

**Monitoring, Evaluation and Learning Plan**

# Nabilan

Phase 2 (2018-2022)

May 2018

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## Abbreviations

|                |  |
|----------------|--|
| <b>ALFeLa</b>  | Asisténsia Legál ba Feto no Labarik  |
| <b>AQC</b>     | Aid Quality Check  |
| <b>CSO</b>     | Civil Society Organisation   |
| <b>DFAT</b>    | Department of Foreign Affairs and Trade  |
| <b>EOPO</b>    | End of Program Outcome   |
| <b>EVAW</b>    | Ending Violence Against Women  |
| <b>GoA</b>     | Government of Australia  |
| <b>GoTL</b>    | Government of Timor-Leste  |
| <b>JSMP</b>    | Judicial System Monitoring Program   |
| <b>JSSF</b>    | Justice Sector Support Facility  |
| <b>KEQ</b>     | Key Evaluation Questions   |
| <b>M&amp;E</b> | Monitoring and Evaluation  |
| <b>MEL</b>     | Monitoring Evaluation and Learning   |
| <b>MELF</b>    | Monitoring, Evaluation and Learning Framework  |
| <b>MELP</b>    | Monitoring, Evaluation and Learning Plan   |
| <b>MFP</b>     | Medical Forensic Protocol  |
| <b>MSC</b>     | Most Significant Change  |
| <b>MSS</b>     | Ministry of Social Solidarity (under the VII Constitutional Government of Timor-Leste)                               |
| <b>MSSI</b>    | Ministry of Social Solidarity and Inclusion  |
| <b>NAP-GBV</b> | National Action Plan on Gender Based Violence  |
| <b>NGO</b>     | Non-government Organisation  |
| <b>PAF</b>     | Performance Assessment Framework   |
| <b>PRADET</b>  | Psychosocial Recovery and Development in East Timor  |
| <b>PRPF</b>    | Program Review and Planning Forum  |
| <b>SEII</b>    | Secretary of State for Equality and Inclusion  |
| <b>SEIGIS</b>  | Secretary of State for Gender Equality and Social Inclusion (under the VII Constitutional Government of Timor-Leste) |
| <b>SEM</b>     | Secretary of State for the Promotion of Equality (under the VI Constitutional Government of Timor-Leste)             |
| <b>STA</b>     | Short Term Adviser   |
| <b>SESEVAW</b> | Support to Essential Services for Ending Violence Against Women  |
| <b>TOC</b>     | Theory of Change   |
| <b>VAWC</b>    | Violence Against Women and Children  |

## Glossary

|                                       |  |
|---------------------------------------|--|
| <b>Services providers</b>             | Organisations (NGOs, Government etc) that provide specialised support and legal services to women and children impacted by violence.   |
| <b>Partners</b>                       | Organisations that work in an agreed partnership with Nabilan. Generally, partners receive funding and technical assistance through the Nabilan program.   |
| <b>Non-Referral service providers</b> | Organisations (NGOs, Government etc) that provide generalised services for the population, including women and children, who may come across women and children clients impacted by violence e.g. disabled people’s organisations, municipal health posts, private clinics, sexual & reproductive health services. |
| <b>Referral Network</b>               | Network lead by MSSI which includes organisations (Government, NGO’s etc) that provide services for women and children experiencing violence.  |
| <b>Justice Sector actors</b>          | The range of actors working in the Justice Sector – this includes Judges, Prosecutors, Public Defenders, Lawyers and those monitoring the justice sector.  |
| <b>Services</b>                       | Support services and justice services (i.e. court services) for women and children who experience violence, including services provided by both Nabilan partners and non-partners.   |
| <b>Child</b>                          | Individuals under 18 years of age, as defined under the Convention on the Rights of the Child.   |

# 1. INTRODUCTION

## 1.1. Program Background

Timor-Leste has some of the highest rates of violence against women in the world. In their lifetimes, most women in Timor-Leste experience some form of physical, sexual, emotional, or economic violence by a husband or boyfriend. Women's experiences of intimate partner violence are frequent and severe. Violence against women and children (VAWC) is a pervasive problem in Timor-Leste that prevents women and children from enjoying their individual human rights and freedoms, and greatly impacts on their ability to fully participate in the development of the country. Addressing this issue has been articulated as a priority by the Governments of both Timor-Leste and Australia; and is supported by a range of important international commitments.

Previously, the Department of Foreign Affairs and Trade (DFAT) funded The Asia Foundation (the Foundation) to implement the first phase of an anticipated two-phase Ending Violence Against Women (EVAW) Program in Timor-Leste between 2014 and 2018. Under a Deed of Amendment dated 9 August 2017, amending the original Agreement (DFAT Agreement number 69943) the Foundation will now implement Phase 2 of the EVAW Program from April 2018 –June 2022. The original budget for Phase 1 was \$A19.8m over four years, reduced in 2016 to \$A17.8m. The budget for Phase 2 is \$A14.2m over four years. During implementation of Phase 1 the EVAW Program was renamed 'Nabilan' and this name will continue to be used in Phase 2.

In Phase 2 the Foundation will continue to ground the program in fundamental principles of women's and children's rights, and the equality of women and men. However, Phase 2 has an increased focus on the development and normalisation of a variety of positive roles and behaviours for both women and men, boys and girls. This is in keeping with global best practice and to ensure that the program is seeking to address root causes of VAWC, rather than only symptoms or aggravating factors.

At this point the Program Document needs to be considered provisional, until such time as more extensive consultations with the Government of Timor-Leste (GoTL) can take place. This will be a priority in the first six months of Phase 2. As a matter of course, the Program Document will be regularly reviewed during the life of the program, on at least an annual basis.

## 1.2. The Nabilan Monitoring Evaluation and Learning Plan

This document outlines the Monitoring, Evaluation and Learning Plan (MELP) for Nabilan. This MELP clearly defines the program theory of change, identifies how achievements against the theory of change will be monitored and evaluated, and considers how this information will be used for learning, adaptation, and reporting. This document includes the following features:

- **Theory of Change (TOC):** This section presents the hypothesis of how change will happen, in order to contribute to the identified end of program outcomes.
- **Purpose and scope:** This section covers the purpose, audience and boundaries of the MELP.
- **Key evaluation questions (KEQs):** This section presents the KEQs for each outcome, with corresponding sub-questions and indicators.
- **Monitoring and evaluation methods:** This section provides details on implementation of this MELP - data collection methods, identifying tools, responsibilities and timing.
- **Learning, Dissemination and Reporting:** This section describes how monitoring and evaluation processes will feed into program learning and decision-making, and how findings will be shared and reported.
- **Implementation of the MELP:** This section provides an outline of resourcing, timelines and responsibilities for implementation of the MELP.

Nabilan, under the leadership of the Team Leader, will review the MELP annually and amend as needed.

### 1.3. Background to the development of the Nabilan (Phase 2) MELP

A comprehensive Monitoring and Evaluation Plan for Phase 1 of Nabilan was finalised in late 2014 and revised at key points throughout Phase 1. The M&E Stocktake undertaken by M&E House found that the Nabilan M&E system meets DFAT M&E Standards and generates the required information for performance tracking and learning. However, while the Phase 1 M&E Plan is comprehensive, it is no longer fit-for-purpose given the reduction in personnel dedicated to M&E in Phase 2 of Nabilan, and the amended approach to program delivery for Phase 2. DFAT, Nabilan and M&E House therefore recommended a simplified and lean MELP be developed.

Phase 2 of Nabilan commenced in January 2018. The MELP for Phase 2 has been developed as follows:

1. An independent consulting team, developed a draft Investment Design for Phase 2 in early 2017. The draft design included a summarised Program Logic (goal and outcome level).
2. Based on a review of the draft Investment Design, DFAT requested the Foundation to further develop the Nabilan program design and TOC. As part of the detailed design process, a revised TOC for Phase 2, with an accompanying MELP was developed through a series of workshops in August to October 2017. The draft Program Design and MELP were submitted to DFAT in November 2017.
3. DFAT and the Phase 2 Nabilan team requested a further review of the TOC and MELP, primarily to bring the two program components under one TOC. This review was undertaken in April 2018 through a participatory process involving Nabilan, DFAT and M&E House. The revised Phase 2 TOC reflects the revised approach to delivery. Where appropriate, indicators reflect that of Phase 1 to enable measurement of change over the eight years of the Nabilan program.
4. The MELP for Phase 2 was finalised in May 2018.

## 2. THEORY OF CHANGE

The Nabilan TOC is shown in Figure 1, and described below.

### 2.1. Goal and End of Program Outcomes

The goal of Phase 2 of Nabilan is that **“Women and children live free from violence and can enjoy their rights”**. To contribute to this goal, Phase 2 has two End of Program Outcomes (EOPOs):

- EOPO1: Women and children who experience violence have access to quality and inclusive services<sup>1</sup>; and
- EOPO2: Individuals, communities and institutions take action to reduce violence against women and children.

Nabilan’s goal reflects the goal of the Timor-Leste National Action Plan on Gender Based Violence (NAP-GBV 2017-21) which is *Reducing and ultimately eliminating GBV that affects women, men and children in our communities through a multi-sectoral coordinated approach*. The Nabilan goal encompasses the NAP-GBV outcome relating to access to quality and inclusive services by women and children impacted by violence.

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<sup>1</sup> Services include support and legal services, including the services provided by the justice sector.

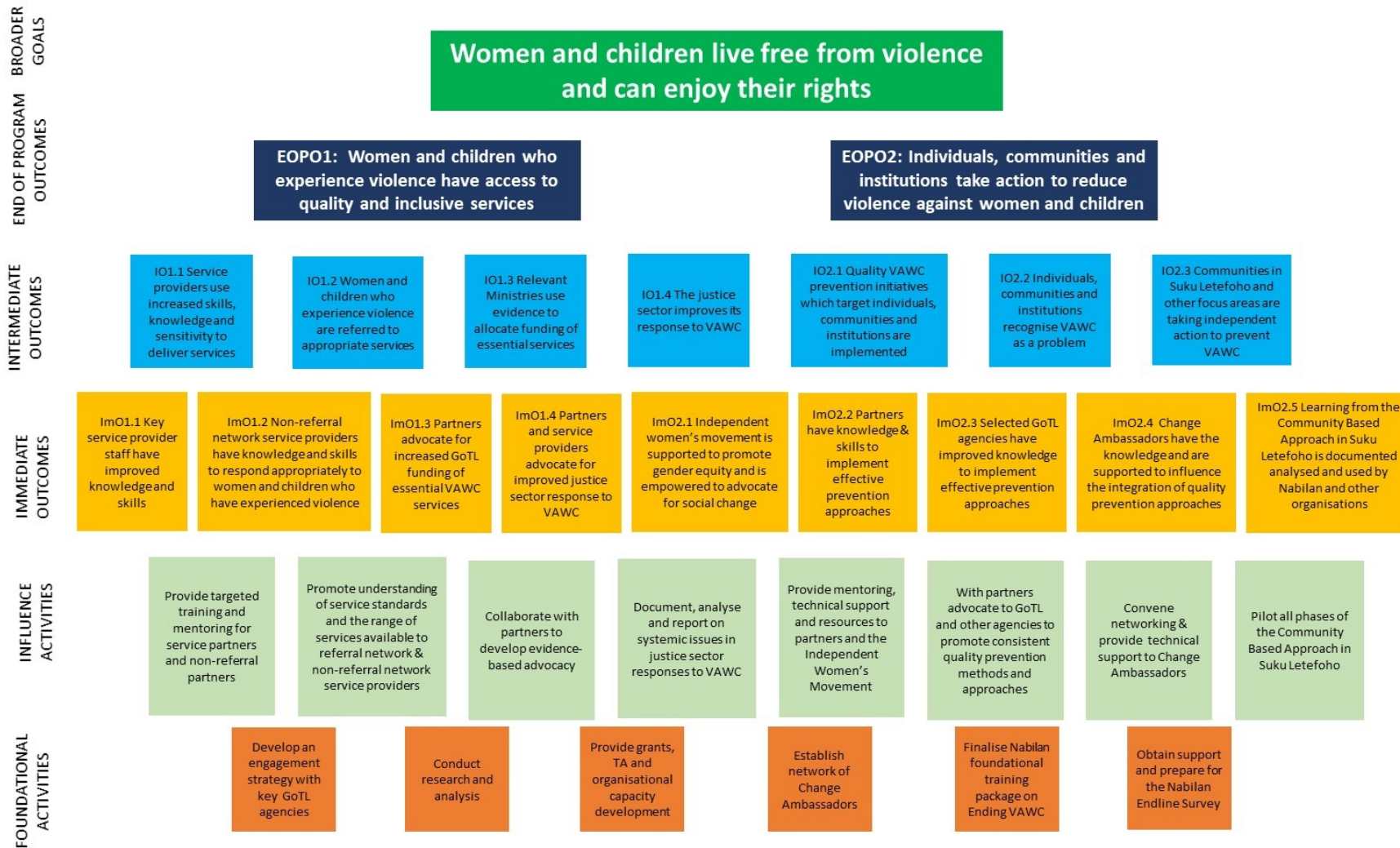


Figure 1: Nabilan Phase 2 Theory of Change

## EPO1: Women and children who experience violence have access to quality and inclusive services

The intermediate outcomes under EPO1 are:

IO 1.1: Service providers use increased skills, knowledge and sensitivity to deliver services

IO 1.2: Women and children who experience violence are referred to appropriate services

IO 1.3: Relevant Ministries use evidence to allocate funding of essential services

IO1.4: The justice sector improves its response to violence against women and children

Nabilan funds a range of partners to provide services for women and children who experience violence, including legal assistance, medical examinations, counselling and referrals, emergency accommodation, and safe house/shelter accommodation. Nabilan also funds partners to monitor justice and legal responses to VAWC through court monitoring, legislative analysis, and producing public information on access to justice. In Phase 2 of Nabilan, the emphasis will be on continual improvement of the quality of services, while improving reach to a greater number of beneficiaries through leveraging of partnerships. Nabilan's activities align with the priorities identified in the NAP-GBV. Refer to **Box 1** for a summary of the NAP-GBV provisions relating to EPO1.

**Box 1:** The **NAP-GBV** provides for provision of support services (Pillar II) and access to legal and justice services (Pillar III) for victims/survivors of gender-based violence as follows:

- strengthened, accessible and timely essential health services for victims/survivors;
- enhanced access to accommodation and shelter for victims/survivors in safe, responsive, and gender sensitive facilities, short and long-term;
- strengthened accessibility to adequate crisis information, and counselling (including psycho-social support) for victims/survivors;
- strengthened measures to facilitate economic independence, recovery and autonomy of victims/survivors;
- enhanced national legal framework to protect victims/survivors, in compliance with international standards;
- strengthened access to information on rights, services and legal aid for victims/survivors, including accompaniment through legal processes;
- enhanced capacities of policing, prosecution, and institutions to ensure the provision of gender-sensitive, safe, accessible, free, and responsive services for victims/survivors;
- strengthened judicial actors' capacities to ensure gender sensitive protection and compensation for victims/survivors, as well as to ensure perpetrators are adequately punished; and
- strengthened rehabilitation programmes and monitoring and evaluation of programme effectiveness for perpetrators to reduce recidivism.

Nabilan will maintain overall partner funding at a similar level to Phase 1, however across additional partners. This means that there are limited resources to service significant increases in client numbers. Efforts to increase access, and thus client numbers, will primarily be through leveraging partnerships within the referral network, and partnerships with those outside the referral network. Through increasing the knowledge of non-referral-network partners of services available and how to support women and children to access those services, Nabilan aims to generate greater access to specialised VAWC support services.

Phase 2 will focus on improving the quality of service delivery through continued mentoring, targeted training including the Certificate III in Social Services, support for professional supervision, and encouraging a coordinated case management approach. Nabilan will continue to support systems-level improvements in service delivery by promoting the use of tools and standard operating procedures (SOPs) for the provision of services to women and children impacted by violence.<sup>2</sup> Nabilan will focus on supporting partners to deliver inclusive services through ensuring that partner staff receive training on access to services by, and

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<sup>2</sup> These were approved by the Council of Ministers in late 2017. The SOPs provide the policy framework for improved quality of service delivery.



appropriate service delivery for, people with a disability and the LGBT community. For example, a rights and power based approach has been taken in the Certificate III training, to enable students to analyse their own ideas on gender, disability, sexual orientation and other attributes.

In implementing the NAP-GBV, GoTL relies heavily on Civil Society Organisations (CSO) partners to provide essential services to women and children affected by violence. Nabilan is working in partnership with key CSOs providing services under the NAP-GBV. These CSOs have been almost entirely funded by international donors, thus maintaining essential services for women and children who experience violence is heavily dependent on donor funds. In the longer term this is not sustainable, and ultimately requires an improved budgetary commitment from the GoTL, based on transparent criteria for funding of CSO service providers, and for essential training such as the Certificate III in Social Services course. The NAP-GBV includes an indicative budget of activities to support the development of future government Annual Action Plans, and gender responsive budgeting efforts, although indications are that these figures may need to be revised to be more accurate to needs

Nabilan will continue to provide grants, technical assistance and ongoing mentoring to CSO service providers.<sup>3</sup> This will enable partner CSOs to provide support and legal services. In the area of access to justice, Nabilan will continue to partner with JSMP to monitor the justice sector's handling of cases of VAWC and ensure evidence-based advocacy on law reform issues, such as sentencing and monitoring of GBV offenders. Justice has been included as an essential service in Phase 2 of Nabilan, recognising that it is part of a continuum of responses and services that women and children require to exercise their rights.<sup>4</sup> Nabilan will also continue to offer limited technical assistance to justice sector actors, including through the Timor-Leste Judges' Association, within resources. Nabilan will continue to work collaboratively with the Foundation's Community Policing Support Program to ensure VAWC issues are better integrated into community policing and training.

In the first six months of Phase 2, existing services partners will continue to be funded to ensure continuity of services, with a competitive call for proposal planned thereafter.

## **EPO2: Individuals, communities and institutions take action to reduce violence against women and children.**

The intermediate outcomes under EPO1 are:

**IO 2.1: Quality VAWC prevention initiatives which target individuals, communities and institutions are implemented**

**IO 2.2: Individuals, communities and institutions recognise violence against women and children as a problem**

**IO2.3: Communities in Suku Letefoho and other focus areas are taking independent action to prevent violence against women and children**

In Phase 2, the Foundation will have an increased focus on the development and normalisation of positive social norms for both women and men, boys and girls.

The Nabilan program approach to influencing social norms is underpinned by three theoretical models of behaviour change –the Ecological Model, Prochaska and Velicer's Stages of Change Model, and Social Norms Theory. Reflecting the Ecological Model, Nabilan aims to contribute to systemic, attitudinal and behaviour change at the institutional, community and individual levels. Nabilan will utilise the findings of the 2015

<sup>3</sup> Provided in the first phase of Nabilan and earlier iterations funded by DFAT (Justice Sector Support Facility and Support to Essential Services for Ending Violence Against Women)

<sup>4</sup> This is consistent with the approach in the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, which has Justice and Policing Services as an essential service (see Module 3: Justice and Policing).

Nabilan Baseline Study to inform the approach to strengthening positive social norms. The program will focus on ensuring the quality of prevention work, using the Lancet Effectiveness Scale as a guiding framework to assess the quality of prevention initiatives.<sup>5</sup>

At the institutional level, the program will work collaboratively across government, focusing on engaging partners and other key stakeholders. The Nabilan program will undertake an entry points analysis of the new GoTL, during the first six months of Phase 2, to determine the priorities and strategies for engagement. Part of the strategic approach of the 2017-2021 NAP-GBV involves the promotion of gender equality at legal and policy level.<sup>6</sup> Support for preventing violence against women needs to be integrated into the work of Government.

To influence positive social norms surrounding women and girls, Nabilan will both work with groups focusing on prevention, and with a network of Change Ambassadors who work with development agencies to integrate positive social norms regarding women and girls through their community-based development activities. To prevent VAWC, it is necessary to address power relations and gender inequities in the public as well as private sphere, accompanied by a critical mass of people at the community level who see VAWC as unacceptable, and are willing to take action to prevent violence in their community. Ensuring that prevention messaging is integrated into other development efforts at the community level, rather than siloed within a small ending violence against women program, is fundamental to achieving community level change.

In Phase 1, Nabilan initiated a pilot utilising a community mobilisation approach (CBA), based on the successful SASA! approach to prevention violence against women developed by Raising Voices in Uganda. The CBA, covering one suku, Suku Letefoho, in Manufahi municipality, commenced in January 2017 and is expected to be completed by July 2020. Nabilan is documenting and sharing the results with interested agencies, with the aim of developing a delivery model that reflects ‘what works’ in the context of Timor-Leste. This CBA aligns with the revised NAP-GBV 2017-2021 which “recognises the paramount importance of investing efforts in preventing GBV from taking place”, and that this must occur by “addressing the root causes of violence based on gender, such as gender inequality and discrimination, which result in the perceived lower status of women”.

A key intermediate outcome of the Nabilan program, is that communities themselves are taking action to prevent VAWC. While the roles of *xefes suku* and *aldeia, suku* councils, and women’s leaders and groups are important, particularly in isolated and under-served areas, the Nabilan Program recognises that other leaders—such as nuns, priests, catechists, and other community leaders — also wield considerable influence and have the potential to shape community responses to VAWC. Phase 2 of the Nabilan Program will leverage and build on the positive roles these leaders are already playing to promote the safety and well-being of women and children in their communities.

Working with men and boys, as well as women and girls, is acknowledged international best practice in addressing VAWC. The program will utilise research undertaken in Timor-Leste, to inform working with men, including young men.<sup>7,8</sup> The 2015 Nabilan Baseline Study found that 59% of men who had perpetrated rape did so for the first time when they were teenagers. The study also found that intimate partner violence in Timor-Leste is driven by gender inequality, is upheld by the normalisation of violence, and is informed by a model of masculinity that promotes male dominance and sexual entitlement over women. In seeking to address the early age at which men perpetrate sexual violence and the prevalence of gang rape, there is a need to utilise an approach that engages young men and women in sexual education grounded in respectful relationships and clear notions of consent, and the promotion of positive role models for men that do not involve violence.

<sup>5</sup> The Lancet Effectiveness Scale, available at: [http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(14\)61797-9.pdf](http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736(14)61797-9.pdf)

<sup>6</sup> SEM, GoTL, 2017. National Action Plan on Gender-Based Violence 2017-2021

<sup>7</sup> Chittick, B. 2013. East Timor Justice Sector Support Facility Working With Men Pilot Programs, Final Report, December 2013

<sup>8</sup> Paz Y Desarrollo, 2013. Baseline Study on attitudes and perceptions of gender and masculinities of youth in Timor-Leste,

Building new shared, positive, social norms that enable gender equity and power-sharing in relationships, the sharing of household work and decision making, and positive approaches to disputes is an effective approach to ending violence against women. The approach will also consider parent’s relationships with their children and the importance of positive discipline. Children who do not witness or directly experience violence have significantly better developmental outcomes, and a greatly reduced chance of being either a perpetrator or victim of violence once they are adults.

## 2.2. Stakeholders

Stakeholders are those who are integral to Nabilan achieving its outcomes. Effectively engaging stakeholders is crucial to the TOC, and ultimately to the program’s success. Figure 2 shows Nabilan’s stakeholder groups.

Nabilan’s sphere of control includes the Foundation, the Australian Embassy team, Nabilan staff, consultants and sub-contractors (e.g. research institutes, trainers). Nabilan’s sphere of influence includes those that are engaged in the delivery of the range of program services, those collaborating/partnering in advocacy and prevention initiatives, other agencies working in the ending VAWC sector and community agents of change.

The sphere of interest is those on whom Nabilan aims to have a positive impact. This focuses on women and children who experience violence who will benefit from the program services, and also includes those in whom the program aims to see positive changes in attitudes, systems and behaviours – men, women, girls and boys, community leaders and key GoTL agencies.

The stakeholder mapping will be used by Nabilan to assess and monitor whether there is sufficient engagement with key stakeholders, in order for the program to achieve its outcomes. Strategies can then be developed to address any concerns around engagement.

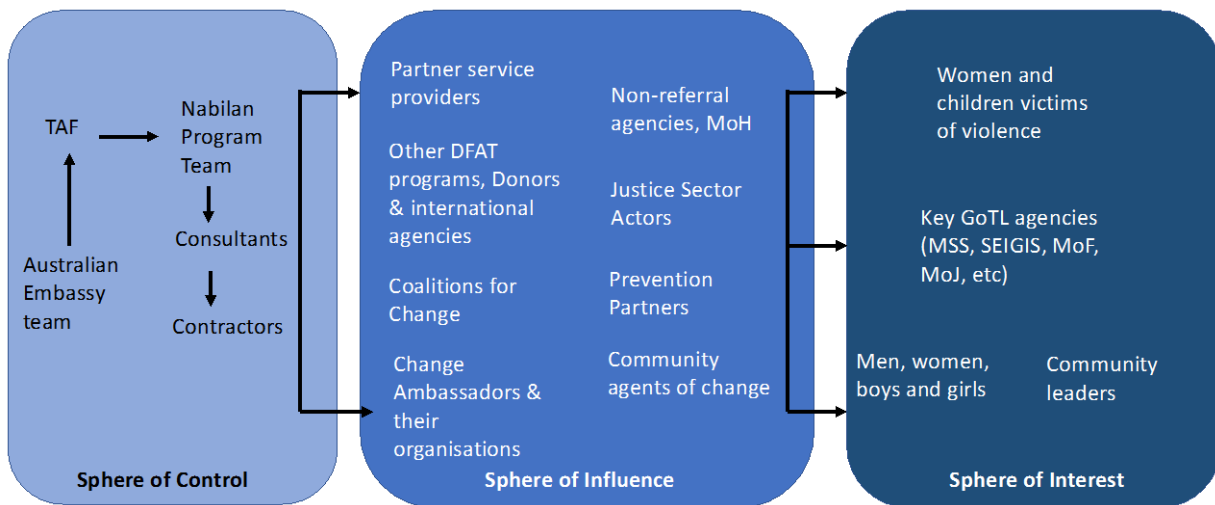


Figure 2: Nabilan Stakeholder Mapping

## 2.3. Summary of principles

Nabilan will be implemented according to the following principles:

- VAWC is political, caused by gendered power imbalances and is a human rights violation;
- VAWC is preventable;
- Sustainable change requires social norms change: culture is not an excuse for violence;
- Nabilan will focus on social inclusion by involving women, men, boys and girls in program activities. Nabilan will ensure participation of people living with disabilities and other marginalised groups, and will address negative attitudes and stigma;
- The needs of women and children who experience violence should be the priority of all services;

- Nabilan will further develop their understanding and response to the ways that women’s economic empowerment can contribute to escaping violence, and/or increase the likelihood intimate partner violence;
- Nabilan will practice continuous evidence-based learning and improvement, and its promotion with partners;
- Protection of women, children, and support services staff is essential, and
- Nabilan will work collaboratively with other agencies, supporting coalitions for change.

### 2.4. Assumptions

In the April 2018 workshop, the Nabilan team identified a number of assumptions to the program’s TOC. The key assumptions presented in Table 1 will be monitored to ensure they hold true throughout the program.

Table 1: Nabilan assumptions to be monitored

| Outcomes  | Assumption  | Monitoring   |
|---|---|--|
| EOPO1: Women and children who experience violence have access to quality and inclusive services | SOPs are being used by government agencies and service providers.   | Partner use of SOPs will be monitored using the Case Management Assessment Tool. GoTL use of SOPs will be monitored through interviews with key GoTL stakeholders as part of mid-term review.                              |
|   | Partners are receptive to Nabilan technical assistance and engage in networking.  | Perceived barriers to partner engagement will be routinely discussed at Nabilan team meetings. Partner use of referral network will be monitored through routine partner reporting.  |
|   | Justice sector actors are sufficiently skilled to respond appropriately to women and children impacted by violence.<br>Justice sector actors are willing to listen and adapt. | JSMP will continue to monitor court decisions on cases of VAWC. In addition, Nabilan will monitor the response of justice sector actors to key initiatives (mentoring, JSMP reports, high-level meetings etc).             |
|   | The referral network is adequately functioning.   | Partner use of referral network will be monitored through routine partner reporting.   |
| EOPO2: Individuals, communities and institutions take action on reducing VAWC                   | Independent women’s movement remains active.  | Nabilan will monitor the level of engagement of the independent women’s movement in key issues.  |
|   | Partners are able to work across all levels of the ecological model (i.e. individuals, communities, institutions).  | Partner activities at individual, community and institutional level will be monitored using the Lancet Effectiveness Scale, and will be provided with close mentoring and technical assistance to improve their approaches |
|   | The CBA approach is effective.  | The effectiveness and appropriateness of the CBA approach will be monitored as part of routine CBA monitoring processes, and reviewed in the Nabilan mid-term review.  |
|   | Change ambassadors are able to influence their organisations to integrate positive social norms across all programming.   | The influence that Change Ambassadors have in their organisations will be monitored in Change Ambassador survey, and routinely discussed at Change Ambassador events.  |
| Across the Nabilan Program  | Other funding sources are available to partners for essential services.   | Partner funding sources will be monitored through regular partner meetings and partner reports.  |

| Outcomes | Assumption  | Monitoring   |
|----------|---|--|
|          | Partner staff have time to learn and make practice changes. | Training participants' application of skills in the workplace will be monitored through trainee follow-up surveys and workplace assessments. |
|          | Government institutions are willing to engage on EVAW.      | Engagement of key GoTL agencies will be monitored against the Nabilan Engagement Strategy.   |

## 2.5. Risks

Nabilan's Risk Management Plan documents the potential risks associated with implementation and achievement of outcomes, and identifies mitigation strategies. This covers all fiduciary, political, relationship, managerial, environmental and security risks. These are monitored and updated regularly, with any issues reported to the Australian Embassy in Timor-Leste through regular meetings. A Risk Matrix with attendant mitigation strategies is appended at **Annex 4**. Key risks to program implementation that may impact the pathways of change identified in the TOC, and mitigation strategies, are detailed in Table 2.

Table 2: Risks to program implementation

| Category  | Risk  | Mitigation Strategy  |
|-----------|---|--|
| Resources | Reduction in Nabilan's funding  | <ul style="list-style-type: none"> <li>The Foundation and DFAT regularly monitor the budget and make flexible contracting decisions together.</li> </ul>   |
|           | Nabilan can no longer fund certain partners due to internal management problems | <ul style="list-style-type: none"> <li>Work with partners to strengthen their organisational, financial and management systems (currently occurring through the OIS).</li> <li>Address any issues with the partner at the earliest opportunity.</li> <li>Provide partners with clear guidelines on the Foundations expectations.</li> </ul>  |
|           | A limited pool of people with the right skills to deliver the Nabilan Program   | <ul style="list-style-type: none"> <li>Establish a system for ongoing mentoring of team members with experience.</li> <li>Include options for short-term technical assistance to mentor national staff.</li> <li>Implement strategies to retain existing skilled staff.</li> </ul>   |
| Political | Other actors implement poor quality prevention initiatives                      | <ul style="list-style-type: none"> <li>Support the publication of robust, credible evidence.</li> <li>Be available for others doing prevention to discuss their approaches.</li> <li>Work in coalition with like-minded organisations utilising a social norms change approach, including through the change ambassadors, independent feminist movement, other Australian aid investment programs and informal gender discussion group.</li> </ul> |
|           | Backlash towards prevention work  | <ul style="list-style-type: none"> <li>Use positive messaging i.e. focus on promoting positive social norms rather than blaming.</li> <li>Monitor for any negative attitudes and develop strategies to address these.</li> <li>Work closely with local leaders, engage with 'champions' within GoTL etc.</li> </ul>  |

### 3. PURPOSE AND SCOPE OF THE MELP

#### 3.1. Purpose of the MELP

The purpose of the Nabilan MELP is to document the MEL system that Nabilan will use to provide evidence, learning and improvements to achieve the Nabilan EOPOs and to contribute to the overall Nabilan goal. The MELP provides a framework for Nabilan to consider and communicate program achievements based on documented evidence, and a plan to implement that framework.

Nabilan will use the MELP for:

- **Learning and Improvement**

We will use evidence generated to learn and improve our approach to supporting the delivery of services for women and children who experience violence, establishing effective social norms changes approaches, and building coalitions for change. We will use evidence to understand and document what has worked well, and to identify any improvements required to achieve our EOPOs.

- **Accountability and proving**

We will establish and refine M&E systems to provide clear evidence on progress towards EOPOs. The monitoring framework (**Annex 1**) outlines the information needed to answer our evaluation questions, where to find this information, baselines and targets.

- **Knowledge**

We will contribute to generation of a body of knowledge about what works to prevent VAWC, to be utilised by GoTL and CSOs in Timor-Leste, and in a broader international context. This will include documenting and evaluating the pilot of the Community Based Approach to determine its utility in the Timor-Leste context, and testing and adapting strategies for bringing about key policy reforms.

#### 3.2. Boundaries

The timeframe for the MELP is from May 2018 to the end of Nabilan Phase 2 in mid-2022. The MELP covers the activities and operations within the TOC. It also includes program principles and risks. The line of accountability extends to the EOPOs in mid-2022. It is expected that Nabilan's contribution to EOPOs will be evaluable through an endline survey conducted in 2021.

#### 3.3. Audience

The primary audiences of the MELP are the Nabilan team, Foundation management and DFAT. Secondary audiences are GoTL and partners. The information needs of these stakeholders are outlined in Table 3.

Table 3. Audience for the MELP

| Stakeholder           | Information needs  |
|-----------------------|--|
| Nabilan Team          | Information for learning, improvement, proving and accountability                                    |
| Foundation Management | Information for accountability and cross-program learning  |
| DFAT                  | Information for learning, proving, accountability and to contribute to AQC, APPR and PAF             |
| GoTL                  | Contribution to monitoring of NAP-GBV and information relevant to implementation of GoTL programming |
| Partners              | Information for learning and improvement   |

## 4. KEY EVALUATION QUESTIONS AND SUB-QUESTIONS

The KEQs were initially developed during the October 2017 workshop with further development in the April 2018 workshops. They provide an organising framework for Nabilan’s monitoring and evaluation approach, and will be used as a structure for progress reports. The KEQs and sub-questions are listed in Table 4 below.

Table 4. Key Evaluation Questions and Sub-questions

| Evaluation Criteria | Key Evaluation Questions   | Sub-Questions   |
|---------------------|--|---|
| Effectiveness       | KEQ1 How effective was the Nabilan program in ensuring women and children who experience violence have access to adequate and responsive services? | 1.1 To what extent are service provider staff using their knowledge and skills for improved service delivery?   |
|                     |  | 1.2 To what extent did Nabilan contribute to high quality service delivery?   |
|                     |  | 1.3 To what extent did Nabilan contribute to inclusive service delivery?  |
|                     |  | 1.4 How has Nabilan strengthened referral pathways?   |
|                     |  | 1.5 How has Nabilan contributed to improving the justice sector response to VAWC?   |
| Effectiveness       | KEQ 2 To what extent are individuals, communities and institutions taking action to reduce violence against women?                                 | 2.1 Is Nabilan effectively supporting partner agencies to undertake quality prevention programming?   |
|                     |  | 2.2 How has Nabilan contributed to the independent women's movement's advocacy on gender equity and ending VAWC?  |
|                     |  | 2.3 To what extent has Nabilan influenced increased GOTL dialogue and action on preventing VAWC?  |
|                     |  | 2.4 Is Nabilan effectively supporting Change Ambassadors to influence their programs on quality prevention approaches?  |
|                     |  | 2.5 To what extent has Nabilan supported individuals, communities and institutions to recognise VAWC as a problem?  |
|                     |  | 2.6 To what extent has Nabilan supported communities to take independent action to prevent VAWC?  |
|                     |  | 2.7 To what extent has the evidence from the CBA pilot influenced prevention programming by other agencies?   |
| Sustainability      | KEQ 3 What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program?                        | 3.1 To what extent is GOTL resourcing prevention activities and essential services for women and children impacted by violence? How did Nabilan contribute to this? |
|                     |  | 3.2 Is there evidence of change of community attitudes and practices relating to VAWC?  |
|                     |  | 3.3 Is there evidence of strengthened local capacity and systems to continue implementation of quality services and prevention approaches?                          |
|                     |  | 3.4 To what extent is the CBA approach likely to be replicable in the context of Timor-Leste?   |
| Appropriateness     | KEQ 4 Are there indications that the Nabilan programming model has   | 4.1 In communities targeted by Nabilan and partners , what evidence is there of change in   |

| Evaluation Criteria | Key Evaluation Questions  | Sub-Questions  |
|---------------------|---|--|
|                     | contributed, or could contribute, to changing social norms relating to VAWC in Timor-Leste? | community members' and leaders' attitudes to VAWC?<br>4.2 Was the approach taken appropriate to contribute to changes in social norms? |

## 5. MONITORING AND EVALUATION METHODS

### 5.1. Monitoring, Evaluation and Learning Framework

The monitoring, evaluation and learning framework (MELF), in **Annex 1**, identifies the KEQs, sub-questions, indicators, data collection methods, and targets. It will guide Nabilan's data collection activities to inform its progress against outcomes.

The MELF will:

- utilise a mixed-method approach, using both qualitative and quantitative methods;
- be 'lean' – i.e. focussed on the quality and usefulness of information collected rather than the amount of information collected;
- collect and report data disaggregated by gender and inclusion (people with a disability, populations outside Dili, and other indicators of vulnerability as appropriate);
- triangulate information from different data sources to improve strength of evidence;
- set realistic expectations about what data can be collected and what can be reported; and
- provide evidence to inform the Nabilan mid-term review and learning dialogues.

Key evaluation questions, monitoring questions and indicators align with the outcomes and indicators in DFAT's draft Timor-Leste Performance Assessment Framework (PAF), to demonstrate where Nabilan contributes towards the PAF. As such, Nabilan will use the PAF technical notes in developing tools for data collection against PAF indicators.

### 5.2. Data Collection Methods Overview

Nabilan has identified a range of data collection methods which will be used to answer the KEQs and sub-questions. **Annex 2** provides a summary of the data collection methods and tools. The majority of these methods tools were used in Phase 1, however some will need to be refined and others developed for Phase 2.

### 5.3. Data Analysis and Synthesis

Each of the data collection methods will be undertaken discretely, and data analysed and reported separately. Every six months, the data will be collated into an evidence matrix (**Annex 3**) where the evidence will be gathered against each KEQ and sub-question. This matrix will ensure triangulation across multiple sources of information, thereby strengthening the quality and credibility of the evidence to answer each question. Analysis of the evidence to generate key findings and recommendations will be undertaken during annual learning dialogues (see below) and reported in annual progress reports; the schedule for these activities is outlined in Section 6.2. In addition to routine annual reporting, a mid-term review will be undertaken in 2020/2021. Nabilan also plans to undertake an endline survey in 2021, to provide a comparison to the baseline undertaken in 2015. Nabilan currently does not have funding for the endline survey, and thus will seek additional funding.

**Annex 6** provides a timeline for data collection.



## 6. LEARNING, DISSEMINATION AND REPORTING

### 6.1. Summary of process

The M&E processes described above will feed into program learning and decision-making through:

1. **Regular meetings between Nabilan and DFAT** - Regular update meetings will be held to review progress against the workplan, seek feedback and identify priorities.
2. **Regular meetings between Nabilan and partners** – Nabilan will hold regular meetings with partners to discuss their progress against their work plans and to update on implementation, noting successes and any constraints, and agree on mitigation strategies as required.
3. **Learning Dialogues (LD)** - A learning dialogue is a participatory process that brings together key stakeholders to make sense of monitoring and evaluation data through an engaging exercise incorporating multiple perspectives. Learning dialogues help organisations reduce the burden of reporting, improve fit-for-purpose reporting, and regularise the lessons learned and improvement cycles as part of good program management. The learning dialogue is a facilitated workshop with key stakeholders and decision-makers from the program. By conducting this in advance of the reporting deadline, it becomes possible to use the evidence, analysis, and recommendations to inform the progress reporting. The workshop will be an opportunity to review the evidence available for each key component of the theory of change, reflect upon what it means, interpret findings for the program, and decide what to do differently. The process works best with an independent facilitator; though internal engagement is essential. The output of the workshop is an evidence matrix that can be used as the basis of reporting and improvement.
4. **Annual Progress Reports** – Annual progress reports will be the main document collating evidence, results, and learning against the MELP. The progress reports will comply with the DFAT M&E Standards and the DFAT Timor-Leste Good Practice Note on Reporting (see **Annex 6** for a checklist on progress report requirements). Important elements are: that an assessment of the adequacy of progress towards EOPO is described; an assessment of the adequacy of planned inputs to meet the expected EOPOs is provided, credible support evidence is provided for claims of achievement or barriers to achievement, the report includes lessons learned from implementation, and proposed management responses and recommendations are summarised. The Evidence Matrix (**Annex 4**) and Learning Dialogue will collate the information and analysis required to complete the progress reports.
5. **Performance Assessment Framework** – All investment partners, including Nabilan, are also required to report against the Timor-Leste Performance Assessment Framework (PAF), for which there are 9 outcomes and 19 indicators. The PAF indicators Nabilan will report against have been incorporated into the MELF in **Annex 1**.

6. **Broader dissemination of the Nabilan Program learning** - Nabilan will utilise a range of means to disseminate program learning to relevant stakeholders including other GoTL ministries, DFAT and other donors, and NGOs. **Box 2** provides a summary of dissemination avenues utilised by the Nabilan program.

**Box 2: Summary of Dissemination Approaches**

- Regular meetings with DFAT, GoTL and partners
- Internal coordination meetings within Nabilan team
- Cross-Foundation meetings and collaboration
- Learning dialogues and internal reflections
- Program Review and Planning Forum (PRPF)
- Change Ambassador Network meetings
- Participation in Embassy gender and disability working group fora.
- Training programs, workshops
- Publication and launch of research reports, fact-sheets etc.
- Media, including social media, short films
- Support for partner’s dissemination strategies
- Contribution to the DFAT Performance Assessment Framework
- Participation in M&E House Community of Practice events
- Annual Review of Program Approach and Logic
- Annual Review of the MELP

## 7. IMPLEMENTATION OF THE MELP

### 7.1. Resources

During the first six months of Phase 2, Monitoring and Evaluation will be supported principally by existing staff and TAF management, with a M&E Adviser on an STA basis as required. During the remainder of Phase 2 M&E will be resourced through a M&E Adviser who will be contracted on an STA basis as required, and an internal M&E Officer for limited days per month. This person will not only provide advice to the social norms change side of the program, but will also undertake monitoring of the CBA work which is a labour-intensive process.

Nabilan will allocate approximately 5% of their budget to the conduct of M&E over the life of the program. The conduct of an endline survey in 2021 will require additional funding. Although not currently budgeted, Nabilan will be seeking additional funding to undertake the endline research in 2021 to identify any changes since the 2015 Nabilan Baseline. Together with results from the M&E Framework, this will be a key way that the Program can demonstrate the impact of the Program, contribute data to the Performance Assessment Framework (PAF) for Timor-Leste, and contribute to data on implementation of Sustainable Development Goal 5.

### 7.2. Responsibilities

Responsibilities relating to monitoring, evaluation and learning are summarised in Table 7. Reduced funding means that M&E will be supported principally by existing staff and Foundation management. All Nabilan staff are engaged in M&E activities. The Nabilan Team Leader will lead M&E, with support from a M&E Adviser contracted on a short-term basis as required. M&E House is available to provide specific advice and technical support on both the use of tools, analysis and to facilitate learning events. M&E House and Nabilan will meet each year to plan assistance to be provided.

Table 7: Monitoring, Evaluation and Learning Responsibilities

| Role                                     | Responsibilities   |
|--|--|
| <b>The Asia Foundation</b>               |  |
| Nabilan Team Leader                      | <p>Overall responsibility for program operation and M&amp;E. This includes:</p> <ul style="list-style-type: none"> <li>• Review the preparation of all reports specified in this M&amp;E Plan, supervise the local M&amp;E staff.</li> <li>• Work with M&amp;E House to agree any refinement of the program’s M&amp;E system, comply with data collection and reporting protocols defined by DFAT and M&amp;E House.</li> <li>• Routinely engage in review processes.</li> <li>• Coordinate quarterly adviser reports.</li> <li>• Contribute to Aid Quality Check (AQC).</li> <li>• Prepare six-monthly and annual Nabilan Reports (assistance from STA).</li> <li>• Collate data for the Evidence Matrix.</li> </ul>  |
| Nabilan Program Managers (& their teams) | <ul style="list-style-type: none"> <li>• Review partner reports.</li> <li>• Coordinate partner reports for input to Nabilan’s Annual Report.</li> <li>• Contribute to Nabilan Annual Report.</li> <li>• Contribute to relevant M&amp;E workshops and activities.</li> <li>• Collate data using relevant tools.</li> <li>• Provide data for the Nabilan Evidence Matrix.</li> </ul>   |
| The Asia Foundation Management           | <ul style="list-style-type: none"> <li>• Final quality check on Annual Reports.</li> <li>• Contribute to the AQC.</li> <li>• Participate in Learning Dialogues.</li> </ul>   |
| <b>DFAT and Program Managers</b>         |  |
|  | <p>DFAT’s corporate performance monitoring and reporting requirements include:</p> <ul style="list-style-type: none"> <li>• Monitoring implementation – meetings with program staff, stakeholders, project visits etc.</li> <li>• Aid Quality Checks that assess and report how aid investments are performing against the criteria: efficiency, effectiveness, gender equality, M&amp;E, sustainability and relevance.</li> <li>• Approve all performance reports.</li> <li>• Approve management responses arising from performance reports.</li> <li>• Oversee strategic direction of Nabilan, including new designs, evaluations etc.</li> <li>• Relay relevant management responses to The Asia Foundation and the Nabilan Team Leader.</li> <li>• Contribute to the Annual Program Performance Report (APPR).</li> <li>• Coordinate support from M&amp;E House as needed (and in cooperation with M&amp;E House Program Manager at the Embassy).</li> </ul> |
| <b>M&amp;E House</b>                     |  |
| M&E House                                | <p>M&amp;E House will provide technical and strategic guidance to Nabilan regarding monitoring, evaluation and learning systems. This includes:</p> <ul style="list-style-type: none"> <li>• Technical advice and facilitation support for MELP revision including the ToC and MELF.</li> <li>• Technical support to finalising the design of monitoring methods and tools and data analysis.</li> <li>• Technical guidance to prepare for the Nabilan learning dialogue, facilitate if required.</li> </ul>   |

### 7.3. Timetable for Planning, Evaluation and Reporting

Reporting will occur according to the following schedule.

Table 5: Nabilan reporting schedule

| Year     | Reporting   | Indicative Date  |
|----------|---|------------------|
| 5 (2018) | 6 monthly progress report (covering Jul-Dec 2017) | 28 February 2018 |
|          | Learning dialogue                                 | August 2018      |
|          | 6 monthly verbal update (covering Jan-Jun 2018)   | 31 August 2018   |

|                       |   |                  |
|-----------------------|---|------------------|
|                       | Annual workplan submitted to DFAT               | 30 October 2018  |
|                       | Governance meeting                              | 15 November 2018 |
| 6 (2019)              | Learning dialogue                               | January 2019     |
|                       | Annual progress report (covering Jan-Dec 2018)  | 28 February 2019 |
|                       | Budget report                                   | 30 May 2019      |
|                       | 6 monthly verbal update (covering Jan-Jun 2019) | 31 August 2019   |
|                       | Annual workplan submitted to DFAT               | 30 October 2019  |
|                       | Governance meeting                              | 15 November 2019 |
|                       | Budget report                                   | 30 November 2019 |
| 7 (2020)              | Learning dialogue                               | January 2020     |
|                       | Annual progress report (covering Jan-Dec 2019)  | 28 February 2020 |
|                       | Quarterly budget report                         | 30 May 2020      |
|                       | Mid-term review                                 | TBC              |
|                       | 6 monthly verbal update (covering Jan-Jun 2020) | 31 August 2020   |
|                       | Annual workplan submitted to DFAT               | 30 October 2020  |
|                       | Quarterly budget report                         | 30 November 2020 |
| 8 (2021)              | Learning dialogue                               | January 2021     |
|                       | Annual progress report (covering Jan-Dec 2020)  | 28 February 2021 |
|                       | Budget report                                   | 30 May 2021      |
|                       | 6 monthly verbal update (covering Jan-Jun 2021) | 31 August 2021   |
|                       | Governance meeting                              | 15 November 2021 |
|                       | Budget report                                   | 30 November 2021 |
|                       | Endline survey                                  | TBC              |
| End of program (2022) | Annual report (covering Jan-Dec 2021)           | 28 February 2022 |
|                       | End of program report (covering 2014-2022)      | June 2022        |

## Annex 1: Monitoring Evaluation and Learning Framework

| KEQ and Sub-Questions  | Relevant outcome   | Indicators   | Corresponding PAF Indicator  | Data Collection Method   | Baseline         | Target  |
|--|--|--|--|--|------------------|---|
| KEQ1 How effective was the Nabilan program in guaranteeing women and children who experience violence have access to adequate and responsive services? | EOPO1: Women and children who experience violence have access to quality and inclusive services  | 1. Number of new clients supported by Nabilan partners. <b>Disaggregation:</b> gender, age, municipality, disability, type of case   | PAF Indicator 10: Number of additional people who receive services                         | Partner reports  | Available - 2017 | Number of new clients steady compared with 2017 levels  |
|  |  | 2. Number of services provided by Nabilan partners<br><b>Disaggregation:</b> type of service   | PAF Indicator 12: Number of additional services provided                                   | Partner reports  | Available - 2017 | Number of services provided steady compared with 2017 levels  |
| 1.1 To what extent are service provider staff using their knowledge and skills for improved service delivery?  | IO1.1: Service providers use increased skills, knowledge and sensitivity to deliver services<br><br>Im01.1 Key service provider staff have improved knowledge and skills | 3. Number of Nabilan partner and non-partner staff completing training (Certificate III in Social Services, Medical Forensic Examiner Training, 4R). <b>Disaggregation:</b> gender, disability, service. |  | Training reports   | Available - 2017 | <ul style="list-style-type: none"> <li>• <b>Certificate III:</b> 20 in 2018; 20 in 2019; 20 in 2020; 20 in 2021</li> <li>• <b>4R:</b> 30 in 2018; 45 in 2019; 45 in 2020; 45 in 2021</li> <li>• <b>Medical forensic examiner training:</b> 15 new examiners by end of 2019</li> </ul> |
|  |  | 4. Proportion of Nabilan-trained participants who demonstrate improved knowledge/skills.<br><b>Disaggregation:</b> gender, disability, service   | Indicator 8: Number of people who apply improved skills to deliver better quality services | Training reports (pre- and post-training assessment, Certificate III workplace assessment)                       | Available - 2017 | At least 50% of participants in each training demonstrate improved knowledge/skills at end of training  |
| 1.2 To what extent did Nabilan contribute to high quality service delivery?  | IO1.1: Service providers use increased skills, knowledge and sensitivity to deliver services<br><br>Im01.1 Key service provider staff have improved knowledge and skills | 5. Case reviews showing increase in quality at service provider-level  | Indicator 9: Number of service delivery improvements at service level                      | <ul style="list-style-type: none"> <li>• Case Management Assessment Tool</li> <li>• ALFeLa Case Audit</li> </ul> | Available - 2017 | <ul style="list-style-type: none"> <li>• By June 2019, at least 70% of cases meet minimum standards.</li> <li>• By June 2021, at least 70% cases demonstrate high quality.</li> </ul>   |
|  |  | 6. Instances of Nabilan contributing to improved quality of support and legal services   | Indicator 7: Instances of improved service   | Stories of significant change  | N/A              | N/A   |

| KEQ and Sub-Questions   | Relevant outcome   | Indicators   | Corresponding PAF Indicator  | Data Collection Method        | Baseline         | Target   |
|---|--|--|--|-------------------------------|------------------|--|
|   |  |  | delivery at systems level  |                               |                  |  |
| 1.3 To what extent did Nabilan contribute to inclusive service delivery?          | IO1.1: Service providers use increased skills, knowledge and sensitivity to deliver services   | 7. Instances of Nabilan contributing to partners delivering inclusive services for marginalized clients  | Indicator 7: Instances of improved service delivery at systems level | Stories of significant change | N/A              | N/A  |
|   |  | 8. Proportion of clients supported by Nabilan partners that are vulnerable   |  | Partner reports               | Available - 2017 | Maintain or increase in proportion of clients with disabilities (and other vulnerable clients) compared with 2014 baseline   |
| 1.4 How has Nabilan strengthened referral pathways?                               | IO1.2: Women and children experiencing violence are referred to appropriate services<br><br>ImO1.2 Non-referral network service providers have knowledge and skills to respond appropriately to women and children who experience violence | 9. Number of women and children being referred to partner services.<br><b>Disaggregation:</b> referral source (from referral-network partners or outside the referral network (DPOs; health workers; community leaders; self-referred))  |  | Partner reports               | Available - 2017 | <ul style="list-style-type: none"> <li>• 5% increase in referrals from outside the referral network by 2020</li> <li>• 10% increase in number of referrals made between service providers</li> </ul>   |
| 1.5 How has Nabilan contributed to improving the justice sector response to VAWC? | IO1.4: The justice sector improves its response to VAWC<br><br>ImO1.4 Partners and service providers advocate for improved justice sector response to VAWC   | 10. Evidence of appropriate charging and sentencing in the formal justice system: <ul style="list-style-type: none"> <li>• number of DV cases resulting in suspended sentence with monitoring obligation;</li> <li>• number of DV cases being charged as serious assault or mistreatment of a spouse;</li> <li>• number of DV cases resulting in fine</li> </ul> |  | Court monitoring              | Available - 2017 | Compared against 2017 baseline: <ul style="list-style-type: none"> <li>• increase in number of DV cases resulting in suspended sentence with monitoring obligation;</li> <li>• increase in number of DV cases being charged as serious assault or mistreatment of a spouse;</li> <li>• decrease in number of DV cases resulting in fine</li> </ul> |

| KEQ and Sub-Questions   | Relevant outcome   | Indicators   | Corresponding PAF Indicator   | Data Collection Method   | Baseline                   | Target   |
|---|--|--|---|--|----------------------------|--|
|   |  | 11. Number of cases of VAWC reaching the courts monitored by JSMP<br><b>Disaggregation:</b> case type; special features such as defendant has disability, use of medical evidence; represented by ALFeLa   |   | Court monitoring   | Available - 2017           | Number of cases holding steady against 2017  |
|   |  | 12. Evidence of Nabilan partners and service providers advocating for improved justice sector response to VAWC   |   | <ul style="list-style-type: none"> <li>Partner reports</li> <li>JSMP newsletter and thematic reports</li> </ul>  | N/A                        | N/A  |
| <b>KEQ 2 To what extent are individuals, communities and institutions taking action to reduce violence against women?</b> | EOPO2: Individuals, communities and institutions take action to reduce violence against women and children       | 13. Selected members at each level of the ecological model (individuals, communities, institutions) can demonstrate examples of action taken to reduce violence  |   | <ul style="list-style-type: none"> <li>Change Ambassador survey</li> <li>Change Ambassador interviews</li> <li>Partner reports</li> <li>CBA monitoring</li> <li>Other information: media reports, meeting minutes</li> </ul> | No baseline data available | 20% of respondents to Change Ambassador Survey and CBA monitoring survey can demonstrate appropriate examples of action taken to reduce violence |
| 2.1 Is Nabilan effectively supporting partner agencies to undertake quality prevention programming?                       | IO2.1 Quality VAWC prevention initiatives which target individuals, communities and institutions are implemented | 14. Number of Nabilan-supported prevention activities reaching: individuals, families/relationship level, communities, institutions, society<br>15. Number of people reached by each prevention activity. <b>Disaggregation:</b> gender, disability, location (when available) |   | Partner reports  | Available - 2017           | At least one activity at each level.   |
|   | ImO2.2 Partner staff have knowledge & skills to implement effective prevention approaches                        | 16. Effectiveness score for partner prevention programming   |   | Lancet Effectiveness Scale   | Available – 2017           | Each partner has an annual score increase of at least 5%, or reaches score of 28 by 2022.  |
| 2.2 How has Nabilan contributed to independent women's movement's advocacy on gender equity and ending VAWC?              | ImO2.1 The Independent women's movement is supported to promote gender equity and is empowered to                | 17. Instances of Nabilan support to the independent women's movement to advocate on preventing VAWC  | Indicator 14: Instances of women's leadership opportunities and empowerment | Stories of significant change  | N/A                        | N/A  |

| KEQ and Sub-Questions  | Relevant outcome   | Indicators  | Corresponding PAF Indicator   | Data Collection Method   | Baseline   | Target  |
|--|--|---|---|--|--|---|
|  | advocate for social change   |   |   |  |  |   |
| 2.3 To what extent has Nabilan influenced increased GOTL dialogue and action on preventing VAWC?                                 | ImO2.3 Selected GoTL agencies have improved knowledge to implement effective prevention approaches                           | 18. Instances of Nabilan supporting Government agencies to integrate effective prevention messaging in their own programs   | Indicator 18: Instances of improved policy and implementation;<br>Indicator 19: Instances of evidence available for decision makers | Stories of significant change  | N/A  | N/A   |
| 2.4 Is Nabilan effectively supporting Change Ambassadors to influence their programs to integrate quality prevention approaches? | ImO2.4 Change Ambassadors have the knowledge and are supported to influence the integration of quality prevention approaches | 19. Examples of Change Ambassadors integrating quality prevention approaches into their own programs  |   | Change Ambassador interviews   | N/A  | N/A   |
|  |  | 20. Number of Change Ambassadors who continue to participate in the network   |   | Change Ambassador survey   | No baseline data available   | 20 by end 2019 have continued to participate in the network.  |
|  |  | 21. Proportion of Change Ambassadors with improved knowledge and confidence to advocate for the integration of effective prevention messaging into their own programs   |   | Change Ambassador survey   | No baseline data available   | At least 70% of Change Ambassadors have improved knowledge and feel confident about integrating effective prevention messaging into their programs. |
| 2.5 To what extent has Nabilan supported individuals, communities and institutions to recognise VAWC as a problem?               | IO2.2 Individuals, communities and institutions recognise VAWC as a problem  | 22. Proportion of participants displaying improved knowledge and attitudes related about VAWC <b>Disaggregation:</b> gender<br><br>Reported separately for:<br>* Participants in primary prevention initiatives<br>* Target groups of other Nabilan-supported prevention activities | PAF Indicator 13: Number of people that demonstrate improved attitudes to women and girls   | <ul style="list-style-type: none"> <li>Prevention program monitoring</li> <li>Partner reports (these contain pre- and post-testing of participants in prevention initiatives)</li> </ul> | Baseline – pre-testing for each prevention activity.   | TBC   |
| 2.6 To what extent has Nabilan supported communities to take independent action to prevent VAWC?                                 | IO2.3 Communities in Suku Letefoho and other focus areas are taking independent action to prevent VAWC                       | 23. Completion of all four phases of SASA! in Suku Letefoho by July 2020.<br><br>Note: SASA! methodology requires community members to reach a threshold of knowledge, attitudes, skills, and behaviour before moving onto each phase. This will be                                 |   | CBA monitoring   | 2018: Baseline for knowledge & attitudes (awareness), support skills and behavior in relation to power and violence against women: | Completion of Phase II (Awareness) between July 2018 – June 2019;<br>Completion of Phase III (Support) between July – December 2019;                |



| KEQ and Sub-Questions | Relevant outcome | Indicators  | Corresponding PAF Indicator | Data Collection Method | Baseline   | Target   |
|-----------------------|------------------|---|-----------------------------|------------------------|--|--|
|                       |                  | <p>assessed through qualitative and quantitative CBA monitoring tools, FGDs and Rapid Assessment Surveys (RAS), deployed at the beginning and end of each of the four phases of the CBA work in Manufahi.</p> |                             |                        | <ul style="list-style-type: none"> <li>• 50% women and 40% men think VAW is normal in a relationship;</li> <li>• 90% women and 100% men believe when men discipline their wives it makes their family stronger;</li> <li>• 43% of women and 34% of men believe women are to blame for violence against them;</li> <li>• 57% of women and 53% of men report having supported someone experiencing or using violence in the last 12 months;*</li> <li>• 40% of women and 49% of men reported having being involved with others in promoting non-violence relationships.*</li> </ul> <p>* note: FGDs show only more serious cases of VAW are typically considered ‘violence’ and methods of VAW prevention at the community level are generally not effective and do not promote non-violent relationships. Quantitative and qualitative data is required.</p> <p>2017: Baseline for tolerance compiled and analysed from Activity Outcome Tool data gathered in Suku Letefoho from May to 15 August 2017: score for knowledge was 1.4 and score for attitude was 1.5 (out of a highest possible score of 4).</p> | <p>Completion of Phase III (Action) between Jan – July 2020.</p> <p>Target will combine analysis of both quantitative and qualitative data and decision made by Nabilan team on if there is sufficient change in the community to progress to the next phase of SASA!.</p> |

| KEQ and Sub-Questions  | Relevant outcome  | Indicators  | Corresponding PAF Indicator   | Data Collection Method  | Baseline                                   | Target   |
|--|---|---|---|---|--|--|
|  |   | 24. Number of activities conducted by community mobilisers to prevent VAWC in suku Letefoho.  |   | CBA monitoring  | 0 prior to 2017                            | Phase 1: minimum 2 activities per CM per month<br>Phase 2: minimum 4 activities per CM per month;<br>Phase 3 & 4: TBC                  |
|  |   | 25. Number of collective action taken by community members in Suku Letefoho to prevent VAWC.  | Indicator 13: Number of people that demonstrate improved attitudes to women and girls | CBA monitoring  | 0 prior to 2017                            | At least 3 instances of collective action taken by 2020  |
| 2.7 To what extent has the evidence from the CBA pilot influenced prevention programming by other agencies?  | ImO2.5 Learning from the Community Based Approach in Suku Letefoho is documented analysed and used by Nabilan and other organisations.                                  | 26. Instances where other agencies have adopted the key approaches and learning from the CBA pilot.   |   | Activity tracking   | N/A  | N/A  |
| <b>KEQ 3 What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program?</b>                               | Principle: Sustainability   | <i>Addressing KEQ3 and its sub-questions will be a key focus of the mid-term review. To answer these questions, the mid-term review will synthesise data from a range of sources, including key informant interviews, reviews of existing documents and literature, existing data collected to answer KEQs 1 and 2,</i> |   | Mid-term review   | N/A  | N/A  |
| 3.1 To what extent is GOTL resourcing prevention activities and essential services for women and children impacted by violence? How has Nabilan influenced this? | IO1.3: Relevant Ministries use evidence to allocate funding of essential services<br><br>ImO1.3 Partners advocate for increased GoTL funding of essential VAWC services | 27. Instances that reflect GoTL recognition of the need for sustainable funding for services  |   | <ul style="list-style-type: none"> <li>Partner reports</li> <li>Meeting minutes and public statements from GoTL</li> <li>Mid-term review</li> </ul> | N/A  | 1 MoU with MoH signed; 1 PRPF held each year; funding discussed at coordination meetings with UN agencies, government and other donors |
|  |   | 28. Evidence of changed funding portfolio (%) provided by Nabilan/other donors/government to for Nabilan partners   |   | GoTL budget allocations   | Available - 2017                           | N/A  |
|  |   | 29. Evidence of Nabilan partners advocating to GoTL for increased funding   |   | Partner reports   | N/A  | N/A  |
| 3.2 Is there evidence of changes in community attitudes and practices relating to VAWC?  |   | <i>Refer to Indicators 13 and 23 above</i>  |   | <ul style="list-style-type: none"> <li>CBA monitoring</li> <li>Mid-term review</li> </ul>   | <i>Refer to Indicators 13 and 23 above</i> | <i>Refer to Indicators 13 and 23 above</i>   |

| KEQ and Sub-Questions  | Relevant outcome           | Indicators   | Corresponding PAF Indicator | Data Collection Method   | Baseline                             | Target   |
|--|----------------------------|--|-----------------------------|--|--------------------------------------|--|
| 3.3 Is there evidence of strengthened local capacity and systems to continue implementation of quality services and prevention approaches?   |                            | 30. Organisational Institutional Strengthening assessment ratings  |                             | <ul style="list-style-type: none"> <li>Nabilan Partner Civil Society Organisations (CSOs) Capacity Assessment Grid</li> </ul>  | Available - 2017                     | By 2022 each organisation is meeting at least 80% of all OIS milestones across all nine categories |
|  |                            | <i>Refer to Indicators 5-8 above</i>   |                             | <ul style="list-style-type: none"> <li>Case Management Assessment Tool</li> <li>Case Audit</li> <li>Mid-term review</li> </ul> | <i>Refer to Indicators 5-8 above</i> | <i>Refer to Indicators 5-8 above</i>   |
| 3.4 To what extent is the CBA approach likely to be replicable in the context of Timor-Leste?  |                            | 31. Stakeholder perceptions of appropriateness of the CBA approach in the context of Timor-Leste   |                             | Mid-term review  | N/A                                  | N/A  |
| <p><b>KEQ 4 Are there indications that the Nabilan programming model has contributed, or could contribute, to changing social norms relating to VAWC in Timor-Leste?</b></p> <p>4.1 In Nabilan and partners supported focal areas, what evidence is there of change in community members' and leaders' attitudes to VAWC??</p> <p>4.2 Was the approach taken appropriate to contribute to changes in social norms?</p> | Principle: Appropriateness | <p><i>Addressing KEQ4 and its sub-questions will be a key focus of the mid-term review. To answer these questions, the mid-term review will synthesise data from a range of sources, including key informant interviews, reviews of existing documents and literature, existing data collected to answer KEQs 1 and 2. The Nabilan Endline survey will provide additional data against this KEQ.</i></p> |                             | <ul style="list-style-type: none"> <li>Mid-term review</li> <li>Endline survey</li> </ul>                                      | N/A                                  | N/A  |

## Annex 2 Data Collection Strategy

| Data Collection Methods | Aim   | Method   | Tools  | Who is responsible to collect this data?                | How frequently is this data collected? | Who is responsible to analyse and collate this data? | When will data be collated and reported?                 |
|-------------------------|---|--|--|---|--|--|--|
| Activity tracking       | To collect information about implementation of Nabilan’s foundational and influence activities, in order to track progress against the Nabilan workplan.  | Nabilan staff use a variety of methods to collect data on program activities, such as trainings conducted, resources developed, and attendance at events. This information is routinely collected by all Nabilan staff as part of usual work, and is reviewed monthly to track progress on implementation of the Nabilan workplan. The data will be collated in the annual report.   | <ul style="list-style-type: none"> <li>Activity tracking tools</li> <li>Nabilan Workplan</li> </ul>  | All Nabilan staff                                       | Ongoing                                | All Nabilan staff                                    | 6-monthly (reporting period January-June; July-December) |
| Partner reports         | To gather information on partner organisations’ activities, key achievements, challenges and lessons learned.   | Service delivery data is routinely collected by partners, using existing data collection and storage systems. Each partner funded by Nabilan is contractually required to provide 6-monthly reports on service outputs (e.g. number of clients, demographic characteristics of clients, number of services provided, number of referrals received), prevention activities undertaken, key achievements, funding sources and expenditure, and challenges and lessons learned. Partners also conduct pre-and post-testing of participants’ in prevention activities, assessing their knowledge and attitudes about VAWC, and present collated results in partner reports. Partners report this data to Nabilan, who then analyse and aggregate this data using the Nabilan Partner Beneficiary tool. | <ul style="list-style-type: none"> <li>Partner report template</li> <li>Pre- and post-intervention assessment tools</li> <li>Nabilan Partner Beneficiary Tool</li> </ul> | Partners (with some support from Nabilan staff)         | Ongoing                                | Nabilan Team Leader                                  | 6-monthly (reporting period January-June; July-December) |
| Training reports        | To collect information from participants in training provided by Nabilan and partners, including feedback on participants experiences of the training, and pre- and post-training assessment of knowledge and skills. | Participant feedback is collected for all training conducted by Nabilan and partners.<br><br>For each training, each participant provides feedback (during and post-training) on the relevance of content and learning outcomes, perceptions of the training methods, materials, opportunities to apply the learning and quality of assessment feedback. Participants also complete pre- and post-training assessments of knowledge and skills using a combination of objective and self-  | <ul style="list-style-type: none"> <li>Training feedback form</li> <li>Training database</li> <li>Partner reports</li> </ul>   | The trainer (Nabilan staff, consultants, partner staff) | After each training event              | Nabilan Pillar Coordinators                          | 6-monthly (reporting period January-June; July-December) |

| Data Collection Methods  | Aim   | Method  | Tools  | Who is responsible to collect this data?                                      | How frequently is this data collected? | Who is responsible to analyse and collate this data?                            | When will data be collated and reported?     |
|--|---|---|--|---|--|---|--|
|  |   | <p>report methods; for Certificate III training this includes an observational assessment in the workplace. Participant demographic details (e.g. gender, employer, disability) are also collected.</p> <p>This information is collated in the Nabilan training database (for Nabilan-led training) or in partner reports (for partner-led training). A brief summary report is produced for each training, and collated in annual reports.</p> |  |   |  |   |  |
| <p>Trainee follow-up<br/><i>*New tool</i></p>                                  | To collect information about how participants have applied the skills learned in training                       | <p>Participants of Nabilan-supported training will be followed up 6 months post-training. Information is gathered on how the participants have used their new skills post-training, and how useful the skills have been.</p> <p>The data will be compiled in post-training follow-up reports prepared by Nabilan and partners.</p>  | <ul style="list-style-type: none"> <li>Post-training follow-up surveys</li> </ul>  | Nabilan and partners  | Ongoing                                | Nabilan Training, TA and Services Coordinators                                  | Annually (reporting period January-December) |
| <p>Case Management Assessment Tool<br/><i>*Tool currently under review</i></p> | To provide a summary of the quality of support services provided to women and children who experience violence. | A sample of case files from each partner support service is assessed annually using the Case Management Assessment Tool. Cases are assessed against adherence to SOPs, using criteria for quality case management that are relevant to the context of Timor-Leste.  | <ul style="list-style-type: none"> <li>Case Management Assessment Tool (comprising Psycho-social Assessment tool, Reintegration checklist, Safety Assessment)</li> </ul> | Nabilan - Services Coordinator  | Ongoing                                | Nabilan - Services Coordinator  | Annually (reporting period January-December) |
| <p>Case Audit<br/><i>*Tool currently under review</i></p>                      |   | A sample of case files for clients receiving legal support from ALFeLa is audited against quality criteria.   | <ul style="list-style-type: none"> <li>Case Audit checklist,</li> <li>Sample of case files</li> </ul>  | Consultant  | Annually                               | Consultant  | Annually (reporting period January-December) |
| <p>Stories of Significant Change (SSC)</p>                                     | To document significant instances of change which have occurred as a result of Nabilan's activities.            | This method involves gathering data from multiple sources to develop a narrative story about a specific change that may have occurred, and the relative contribution of the program towards that change. Data are collected from multiple sources including key informant interviews, focus group discussions, and other sources such as reports, meeting minutes and publications. Data are collated in a narrative                            | SSC template   | Nabilan team collect data from a range of sources as appropriate for each SSC | As appropriate for each SSC            | Data collected by Nabilan team members, analysed by Social Norms Change Adviser | Annually (reporting period January-December) |

| Data Collection Methods    | Aim  | Method   | Tools  | Who is responsible to collect this data?  | How frequently is this data collected?  | Who is responsible to analyse and collate this data? | When will data be collated and reported?                 |
|----------------------------|--|--|--|---|---|--|--|
|                            |  | report, to tell a 'story' about a specific change that occurred in the reporting period.<br><br>SSCs that are used to report against narrative PAF indicators will be verified by an independent verification panel.   |  |   |   |  |  |
| Case studies               | To develop an in-depth understanding of a situation or change.   | Case studies draw on a range of qualitative and quantitative data sources, as appropriate to the case study topic. The narrative case study report describes the specific case, and identify key contributing factors. Where possible, case studies are analysed using an accepted theoretical framework.  | <ul style="list-style-type: none"> <li>Semi-structured interview guide</li> <li>Interview to be in Tetun if required</li> <li>Partner reports</li> </ul> | Case study interviews will be conducted by Nabilan team members; partners also conduct case studies and include them in partner reports | Data will be collected at key times e.g. at the completion of a key activity, or when a significant change is observed. | Nabilan - Social Norms Change Adviser                | Annually (reporting period January-December)             |
| CBA monitoring             | To collect information about community members' knowledge, attitudes, skills and behaviours related to VAWC in CBA focus areas | Rapid Assessment Surveys and Focus Group Discussions will be conducted with a sample of community members. The surveys and discussion guides are tailored to suit each of the phases of the CBA approach (Baseline, Awareness, Support and Action, Endline), and ask about community members knowledge, attitudes, skills and positive behaviours related to VAWC.                               | <ul style="list-style-type: none"> <li>Rapid Assessment Surveys</li> <li>Focus Group Discussion guides</li> </ul>  | Nabilan - Social Norms Change team  | Ongoing   | Nabilan - Social Norms Change Adviser                | Mid-term review (2020)                                   |
| Court Monitoring           | To monitor court rulings and practices in cases of VAWC  | Court monitoring is conducted for selected cases of domestic violence. Monitoring assesses the extent to which court actors activities reflect key areas of good practice in domestic violence. All courts in Timor-Leste are monitored, specific cases to be monitored are selected by JSMP. Data are collated, analysed and reported by JSMP, and reports submitted to Nabilan every 6 months. | <ul style="list-style-type: none"> <li>Court Monitoring Report</li> </ul>  | JSMP  | Ongoing   | JSMP   | 6-monthly (reporting period January-June, July-December) |
| Lancet Effectiveness Scale | To assess the quality of prevention programming implemented by partners  | This scale assesses the quality of prevention program delivery across a range of key evidence-based principles for effective programming for ending VAWC. The scale is completed annually by Nabilan staff for each partner  | <ul style="list-style-type: none"> <li>Lancet Effectiveness Scale checklist</li> </ul>   | Nabilan – Social Norms Change team  | Annually  | Nabilan – Prevention team                            | Annually (reporting period January-December)             |
| Mid-term Review            | To assess the results of Nabilan's collective activities   | A mid-term review will be conducted in 2020/21 by an external evaluation organisation, overseen by the Embassy and M&E House. The review will draw   | <ul style="list-style-type: none"> <li>Terms of Reference for Mid-term review</li> </ul>   | External evaluation organisation  | One-off   | External evaluation organisation;                    | 2020, after completion of CBA pilot                      |

| Data Collection Methods                       | Aim  | Method  | Tools   | Who is responsible to collect this data? | How frequently is this data collected? | Who is responsible to analyse and collate this data? | When will data be collated and reported?     |
|---|--|---|---|--|--|--|--|
|   | over an extended period of time.   | <p>on multiple data sources to respond to the key evaluation questions and assess the collective impact of Nabilan’s programming to date. The mid-term review may investigate the effectiveness, appropriateness and sustainability of the CBA approach piloted in suku Letefoho, and identify lessons learned from this approach that could inform replication and scale-up in other locations. It is anticipated the review would draw on existing data sources and international literature, and include Key Informant Interviews with a range of stakeholders such as government counterparts, CSOs and beneficiaries.</p> <p>The Embassy will be responsible for developing the Terms of Reference for the Mid-term review and identifying key evaluation questions for the review (based on the MELF). The external organisation will be responsible for planning the review, collecting and analysing data, and preparing a report.</p> <p>In addition to the mid-term review, additional strategic reviews undertaken by the Australian Embassy (with support from M&amp;E House) are also likely to focus on core Nabilan work areas such as gender, which will provide additional evidence for the program.</p> | <ul style="list-style-type: none"> <li>Data collection tools to be developed by contracted external evaluation organization.</li> </ul> |  |  | managed by Embassy with support of M&E House         |  |
| Change Ambassadors survey<br><i>*New tool</i> | To collect information about Change Ambassadors’ influence in their organisations. | An annual survey of Change Ambassadors will be conducted, to collect information about the quality and relevance of support provided, and Ambassadors’ knowledge and skills to integrate prevention messages into their work. The survey will be conducted either online, or paper-based at a Change Ambassadors network event as appropriate. Data will be analysed by Nabilan and presented in an annual summary report.  | <ul style="list-style-type: none"> <li>Change Ambassador Survey tool</li> </ul>   | Nabilan – Social Norms Change team       | Annually                               | Nabilan – Prevention team                            | Annually (reporting period January-December) |
| Change Ambassador interviews                  | To collect qualitative information about Change Ambassadors’ activities            | The interviews collect feedback from Change Ambassadors about the quality and relevance of support provided, their participation in the Change Ambassadors network, and the extent to which they have influenced their organisation to integrate  | <ul style="list-style-type: none"> <li>Interview guide</li> </ul>   | Nabilan – Social Norms Change team       | Annually                               | Nabilan – Social Norms Change Adviser                | Annually                                     |

| Data Collection Methods                               | Aim   | Method  | Tools  | Who is responsible to collect this data? | How frequently is this data collected? | Who is responsible to analyse and collate this data? | When will data be collated and reported?                               |
|---|---|---|--|--|--|--|--|
|   |   | prevention approaches. Interviews are conducted face-to-face on an annual basis. All Change Ambassadors are interviewed. Interviews are conducted by a member of the Nabilan team.  |  |  |  |  |  |
| Endline Survey  | To collect population-level data about the prevalence of violence against women and children. | The Nabilan endline survey will replicate the Nabilan baseline study conducted in 2015, to provide data on changes over the program period. The survey will be a household survey assessing both women’s experienced of violence, and men’s perpetration of violence. Structured household questionnaires will be administered to two sample groups -women aged 15 to 49 years, and men aged 18 to 49 years. Data will be collected, analysed and reported by a contracted research team. | <ul style="list-style-type: none"> <li>• Questionnaire</li> <li>• Associated tools and resources for household survey methodology</li> </ul> | Contracted research team                 | End of the program                     | Contracted research team                             | Late 2021, or early 2022 (data collection will take at least 6 months) |
| Organisational Institutional Strengthening assessment | To assess organisational capacity of Nabilan CSO partners                                     | The assessment uses the Nabilan Partner Civil Society Organisations Capacity Assessment Grid, a diagnostic tool comprising 24 indicators of organisational capacity in the areas of: governance; financial management; sustainability, gender equality; disability inclusiveness; and monitoring and evaluation.  | <ul style="list-style-type: none"> <li>• Nabilan Partner Civil Society Organisations (CSOs) Capacity Assessment Grid</li> </ul>              | Nabilan - Partnerships Manager           | 6-monthly                              | Consultant   | Annually (October)   |



## Annex 3 Evidence Matrix Template

An evidence matrix is a template to map program monitoring and evaluation data against key evaluation questions and sub-questions. The Evidence column should be completed before the Learning Dialogue. At the Learning Dialogue, the team will reflect on the evidence to identify key findings and recommendations.

| KEY EVALUATION QUESTIONS AND SUB-QUESTIONS  | EVIDENCE<br>What did we <u>do</u> ?<br>What <u>changed</u> as a result?  | FINDINGS<br>So what?           | RECOMMENDATIONS<br>What now?   |
|---|--|--------------------------------|--------------------------------|
| KEQ1 How effective was the Nabilan program in guaranteeing women and children victims access to adequate and responsive services? | <p><i>For each KEQ/sub-question, present evidence from a range of sources to answer the questions:</i></p> <ul style="list-style-type: none"> <li>• <i>What did we <u>do</u>?</i></li> <li>• <i>What <u>changed</u> as a result?</i></li> </ul> <p><i>Organise the evidence against the indicators for each KEQ/sub-question (refer to Annex 1).</i></p> <p><i>Clearly state the data source for each piece of evidence.</i></p> | Completed in Learning Dialogue | Completed in Learning Dialogue |
| 1.1 To what extent are service provider staff using their knowledge and skills for improved service delivery?                     |  |                                |                                |
| 1.2 To what extent did Nabilan contribute to high quality service delivery?   |  |                                |                                |
| 1.3 To what extent did Nabilan contribute to inclusive service delivery?  |  |                                |                                |
| 1.4 How has Nabilan strengthened referral pathways?   |  |                                |                                |
| 1.5 How has Nabilan contributed to improving the justice sector response to VAWC?   |  |                                |                                |

| KEY EVALUATION QUESTIONS AND SUB-QUESTIONS  | EVIDENCE<br>What did we <u>do</u> ?<br>What <u>changed</u> as a result? | FINDINGS<br>So what? | RECOMMENDATIONS<br>What now? |
|---|---|----------------------|------------------------------|
| KEQ 2 To what extent are individuals, communities and institutions taking action to reduce violence against women?          |   |                      |                              |
| 2.1 Is Nabilan effectively supporting partner agencies to undertake quality prevention programming?                         |   |                      |                              |
| 2.2 How has Nabilan contributed to the independent women's movement's advocacy on gender equity and ending VAWC?            |   |                      |                              |
| 2.3 To what extent has Nabilan influenced increased GOTL dialogue and action on preventing VAWC?                            |   |                      |                              |
| 2.4 Is Nabilan effectively supporting Change Ambassadors to influence their programs on quality prevention approaches?      |   |                      |                              |
| 2.5 To what extent has Nabilan supported individuals, communities and institutions to recognise VAWC as a problem?          |   |                      |                              |
| 2.6 To what extent has Nabilan supported communities to take independent action to prevent VAWC?                            |   |                      |                              |
| 2.7 To what extent has the evidence from the CBA pilot influenced prevention programming by other agencies?                 |   |                      |                              |
| KEQ 3 What key factors will contribute to the sustainability of the Nabilan program outcomes beyond the end of the program? |   |                      |                              |

| KEY EVALUATION QUESTIONS AND SUB-QUESTIONS  | EVIDENCE<br>What did we <u>do</u> ?<br>What <u>changed</u> as a result? | FINDINGS<br>So what? | RECOMMENDATIONS<br>What now? |
|---|---|----------------------|------------------------------|
| 3.1 To what extent is GOTL resourcing prevention activities and essential services for women and children impacted by violence? How did Nabilan contribute to this? |   |                      |                              |
| 3.2 Is there evidence of change of community attitudes and practices relating to VAWC?  |   |                      |                              |
| 3.3 Is there evidence of strengthened local capacity and systems to continue implementation of quality services and prevention approaches?                          |   |                      |                              |
| 3.4 To what extent is the CBA approach likely to be replicable in the context of Timor-Leste?   |   |                      |                              |
| KEQ 4 Are there indications that the Nabilan programming model has contributed, or could contribute, to changing social norms relating to GBV in Timor-Leste?       |   |                      |                              |
| 4.1 In Nabilan and partners supported focal areas, what evidence is there of change in community members' and leaders' attitudes to VAWC??                          |   |                      |                              |
| 4.2 Was the approach taken appropriate to contribute to changes in social norms?  |   |                      |                              |

## Annex 4 Nabilan Phase 2 Risk Matrix

| RISK EVENT  | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility                                      |
|---|---|--------------------|---|---|---|---|
|   |   | L                  | C | I |   |   |
| Contextual Risks  |   |                    |   |   |   |   |
| 1. Stereotypes and bias shape the prevailing understanding of violence against women (VAW) in Timor-Leste | These misperceptions can negatively impact on VAW prevention strategies, investment in VAW prevention and services, and public perceptions of consequences. | 4                  | 2 | M | Nabilan has completed formative research to understand those biases and stereotypes and uses current approaches to behaviour change to respond to these. In Phase 2 the Social Norms Change Pillar will partner with a variety of organisations receptive to integrating prevention messaging into their work, establish the Change Ambassador's Network to leverage other GoA and TAF programming and build a cadre of people able to integrate messaging into their programs, and work with the independent women's movement to address stereotypes and bias relating to violence against women and children. | Nabilan Program, Social Norms Change Pillar         |
| 2. Media promotes negative messaging about VAW  | These misperceptions can negatively impact on VAW prevention strategies, investment in VAW prevention and services, and public perceptions of consequences. | 4                  | 2 | M | Promote alternative messaging, provide grants to media organisations to promote positive messaging.   | Nabilan Program<br>CSO partners                     |
| 3. Re-emergent violence and insecurity  | May interrupt program delivery, and increased violence and tension may result in increased perpetration of VAW.   | 2                  | 3 | M | The Foundation closely monitors any security and conflict issues. This includes assessing if there is need to target particular aspects of violence against women and children work related to conflict and insecurity. The Foundation monitors security for staff and shares information on security with partners. In the event of a deterioration of security, appropriate security precautions are put in place.  | Foundation Management,<br>Nabilan Team Leader,      |
| 4. Inadequacy of justice sector response to cases of VAWC   | Women and communities lose confidence in the formal court process and thus do not report to the police.   | 3                  | 3 | M | Nabilan mitigates this risk through ongoing assessment of program impact and supporting monitoring and advocacy through JSMP. This continued support can build on significant progress that has been achieved in Phase 1, for example there has been demonstrated change in sentencing outcomes and judges are  | Nabilan Program,<br>Services Pillar<br>CSO partners |

| RISK EVENT   | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility   |
|--|---|--------------------|---|---|---|--|
|  |   | L                  | C | I |   |  |
|  | <p>Delays in the processing of cases of VAWC cases. Delayed training of key judicial officers’ impacts on the capacity of courts to address the caseload.</p> <p>Perpetrators do not face legal consequences, therefore there is reduced deterrent value.</p> <p>Women and children are not adequately protected by the justice system, resulting in re-victimisation and continuing abuse.</p> |                    |   |   | <p>starting to take measures to protect victims and witnesses during trial.</p> <p>When good judgements occur, they should be highlighted</p> <p>Nabilan will continue to support the CPSP program’s work with Community Policing Councils on ensuring that cases are referred to police.</p> <p>The Program will scope an additional activity on monitoring of offenders as a foundational activity.</p>   |  |
| 5. Resistance from local leaders to support rights-based approaches to VAW | <p>Limits the reach of both prevention activities and access to services beyond areas close to major towns/cities.</p> <p>Limits the options of working with community approaches to supporting women.</p>  | 3                  | 2 | M | <p>The Foundation engages with both individuals and local leaders as partners and endeavours to coordinate and report back to suku level structures on a regular basis in Suku Letefoho). Members of the Suku Council are involved directly in programming.</p>   | Nabilan Program, Social Norms Change Pillar                                      |
| 6. Government budget and policy making constraints                         | <p>Impacts on the resources and policies that government agencies commit to on key aspects of ending violence against women and children.</p> <p>Impacts on whole of government approach in the National Action Plan (NAP) on Gender Based Violence (GBV).</p>  | 5                  | 4 | H | <p>While the program has endeavoured to share a clear understanding of service needs for women and children impacted by violence, it has historically faced obstacles in engaging with MSS in planning and budgeting processes to strengthen systems and processes which impact on service delivery. The program will continue to engage with Governance for Development (GFD) program and UPMA regarding its work on budgeting and planning, and gender responsive budgeting. The program will assess for new engagement opportunities once the GoTL structures and personnel have been completed and stabilised. The new NAP on GBV provides some new entry points.</p> | Country Representative, Nabilan Team Leader, both Pillars, Australian Government |

| RISK EVENT   | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility  |
|--|---|--------------------|---|---|---|---|
|  |   | L                  | C | I |   |   |
| 7. Inadequacy of law enforcement response to violence against women            | Women are reluctant to report violence to police, resources for police to support referrals of women that do report violence to services (e.g. medical forensic services) are not adequate, both impacting on their wellbeing, and possibly impacting evidence for any legal proceedings.                               | 4                  | 2 | M | Nabilan is actively engaging with other programs supporting the PNTL, including the Timor-Leste Police Development Program (TLPDP) and the Foundation’s Community Policing Support Program to improve police response to VAW. Nabilan also works through partners ALFeLa and PRADET to respond to police misconduct (such as failing to register DV cases).   | Australian Government, TLPDP<br><br>Nabilan Team Leader, Pillar Coordinators<br><br>Foundation Community Policing Support Program |
| 8. Limited prospects of reforms to address violence against women and children | Limited whole of government ownership of ending violence against women and children initiatives.<br><br>Limited advocacy by civil society partners contributes to a lack of knowledge and lack of commitment to continuing crucial existing services.<br><br>Limits the sustainability of the Nabilan program outcomes. | 4                  | 3 | H | Whole of government support to address violence against women and children is required for sustainable progress, including regarding implementation of NAP GBV commitments. The revised NAP GBV was launched during the reporting period but line ministry budgeting for the NAP GBV will only occur in the next reporting period and implementation is not expected to begin until early 2018. Opportunities for further work on this will need to be assessed in the next reporting period and a new Government is announced. Nabilan takes a realistic and nuanced approach to determining politically feasible program interventions. | Australian Government<br><br>Country Representative<br><br>Nabilan Team Leader, Pillar Coordinators<br><br>Nabilan partners       |

| RISK EVENT  | Potential Impact   | Current Risk Level |   |   | Risk Management Strategy  | Responsibility   |
|---|--|--------------------|---|---|---|--|
|   |  | L                  | C | I |   |  |
| 9. Individual leaders have a vested interest in maintaining the status quo  | Impacts on public messaging (prevention, court decisions, etc.) against VAW, resulting in a perception that it is acceptable to commit VAW.  | 2                  | 3 | M | Nabilan counters this risk by identifying and working with leaders and organisations for change who have positive messages about gender equality and are committed to ending VAW. The program also supports an independent local feminist movement to publicly advocate for transformative and positive messaging on gender equality and violence prevention.   | Nabilan Team Leader<br>Pillar Coordinators                   |
| 10. Referral network not functioning  | Women and children victims of violence are not provided with a full suite of essential services.   | 2                  | 3 | M | Nabilan and CSO Partners can seek to strengthen alternative entry points.<br><br>Advocacy with GoTL   | Nabilan Team Leader, Pillar Coordinators<br>Nabilan partners |
| Programmatic Risks  |  |                    |   |   |   |  |
| 1. Slowness in forming the new GoTL, coupled with lack of clarity regarding the positions, program, and stability of the minority GoTL mean reduced opportunity for consultation on Phase 2 of program. | May result in lack of buy-in to Program by GoTL  | 3                  | 3 | M | Nabilan will maintain contact with the new GoTL as its structure and approach become more apparent in order to ensure maximum consultation opportunities.   |  |
| 2. Limited ownership from MSS and SEM in the program. Limited coordination among the two agencies on ending violence against women and greater focus on other priorities                                | Impacts on the achievement of key outcomes if resources must address a wide range of needs.<br>Poor ownership, coordination and commitment, impacts on the sustainability of the program outcomes.<br>Risks to welfare of vulnerable women and children. | 4                  | 4 | H | The Foundation engages regularly with MSS and SEM to discuss the program focus and outcomes and agreed work plan, and to ensure research and related evidence is accessible and relevant. Nabilan links evidence to the program direction as one of many ways to ensure the work is relevant in the eyes of government stakeholders. Nabilan regularly reports to the Program Planning & Review Forum (PPRF) to strengthen government ownership and coordination of program activities. Based on historical experience this risk remains at High, but will be reviewed if circumstances change with the new GoTL. | Australian Embassy<br>Nabilan Team Leader                    |

| RISK EVENT  | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility  |
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| <p>3. Risk in reliance on CSOs to develop and implement activities (including risk that they are not adequately committed to gender equality or Nabilan’s other guiding principles), particularly the risk of working with a limited number of CSOs in particular areas such as access to justice</p> | <p>Lack of partner commitment to gender equality or a rights-based approach to victim services is a risk.</p> <p>The sustainability and institutional capacity of the CSOs themselves impacts on the sustainability of the outcomes related to each CSO.</p> <p>Limited CSO capacity to scale up individual work to the extent of the program activities, particularly in relation to expanding the reach of the program. Risk of increasing client numbers.</p> <p>Limited CSO staff capacity to fulfil even basic job requirements and needed service quality improvements.</p> | 3                  | 3 | M | <p>Nabilan has realistic expectations of CSO capacity and has developed a participatory approach to assess and monitor organisational and institutional capacity. The Foundation emphasizes quality of service provision and works with the partners to measure and review quality of program delivery. The Foundation has and will continue to carefully select and monitor grantees to ensure their suitability (commitment to gender equality, their capacity) and to minimise other risks related to implementation. A competitive call for proposals, with clearly defined criteria, from CSOS able to undertake service provision to the standard required, will occur in the first six months of Phase 2. This will be supported by the Foundations’ existing experience in partner assessments and organisational strengthening. The Foundation supports this through developing principles about rights, causes of violence, and other issues, and seeking mutual agreement on these principles with implementing partners, and providing capacity development as needed. Concerns about some CSO personnel engaging in behaviour contrary to Nabilan principles and not having basic requirements for their roles have been addressed during this period through training for some partners’ staff from Nabilan staff and direct technical support to people on the job. Poor human resource management within CSO partners makes it difficult to improve the overall quality of the work of the organisation, through weak systems for supervision and management, but the program has demonstrated significant progress in improving the quality of partner services, including through annual OIS reviews and development of the social services training which included workplace visits.</p> | <p>Nabilan Team Leader</p> <p>Pillar Coordinators</p> |
| <p>4. Successful awareness raising about the availability of services may increase demand on services.</p>  | <p>Services unable to meet increased demand.</p>  | 3                  | 2 | M | <p>Continue to advocate for increased funding from GoTL and donors.</p> <p>Support broadened response from clinic level.</p>  | <p>Nabilan</p>  |



| RISK EVENT  | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy   | Responsibility  |
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|   |   | L                  | C | I |  |   |
|   |   |                    |   |   |  | CSO and GoTL partners   |
| 5. Opening up a competitive call for proposals could lead to poor relationships with unsuccessful organisations.                    | Existing partners will be unlikely to be able to continue their work if not funded. Prospective partners may feel that the process is biased towards existing partners if they are not selected. Either of these outcomes will impact on relationships in a tight knit community. The reality is that there are a limited number of organisations with the skills and experience to provide these services in Timor-Leste | 3                  | 3 | M | Nabilan will develop clear criteria in the call for, and assessment of proposals; and will ensure that the decision is made by a committee that includes Nabilan, GoTL, DFAT and independent CSOs.   | Nabilan,<br>DFAT<br>GoTL<br>Selection committee,<br>Partners                            |
| 6. Reduced funding for partners   | This could impact on Nabilan's reputation.  | 2                  | 3 | M | Clear messages from TAF about reduced funding capacity   | TAF management,<br>Nabilan programme  |
| 7. Risks associated with working with vulnerable populations (children, people with disabilities, vulnerable and traumatized women) | Important to ensure that client rights, including confidentiality, are fully respected and security protected.<br><br>Children are placed at further risk due to interventions of the program or program partners, including direct abuse from grantees providing services to child victims.  | 3                  | 3 | M | The Foundation has a Research Code of Conduct and a Child Protection Policy (updated 31 March 2017) and Code of Conduct. All Foundation staff have been trained on the Child Protection Policy and Code of Conduct, and the Research Code of Conduct is appended to all research-related contracts. All local partner organisations are assessed in terms of child protection risk. The Foundation supports partners to conduct thorough risk and safety planning to mitigate risks to clients. All current partners have been supported to both develop and adopt a child protection policy, including a risk assessment and criminal background checks for staff who have contact with or work directly with children, and | Foundation Management<br>Nabilan Team Leader<br>Pillar Coordinators<br>Nabilan Partners |

| RISK EVENT  | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy   | Responsibility                           |
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|   |   |                    |   |   | have received training on child protection. This would need to be repeated with any new partners. However, these measures can only minimise the risk of abuse occurring. Strengthening the protection of clients and vulnerable populations across the sector’s service delivery will be undertaken through Nabilan’s support to a social services accreditation program. Learnings are generated through actual experiences with partners facing relevant situations in their organisations. More qualified workers in the sector will help guarantee better protection of victims in the long-term.  |  |
| 8. Risk of CSO partner staff and government partner staff becoming involved in violence against women and children, either as victims or perpetrators                       | Given the high prevalence of violence against women and children found by the Nabilan Baseline Study, there is a strong likelihood that individuals engaged by the program through CSO partners are either victims or perpetrators of VAW. The program’s reputation could be damaged if it known that CSO partners are not adequately assisting their own staff or are tolerant of violence perpetrated by their own staff. | 3                  | 3 | M | When cases of violence being perpetrated against or by staff of CSO partners reach the attention of Nabilan staff, they are addressed promptly. However, the time required to deal with these issues draws Nabilan staff away from planned activities, compounding the risk to the program. The risk management strategy is to terminate contracts of staff who are perpetrators and provide support to staff who are victims. Nabilan will continue to closely monitor partner staff wellbeing to the extent possible, and organisational and institutional strengthening will continue to focus on gender equity, workplace safety (including responses to gender based violence), and behaviour and attitude change to address VAW. | Nabilan Team Leader                      |
| 9. Focus on equality and cultural change risks unintended negative consequences (backlash) for women, at individual, organisational/ partner, and community/ society levels | Women are negatively impacted as a result of backlash.  | 3                  | 3 | M | To mitigate backlash against women, the program devotes substantial resources to mentoring and supervision with partners, partner assessments and monitoring for commitment to gender equality, and evidence-based prevention strategies to support positive cultural values and motivation for change. This includes strengthening partners’ documentation, confidentiality, and consent practices.   | Nabilan Team Leader, Pillar Coordinators |

| RISK EVENT  | Potential Impact   | Current Risk Level |   |   | Risk Management Strategy   | Responsibility                                     |
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| 10. Risk to partners and Nabilan staff in terms of their own security (backlash) or cumulative effects/stresses from dealing with survivors of violence | Staff of partner organisations (or Nabilan staff) are reluctant to undertake activities, resulting in increased absenteeism, impacting on program delivery.  | 3                  | 3 | M | The program addresses issues of self-care and security issues for service providers and staff in training and monitoring of service providers. The program pays close attention to the wellbeing of Nabilan staff and encourages a safe space of open discussion about vicarious trauma. The program is able to link staff with counselling support when required.   | Nabilan Team Leader, Pillar Coordinators           |
| 11. Risk of judicial actors preventing justice system monitoring and legal assistance partners access to courts   | Reduced transparency of justice system and actors. Reduced capacity to advocate for improved justice systems.  | 2                  | 2 | L | Nabilan has developed strong relationships with the Court of Appeal and Timor-Leste Judges' Association. JSMP is also highly respected by the judiciary for its independence and quality of legal analysis. ALFeLa has effectively lobbied the Prosecutor-General when issues have arisen with individual prosecutors. Nabilan will continue to monitor the collaboration between all actors.  | Nabilan Program, especially Services pillar        |
| 12. Lack of CSO and government familiarity with research techniques and evidence-based practices  | Reluctance to invest time in research, and limited value can be placed on research findings.   | 3                  | 3 | M | The research approach has increasingly involved staff undertaking research and reviewing research findings together with partners. Research "uptake" has involved discussion with relevant programs and stakeholders.  | Nabilan Team Leader, Pillar Coordinators           |
| 13. Non-acceptance of program research findings by key stakeholders   | Limited value placed on research findings, leading to challenges in uptake of findings in developing evidence based strategies.  | 2                  | 3 | M | During Phase 1 Nabilan established a Research Reference Group to ensure research methodologies are relevant to the context of Timor-Leste, while continuing to draw on proven research methodologies used globally. Although research will be more limited in Phase 2 due to funding constraints, any research findings will continue to be presented with positive messaging that is relevant to the local context. The strategic use of research and engagement with key stakeholders on research design and findings aim to mitigate this risk. | Nabilan Team Leader, Pillar Coordinators, M&E team |
| 14. Difficulty in getting traction within other DFAT sector programs  | Impacts on the extent that the Australian Government can support a holistic approach to ending violence against women and children (current best practice) and maximise its investment in ending VAWC. | 3                  | 3 | M | Nabilan's new Change Ambassadors Program will introduce a new approach to leveraging GoA funded programs. Early indications are that a number of DFAT programs including GfD, TOMAK and Workforce Development are keen to participate in this approach. Historically, the Foundation has attempted to use the Australian Government Gender Action Plan developed in early 2014 as a  | Australian Government<br><br>Nabilan Team Leader   |

| RISK EVENT   | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility  |
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|  |   |                    |   |   | basis for securing the involvement of other sector programs. In addition, the Foundation attempted to establish regular policy dialogues per the recommendation of the Technical Advisory Group, in order to support coordination between Nabilan and other programs. Nabilan has met with sector programs outside of the policy dialogues. This approach will be continued.. Nabilan Phase 2 will continue to encourage all DFAT Programs to use positive messaging on VAWC.     |   |
| <b>Institutional Risks</b>   |   |                    |   |   |   |   |
| 1. Financial mismanagement by grantees   | Loss of program funds, loss of confidence in the Nabilan Program, or the end of a relationship with a partner impacts on program delivery. Impacts on clients if funding an organisation becomes not viable due to financial mismanagement. | 3                  | 2 | M | The Foundation’s due diligence and financial management systems, including close monitoring and capacity building for grantees, protect against financial mismanagement. Audits are conducted and any issues raised and followed up. The Foundation has placed increased resources on management of the grants to assist with monitoring and capacity building of partners. The Foundation will ensure close communication with the Australian Government regarding any concerns. | Nabilan Team Leader, Finance Manager, Pillar Coordinators                       |
| 2. Difficulties in attracting and recruiting staff with appropriate knowledge and experience in VAW issues | Nabilan’s ability to provide appropriate technical support is limited. Extensive time and effort required for recruitment.  | 3                  | 3 | M | The Accredited Social Services Training Program has been the key action to address this risk. Both students and trainers learned a great deal during the first round of training. Finding staff with technical knowledge on violence prevention and/or staff with quick uptake of these skills continues to be a challenge.   | Services and Social Norms Change Coordinators, Foundation Human Resources Team, |
| 3. Reductions in funding means reduced FTE staff time on the program                                       | Less technical support and monitoring of partners and less cross-program support and collaboration. Reduction in technical support means less time for senior technical staff to help partners address complicated                          | 3                  | 3 | M | Approach to TA will be reviewed in early stages of Phase 2 to take account of new circumstances<br><br>Nabilan will not be able to accommodate most requests for ad-hoc training.   | TAF management, Nabilan Team Leader, Pillar Coordinators                        |

| RISK EVENT | Potential Impact  | Current Risk Level |   |   | Risk Management Strategy  | Responsibility |
|------------|---|--------------------|---|---|---|----------------|
|            |   | L                  | C | I |   |                |
|            | <p>cases. This severely impacts on the ability to improve outcomes for women and children affected by violence, as many complicated cases would not be resolved without Nabilan’s support.</p> <p>Staff will be unable to provide ad-hoc trainings without increased resourcing</p> |                    |   |   | <p>Possibilities for additional funding from another donor could be explored.</p> |                |

## Annex 5: DFAT Reporting Standards

| REF  | DFAT M&E Standards (Progress Reporting)   |
|------|---|
| 3.1  | There is an executive summary that communicates the key information required for routine DFAT reporting and oversight.<br><i>Reporting Guidelines<sup>9</sup>: Exec Summary can be a stand-alone document</i>   |
| 3.2  | The relevant aspects of the context and any risks are adequately described.<br><i>Reporting Guidelines: also suggests including emerging opportunities focusing on aspects of the context relevant to understanding the program's ability to achieve its outcomes</i> |
| 3.3  | There is a reflection on the continuing relevance of the investment   |
| 3.4  | The adequacy of progress toward sustained end-of-program outcomes are assessed.<br><i>Reporting Guidelines: All findings substantiated with evidence. Gender and Social Inclusion integrated across reporting for all EOPOs.</i>                                      |
| 3.5  | The reach/coverage, quality and exposure of investment participants to relevant key outputs or deliverables for the reporting period are described. Gender disaggregated data, where possible disability /vulnerability disaggregated data.                           |
| 3.6  | The adequacy of progress implementing the annual plan is described.   |
| 3.7  | An assessment of the likely adequacy of planned inputs to meet the expected end-of-program outcomes is provided.  |
| 3.8  | The adequacy of progress (spending) against the budget is assessed.   |
| 3.9  | Key management or implementation systems are described and their performance assessed.  |
| 3.10 | The report provides balanced and fair reporting of positive and negative issues, achievements and challenges  |
| 3.11 | For claims of achievement or barriers to achievement, credible supportive evidence is provided.   |
| 3.12 | Data or findings are presented in formats that effectively and efficiently communicate important information  |
| 3.13 | The frequency of reporting is suitable for effective investment management  |
| 3.14 | The report includes lessons learned from implementation that have potentially important implications more broadly   |
| 3.15 | Previous and/or proposed management responses or recommendations are summarized   |

Reference: DFAT Monitoring and Evaluation Standards, April 2017.

<https://dfat.gov.au/about-us/publications/Documents/monitoring-evaluation-standards.pdf>

<sup>9</sup> The Reporting Guidelines are from DFAT Timor-Leste Good Practice Note on Reporting. The italics are where there is additional advice to the DFAT Standards.

## Annex 6: Timeline for data collection

| Data Collection                                  | 2018  |      | 2019 |      |      |      | 2020 |      |      |      | 2021 |      |      |      | 2022 |      |
|--|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
|  | Q3  | Q4   | Q1   | Q2   | Q3   | Q4   | Q1   | Q2   | Q3   | Q4   | Q1   | Q2   | Q3   | Q4   | Q1   | Q2   |
| Activity Tracking                                |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Partner Reports                                  | Jul.  |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      |
| Training Records                                 |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Trainee Follow-up                                | 6 months after each training                                      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Case Management Assessment Tool                  |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Case Audit                                       | TBC (annual)  |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Stories of Significant Change (SSC)              | Sep.  |      | Mar. |      | Sep. |      | Mar. |      | Sep. |      | Mar. |      | Sep. |      | Mar. |      |
| CBA Monitoring                                   | TBC (timing to be determined based on program monitoring results) |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Lancet Effectiveness Scale                       | Jul.  |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      |
| Mid-term Review                                  |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Change Ambassador Survey (annual)                |   |      | Jan. |      |      |      | Jan. |      |      |      | Jan. |      |      |      | Jan. |      |
| Change Ambassador Interviews                     |   |      |      | Apr. |      |      |      | Apr. |      |      |      | Apr. |      |      |      | Apr. |
| Endline Survey                                   |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Court Monitoring                                 |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Organisational Institutional Strengthening (OIS) | Jul.  |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      |
| <b>Reporting</b>                                 |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Submit Annual Work Plan                          |   | Oct. |      |      |      | Oct. |      |      |      | Oct. |      |      |      | Oct. |      |      |
| Learning Dialogue                                |   | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      | Jul. |      | Jan. |      |      |
| Submit 6-monthly Verbal Report                   |   |      |      |      | Aug. |      |      |      | Aug. |      |      |      | Aug. |      |      |      |
| Submit Annual Report                             |   |      | Feb. |      |      |      | Feb. |      |      |      | Feb. |      |      |      | Feb. |      |