
Quality at Entry Report for
FIJI WOMEN'S CRISIS CENTRE, PHASE 5 - PDD
Consolidated Report, 13 July 2009

Agreed

Janet Robinson

QAE Peer Review Chair

Quality Rating Assessment against indicators			
Quality	Rating (1-6) *	Comments to support rating	Required Actions (if needed) †

Quality Rating Assessment against indicators

1. Clear objectives

5

Relevance to AusAID Priorities and policies

Yes the PDD proposed activities or strategies in line with AusAID Priorities

Strategic Alignment: overall the PDD goal, objectives, and components are well aligned and consistent with:

- AusAID's Elimination of Violence Against Women (EVAW) – Fiji Framework 2009-2012;
- agreed areas of integration (PDD p. 5) from AusAID's FWCC MTR; and
- gaps identified in the AusAID ODE "Violence Against Women in Melanesia and East Timor: Building on Global and Regional Promising Approaches" Report.
- Suva Post's priority on activities that address violence against women by delivering key support services and promoting the economic empowerment of women in the wider context of emerging impacts of the global economic recession on vulnerable groups including women, children and the disabled

The PDD builds on the 3 major strategic areas identified by the ODE Report.

Also, the PDD indicates (p. 21) that FWCC, AusAID and NZAID have agreed on key areas for integration into the design, including:

- strengthening the male advocacy program in Fiji and the region;
- scaling up FWCC's research capacity;
- introducing a roll-out of the community education program;
- using most significant change method for assessing counselling outcomes.

Are Objectives Outcome Focused and Measurable?

Overall the objectives are "outcomes" focused and progress can be made to towards key achievements across the 6 year timeframe. There has also been a move to streamline outputs reporting and indicators. But it is worth recognising that this program is a complex and multi-faceted design, which cannot and should not be reduced to simplistic measures.

The *elimination* of violence against women in Fiji and the Pacific region is a somewhat ambitious goal. Suggested goal is to change *reduce* violence against women considerably down to a more realistic goal of 'significantly *reduce*...'. This would still provide the emphasis but be more attainable.

Main weakness in the design is in Objective 2, Component 2 on Male Advocacy. It's not clear what the training for male advocates will entail or how this will (a) reach those men who are most likely to offend and (b) change their

PDD to strengthen the rationale for including Output 1.1 in Component 1.

PDD to make clear the Suva Post priorities in the immediate term i.e. focus on service delivery and economic empowerment of women in the context of the impacts of the global economic recession.

The tracer studies needs to be highlighted in the report to give a stronger emphasis on an informed approach to service delivery.

It was agreed that the objective would now read "moving towards elimination of violence ..."

New research is needed to update baseline data. Should be included in Year 1 Workplan.

Quality Rating Assessment against indicators			
<p>2. Monitoring and Evaluation</p>	<p>4</p>	<p>The M&E framework is very thorough – as far as it goes. However, the emphasis is on numbers reporting to the police, institutional intolerance of violence against women, increased awareness amongst women of their rights, etc. There seems to be no method of establishing whether the incidence of violence against women is actually decreasing, given that this is the overall goal.</p> <p>Also, while it is specified who does the data collection, it is not clear who is responsible for the ongoing monitoring, i.e. who monitors progress towards the objectives and makes the decisions on any adjustments needed.</p> <p><i>Research:</i> Strengthening the research and advocacy linkages through Component 4 is an important initiative. However, what is not clear from the PDD is the linkage between the M&E Plan, baseline and data gathering activities, and outcomes level monitoring, to research. In addition, it would be useful to specify the research already being undertaken in relation to the WHO study, in the M&E Matrix (Annex 5).</p> <p><i>Roles and Responsibilities:</i> Also, further clarification needs to be provided as to the roles, responsibilities, leadership and planning for M&E and Research. At present M&E sits under Output 1.1 and Research under Component 4 and a Research Manager has been appointed to oversight research activities (Annex 10). However, the TORs are not explicit about the relationship to M&E. For example, who monitors M&E progress, effectiveness and quality, updates the M&E Plan, provides links to management, planning and accountability, and draws together the lessons and learning?</p> <p><i>Staff Capacity:</i> TA assistance has been identified for M&E and research. The PDD recognises that FWCC staff will need additional training, capacity development and support to enhance effectiveness of M&E and research, and integrate effectively with planning and strategic directions. It would be useful to see the TA build an understanding of the linkages between M&E and research.</p> <p><i>Effectiveness and quality:</i> While M&E has moved towards an outcome focus, what is less clearly reflected in Annex 5 is the move to integrating a focus on monitoring quality of outputs. It would be useful to see this addressed further in the M&E Plan.</p> <p><i>M&E Plan:</i> Is Section 4.3 the FWCC M&E Plan, or is there another document for M&E implementation that will be developed, as the PDD mentions that changes are planned for April? If not, what are the implications of the "outcomes focus" and other changes in data gathering for the baseline?</p> <p><i>Intermediate Outcome Level and Indicators:</i> Component 1 Intermediate Outcome 1 is "women more aware of their rights and empowered to make positive changes in their lives", but what is it that is being measured if the indicator is "examples of most significant changes in clients' lives"; and how can this be linked to and drawn out from the 3 outputs identified under this component?</p>	<p>Devise a systematic approach, most appropriately in Obj 2, Comp 2 on Community Education, Male Advocacy and Training of other Agencies that will provide some indication of the actual incidence of VAW throughout the community.</p> <p>Specify responsibility for ongoing monitoring of progress</p> <p>Baseline data for indicators that is available to be added to the document. AusAID to Assist FWCC where possible. Indicators will also be looked at during this consultation but these are to be developed over the remainder of the year.</p> <p>M&E could include a measure of unmet demand across the services that FWCC provides, e.g. counselling, shelter, legal advice, training, etc.</p> <p>FWCC could consider more formal documenting of good practice and lessons learned as a means of strengthening good practice across the Pacific. Note: this could be done in partnership with UNIFEM Facility Fund and its Help Desk.</p> <p>M&E framework could include a measure of accessibility of services (both FWCC and services provided by others) for women with disability who are subjected to violence.</p> <p>Suggest that indicator "membership on taskforces and interagency committees" be refined to "membership of strategic/key taskforces and interagency committees" – this membership could be time intensive, and FWCC may choose not to accept membership to some committees if they are not considered to be strategic – as such a straight count of committee memberships may not be the best measure</p>
<p>QAE Report Template for Business Process Owner:</p>	<p>Peer Reviewers and Appraisers, registered #125 Design and Production: Director, Design and Production There are 2 issues here: 1) the logic and relationships of the outputs to component; and 2) is this an "effective</p>	<p>UNCLASSIFIED Template current to 30 September 2009 Page 4 of 8</p>	

Quality Rating Assessment against indicators			
<p>3. Sustainability</p>	<p>5</p>	<p>FWCC has a solid support base throughout the region, both from their Network and from donors. The design rightly builds on this. The main risk to sustainability is from the current political context in Fiji which has the potential to adversely impact on the operations of the Centre, including their relationship with the Police and Judiciary.</p> <p>Overall the design and technical analysis underpin a sound program approach and design structure, and have incorporated a thorough risk analysis. This builds on long term engagement with key stakeholders, partners and beneficiaries, and a goal focused on longer term benefits. However, it should be noted that the political context has a significant impact on program implementation, long term benefits particularly related to judicial, legislative and policy achievements in Fiji, and as such forms a key part of the working context for VAW.</p> <p>The design approaches sustainability by closely embedding “strategies” (p. 48) into the PDD, and this is a sound approach. It is suggested that an additional point, related to “strengthening the FWCC team capacity and support” be added to reinforce the focus of Output 1.1, and to further support the sustainability aspects of FWCC as an organization, and to especially recognize the challenges that a feminist organisation faces working in the area of VAW, in the current political context.</p> <p>In relation, to costs of the program, there are 2 areas which need to be clarified: 1) the impact of the inflation rate as discussed as part of “value for money” (#1); and 2) the impact of Output 1.3 should there be a decision be made to move forward with permanent accommodation; i.e. what will be the source of funding?</p>	<p>The costs and other resource and management issues related to temporary accommodation is to be underscored well in the PDD</p> <p>Program costs to remain as is and to factor in AusAID’s ceilings for each year; they being A\$800k A\$850k and A\$900k for years 1,2, 3-6 respectively</p>

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4. Implementation & Risk Management	5	<p>Overall the implementation arrangements outlined in Section 4 and Annex 3 are sound and the FWCC Management and Organisational Governance arrangements are clear (Annex 9). The design framework is overall robust and structured to be able to adapt and respond to risks as they emerge. There are several points which require further clarification.</p> <p><i>Partnership Agreement with AusAID and Program Coordination Committee:</i> As discussed above, the PDD and QAI have identified different reporting and meeting schedules proposed, and there needs to be clarification about AusAID's role in program implementation, monitoring and risk management. This is critical for overall harmonisation with donors and other partners.</p> <p><i>Transition from Phase 4 to Phase 5:</i> Is there a need for a Transition Plan, given that the PDD for Phase 5 is due to start July 2009, or has this been integrated into the Implementation Schedule? Is there a transition period need for M&E, or can this be addressed in the new M&E Plan?</p> <p><i>Risks:</i> Section 4.5 in the PDD identifies a robust process for identifying and addressing risks and summarises them and mitigation strategies in Annex 2. Output 1.3 has been identified as a potential risk (and challenge to sustainability) if funding is not identified, however the risk is broader in terms of a challenge to staff resources and possibly future directions. In addition, while the PDD suggests that internal risks are low, given that Output 1.1 specifically includes support for FWCC as an organisation and staff capacity development, it is also to include a risk related to these aspects.</p> <p><i>Quality:</i> While the discussion on M&E notes the need for more of an integration of a focus on monitoring quality of outputs, overall program quality oversight is understood to be vested in the management and governance arrangements identified in Section 4.1. It would be useful to also note some specific quality mechanisms which are incorporated in FWCC's organizational and management processes.</p> <p>Since the partnership agreement with AusAID is not yet finalised, it is not clear what AusAID's role will be.</p> <p>There also seems to be no particular reason why this is a 6 year program (as opposed to any other number of years)</p> <p>Risks are adequately spelt out and dealt with.</p>	<p>Partnership arrangements need to be finalised as soon as possible</p> <p>FWCC Phase 6 PDD timeframe to reflect strategic feasibility for all stakeholders (not just to add another year).</p> <p>FWCC reports to donors to be annual rather than 6 months.</p> <p>6-monthly meetings agreed to for on-going progress and monitoring and the discussion of other issues.</p>

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<p>5. Analysis and lessons</p>	<p>6</p>	<p>The analysis is thorough with a good description of the causes and effects of VAW including the links between poverty, conflict, emergencies, gender inequality and VAW and the relationship between domestic, public and national level violence.</p> <p><i>Contextual Analysis:</i> The PDD delivers a detailed contextual and strategic analysis which addresses social, cultural, political, economic, legislative and organisational issues related to VAW, within Fiji, the region and internationally. This is competently demonstrated in Section 2 of the PDD and Annex 8a which includes a detailed analysis of VAW in Fiji undertaken by FWCC for United Nations Fund for Population (UNFPA). The technical analysis provides a systematic analysis of the linkages between poverty, development, human rights, gender inequality and VAW within the institutional, policy and program context. This analysis is underpinned by a thorough review of literature, regional and country analysis of VAW; an assessment of lessons learned, and supported by FWCC M&E data and research.</p> <p>The analysis provides the basis for sound program logic, and implementation strategies, including rationale for boundaries related to FWCC's decision not to engage with the interim government of Fiji. The PDD provides further rationale for continuing to work to eliminate VAW at the regional and international levels, through key local, regional and international partners (such as Vanuatu Women's Centre, Fiji Women's Rights Movement, Pacific Women's Network Against Violence Against Women, UNIFEM Pacific, UNFPA, WHO), and through key donors for Phase 5 - AusAID and NZAID.</p> <p><i>Partnerships:</i> One of the issues that needs further clarification relates to the meaning of partnership, particular AusAID's understanding of partnership in relationship to Phase 5. As noted above, the QAI identifies a different reporting and "meeting" structure to that outlined in the PDD (p. 35), implying that AusAID will be taking a more active and direct role in "program implementation activities, as part of monitoring" and also participating in some interchangeable use of technical expertise between FWCC and AusAID. It is critical to effective program implementation, that the nature of the partnership, responsibilities of partners, governance and reporting mechanisms and timeframes, and expectations of all parties are clarified, prior to proceeding to implementation.</p> <p><i>Value for Money:</i> A\$900,000 has been identified as the proposed annual allocation for Components 1-4; a total of A\$5.4 million for 6 years. The PDD proposes a total budget is \$A5.82 million (for Components 1-4), which appears overall to be a reasonable estimate of program activities and exceeds the proposed amount by only approximately 9%. In addition, only a 3.5% inflation factor is utilised across the 6 years for selected budget items (p. 30), when current inflation in Fiji is 7.5%. Given the current political and economic situation in Fiji and future prospects, it is important to get a financial assessment as to whether this is an adequate and reasonable financial strategy. Otherwise the budget represents value for money.</p>	<p>There was agreement that the partnership would highlight aspects of joined efforts and collaboration between the two donors and FWCC.</p> <p>The Funding Agreement will be devised around the partnership language.</p> <p>The PDD need to outline crucial partnerships with stakeholders working in similar areas and how FWCC plans to work in collaboration to address the issue of VAW in Fiji and the Pacific.</p>
<p>QAE Report Template for Business Process Owner:</p>	<p>Peer Reviewers and Appraisers, registered #125 Director, Design and Procurement Advisory Group</p>	<p>Cross Cutting issues such as Child Protection, Disabilities, Economic environment and Anti corruption have been addressed in the PDD</p>	<p>UNCLASSIFIED page 7 of 8 Template current to 30 September 2009</p>