts within the organization; capacity-building support to grant recipient organizations through a variety of mechanisms (e.g., Help Desk, Project Co-ordinator outreach, South–South Exchange, Knowledge Management, and so on); and an improved monitoring system that focused additional attention on results monitoring. Yet, gaps still remain in terms of field support to grant recipients during project implementation and focusing additional attention on identifying opportunities for creating useful knowledge management products. This evaluation highlights the need for further Pacific Fund innovations to build on changes made to improve effectiveness.

2.4 Inclusiveness

The evaluation criteria of inclusiveness was specifically added by UN Women because of both UN Women and Pacific Fund’s mandate associated with gender equality, which is consistent with a broader UN focus on fairness and engagement of marginalised groups. Inclusiveness is considered in the *process* of implementation and in the *products* delivered. For this formative evaluation, of particular importance is how considerations of gender equality have driven the implementation of the Pacific Fund and how gender equality has shaped the results of Pacific Fund activities.

Gender equality remains a challenge across all eight countries targeted by the Pacific Fund. UN Women efforts to respond to gender inequality, including with the Pacific Fund, includes advancing women’s empowerment, addressing VAW, promoting gender-responsive approaches, and supporting services for survivors of VAW. The nature of the Pacific Fund approach, as a grant mechanism that includes CSOs, has yielded important results in terms of inclusiveness. Moreover, the Pacific Fund has a particular competitive edge in terms of inclusiveness and mainstreaming EVAW, as well as targeting especially marginalised populations with grants to CSOs. In particular, Pacific Fund grants have supported services for survivors of VAW, including some programmes focused on marginalised populations who have been abused (e.g., sex workers). In terms of EVAW mainstreaming, grant recipients have included organizations that targeted especially vulnerable populations (e.g., ‘wheelbarrow boys’ in Suva, and disabled persons in Kiribati and Fiji). Over the years of implementation, the Pacific Fund has been able to reach a variety of hard-to-reach groups, including commercial sex workers, lesbians and trans-gender persons, street workers, people living in informal settlements, people who are illiterate, and persons living with disabilities. Programmes have been careful to consider the particular needs of these populations, and have dealt with issues of discrimination as part of project implementation.

As a grants programme, the Pacific Fund cannot solicit proposals that cover specific populations, but it can suggest types of disadvantaged groups that can be considered when it issues a call for proposals. One of the criticisms of the Pacific Fund is that it has not supported enough projects targeting males as change agents, but as a grants programme it can only finance projects that are both good ideas and viable, and proposals targeting males are considerably less common than those targeting women or the population in general. There are, however, a number of grant projects that target both males and females, including general members of the public, young people, and leaders. For instance, a number of funded proposals have focused on survivor services that target both survivors of VAW and their husbands, although initial referral activities targeted women who have been subject to physical violence. Other funded proposals have focused on awareness-raising programmes and activities related to EVAW and/or mainstreaming EVAW for targeted mixed groups of women and men. For instance, in school-based programmes both boys and girls are reached,

and in many community outreach activities both males and females are reached, including male and female community leaders. For training programmes, grant recipients tended to focus on females, although some included males, often when men were in leadership positions. When asked why programmes didn't always include men, one key informant noted, "while engaging men in the response is admirable, it is not for all programmes, some have a clear focus on women, and should do so. Both are needed, it really depends."

The Pacific Fund has also been careful to ensure engagement with various stakeholders in the process of implementation, as reflected in stakeholder engagement and representation in decision-making bodies, and links between the Pacific Fund and other broader EAW responses. The majority of grant recipients did actively engage with a variety of stakeholders, including both traditional and local leaders, other CSOs and opinion leaders, and political authorities. In smaller countries, engagement with policymakers was especially common. One common finding was that grant recipients have a range of informal consultations and chance meetings with policymakers; they often engage in side discussions with policymakers in situations where other issues were covered in meetings. Despite the importance of these informal contacts, these events are rarely tracked as part of the reporting process, even when the same key informants can note how these contacts have contributed to Pacific Fund objectives. In multiple circumstances, the operations of the Pacific Fund came up in discussions, as did the importance of policy change in terms of EAW.

As noted earlier, one of the consequences of a grant programme is that you end up dealing with grant recipient's strengths and weaknesses, and, despite efforts to ensure positive programme activities and outputs, there is only so much the Pacific Fund can do. Efforts to improve results monitoring, for example, means a long process of training and support to grant recipients, and efforts to expand outreach and provide quality services that are delivered in a manner consistent with gender equality and human rights principles is both challenging and time-consuming. In this respect, a variety of messages and programme approaches are adopted that may or may not actively engage with target groups.

What was common among grant recipients, including early grant recipients and later ones, was respect for target groups. Throughout the discussions, there was clear empathy with target groups and a desire to 'do good.' Of the projects reviewed, however, few actively involved target groups in programme interventions; instead, they tended to focus on people as audiences to reach, and in most cases perceived people as relatively passive audiences. Thus, grant recipients' respect for target groups did not regularly 'translate' into effective consultations with these groups; yet, it does suggest that with proper training and support this would happen.

Among grant recipients, findings were also mixed in terms of how the agencies handled internal matters related to gender, such as advancement and hiring in their organizations. Some organizations had solid wellness and gender policies, while others did not. A few of the earlier grant recipients were too small to effectively develop or implement such policies, but the larger organizations were more likely to have wellness and gender policies in place. For example, one organization in Fiji noted that they re-wrote their constitution after RRRT training and support, using the human rights and gender equality principles. They also re-considered advancement procedures, and noted that two women had been promoted to management positions. Another group in PNG strengthened its engagement with smaller CSOs, gave them a greater role in the design of project activities, and were trying to strengthen the right of consultation and engagement in local programming.

One gap needing additional attention in terms of inclusiveness relates to the "extent to which a programme has adequately engaged men and women, as well as marginalised groups, duty bearers, rights holders, and other stakeholders" (UN Women website). Overall, the Pacific Fund has been quite successful in terms of stakeholder engagement and engaging with a wide range of stakeholders in a meaningful manner. However, the Pacific Fund team feels that this can be further strengthened by better linking the Pacific Fund with other UN Women-supported EAW activities, and engaging with policy-makers and decision-makers. In this respect, the Pacific Fund is already moving in a direction where engagement will be further strengthened

with key stakeholders. A more difficult challenge is active participation of target groups in grant recipient projects, including at design and implementation, and in assessing results and impacts. Too often grant recipients deliver pre-determined projects with little sustained inputs from target groups.

2.5 Sustainability

Practically speaking, sustainability focuses on whether project impacts resonate beyond the direct implementation period. For UN Women, it is especially important to consider whether the Pacific Fund has strengthened EAW capacity in the long-term in relevant institutions, and whether the Fund has helped change gender dynamics in such a way that gender equality outcomes improve and sustain following project completion. This is the result of both project implementation processes and product delivery. As a formative evaluation, the aim is not to judge whether the Pacific Fund has implemented activities that have resulted in sustainable outcomes, but rather to consider available evidence on whether sustainable outcomes are likely given current trends, and what changes in implementation may be required to improve the likelihood of sustainable outcomes.

The Pacific Fund focuses specifically on strengthening grant recipient organizations to deliver EAW services for the foreseeable future and advocate for an improved national and regional response to VAW; however, weaknesses in these organizations means that sustainability has been challenged. This formative evaluation revealed a mixed picture in terms of how the process of implementation strengthens or undermines sustainability. For instance, there were some examples of situations in which target groups or other stakeholders were able to substantively engage in the implementation process in a meaningful manner, although these are rarely documented as a manner of sustainability. In particular, in PNG one grant recipient established systems for consistent stakeholder engagement in implementation and used the project to build strong ties with the Provincial AIDS Commission, a literacy volunteer organization, a family counselling organization, and community groups. Another grant recipient in PNG used the grant as an opportunity to mentor other CSOs that were felt to have competitive advantages in reaching certain communities. And, in a third example, PNG social media was brought into the project early on and was used in project adaptation. There were also some examples of project activities embedded in the communities reached by the interventions. For instance, in Fiji, women's programmes in faith-based organizations were engaged on a monthly basis regarding their EAW initiatives and plans, and collaboration on outreach. One grant recipient in Kiribati noted, "Even though the Pacific Fund financing is over, we still include violence against women in our work. This would not have been the case without it [the Pacific Fund]."

In comparison, there were a number of examples where target groups did not have any influence on project direction and messages. This was especially common in awareness-raising activities, where messages were developed and delivered by the grant recipients with little room for engagement or feedback on content from target groups. In some focus group discussions conducted during this formative evaluation, those who had been reached by grant recipients noted that they were actively engaged during workshops, but that the message was clear and was not challenged. For example, in Fiji, those target groups reached through a faith-based initiative indicated how they were actively involved in workshop discussions about how to deal with situations of violence, but in the end the point was that perpetrators needed to be reported and punished. In Kiribati, one project had no local involvement or partnerships and there was no relationship-building.

Findings from the field also revealed concerns that grant recipients after 2012 – after changes were made to the Pacific Fund – appear to be no more likely to engage target groups in project design and implementation than grant recipients prior to 2012. There appears to be limited understanding among grant recipients as to the role of target groups and other stakeholders in nuancing and influencing project design and implementation; therefore, there are limits on the right to participation of target groups. For example, one project in Kiribati employed innovative approaches to reach communities in an effort to reduce stigma and violence against a particularly vulnerable group of women, but the message was designed by the grant recipient and delivered to communities, rather than engaging with community members up front on the

content of the message and the best systems for delivery. Feedback cycles were weak and did little to influence future activities. In Fiji, there were other examples of similar problems, which suggest that the right to participation and engagement with target groups warrants more attention by the Help Desk.

Projects related to survivor services also showed mixed results. One grant recipient in Solomon Islands noted grant monies were used to establish a victim referral system for family counselling and medical services. This referral system continued long after grant funding ended because systems were put in place and relevant manuals were developed and people trained. In PNG, another grant recipient was able to work with smaller CSOs to expand services that were locally relevant to particular communities and neighbourhoods. In Samoa, another grant recipient was able to link grant supported activities with local counselling and referral services; these activities were sustained through the organization's overall activities. In comparison, a grant recipient in Fiji was unable to sustain the same level of services it did with the financing provided by the grant; thus, after the grant ended they simply provided fewer services. This was an issue for other service providers as well. In some cases, grant financing did not result in strengthened systems, but rather enabled CSOs to temporarily expand services with grant funding.

Both key informants and Pacific Fund team members agree that the grant component is central to the efficacy of organizational development. Without this element, capacity building efforts were felt to be less likely to yield direct results for target groups and the grant recipients. The grant itself is the tool to reach people and it allows for the delivery of services; the grant also allows organizations to get into the field in a way they would not be able to without grant monies. Some grant recipients reflected on what the grant meant for their own organizations. For instance, some of the smaller and weaker organizations used the trainings received and project implementation to consider how to strengthen their own structures, including: developing policies on gender, violence, wellness, and conflict resolution; reconsidering hiring and promotion policies that would overcome past discrimination problems in their organization; and, rewriting constitutions including the incorporation of specific gender equality and human rights principles.

Another important area of sustainability identified in this evaluation is whether the project has encouraged innovation and testing of new ideas, including seeing what works and does not work. This has been an important aspect of the Pacific Fund from the beginning; however, changes in grant application documents have further encouraged innovation and testing of ideas. In particular, the proposal solicitation process offers examples of areas of potential interest to encourage innovative submissions. In fact, innovation and testing of ideas have become central elements to consider in reviewing which proposals have merit. Reflective of this push for innovation and testing of ideas, since 2012 there has been a stronger presence of organizations that engage in EAW mainstreaming, while their focus is elsewhere, such as on persons with disabilities or public violence. The shift towards criteria that would yield stronger grant recipients will support sustainability, but as a number of these organizations mainstream EAW, rather than focus on EAW specifically, it is not clear whether EAW mainstreaming will continue when financing ends.

From a project perspective, the Pacific Fund intends to achieve sustainable outcomes. The increased focus on influencing policy dialogue and legislation and strategic development is central to the Pacific Fund's sustainability, and warrants the attention it is receiving. In addition, as discussed in the section on Inclusiveness, the more attention devoted to engagement of target groups in project design and implementation, the stronger the likelihood of sustained impacts. There are numerous examples of how grants have yielded results that would suggest sustained impacts. However, these examples are largely anecdotal and are not usually captured as knowledge products. For instance, in Samoa, Samoa Victim Support Group, the Pacific Fund grant recipient, received assistance from Digicel and Blue Sky telephone companies in a rare partnership of competing businesses, each providing support through free calls to the 24-hour Hotline service. The partnership also provided dedicated personnel to deliver back-up technical support to the Hotline when required. Finally, once a month the Digicel and Blue Sky partnership funded a dedicated page in the *Samoa Observer*, the daily national newspaper, for publicity and promotion of SVSG's EAW work. In recent years, the Pacific Fund has focused increased attention on knowledge management for direct

use in the Pacific Fund and grant recipient project implementation, with a focus on lessons learned from both successful and unsuccessful practices. To date, the emphasis has been on successes, although more attention needs to be devoted to learning from what does not work.

This formative evaluation yielded some insights into the possibility that results could be sustained over time, particularly given changes made to the Pacific Fund since 2012 which focus on improving opportunities for sustainable impacts. Strengthening ties between the Pacific Fund and other UN Women-supported EAW programming is likely to enhance the sustainability of Pacific Fund interventions. In addition, within the confines of grant and capacity development support to grantees, Pacific Fund country-level personnel are able to some extent engage in broader UN Women's EAW efforts in supporting governments and civil society organisations to enable them to create systemic approaches to prevent and respond to cases, expand the availability of services which meet the needs of victim/survivors, improve policy environment on ending VAWG including taking steps to prevent violence from occurring in the first place by working with schools, media organisations, faith based organisations and community organisations to promote community based solutions. Encouraging Pacific Fund country-level personnel to further engage in broader EAW activities would help to strengthen the overall EAW response, as well as link it to actual financial support for EAW interventions. With additional resources and provision of technical support, Pacific Fund project personnel could provide a range of actions that would strengthen overall the realisation of UN Women's aims of EAW in Pacific Island countries.

Finally, aspects of sustainability that need consideration are that the Pacific Fund is reliant on a narrow donor base (in general, the DFAT is the principal donor to Pacific Island countries); thus, there is a need for a diversified donor base, and this is especially important if the Pacific Fund needs resources to expand. So, if the Pacific Fund is seen by donor partners and UN Women as a viable model, would it/they be in a position to offer additional support? Are there opportunities for multiple donors/government co-financing of EAW grant and capacity development support activities?

2.6 Key Issues Arising

This section focuses on evaluation findings related to key issues arising with the Pacific Fund. Key issues arising include: project approach; optimal operations; managing expectations; future calls for proposals; competitive edge considerations; support for grant recipient implementation; strengthening project foundation for 2014-2017 and beyond; results monitoring, evaluation, and knowledge management; and, project reach. Within each of these key issues arising, issues of relevance, efficiency, effectiveness, inclusiveness, and sustainability are addressed to varying degrees.

2.6.1 Project Approach

The current approach of the Pacific Fund is defined largely by grants to suitable and competent state and non-state actors able to work in the EAW arena, and providing associated capacity building for EAW programming for these agencies. Grant recipient activities include providing services for survivors of VAW, primary and/or secondary prevention, advocacy, and mainstream EAW. For grant recipients, considerable training and over-time support is offered via a Help Desk. Since 2012, increased attention has been devoted to the link between strengthening these grant recipients and their ability to support an improved policy environment that responds to VAW, consistent with the objectives indicated in the UN's Development Results Framework for the Pacific. This includes strengthening advocacy channels and building a regional response including, among other mechanisms, a Community of Practice, learning forum, and South-South Exchange.

The first round of grants from 2009 was focused on smaller dollar amounts (up to 30,000 USD) and smaller organizations with limited financing to improve their operations and effectively reach target populations. From 2009 to 2011, capacity development was not targeted to just grant recipients, but also included a wide range of actors who expressed an interest in receiving this support. This changed in 2012, following recognition that considerable capacity development support was required for grant recipients to be able to manage their grants, and that resources needed to be focused on grant recipients to improve effectiveness. There was also growing recognition that knowledge management opportunities needed more systematic attention, and that there were important opportunities to build a stronger national and regional commitment to EAW among policymakers and supported organizations.



Lessons learned in the first few years of implementation culminated in 2011 with a review and strategy meeting comprising the Pacific Fund team and development partners, where problems with managing the initial rounds of grant recipients were discussed. Findings from this review and strategy meeting included:

- 1) The majority of organizations reached were so severely constrained in terms of organizational capacity, experience, and basic operations that even extensive attention to capacity development would not likely lead to desired results (either institutional improvements or target group reach);
- 2) Organizations with sufficient capacity to reach target groups and benefit from organizational development via the Pacific Fund would need to be targeted;
- 3) Providing capacity-building support to non-grant recipient organizations, as well as grant recipients was an inefficient use of resources; and
- 4) The funding levels and timelines would need to be sufficient to reach both target group and organizational development objectives.

These review findings led to changes in 2012 that included a substantially improved call for proposals process (i.e., solicitation, review, evaluation, approval) and an elaborated and improved application form and guidance notes. While fairly long, the application form template and detailed guidance notes ensured that applicants with the requisite skills and experience would respond to questions that would yield insights related to organizational capacity, the potential for organizational strengthening, and the efficiency of a proposal's focus, programmatic approach, and reach (quality and quantity). The call for proposals eventually gave two months for proposal development, and Pacific Fund and UN Women team members convened information sessions to present the funding opportunity and introduce organizations to forms and requirements. The Pacific Fund team was available to offer advice on the forms and processes, as well as answer questions. Draft forms were sometimes discussed and gaps identified by the Help Desk and UN Women personnel. These actions were taken in recognition of the need to provide additional support from very early in the process.

Following the short-listing of grant recipients, a careful assessment of systems and processes is also conducted and benchmarks are set for necessary improvements. While this process has always been in place, it has been improved since 2012. Only after the potential grant recipient achieves these benchmarks is a grant awarded, and if there are capacity concerns or other concerns the amount of funds allocated might be reduced. Percentage payments at different junctures were also changed, with less up front financing, and the release of the next tranche of funds was made only if satisfactory programme and financial reports were submitted with all necessary supporting documentation.

During grant implementation, support is offered through the Help Desk, particularly during report writing and financial reporting; this support has increased since 2012. Since 2013, additional attention has been paid to reporting on results, as well as more expansive and informative project reporting. The reporting forms have been extensively revised to support improved project monitoring and results monitoring. In addition, considerably more attention has been devoted to how grant recipients can provide useful knowledge management products.

Findings from this evaluation suggest that all of these changes were necessary, and that this has improved the Pacific Fund's ability to meet both organizational capacity development and target group reach objectives. This builds on a grant model that encourages diverse interventions that are culturally relevant and able to respond to diverse needs. This evaluation also found that demand for a mechanism that offers financial and capacity-building support is very high in the Pacific, and exceeds supply. Changes in the operations of the Pacific Fund that have occurred since 2012 have helped the Pacific Fund to better meet these demands; however, the Pacific Fund would be better able to meet these demand with the addition of key staff and a stronger focus on support in the field for grant recipients and target groups.

Pacific Fund improvements to date can be further strengthened if additional actions, consistent with the abovementioned improvements, are also considered. These include attention to the following:

- While the call for proposals and proposal review processes have been significantly enhanced, resulting in the identification of grant recipients that have improved capacity and are capable of improving operations with support, the selection process is long and complex. Based upon lessons learned from the first more extensive call for proposals in 2013, any future call for proposals should be expedited. This could include, for example, a 'pre-call' where organizations interested in submitting proposals show that they have all the requisite materials and processes in place to function as a grantee organization (e.g., audited books, bank accounts, mechanism to ensure financial probity, etc.). It could also include streamlined review processes to vet the more limited number of proposals that would be forthcoming after the pre-call vetting.
- The Pacific Fund should consider systematic orientation support activities via the Help Desk for: new grant recipients; supporting action planning; setting achievable benchmarks; helping to establish tracking systems for project monitoring and results monitoring; reviewing financial management systems and procedures; and supporting baselines.
- The training currently offered via RRRT and the FWCC should continue. The third category of training focused on responding to VAW and strengthening survivor services may best be handled internally by the Pacific Fund, appointing an officer who can offer the training, along with follow-up support services to relevant agencies, or via short-term consultancy inputs.
- Particular gains have been made in the area of results monitoring, as reflected in Pacific Fund and grantee reporting. This will continue to be an area of focus during 2014, and as it is further strengthened will become more important as a tool to improve grantee performance.
- Help Desk personnel currently offer support to grant recipients during implementation, mostly via e-mail and telephone, and Project Co-ordinators offer support onsite. However, these supportive actions do not always make it into the monitoring system; thus, simple reporting systems (e.g., a sheet of paper next to the phone/computer for each Help Desk officer, or a small window on the computer) would significantly strengthen the tracking of Help Desk support. This should be combined with mandatory use of the site visit and technical assistance reporting forms prepared by project personnel, which will provide a more

nanced and realistic assessment of actual performance. Having noted such support, the system is not intended to just track support provided, but is also intended to identify gaps in support so that planning can occur accordingly.

- While Help Desk support is currently provided to grant recipients and potential grant recipients (in addition to others who request technical assistance), field findings highlight the importance of increasing this support. The Help Desk personnel would need to regularly support grant recipient implementation, check on and support community-level field implementation, and help the grant recipients to meet benchmarks in their action plans. Grant recipients with implementation constraints would need additional attention and the Help Desk would need to plan accordingly. Project Co-ordinator posts should be largely field positions involved with grant recipients and target groups, rather than office-based positions. Similarly, periodic support offered to potential grant recipients by Project Co-ordinators should become more systematic and planned across each country reached by the Pacific Fund.
- Similar to the need to improve the tracking of Help Desk support, grant recipients themselves often offer support within their own organizations and to target groups without tracking this support. Information of this nature rarely makes it into the official reports, resulting in the under-reporting of support in the field. Gaps would also be identified through such a tracking mechanism.
- The shift to organizations with higher capacity and capable of taking advantage of capacity-building support resulted in more EAW mainstream programming. This has had the benefit of offering practical and resourced opportunities for effective EAW programming, and giving opportunities for lessons learned from what are relatively rare examples of EAW mainstreaming; this should continue.
- Additional changes in the grant mechanism for a call for proposals for 2014 may be required. This is discussed further below in the section 2.6.4. Future Calls for Proposals.
- Attempts to strengthen and expand knowledge management activities and develop various knowledge management products have been only partially successful and warrant additional attention. Of particular interest are the Pacific Fund's efforts to support knowledge management product development among grant recipients (e.g., case studies, videos, photographs, lessons learned briefs, and so on), which is an opportunity of specific relevance to grant recipients and their programme. This is discussed further below in section 2.6.8. Results Monitoring, Evaluation and Knowledge Management.

In general, this formative evaluation found that the shift in the Pacific Fund's approach that took place in 2012 was a necessary step to overcome operational challenges experienced in the first few years of implementation, and to reduce risk. These adaptations have significantly improved Pacific Fund operations and support to grant recipients, and have underlined the strength of the grant model. Additional innovations should be considered to further support the attainment of desired objectives, and should be considered in light of the finding that there is substantial and sustained demand for expanded EAW programming, with finance and capacity gaps undermining the response.

2.6.2 Optimal Operations

Stakeholder discussions held as part of this formative evaluation highlight fairly high expectations around the Pacific Fund. In part, this reflects the narrow range of actors, especially in smaller countries and the historical relative dearth of financing opportunities in the EAW arena, as well as the responsiveness of the Pacific Fund to demand. As Pacific Fund implementation has proceeded links with the broader EAW response have expanded and opportunities may emerge to leverage Pacific Fund resources to advance overall EAW programming. To the extent that the Pacific Fund can cope with these heightened expectations, it has done so (and should continue to do so) in terms of scope and breadth of support required by grant recipients, and in terms of linkages with EAW actions.

While this heightened demand represents an important opportunity to further advance Pacific Fund objectives, it is evident that these expectations are straining Pacific Fund resources. In an effort to respond to project needs related to grant operations and capacity building, the Pacific Fund has been reviewing terms of reference for its personnel, endeavouring to fill positions that meet important needs that have emerged

(e.g., a Communications Co-ordinator and a Junior Programme Officer), as well as expanding outreach activities via the Help Desk and strengthening management systems.

Central to being able to achieve objectives, meet relevant expectations, and advance Pacific Fund objectives by supporting the broader EAW response, is for the Pacific Fund to have the requisite human and financial resources needed to implement Project activities. The results of this formative evaluation would suggest that this means additional resources are required, and that these resources need to be made available for a longer duration. Should the proposed Junior Programme Officer position be filled with support via UN Women Headquarters, and should the right person be found for the Communications Co-ordinator post (with a strong outreach and journalist background/experience, along with other communications skills), there is still a need for short-term technical assistance to support different aspects of the Pacific Fund. It is also important to be able to meet the costs of expanded grantee support so that the Pacific Fund team can take on expanded field support responsibilities; however, remember that regional travel in the Pacific is very expensive.

Formative evaluation findings, including follow-up discussions with the Pacific Fund team, would suggest that a Pacific Fund of optimal staff, resources, and skills would be able to provide additional services and manage additional grants, reducing unit costs and therefore improving cost effectiveness. The 'right sizing' and 'right resourcing' of the Pacific Fund would be expected to have important positive impacts on overall operations.

2.6.3 Managing Expectations

As noted above, it would appear that the enormity of the VAW problem and the shortage of actors in the EAW arena in the Pacific, especially in smaller countries, are key drivers of these expectations. In some cases, the Pacific Fund has been confused with the broader EAW programme by some stakeholders and target groups, and negatively critiqued when it did not engage in a wide range of EAW activities beyond the scope of the Pacific Fund. This is understandable, people and organizations on the ground see officers from the Pacific Fund engaged in some EAW activities to advance the objectives of the Pacific Fund, and as a result often expect even greater involvement. Increased efforts to link the Pacific Fund with the broader EAW response means that the Pacific Fund team can enable a wider EAW response by linking organizations and actors with broader services.

While there was merit in early attempts to reach smaller organizations, the risks were simply too high in doing so. Organizations were too small to have systems in place for proper project implementation, and as a result were unable able to grow to a critical mass to sustain actions over time. There were concerns raised about some of the implications of the 2012 strengthening of the grant application process which meant that organizations with limited administrative and financial management capacity would likely be screened out of the process. One concern was that this might restrict the level of innovative programming on offer. Another concern was that smaller, women-focused CSOs would be unlikely to submit proposals and make it through the screening process, and this could possibly weaken women's voices in the EAW response. Other concerns were the limited geographical scope of the organizations reached, with smaller rural organizations least likely to have the skills to prepare a proposal and administer a grant, and that smaller countries civil society actors and government departments were not necessarily able to compete with organizations in larger countries. The results of this formative evaluation suggest that each of these points have merit, but given the many problems that would arise if the application process were to be less rigorous, extreme caution is warranted.

As noted earlier, when you issue a grant to an organization, you face their problems and limitations, and not just their prospects. In the Pacific Fund's early years (2009-2011), the capacity of the small organizations identified to implement activities and report reliability on the results was often quite challenging, prompting moves to strengthen the criteria for grant applications with a view to reduce risk. The changes put into place in 2012 were intended to overcome at least some of these problems. Team discussions and other findings from this evaluation underline that even now, substantial support is required even to organizations that

made it through the new, more robust proposal review process. Therefore, it is difficult to see how the grant application process could accommodate organizations with less administrative capacity. Even a separate window for small grants (e.g., up to 10,000 USD) would still require that recipient organizations meet financial and technical reporting requirements, and that organizations are able to competently implement programmes. The Pacific Fund has rightly focused on reducing its risk profile, and focused on grantees that have sufficient implementation capacity to ensure that capacity building can take root. It is not clear why it should heighten risk and weaken capacity building impacts by taking on the very problems that undermined implementation in the early years. At this juncture, therefore, it cannot be recommended. This formative evaluation also found that some countries covered by the Pacific Fund are supported with bilateral DFAT financing that contributes to the Pacific Fund. While country-level vetting includes those involved in overseeing these funds, the regional vetting of proposals forwarded by each country means that some of these proposals will not be recommended for Pacific Fund financing since the regional Proposal Review Committee provides the final technical review and selection of grants based on a rigorous review. This is a source of some concern at the national level, but the regional vetting process is central to risk management, project impact, and strategies that are central to the success of the Pacific Fund. One possibility is that the proposal be referred back to the bilateral DFAT office for recommended consideration, along with the regional committee's summary concerns about the proposal itself. The bilateral programme could thereafter consider whether alternative funding possibilities exist. Another possibility is that, if in the course of their follow-up they feel that the proposal is worth reconsidering and if the Pacific Fund Project Co-ordinator agrees, they could advise the agency on needed improvements to the proposal for resubmission during the next call. What *should not* be done is to make special provisions for a proposal and/or an organization that does not meet selection criteria, and as a result increase the Pacific Fund's risk profile.

The lack of completed grant applications coming from Nauru, coupled with only a few grants for Samoa and Vanuatu highlights the problem of smaller countries where CSOs may not be large enough and/or experienced enough to be able to submit viable proposals. This issue was also raised in Kiribati where the country had been successful in the early years with securing smaller grants, but where concerns were raised about the new criteria. There is currently no on-site Project Co-ordinator for Nauru, Samoa, Tonga, or Vanuatu (although the post will soon be advertised for Tonga); thus, on-site support for the Pacific Fund is provided by the Project Co-ordinators in Fiji and Solomon Islands (for grants in Samoa and Vanuatu, respectively). However, both posts were vacant at the time of this formative evaluation (these positions should be filled by mid-2014), and prior to that neither Project Co-ordinator had conducted site visits to the second country (although other UN Women/Pacific Fund staff provided in-country support). Having said this, the grant in Samoa is to an organization with good implementation capacity and the project itself was quite focused, i.e., on establishing a help line and linking the help line to local service providers for those in need. UN Women Country Programme Co-ordinators also provide on-site support for the Pacific Fund, although they have a wide range of duties covering all of UN women's thematic areas, but help out where possible. Both the Country Programme Co-ordinators in Samoa and Vanuatu have been actively involved in the Pacific Fund. It is also worth mentioning that the Pacific Fund intends on filling a Project Co-ordinator post for Tonga by mid-2014.

PNG is particularly challenging for the Pacific Fund given the logistical complications and considerable costs associated with domestic travel, and security risks posed to anyone travelling in some parts of PNG means that unit costs are extremely high. The effectiveness of grants and grant management requires that substantially more time is required for working with grant recipients and target groups in PNG. The 'right sizing' and 'right resourcing' of the Pacific Fund should keep this in mind.

It is important to remember that the Pacific Fund is a funding mechanism and depends on proposals being submitted by agencies with the relevant skills, experience, and focus to help advance EAW objectives. Overall, Pacific Fund coherence is therefore challenging, unlike situations where programmes are directly implemented. At this juncture, there is no mechanism for the Pacific Fund to specifically target some agencies over others, even if they would be the 'right' agencies to implement EAW programmes. In fact, the Pacific

Fund has been quite careful to avoid doing just this in the interests of fairness. Furthermore, the proposal review process involves a range of actors and not just those involved in the Pacific Fund; their independent review of proposals is central to the efficacy of the model.

2.6.4 Future Calls for Proposals

In an effort to support local ownership, strengthen national and regional review processes, and ensure transparency in the grant allocation process, the call for proposals process involves extended reviews and multiple checks before the regional committee makes its final recommendations. This process distils hundreds of initial queries to a hundred or so proposals, of which a subset meet all required submission requirements. Of these, the proposals are reviewed and a short-list prepared. These final recommended proposals are then reviewed within UN Women to ensure compliance with UN Women regulations. Only then are those on the final list contacted to begin a process of institutional reviews and eventual contract signature. Overall, the process can take up to a year from the initial call for proposals to grant award, and in the case of institutional deficiencies that need attention the process can take even longer. The level of human and financial resources required to effect this process can be considerable, on the part of the teams brought together to conduct the review process, answer questions, and explain the application form and application process, as well as on the part of the many organizations that prepare proposals.

To date, a series of calls for proposals have been issued, including a vastly improved call for proposals in 2013. Considering the resources that go into such a call (especially compared to the relatively small number of applicants who submit proposals compliant with all requirements and which are putting forward an interesting proposal), innovations are required in the call process.

To date, it is uncertain whether an additional call for proposals will take place as the availability of financing for future calls is uncertain. The results of the formative evaluation suggest an additional 2014 call would be warranted, as well as a 2015 call, and that these calls should take place within the context of the Pacific Fund being 'right sized' and 'right resourced.' It is important to remember that support to grants requires a minimum of 3 years of support. Thus, future calls for proposals should include a restricted call component, a 'pre-qualification' process, and a streamlined proposal review process.

2.6.5 Competitive Edge Considerations

UN Women has important competitive edges in bringing its gender and EAW mandates to bear in project implementation, and supporting implementation in technical areas such as EAW in cases where the range of actors is narrow and the demand for services high. As a grant project, it also has an important competitive edge in a multi-country setting where design and implementation of projects is driven by national organizations and country nationals in each country who can accommodate the socio-cultural and political diversity found in the Pacific region; this approach is more sensitive than centrally administered projects. As a multi-country operation, the UN Women MCO - Fiji has to be able to respond to the considerable socio-cultural and political diversity found across the countries it covers. In the case of the Pacific Fund, the grant mechanism overcomes this structural constraint because grants are implemented by agencies in each country designed and driven by country nationals. UN Women's value as an implementing partner is significantly enhanced if it uses this competitive edge to its fullest.

Interviews conducted during the evaluation also revealed that as an international agency, and given the history of the UN, UN Women is an impartial, neutral agency that is less likely to be affected by national political pressures and changes in government, and less likely to be *seen to* be affected by national political pressures, which is equally important; this is a competitive edge. UN Women's position as an independent arbiter is important when it comes to strengthening advocacy and policy objectives, and the overall response to VAW in the Pacific region. Of particular relevance were the Pacific Fund's actions that effected change in national policies and action plans, and that supported improved systems of financial accountability among

grant recipients and a stronger focus on results monitoring that considered both institutional strengthening and target group services. Key informant interviews highlight that these efforts should be expanded; UN Women is well connected with key stakeholders and endeavours to engage them at each aspect of the Project.

Key informants were generally aware of the operational problems facing the Pacific Fund in its early years of implementation, and most of the noted improvements made to the Pacific Fund in 2012 were largely supportive of improved Project operations. Yet, further improvements were noted as being needed in terms of cost effectiveness, tracking results, and supporting innovative responses to VAW. Extensive planning has taken place at the UN Women MCO - Fiji within the broader EAW programme and systems strengthening has occurred (especially in terms of financial management and results reporting), and these actions were felt to have improved overall MCO operations. As international and regional operations have improved and systems have been established and strengthened, the UN Women MCO - Fiji's EAW programme has increasingly been in a position to focus additional attention on those areas where UN Women has a competitive edge. The recent evaluability assessment of the MCO has underlined the importance of UN Women in the area of advocacy and its ability to influence national, organizational, and sub-national policy development and implementation. At the same time, the evaluability assessment raised concerns about whether UN Women should be involved in implementing projects, and cautioned that such implementation needed to strategically support these broader advocacy objectives to be effective. The Pacific Fund's focus on institutional strengthening was felt by a number of key informants to be consistent with this focus on advocacy, playing an especially important role in the civil society response to VAW and EAW. In some countries where there were few actors on the ground, the Pacific Fund was felt to be in an influential position in this regard, but in countries where civil society was constrained, and therefore less powerful and less able to influence policy dialogue, this approach was felt to be less effective.

The UN has tasked UN Women with strengthening the gender response, including direct programming and leading knowledge management, and leading the EAW response for the UN. UN Women has also been mandated to support gender mainstreaming with other agencies within the UN system. While tracking such engagement needs improvement, key informant interviews with Pacific Fund team members highlight regular engagement with state and non-state actors in terms of a variety of gender issues, including VAW, and with Pacific Fund personnel in meetings, workshops and events. The Pacific Fund grant application evaluation process also includes considerations of organizational policies that incorporate a gender response, and the Help Desk has included assistance in this regard.

Some of the newer grant recipients have been able to mainstream EAW into other programme areas, such as gender, women's economic empowerment, and HIV/AIDs; however, this is no small accomplishment as mainstreaming can be done very poorly and have little value. In fact, the evaluability assessment underlined the importance of mainstreaming EAW into other programme areas, including women's economic empowerment. For example, the Markets for Change project in Vanuatu, Fiji, and Solomon Islands are integrating EAW into its programming, and it is consistent with Safe Cities programming which integrates EAW with marketplace initiatives. Some Pacific Fund grantees have focused on marketplace-based target groups (e.g., the 'wheelbarrow boys' in Suva), while others have mainstreamed EAW into disability programming. There is also some evidence that EAW opportunities are considered among other UN Women programmes, including disaster risk reduction programming. There are important lessons on mainstreaming EAW in these various examples; as much as possible, opportunities for mainstreaming EAW should be identified and fully exploited by UN Women.

As a grant mechanism and as a Project with numerous partners (whether as implementing partners or grant recipients), the Pacific Fund has many opportunities to identify knowledge products based upon 'real stories' and diverse lessons learned. In terms of knowledge management, the Pacific Fund is better positioned than many other projects to support diversified efforts to create national and sub-national knowledge products that would be culturally relevant to an enhanced gender response, and more specifically EAW. The Pacific

Fund is also particularly well placed to learn from the grant mechanism and to document best practices and lessons learned. It is important to remember that best practices sometimes come from poor beginnings, failures, and problem-solving. To do so, the Pacific Fund has to improve its internal knowledge management systems, and strengthen the documentation of learning forums and South-South Exchange activities.

Partnering with organizations that have on-the-ground implementation capacity and access to especially marginalised populations has meant that the important evaluation criterion of inclusiveness is already being met by the Pacific Fund. The proposal solicitation process, Help Desk support, and results monitoring system highlight the importance of targeting especially vulnerable groups. This can be further strengthened as implementation proceeds.

Finally, in some countries reached by the Pacific Fund, the range of donors is narrow and the Pacific Fund offers one of the few mechanisms for CSOs or under-resourced government departments to secure outside financing for EAW activities, offering a particularly important competitive edge in this regard.

2.6.6 Support for Grant Recipient Implementation

When grants are provided, even to organizations with some implementation capacity, there are inevitably numerous constraints that will undermine implementation. When you provide a grant to an organization, you accept that the organization has operational problems that you can assist with. The Pacific Fund has found that it needs to support the EAW activities of these organizations to a greater extent than originally anticipated. Support needs to be expanded to grant recipient outreach operations, helping to ensure high quality project implementation, attention to gender equality and human rights programming, and proper results reporting.

The strengthened application process put into place since 2012 has resulted in the selection of organizations with greater implementation capacity. But even these organizations need considerable guidance and support to meet their EAW objectives. Since 2012, the expansion of capacity-building support via the Help Desk and training from RRRT and FWCC has meant that additional support has been provided, but the magnitude of the task should not be underestimated. There are particular challenges in terms of effective referral services and the provision of a range of services to survivors, especially in terms of primary prevention, and to a lesser extent secondary prevention.

Field findings suggest that some grant recipients do not see a clear connection between Help Desk support for reporting and the reporting as helping implementation. In particular, interviews in Fiji, Kiribati and Tonga revealed the more robust reporting requirements enacted in 2013 were sometimes perceived by grant recipients to be an unnecessary burden, rather than an opportunity for improved programming. Similarly, field findings would suggest that even the compliance monitoring role of the reporting systems was felt by grant recipients to be unnecessary and overly-burdensome; it was perceived as another required task that is removed from actual project implementation, rather than an improvement. Moreover, it does not help if organizations do not receive timely feedback on their reports and acknowledgment of those aspects of their reports that are well done; highlighting the importance and value of effective communication.

Grant recipients also place high value on direct contact with Project Co-ordinators, and in some cases, support from the regional Project officers based in Suva, Fiji. Field findings suggest that on-site support often extended beyond simple support for reporting, and instead dealt with a wide range of issues that essentially extended beyond the functions of the Help Desk, including supporting grant recipients in their offices and during field activities. These mixed feelings about the Help Desk underlines the importance of direct grant recipient outreach support and communicating that reporting is an enabling activity, rather than a burden unrelated to project performance.

It is increasingly becoming evident that even with a stronger vetting process, substantial support is required throughout the start-up, implementation, and wrap-up phases of grant administration. Aside from the formal training offered and support for reporting (i.e., financial and programmatic), additional support is required just after selection and grants are awarded, throughout implementation, and to support grant completion. While grant recipient outreach support is important, findings from this evaluation suggest that additional support is required at other junctures of implementation.

With gender equality and human rights-based approaches to project implementation in the Pacific Fund, the rights of grant recipient organizations to be heard (i.e., the right of *participation*) is central to project effectiveness. Having on-site direct contact with grant recipients goes some distance toward exercising this right, but if contact is limited to compliance and instruction, and if the Project Co-ordinators themselves do not understand the value of such engagement and how to effect engagement, little will be gained in terms of project effectiveness. Furthermore, the right to participate is central to considering core issues around gender and social change, and direct engagement is key to effecting participation. The fact that many grant recipients highly value contact with officers, particularly in the field, highlights this duality of valuing some support, but not other support. This evaluation revealed there are important opportunities for expanded grant recipient outreach support, and highlighted the importance of Project Co-ordinators' understanding of the value of participation and of being adequately trained and oriented towards the right to participation.

The Pacific Fund is heavily focused on institutional strengthening. Both formal training and technical assistance provided by Help Desk personnel, which is based on a ToC that suggests that building local capacity and bringing international, evidence-based best practice ideas into the Project will go some distance toward strengthening the national response to EAW and advancing gender equality, as well as expanding services for survivors of VAW. The link between institutional capacity and improved EAW services and expanded prevention activities needs to be repeatedly emphasised with grant recipients testing ideas and seeing what works; this requires hands-on support from the Help Desk.

Similarly, the Pacific Fund needs to support grant recipients' engagement with target groups in a meaningful manner, ideally soliciting inputs into project design, outreach content, and engagement during the outreach process. The Pacific Fund needs to do this in a manner that advances broader gender equality objectives. It is here the Pacific Fund can monitor the extent to which gender equality and human rights-based approaches have been employed during design and implementation, but practically speaking it requires considerable outreach to ensure that such approaches are employed by the grant recipients during project implementation. This requires extensive skills that are not necessarily common and would require considerable Pacific Fund team strengthening.

There are similar opportunities for training services provided to grant recipients; however, discussions need to take place before people are sent for training because there is some evidence that not all new grant recipients are clearly aware of the skills profile required for such training, and they send the wrong person to training. Even among larger organizations, sometimes only a single person goes for training and the skills are not necessarily transferred to others in the organizations. In fact, onward skills transfer is rare, so the loss of this person from the organization can seriously affect the effectiveness of grant administration by the organization. The Pacific Fund has already shown awareness of the importance of mentoring support that moves beyond a single person, and the shift to organizations with greater implementation capacity means that mentoring should be more effective.

At this juncture the Pacific Fund's financing does not include a component for core budget support for the grant recipient. For CSOs, securing core financing and being able to attract qualified staff is a persistent problem. In these circumstances, lack of funds for core operations undermines the broader Pacific Fund objectives of institutional strengthening. To the extent that rules allow greater support, this should be considered.

Overall, there is a need for the Pacific Fund to focus greater attention on providing on-site direct technical assistance as much as possible (i.e., joining grant recipients in the field, and an active Help Desk that provides on-site support); this would require an outreach strategy and team strengthening. Should this formative evaluation lead to optimal size and skills support, project expansion, and heightened financial allocation, and should financing be made available, significantly more attention should be devoted to outreach.

2.6.7 Strengthening the Project Foundation for 2014-2017 and Beyond

Improvements made to the Pacific Fund since 2012 have already yielded important returns in terms of strengthening its foundation to support programme implementation, now the aim is to further strengthen these improvements. One aspect of this will be the ability to test the ToC as implementation of the Pacific Fund proceeds, that is if results monitoring is strengthened and additional attention is paid to grantee baseline and results assessment activities, and there is further focus on knowledge management products. This is especially important when considering that the UN Women ToC also focuses attention on strengthening institutions to effect social change.

For the Pacific Fund, changes in project implementation that have occurred since 2012 offers lessons learned that suggest the need to ensure the Fund grows sufficiently to ensure optimal operations. Key conclusions in this regard are as follows:

- It is probable that the return on investment from EVAW is quite high. Although evidence does not exist for the Pacific, an Australian study shows the high costs of VAW and estimates 20,766 AUD would be saved for every case of VAW avoided (Commission on the Status of Women, 2012a, p. 5). The savings for the state would presumably be high in terms of a woman's contribution to the economy and the costs associated with health care for abused women, while violence avoidance would offer particular benefits at the household level in terms of productive hours not lost and unnecessary costs avoided. In countries where levels of VAW are high, programmatic attention to prevention would presumably strengthen expanded Pacific Fund operations, as would effective treatment. Primary prevention only makes business sense if it is *effective* primary prevention (e.g., combining mass media activities with hands-on approaches such as peer education, infotainment, etc.), rather than dispersed awareness-raising.
- Grant recipients need considerable support to effectively implement activities, and this requires more attention to outreach and 'supplying' services which is already reflected in the nature and scope of Help Desk outreach. This does not require major additional financing for administrative operations; rather, it means additional financing for project activities and outreach as a core element of a strengthened Project.
- Consistent with the previous point, there is no substitute for direct and regular support to grant recipients. Since 2012, support to grant recipients has grown significantly for organizational compliance with project requirements prior to signing the grant agreement, and in report writing thereafter. Both would appear to have improved implementation and in the case of report writing has shifted the discussion from activities towards results, and as a consequence, increased action planning for project improvement when gaps are identified. This is a distinct and important improvement, and while it is highly valued by many of the grant recipients, more is needed.
- As with many projects, the Pacific Fund needs to devote additional attention to improved communications. This does not just refer to official correspondence, meetings, and consultations, but also includes 'opportunistic' communications, i.e., taking the time to ensure that relationships the Project has worked so hard to establish are maintained.

- The Pacific Fund will be able to reach an optimal level of implementation if it is provided with financing to adequately staff and resource the Fund. Although further consideration is needed to calculate the actual scope, it may well be that the Pacific Fund could expand its grant and capacity-building support by some 30% to 40%, while lowering unit costs. This will significantly strengthen the operations of the Pacific Fund and will allow them to focus as possible on meeting high levels of demand. This is linked to the concept of Value for Money (VfM), which in part considers the optimal size of an operation to best achieve objectives and respond to demand. The demand is there for EAW support in the Pacific with some attention to resourcing the Pacific Fund can help meet this demand.

The Pacific Fund is nearing the juncture where careful attention to transition planning will be required. Ultimately, the goal is to support the sustainability of the Pacific Fund, and in this respect an exit strategy is only one possibility to consider. It is instead recommended that the transition strategy include three basic considerations: 1) exit, which requires wrapping-up the Project and closing all operations by the end of 2017; 2) handover, which requires handing over Project operations either by 2017 or, more realistically, later; and 3) extension, with the possibility of expansion of Pacific Fund activities. The rationale, benefits, and drawbacks of each option should be carefully considered, but most importantly, the decision should be based on a consideration of the impacts of each option on sustained actions in the EAW arena.

2.6.8 Results Monitoring, Evaluation and Knowledge Management

Since 2012, the Pacific Fund has focused considerable attention on the development of a **results-monitoring system**, endeavouring to shift grant recipient project monitoring away from a focus specifically on project activities to also consider what has resulted from these activities. Issues regarding results monitoring are raised in the grant application process and in reporting templates, and are also incorporated into Pacific Fund reporting formats designed to track Help Desk support. The M&E and Knowledge Management Co-ordinator has been working with Project Co-ordinators and other team members to strengthen results monitoring in the monthly progress reports. For each country, the PMF has been used to identify progress by each output and associated activities. The reporting includes specification of activities, followed by a column that indicates how these activity-level outputs have been used. This information is then compiled by the M&E and Knowledge Management Officer into a 'master results compilation' report that uses a variation of the PMF, incorporating key results for all countries in the Project. This information has already been used for annual reporting, donor reporting, and reporting on progress against the DRF.

The evaluation team reviewed reports coming in for 2013, compared to earlier years, and the evidence suggests that a number of grant recipients have competently reported on results, especially newer grant recipients. The reporting is sometimes of mixed quality, with some reports including results and others simply tracking activities, and some jumping from activities to assumed impacts without the requisite evidence. Nevertheless, the situation is improving and this would suggest that additional attention to results monitoring is having the desired effects, which is no small accomplishment.

In 2013, the Pacific Fund also elaborated its **evaluation strategy** in an M&E Framework (Pacific Regional Facility Fund in Support of Organizations and Actions to End Violence against Women, 2013a); this included a Formative Evaluation (2013/4), a Mid-Term Review (2015), and an Endline Evaluation (2017). With strengthened results monitoring and the elaboration of a sound evaluation strategy, the Pacific Fund will be able to test its ToC and contribute this information to UN Women and other agencies for future programming. What is especially useful is that the Pacific Fund allows the testing of the ToC in extremely diverse socio-cultural and political settings.

Over the past two years, the Pacific Fund has devoted increased attention to **knowledge management**. Knowledge documents include: learning diaries, action plans, regular reports and special reports from grant recipients, a series of simple reports from Help Desk personnel designed to track progress over time (e.g., technical assistance logs, issues arising logs, monthly reports, reporting against the PMF, and site visit

checklists). Given the Pacific Fund is supporting a diverse range of actions, it is especially well-placed to contribute a wide range of knowledge products. As the outreach responsibilities of Help Desk personnel expand, opportunities for the development and circulation of knowledge products are significantly enhanced. The situation would significantly improve if the proposed Communications Co-ordinator is appointed, and that person has the requisite 'outreach' skills and spends the necessary time engaged in outreach. This would build on the activities of two Pacific MCO Communications Co-ordinators.

A review of grant recipient reports revealed that some contained the seeds of interesting case studies that, with elaboration, could serve as knowledge management products. This has been encouraged as part of reporting, but it needs further strengthening. Findings from interviews with Pacific Fund team members and grant recipients suggests that there are many missed opportunities to report interesting activities, innovative interventions, and good stories in grantee reports which could have been explored further and become useful knowledge management products. What were especially lacking in the reports were examples of problems that were resolved over time, to varying degrees, with support from the Help Desk. There was also a lack of documentation of such support from the Help Desk. Interviews with Project Co-ordinators and grant recipients in locations where Project Co-ordinators had been active revealed numerous examples of positive interactions between Pacific Fund personnel and grant recipients; yet, there was little documentation of these actions. Perhaps not unexpectedly, this was less the case for older grant recipients who were overdue with reports (financial and technical), as the focus was largely on compliance to simply get the final reports completed and grants closed.

It may be unrealistic to expect that grant recipients would report openly about deficiencies in grant implementation or deficiencies in their own performance, and it is not clear whether other actors reviewing reports would see this as a positive exercise. Interviews revealed there was a willingness to make critical comments about the operations of the Pacific Fund by grant recipients, stakeholders, and the Pacific Fund team. Many of these comments and recommendations provided have been incorporated into this formative evaluation and provided guidance for the changes that took place in 2012. It is unclear whether a reporting system that is self-critical on both the part of grant recipients and the Pacific Fund would be viable, and even if it were, whether it would be seen as constructive by those reviewing the reports. In short, would self-critical assessments coupled with a discussion of remedial actions taken and remedial actions required undermine the project or strengthen it? One compromise would be to document interesting examples of success in overcoming problems, where the problems are identified, along with how they were overcome and what lessons can be drawn from the case study.

Overall, it may be unrealistic to assume that good stories will come from written reports; however, a review of more recent reports suggests possible leads to follow-up on for possible documentation. These reports could be used as a tool for guiding discussions with grant recipients. This is one area where the Pacific Fund has a clear competitive edge compared to non-grant programmes, as interesting stories will emerge from where diverse activities are being implemented by a variety of organizations. The approach to knowledge management should be integrated into a Communications Strategy.

In regard to results monitoring, evaluation, and knowledge management, more attention needs to be devoted to each of these areas as implementation of the Pacific Fund proceeds. There has been some discussion about the possibility of conducting a grant recipient *project-level baseline* exercise as part of evaluation activities, to be followed thereafter by *project-level impact assessments*. The baseline and impact assessments would focus on target groups reached by grant recipients, and would therefore focus on impact, including the effects of capacity enhancement of implementing partners and their contribution to changes at an impact level. One possible way forward would be to support the most promising 2013 grant recipients to conduct a mixed methods baseline from which impacts could later be considered, while it has the added benefit of strengthening implementation. Clearly, the grant recipients would need to be carefully selected based upon the ability of the organizations to conduct the baseline (with technical support), and based upon the identification of grant projects that can be measured using mixed methods approaches that allow for the

collection of both quantitative and qualitative data. Such a baseline, if properly planned and implemented would offer valid quantitative and qualitative data on the impact of project activities, and would help inform the overall evaluation of the Pacific Fund. The key will be to provide grant recipients with the necessary technical assistance and capacity building and skills to develop monitoring and assessment tools that can be utilized for the collection of baseline data, periodic monitoring and collection of data, and the impact assessment. By providing grant recipients with the tools and skills to collect similar and emerging data overtime they will be able to make comparisons at different points in time in project implementation, from the start to the end of project. It is crucial, however, that grant recipients are able to manage data collection on their own, and this will not be so easy given grant recipients' capacities vary significantly. Nevertheless, this is an important area of capacity and skills building that are often overlooked

While baseline data would add value to the Pacific Fund, strengthen evaluation, and yield important knowledge products, there are a few major constraints that would need attention: 1) no financing has been included in the Pacific Fund budget for these additional activities and primary data collection of this nature is not cheap, and must be done correctly; and 2) it is likely that outside technical support would be required, even though they would play a mentoring role to relevant persons in the grant recipient agencies who would be actively engaged in the baseline and impact assessment processes. If these two constraints can be overcome and suitable grant recipients could be identified who would be interested in and committed to this process, this would significantly strengthen evaluation. These additional evaluation activities would require additional financing in 2014 before/as soon as grants begin.

2.6.9 Project Reach

The results of this formative evaluation suggest that the shift to stronger organizations that took place in 2012 is vital to the success of the Pacific Fund's activities. Early Pacific Fund activities that essentially targeted smaller organizations appear to have been somewhat ineffective in building institutional capacity among these agencies, although some of these organizations did interesting work with target groups, notably services for survivors of VAW. However, prevention activities of these smaller organizations appear to have been largely ineffective and not sustainable, unless they worked with the same populations over time in a focused environment (e.g., classrooms).

Of the 40 grant recipient organizations, 23 were interviewed for this evaluation, including early and more recent grant recipients. In addition, reports and other documents covering all grant recipients were reviewed. One consistent finding is that very small organizations tended to have difficulty in using the financing to improve operations in the long-term, but did focus on service provision to target groups. The result is that, without additional financing, the smaller organizations in particular, came out of the Pacific Fund with little additional capacity. This was the case even though substantial training and technical support were offered to these organizations. The main reason is that these organizations only have a few staff members, and without a regular stream of financing and coverage of personnel costs, the agency cannot grow or continue to provide the same range or intensity of services.

Even larger organizations struggle to attract high quality personnel that stay with the organization, in part due to high job mobility, but also due to difficulties in covering staff costs; but in larger organizations there is more scope to share skills development across multiple officers, strengthening the organization overall. The opportunity for the Pacific Fund to have a more sustained impact is therefore higher among larger grant recipients. For more recent grant recipients, there have been some limitations in terms of capacity enhancement, including problems such as not having the right people on board to strengthen various aspects of operations, confusion over who should receive what training, only having a single person going for training, and small staffing numbers and high staff turnover. In addition, in a relatively small number of CSOs there are pressures on key personnel to be involved in a wide range of activities (e.g., study tours, workshops, conference presentations, and involvement in committees and advocacy bodies), and there is a disabling environment for CSOs in some countries (e.g., Fiji). Nevertheless, interviews with these agencies and Pacific

Fund team members, along with a review of the initial reports from these agencies would suggest that the shift to these higher capacity organizations was a necessary move without which it is hard to see how the Pacific Fund could meet any of its objectives.

Beyond reaching these organizations with capacity development support, it is difficult to establish how many people have been reached through Pacific Fund grant recipient activities. The project monitoring system gives a figure of over 30,000 people were reached in 2012, the vast majority of whom were women. The complexity of measuring across a range of programmes with varied capacities, activities, and reach means that often only estimates can be provided. In addition, the *intensity* of reach is sometimes difficult to measure, but it is vital to differentiate between those reached through, for example mass media and those reached directly and repeatedly. Since 2012, reporting suggests that both the intensity and nature of reach are being increasingly reported to allow for a more nuanced understanding of the depth of reach; nevertheless, this enhanced reporting on the quantity and quality of reach needs continued attention.

In regard to services for survivors of VAW, even some of the early grant recipients were able to offer important services to women, particularly women in need. This formative evaluation reveals that survivor services could be expanded dramatically, highlighting the reality that the demand for survivor services will remain an issue in the Pacific region for the unforeseeable future.

One of the questions raised during this evaluation was related to the effectiveness of primary prevention activities. The consensus among key informants and largely confirmed in discussions with target groups was that one-off contacts were ineffective and not an efficient allocation of resources. This finding also held true in situations where respondents received multiple days of training or support. While the latter approach tended to be more substantive, they nevertheless did not appear to have substantive impacts because they were not reinforced through follow-up. In focus groups, participants generally noted that they were largely passive recipients of information. Participation is fundamental to project success, and in many cases the right to participation did not appear to be taken up by grant recipients. These findings suggest insufficient attention has been devoted to process by grantees, and this, along with a propensity to engage in one-off contacts, seriously weakened the efficacy of the projects.

This formative evaluation found some evidence of organizational capacity development; however, it is still early in the process. At the same time, there is evidence that there are important capacity limitations that will affect the ability of the Pacific Fund's activities to improve organizational capacity for a more effective EAW response. Indeed, the 2013 proposal review process highlighted deficiencies among the vast majority of applicants and even those organizations that were short-listed, which will challenge the effectiveness of the Pacific Fund.

3. Conclusions and Recommendations

3.1 Conclusions

This formative evaluation resulted in eight key conclusions, each of which are presented below:

1. Changes made to the Pacific Fund since 2012 have moved the Fund in the right direction. This finding is important because it reveals that the Pacific Fund has succeeded in putting in place systems for efficient and effective functioning. This includes a proposal vetting process that ensures the Fund focuses on agencies with the ability to grow and improve their operations, capacity-building systems, and effective results monitoring and evaluation systems.
2. Demand for EAW support services is very high throughout the Pacific Island countries and has grown in recent years. In many countries, this demand for EAW support services includes the need for financing and capacity building, as well as broader support to advance the EAW agenda. The growing links between the Pacific Fund and broader EAW activities which are of relevance to UN Women offer important opportunities for the Pacific Fund, allowing it to both achieve its own objectives and advance national EAW responses across Pacific Island countries.
3. Given the significance of the Pacific Fund across Pacific Island countries, within the next year the Pacific Fund needs to devote more attention to transition planning.
4. Progress made in results-based monitoring and evaluation will go a long way towards properly measuring the results of the Pacific Fund's activities and progress towards its objectives; however, a significant gap exists in information required to properly assess the Pacific Fund's impact and effectiveness. Thus, high quality baseline and follow-up results assessments are needed.
5. At the time of this formative evaluation, funds were not yet secured for a 2014 call for proposals and associated support for new grants.
6. This formative evaluation revealed there is significant room for improvement in Pacific Fund communications. As with any project, there is room for improvement in communications at all levels within the Pacific Fund and with its partners, as well as between the Pacific Fund and other projects and agencies involved in the EAW response. There has been a justifiable tendency in the Pacific Fund to focus on formal communications; however, since 2012, efforts to improve communications have been part of the overall changes made to the Pacific Fund.
7. Systems of effective knowledge management have been significantly strengthened since 2012, including review processes that ensure quality products are produced and shared. Nevertheless, considerably more can be done to strengthen and expand knowledge management related to the Pacific Fund. The Pacific Fund is in a unique position to access information and insights from a wide range of actors and activities across numerous, diverse countries.
8. Over the past few years the Pacific Fund has committed to strengthening gender equality and human rights-based approaches at the stakeholder and grant recipient levels. This has included attention to the rights of participation of target groups; however, there is still room for improvement, especially in terms of the rights of participation of target groups.

The strategic recommendations that follow are guided by each of the aforementioned eight key conclusions which are grounded in the findings presented in the previous section. These recommendations were developed specifically to support UN Women MCO - Fiji in the management response.. It is important to note that the recommendations that follow only cover areas of additional need. So, for example, if no change is required, such as reporting already includes a review of policy developments, no recommendations are offered.

3.2 Recommendations

3.2.1 Recommendation 1: The Pacific Fund should carefully consider what it is needed to operate at an optimal level

This formative evaluation revealed that changes made to the Pacific Fund since 2012 have moved the Fund in the right direction; therefore, it is recommended that the Pacific Fund carefully consider what it would take to operate at an optimal level. This includes: consideration of the nature and composition of the Pacific Fund team; the skill profiles of team members and needed short-term technical assistance to fill gaps among team members and meet specific needs; the orientation of the Pacific Fund team with a recommended enhanced focus on supporting grant recipients in the field; and resource requirements. If the Pacific Fund were able to establish an optimal level operation with requisite and stable financing, it would be able to operate in as cost effective a manner as possible. This means that ‘right-sizing’ and ‘right-focusing’ of the Pacific Fund will offer a high return on investment.

Now is the right time to consider optimal operations because over the past two years the Pacific Fund has put into place systems for efficient and effective functioning, including: a proposal vetting process that ensures the Fund focuses on agencies with the ability to grow and improve their operations; functioning capacity-building systems; and effective results monitoring and evaluation systems. With some adjustments and further development, the systems that are now in place can be the basis for effective implementation for the remainder of the Pacific Fund. In particular, actions taken should include the planned appointment of a Junior Programme Officer and a Communications Co-ordinator, as well as filling all Project Co-ordinator posts which are currently planned for all countries, except Vanuatu and Samoa which are covered by Project Co-ordinators in Solomon Islands and Fiji, respectively. Should the Pacific Fund grow in Vanuatu and Samoa, Project Co-ordinator posts should be considered for these two countries.

To support the Pacific Fund’s operation at the optimal level, beyond the expected needs for the mid-term review and endline evaluation, short-term technical assistance is required for baseline and impact assessments that rely upon mixed method approaches which are able to generate meaningful qualitative and quantitative data, for knowledge management and knowledge products, for enhanced communications, and training and support for expanded outreach by Project Co-ordinators and other personnel.

While the actual size of Pacific Fund operations can only be established when resources are allocated and staffing needs have been met, it is likely that the return will be positive and significant.

3.2.2 Recommendation 2: Various innovative changes made to the Pacific Fund in 2012 should continue and focus should be on capacity building for grant recipients to strengthen the monitoring system

This formative evaluation revealed the demand for EAW support services is very high throughout the Pacific Islands countries, and has grown in recent years. In many countries, this demand for EAW support services includes the need for financing and capacity building, as well as broader support to advance the EAW agenda. The growing links between the Pacific Fund and broader EAW activities which are of relevance to UN Women actions offer important opportunities for the Pacific Fund, allowing it to both achieve its own objectives and advance national EAW responses across Pacific Island countries; this work and support should continue. Overall, the Pacific Fund has undertaken a number of actions that have improved operations and are starting to show results; yet, the Pacific Fund needs to consider how to effectively respond to this growing demand for support services, financing, and capacity building throughout the Pacific Islands region.

The various innovations to the Pacific Fund introduced in 2012 should continue, including: the focus on capacity building for grant recipients and strengthening of monitoring systems, especially results monitoring that informs progress made towards testing the ToC. This formative evaluation revealed most grant

recipients have shown promising competency in results monitoring and these competencies should be further supported and enhanced. The proposed mid-term review in 2015 and the endline evaluation in 2017 should proceed as planned, although the scope of the mid-term review may need to grow to consider the impacts of continued changes made to the Pacific Fund.

The growing emphasis on practical implementation support for grant recipients when working with target groups should be reinforced. The majority of Help Desk officers should spend at least one-half to two-thirds of their time working in the field with grant recipients and their target groups with more attention to direct engagement with grant recipients and their target communities.

3.2.3 Recommendation 3: Transition planning should not be limited to the development of an exit strategy, but should consider the possibility of a handover to another agency or extension and expansion of the Pacific Fund.

This formative evaluation revealed that within the next year the Pacific Fund needs to devote more attention to transition planning. The recommendation is that transition planning should not be limited to the development of an exit strategy, but should also consider the possibility of a handover to another agency or extension and expansion of the Pacific Fund. Demand for services provided by the Pacific Fund are very high and are expected to grow in the future; clearly, the demand for services will continue to exceed supply. The Pacific Fund offers important services that, through UN Women, are provided by an agency with important competitive edges, including: a mandate; independence and neutrality from local political pressures; an ability to adapt to national circumstances; engagement with stakeholders; and effective knowledge management capacities. Transitioning to an agency that can offer similar competitive advantages is warranted, but will likely to take time; therefore, implementation should continue into the future with a specific focus on developing a transition plan with timelines for handover of the Pacific Fund to another agency or extension and expansion of the Pacific Fund.

3.2.4 Recommendation 4: The Pacific Fund should plan for and secure technical assistance and additional financing for conducting high-quality baseline for a subset of 2013 grant recipients.

This formative evaluation revealed that progress made in results-based monitoring and evaluation will go a long way towards properly measuring the results of the Pacific Fund's activities and progress towards its objectives; however, a significant gap exists in information required to properly assess the Pacific Fund's impact and effectiveness. Therefore, high quality baseline and follow-up results assessments are needed.

It is recommended that the Pacific Fund plan for and secure technical assistance and additional financing for conducting high-quality baselines for a subset of 2013 grant recipients. These baselines should ideally be conducted in the second half of 2014, with follow-up results assessments two years later. High quality *qualitative* baselines and results assessments can provide important information and evidence of impact at a level of detail and insights that are needed to understand VAW and what works and what does not in EVAW.

In addition to high quality baseline and results assessments, the Pacific Fund should also consider one or two grant recipients who are in a position to conduct high-quality *quantitative* baselines and results assessments. Ideally these quantitative baselines and results assessments would be conducted with the same grant recipients that are conducting qualitative baselines and assessments, so the joint analysis can be used to provide a more in-depth analysis and understanding of the results of the Pacific Fund's activities and progress toward its objectives. As with the qualitative investigations, this requires external technical expertise, working with the grant recipient agencies. Both qualitative and quantitative baselines and assessments provide important opportunities for developing the capacities of Pacific Fund grant recipients and their personnel.

These mixed methods baselines and assessments will provide important information to assess the impacts of the Pacific Fund, and complement results monitoring and evaluation activities. Data and findings from such mixed methods baselines and assessments can also be used to further test the ToC behind the Pacific Fund and a number of UN Women interventions, as well as help test the efficacy of grant mechanisms in the EAW response overall.

3.2.5 Recommendation 5: Additional calls for proposal should be issued for 2014 and 2015, and for additional years if the Pacific Fund continues.

At the time of this formative evaluation, funds were not yet secured for a 2014 call for proposals and associated support for new grants. However, additional calls for proposals should be issued for 2014 and 2015, and for additional years if the Pacific Fund continues. An effective call for proposals system is now in place that, with improvements, should be used to issue additional grants. This recommendation requires additional financing for new grants and expanded technical assistance and capacity building support.

It is also recommended that two key changes be made to the call for proposals process for 2014. The first is to issue a call for pre-qualification proposals, where interested agencies can provide a concise concept note together with evidence of institutional competence, demonstrating whether the organization meets the basic administrative and financial requirements for grant implementation, and has a 'good idea' in responding to VAW. Those agencies that meet these criteria would then be invited to submit full proposals for vetting by national and regional processes already in place. The second is to consider a parallel limited call for proposals that targets agencies already administering grants for project extension, adaptation, or expansion. Strong implementing partners should be encouraged to apply for project extension, adaptation, or expansion.

3.2.6 Recommendations 6: There should be improved communications within the Pacific Fund Project and with its partners, as well as between Pacific Fund Project and other projects and agencies involved in the EAW response.

This formative evaluation revealed there is significant room for improvement in Pacific Fund communications. As with any project, there is room for improvement in communications at all levels within the Pacific Fund and with its partners, as well as between the Pacific Fund and other projects and agencies involved in the EAW response. There has been a justifiable tendency in the Pacific Fund to focus on formal communications; however, since 2012, efforts to improve communications have been part of the overall changes made to the Pacific Fund. These efforts to improve communications should continue and be a key focus of the Communications Co-ordinator who is expected to join the Pacific Fund in 2014. The Communications Co-ordinator should have a strong background in journalism and should know how to go after good stories and 'translate' these into useful knowledge products. There are numerous compelling stories in EAW, but these are not necessarily being captured. The Communications Co-ordinator should also effectively liaise with EAW stakeholders and work closely with grant recipients and their target groups; this will require that the Communications Co-ordinator post be at least half-time field-based, working with grant recipients and their target groups. Ultimately, the Communications Co-ordinator should lead the development of a Communications Strategy which should involve aligning Pacific Fund communications activities with those of the UN Women MCO - Fiji, and the communications strategy of UN Women. If a suitably qualified and experienced Communications Co-ordinator cannot be identified or recruited the Pacific Fund should consider filling the post with a volunteer or soliciting proposals from suitable short-term consultants.

This evaluation also found that what is sometimes overlooked is the importance of *informal* communications. Informal communications are especially important in situations where it may take some time for decisions to be made that result in formal communications. For example, the proposal review process for the 2013 call for proposals have taken a considerable amount of time owing to funding clarifications, yet feedback to

stakeholders and grant applicants has been lacking. Simple e-mails that let different stakeholders and grant applicant know where the Pacific Fund is in the review process would go a long way in ensuring that relationships are not undermined.

3.2.7 Recommendation 7: Effective knowledge management should be significantly strengthened and expanded related to the Pacific Fund.

Findings from this formative evaluation revealed systems of effective knowledge management have been significantly strengthened since 2012; nevertheless, considerably more can be done to strengthen and expand knowledge management related to the Pacific Fund. The Pacific Fund is in a unique position to access information and insights from a wide range of actors and activities across numerous, diverse countries. Every visit to grant recipients and their target communities is an opportunity to hear and capture stories in a coherent fashion to create insightful knowledge products. The importance of sharing these stories cannot be understated; in particular, donor agencies require evidence of impact and individual's stories are quite powerful.

As with communications, the Pacific Fund has focused attention on building strong knowledge management systems, including review processes that ensure quality products are produced and shared. These activities should continue and significantly expand with the appointment of the Communications Co-ordinator who will work closely with the Pacific Fund team.

3.2.8 Recommendation 8: The Pacific Fund should consider how it can help grant recipients implement their projects in a manner that strengthens the right of participation among target groups and valuable rights-holders.

Finally, this formative evaluation revealed that over the past few years the Pacific Fund has committed to strengthening gender equality and human rights-based approaches at the stakeholder and grant recipient levels, this has included attention to the rights of participation of target groups. However, there is still room for improvement, especially in terms of the rights of participation of target groups. Based upon these findings, it is recommended that the Pacific Fund specifically consider how it can help grant recipients implement their projects in a manner that strengthens the right of participation of target groups as agents of change, informed participants, and valuable rights-holders. This is an important gap that will undermine the effectiveness of the Pacific Fund if it continues, and may weaken the Fund's sustainability. Beyond participation as a right, it is also based on the hypothesis that ownership is key to sustainability; all implementation actions should be based on the assumption that this hypothesis is valid.

The right of participation of target groups and valuable rights-holders is widely agreed upon and accepted as a "best practice"; yet, the top down and directive interventions used by grant recipients can undermine the ability of target groups and valuable rights-holders to exercise their right to participation. This formative evaluation revealed basic 'rules' of participation are not always practiced by grant recipients, such as engaging target groups with due respect and encouraging their direct involvement in project design and implementation. While it sounds straightforward to ensure that rights to participation be respected, it requires skills that are not common in most projects, including grant projects supported by the Pacific Fund. Pacific Fund staff and UN Women personnel engaged in supporting grant implementation, as well as grant recipients themselves, need training to improve their capabilities to engage with target groups in project design, so as to strengthen the relevance of project approaches to the needs of affected persons and communities and to ensure proper ethical protocols are followed, especially when involving survivors of VAW. In addition, approaches to ensure the right to participation of target groups and rights-holders in project design and implementation need to be tested. Finally, rights of participation also need to be part of how the Pacific Fund approaches Project implementation and how grant recipients approach their own project implementation.

Activities

Activities were grouped into three components:

1. Materials review, including international materials, project materials, and operational documents.
2. Consultations with Pacific Fund and MCO team members throughout the evaluation. Interviews with stakeholders. Interviews and materials review with grant recipients. Discussions with target groups reached by the interviewed organizations.
3. Report preparation, management review, report revision, Pacific Fund team planning session with the Consultant on agreed conclusions and recommendations and development of an operational plan for the way forward, and report finalisation.

Materials Review

The Team Leader for the FE was previously involved in helping the Pacific Fund strengthen their monitoring system, with particular attention to results-based monitoring, and advising on evaluations. As a result of these activities, many international and Pacific regional UN Women documents were reviewed. Additional documents were provided in the first weeks of the FE, including a series of operational documents such as annual reports from grant recipients. These materials were reviewed to inform the identification of issues to investigate during the evaluation, and at a later point in the evaluation were used when writing-up findings, drawing conclusions, and making recommendations.

A meeting was held with the M&E and Knowledge Management Officer with the Pacific Fund team to ensure that the materials were properly sorted and understood, and the relative merits and use of these materials was discussed.

Documents consulted are listed in at the end of this report.

Consultations with the Pacific Fund Team (all seven countries), Field Interviews, Stakeholder Consultations

Formative evaluations are characterised by extensive team engagement throughout the exercise; this is coupled with independent field assessments by the Consultant's team without the involvement of Pacific Fund personnel to ensure independence and open discussion. Following arriving in Fiji, a two day workshop was held involving the Pacific Fund team based in Fiji, as well as the Project Co-ordinator from Papua New Guinea. The workshop included the following:

- Full project review, mapping of the history of the Project, reviewing significant events, considering 'missed opportunities'.
- Conducting a strengths, weaknesses, opportunities and threats analysis (SWOT), taking care to include actions taken to overcome problems and the effectiveness of these actions, giving the SWOT an 'active' element.
- Based on the project review and the SWOT, the group carried out a Story With A Gap exercise to consider where the team wanted the Project to be by the end of 2017, reviewed the current situation and whether this would get the team to where they wanted to be by the end of the Project, identified likely additional roadblocks, and considered what needed to be done to get from where the Project is to where the Project needs to be. Alignment was checked at each step, including alignment within MCO, UN Women, and with the regional UNDAF.
- Review of evaluation criteria, using the questions in the Inception Report.

On the Saturday following the workshop the evaluation team held an extended discussion with the Project Co-ordinator from PNG, Ms. Bessie Maruia, and the Pacific Fund Regional Project Manager, Ms. Tupou Vere. The session focused on fieldwork for PNG, as well as issues of interest for the evaluation.

Thereafter, the evaluation team conducted a two-day familiarisation trip around Fiji's main island of Viti Levu, including conducting interviews with individuals reached by a grant recipient in Nadi, on the west coast of the island.

Following the field visit, two field instruments were developed (see Annex B):

- A two-part one-on-one key informant interview instruments, with the first part focused on grant recipients, and the second on other stakeholders.
- A focus group discussion instrument focused on target groups who have received services from grant recipients.

The following Monday the evaluation team met with senior members of the Pacific Fund to select grantees for interview. Criteria for selection included the following:

- 1) selecting grant recipients from among those who had received their grants in the early years of the Pacific Fund (2009-2011), and those who had received their grants after changes were put into place (2012);
- 2) covering each country where grants were issued; and
- 3) grant recipients that required more assistance and attention and those that required less.

Of the 40 grant recipients, 25 were targeted for interview across five of the eight countries reached by the Pacific Fund, and 23 were reached (one in PNG and one in Solomon Islands were not reached despite multiple efforts). For Nauru, no interviews were conducted because there had not been any successful grant recipients. For Samoa and Vanuatu, each had a single grant recipient, compared to PNG, Fiji, Tonga, Solomon Islands and Kiribati, which had multiple grant recipients. Therefore, fieldwork was conducted in the five countries with 38 of the 40 grant recipients. For Vanuatu and Samoa, skype discussions were held with the UN Women officers responsible for managing the Pacific Fund, and who therefore had experience with the final two grant recipients.

Following completion of fieldwork, the Consultants pulled together key findings for discussion with the Pacific Fund team. While the evaluation team had already drawn initial conclusions, the presentation excluded these conclusions, to allow the Pacific Fund team to draw their own conclusions. Following this, additional conclusions drawn by the evaluation team were also discussed.

Reporting, Feedback, Planning

The report was prepared in three versions: 1) draft report; 2) revised draft report; and 3) final report. The Draft Report was an internal document for review by the Management Group, with the Pacific Fund team assembling all comments on the report into a single document, along with their comments on the comments made. Inaccuracies and misunderstandings in the draft report were corrected, and other comments on the report by the Pacific Fund team were incorporated as appropriate (with the final decision made by the evaluation team, reflecting the importance of independence in report content). This Revised Draft Report was then circulated to the Pacific Fund team, for wider circulation thereafter to the Stakeholder Reference Group. The Pacific Fund team was thereafter responsible for the assembly of all comments in a single document, including their comments on any of the comments from others as appropriate, for the evaluation team's final review and submission of the Final Report.

The Evaluation Team Leader, Dr. Cownie, returned to the UN MCO Office in Fiji in late April following submission of the Revised Draft Report. This included a series of meetings within the MCO as well as with other stakeholders, as well as a full day Recommendations Review and Plan of Action Development Workshop. The results of this workshop was incorporated into the Final Report.

Evaluation Management

There were three structures in place to manage the FE:

- Management Group
- Core Reference Group
- Stakeholder Reference Group

Management Group: The Management Group comprised four officers, headed by the EAW Programme Manager Ms. Melissa Alvarado, and also involving the Pacific Fund Regional Project Manager Ms. Tupou Vere, the M&E and Knowledge Management Co-ordinator Ms. Israela Abrahamson, and the Administrative Associate Ms. Joy Tonawai. This group managed the day to day aspects of the evaluation. This included development of the Terms of Reference, management the selection and recruitment of the evaluation team, managing the contractual arrangements, budget and personnel involved in the evaluation, providing support and co-ordination to the Core Reference Group and the Stakeholder Reference Group, providing the evaluators with administrative support and required information and data, connecting the evaluation team with the programme unit, senior management and other relevant stakeholders, and reviewing all reports and final approval of the final report. All communications were through two members of the Management Group, comprising the EAW Programme Manager and the Pacific Fund Regional Project Manager.

Core Reference Group: The Core Reference Group was an internal UN Women grouping comprising the EAW Programme Manager, the Pacific Fund Regional Project Manager, the Operations Manager Mr. Welder Mtisi, the UN Women Resident Representative Ms. Elizira Sagynbaeva, the Regional Programme Specialist Ms. Alisi Qaiqaica, and the Regional Evaluation Specialist from the UN Women Regional Office for Asia and the Pacific, Ms. Yumiko Kanemitsu.

Stakeholder Reference Group: The Stakeholder Reference Group comprised the management group members from UN Women, as well as members of the Pacific Fund Steering Committee including UN agencies, civil society organizations, and donors. These include the United Nations Fund for Population Activities (UNFPA), the United Nations Children’s Fund (UNICEF), and the Office of the High Commission for Human Rights (OHCHR), the Fiji Women’s Crisis Centre (FWCC), and Foundation for the South Pacific Islands, Regional Rights Resource Team (RRRT), the Australian Aid Programme (DFAT), the UN Women National Committee of Australia and the UN Women National Committee of New Zealand.

Guiding the Evaluation

The Formative Evaluation was guided by international evaluation materials that reflected lessons learned over the years on the role of evaluation in strengthening project results, and on maximising the positive impact of evaluation on project performance. Using the Organization for Economic Co-operation and Development’s (OECD, 2010) evaluation criteria, which has been adopted by a variety of agencies, including the Australia Aid Programme as well as UN Women, the FE focused on Relevance, Efficiency and Effectiveness, with consideration of early signs of Sustainability of interventions both in terms of strengthening grant recipient organizations, and in terms of primary prevention. In addition to these standard criteria, UN Women included the criteria of Inclusiveness within the context of gender equality, referring to who is reached and who is excluded, consistent with their mandate. Australia Aid (Government of Australia, 2013a) further emphasises the importance of considering the functioning and effectiveness of a programme’s monitoring and evaluation system as well as how well the implementing agency uses information and learns from this.

UN Women issued an Evaluation Policy in 2012 (UN Women, 2012a: 4). This Policy specifies three evaluation purposes:

1. “It is a means to demonstrate accountability to stakeholders, including women who are rights holders and duty bearers, in managing for results ...
-

2. It provides credible and reliable evidence for decision-making in relation to gender equality and the empowerment of women in order to improve results.
3. It contributes important lessons learned about normative, operational and coordination work in the areas of gender equality and the empowerment of women to the existing knowledge base ...”

UN Women employs the United Nations Evaluation Group’s (UNEG) (2005a) definition of evaluation, noting that “Evaluation in [UN Women] is defined as a systematic and impartial assessment that provides credible and reliable evidence-based information about the extent to which an intervention has resulted in progress (or the lack thereof) towards intended and/or unintended results regarding gender equality and the empowerment of women”. Beyond this, because of its remit, UN Women adds that evaluation in the context of UN Women’s mandate results in evaluation (UN Women, 2012a: 4) “directly incorporat[ing] principles of gender equality, women’s rights and the empowerment of women”. Evaluations responsive to gender equality and women’s rights assess whether interventions (UN Women, 2012a: 4-5):

1. “Have been guided by the relevant international (national and regional) normative frameworks for gender equality and women’s rights, United Nations system-wide mandates and organization objectives.
2. Have analysed and addressed the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion.
3. Have maximised participation and inclusiveness (with respect to rights holders and duty bearers) in their planning, design, implementation and decision-making processes.
4. Sought out opportunities to build sustainable results through the empowerment and capacity-building of women and groups of rights holders and duty bearers.
5. Have contributed to short-, medium- and long-term objectives (or the lack thereof) through the examination of results chains, processes, contextual factors and causality using gender- and rights-based analysis”.

UN Women’s draft strategic plan for 2014-2017 (UN Women, 2013a: 3) identifies four key lessons learned from evaluations conducted under the 2011-2013 strategic plan (UN Women, 2011) planning period:

1. “The importance of basic programmatic work on participatory and nationally-driven processes.
2. UN-Women’s comparative strength in country-level advocacy.
3. UN-Women’s success in strengthening capacity of civil society, but the need to do so in sustainable ways.
4. The need for more consistent quality of UN-Women’s coordination role at country level.”

Elsewhere the 2014-2017 draft plan noted that, under the new UN System-Wide Action Plan on Gender Equality and Women’s Empowerment (UN-SWAP), the UN system was placing unprecedented emphasis on gender equality and women’s empowerment which strengthened accountability in these areas across agencies. As part of this, one area of ‘revitalisation’ was monitoring and evaluation, along with accountability, results-based management, oversight, human and financial resource allocation and tracking, capacity assessment and development, and coherence and information management.

The United Nations Evaluation Group (UNEG, 2011) issued a guideline document “Integrating Human Rights and Gender Equality in Evaluation” in 2011. The guidelines describe how to prepare for, implement, and oversee an evaluation, in a manner consistent with the UN Women (nd) document just described. These process discussions are preceded by a brief overview of the UN approach to human rights and gender equality in programme design and implementation as well as evaluation. The report (UNEG, 2011: 11) notes that “Human rights are the civil, cultural, economic, political and social rights inherent to all human beings, regardless of one’s nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, disability, religion, language etc. All human beings are entitled to these rights without discrimination.

They are universal, inalienable, interdependent, indivisible, equal and non-discriminatory”.

As rights-holders, people have inherent rights, and it is the responsibility of the State and other actors to act as 'duty-bearers' to support protection of these rights. The UN has a specific responsibility to protect human rights and help other duty-bearers to meet their obligations. The guidelines go on to define gender equality as (UNEG, 2011: 13) follows: "Gender equality refers to the equal rights, responsibilities and opportunities of women and men, girls and boys. Equality does not mean women and men will become the same, but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. It implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity of different groups of women and men. Gender equality is not a 'women's issue', but concerns and should fully engage men as well as women". These principles are applied to evaluation, with UNEG (2011: 14) noted that "An evaluation that is HR & GE responsive addresses the programming principles required by a human rights based approach and gender mainstreaming strategy. It contributes to the social and economic change process that is at the heart of most development programming by identifying and analysing the inequalities, discriminatory practices and unjust power relations that are central to development problems".

One online document, "A Manager's Guide to Gender Equality & Human Rights Responsive Evaluation" (UN Women, nd) divides evaluation into three phases: 1) preparation; 2) conduct; and 3) utilisation and follow-up. The FE process follows this phasing, with Phase 1 involving a detailed Evaluability Assessment, establishment of management structures and roles, consideration of stakeholders, issuance of terms of reference, and selection of the evaluators. Phase 2 comprised submission of the Inception Report, the collection and analysis of data, and submission of draft, final draft and final reports. Phase 3 began with a return visit by the Team Leader in mid-April 2014, involved a detailed planning session involving key officers from UN Women MCO, where findings and recommendations were carefully reviewed, actions elaborated and timelined, and responsible officers identified. This fell under 'management response', while the plans for dissemination and use of results came out of this planning session, and through follow-on planning conducted by the Pacific Fund team and MCO management.

The Manager's Guide goes on to note that a gender equality and human rights (GE & HR or GE and HR or GE/HR) approach to evaluation considers both process and product or, as the Guide notes, "what the evaluation examines and how it is undertaken". It goes on to specify that "GE/HR evaluation explicitly recognises gender and power relations (and the structural and other causes that give rise to inequities, discrimination, and unfair power relations). It assesses the degree to which both gender and power relationships change as a result of an intervention, and does so in a way that is respectful of the rights and responsibilities of all stakeholders. Evaluation that is GE and HR sensitive acknowledges women's rights and equality and determines the claims of other rights-holders and obligations of duty-bearers". Key process measures include inclusiveness, engagement and reflection, respect and engagement, transparency and accountability, and the use of mixed methods to gain insights and engage stakeholders.

The Manager's Guide elaborates the different types of evaluation and their timing, and notes that Formative Evaluation takes place during Programme implementation, while UN Women's Evaluation Policy (UN Women, 2012a) notes that Formative Evaluation is focused on lessons learned to improve future Programme implementation.

Evaluation Questions

The TOR includes the larger evaluation questions. These are organised by the OECD criteria, and also including the UN Women criteria of Inclusiveness. For each, the original statement in the TOR was specified, following by the original questions also contained in the TOR. For each main question, as per the TOR, sub-questions were considered in the right-hand column in each table. These tables were used to prepare the field tools, as well as guide stakeholder interviews and Pacific Fund team discussions.

Relevance

Relevance is defined by UN Women in a manner consistent with United Nations Evaluation Group (UNEG) and the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee as follows: “The extent to which the objectives of a development intervention are consistent with the evolving needs and priorities of beneficiaries, partners, stakeholders-within country and global contexts” (OECD, 2010: 32). It goes on to note that “Relevance provides information about the relationship of the most important GE [gender equality] and HR [human rights] issues present in the situation to the objectives of the intervention. It should also assess whether the programme design was guided by international Conventions, principles and protocols (e.g., CEDAW, United Nations Declaration on Human Rights) and whether it followed adequate [gender equity] and [human rights] analysis” (UN Women, nd: website). In other words, is the programme consistent with the needs and intentions of the countries and programmes reached by the intervention? For considering relevance of programmes for equity objectives, UNICEF defines relevance as “The extent to which the expected results of the intervention address the rights and needs of worst-off groups, reduce inequities, and are consistent with equity-focused development priorities at global, national or local level” (UNICEF, 2011: 35).

Key Relevance issues to consider include, but are not limited to, the following:

- a) Relevance of the Project’s intent and actions in relation to Pacific Ending Violence against Women policies and National Action Plans on VAW and Sexual and Gender Based Violence.
- b) Relevance of the Project’s intent and actions in relation to Pacific regional priorities.
- c) Relevance of the Project’s intent and actions to high level policy commitments in the UN Convention on the Elimination of All Forms of Discrimination Against Women and similar.
- d) Relevance of EAW grants in responding to Pacific priorities and issues through the efforts of Pacific Island countries’ national and local governments and authorities and civil society organizations to end violence against women.

Table 1: Relevance Questions Associated with the FE Criteria

Questions	Question Breakdown
Relevance of the Project’s intent and actions in relation to the Pacific regional Ending Violence against Women policies and National Action Plans on VAW and sexual and gender-based violence	<ol style="list-style-type: none"> 1. Alignment with regional and international norms. 2. Gaps in policies, strategies, and mis-alignment. 3. Alignment of Pacific Fund grant recipient proposals and actions with national and regional plans. 4. Extent to which Pacific Fund grant recipients are influencing policy and strategy development as part of their proposed activities, to better align with international norms. 5. Internal alignment within MCO EAW, and also within the new MCO plans. 6. Alignment with the outcomes of the evaluability assessment of the MCO.
Relevance of the Project’s intent and actions in relation to Pacific regional priorities	<ol style="list-style-type: none"> 1. Alignment between regional organizations and their priorities on EAW. 2. Influence of the Pacific Fund and MCO and national EAW programming and regional priorities on EAW. 3. Alignment between regional and national priorities in the eight Pacific Fund countries.
Relevance of the Project’s intent and actions to high level policy commitments in the UN Convention on the Elimination of All Forms of Discrimination Against Women and Millennium Development Goals	<ol style="list-style-type: none"> 1. Alignment with CEDAW and related protocols, MDGs as per EAW, etc. 2. Alignment with UN Women international documentation. 3. Alignment with UN Women Trust Fund objectives. 4. Review of PMF and DRF and regional alignment. 5. Consideration of AusAID regional priorities and Pacific Fund.
Relevance of EAW grants in responding to Pacific priorities	<ol style="list-style-type: none"> 1. Review of country national priorities.

Questions	Question Breakdown
and issues through the efforts of Pacific Island countries' national and local governments and authorities and civil society organizations to end violence against women	<ol style="list-style-type: none"> 2. As appropriate, review of local authority priorities, including urban projects such as Port Moresby marketplace programming. 3. Consideration of the role of civil society in the response in terms of policy and experience. 4. Constraints on civil society and impacts on relevance of Pacific Fund grant financing activities.
Programme guiding documents	<ol style="list-style-type: none"> 1. Relevance of the logframe viz the above FE criteria. 2. Relevance of the Programme over time, including the transition in 2012. 3. Relevance of non-grant Programme elements to achievement of Pacific Fund objectives. 4. Relevance of non-grant Programme elements to achievement of national and regional objectives. 5. Relevance of non-grant Programme elements to achievement of international norms, with specific consideration of UN Women international documents. 6. Consider the 'no programme' situation, and what this would mean for intended objectives viz relevance.

Efficiency

UN Women defines Efficiency as “a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results”, consistent with the OECD definition (OECD, 2010: 21). Because this is a Formative Evaluation, the results referred herein are process measures, and therefore focus on how the outputs that were delivered were used. This refers to what has resulted from grants support, capacity development, provision of support of knowledge materials of grant recipients and the use of outputs by those reached by grant recipients.

Key Efficiency questions include, but are not limited to, the following:

- a. How much additional work did grantees need to be ready to receive grant support, and thereafter how timely were finances and services provided?
- b. Have the use of mentoring activities, such as training provision including South-South Exchange, been efficient in terms of the use of funds?
- c. An analysis of the efficiency of the grant mechanism and mentoring, training and capacity development and the funding allocation towards field and programme work and administrative and operational costs.

Table 2: Efficiency Questions Associated with the FE Criteria

Questions	Issues Arising
Have grantees received funds and capacity development support in a timely manner.	<ol style="list-style-type: none"> 1. Consider development time on the part of the grant recipients compared to value of proposal. 2. Consider how implementation of the Pacific Fund grant fits in with reporting strategies employed for other programmes. 3. Consider the extent to which grant recipients are able to dovetail implementation of the Pacific Fund grant with their other activities, and with their other activities that are supported by different development partners. 4. Consider whether there are impacts of delays from expected dates to actual dates of arrival of funds, technical inputs, etc. that could have been avoided. 5. Consider impacts on efficiency of implementation, problems with cash flow, problems with cancelations and re-scheduling, etc.

Questions	Issues Arising
	<ol style="list-style-type: none"> 6. Consider how funding system affects the efficiency of implementation, and how well grant recipients 'balance' different funding streams, personnel management, reporting, etc.
<p>Have the use of mentoring activities, such as training provision, South – South Exchange, and the Help Desk been efficient in terms of the use of funds?</p>	<ol style="list-style-type: none"> 1. Consider the Help Desk model compared to alternative approaches. 2. Consider 'value for money' of expenditures, especially given the high costs associated with things such as travel in the Pacific. 3. Look at how the Pacific Fund has been able to conduct non-grant activities in a cost effective manner, including how they have been able to implement these activities along with grant-related activities.
<p>An analysis of the efficiency of the grant mechanism and mentoring, training and capacity development and the funding allocation towards field and programme work and administrative and operational costs.</p>	<ol style="list-style-type: none"> 1. Review process from the point of view of the Pacific Fund from request for proposals to application to vetting to award, and look for areas where the process could have improved. 2. Review this process from the point of view of the grant recipients from receipt of request for proposals, to preparation of proposals, to follow-on requests for information, to negotiations and award. 3. Within the grant recipient, review how they operate in terms of grant administration, including systems in place to ensure proper expenditures. Consider how these checks and balances has affected system efficiency because of shortage of personnel (e.g., the second person who can sign a cheque is away from the office for two weeks). Establish where the system is dysfunctional from an administrative point of view. 4. Consider gaps in the request for proposals process from the point of view of the Pacific Fund as well as the point of view of the potential grant recipients. Who are we missing, and what does that mean for the cost effectiveness of processes. 5. Discuss how they have proceeded in terms of receiving training and capacity development support, and where inefficiencies have arisen. 6. Look at training and technical support from the point of view of the Pacific Fund, and consider cost effectiveness of: 1) planning; 2) actual support; and 3) follow-up. 7. Look at training and technical support from the point of view of the grant recipients, including: 1) staff turnover; and 2) mismatch between who should have received mentoring and training and who actually received it. 8. Review monitoring systems with relevant officers, establish how monitoring data are collected, and how they are used, if used. Divide monitoring data into project monitoring of activities and inputs and outputs, and use of outputs.
<p>Programme guiding documents</p>	<ol style="list-style-type: none"> 1. Extent to which various activities align from activity level to logframe, and consider cost effectiveness. 2. Do the same for the Pacific Fund's DRF contributions. 3. Consider efficiency 'before and after' 2012. 4. Consider how efficiency before and after 2012 has changed based on Pacific Fund support.

Questions	Issues Arising
	<ol style="list-style-type: none"> 5. Consider how efficiency before and after 2012 has <i>not</i> changed due to a lack of support, lack of personnel/staff turnover/dysfunctions in grant administration by recipient/etc. 6. Consider cost effectiveness of grant finance mechanism in comparison to direct interventions, contextualised within UN Women’s approach to direct implementation. 7. Consider cost effectiveness of grant finance mechanism in comparison to alternative. 8. Consider the ‘no programme’ situation, and what this would mean for intended objectives viz cost effectiveness.

Effectiveness

UN Women defines Effectiveness as “the extent to which the development intervention’s objectives were achieved, or are expected/likely to be achieved”, consistent with the OECD definition (OECD, 2010: 20). Effectiveness questions include, but are not limited to, the following:

- a) Effectiveness of strategies used in grant provision.
- b) Effectiveness of organizational capacity development strategy and approach provided to grantees.
- c) Effectiveness of the inclusion of primary prevention, service provision, influencing government policies, laws, budgets etc. as focus areas of grant support.
- d) Effectiveness of the Implementation partnership modality.

Table 3: Effectiveness Questions Associated with the FE Criteria

Questions	Issues Arising
Effectiveness of strategies used in grant provision	<ol style="list-style-type: none"> 1. [Cost effectiveness considered above.] 2. Consider return from grant modality in terms of: 1) capacity enhancement; 2) organizational strengthening; 3) organizational functioning; 4) target group reach in terms of outputs; 5) target group reach in terms of use of outputs; 6) other. 3. Compare the grant modality to other mechanisms for implementation in reaching PMF and DRF outputs. 4. Establish changes over time that strengthen, or undermine, the effectiveness of the grant modality.
Effectiveness of organizational capacity development strategy and approach provided to grantees	<ol style="list-style-type: none"> 1. Effectiveness in terms of: 1) within organization - right people reached with the needed organizational capacity development; 2) within organization – correct types of support to help agency overcome its’ particular constraints (inc. effectiveness of assessments that determined this); 3) target group satisfaction with approach; 4) employment of human rights-based approach; and 5) remaining gaps in grant recipient agencies that are undermining the effectiveness of organizational capacity development activities delivered by the Pacific Fund. 2. Effectiveness of monitoring as it pertains to use of information for implementation. 3. Effectiveness of monitoring as it pertains to collecting, and using, results data. 4. Use of range of data collection approaches to strengthen effectiveness on the part of the Pacific Fund and grant recipients.
Effectiveness of the inclusion of primary prevention service	<ol style="list-style-type: none"> 1. Review implementation modalities and consider effectiveness, comparing in particular one-off versus multiple-support events

Questions	Issues Arising
provision, influencing government policies, laws, budgets etc. as focus areas of grant support	<p>(e.g., awareness raising to a group once, versus over time support improve understanding).</p> <ol style="list-style-type: none"> 2. Consider implications of the emphasis on primary prevention, and what it means for support for survivor services. 3. Consider broader implications of expansion to include primary prevention, and impacts on effectiveness of activities. 4. Review how the Pacific Fund has adapted to the inclusion of primary prevention, and what impacts this has had (positive and negative). 5. Consider advocacy and catalyst activities and their effectiveness.
Programme guiding documents	<ol style="list-style-type: none"> 1. Extent to which various activities align from activity level to logframe, and consider effectiveness. 2. Do the same for the Pacific Fund's DRF contributions. 3. Consider effectiveness 'before and after' 2012. 4. Consider how effectiveness before and after 2012 has changed based on Pacific Fund support. 5. Consider how effectiveness before and after 2012 has <i>not</i> changed due to a lack of support, lack of personnel/staff turnover/dysfunctions in grant administration by recipient/etc. 6. Consider effectiveness of grant finance mechanism in comparison to alternative. 7. Consider the 'no programme' situation, and what this would mean for intended objectives viz effectiveness. 8. Discuss whether all target groups reached are considered vulnerable, given the extent of the problem of VAW, and how this affects programme effectiveness.

Inclusiveness

UN Women notes that inclusiveness takes into account all affected groups, stakeholders and rights bearers, and is sensitive to differences among them. It disaggregates groups by relevant criteria (women/men, class, age, ethnicity, religion, etc.) and pays attention to which groups benefit and which groups contribute to the intervention under review. The UN Women website notes that as an evaluation criteria, the extent to which a programme has adequately engaged men and women, as well as marginalised groups, duty bearers, rights holders, and other stakeholders.

Inclusiveness questions include, but are not limited to, the following:

- a) How inclusive is Pacific Regional EAW Facility Fund Project in supporting marginalised and vulnerable groups?
- b) How effective and efficient is Pacific Regional EAW Facility Fund Project in targeting all affected groups?
- c) How inclusive is the Pacific Regional EAW Facility Fund Project in involving affected groups and key stakeholders in governance and management of the Pacific Regional EAW Facility Fund?
- d) How inclusive is the Pacific Regional EAW Facility Fund Project in building capacities of duty bearers such as relevant government officials?

Table 4: Inclusiveness Questions Associated with the FE Criteria

Questions	Issues Arising
How inclusive is the Pacific Regional EAW Facility Fund Project in supporting	<ol style="list-style-type: none"> 1. Track targeting from the point of view of the call for proposals through implementation. 2. Track targeting in operations.

Questions	Issues Arising
marginalised and vulnerable groups	<ol style="list-style-type: none"> 3. Consider monitoring systems and their ability to track reach by groups. 4. Discuss whether all groups reached are considered vulnerable, given the extent of the problem of VAW, and how this affects programme inclusiveness. 5. Consider the targeting of vulnerable groups vis-à-vis national EAW policies and strategies and how the two match up, or do not. 6. Consider ‘trade offs’ in terms of inclusiveness and efficiency and effectiveness, and how this has affected implementation.
How inclusive is the Pacific Regional EAW Facility Fund Project in involving affected groups and key stakeholders in the operations of the Fund (as per ProDoc expectations)	<ol style="list-style-type: none"> 1. Review the implementation modalities and consider target group engagement. Levels of passive recipients versus actively engaged. If engaged, how and in what areas. Examples. 2. Review engagement activities and how well these are employed throughout the life of contact between the implementing partner and the target groups, focusing particular attention on marginalised groups.
How inclusive is the Pacific Regional EAW Facility Fund Project in building capacities of duty bearers such as relevant government officials	<ol style="list-style-type: none"> 1. Beyond the grant recipients, how are other stakeholders engaged, when are they engaged, and how do they influence the process. 2. How does this translate into programme success, if at all. 3. How are non-grant aspects of the programme reaching stakeholders. Who is included and who is excluded. What factors are constraining and enabling the programme in this regard.

Sustainability

UN Women defines Sustainability as “the likelihood of a continuation of benefits from a development intervention after the intervention is completed or the probability of continued long-term benefits. Sustainability provides information about whether rights achieved by rights holders, and the benefits accruing from those rights, can be maintained over time. It should also look at whether redistribution of resources, power and workload between women and men is likely to persist after the intervention. Sustainability should assess whether accountability and oversight systems have been established between duty bearers and rights holders, as well as whether capacity has been built of rights holders to claim their rights and duty bearers to fulfil them” (UN Women, nd).

While the Consultant was not expected to devote too much time and attention to sustainability, as this was a Formative Evaluation, insights into aspects of sustainability were to be noted, and recommendations about the enhancement of sustainability were included in the evaluation report. The Consultant was also intended to identify alternate approaches and improved approaches to effective delivery and lessons learned.

The Consultant should consider various options for sustainability, including (i) management of the Fund by an NGO; (ii) creation of a network of NGOs to manage fund; (iii) maintaining current arrangements and if so for how long; (iv) engagement of government institutions into management and other possible options. The Consultant will provide analysis of possible impacts of any of the proposed options (including financial), pros and cons for each of these options and future plan on sustainability.

Table 5: Sustainability Questions Associated with the FE Criteria

Questions	Issues Arising
Is Programme orientation likely to support sustainability of grant recipient operations?	<ol style="list-style-type: none"><li data-bbox="592 264 1430 331">1. Is the grant financing mechanism and attention to organizational capacity consistent with a longer-term response to EAW?<li data-bbox="592 331 1430 398">2. Are grant recipients able to leverage their support from the Pacific Fund to secure other funds?
Is Programme orientation likely to support output use among target groups?	<ol style="list-style-type: none"><li data-bbox="592 409 1430 443">1. Is support from the Help Desk strengthening output use?<li data-bbox="592 443 1430 477">2. Is other support from the Programme strengthening output use?<li data-bbox="592 477 1430 510">3. Is strengthened results monitoring supporting output use?

- **New Call for Proposals Information Dissemination Practices:** The first¹ regional Call for Proposals took place on 9th August 2012 and closed on 12th September 2012. The Call was widely advertised in newspapers of the eight target countries and broadcast on radio to reach rural areas. Information sessions on the application and appraisal processes were held for interested applicants in Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. In Kiribati, interested applicants were assisted individually.
- **New Call Documents:** Application documents were re-developed ahead of the 2012 Regional Call for Proposals. They reflected improvements to addressing gaps revealed by analysis of previous applications. The new, more extensive Application Form and its accompanying Guidance Notes, were designed to generate more thorough responses. New requirements, to be submitted along with the Application Form, were established and included the submission of the organisation registration certification and constitution, most recent financial audit report and letters of reference. This refined criteria reduced the number of applications by as much as 50% for some countries compared to previous years, resulting in a higher percentage of applications from organisations qualified to receive funding from UN Women. The higher ceiling attracted more established organisations with a higher capacity to manage grants. The comprehensive nature of the Application Form, with the detailed Guidance Notes, resulted in a marked improvement in the quality of proposals. More innovative project initiatives were also noted.
- **Revised Appraisal Process:** To ensure strong national-level review, **National Shortlisting Committees (NSC)** were established for the first² time in six countries: Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. Kiribati did not convene such a committee in 2012 as it had only one applicant. Similarly, Nauru did not have an NSC as it had no applicants for the 2012 Call. In 2012 the Regional Projects Appraisal Committee (RPAC), chaired by UN Women, was composed of UN Women Pacific (Regional Programme Director as Chairperson) and representatives from the United Nations Population Fund, the Office of the High Commissioner for Human Rights, the Fiji Women's Crisis Centre, the Regional Rights Resource Team and DFAT. The 2012 RPAC received 19 shortlisted applicants recommended from the NSCs of the six countries, and agreed on the selection of 13 applicants as provisional grantees. Each provisional grantee had to fulfill the RPAC's recommendations and requirements before becoming fully-fledged Pacific Fund grantees. Four of the most common recommendations were to: (i) establish a baseline for the project for the purpose of evaluating the final outcomes of the project; (ii) improve the monitoring components of the proposal; (iii) revise the budget to an approved cap and (iv) re-submit a new Work Plan.
- **Packaging grants with capacity development:** Grantees are now being provided with additional assistance to enhance the capacity of their staff. The low number of opportunities that offer EAW actors and groups access to training and technical assistance, as well as the resounding call for assistance, has resulted in the project making a significant financial investment in this area. The Pacific Fund is seeing the benefits of this strategy through feedback and reports from grantees: funded projects are directly benefiting from the skills and knowledge gained by their staff at training events supported by the Fund and consequently, grantees are able to implement projects more effectively. In 2012 a total package of grant and capacity development assistance was developed to include the following topics:
 - Provision of rights-based and survivor-centered services to victims and survivors of violence against women;
 - Progressive development of primary prevention strategies to end VAW;
 - Advocacy and lobbying with governments on legislative and policy change, implementation of legislation and commitments and monitoring;
 - Project and organisational management.

¹ Previously calls were made in the eligible countries at different times.

² UN Women in PNG convened a NSC in 2010. All the other eligible countries in 2009 – 2011 did not have a NSC.

- ***Evaluability Assessment.*** An internal Evaluability Assessment (EA) of the Pacific Fund was undertaken in preparation for the formative evaluation planned for 2013-14. The EA focused on a more strategic review of the intent and direction of the Pacific Fund.
 - **Monitoring and Evaluation:** The Pacific Fund has steadily intensified focus on monitoring, reporting and data collection to capture learning, achievements and results, and the effective use of resources. The Project has engaged in steady internal reflection to draw upon learning experiences throughout implementation and to ensure that appropriate measures are taken to redirect actions when needed.
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Annex C: Field Consultations Tracking Sheet

A total of 40 grant recipients were reached in the first four years of implementation; two recipients received two grants each, giving the total number of grants at 42. Each of these grant recipients was considered for the evaluation. Criteria for selection included: 1) early versus later grants; 2) covering each country where grants were issued; and 3) grant recipients that required more assistance and attention and those who required less. Both key informant interviews (with between 1-4 participants) and focus group discussions (with between 3-7 participants) were conducted, the latter with those reached by the grant recipients.

Additional stakeholder interviews were conducted, with organizations noted herein by country. In total, 128 persons were interviewed for this evaluation, plus consultations with key stakeholders in the Stakeholders Group, the Working Group and within UN Women.

Table 6: Grant Recipients and Selection for Interview

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
Fiji				
	Fiji Women’s Rights Movement (2 grants) Ms. Tara Chetty, Programme Manager	Both Closed	Yes	Yes
	Pacific Foundation for the Advancement of Women Ms. Susan Tuisawau, Executive Director Ms. Rosie Lagai, Research Technical Assistant	Open	Yes	Yes
	Rainbow Women’s Network Loraine Foster, Co-ordinator	Closed	Yes	Yes
	Women’s Action for Change Ms. Peni Moore, Co-ordinator Mr. Jeet, Member/Trainer	Closed	Yes	Yes
	Fiji National Council of Women Fei Volatabu, General Secretary Aliti Bicivula, Member/Trainer	Open	Yes	Yes
	National Youth Council	Open	Yes	Yes

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
Fiji (cont)	Mr. Usa Moli, Former Chair (interviewed based on his previous position in charge of the project)			
	House of Sarah Ms. Sereima Lomaloma, Management Committee member Ms. Anne, Australian Volunteer One-on-one interviews held with two women reached by HoS (Nadi, Suva) 3 female focus group discussion participants, Suva	Open	Yes	Yes
	National Substance Abuse Advisory Council Mr. Misaele Driubalavu, Director Ms. Lainsenia Raloka, Education Officer	Closed	Yes	Yes
	Foundation of the People's of the South Pacific International Mr. Usa Moli, Streetwise Programme Co-ordinator 3 male focus group discussion participants reached by the Streetwise Programme, plus 1 police officer from the Suva main market police post	Closed	Yes	Yes
	Pacific Disability Forum Ms. Naomi Navoce, Gender and Youth Officer Ms. Luisa, Project Officer Ms. Safu, Officer 3 female focus group discussion participants, Suva	Open	Yes	Yes
	Training Organization Ms. Shamima Ali, Co-ordinator, Fiji Womens Crisis Centre			
	Development Partner Mr. Nilesh Goundar, Programme Manager, UN Partnerships and Gender, Australian Aid Programme			
	Department of Women	Closed	No	No
	Fiji National Council of Disabled Persons	Closed	Yes	Yes
	Homes of Hope	Closed	No	No
	Department of Women	Closed	No	No
	Hope Fiji	Closed	No	No
	Fiji Red Cross Society	Open	No	No

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
Kiribati				
Kiribati (cont)	Alcohol Anonymous & Family Recover (AAFR) Mr. B. Mweerenga, Secretary Sister Maritina Tawita, Director Mr. M. Temanene, Treasurer Mr. Rikaare Bonto, President	Open	Yes	Yes
	National Women Federation of Kiribati (AMAK) Ms. Moia Tetoa, President	Closed	Yes	Yes
	Te To Matoa (TTM) Ms. Tataua Naboua, President 2 male and 1 female focus group discussion participant	Open	Yes	Yes
	UN Women Ms. Titan Toakai, Pacific Fund Project Co-ordinator			
	Development Partner Mr. Kanoua Teuota, Director of Health, Gender and Disability, Australian Aid Programme Ms. Erimeta Barako, Assistant Programme Manager, Health and Gender and Disability, Australian Aid Programme			
	Daughters of Our Lady of the Sacred Heart Crisis Centre	Open	No	No
	Ueen Kirabun Eutan Tarawa Ieta (UKETI) Advocacy and lobbying on the rights of women with disabilities	Closed	No	No
PNG				
	SEEDS Performing Arts Mr. Willie Doaemo, Project Co-ordinator Ms. Joanne Ganoka, HIV Response Co-ordinator 6 female focus group discussion participants (older women) – Sipaia Village, Ahi, Lae District	Closed	Added	Added

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
	6 female focus group discussion participants (younger women) – Waria Compound, Ahi, Lae District			
	Eastern Highlands Family Voice Ms. Jean Jano, Programme Manager Mr. Toxin Apaya, Finance and Administration Manager 6 female focus group discussion participants (older women) 5 female focus group discussion participants (younger women)	Open	Yes	Yes
	Kafe Urban Settlers” Women (KUSWA) Ms. Eriko Fufurefa, Executive Director Ms. Eyato Boropi, Finance Officer 6 female focus group discussion participants (older women) – Yabiufa Village, Unggai Bena District 5 female focus group discussion participants (younger women) - Yabiufa Village, Unggai Bena District	Open	Yes	Yes
	Government of PNG (inc. local government) Officer in Charge, Child Welfare, Community Development Section Ms. Judy Girua, Detective Sergeant, Officer In Charge of the Family Sexual Violence Unit – Goroka EHP Ms. Joane Ganonka, HIV Response Co-ordinator, Lae Provincial AIDS Committee, Morobe Province			
	Literacy Volunteers of Morobe (LVM)	Closed	No	No
	Simbu Family & Sexual Violence Action Group	Closed	No	No
	Tapiok Women’s Group	Closed	No	No
	YWCA Simbu	Closed	No	No
	Angau Memorial Hospital [unable to obtain interviews]	Open	Yes	Yes
Samoa				
	Samoa Victim Support Group Interview with the UN Women team in Samoa via telephone:	Open	Yes	Yes

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
	Ms. Mele Mauala, Country Programme Co-ordinator, UN Women Ms. Rmona Boodoosingh, EAW Intern, UN Women			
Solomon Islands				
	Family Support Centre Ms. Lynffer Wini-Maltuagtung, Legal Officer Ms. Hendricks, link officer, UN Women Project Ms. Andela, Counsellor 4 female focus group discussion participants	Open	Yes	Yes
	Family Support Organization – GIZO Jully Makini, Director 5 females, 2 males (who joined towards the end) reached by the project	Open	Yes	Yes
	Correctional Services of Solomon Islands Ms. Valorie Pitamama, Executive Director Ms. Leah Alufooa, Programme Manager	Open	Yes	Yes
	Civil Society Ms. Louisa Gibbs, Legal and Gender Specialist			
	Government of Solomon Islands Ms. Pionie Boso, EAW National Co-ordinator			
	UN Women Sponsored Persons to FWCC 2 female interviewees involved with Correctional Services			
	Hunanawa Women's Association (HWA)	Closed	No	No
	Solomon Islands Christian Association (SICA)	Open	No	No
	Family Support Organization	Closed	No	No
Tonga				

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
Tonga (cont)	Ma'a Faafine mo e Famili Ms. Betty Blake, Director, Ma'a Faafine mo e Famili Ms. Peta Tu'ivai, Finance Officer, Ma'a Faafine mo e Famili 4 female focus group participants	Open	Yes	Yes
	Talitha Project Incorporated Ms. Heleta Vanessa, Founder and Volunteer, Talitha Project Ms. Bale, Project Manager, Talitha Project Mr. Taka, Volunteer, Talitha Project 4 female focus group participants	Open	Yes	Yes
	Women's Crisis Centre Lesila To'ia, Staff Team Leader and Community Educator	Closed	Added	No
	Tonga National Centre for Women and Children Fuiva Kavaliku, Co-ordinator	Closed	Added	No
	Australian High Commission Ms. Telusa Tu'l'onetoa, Senior Programme Manager			
Vanuatu				
	Department of Women's Affairs Interview conducted with Ms. Rebecca Olul, UN Women Country Programme Co-ordinator	Open	Yes	Yes
Nauru				
	No grantees, no interviews planned, none carried out			
Other				
	Development Partner Ms. Maha Muna, Gender Officer, UNFPA Pacific Regional Office, Suva, Fiji			
	Implementing Partner Ms. Sandra Bernklau, Programme Manager, Regional Rights Resource Team, Secretariat of the Pacific Community			

Country	Grantee	Status	Selected for KII	Target Group Selected for FGD
	Tevita Seruilumi, Regional Rights Resource Team, Secretariat of the Pacific Community			

Table 7: Grant Recipients dates & size of grants and area of project/programme focus

	Name Organisation	Country	Year selected	Expected completion date	Total Grant size	Area of focus
1	Daughters of Our Lady of the Sacred Heart Crisis Centre	Kiribati	2009	2011	USD \$ 10,480	Shelter and counselling
2	Alcohol Anonymous & Family Recover (AAFR)	Kiribati	2009	2012	USD \$ 5,757	Training of youths and couples
3	Ueen Kirabun Eutan Tarawa Ieta (UKETI)	Kiribati	2009	2011	USD \$ 7670	Community awareness
4	Hunanawa Women's Group (HWG)	Sol. Is	2009	2013	USD \$ 7,338	Training of community leaders, awareness raising
5	Solomon Islands Christian Association (SICA)	Sol. Is	2009	2013	USD \$ 10,490	Training of youths in churches
6	Family Support Organisation	Sol Is	2009	2013	USD \$7,338	Community awareness

7	Min of Social Welfare & Women (Dept. for Women)	Fiji	2009	2012	USD \$27,169	Community mobilisation for zero tolerance
8	Fiji Women's Rights Movement (FWRM)	Fiji	2009	2009	USD \$ 5,494	Training of young women
9	Homes of Hope Fiji	Fiji	2009	2011	USD \$27,319	Development of training curriculum targeting women and young mothers, raising awareness
10	Fiji National Council for Disabled Persons (FNCDP)	Fiji	2009	2011	USD \$27,472	Addressing violence against women with disabilities
11	Pacific Foundation for the Advancement of Women (PACFAW)	Fiji	2009	2011	USD \$13,736	Research on link between militarisation and VAW
12	Women's Action for Change (WAC)	Fiji	2009	2010	USD \$25,242	Raising awareness on VAW through drama and storytelling

13	Rainbow Women's Network (RWN)	Fiji	2010	2012	USD \$27,472	Addressing violence faced by gay women, advocating and supporting and enabling access to services
14	Literacy Volunteers of Morobe	PNG	2011	2012	USD \$ 10,000	Raising awareness on human rights and VAW with illiterate women and girls, enabling access to services for women in rural communities
15	Simbu Family & Sexual Violence Action Group	PNG	2011	2013	USD \$ 18,282	Training of service providers
16	SEEDS Performing Arts	PNG	2011	2012	USD \$ 20,371	Drama to raise awareness in urban settlements for transient communities
17	Tapiok Women's Group	PNG	2011	2013	USD \$ 12,432	Raising awareness and shelter for displaced groups
18	Fiji Women's Rights Movement	Fiji	2011	2013	USD \$26,595	Monitoring access to justice

19	Foundation of the Peoples of the International	Fiji	2011	2013	USD \$27,473	Behaviour change program for groups of men and boys, including those who are homeless
20	Hope Fiji	Fiji	2011	2013	USD \$28,090	Advocacy for VAWG through music
21	House of Sarah	Fiji	2011	2013	USD \$23,286	Faith-based response to VAW
22	Ministry of Women and Social Welfare	Fiji	2011	2013	USD \$5,618	Evaluation of zero tolerance communities
23	National Council of Women	Fiji	2011	2013	USD \$27,473	Community awareness
24	National Substance Abuse Advisory Cou	Fiji	2011	2013	USD \$27,473	Peer education in schools, training of teachers
25	National Youth Council	Fiji	2011	2013	USD \$21,978	Awareness raising with rugby teams

26	Women's Action for Change	Fiji	2011	2013	USD \$27,473	Raising awareness on VAW through drama and storytelling, empowering survivors as actors
27	Te Toa Matoa	Kiribati	2011	2014	USD \$ 12,540	Addressing violence against women with disabilities
28	Aia Maea Ainen Kiribati (AMAK)	Kiribati	2011	2014	USD \$ 12,776	16 Days of activism
29	Fiji Red Cross Society	Fiji	2012	2015	USD \$99,900	Addressing VAW in emergency/disaster situations, training of first responders
30	Pacific Disability Forum	Fiji	2012	2014	USD \$50,000	Addressing violence against women with disabilities
31	Angau Memorial Hospital	PNG	2012	2014	USD \$77,280	Family Support Centre –Providing support for the violence victims
32	Eastern Highlands Family Voices	PNG	2012	2015	USD \$61,171	Counselling, enabling access to services, community awareness, advocacy and lobbying

33	Kafe Urban Settlers Women's Associatio	PNG	2012	2015	USD \$61,360	enabling access to services, community awareness advocacy and lobbying
34	Samoa Victim Support Group	Samoa	2012	2015	USD \$50,000	Hotline and system of community alert, Counselling, enabling access to services, community awareness, advocacy and lobbying
35	Correctional Services of Solomon Island	Sol.Is	2012	2014	USD \$32,000	Awareness raising, behaviour change program for prisoners
36	Family Support Centre	Sol .Is	2012	2015	USD \$ 49,987	Advocacy for youths and students on VAWG
37	Family Support Organisation	Sol.Is	2012	2015	USD \$44,471	Community awareness
38	Ma a Fafine Mo e Famili	Tonga	2012	2014	USD \$60,682	Training for women leaders, community awareness,
39	Talitha Project	Tonga	2012	2015	USD \$89,150	Awareness raising with young women

40	Department of Women	Vanuatu	2012	2015	USD \$50,000	Awareness on the Implementation of family law Act
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Annex D: Performance Monitoring Framework

Expected Results	Indicators and Sub-Indicators	Sources/Mean of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
<p><i>Goal / Long-Term Result the project will contribute to: Civil society organizations and key government departments working to eliminate violence against women in 15 Pacific countries are effectively implementing programmes, projects and actions for the response and prevention of violence against women in their communities and countries.</i></p>					
<p>Outcome 1: Organizations, advocates and/or networks effectively demand the adoption and implementation of legislation, policies and strategies addressing violence against women.</p>	<p>Evidence of changes to legislation, policies and strategies to address violence against women, captured in language, measures and budgets.</p>	<p>Project reports; actual measures reflecting changes</p>	<p><i>Number of changes to legislation, policies, budgets and strategies to address violence against women at the end of the project.</i> 6-monthly and terminal reports from Implementing Partner. Trainee post-training reports and evaluation (3 months, 6 months, 12 months)</p>	<p><u>Risk:</u> Legislative, policy and strategy changes may take years to accomplish in some cases.</p>	<p>Project personnel with input from Implementing Partners and grantees</p>
<p>Output 1.1. Capacity of selected organizations strengthened to work in partnership between civil society organizations</p>	<p>Number of selected organizations' staff trained in advocacy and policy development processes.</p>	<p>UN Women annual, programme and partner reports. Monitoring and evaluation reports of UN Women sponsored</p>	<p>Measure number of staff/volunteers of grantees trained in advocacy and policy development at the end of project. 6-monthly and terminal reports from Implementing Partner. Trainee post-training reports and evaluation (3mo, 6mo,</p>	<p><u>Risks:</u> Lack of capacity and/or willingness to act in collaboration. <u>Solutions:</u> Monitoring of joint CSO-government activities; Ongoing mentoring of selected</p>	<p>Project personnel with input from Implementing Partners and grantees</p>

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
and government to advance policy development processes to prevent and respond to violence against women and girls.	Number of selected organizations participating in advocacy and policy development activities involving government and civil society, by type of activity (community forums, media events, policy discussion groups, etc)	trainees Collected statistics, reports and interviews	12 mo). Measure number of grantees participating in advocacy and policy development activities on VAWG involving government and civil society throughout the project. Interviews (monthly) Tracking grantees' in advocating EVAWG issues (monthly). Tracking grantees' participation in EVAW policy processes (monthly).	organizations staff advocating and participating in policy development.	
	Level of knowledge and skills of individuals or teams within organizations on advocacy and policy change related to EVAW	Capacity assessment reports	Measure change in knowledge and skills of individuals within grantees to advocate and participate in policy development activities throughout the project, connected to learning events. Pre- and post-test surveys.		
Outcome 2: Community level initiatives generate models for preventing and responding to violence against women.	Funded projects document their models for reaching communities and individuals through case studies, capturing what has worked.	Project reports, communication pieces, case studies	Measure number of models documented by the end of the project. 6-monthly and terminal reports from Implementing Partner. Trainee post-training reports and evaluation (3 months, 6 months, 12 months).	Assumption: Projects have or gain capacity to document their methods reliably	Project personnel with input from grantees and from UN Women's national offices in the

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
	Percentage of funded projects which demonstrate multi-sectoral approaches to preventing and responding to VAWG.	Project reports, communication pieces, case studies	Measure number of projects that demonstrate multi-sectoral approaches to preventing and responding to VAWG by the end of project. 6-monthly and terminal reports from Implementing Partner. Trainee post-training reports and evaluation (3 months, 6 months, 12 months).		respective countries
Output 2.1 Selected organizations strengthened to improve organizational and project management systems and access financial resources to prevent and respond to violence against women and girls.	Amount of new/ additional resources organizations, networks and movements have secured following capacity building on organizational management.	UN Women statistics and reports.	Measure number of new resources secured by grantees at the end of project. Tracking grantees' new resources (6 monthly).	<u>Risk:</u> Organizations may not be able to access new and additional resources following training support. <u>Solutions:</u> UN Women will provide training and support to organizations to operate more effectively, and thus become more attractive to donor funding and in getting resources.	Project personnel with input from grantees and from UN Women's national offices in the respective countries.
	Extent of selected organizations which demonstrate improved organizational management and project management systems following training.	Collected statistics and reports, interviews.	Reports from grantees on demonstrated management systems improvements at the end of project. Tracking grantees' organizational management and project management systems improvement.		
	Number of grantees that submit narrative and financial reports on a timely basis	Grantees reports	Keep records of regularity of grantees' reporting throughout the project. Reporting templates (6 monthly).		
Output 2.2	Number of service providers trained to care for	Collected	Measure number of service		

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
Selected organisations strengthened to provide services to survivors with expanded reach using gender and human rights based approaches.	and refer VAWG survivors.	statistics and reports; capacity assessments.	providers who are trained to care for VAWG survivors and make referrals at the end of project, of those providing services. Collect reports from grantees involved in service provision (3, 6, 12 months).		Project personnel with input from grantees and from UN Women’s national offices in the respective countries
	Number of VAWG survivors that have accessed services provided by selected organizations in urban and non-urban areas (per year).	Collected statistics and reports. Interviews	Measure number of VAWG survivors that accessed grantees’ services provided to survivors of VAWG in urban and non-urban areas every 6 months. Collect reports from grantees involved in service provision (every 6 months and terminal reports).		
	Number of South-South exchanges that lead to new or influence existing community level initiatives to promote women’s human rights.	Project reports on South-South exchanges, including reports of identified results	Measure number of new and influenced community level initiatives that have emerged following South-South exchanges of grantees. Collect reports from grantees involved in service provision (3, 6 and 12 months after South – South exchanges).		
	Number of selected organizations that have adopted gender and human rights based approaches in their work to prevent and respond to VAWG.	Reports, site visits, interviews (One or more	Measure number of grantees that adopted gender and human rights based approaches in their VAWG		

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
		modifications of policies or activities to prevent and respond to VAWG, which clearly represent a move towards gender and human rights approaches.)	responses and prevention initiatives at the end of project. Collect reports from grantees involved in VAWG service provision and prevention activities (6 monthly reports and terminal reports.		
	Number of organizations that integrate the perspectives of survivors into their programme design.	Collected statistics and reports, interviews.	Measure number of grantees that integrate perspectives of survivors into design of VAWG responses and prevention initiatives at the beginning of project and at the end. Collect reports from grantees (6 monthly reports and terminal reports). Track survivors' responses and contributions.		
Output 2.3. Capacity of selected organizations strengthened to design and implement	Number and type of prevention strategies implemented by selected organizations.	Collected statistics and reports; capacity assessments.	Measure number of grantees undertaking prevention strategies and types of activities pursued at the throughout the project. Collect reports from grantees involved in prevention	<u>Risks:</u> Partners lack capacity to fully absorb training and project demands. <u>Solutions:</u> Ensure tailored training/inputs in	Project personnel with input from grantees and from UN Women's national offices

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
prevention strategies to end all forms of violence against women and girls.	Number of selected organizations' staff trained to implement prevention strategies to end VAWG.	Collected statistics and reports; capacity assessments.	strategies (every 6 months, terminal report). Measure number of grantees' staff and volunteers trained to implement prevention strategies to end VAWG by the end of project. Collect training reports from grantees that have undertaken training in prevention strategies (3, 6 and 12 months report).	each country and continuing assessment of progress and capacities.	in the respective countries.
	Number of selected organizations, after 6 months of being trained, which have conducted at least one VAWG prevention activity.	Collected statistics and reports; site visits, interviews.	Measure number of VAWG prevention activities conducted by grantee, six months after attendance at a training event. <i>Collect training reports from grantees six months after the training event and conduct interviews</i>		
Output 2.4. Knowledge products on promising practices to prevent and respond to violence against women produced,	Toolkit developed to assist organizations in the Pacific to design programmes to address VAWG.	Collected statistics and reports; site visits, interviews	Production and distribution of Toolkit, verified at the end of project. Collect reports from project personnel and grantees (6 monthly reports).	<u>Risks</u> : Competing priorities; budget constraints. <u>Solutions</u> : Use of learning groups and communities of practice to share resources and information; assistance to plan	Project personnel with input from grantees and from UN Women's national offices in the respective countries.

Expected Results	Indicators and Sub-Indicators	Sources/Means of Verification	Data Collection and Timing	Assumptions and Risks	Responsibilities
disseminated, and used by a wide range of audiences, including civil society and government.				ahead and budget for costs.	

Annex E: Field Instruments

Two field instruments were used for field data collection, while additional less structured senior level interviews were also conducted focused on specific topics. The two structured tools are as follows, comprising first the Key Informant Interview Instrument that targets officials in grant recipient organizations, and second the Focus Group Discussion Instrument aimed at the target groups of these grant recipients.

VERSION 5 - FINAL – 26/2/14

Formative Evaluation of the
Pacific Regional EVAW Facility Fund to End VAW
Key Informant Interview Guide

Prepared by the Formative Evaluation Team

Information	Contact Details
First Name	
Surname	
Title 1 (Mr., Mrs., Ms., Dr., Rev., etc.)	
Position 1	
Title 2 (Mr., Mrs., Ms., Dr., Rev., etc.)	
Position 2	
Title 3 (Mr., Mrs., Ms., Dr., Rev., etc.)	
Position 3	
Title 4 (Mr., Mrs., Ms., Dr., Rev., etc.)	
Position 4	
Categorisation of Organization	____ - 1 grant recipient ____ - 2 government officer (non-recipient) ____ - 3 civil society (non-recipient)
Date and Time	Date: Start Time: End Time: Total Time:
Co-operation	____ - 1 high ____ - 2 medium ____ - 3 low

Interviewer Name	
Interviewer Check: [Initials and Date]	
Person and Date Compiled	

My name is _____, and I'm with the team conducting a formative evaluation of the Pacific Regional EAW Facility Fund to End VAW. All respondent's opinion inputs will be kept confidential, and no specific comments will be attributed to a particular agency. Only factual data will be reported by agency. Do you have any questions before we proceed?

Introduction
[ASK ALL]

- 1) As a first question, can you tell us a bit about what you know about the Pacific Regional EAW Facility Fund to End VAW. What does it do, what is it trying to accomplish?
- 2) Do you have any initial comments about the Pacific Fund Programme before we proceed?

Grant Recipient Interviewees

[Int: if the agency is administering a current grant, use the phrase 'current grant'. If the agency has completed the grant, use the phrase 'most recent grant'.]

Interactions With the Programme: Relevance, Effectiveness

- 3) We want to begin by asking you a few questions about your organization's experiences with the Programme. Please tell us about the current/most recent grant, and in general what your organization did as a result of this funding.
- 4) Consider the main accomplishments of the Pacific Fund Programme in terms of your agency's implementation. If you had to consider the most important accomplishment as a result of the grant, what would it be? What else? [Int: After the general discussion, probe for specific examples.]
- 5) Consider the main limitations of the Pacific Fund Programme in terms of how the Programme is/was managed by UN Women, and not in terms of your own implementation. What were the key limitations, if any?
- 6) Consider your implementation of the Pacific Fund Programme to date. What can go/could have gone better? Where do/did you not get as much as you had hoped out of your implementation of the Programme? Why?
- 7) How do/did your activities under the Pacific Fund Programme fit with your agency's aims and objectives overall? How do/did they fit in with the other activities your agency has been involved in implementing? Where is the 'fit' positive? Where does the 'fit' need to be improved?
- 8) What were the key benefits and value in receiving funding from UN Women?

Programme Effectiveness

- 9) Consider the following issues with regard to violence against women and girls here, and what role if any the Pacific Fund has played in the response.
- 9a) What is the magnitude of the problem in the places you've been working and what has been your response?
- i) Consider this point more specifically for the Pacific Fund Programme and the support it has provided/is providing that you are aware of.
-

- 9b) What are the nature and characteristics of the problem in the places you've been working and what has been your response?
- i) Consider this point more specifically for the Pacific Fund Programme and the support it has provided/is providing that you are aware of.
- 9c) What are the needs of victims of VAWG in the context of your agency and what has been your response?
- i) Consider this point more specifically for the Pacific Fund Programme and the support it has provided/is providing that you are aware of.
- 10) Tell us a bit about what you know about the grant application process. From your perspective, is/was the grant application process:
- 10a) Clear and understandable?
- 10b) Fair and transparent?
- 10c) Advertised in a way that competent agencies would apply?
- 10d) Done in a timely manner.
- 11) Tell us a bit about your experience with the grant administration process, in terms of requirements before grant financing can/could be issued, and in terms of Help Desk support. [Int: get examples of Help Desk support.]
- 11a) Has Help Desk support changed over time? If yes, please describe.
- 12) Describe to us how your organization has been monitoring what you have been doing under the Pacific Fund Programme, and how you are tracking/have tracked what you have delivered.
- 12a) Were the Pacific Fund Programme's monitoring and reporting requirements clear and understandable? Were they consistent with how you did your monitoring already? Did they help improve the nature of your monitoring?
- 12b) [Int: for grant recipients from 2012 onwards] what about results monitoring. Were the Pacific Fund Programme's requirements for results monitoring clear and understandable? Were they useful, or were they more of an unnecessary burden? How manageable were they?
- 12c) Please describe any baseline data collection activities, whether qualitative or quantitative, that you do/did as part of the Pacific Fund Programme. How does/did data collection inform implementation, if at all? How does/did data collection inform an understanding of impacts among those reached?

Programme Cost Effectiveness and Sustainability
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- 13) One key aim of the Pacific Fund Programme is/has been to strengthen agencies involved in ending violence against women and girls, so that they are able to continue to work in this area in the future. Consider your own situation in terms of your ability to work in the EAW field for the foreseeable future.
-

- 13a) Has support by the Pacific Fund Programme improved your agency's capacity to implement projects? Please describe. If not, why not?
- 13b) Has support by the Pacific Fund Programme improved your agency's capacity in terms of EAW? Please describe. If not, why not?
- 13c) Has support by the Pacific Fund Programme improved your agency's ability to contribute to the national EAW response? Please describe. If not, why not?
- 14) [For those whose grants have ended] since the grant financing ended, what EAW work have you been able to continue through other means? How, if at all, did the Pacific Fund Programme contribute to your ability to do these other EAW activities?
- 15) [For those whose grants have ended] since the grant financing ended, what EAW activities have you continued and which have you had to discontinue?

Inclusiveness

- 16) Considering the grant that your organization administers/administered, do you believe that the Pacific Fund Programme helps/has helped you reach especially vulnerable people? If so, please describe. If not, why not?
- 17) The Pacific Fund Programme emphasised a human rights approach to programming. How is/was this considered in your grant implementation?
- 18) What changes have you seen regarding your project's human rights based approach?

Early Evidence of Programme Impacts
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A few final questions:

- 19) Has the Pacific Fund Programme had any broader impacts in terms of the way in which violence against women and girls is viewed among policymakers, political leaders, and development partners? If so, please describe.
- 20) Has the Pacific Fund Programme had any broader impacts in terms of the way in which violence against women and girls is viewed among members of the public, community leaders, traditional leaders including both males and females and young and old, in the areas you've been working?
-

Stakeholder Interviewees

VAW and the Programme

- 1) Please describe your understanding of the situation of violence against women and girls here. How has it changed over time?
- 2) Please describe the overall context of the ending of violence against women and girls response here, and explain where you think the Pacific Regional ERAW Facility Fund to End VAW fits in. [Int: after the general discussion, probe for any of the following if they were not raised: the role of civil society in the response, financing, expanded and improved survivor services, the role of 'good examples' in the response, whether it has had a catalytic effect and, if so, what this has been]
- 3) How well aligned is the Pacific Fund Programme with regional and national policies, strategies, and similar?
- 4) Has the Pacific Fund Programme had a catalytic effect (i.e. ignited or started a movement) on the ERAW response in this country? If so, please describe. If not, why not? What should it be doing differently?

Programme Effectiveness

- 5) Consider the Pacific Fund Programme's model of capacity building of institutions involved in the ERAW response. In general, has this been a good use of resources from a 'long-term' point of view?
- 6) Has it been an effective means of reaching shorter-term objectives of improved survivor services?
- 7) Has it been an effective means of reaching shorter-term objectives of greater awareness on VAW, gender equality and human rights?

Programme Cost Effectiveness and Sustainability

- 8) Regarding the Pacific Fund Programme implementation process, how cost effective would you say the Programme has been in terms of the following:
 - 8a) Finding those agencies that are most able to implement ERAW activities effectively.
 - 8b) Building capacity of grant recipients to continue to implement ERAW activities in the future without the grant.
 - 8c) Building the capacity of grant recipients that will be better able to attract other support to sustain ERAW activities in future without the grant.
 - 9) Tell us a bit about what you know about the grant application process. From your perspective, is/was the grant application process:
 - 9a) Clear and understandable?
 - 9b) Fair and transparent?
-

9c) Advertised in a way that competent agencies would apply?

9d) Done in a timely manner.

Inclusiveness

- 10) The Pacific Fund Programme emphasised a human rights approach to programming. Do you have any comments on the efficacy of such an approach? What about effectiveness?
- 11) Has the Pacific Fund Programme helped agencies reach especially vulnerable groups that are generally not well reached? If so, how?
- 12) Has the Pacific Fund Programme helped shift the approach in EAW to a more participatory process, a process that encourages engagement of various actors, a process that gives uninfluential persons a say?
- 13) Has the Pacific Fund Programme helped grant recipients to engage with target groups in a more inclusive manner, that is, where target groups play a role in decision-making?
- 14) Has the Pacific Fund Programme helped contribute to a policy and programming environment that emphasises human rights and active engagement in the process?

Programme Impacts: Early Wins and Possible Outcomes
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A few final questions:

- 15) Ten years from now, looking back at the EAW response, what difference do you think the Pacific Fund Programme will have made, if any?
 - 16) What could the Pacific Fund Programme do to enhance the sustainability of impacts?
 - 17) What could the Pacific Fund Programme do to contribute more to the regional and national response?
-

Formative Evaluation of the
Pacific Regional EAW Facility Fund to End VAW
Focus Group Discussion Instrument

Prepared by the Formative Evaluation Team

FGD Facilitator	
FGD Notetaker	
Audio File ID	
Linked Agency	
Nature of Intervention	<input type="checkbox"/> - 1 survivor services <input type="checkbox"/> - 2 awareness <input type="checkbox"/> - 3 prevention
Location (village, district)	
Country	<input type="checkbox"/> - 1 Tonga <input type="checkbox"/> - 2 Fiji <input type="checkbox"/> - 3 Solomon Islands <input type="checkbox"/> - 4 Kiribati <input type="checkbox"/> - 5 Papua New Guinea
# of participants:	<input type="text"/> females OR <input type="text"/> <input type="text"/> males [same sex discussions only]
Group	<input type="checkbox"/> - 1 females <input type="checkbox"/> - 2 males

Our names are _____ and _____, and we are part of the team conducting an evaluation of the Pacific Regional EAW Facility Fund to End Violence against Women. This Programme has been working with _____, the agency that suggested we meet with you today.

We have asked to meet with you today to discuss your opinions about the work that the agency has been doing. We're interested in your opinions about impacts on the community in general, on women/men like yourselves, and in particular on women who have been subjected to violence. We will NOT be asking you to tell us about your particular situations in terms of violence, unless you want to do so. But you may want to consider your own situation when speaking more broadly about your community and other community members. We are not with the agency, and we have made sure that they are not present today.

We will only be asking for your first names just to make the discussion go smoothly, and your names will be scratched out from this form as soon as the interview is completed. Similarly, we have a tape machine that we use to ensure that we capture all information, and this will be erased when we are done taking notes. For reporting, all comments made will *not* be linked to any respondent, so please feel at ease in commenting.

Do we have your permission to turn on the recorder?
 - 1 Yes - 2 No

Do we have your permission to proceed?
 - 1 Yes - 2 No

Do you have any questions before we begin?

Introductory Questions

- 1) As an introductory question, we would like to start by asking you your *first* names and to tell us a little about yourselves. [Int: get name, age, education status, marital status, children, etc.]
- 2) As a first question, what can you tell me about the programme the agency that introduced us has been involved with? [Int: If lacking some information, give a brief overview]
- 3) Do you have any general comments before we proceed?

Programme Implementation

- 8) Tell us a bit about the programme that has been implemented in this community:
 - 8a) How did you first learn about the programme?
 - 8b) What services does/did the programme offer?
 - 8c) How are/were these services provided?
 - 8d) Is/was the service provided regularly over a period of time, or did they come only once or twice?
 - 8e) How do people in need of the services learn that the services are available?
 - 8f) How many people in need of the services have never heard of the services? Why haven't they heard? Are/were sufficient services available even if they have heard that they are available?
- 9) Thinking about the ending violence against women services provided, are/were these urgent needs in this community, or should the organization be doing/have done sometime else, something differently?
- 10) Think about what the programme is doing/has done. What should be/have been done differently, if anything, that would be/have been better in terms of efforts to end violence against women?
- 11) What would be the most important things an agency could do here in this community to help prevent violence against women, and help survivors?
- 12) What would such an agency need to do to ensure that its actions would be culturally appropriate? How does this compare with what they have done?
- 13) Sometimes people don't think that they are being treated with due respect by an agency, or officers of an agency. Sometimes agencies come to the community and simply tell people what to do. In other cases, agencies and the people that work for them show due respect for people, engage them in determining what should happen in a programme, and listen to them. Consider the agency that is delivering/delivered the programme here, how would you characterise their conduct in this regard in this community?

Programme Impacts

- 14) What would you regard as the main successes of the Programme here in this community? [Int: after the discussion, get examples]
- 15) Have any of these successes changed the community as a whole, to any extent, in terms of acceptance of violence against women? [Int: after the discussion, get examples.]
 - 15a) [If any change noted] Has this led to any changes in behaviours among men who might have used physical violence against a partner before?
 - 15b) [If any change noted] Has this led to any changes in behaviours among the police, church leaders, community leaders and others that could make violence against women and girls less acceptable among members of the public?
- 16) What do you think are/were the main drawbacks of the Programme, the things that do/did not go well, the things that could be/should have been done but were not done, etc.? [Int: after the discussion, get examples.]
- 17) Given programme implementation to date, do you think there will be any lasting impacts of what the Programme is doing/has done for the individuals that have been involved, and the community overall? [Int: Discuss in general first, then get more detailed examples. When they are finished, discuss whether these impacts will indeed be lasting, and what could undermine such sustainability. Then, discuss what could be done to strengthen positive impacts.]

Programme Impacts

- 18) Do you have any closing comments?
-

Annex F: Terms of Reference for the Formative Evaluation



Request for Proposal (RFP)

Date: November 15, 2013

Dear Madam/Sir,

Subject: RFP to Conduct Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project – RFP/UNW/2013/0002/11/002

You are requested to submit a proposal for evaluation services, as per enclosed Terms of Reference (TOR).

To enable you to submit a proposal, the following attachments can be accessed on the following site:

<http://www.unwomenpacific.org/>

Terms of Reference..... (Annex I)

Instruction to Offeror..... (Annex II)

Reasons for Bid Rejection..... (Annex III)

Technical Proposal Format (Annex IV)

Financial Schedule Format..... (Annex V)

Proposal Submission Form..... (Annex VI)

Offeror /Bidder Registration Form..... (Annex VII)

General Conditions of Contract for Services..... (Annex VIII)

Your offer comprising of both a “technical proposal” and “financial proposal”, in separate sealed envelopes, should reach the address stated below no later than December 13, 2013 at 2.00pm. Any proposal received after this date may be rejected. The UN Women Representative may, at her discretion, extend the deadline for the submission of proposals, by notifying all prospective bidders in writing. The extension of the deadline may accompany a modification of the solicitation documents prepared by the office of the UN Women Representative at its own initiative or in response to a clarification requested by a prospective bidder.

UN Women Fiji Multi-Country Office

Attention: The Representative

Ph: (679) 330 1178 / Fax: (679) 330 1654

You are requested to hold your proposal valid for 120 days from the deadline for submission. The UN Women Fiji Multi Country Office will make its best effort to select a successful bidder in this time.

If you request additional information, we would endeavour to provide information expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your proposal. Any such clarification requests should be sent to joy.tonawai@unwomen.org

You are requested to acknowledge receipt of this letter and to indicate whether or not you intend to submit a proposal.

Yours sincerely,

Welder Mtisi, UN Women

Annex I:

TERMS OF REFERENCE

– RFP/Fiji/UNW/2013/0002/11/002

Background

Grounded in the vision of equality enshrined in the Charter of the United Nations, UN Women works for the elimination of discrimination against women and girls, the empowerment of women, and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of its efforts, UN Women is mandated to lead and coordinate United Nations System efforts to ensure that commitments on gender equality and women's empowerment and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors. A goal of the UN Women strategic plan for 2013-2017 is to "Prevent violence of women and girls and expand access to services".

UN Women is guided by the Beijing Declaration and Platform for Action of the Fourth World Conference on Women, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the follow-on CEDAW General Recommendation 19 of the United Nations (1992) referring specifically to violence against women, the 1993 Declaration on Ending Violence against Women, the Millennium Declaration, the Vienna Declaration and Programme of Action of the World Conference on Human Rights, and various UN instruments.

Violence against women (VAW) in the Pacific is now recognized as a leading violation of human rights, a challenge to economic and social development, and a threat to human security. There is a growing body of evidence that approximately two in three Pacific women have experienced physical and/or sexual violence committed by their intimate partner during their lifetime. For the first time in the Pacific region, governments are starting to acknowledge the alarming human, social and economic costs of high levels of VAW. Pacific leaders are steadily placing increasing and necessary attention on measures to end violence against women throughout the region. UN Women, as a global leader on ending violence against women, is addressing the phenomenon through several levels of intervention.

Pacific Regional Facility Fund in Support of Organizations and Actions to Eliminate Violence against Women

The UN Women Pacific Regional EAW Facility Fund in Support of Organizations and Actions to Eliminate Violence against Women, known herein as the Pacific Regional EAW Facility Fund, was first implemented for a three year period from mid-2009 to mid-2012. It was extended as of June 2012 through to June 2013. On May 30, 2013 it was further extended to December 2017.

The Pacific Regional EAW Facility Fund is overseen by the UN Women Multi-Country Office for the Pacific (Pacific MCO) located in Suva, Fiji. For the life of the Pacific Regional EAW Facility Fund, a total of 15 countries spread across 2,500 islands over an area of 20 million square kilometres with a combined population of 8.5 million are targeted: Papua New Guinea, Fiji, Samoa, Kiribati, Tonga, Tuvalu, Solomon Islands, Marshall Islands, Cook Islands, Palau, Nauru, Federated States of Micronesia, Vanuatu, Niue and Tokelau. At this juncture in 2013, the Pacific Regional EAW Facility Fund focuses on 8 of these 15 countries: Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. Following this initial focus, the Pacific Regional EAW Facility Fund may extend to the remaining 7 countries. The total value for the five year period 2013-2017 is estimated at US\$6.8 million while the funds for 2009-2012 totalled US\$5,309,914. The bulk of funds available for implementing the Pacific Regional EAW Facility Fund have been made available by AusAID.

The 'goal/long-term result' of the Pacific Regional ERAW Facility Fund is as follows: "civil society organizations and key government departments working to eliminate violence against women in 15 Pacific countries are effectively implementing programmes, projects and actions for the response and prevention of violence against women in their communities and countries". The Project outcome is that "selected organizations are more effective in preventing and responding to violence against women and girls".

The ToC for the Pacific Regional ERAW Facility Fund is that "through increased financial resources and capacity development, organizations in the Pacific will provide more effective, comprehensive and holistic services to survivors of violence, their families and their communities, and will support progressive development of primary prevention strategies to end intergenerational cycles of violence against women and girls." The ToC rests on a situation analysis that highlighted under-resourced and weak civil society and state organizations in the VAW arena that were constrained in their ability to implement effective programmes and influence policy, the importance of focusing attention on both prevention and response to effectively counter VAW, and the central role of documenting learning to enhance the response.

The key Project mechanism is a grant facility where grants between US\$10,000 and US\$100,000 are issued to organizations through a call for proposals process and extended vetting. To manage these grants, and to better serve their target populations, significant attention is also focused on the capacity development of grant recipients, a key constraint identified during initial Project implementation. Capacity development includes training, mentoring support, sponsorships, internships and on-the-job training attachments. The main project partners for the project are: 1) the Fiji Women's Crisis Centre; and 2) the Regional Rights Resources Team headquartered at the Secretariat of the Pacific Community, both based in Suva, Fiji. Related activities include a strengthened evidence-based response, knowledge sharing, and consideration of promising practices.

The Project document refers to capacity development as follows: "UN Women's Framework for Capacity Development defines capacity as individual competencies, collective capabilities and system (or institutional) capacity. Individual competencies include knowledge, skills, attitudes, mind-sets or motivations of individuals that determine the kind of contribution they can make to the functioning of an organization/system. Collective capabilities refer to the skills of a group (organization, institution, movement or network) to carry out a particular function or process. These include capability to commit or engage, carry out tasks necessary for the organization/system to fulfil its purpose, build relationships and legitimacy, learn and adapt to different contexts, and find balance among the different pressures on an organization/system. System capacity refers to the overall ability of a system (organization, institution, group) to create public value, and this ability emerges over time out of interactions of individual competencies, collective capabilities and the dynamic external contexts (e.g., political, social, economic, cultural contexts) in which the system is embedded."

The implementation of the Pacific Regional ERAW Facility Fund from 2012 focuses attention on primary prevention, in addition to enhanced access to service provision. The Project Document notes that "the underlying aim of primary prevention is social transformation of gender values and norms since inequality is at the root of VAW. Working on prevention of VAW means addressing its underlying causes and promoting gender equality more broadly. Early prevention and intervention can help avert repeated cycles of violence, and all its avoidable social, economic and human rights costs." Referring to access to services, the Project document notes that "A major priority of UN Women, and of this project, is to work towards access to a 'core package of critical services' for survivors. The core package of services respond to immediate and practical needs that are relevant for all women and girls following an incident or threat of violence (such as hotlines, safe housing, police protection, legal aid or assistance measures, documentation of cases, health treatment, counselling, free transport) ..."

Training provided to grantees throughout the duration of their projects covers: 1) project management and organizational management; 2) gender and rights-based approaches for ending VAW; 3) response/service provision; 4) primary prevention; and 5) advocacy and policy development.

Additional support includes learning attachments and exchanges, as well as mentoring support, technical support through a help desk mechanism, and collaboration with government to sustain referral and protection systems. For further information on the Pacific Regional EAW Facility Fund, the Consultant should visit the following website: <http://asiapacific.unwomen.org/en/focus-areas/end-violence-against-women/pacific-regional-evaw-facility-fund>.

The UN Women Pacific Regional EAW Facility Fund project has undergone a significant transformation since it first began implementation in 2009. Of particular importance, the first phase targeted smaller organizations with small-scale grants, with the expectation that these organizations would be best placed to reach those in need of services. Based on lessons learned, the Pacific Regional EAW Facility Fund from 2012 targeted larger organizations with stronger implementation capacity, coupled with a more robust support system for all grant recipients. More attention has been devoted to technical support to grant recipients through enhanced extension services, along with a strengthened monitoring system, expanded results-based monitoring, and a strategy for evaluation and knowledge management aimed at learning from the initiative.

Objectives

With these changes and with the strategy update of the UN Women Pacific Regional EAW Facility Fund from 2012, it is important to establish what has been learned from the first phase of implementation and then following the strategy revision in 2012.

A Formative Evaluation is therefore planned beginning in the last quarter of 2013, and finishing in the first quarter of 2014. This Formative Evaluation follows a period of reflection and a systems strengthening culminating in an Evaluability Assessment implemented by the Project team, and is aimed at specifically assessing whether the strategies put into place to strengthen the Pacific Regional EAW Facility Fund are having the desired effects.

Key users of the Formative Evaluation are as follows:

Pacific Regional EAW Facility Fund, Implementing Partners and donors: The primary user of this Formative Evaluation is the UN Women Pacific Regional EAW Facility Fund implementation team, the implementing partners and donors. This includes grant recipients, support bodies such as the Project Appraisal Committee, and training organizations involved in the Pacific Region EAW Facility Fund.

UN Women MCO - Fiji: The Formative Evaluation report will also be used by other programmes and officers at the Fiji Multi-Country Office in Suva, considering the utility of the Pacific Regional EAW Facility Fund sub-grant and capacity development approaches to development, and also considering the utility of formative evaluations to inform implementation of other programmes.

UN Independent Evaluation Office: The UN Women regional office in Bangkok is especially interested in considering the success of the Formative Evaluation as an exercise, and in the longer term considering how the Pacific Regional EAW Facility Fund team has been able to improve Project performance in response to the exercise (assessed during the mid-term review and the impact assessment).

UN Women Headquarters and Other Regional Offices: Finally, UN Women internationally is interested in establishing whether grant financing, coupled with capacity development and technical assistance support, is an efficient and effective mechanism to advance EAW objectives and building and supporting Pacific organizations to end violence against women and girls.

UN Women defines formative evaluation as “an evaluation which is designed to provide some early insights into a programme ... to inform management and staff about the components that are working and those that

need to be changed in order to achieve the intended objectives”³. The document goes on to note that Formative Evaluations are normally conducted by a mix of programme personnel and external evaluators, combining “internal understanding with external expertise”. It is specifically focused on improving performance. UNICEF notes that “the respect accorded formative evaluations for mid-course learning is one very positive consequence” of improved approaches to evaluation⁴), with regular feedback to key stakeholders an important element not just for information purposes, but also to ensure their regular inputs into the evaluation⁵. Additional benefits include skills enhancement among programme personnel, cost effectiveness (as much of the work is carried out by Programme personnel), and meeting the requirements of an external evaluation with a focus that meets Pacific Regional EAW Facility Fund operational needs in a timely manner.

The Pacific Regional EAW Facility Fund evaluation cycle to date and the positioning of the Formative Evaluation and follow-on activities is as follows:

Mid-Term Review (Phase 1) – undertaken in 2010

Interview Review and Assessment (internal) – implemented from end 2011- 2012

Evaluability Assessment – underway in the second and third quarters of 2013

Formative Evaluation – fourth quarter 2013/first quarter 2014

Mid-Term Review – second quarter 2015

Endline Evaluation/Impact Assessment – end of programme in 2017

The Evaluability Assessment is currently underway, and will be completed prior to the Formative Evaluation. Attention is being devoted to considering the efficacy of the theory of change and available evidence to confirm it, strengthening grant recipient reporting, Pacific Regional EAW Facility Fund mainstreaming in the project, the integration of a Human Rights-Based Approach in implementation, the functioning and effectiveness of the Help Desk model and functions, the South – South Exchange component, documenting learning and dissemination and other activities. It is being implemented by the Project team with some external support from a Monitoring & Evaluation Advisor. It will result in the preparation of a brief Evaluability Assessment Report, an internal document which will be provided to the Consultant at the start-up of the Formative Evaluation.

Scope of Services

UN Women Fiji Multi-Country Office seeks proposals from experienced organizations to undertake a Formative Evaluation of the Pacific Regional EAW Facility Fund Project.

Period to be evaluated

The Formative Evaluation will consider early implementation (2009 until the end of the second quarter of 2012) and programme revision from 2012 through current implementation in 2013.

The aim of the Formative Evaluation is to assess the Relevance, Efficiency, and Effectiveness of the Project. Attention will also be focused on Inclusiveness and consideration on early signs of the Sustainability of the project.

The Formative Evaluation will take care to ensure consideration of the Theory of Change, the Performance Monitoring Framework, and the Pacific Region United Nations Development Assistance Framework, all of which highlight the need to assess:

³ UN Women (2009). [Evaluation Guidance Note Series](#), UN Women, New York, United States

⁴ UNICEF (2006). [New Trends in Development Evaluation](#), UNICEF, New York, United States.

⁵ UNICEF (2009). [Bridging the Gap: The Role of Monitoring and Evaluation in Evidence-Based Policymaking](#), UNICEF, New York, United States.

Institutional strengthening and the effects of this on the implementing agencies.
Institutional strengthening and its effects on the broader enabling environment.
The delivery of response and services to those survivors of violence against women, and the effects on the broader enabling environment.
The delivery of primary prevention to address VAW, and the effects on the broader enabling environment.
The delivery of advocacy and dialogue with policy-makers and government officials on policies, legislation, planning, budget allocation and instituting a coordinated response and the effects on the broader enabling environment.

Overall Role of the Consultant in the Formative Evaluation

The Consultant will be responsible for the design, implementation, analysis and write-up of the Formative Evaluation. The team will work closely with Pacific Regional EAW Facility Fund Project personnel and implementing partners in this regard, with Project personnel expected to be extensively involved in the Formative Evaluation, and learning skills as the evaluation proceeds. Despite this extensive Project personnel engagement, the Consultant will take care to hold the necessary independent consultations with implementing partners and target groups.

The Formative Evaluation will consider the Theory of Change, the Performance Monitoring Framework, and the Pacific Region UNDAF, all of which highlight the need to assess:

Institutional strengthening and the effects of this on the implementing agencies.
Institutional strengthening and its effects on the broader enabling environment.
The delivery of response services to those in need, and the effects on the broader enabling environment.
The delivery of primary prevention services, and the effects on the broader enabling environment.

Formative Evaluation Focus

The Formative Evaluation will focus largely on implementation process issues. This process focus includes Phase 1 implementation as well as adaptations made and experience resulting from the redesign of the Pacific Regional EAW Facility Fund in 2012. The Formative Evaluation emphasis is on Relevance, Efficiency and Effectiveness. Particular attention is paid to how changes in implementation processes affect these measures. The Formative Evaluation will also include consideration of Inclusiveness.

For each of the following, the Consultant should consider how the situation has changed from Phase 1 to implementation following redesign in 2012.

Proposed Evaluation Questions

For each of the following, the Evaluation Team would consider how the situation has changed from the initial period of Phase 1 to the extended phase in 2012 and to 2013:

Relevance

Relevance is defined by UN Women in a manner consistent with United Nations Evaluation Group (UNEG) and the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee as follows⁶: “The extent to which the objectives of a development intervention are consistent with the evolving needs and priorities of beneficiaries, partners, stakeholders-within country and global contexts”. It goes on to note that “Relevance provides information about the relationship of the most important GE [gender equality] and HR [human rights] issues present in the situation to the objectives of the intervention. It should also assess whether the programme design was guided by international Conventions, principles and protocols (e.g., CEDAW, United Nations Declaration on Human Rights) and

⁶ UN Women (2012). [A Manager’s Guide to Gender Equality and Human Rights Responsive Evaluation](#), UN Women website, New York, United States. Quote from page 28.

whether it followed adequate [gender equity] and [human rights] analysis". In other words, is the programme consistent with the needs and intentions of the countries and programmes reached by the intervention? For considering relevance of programmes for equity objectives⁷, UNICEF⁸ defines relevance as "The extent to which the expected results of the intervention address the rights and needs of worst-off groups, reduce inequities, and are consistent with equity-focused development priorities at global, national or local level".

Key Relevance issues to consider include, but are not limited to, the following⁹:

Relevance of the Project's intent and actions in relation to Pacific National Ending Violence against Women policies and National Action Plans on VAW and Sexual and Gender Based Violence.

Relevance of the Project's intent and actions in relation to Pacific regional priorities¹⁰.

Relevance of the Project's intent and actions to high level policy commitments in the UN Convention on the Elimination of All Forms of Discrimination Against Women and Millennium Development Goals.

Relevance of EVAW grants in responding to Pacific priorities and issues through the efforts of Pacific Island countries' national and local governments and authorities and civil society organizations to end violence against women;

Efficiency

UN Women defines Efficiency as "a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results"¹¹. Because this is a Formative Evaluation, the results referred herein are process measures, and therefore focus on how the outputs that were delivered were used. This refers to what has resulted from grants support, capacity development, provision of support of knowledge materials of grant recipients and the use of outputs by those reached by grant recipients.

Key Efficiency questions include, but are not limited to, the following:

Have grantees received funds and capacity development support in a timely manner?

Have the use of mentoring activities, such as training provision including South-South Exchange, been efficient in terms of the use of funds?

An analysis of the efficiency of the grant mechanism and mentoring, training and capacity development and the funding allocation towards field and programme work and administrative and operational costs.

Effectiveness

⁷ UNICEF (2011). How to Design and Manage Equity-Focused Evaluations, UNICEF, New York, United States.

⁸ *ibid*, p 35.

⁹ Bester, A. (2012). Results-Based Management in the United Nations Development System: Progress and Challenges. A Report Prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review, United Nations Department of Social and Economic Affairs, New York, United States. See also UNICEF (2010). From Policies to Results: Developing Capacities for Country Monitoring and Evaluation Systems, UNICEF, New York, United States.

¹⁰ (e.g. Triennial Women's Meetings and outcomes, Revised Pacific Platform for Action on Advancement of Women and Gender Equality (2005 to 2015) Forum Leaders' meeting outcomes in the 40th – 43rd sessions (Cairns Communiqué including Pacific Leaders' Gender Equality Declaration), Pacific Islands Forum Secretariat Reference Group on Sexual and Gender Based Violence), Regional Working Group on Women, Peace and Security, Pacific Plan, Parliamentary Roundtable on Ending Gender based Violence in the Asia-Pacific Region (May 2011), Australia-US Pacific Women's Empowerment Policy Dialogue: Stopping Violence against Women (Nov 2011))

¹¹ UN Women (2012). A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation, UN Women website, New York, United States. Quote from page 29.

UN Women¹² defines Effectiveness as “the extent to which the development intervention’s objectives were achieved, or are expected/likely to be achieved”. Effectiveness questions include, but are not limited to, the following:

Effectiveness of strategies used in grant provision.

Effectiveness of organizational capacity development strategy and approach provided to grantees.

Effectiveness of the inclusion of primary prevention, service provision, influencing government policies, laws, budgets etc. as focus areas of grant support.

Effectiveness of the Implementation partnership modality.

Inclusiveness

UN Women notes that inclusiveness “takes into account all affected groups, stakeholders and rights bearers, and is sensitive to differences among them. It disaggregates groups by relevant criteria (women/men, class, age, ethnicity, religion, etc.) and pays attention to which groups benefit and which groups contribute to the intervention under review”¹³.

Inclusiveness questions include, but are not limited to, the following:

How inclusive is Pacific Regional EAW Facility Fund Project in supporting marginalised and vulnerable groups?

How effective and efficient is Pacific Regional EAW Facility Fund Project in targeting all affected groups?

How inclusive is the Pacific Regional EAW Facility Fund Project in involving affected groups and key stakeholders in governance and management of the Pacific Regional EAW Facility Fund?

How inclusive is the Pacific Regional EAW Facility Fund Project in building capacities of duty bearers such as relevant government officials?

Sustainability

UN Women defines Sustainability as “the likelihood of a continuation of benefits from a development intervention after the intervention is completed or the probability of continued long-term benefits. Sustainability provides information about whether rights achieved by rights holders, and the benefits accruing from those rights, can be maintained over time. It should also look at whether redistribution of resources, power and workload between women and men is likely to persist after the intervention. Sustainability should assess whether accountability and oversight systems have been established between duty bearers and rights holders, as well as whether capacity has been built of rights holders to claim their rights and duty bearers to fulfil them”.

While the Consultant is not expected to devote too much time and attention to sustainability, as this is a Formative Evaluation, insights into aspects of sustainability should be noted, and recommendations about the enhancement of sustainability included in the evaluation report. The Consultant to identify alternate approaches and future models for delivery and lessons learnt.

The Consultant should consider various options for sustainability, including (i) management of the Fund by an NGO; (ii) creation of a network of NGOs to manage fund; (iii) maintaining current arrangements and if so for how long; (iv) engagement of government institutions into management and other possible options. The

¹² UN Women (2012). [A Manager’s Guide to Gender Equality and Human Rights Responsive Evaluation](#), UN Women website, New York, United States. Quote from page 28.

¹³ UN Women (2012). [A Manager’s Guide to Gender Equality and Human Rights Responsive Evaluation](#), UN Women website, New York, United States. Quote from page 5.

Consultant will provide analysis of possible impacts of any of the proposed options (including financial), pros and cons for each of these options and future plan on sustainability.

Other

Other issues to consider and actions to be undertaken will include, but will not be limited to the following:

Review of the Performance Monitoring Framework and advising on issues arising.

Review of the updated M&E Framework and advising on issues arising.

Review of indicators and comment on their efficacy.

Comments on monitoring forms and procedures.

Review of and comments on annual Workplan.

Review of and comments on annual reports to the donor.

Review of various Pacific Regional EAW Facility Fund processes.

Advise on lessons learned from other countries, other regions, other interventions.

Comment on ethical guidelines and the efficacy of their implementation.

Comment on Operational Guidelines, Call Documents (Application Form, FAQ, Guidance Notes and Call Details), job descriptions, TOR for National Short-Listing Committee and Regional Project Appraisal Committee, etc.

Considering issues that may have been neglected by the UN Women Pacific Regional EAW Facility Fund team.

Evaluation Methodology and Instruments

The Formative Evaluation will include the following approaches:

Review of secondary materials.

Review of monitoring systems data, annual reports, and similar materials.

Review of quantitative data obtained from grant recipients, training agencies, and others.

Conduct of key informant interviews with those knowledgeable about the Fund, about VAW matters, and about related topics at national, sub-national, and organizational levels, using semi-structured tools developed by the Consultant and approved by the Client.

Conduct of group discussions and one-on-one interviews with grant recipients as well as target groups, using semi-structured tools developed by the Consultant and approved by the Client.

An Inception Report will be prepared by the Consultant at start-up off-site, and finalised within the first week of on-site work in Suva. The Inception Report will offer details of activities to be undertaken, timeline the Formative Evaluation, list groups and individuals to be interviewed by data collection tool, list materials reviewed/to be reviewed/needed, and include other information relevant for the successful completion of the consultancy.

At start-up resources will be made available to the Consultants for review. These documents will be supplemented by a variety of other documents made available by the Fund, by partner organizations, and by others, along with documents identified by the Consultants. A provisional list of key documents that will inform start-up include the following:

UN Women Pacific Regional EAW Facility Fund Project Document (2008 and revised in 2012).

First, Second and Third Donor progress reports including M&E Framework, Annexes including Operational Guidelines.

Annual UN Women MCO - Fiji Workplans (2009/2010/2011/2012/2013).

Pacific Regional EAW Facility Fund Project M&E Framework.

UN Women Strategic Plan.

Pacific Islands' Forum National and Regional Action Plans for Ending Violence against Women, Leaders' Communiqué and other instruments.
Family and Health Safety Studies and VAW prevalence reports from PNG, Samoa, Kiribati, Solomon Islands, Tonga and preliminary results from Fiji.
CEDAW Concluding Observations for all eligible countries that have ratified the Convention.
Partnership Agreements between AusAID and UN Women.
AusAID Gender Strategy.
UN Women MCO - Fiji Internal Reports on project strategy/donor meeting, Regional Project Appraisal Committee Meetings, National Short-Listing Committee Meetings.
Samples of Grantees' progress reports, training beneficiaries' Learning Diary, Follow-Up Action Plans and Reports six months after the Training.

Deliverables and Formative Evaluation Activities

Deliverables include:

Inception report (draft, revised, final including an evaluation plan)
Information collection tools (draft, revised, final)
PowerPoint presentation of initial findings
Draft evaluation report
Revised draft evaluation report
Final evaluation report
Draft Terms of Reference for Baseline Surveys for 2014

With regard to this last deliverable, the strengthening of the Pacific Region ERAW Facility Fund Project from 2012, coupled with the identification of stronger agencies as grant recipients, offers an opportunity to add to the Project a stronger set of baselines from which to assess impacts. Given that the Fund operates through grant recipients who deliver specific services in specific locations, the conduct of baselines is complex and will require considerable attention to this diversity, and how to assess impacts in such an implementation environment. The Formative Evaluation Consultants will therefore provide guidance to the Fund on how such baselines (organised under a single 'baseline' framework) should be conducted by preparing detailed Terms of Reference for baselines to be conducted for selected 2013 and 2014 grant recipients. Quantitative, qualitative and participatory approaches will be elaborated in these Terms of Reference.

The Consultants should include a broad costing for the baseline in US dollars.

The Consultants should include in their field tools for the Formative Evaluation questions relevant to the development of these Terms of Reference.

The evaluation report should ideally be no longer than 50 pages in length, plus annexes.

Activities

Activities will be divided into three phase:

Start-up – mostly off-site, partial on-site
Implementation – on-site
Report writing and completion – partial on-site, mostly off-site
Start-Up

Start-up activities should include, among others, the following:

Project materials review (off site)
Skype start-up discussions with the Client
Broader literature search, elaboration of evaluation questions based on review
Inception Report (draft, revised draft, final including an evaluation plan)
Travel to Suva, Fiji
Implementation

Implementation should include, among others, the following. As this is a Formative Evaluation, within-team consultations are to take place throughout the implementation phase.

Site meetings in Suva with Pacific Regional EAW Facility Fund team
UN and partners' site meetings in Suva
Meeting with the Reference Group, agreement on meetings, arrangements with Working Group
Teamwork meetings (throughout implementation)
Rapid site visit in Suva area with Fiji Country Project Co-ordinator
Review additional materials made available
Design qualitative information collection tools
Review all programme files for grant recipients, capacity development beneficiaries & partners, knowledge materials
Identify, with the Pacific Regional EAW Facility Fund team, specific grant and training recipients to be assessed in the field in Fiji, Kiribati, Tonga and Solomon Islands and desk review of materials for Nauru, PNG, Samoa and Vanuatu
With the Country Programme Co-ordinators and Pacific Regional EAW Facility Fund Project Coordinators, make field arrangements
Conduct fieldwork without the specific presence of Pacific Regional EAW Facility Fund personnel
Compile findings
Prepare PowerPoint presentation to present initial findings to Reference Group
Closing meetings with UN Women
Analysis and Write-up

Analysis and write-up should include, among others, the following:

Compile field findings using agreed approaches
Prepare draft report and submit to UN Women for circulation and review. The draft report is not expected to be a completed document. Instead, it is expected that the Consultant shall note issues that need specific consideration by the Pacific Regional EAW Facility Fund team, and arrange for Skype discussions to meet with the Pacific Regional EAW Facility Fund team to discuss issues arising
Agree to modalities to fill information gaps, including actions both by the Consultant and by the Pacific Regional EAW Facility Fund team. Set deadlines
Upon receipt of additional inputs, prepared a Revised Draft Report that would have filled all information gaps (or note those that were not possible to fill). The report should include an executive summary and recommendations for implementation
Submit a Final Evaluation Report
The Consultant is expected to draft a table of contents for the FE Report as part of the Inception Report. The following draft table of contents should therefore be treated as a draft.

Cover page.
Inside cover page, including how to cite the report.
Maps.
List of acronyms.
List of tables, figures, maps, etc.
Summary (1 page).

Executive Summary: Findings (2-4 pages) – overview of key findings, overview of methods, similar.
Executive Summary: Recommendations (3-4 pages) – recommendations accompanied by justification for recommendations, timeline.
Chapter 1: Introduction – background, overview of the Pacific Regional EAW Facility Fund, overview of the FE, definitions, methods, approach, similar.
Chapter 2: Key Findings – overall findings
Chapter 3: Findings by Area: relevance, efficiency, effectiveness, inclusiveness, insights on sustainability
Chapter 4: Findings by Country – brief findings by each country covered directly and indirectly
Annex A: Additional Information on Methodology and Approach – overview of approach, management structures and management systems, review cycle, similar.
Annex B: List of Interviewees and Discussions Held
Annex B: Field Instruments
Annex C: Terms of Reference for the Formative Evaluation
Annex D: Terms of Reference for the Baseline
Annex E: other

Composition of the Evaluation Team

The evaluation team will include an experienced senior consultant to serve as Team Leader, along with a Junior Consultant focused on fieldwork. Additional team members will be identified by the winning tenderer during start-up to provide field support in Fiji, Solomon Islands, Tonga and Kiribati.

Position: Team Leader

Qualifications: Post graduate degree in a field of relevance for the evaluation (Gender, Sociology, Political Science, Anthropology, or other Social Science degree), and have specific experience in the field of gender-based violence.

Professional Experience: The Team Leader must have at least 10 years of evaluation experience, with at least 5 years' experience serving as a team leader. Must be fluent in English. Can be from the Pacific region or outside. Consultant should have Pacific experience.

Position: Junior Consultant to assist the Team Leader, and will focus on primary data collection from grant recipients, reached populations, and key informants.

Qualifications: The Junior Consultant should ideally have Pacific experience working with governments, civil society organizations, at least 5 years' experience in primary data collection, managing complex field data collection activities, and have specific experience in the field of gender-based violence. Must be fluent in English. Can be from the Pacific region or outside, while additional points will be given to a citizen of or resident of a developing Pacific island state.

In addition to these two officers, the bidding firm shall make provision for the hiring of short-term local consultants to support fieldwork. One officer should be contracted for each of the following four countries: Fiji, Solomon Islands, Tonga and Kiribati. It is estimated that up to two weeks input will be required for these officers for Fiji and Solomon Islands, while one week is expected for Tonga and Kiribati.

The Consultant is expected to indicate the expected level of effort for each position.

Cost proposals must include all these team members.

Management of the Evaluation

The following reference groups are planned for the evaluation:

Management Group: Coordinated by the EAW Programme Specialist, this group manages the day to day aspects of the evaluation process. This includes: leading the development of the TOR; managing the

selection and recruitment of the evaluation team; managing the contractual arrangements, budget and personnel involved in the evaluation; providing support and coordination to the reference group; providing the evaluators with administrative support and required data; connecting the evaluation team with the programme unit, senior management and other relevant stakeholders; reviewing the interim reports and final reports to ensure its quality.

Core reference Group: This internal group has a decision making responsibility regarding the different steps of the evaluation process. Key responsibilities are: determining the key objectives and scope of the evaluation; providing clear guidance to the management group on how the evaluation findings will be used; responding to the evaluation by preparing a management response and using the findings as appropriate; safeguarding the independence of the evaluation; allocating adequate funding and human resources for the evaluation.

Stakeholder reference group: The group who will be invited to provide relevant information to the evaluation team and comments to the final report. This reference group will be open to members of the Steering Committee, composed of UN agencies, civil society organizations and donors.

UN Women is ultimately responsible for the work of the Consultant. In this respect, the Consultant will report directly to the head of the EAW Section of UN Women's MCO in Suva, Fiji, who will sign off on the work of the Consultant, and with the final approval by UN Women Representative/Head of Office. Administrative oversight will be by UN Women's office in Suva, Fiji.

The management decisions and outcomes of the report will rest on the UN Women Fiji Multi Country Office Representative. The findings will be further shared in a consultation with the Pacific Fund Steering Committee meeting to gauge their responses and suggestions for the future directions of the project. These outcomes of these recommendations will be sent by UN Women MCO - Fiji to donors.

The Consultant will be provided with office space at the Pacific MCO office in Suva, and will be accommodated as possible in country offices during stays in Solomon Islands, Kiribati and Tonga.

Technical support for evaluation oversight will be provided by UN Women's Evaluation Office based in Bangkok, Thailand. The Consultant can expect that Skype conversations will be held involving the Consultant and the regional evaluation office at junctures during the Formative Evaluation, using UN Women's resources; the Consultant is not required to travel to Bangkok.

Formative Evaluation Locations

The UN Women Pacific Regional EAW Facility Fund team is headquartered in Suva, Fiji, and therefore the bulk of Formative Evaluation activities will take place in Fiji. Field visits will be undertaken to projects in Fiji, on the island of Viti Levu (where Suva is located), Kiribati, Tonga and Solomon Islands. The desk review will include projects in these countries, as well as Nauru, Papua New Guinea, Samoa and Vanuatu. The evaluation team will also liaise with the UN Women Country Programme Co-ordinators in PNG, Samoa, Solomon Islands and Vanuatu and UN Joint Presence Officers based in Nauru and Tonga. Because of the number of grantees in Fiji and Solomon Islands, more time is expected to be taken in these two countries. The Consultants should plan their fieldwork accordingly.

Because of the particular implementation complexities experienced in Papua New Guinea, the costs associated with fieldwork in PNG, and insecurity in one of the project areas, the Evaluation Team will not travel to PNG. Instead, the UN Women Pacific Regional EAW Facility Fund Project Co-ordinator for PNG will join the evaluation team in Suva at the start of the evaluation, following which she will return to PNG and support field data collection for the Formative Evaluation. This travel for the PNG Coordinator will be funded by UN Women.

The Evaluation Teams' proposal must include travel internationally to Fiji, as well as regional travel (one trip to Kiribati, Solomon Islands, and Tonga each). The Evaluation Team should review flight options within the region to determine the number of per diems required per country.

The Evaluation Team will be provided with space at UN Women's offices in Suva for the duration of the Evaluation. Consultants will utilise their own computers for this assignment, but will be supported with printing facilities. Internet access will be provided in the UN Women Fiji Multi-Country Office in Suva. Other communications costs need to be included in the costing for the consultancy.

Timeline and Duration

It is expected that the contract will be awarded by December 20, 2013 for evaluation start-up no later than January 15, 2013. The Consultant should be available for the specified days from January 15, 2013 until approximately March 31, 2014.

The first week of home-based work will involve a comprehensive review of Pacific Regional EAW Facility Fund documentation, UN Women and UN Evaluation Group materials, and associated evaluation materials. In addition, the Consultant will conduct a web-based search for additional materials, and will familiarise her/him with the eight countries in the evaluation. A start-up Skype meeting will take place following the Consultant's initial review of the Pacific Regional EAW Facility Fund-specific documents.

Travel would begin with initial travel to Suva. The first week in Suva will consist of initial briefings, further materials review, and discussions with Pacific Region EAW Facility Fund personnel. Interviews will be held with stakeholders within government and civil society as well. Site visits to grant recipients from Phase 1 and the extension Phase will be conducted from the second week. This will include discussions with grant recipient agencies, focusing on capacity enhancement.

The duration of the UN Women Pacific Regional EAW Facility Fund Evaluation is expected to be up to 10 weeks with an indicative timeline as follows:

Estimated Time and Timeline	Activity
1 week: Start up Off-site	Comprehensive review of Pacific Region EAW Facility Fund documentation, UN Women and UN Evaluation Group materials, and associated evaluation materials Draft Inception Report – draft Revise and Complete Inception Report, comprising evaluation methodology, desk evaluation, and proposed schedule for in-country consultations
1 week: Start up and consultants On-site	Travel to Suva, Fiji Initial briefings, further materials review, and discussions with Pacific Regional EAW Facility Fund personnel. Interviews with stakeholders within government and civil society as well Meeting with the Steering Committee, agreement on meetings, arrangements with UN Women oversight team Design qualitative information collection tools Review all programme files for grant recipients, capacity development beneficiaries & partners, knowledge materials, etc. With the Country Programme Co-ordinators and Pacific Regional EAW Facility Fund Project Coordinators, make field arrangements
2.5 weeks: Up to 2 weeks in Fiji and SI	Conduct and complete in-country consultations and site visits to grant recipients in Fiji, Kiribati, Solomon Islands and Tonga. This will include discussions with

Estimated Time and Timeline	Activity
and up to 1 week in Kiribati and Tonga On-site	grant recipient organizations, focusing on project implementation, capacity development including partnerships Compile findings
2 weeks: Final consultations, report writing Partial on- and off-site	Liaison and work with UN teams in Nauru, PNG, Samoa, and Vanuatu Prepare Draft Evaluation Report. Prepare PowerPoint presentation and present initial findings to Reference Group
3 weeks: Consultations with UN Women, finalised report Mostly off-site	Submit first Draft Evaluation Report to UN Women MCO - Fiji, and receive feedback. Submit second Draft Evaluation to UN Women MCO - Fiji, and receive feedback. Submit Final Evaluation Report incorporating comments from UN Women MCO - Fiji.

Communications

The successful Consultant will report contractually to UN Women Fiji Multi-Country Office.

Eligibility Criteria

A bid will only be considered from an organization or institution that has:

Demonstrated ability and experience of 10 years to evaluate multi-stakeholder development programmes including managing complex field data collection activities and project management.

Experienced in the field of project management, gender equality, women's empowerment and violence against women.

Experience in Pacific Islands' development context and socio-cultural, political and economic systems and knowledge of situation of violence against women in the Pacific and efforts by governments, CSOs, development partners in the area of EVAW is an advantage.

Experience in the Pacific region is strongly preferred; however experience in similar low resource environments is acceptable.

Evaluation will be based on the value for money method by which a review of both technical and financial compliance will be done, with technical contributing 70% and financial 30% of the total score.

Profile

The bidder shall disclose the following details, which would be only used for evaluation purposes and will be kept confidential:

Latest annual report(s) or audited financial statements.

List of potential and current networks and previous organizations where similar evaluations have been done.

The names and CVs of the Team Leader and Junior Consultant put forward for this assignment.

Terms of Payment

The consultancy team should submit their financial proposal as a lump sum per each deliverable. The lump sum should cater for all the costs that will enable the consultant to fully achieve deliverables under the contract and no further payments are payable.

Payment will be made upon certification by UN Women that the consultancy has satisfactorily completed each deliverable.

Payment will be made within 30 (thirty) days after receipt and acceptance of the specified deliverable and corresponding invoice but only if UN Women has certified that the services have been satisfactorily performed by the Consultant.

Contract

The Consultant will be subject to satisfactory performance at each stage of the project.

UN Women reserve the right to terminate the Contract at any time in accordance with the General Conditions of Contract (Annex III).

14. Reporting Requirements

The Evaluators are requested to submit the Drafts and Final Formative Evaluation Report comments to UN Women MCO - Fiji.

Annex II

UN Women INSTRUCTIONS TO OFFERORS

Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project

– RFP/UNW/2013/0002/11/002

Introduction

General

This document provides information on how to prepare proposals and apply for the provision of Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project.

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, the UN Women will in no case is responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

Solicitation Documents

Contents of solicitation documents

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Offeror’s risk and may affect the evaluation of the Proposal.

Clarification of solicitation documents

A prospective Offeror requiring any clarification of the Solicitation Documents may notify the procuring UN Women entity in writing at the organization’s mailing address or fax number indicated in the RFP. The procuring UN Women entity will respond in writing to any request for clarification of the Solicitation Documents that it receives earlier than 10 working days prior to the deadline for the submission of Proposals. Written copies of the organization’s response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Offeror that has received the Solicitation Documents.

Amendments of solicitation documents

At any time prior to the deadline for submission of Proposals, the procuring UN Women entity may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offeror that have received the Solicitation Documents will be notified in writing of all amendments to the Solicitation Documents via the procuring UN Women entity’s website: <http://www.unwomenpacific.org>

In order to afford prospective Offeror reasonable time in which to take the amendments into account in preparing their offers, the procuring UN Women entity may, at its discretion, extend the deadline for the submission of Proposals.

Preparation of Proposals

Language of the proposal

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror and the procuring UN Women entity shall be written in the English language. Any printed literature furnished by the Offeror may be written in another language so long as accompanied by an English translation of its pertinent passages in which case, for purposes of interpretation of the Proposal, the English translation shall govern.

Documents comprising the proposal

The Proposal shall comprise the following components:

Proposal submission form clearly specifying which component of the capacity development program the bidder is applying for (i.e. A);

Technical Proposal, completed in accordance with clause 8;

Financial Schedule, completed in accordance with clause 9;

Vendor's registration form.

Proposal form

The Offeror shall structure the technical part of its Proposal as follows:

Part 1: Background Information

This section should provide corporate orientation to include a brief description of the organization including the year and country of incorporation and a brief description of the offeror's present activities and its mandate. It should focus on services related to the proposal. The organization should also make mention of any international standards or certifications that are prescribed for any of its procedures. In the Background Information section the bidder should clearly specify which component of the capacity development program the bidder is applying for (i.e. A);

Part 2: Personnel Resources

This section should fully explain its personnel resources. It should describe the organizational unit(s) that will become responsible for the contract, and the general management approach towards a project of this kind. The Offeror should comment on its experience in similar projects and identify person(s) representing the Offeror in any future dealing with the procuring UN Women entity.

Part 3: Project Management Capacity

This section should fully explain the Offeror's capability to manage projects in a standardized manner. It should describe appropriate internal controls, planning and budgeting practices. It should also describe the organization's strategy for networking and indicate partnerships and relationships that have been formed and are maintained.

Part 4: Technical Capacity

This section should fully explain the Offeror's technical capabilities and skills. It should make mention of the technical infrastructure, external networks of expertise that the organization works with and professional organizations that it or their staffs belongs to.

Part 5: Administrative and Financial Management Capacities

This section should fully explain the Offeror's administrative facilities, infrastructure, equipment and budget to carry out its activities. It should also describe its procurement and contracting procedures, financial management, internal controls, and audit guidelines.

Part 6: Understanding the Requirements

This section should demonstrate the Offeror's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics and demonstrating how the proposed methodology meets or exceeds the specifications.

Note:

The technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedules.

It is mandatory that the Offeror's Proposal numbering system corresponds with the numbering system used in the body of this RFP. All references to descriptive material and brochures should be included in the appropriate response paragraph, though material/documents themselves may be provided as annexes to the Proposal/response.

Information which the Offeror considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.

Proposal prices

The Offeror shall complete the appropriate Price Schedule (Annex V) for all categories mentioned therein.

The proposal will be voided should incomplete pricing schedules be received.

Proposal currencies

All prices shall be quoted in USD and local currency.

Period of validity of proposals

Proposals shall remain valid for one hundred and twenty (120) days after the date of Proposal submission prescribed by the procuring UN Women entity, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by the procuring UN Women entity on the grounds that it is non-responsive.

In exceptional circumstances, the procuring UN Women entity may solicit the Offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. An Offeror granting the request will not be required nor permitted to modify its Proposal.

Format and signing of proposals

The Offeror shall prepare two copies of the Proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall govern.

The two copies of the Proposal shall be typed or written in indelible ink and shall be signed by the Offeror or a person or persons duly authorised to bind the Offeror to the contract. The latter authorisation shall be indicated by written power-of-attorney accompanying the Proposal.

A Proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the Offeror, in which case such corrections shall be initialled by the person or persons signing the Proposal.

Payment

UN Women shall effect payments to the Contractor after acceptance by UN Women of the invoices submitted by the contractor, upon achievement of the corresponding milestones.

Submission of Proposals

Sealing and marking of proposals

The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.

The outer envelope shall be:

addressed to –

The Representative,
UN Women Fiji Multi Country Office
Private Mail Bag
Suva, Fiji Islands

And,

marked with — RFP/UNW/2013/0002/11/002: Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project

Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the information specified in Annex VI (Proposal Submission Form) above, with the copies duly marked “Original” and “Copy”. The second inner envelope shall include the price schedule duly identified as such.

Note, if the inner envelopes are not sealed and marked as per the instructions in this clause, the procuring UN Women entity will not assume responsibility for the Proposal’s misplacement or premature opening.

Deadline for submission of proposals

Proposals must be received by the procuring UN Women entity at the address specified under clause Sealing and marking of Proposals no later than.

The procuring UN Women entity may, at its own discretion extend this deadline for the submission of Proposals by amending the solicitation documents in accordance with clause Amendments of Solicitation Documents, in which case all rights and obligations of the procuring UN Women entity and Offeror previously subject to the deadline will thereafter be subject to the deadline as extended.

Late Proposals

Any Proposal received by the procuring UN Women entity after the deadline for submission of proposals, pursuant to clause Deadline for the submission of proposals, will be rejected.

Modification and withdrawal of Proposals

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the procuring UN Women entity prior to the deadline prescribed for submission of Proposals.

The Offeror's withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of clause Deadline for Submission of Proposals. The withdrawal notice may also be sent by telex or fax but followed by a signed confirmation copy.

No Proposal may be modified subsequent to the deadline for submission of proposals.

No Proposal may be withdrawn in the Interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Offeror on the Proposal Submission Form.

Opening and Evaluation of Proposals

Opening of proposals

The procuring entity will open the Proposals in the presence of a Committee formed by the Head of the procuring UN Women entity.

Clarification of proposals

To assist in the examination, evaluation and comparison of Proposals, the Purchaser may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

Preliminary examination

The Purchaser will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures the amount in words will prevail.

Prior to the detailed evaluation, the Purchaser will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one which conforms to all the terms and conditions of the RFP without material deviations. The Purchaser's determination of a Proposal's responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by the Purchaser and may not subsequently be made responsive by the Offeror by correction of the non-conformity.

Evaluation and comparison of proposals

A two-stage procedure is utilised in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposal of the Proposals

will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 1000 points in the evaluation of the technical proposals.

The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (TOR).

In the Second Stage, the price proposal of all contractors, who have attained minimum 70% score in the technical evaluation, will be compared. The contractor will be awarded to the Contractor offering the highest weighted average technical and financial scores.

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Expertise of Firm / Organization submitting Proposal	10%	100					
2.	Proposed Work Plan and Approach	40%	400					
3.	Personnel	50%	500					
Total			1000					

Evaluation forms for technical proposals follow on the next two pages. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

Form 1: Expertise of Firm / Organization Submitting Proposal

Form 2: Proposed Work Plan and Approach

Form 3: Personnel

Note: The score weights and points obtainable in the evaluation sheet are tentative and should be changed depending on the need or major attributes of technical proposal.

Technical Proposal Evaluation Form 1		Points obtainable	Organization / Other Entity				
			A	B	C	D	E
Expertise of firm / organization submitting proposal							
1.1	Reputation of Organization and Staff (Competence / Reliability) Post-graduate degree in field of Gender, Sociology, Political science, Anthropology or other Social science degree and experience in the field of GBV	60					
1.2	Relevance of organizational's experience on similar programme and projects	20					
1.3	General Organizational Capability which is likely to affect implementation (i.e. administration capacity, infrastructure, capital and assets, financial management)	10					
1.4	Extent to which any work would be subcontracted in 4 countries (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.	10					
		100					

Technical Proposal Evaluation Form 2		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Proposed Work Plan and Approach							
2.1	To what degree does the Offeror understand the task?	30					
2.2	Have the important aspects of the task been addressed in sufficient detail?	25					
2.3	Are the different components of the project adequately weighted relative to one another?	20					
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55					
2.5	Is the conceptual framework adopted appropriate for the task?	65					
2.6	Is the scope of task well defined and does it correspond to the TOR?	120					
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85					

		400								
		Technical Proposal Evaluation Form 3 - Personnel		Points Obtainable		Company / Other Entity				
						A	B	C	D	E
3.	Task Manager/Team Leader Post graduate degree in Gender, Sociology, Political Science, Anthropology or other Social Science degree and specific experience in field of ending gender based violence (GBV). Have at least 10 years of evaluation experience, 5 years serving as a Team Leader, Has experience in the Pacific.		250							
	Junior Consultant: Pacific experience in work with governments, CSOs, at least 5 years in field data collection activities, specific experience in field of ending GBV		100							
	- /Pacific Experience in development context, challenges and systems including knowledge particularly of VAW and efforts by governments, CSOs, development partners in the area of VAW		100							
	- Experience in Pacific region strongly preferred and if in low resource environments acceptable		40							
	- Language Qualifications: Fluent in English		10							
			500							
	Total Part 3			500						

Financial Evaluation

Financial proposals of technically responsive proposals will be reviewed. Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price, the lower price shall prevail and the higher price shall be corrected. If the Offeror does not accept the correction of

errors, its Proposal will be rejected. If there is a discrepancy between words and figures, the amount in words shall prevail.

The price for each sector will be scored on the basis of overall costs for the delivery of the services and financial incentives and benefits provided to UN Women, and the conformance of the proposal to the requirements of the RFP. The lowest financial proposal will be awarded maximum 300 points and other financial proposal will be awarded points in accordance with the following formula:

$$\text{Financial Proposal score} = (\text{Lowest Price} / \text{Price under consideration}) \times 300$$

Financial Proposal Evaluation Form		Max. Points	Organization/Institute				
			A	B	C	D	E
1.1	Presentation of the proposal according to the RFP requirements	50					
1.2	Budget	100					
	Total	150					

Award of Contract

Award criteria, award of contract

The procuring UN Women entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Offeror or any obligation to inform the affected Offeror or Offeror of the grounds for the Purchaser's action

Prior to expiration of the period of proposal validity, the procuring UN Women entity will award the contract to the qualified Offeror whose Proposal after being evaluated is considered to be the most responsive to the needs of the organization and activity concerned.

Purchaser's right to vary requirements at time of award

The Purchaser reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

Signing of the contract

Within 30 days of receipt of the contract the successful Offeror shall sign and date the contract and return it to the Purchaser.

25. Vendor protest

Our vendor protest procedure is intended to afford an opportunity to appeal to persons or firms not awarded a purchase order or contract in a competitive procurement process. It is not available to non-responsive or non-timely proposers/bidders or when all proposals/bids are rejected. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.UN Women org/procurement/protest.shtml>.

Annex III

UN Women

REASONS FOR BID REJECTION

Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project
– RFP/UNW/2013/0002/11/002

Bids and proposal have been rejected at the submission stage or found to be technically noncompliant due to errors in presentation and failure to follow bidding instructions. The Request for Proposals contains detailed instructions for preparation and submission that need to be followed carefully.

Below are some of the more common examples of why bids or proposals are rejected by UN Women. Offeror are urged to read this before submission and to check their bid conforms to each of these points and the instructions as noted in the bidding documents.

The bid is handed in after the deadline for submission, either by hand or electronically. Note that there is a time gap for email submission and emailed proposals sent just before the deadline may arrive after the deadline and be rejected.

Bids not submitted to correct physical or electronic address. Note that the address for bid submission is different to the address for bid questions.

In a request for proposals, technical and financial information is contained in one envelope

The proposal is not signed as per the instructions in the RFP.

Insufficient documents have been provided.

Documents provided are not in English

Documents provided do not directly address each point of evaluation criteria

Bids do not offer goods or services which have been specifically requested by UN Women in the Terms of Reference.

Proposal is more like a brochure for the firm/organization without specifically addressing the specific criteria of the RFP.

The above examples illustrate some errors which may be made by bidders. This is a partial list. The bidding documents contain the full list of instructions relevant to each particular bid and should be followed carefully.

Annex IV

TECHNICAL PROPOSAL FORMAT

Conduct of the Formative Evaluation for the “Pacific Regional EVAW Facility Fund” Project
 – RFP/UNW/2013/0002/11/002

Note: Technical Proposals not submitted in this format may be rejected. Financial Schedule MUST be included in separate envelope.

Name of Organization/Institution:	
Country of Registration:	
Name of Contact Person for this quotation:	
Address:	
Phone / Fax:	
Email:	
Component Applying for (A)	

Section 1: Background Information

1.1 Reputation of Organization/Institution					
1.2 General Organizational capacity					
1.3 Sub contracting					
1.4 Specialised knowledge & experience in similar projects					
1.5 Experience with multi lateral entities (such as donors and UN agencies)					
The bidder shall provide details of recent projects implemented for donors in the following format:					
Name of Project	Donor	Contract Value	Period of Activity	Types of activities undertaken	Reference Contact Details (Name, Phone, Email)
1.6 Sources of Funding					

Section 2: Personnel Resources

This section should fully explain the bidder’s resources in terms of personnel and facilities necessary for the performance of this requirement.

Please include CVs for key personnel (managerial and technical staff) that will be provided to support the implementation of the services required. CVs should demonstrate qualifications in areas relevant to the Terms of Reference.

Please use the format below, with each CV no more than one page in length.

Name:	
Position for this Assignment:	
Nationality:	
Contact Information:	
Language Skills:	
Educational and other Qualifications	

<p>Summary of Experience: Highlight experience in the region and on similar services.</p>		
<p>Relevant Experience (From most recent):</p>		
Period: From – To	Name of activity/ funding Organization:	Job Title and Activities Taken:
References	(Name/Title/Organization/Contact Information – Phone; Email)	
<p>Declaration:</p> <p>I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract.</p> <p>_____</p> <p>Signature</p>		

The following information is also required:

2.1 Organigram
2.2 Project Manager
2.3 Workforce

Section 3: Project Management Capacity

<p>Management Experience and Qualifications This section should fully explain the offeror’s managerial expertise, credentials and experience. This should also show any previous experience in implementing UN Women or other donor-funded projects (CVs of managers and reports from past projects may be submitted for reference)</p>
<p>Planning and Budgeting This section should fully explain the offeror’s capacity to budget against activities and measure results whilst managing risks that have been identified. (Submit strategic documents and sample proposals, work plans and budgets in support of your submission)</p>
<p>Networking This section should fully explain the role of the Offeror in the networks it has established or is associated with; and how it conducts relations with its partners. (List partner organizations and bodies highlighting importance of relationship, contributions, dependencies)</p>

Section 4: Technical Capacity

Technical knowledge, skills and knowledgement

This section should fully explain the offeror's capacity to maintain and enhance skills and techniques, its technical infrastructure (such as equipment, software, computers, etc). It should also detail the experience of the offeror's technical professionals and how they match those of the project. Any affiliations to professional organizations should also be mentioned.

(You can also submit reports from participation in international, regional, national or local meetings and conferences, facilities description, knowledge networks membership technical library facilities and CVs of technical staff)

Section 5: Administrative and Financial Management Capacities

Facilities, infrastructure and equipment

This section should fully explain the offeror's administrative facilities and infrastructure as well as its ability to manage and maintain these aspects. It should also explain if the Offeror has the capacity in these areas to meet the requirements of the project

Procurement and Contracting

This section should fully explain the offeror's legal capacity to contract and enforce agreements with other organizations. It should also assess if the offeror's procurement are in line with the UN's principles of best value for money, transparency and effective competition.

Recruitment and Personnel Management

This section should fully explain the offeror's capacity to recruit required personnel for the project, the standards that it requires as well as the salary scale for personnel

Financial management organization and personnel

This section should fully explain the offeror's capacity to financially manage funds within the contexts of good accounting principles.

Internal Control

This section should fully explain the offeror's capacity to maintain an internal control framework and adequate controls for the disbursement of funds, the maintenance of a bank account and procedures for non-compliance with financial rules

Audit

This section should fully explain the offeror's audit procedures, time frames and recommendations for improvements.

Part 6: Understanding the Requirements

This section should demonstrate the Offeror's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics and demonstrating how the proposed methodology meets or exceeds the specifications.

(Provide detail on addressing each of the points mentioned in the scope of works indicating methodology, resources to be committed and appropriate timelines)

Annex V

UN Women
FINANCIAL SCHEDULE FORMAT

Conduct of the Formative Evaluation for the “Pacific Regional EVAW Facility Fund” Project

– RFP/UNW/2013/0002/11/002

The Contractor is asked to prepare the Price Schedule as a separate envelope from the rest of the RFP as indicated in Section D paragraph 14(b) of the Instruction to bidders.

The financial schedule must provide a detailed cost breakdown for each item.

The components comprising the total price must provide sufficient detail to allow the UN Women to determine compliance of offer with requirements as per Terms of Reference of this RFP

All prices/rates quoted must be inclusive of all taxes

The format provided shall be used as a model in preparing the Financial Schedule.

In case of discrepancy between unit price and total price, the lower price shall prevail and the higher price shall be corrected. If the bidder does not accept the correction of errors, its Proposal will be rejected.

Financial Schedules not submitted in this format may be rejected.

Signature of Financial Proposal

The financial proposal should be authorized and designed as follows:

“Duly authorized to sign the proposal for and on behalf of”

(Name of Organization)

Signature/Stamp of Entity/ Date

Name of representative:

Address:

Telephone/Fax/Email:

Annex VI

UN Women
PROPOSAL SUBMISSION FORM

Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project

– RFP/UNW/2013/0002/11/002
To: Services Evaluation Committee,
c/- The Representative
UN Women Fiji Multi Country Office
Private Mail Bag
Suva, Fiji Islands

We submit our proposal to provide Capacity building services for the Conduct of the Formative Evaluation for the “Pacific Regional EAW Facility Fund” Project

We undertake, if our proposal is accepted, to commence and complete delivery of all items in the contract within the time frame stipulated.

We understand that you are not bound to accept any proposal you may receive and that the appointment of and organization to provide Capacity building services for the stated project would result only after final negotiations and concluded on the basis of the proposal.

Dated this _____ day of _____ 2013

Signature

Official Designation Title

Duly authorized to sign proposal for and on behalf of:

Annex VII

UN Women
OFFEROR/BIDDER REGISTRATION FORM

Important Note: Please complete this section in full, using 'N/A' where it does not apply.

1.1 About Your Organization:	
Registered Name:	
Parent Organization:	
Subsidiary Name(s):	
Number of Years in Operation:	
Number of Employees:	
1.2 Copy of your latest 3 years audited accounts attached:	

ANNEX VIII

GENERAL CONDITIONS OF CONTRACT CONTRACTS FOR THE PROVISION OF SERVICES

UN-WOMEN CONTRACTS FOR THE PROVISION OF SERVICES

1. LEGAL STATUS OF THE PARTIES: The United Nations Entity for Gender Equality and the Empowerment of Women (UN-WOMEN) and the Contractor shall also each be referred to as a “Party” hereunder, and:

1.1 Pursuant, inter alia, to the Charter of the United Nations and the Convention on the Privileges and Immunities of the United Nations, the United Nations, including its subsidiary organs, has full juridical personality and enjoys such privileges and immunities as are necessary for the independent fulfillment of its purposes.

1.2 The Contractor shall have the legal status of an independent contractor vis-à-vis UN-WOMEN, and nothing contained in or relating to the Contract shall be construed as establishing or creating between the Parties the relationship of employer and employee or of principal and agent. The officials, representatives, employees, or subcontractors of each of the Parties shall not be considered in any respect as being the employees or agents of the other Party, and each Party shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.

2. RESPONSIBILITY FOR EMPLOYEES: To the extent that the Contract involves the provision of any services to UN-WOMEN by the Contractor’s officials, employees, agents, servants, subcontractors and other representatives (collectively, the Contractor’s “personnel”), the following provisions shall apply:

2.1 The Contractor shall be responsible for the professional and technical competence of the personnel it assigns to perform work under the Contract and will select reliable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.

2.2 Such Contractor personnel shall be professionally qualified and, if required to work with officials or staff of UN-WOMEN, shall be able to do so effectively. The qualifications of any personnel whom the Contractor may assign or may propose to assign to perform any obligations under the Contract shall be substantially the same, or better, as the qualifications of any personnel originally proposed by the Contractor.

2.3 At the option of and in the sole discretion of UN-WOMEN:

2.3.1 the qualifications of personnel proposed by the Contractor (e.g., a curriculum vitae) may be reviewed by UN-WOMEN prior to such personnel’s performing any obligations under the Contract;

2.3.2 any personnel proposed by the Contractor to perform obligations under the Contract may be interviewed by qualified staff or officials of UN-WOMEN prior to such personnel’s performing any obligations under the Contract; and,

2.3.3 in cases in which, pursuant to Article 2.3.1 or 2.3.2, above, UN-WOMEN has reviewed the qualifications of such Contractor’s personnel, UN-WOMEN may reasonably refuse to accept any such personnel.

2.4 Requirements specified in the Contract regarding the number or qualifications of the Contractor’s personnel may change during the course of performance of the Contract. Any such change shall be made only following written notice of such proposed change and upon written agreement between the Parties regarding such change, subject to the following:

2.4.1 UN-WOMEN may, at any time, request, in writing, the withdrawal or replacement of any of the Contractor’s personnel, and such request shall not be unreasonably refused by the Contractor.

2.4.2 Any of the Contractor's personnel assigned to perform obligations under the Contract shall not be withdrawn or replaced without the prior written consent of UN-WOMEN, which shall not be unreasonably withheld.

2.4.3 The withdrawal or replacement of the Contractor's personnel shall be carried out as quickly as possible and in a manner that will not adversely affect the performance of obligations under the Contract.

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2.4.4 All expenses related to the withdrawal or replacement of the Contractor's personnel shall, in all cases, be borne exclusively by the Contractor.

2.4.5 Any request by UN-WOMEN for the withdrawal or replacement of the Contractor's personnel shall not be considered to be a termination, in whole or in part, of the Contract, and UN-WOMEN shall not bear any liability in respect of such withdrawn or replaced personnel.

2.4.6 If a request for the withdrawal or replacement of the Contractor's personnel is not based upon a default by or failure on the part of the Contractor to perform its obligations in accordance with the Contract, the misconduct of the personnel, or the inability of such personnel to reasonably work together with UN-WOMEN officials and staff, then the Contractor shall not be liable by reason of any such request for the withdrawal or replacement of the Contractor's personnel for any delay in the performance by the Contractor of its obligations under the Contract that is substantially the result of such personnel's being withdrawn or replaced.

2.5 Nothing in Articles 2.2, 2.3 and 2.4, above, shall be construed to create any obligations on the part of UN-WOMEN with respect to the Contractor's personnel assigned to perform work under the Contract, and such personnel shall remain the sole responsibility of the Contractor.

2.6 The Contractor shall be responsible for requiring that all personnel assigned by it to perform any obligations under the Contract and who may have access to any premises or other property of UN-WOMEN shall:

2.6.1 undergo or comply with security screening requirements made known to the Contractor by UN-WOMEN, including but not limited to, a review of any criminal history;

2.6.2 when within UN-WOMEN premises or on the United Nations property, display such identification as may be approved and furnished by the United Nations security officials, and that upon the withdrawal or replacement of any such personnel or upon termination or completion of the Contract, such personnel shall immediately return any such identification to UN-WOMEN for cancellation.

2.7 Within one working day after learning that any of Contractor's personnel who have access to any United Nations premises have been charged by law enforcement authorities with an offense other than a minor traffic offense, the Contractor shall provide written notice to inform UN-WOMEN about the particulars of the charges then known and shall continue to inform UN-WOMEN concerning all substantial developments regarding the disposition of such charges.

2.8 All operations of the Contractor, including without limitation, storage of equipment, materials, supplies and parts, within UN-WOMEN premises or on the United Nations property shall be confined to areas authorized or approved by UN-WOMEN. The Contractor's personnel shall not enter or pass through and shall not store or dispose of any of its equipment or materials in any areas within UN-WOMEN premises or on United Nations property without appropriate authorization from UN-WOMEN.

3. ASSIGNMENT:

3.1 Except as provided in Article 3.2, below, the Contractor may not assign, transfer, pledge or make any other disposition of the Contract, of any part of the Contract, or of any of the rights, claims or obligations under the Contract except with the prior written authorization of the UN. Any such unauthorized assignment, transfer, pledge or other disposition, or any attempt to do so, shall not be binding on UN-WOMEN. Except as permitted with respect to any approved subcontractors, the Contractor shall not delegate any of its

obligations under this Contract, except with the prior written consent of UN-WOMEN. Any such unauthorized delegation, or attempt to do so, shall not be binding on UN-WOMEN.

3.2 The Contractor may assign or otherwise transfer the Contract to the surviving entity resulting from a reorganization of the Contractor's operations, provided that:

3.2.1 such reorganization is not the result of any bankruptcy, receivership or other similar proceedings; and,

3.2.2 such reorganization arises from a sale, merger, or acquisition of all or substantially all of the Contractor's assets or ownership interests; and,

3.2.3 the Contractor promptly notifies UN-WOMEN about such assignment or transfer at the earliest opportunity; and,

3.2.4 the assignee or transferee agrees in writing to be bound by all of the terms and conditions of the Contract, and such writing is promptly provided to UN-WOMEN following the assignment or transfer.

4. SUBCONTRACTING: In the event that the Contractor requires the services of subcontractors to perform any obligations under the Contract, the Contractor shall obtain the prior written approval of UN-WOMEN. UN-WOMEN shall be entitled, in its sole discretion, to review the qualifications of any subcontractors and to reject any proposed subcontractor that UN-WOMEN reasonably considers is not qualified to perform obligations under the Contract. UN-WOMEN shall have the right to require any subcontractor's removal from UN-WOMEN premises without having to give any justification therefor. Any such rejection or request for removal shall not, in and of itself, entitle the Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract, and the Contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

5. INDEMNIFICATION:

5.1 The Contractor shall indemnify, defend, and hold and save harmless, UN-WOMEN, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against UN-WOMEN, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from, or relating to:

5.1.1 allegations or claims that the possession of or use by UN-WOMEN of any patented device, any copyrighted material, or any other goods, property or services provided or licensed to UN-WOMEN under the terms of the Contract, in whole or in part, separately or in a combination contemplated by the Contractor's published specifications therefor, or otherwise specifically approved by the Contractor, constitutes an infringement of any patent, copyright, trademark, or other intellectual property right of any third party; or,

5.1.2 any acts or omissions of the Contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers' compensation.

5.2 The indemnity set forth in Article 5.1.1, above, shall not apply to:

5.2.1 A claim of infringement resulting from the Contractor's compliance with specific written instructions by UN-WOMEN directing a change in the specifications for the goods, property, materials, equipment or supplies to be or used, or directing a manner of performance of the Contract or requiring the use of specifications not normally used by the Contractor; or

5.2.2 A claim of infringement resulting from additions to or changes in any goods, property, materials equipment, supplies or any components thereof furnished under the Contract if UN-WOMEN or another party acting under the direction of UN-WOMEN made such changes.

5.3 In addition to the indemnity obligations set forth in this Article 5, the Contractor shall be obligated, at its sole expense, to defend UN-WOMEN and its officials, agents and employees, pursuant to this Article 5, regardless of whether the suits, proceedings, claims and demands in question actually give rise to or otherwise result in any loss or liability.

5.4 UN-WOMEN shall advise the Contractor about any such suits, proceedings, claims, demands, losses or liability within a reasonable period of time after having received actual notice thereof. The Contractor shall have sole control of the defense of any such suit, proceeding, claim or demand and of all negotiations in connection with the settlement or compromise thereof, except with respect to the assertion or defense of the privileges and immunities of UN-WOMEN or any matter relating thereto, for which only UN-WOMEN itself is authorized to assert and maintain. UN-WOMEN shall have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its own choosing.

5.5 In the event the use by UN-WOMEN of any goods, property or services provided or licensed to UN-WOMEN by the Contractor, in whole or in part, in any suit or proceeding, is for any reason enjoined, temporarily or permanently, or is found to infringe any patent, copyright, trademark or other intellectual property right, or in the event of a settlement, is enjoined, limited or otherwise interfered with, then the Contractor, at its sole cost and expense, shall, promptly, either:

5.5.1 procure for UN-WOMEN the unrestricted right to continue using such goods or services provided to UN-WOMEN;

5.5.2 replace or modify the goods or services provided to UN-WOMEN, or part thereof, with the equivalent or better goods or services, or part thereof, that is non-infringing; or,

5.5.3 refund to UN-WOMEN the full price paid by UN-WOMEN for the right to have or use such goods, property or services, or part thereof.

6. INSURANCE AND LIABILITY:

6.1 The Contractor shall pay UN-WOMEN promptly for all loss, destruction, or damage to the property of UN-WOMEN caused by the Contractor's personnel or by any of its subcontractors or anyone else directly or indirectly employed by the Contractor or any of its subcontractors in the performance of the Contract.

6.2 Unless otherwise provided in the Contract, prior to commencement of performance of any other obligations under the Contract, and subject to any limits set forth in the Contract, the Contractor shall take out and shall maintain for the entire term of the Contract, for any extension thereof, and for a period following any termination of the Contract reasonably adequate to deal with losses:

6.2.1 insurance against all risks in respect of its property and any equipment used for the performance of the Contract;

6.2.2 workers' compensation insurance, or its equivalent, or employer's liability insurance, or its equivalent, with respect to the Contractor's personnel sufficient to cover all claims for injury, death and disability, or any other benefits required to be paid by law, in connection with the performance of the Contract;

6.2.3 liability insurance in an adequate amount to cover all claims, including, but not limited to, claims for death and bodily injury, products and completed operations liability, loss of or damage to property, and personal and advertising injury, arising from or in connection with the Contractor's performance under the Contract, including, but not limited to, liability arising out of or in connection with the acts or omissions of the Contractor, its personnel, agents, or invitees, or the use, during the performance of the Contract, of any vehicles, boats, airplanes or other transportation vehicles and equipment, whether or not owned by the Contractor; and,

6.2.4 such other insurance as may be agreed upon in writing between UN-WOMEN and the Contractor.

6.3 The Contractor's liability policies shall also cover subcontractors and all defense costs and shall contain a standard "cross liability" clause.

6.4 The Contractor acknowledges and agrees that UN-WOMEN accepts no responsibility for providing life, health, accident, travel or any other insurance coverage which may be necessary or desirable in respect of any personnel performing services for the Contractor in connection with the Contract.

6.5 Except for the workers' compensation insurance or any self-insurance program maintained by the Contractor and approved by UN-WOMEN, in its sole discretion, for purposes of fulfilling the Contractor's requirements for providing insurance under the Contract, the insurance policies required under the Contract shall:

6.5.1 name UN-WOMEN as an additional insured under the liability policies, including, if required, as a separate endorsement under the policy;

6.5.2 include a waiver of subrogation of the Contractor's insurance carrier's rights against UN-WOMEN;

6.5.3 provide that UN-WOMEN shall receive written notice from the Contractor's insurance carrier not less than thirty (30) days prior to any cancellation or material change of coverage; and,

6.5.4 include a provision for response on a primary and non-contributing basis with respect to any other insurance that may be available to UN-WOMEN.

6.6 The Contractor shall be responsible to fund all amounts within any policy deductible or retention.

6.7 Except for any self-insurance program maintained by the Contractor and approved by UN-WOMEN for purposes of fulfilling the Contractor's requirements for maintaining insurance under the Contract, the Contractor shall maintain the insurance taken out under the Contract with reputable insurers that are in good financial standing and that are acceptable to UN-WOMEN. Prior to the commencement of any obligations under the Contract, the Contractor shall provide UN-WOMEN with evidence, in the form of certificate of insurance or such other form as UN-WOMEN may reasonably require, that demonstrates that the Contractor has taken out insurance in accordance with the requirements of the Contract. UN-WOMEN reserves the right, upon written notice to the Contractor, to obtain copies of any insurance policies or insurance program descriptions required to be maintained by the Contractor under the Contract. Notwithstanding the provisions of Article 6.5.3, above, the Contractor shall promptly notify UN-WOMEN concerning any cancellation or material change of insurance coverage required under the Contract.

6.8 The Contractor acknowledges and agrees that neither the requirement for taking out and maintaining insurance as set forth in the Contract nor the amount of any such insurance, including, but not limited to, any deductible or retention relating thereto, shall in any way be construed as limiting the Contractor's liability arising under or relating to the Contract.

7. ENCUMBRANCES AND LIENS: The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UN-WOMEN against any monies due to the Contractor or that may become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Contractor or UN-WOMEN.

8. EQUIPMENT FURNISHED BY UN-WOMEN TO THE CONTRACTOR: Title to any equipment and supplies that may be furnished by UN-WOMEN to the Contractor for the performance of any obligations under the Contract shall rest with UN-WOMEN, and any such equipment shall be returned to UN-WOMEN at the conclusion of the Contract or when no longer needed by the Contractor. Such equipment, when returned to UN-WOMEN, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear, and the Contractor shall be liable to compensate UN-WOMEN for the actual costs of any loss of, damage to, or degradation of the equipment that is beyond normal wear and tear.

9. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

9.1 Except as is otherwise expressly provided in writing in the Contract, UN-WOMEN shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for UN-WOMEN under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for UN-WOMEN.

9.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, UN-WOMEN does not and shall not claim any ownership interest thereto, and the Contractor grants to UN-WOMEN a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

9.3 At the request of UN-WOMEN, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to UN-WOMEN in compliance with the requirements of the applicable law and of the Contract.

9.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of UN-WOMEN, shall be made available for use or inspection by UN-WOMEN at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UN-WOMEN authorized officials on completion of work under the Contract.

10. PUBLICITY, AND USE OF THE NAME, EMBLEM OR OFFICIAL SEAL OF UN-WOMEN OR THE UNITED NATIONS: The Contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with UN-WOMEN, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UN-WOMEN or the United Nations, or any abbreviation of the name of UN-WOMEN or the United Nations in connection with its business or otherwise without the written permission UN-WOMEN.

11. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION: Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

11.1 The Recipient shall:

11.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar Information that it does not wish to disclose, publish or disseminate; and,

11.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.

11.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 11, the Recipient may disclose Information to:

11.2.1 any other party with the Discloser's prior written consent; and,

11.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common

control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

11.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

11.2.2.2 any entity over which the Party exercises effective managerial control; or,

11.2.2.3 for the United Nations, a principal or subsidiary organ of the United Nations established in accordance with the Charter of the United Nations.

11.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations including its subsidiary organs, the Contractor will give UN-WOMEN sufficient prior notice of a request for the disclosure of Information in order to allow UN-WOMEN to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

11.4 UN-WOMEN may disclose Information to the extent as required pursuant to the Charter of the United Nations, or pursuant to resolutions or regulations of the General Assembly or rules promulgated thereunder.

11.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

11.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

12. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:

12.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the affected Party shall give notice and full particulars in writing to the other Party, of such occurrence or cause if the affected Party is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The affected Party shall also notify the other Party of any other changes in condition or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of force majeure or other changes in condition or occurrence, the affected Party shall also submit a statement to the other Party of estimated expenditures that will likely be incurred for the duration of the change in condition or the event of force majeure. On receipt of the notice or notices required hereunder, the Party not affected by the occurrence of a cause constituting force majeure shall take such action as it reasonably considers to be appropriate or necessary in the circumstances, including the granting to the affected Party of a reasonable extension of time in which to perform any obligations under the Contract.

12.2 If the Contractor is rendered unable, wholly or in part, by reason of force majeure to perform its obligations and meet its responsibilities under the Contract, UN-WOMEN shall have the right to suspend or terminate the Contract on the same terms and conditions as are provided for in Article 13, "Termination," except that the period of notice shall be seven (7) days instead of thirty (30) days. In any case, UN-WOMEN shall be entitled to consider the Contractor permanently unable to perform its obligations under the Contract in case the Contractor is unable to perform its obligations, wholly or in part, by reason of force majeure for any period in excess of ninety (90) days.

12.3 Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Contractor. The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in areas in which UN-WOMEN is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas, or to any incidents of civil unrest occurring in such areas, shall not, in and of itself, constitute force majeure under the Contract.

13. TERMINATION:

13.1 Either Party may terminate the Contract for cause, in whole or in part, upon thirty (30) day's notice, in writing, to the other Party. The initiation of conciliation or arbitral proceedings in accordance with Article 16 "Settlement of Disputes," below, shall not be deemed to be a "cause" for or otherwise to be in itself a termination of the Contract.

13.2 UN-WOMEN may terminate the Contract at any time by providing written notice to the Contractor in any case in which the mandate of UN-WOMEN applicable to the performance of the Contract or the funding of UN-WOMEN applicable to the Contract is curtailed or terminated, whether in whole or in part. In addition, unless otherwise provided by the Contract, upon sixty (60) day's advance written notice to the Contractor, UN-WOMEN may terminate the Contract without having to provide any justification therefor.

13.3 In the event of any termination of the Contract, upon receipt of notice of termination that has been issued by UN-WOMEN, the Contractor shall, except as may be directed by UN-WOMEN in the notice of termination or otherwise in writing:

13.3.1 take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum;

13.3.2 refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice;

13.3.3 place no further subcontracts or orders for materials, services, or facilities, except as UN-WOMEN and the Contractor agree in writing are necessary to complete any portion of the Contract that is not terminated;

13.3.4 terminate all subcontracts or orders to the extent they relate to the portion of the Contract terminated;

13.3.5 transfer title and deliver to UN-WOMEN the fabricated or unfabricated parts, work in process, completed work, supplies, and other material produced or acquired for the portion of the Contract terminated;

13.3.6 deliver all completed or partially completed plans, drawings, information, and other property that, if the Contract had been completed, would be required to be furnished to UN-WOMEN thereunder;

13.3.7 complete performance of the work not terminated; and,

13.3.8 take any other action that may be necessary, or that UN-WOMEN may direct in writing, for the minimization of losses and for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Contractor and in which UN-WOMEN has or may be reasonably expected to acquire an interest.

13.4 In the event of any termination of the Contract, UN-WOMEN shall be entitled to obtain reasonable written accountings from the Contractor concerning all obligations performed or pending in accordance with the Contract. In addition, UN-WOMEN shall not be liable to pay the Contractor except for those goods delivered and services provided to UN-WOMEN in accordance with the requirements of the Contract, but only if such goods or services were ordered, requested or otherwise provided prior to the Contractor's receipt of notice of termination from UN-WOMEN or prior to the Contractor's tendering of notice of termination to UN-WOMEN.

13.5 UN-WOMEN may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that:

13.5.1 the Contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent;

13.5.2 the Contractor is granted a moratorium or a stay, or is declared insolvent;

13.5.3 the Contractor makes an assignment for the benefit of one or more of its creditors;

13.5.4 a Receiver is appointed on account of the insolvency of the Contractor;

13.5.5 the Contractor offers a settlement in lieu of bankruptcy or receivership; or,

13.5.6 UN-WOMEN reasonably determines that the Contractor has become subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Contractor to perform any of its obligations under the Contract.

13.6 Except as prohibited by law, the Contractor shall be bound to compensate UN-WOMEN for all damages and costs, including, but not limited to, all costs incurred by UN-WOMEN in any legal or non-legal proceedings, as a result of any of the events specified in Article 13.5, above, and resulting from or relating to a termination of the Contract, even if the Contractor is adjudged bankrupt, or is granted a moratorium or

stay or is declared insolvent. The Contractor shall immediately inform UN-WOMEN of the occurrence of any of the events specified in Article 13.5, above, and shall provide UN-WOMEN with any information pertinent thereto.

13.7 The provisions of this Article 13 are without prejudice to any other rights or remedies of UN-WOMEN under the Contract or otherwise.

14. NON-WAIVER OF RIGHTS: The failure by either Party to exercise any rights available to it, whether under the Contract or otherwise, shall not be deemed for any purposes to constitute a waiver by the other Party of any such right or any remedy associated therewith, and shall not relieve the Parties of any of their obligations under the Contract.

15. NON-EXCLUSIVITY: Unless otherwise specified in the Contract, UN-WOMEN shall have no obligation to purchase any minimum quantities of goods or services from the Contractor, and UN-WOMEN shall have no limitation on its right to obtain goods or services of the same kind, quality and quantity described in the Contract, from any other source at any time.

16. SETTLEMENT OF DISPUTES:

16.1 AMICABLE SETTLEMENT: The Parties shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the Parties in writing.

16.2 ARBITRATION: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim measures") and Article 34 ("Form and effect of the award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17. PRIVILEGES AND IMMUNITIES: Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs. |

18. TAX EXEMPTION:

18.1 Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority

refuses to recognize the exemptions of UN-WOMEN from such taxes, restrictions, duties, or charges, the Contractor shall immediately consult with UN-WOMEN to determine a mutually acceptable procedure.

18.2 The Contractor authorizes UN-WOMEN to deduct from the Contractor's invoices any amount representing such taxes, duties or charges, unless the Contractor has consulted with UN-WOMEN before the payment thereof and UN-WOMEN has, in each instance, specifically authorized the Contractor to pay such taxes, duties, or charges under written protest. In that event, the Contractor shall provide UN-WOMEN with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized, and UN-WOMEN shall reimburse the Contractor for any such taxes, duties, or charges so authorized by UN-WOMEN and paid by the Contractor under written protest.

19. MODIFICATIONS:

19.1 Pursuant to the Financial Regulations and Rules of UN-WOMEN, only the Chief Procurement Officer of UN-WOMEN, or such other Contracting authority as UN-WOMEN has made known to the Contractor in writing, possesses the authority to agree on behalf of UN-WOMEN to any modification of or change in the Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in the Contract shall be valid and enforceable against UN-WOMEN unless provided by a valid written amendment to the Contract signed by the Contractor and the Chief Procurement Officer of UN-WOMEN or such other contracting authority as UN-WOMEN has made known to the Contracting in writing.

19.2 If the Contract shall be extended for additional periods in accordance with the terms and conditions of the Contract, the terms and conditions applicable to any such extended term of the Contract shall be the same terms and conditions as set forth in the Contract, unless the Parties shall have agreed otherwise pursuant to a valid amendment concluded in accordance with Article 19.1, above.

19.3 The terms or conditions of any supplemental undertakings, licenses, or other forms of agreement concerning any goods or services provided under the Contract shall not be valid and enforceable against UN-WOMEN nor in any way shall constitute an agreement by UN-WOMEN thereto unless any such undertakings, licenses or other forms are the subject of a valid amendment concluded in accordance with Article 19.1, above.

20. AUDITS AND INVESTIGATIONS:

20.1 Each invoice paid by UN-WOMEN shall be subject to a post-payment audit by auditors, whether internal or external, of UN-WOMEN or by other authorized and qualified agents of UN-WOMEN at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract. UN-WOMEN shall be entitled to a refund from the Contractor for any amounts shown by such audits to have been paid by UN-WOMEN other than in accordance with the terms and conditions of the Contract.

20.2 UN-WOMEN may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Contractor generally relating to performance of the Contract at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract.

20.3 The Contractor shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Contractor's obligation to make available its personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to UN-WOMEN access to the Contractor's premises at reasonable times and on reasonable conditions in connection with such access to the Contractor's personnel and relevant documentation. The Contractor shall require its agents, including, but not limited to, the

Contractor's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UN-WOMEN hereunder.

21. LIMITATION ON ACTIONS:

21.1 Except with respect to any indemnification obligations in Article 5, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 16.2, above, arising out of the Contract must be commenced within three years after the cause of action has accrued.

21.2 The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action, or in the case of a breach of warranty, when tender of delivery is made, except that, if a warranty extends to future performance of the goods or any process or system and the discovery of the breach consequently must await the time when such goods or other process or system is ready to perform in accordance with the requirements of the Contract, the cause of action accrues when such time of future performance actually begins.

22. ESSENTIAL TERMS: The Contractor acknowledges and agrees that each of the provisions in Articles 23 to 28 hereof constitutes an essential term of the Contract and that any breach of any of these provisions shall entitle UN-WOMEN to terminate the Contract or any other contract with UN-WOMEN immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

23. SOURCE OF INSTRUCTIONS: The Contractor shall neither seek nor accept instructions from any authority external to UN-WOMEN in connection with the performance of its obligations under the Contract. Should any authority external to UN-WOMEN seek to impose any instructions concerning or restrictions on the Contractor's performance under the Contract, the Contractor shall promptly notify UN-WOMEN and provide all reasonable assistance required by UN-WOMEN. The Contractor shall not take any action in respect of the performance of its obligations under the Contract that may adversely affect the interests of UN-WOMEN or the United Nations, and the Contractor shall perform its obligations under the Contract with the fullest regard to the interests of UN-WOMEN.

24. OFFICIALS NOT TO BENEFIT: The Contractor warrants that it has not and shall not offer to any representative, official, employee, or other agent of UN-WOMEN or the United Nations any direct or indirect benefit arising from or related to the performance of the Contract or of any other contract with UN-WOMEN or the United Nations or the award thereof or for any other purpose intended to gain an advantage for the Contractor.

25. OBSERVANCE OF THE LAW: The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the Contract.

26. CHILD LABOR: The Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Contractor's subsidiary or affiliated entities (if any) is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

27. MINES: The Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Contractor's subsidiaries or affiliated entities (if any) is engaged in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of anti-personnel mines.

28. SEXUAL EXPLOITATION:

28.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all reasonable and appropriate measures to prohibit its employees or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging any sexual activities that are exploitive or degrading to any person.

28.2 UN-WOMEN shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

Annex G: Documents Consulted

The following documents have been consulted for review by the Consultants for the FE. These represent published documents, or documents circulated beyond the Pacific Fund. Programme documents, that is, those documents that are designed for internal use by the Pacific Fund, will be included in the 'documents consulted' section of the FE Report itself.

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