PACIFIC WOMEN
SHAPING PACIFIC DEVELOPMENT
SUPPORT UNIT

Monitoring and Evaluation Framework

Pacific Women Shaping Pacific Development

December 2015

Abbreviations

CEDAW	Convention on the Elimination of all forms of Discrimination against Women
DFAT	Department Foreign Affairs and Trade
KMS	Knowledge Management System
MEF	Monitoring and Evaluation Framework
OECD-DAC	Organisation for Economic Cooperation and Development's Development Assistance Committee
PIFS	Pacific Islands Forum Secretariat
PNG	Papua New Guinea
SDG	Sustainable Development Goals
SPC	Secretariat of the Pacific Community
VfM	Value for money

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Overview

The Monitoring and Evaluation Framework (MEF) for Pacific Women Shaping Pacific Development (*Pacific Women*) has been structured in such a way to illustrate how one section of the MEF has logically and sequentially led to, and informed the other. The principles and approach of the MEF have articulated the intent of the program and thus informed the development of the Program Theory and Program Logic. The Program Theory and Program Logic in turn have been used to guide the development of a set of evaluation questions that have been classified in five domains. Evaluation questions have been used to guide data collection and analysis processes, with data identified for collection from both routine monitoring and periodic evaluation activities. Indicators have been identified against questions where they are relevant. Data analysis is anticipated to lead to the production of useful reporting of results and learnings which will be disseminated and used for program improvement.

The sections which follow outline the central steps and stages involved in the development of the *Pacific Women* MEF that outlines the monitoring and evaluation system for *Pacific Women*. The *Pacific Women* MEF provides guidance for the development of country plan monitoring and evaluation frameworks that are informed by and provide guidance for activity level monitoring and evaluation plans.

While the *Pacific Women* and country plan MEFs are more evaluative in their focus, prioritising learnings for program improvement, the monitoring and evaluation plans developed at activity levels will have a greater accountability focus, identifying indicators for the achievement of intended activities and outputs, as well as reflecting on progress toward outcomes achieved against objectives.

Summary of Principles and Approach

Guiding principles for the *Pacific Women* MEF include a commitment to contextualised and participatory approaches for the identification of success factors and challenges in achieving women's empowerment and transformative change for women in the Pacific over time. The MEF is founded on approaches able to account for, and reflect the unique socio-political context of each country. It also aims to support the involvement of a range of stakeholders in sense-making processes for assessing progress, and to facilitate assessment of the extent of inclusion of vulnerable and disadvantaged groups of women in program activities.

Further principles include the MEF serving multiple purposes with a particular emphasis on the identification and sharing of knowledge and learning. This is to be achieved through building a range of credible data sources guided by inter-connected program, country and activity level MEFs. MEFs will be informed by theory-based approaches and led by evaluation questions and indicators that are reliant on robust data collection methods. A theory-based approach can be broadly understood as developing models of how a program works, including identification and understanding of the assumptions which underlie the anticipated changes to be brought about by the program. The MEF will articulate with research and communications strategies to ensure broader knowledge development and dissemination.

Overview of Program Theory and Program Logic

The Program Theory and Program logic have built on the Theory of Change that was developed during the *Pacific Women* design. A Program Theory has been developed for the *Pacific Women* program MEF to map the sequence of changes against the program goal and the intended outcomes (see P1 for an outline of the program goal and the related four intended outcomes). The mapping of the sequence of anticipated changes has led to the identification of 27 underlying assumptions to be tested by monitoring, evaluation and research processes. This is followed by a Program Logic diagram that maps anticipated transitions from short-term outcomes (2013–2016), to intermediate outcomes (2017–2019) and to long-term outcomes or impacts (2020 onwards).

The Program Theory and Program Logic diagrams developed for the program should serve to guide country plan MEFs when they are reviewed. Activity level MEFs will in most circumstances select to focus on one outcome area only (see Appendix 2).

The Evaluation Questions

The MEF has used the domains of relevance, effectiveness, efficiency, impact and sustainability to classify the evaluation questions. Included are a set of headline evaluation questions that should be considered at all levels of the program. These are followed by more specific questions developed for each individual outcome area, focussed on assessing the relevance and effectiveness of each outcome.

The relevance questions have been generated through identification of a number of assumptions to be tested in the Program Theory. Effectiveness questions have been generated through consideration of the short and medium-term outcomes identified in the Program Logic. Efficiency questions have been guided by consideration of the economy and efficiency exercised in the delivery of outputs identified in the Program Logic. Impact and sustainability questions relate to the program goal.

As above, it is anticipated that bilateral programs will use or adapt these evaluation questions when reviewing their country plan MEFs and that activities will select questions that relate to their outcome area when developing their MEFs.

Indicators

Different types of indicators are identified for the MEF and these can be found in Table 1 that follows. The first are implementation indicators to gauge the number and range of outputs delivered, numbers of beneficiaries and their characteristics and the extent of their satisfaction. These are likely to be reported quantitatively by implementing partners as part of their monitoring and evaluation plans. It is anticipated that this activity level performance data will be entered numerically into the program's Knowledge Management System (KMS) database.

The second group of indicators are outcome indicators that are likely to be reported qualitatively by implementing partners in order to provide evidence of participant outcomes. These will cover areas of attitudinal changes toward women, effective referral processes and any evidence of improvements for women in the areas of representation and influence, income and assets, safety and agency. It is anticipated that this activity level reflective data will be entered narratively into the KMS database.

Additionally, quantitative outcome indicators are included to measure the extent of gender mainstreaming in Pacific countries, including numbers of countries profiling and monitoring progress in gender issues.

Four of the Department Foreign Affairs and Trade (DFAT) Aggregate Development Results indicators are included. These are women's representation on management committees; poor women increasing access to financial services; poor women with increased incomes and number of women accessing services such as counselling.

Finally, a set of indicators are included to establish long term, population level trends. These have been developed in alignment with the proposed Sustainable Development Goals (SDG) indicators. This last set of indicators will be dependent on the availability of reliable secondary data sources, ideally collected by national governments and collated by SPC. Finalisation of SDG indicators will provide increased clarity as to appropriate indicators for inclusion in this MEF.

Once evaluation questions have been selected, chosen indicators are then placed against the questions they best relate to. This approach enables indicators to be encapsulated within Monitoring and Evaluation Plans, allowing for the merging and analysis of various forms of data in order to develop a broader 'performance story'.

The Monitoring and Evaluation Plan

The monitoring component of the Monitoring and Evaluation Plan identifies the routine monitoring data to be collected and used in order to answer each evaluation question and to report against the implementation indicators. Routine monitoring data will be derived from Activity Reports (six-monthly or annual) that will feed data into the program's database. This database forms part of the *Pacific Women* Knowledge Management System (KMS) that over time will be developed to include research products and other knowledge products (both internal to and external to *Pacific Women*) that can be used to augment knowledge developed through the *Pacific Women* M&E system.

The *Pacific Women* KMS database will record activity outputs delivered against targets; numbers of beneficiaries and their characteristics; measures of their satisfaction, transitions and referrals; and data required for reporting against DFAT Aggregate Development Results. It will also include overall reflection and learnings on progress against intended outcomes. The KMS database will be piloted in 2015 with a selected number of activities before it is introduced to the broader program in 2016. The KMS database should collate minimum data to enable monitoring data to be collected and analysed on a routine basis.

The evaluation component of the Monitoring and Evaluation Plan within this MEF identifies sources of periodic evaluation data to be collected and analysed to answer the questions and report on outcome indicators. The evaluation data will be derived from a variety of sources, these being Activity Reports (which will include internally collected evaluation data, reflection and findings), Country Reflection Workshop reports, other ad-hoc stakeholder events, external evaluations, reviews and research findings. Evaluation data will be synthesised with monitoring data in order to tell the *Pacific Women* performance story.

Data Analysis, Reporting, Learning and Dissemination

Following the establishment of the *Pacific Women* KMS database, key data and information from Activity Reports will be systematically entered, supporting the production of quantitative data reports that are representative of the breadth of *Pacific Women* activities. This data can be presented graphically in a range of tables and charts.

It is also anticipated that Activity Reports will present a range of internal evaluation data from data collection methods employed by implementing partners such as case studies, stories, focus groups, stakeholder workshops, surveys, etc. that illustrate the range of activities delivered and their outcomes. The contents of Activity Reports will be augmented with other forms of evaluative data and available research findings included in the *Pacific Women* KMS in order to produce the performance story of *Pacific Women*. This will then be shared and disseminated in accordance with the program's Communication Strategy and through active use of the *Pacific Wome*n website.

MEF Implementation and Review

The *Pacific Women* MEF is dependent upon a range of different types of enquiry taking place at all levels (program, country and activity). This enquiry will be harnessed and utilised to generate a wide range of information and findings that are reflection of different country contexts and priorities. The Program MEF and accompanying documentation such as a Resource Guide will be available to support and guide the development and implementation of country plan and activity MEFs, and in turn will be informed by them. The program MEF will be reviewed annually.

The *Pacific Women* Support Unit will initially focus on identifying the capacity building needs of DFAT gender focal points with a capacity building strategy developed by the end of 2015. This strategy will include identification of required knowledge and skills in monitoring and evaluation that can aid the development and implementation of MEFs and evaluative activities. The capacity building strategy will then be extended to include identification of the capacity building needs of DFAT posts and implementing partners.

Diagram 1: *Pacific Women* **Monitoring and Evaluation Framework Summary Overview**

Principles
- 'Do No Harm'
- Coherent and Integrated Approach
- Contextualised and Participatory Approach
- Credible Data Collection, Analysis and Findings
- M&E Framework as Living Document

Approach
- M&E Framework has Multiple Purposes
- Informed by Results Based Management
- Theory-Based Approach
- Evaluation-Led Focus
- Participatory Orientation
- Connected M&E Frameworks at different levels

Program Theory
- Mapping the anticipated sequence of changes in the outcome areas related to the program goal
- Identifying the underlying assumptions about how change will occur

Program Logic
- Mapping causal relationships between inputs, outputs, short, intermediate and longer term outcomes over time
- Identifying the Enablers and the Constraints

Impact

Sustainability

Relevance

Effectiveness

Efficiency

Monitoring and Evaluation Plan

Headline Evaluation Questions

Subsidiary Evaluation Questions
- Women's Leadership and Decision-Making
- Women's Economic Empowerment
- Reducing Violence against Women
- Enabling Environment and Social Action
- Research and Learning

Indicators
- Implementation
- Short to Medium term Outcome
- DFAT Aggregate Development Results
- Long Term Outcome Indicators

Routine Monitoring Data
- Activity Reports on monitoring
- Accountability reporting
- Secondary data (administrative, survey and census data)

Periodic Evaluation Data
- Activity Reports on internal evaluation
- Country Reflection Workshops
- Ad Hoc Stakeholder Reflection Events
- External Evaluations, Reviews and Research

Data Analysis, Reporting, Learning and Dissemination

1 Context for the Monitoring and Evaluation Framework

1.1 Pacific Women Shaping Pacific Development

Pacific Women Shaping Pacific Development (*Pacific Women*) is a $320 million, 10-year program (2012–2022) focused on enabling women and men across the 14 Pacific Island Forum countries to improve the political, social and economic opportunities for women. It reflects the Government of Australia's commitment to work for improved equality and empowerment of women.

Pacific Women supports Pacific countries to meet the commitments made in the 2012 Pacific Leaders' Gender Equality Declaration. The Declaration commits countries to progress gender equality with particular attention to areas of gender-responsive government programs and policies, decision-making, economic empowerment, ending violence against women, and health and education.

In 2012, a Delivery Strategy was developed for *Pacific Women*. The Delivery Strategy established the interconnected nature of women's disempowerment in the Pacific and the need for change across several areas including:

- enhanced knowledge and evidence base to inform policies and practice;
- strengthened women's groups, male advocates and coalitions for change;
- positive social change toward gender equality and women's agency;
- improved women's leadership and decision-making opportunities;
- increased economic opportunities for women;
- reduced violence against women and expanded support services; and
- improved gender outcomes in education and health.

In 2013 the Delivery Strategy was developed into a program design to guide the implementation of *Pacific Women.* On the basis of consultations undertaken and research, the program goal and intended outcomes were developed as follows:

Pacific Women has the following goal:

> *Women in the Pacific (regardless of income, location, disability, age or ethnic group) participate fully, freely and safely in political, economic and social life.*

Four intended outcomes for the program include:

1. Women, and women's interests, are increasingly and effectively represented and visible through leadership at all levels of decision-making.
2. Women have expanded economic opportunities to earn income and accumulate economic assets.
3. Violence against women is reduced and survivors of violence have access to support services and to justice.
4. Women in the Pacific will have a stronger sense of their own agency, supported by a changing legal and social environment and through increased access to the services they need.

Additionally, two interim program objectives were identified to enable assessment of progress:

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

2. By the end of year six, joined up services and action, independent of but informed by *Pacific Women* will be evident in all 14 countries.

Pacific Women is implemented through work at country and regional levels. Country plans have been developed to represent locally relevant responses and starting points for change towards the key result areas. Country plans are supported to strengthen and expand Pacific ownership and direction of the program and strategies for change. A small set of regional and multi-country activities have been, and will continue to be, designed to address common issues across the region or sub-region and to complement and build on country specific activities.

To support program management a *Pacific Women* Support Unit has been established. The Support Unit's role is to provide technical, administrative and logistical support to the Department of Foreign Affairs and Trade's (DFAT) bilateral and regional *Pacific Women* programs.

Pacific Women has a strong emphasis on high quality monitoring and evaluation and sharing program information and research relevant to Pacific women's empowerment with all stakeholders. A *Pacific Women* Annual Report will be produced at the end of October of each year. Research will continue to focus on areas where *Pacific Women* seeks to achieve change, with emphasis given to research that generates new information and test and examine the assumptions of the program.

1.2   Scope of the *Pacific Women* Monitoring and Evaluation Framework

A Monitoring and Evaluation Framework (MEF) represents an over-arching plan for undertaking monitoring and evaluation functions for the life of a program and includes a step by step guide to its operationalisation and application. The MEF defines the parameters of routine monitoring and periodic evaluation that will take place over the life of a program. Typically, these parameters include a focus on 'evaluation domains', particularly those of relevance, effectiveness, efficiency, impact and sustainability. The MEF is intended to guide regular data collection, aggregation and analysis in order to answer the agreed evaluation questions that have been derived and link directly back to the Program Theory and Program Logic.

Three principles were identified in the *Pacific Women* Delivery Strategy, the first of which is highly pertinent to the prominent position of monitoring and evaluation for the *Pacific Women* program. The principles include:

1. The program will promote evidence-informed policies and programs, drawing from current experience and ongoing attention to high quality monitoring, evaluation and research.

2. The program will support sharing of information and increased coordination and liaison between development partners working for women's empowerment in the Pacific.

3. Change for Pacific women can be supported by donors but must be shaped and led by women and men in the Pacific.

The primary purpose for monitoring and evaluation of *Pacific Women* will be to inform policies, program delivery and program improvement and to assess progress toward the desired outcomes of gender equality and empowerment of women in the Pacific. Monitoring and evaluation, supported through good quality research, learning and communication forms a central part of the design of *Pacific Women*.

The *Pacific Women* design document (April 2014) outlined the approach and principles to be adopted in undertaking monitoring and evaluation. The design document suggested that monitoring and evaluation functions should occur with attention to the complex and context bound nature of the program. It suggested that each DFAT bilateral program provide opportunities for structured annual reflection on outcomes, ideally involving program partners and key stakeholders. It further proposed that major independent program reviews of *Pacific Women* be undertaken at the end of three years

and at the end of six years in order to contribute to program improvement and assess progress against intermediate objectives.

DFAT Reporting Requirements

The DFAT Performance Framework 'Making Performance Count' (DFAT, June 2014) has identified ten strategic targets, the fourth of which is 'empowering women and girls', the fifth of which states that the focus of aid is to be placed in the Indo-Pacific region. For performance reporting, the target identified by DFAT is that 80 per cent of investments, regardless of their objectives, will effectively address gender issues in their implementation. For this MEF, it will be important to identify gender impacts emerging from the contribution made by *Pacific Women*.

Each year, DFAT undertakes Investment Quality Reporting to guide improvements to existing aid investments. To inform that process, DFAT is required to undertake Aid Quality Checks (AQCs) on individual aid investments. This takes place around March-April of each year. Poor performing investments, if not improved within 12 months, risk being cancelled.

AQCs together with Annual Aid Program Performance Reports and Partner Performance Assessments are then used by DFAT to inform policy dialogue and performance discussions with partner governments and aid delivery partners. Progress against the implementation of the 10 strategic targets for the aid program, as well as a summary of country and regional program performance, will be reported at the end of each year in a Performance of Australian Aid report. Performance assessments are quality assured by the Office of Development Effectiveness.

1.3   Guiding Principles for the Monitoring and Evaluation Framework

The following guiding principles underpin the monitoring and evaluation of *Pacific Women.* The principles presented here link to the approach presented in Section 1.4.

1.3.1   'Do No Harm'

An overarching guiding principle for the *Pacific Women* MEF is to 'do no harm'. It is essential to put ethical and safety considerations above all else. The 'do no harm' approach needs to guide all monitoring and evaluation activities and the safety of everyone must be ensured.[1]

1.3.2   Coherent and Integrated Focus

The *Pacific Women* Program MEF will provide accountability; support reflection and learning for program improvement; support evidence informed planning, policy development and program delivery and support exchange of knowledge and information amongst all key stakeholders.

▪ To ensure broad coverage examining both program design and implementation, the *Pacific Women* MEF will provide systematic enquiry into the five OECD-DAC domains[2] of relevance, appropriateness, effectiveness, efficiency, impact and sustainability.

▪ The *Pacific Women* MEF has been developed to align with two significant documents that frame the principles and approach to be adopted, these being:

– The DFAT Aid Program Monitoring and Evaluation Standards (June 2014)[3]

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[1] DFAT Gender Equality in Monitoring and Evaluation Good Practice Note, 'Preparing Aid Program Performance Reports and Aid Program Management Reviews'.

[2] OECD DAC Network on Development Evaluation (2010). *Evaluating development co-operation: Summary of key norms and standards* (2nd ed.). Paris, France: OECD.
http://www.oecd.org/development/evaluation/dcdndep/41612905.pdf

[3] http://betterevaluation.org/sites/default/files/DFAT%20M%26E%20Standards.pdf

- The Australian Government's Public Governance, Performance and Accountability Act (2013) especially Resource Management Guide 131 Developing Good Performance Information (April 2015)[4]

- The *Pacific Women* MEF will provide guidance for country plan and regional and country activity MEFs and correlate data collection and analysis processes and this will facilitate the inter-connection between the MEFs developed at each level. In turn, the program MEF will be updated and guided by activity and country plan MEFs.

- MEFs developed will not be identical in format and content, given they need to be responsive to context, but rather the aim is that they are mutually informing and connected.

- Individual activity investments funded under country plans will have monitoring and evaluation plans which identify evaluation questions and approaches, including how value for money can be assessed. These MEFs will help to build the country plan MEFs.

- Country plan MEFs will identify the activities from which data will be sourced for relevant evaluation questions. Activity level MEFs will identify how, when and by whom data will be collected.

1.3.3   Contextualised and Participatory Approach

- The *Pacific Women* MEF acknowledges the complex and complicated nature of the Pacific context and the need to understand the nature of interactions taking place between various contextual variables and how these relate to the achievement of different outcomes, or conversely limitations in what can be achieved.

- Monitoring and evaluation approaches will be designed to be appropriate for the various Pacific country contexts in which data is being collected.

- Monitoring and evaluation processes will be participatory in both design and implementation and include the collection and presentation of both 'women's and men's voices' and local organisations.

- Monitoring and evaluation processes will use local expertise, including women with disabilities, where this is possible and aim to build the capacity of local practitioners.

- Monitoring and evaluation processes will contribute to advocacy for gender equality and women's empowerment through improved access to knowledge and information.

- Capacity building for monitoring and evaluation at all levels will underpin the development and implementation of MEFs.

1.3.4   Credible Data Collection, Analysis and Findings

- The approach to data collection will be systematic, aimed at testing the program theory and program logic and guided by evaluation questions.

- Data collection for monitoring and evaluation will follow ethical principles that will ensure credible, consistent and reliable data is collected and analysed.

- Wherever possible sex, age and vulnerable / marginalised group disaggregated data will be collected so that data analysis can be structured around what is happening and changing for relevant vulnerable / marginalised groups.

- Diverse qualitative and quantitative data sources will be used to assess outcomes.

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[4]http://www.finance.gov.au/sites/default/files/RMG%20131%20Developing%20good%20performance%20information.pdf

- The MEF will uncover both the success stories and the less successful activities that together can generate different kinds of lessons learned. Promising approaches that can act as exemplars of good practice will be encouraged to document their activities through formal evaluation processes.

1.3.5 The Monitoring and Evaluation Framework as Living Document

- The MEF is a flexible, living document and thus will need to adapt and adjust its focus and content according to country and activity level experiences of developing and utilising their MEFs over time.

- The Program MEF will be updated annually in order to ensure its adaptation to the changing needs of *Pacific Women*.

- Annual review of the MEF will occur through the Support Unit consulting with DFAT and implementing partners as to their experiences of using their MEFs and their experiences with data collection, analysis and reporting processes. This review could occur during annual MEF learning forums that bring together gender focal points.

- The first review of the program MEF is planned for September-October 2016.

1.4 Approach to the *Pacific Women* Monitoring and Evaluation Framework

The approach presented in this section builds on the principles outlined in Section 1.3 above. The following Figure outlines the components to the approach to monitoring and evaluation.

Figure 1   Components of the approach to M&E
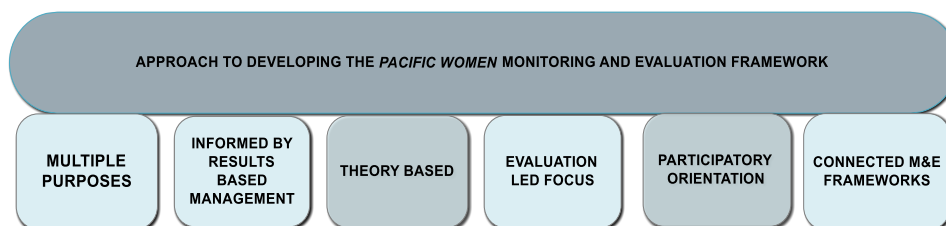
1.4.1 Multiple Purposes for Monitoring and Evaluation

The MEF will be developed and implemented to support a range of complementary purposes including:

- **Accountability** to donors, Pacific governments, program partners (including communities) for funding provided, outputs delivered and progress with intended outcomes.

- **Learning** through reflection and sharing that identifies what works, what does not, for whom and under what circumstances.

- **Program improvement** informed through the identification of progress in program implementation and successes achieved and challenges encountered during implementation.

- **Evidence informed** planning, policies and programs that use monitoring and evaluation findings and research knowledge to guide decision-making and resource-allocation processes.

In adopting this approach, it is important to strive for a balance between these different purposes and to effectively manage situations where demands for accountability may become stronger or take precedence over the other important purposes for undertaking monitoring and evaluation.

In support of these different purposes, the *Pacific Women* MEF will link with research that has tested some of the key assumptions identified in the Program Theory. Such research will be captured in the

KMS as it is developed over time. Research undertaken in areas relevant to *Pacific Women* will develop a better understanding of the 'problem' whereas the MEF focuses on the progress of the 'program' set up to address that problem. The MEF will also link with the Communications Strategy that will disseminate learning on 'what works' and 'what does not', so that knowledge acquired through M&E and research can be shared to inform program improvement and guide planning, policies and practice.

1.4.2 Informed by Results Based Management

The approach to monitoring and evaluation used for the *Pacific Women* MEF is informed by a results-based management approach which promotes a dynamic and interlinked relationship between the functions of planning, monitoring and evaluation. The results-based management approach supports a cyclical management process that involves result setting, identifying and assessing performance information using monitoring and evaluation processes, and returning findings on results to make further adjustments to program direction and the commitment of resources. The interconnectedness between planning, monitoring and evaluation functions is intrinsic to this MEF and to *Pacific Women* as a developing and adaptive program.

At the activity level, monitoring and evaluation plans will generally adopt an applied focus in identifying goals and objectives and planned activities and outputs with relevant indicators identified and the means by which information will be obtained in relation to those indicators.

1.4.3 Theory Based

The development of the *Pacific Women* MEF is based on a foundation that establishes the anticipated causal relationships and identifies the anticipated results from a program and uses these theories to then organise and guide monitoring and evaluation processes. A theory-based approach can be broadly understood as developing models of how a program works, including identification and understanding of the assumptions which underlie the anticipated changes to be brought about by the program.

A high level Theory of Change for the *Pacific Women* program was developed in the Program design document.[5] The focus of the Theory of Change was on mapping the anticipated transformations and leverage to be achieved, based on the Rao and Kelleher framework.[6]

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[5] Department of Foreign Affairs and Trade, Pacific Women Shaping Pacific Development design document April 2014 (p.33)

[6] Rao and Kelleher (2010) ' Is there Life After Mainstreaming?', *Gender and Development*, Vol 13:2,57-69

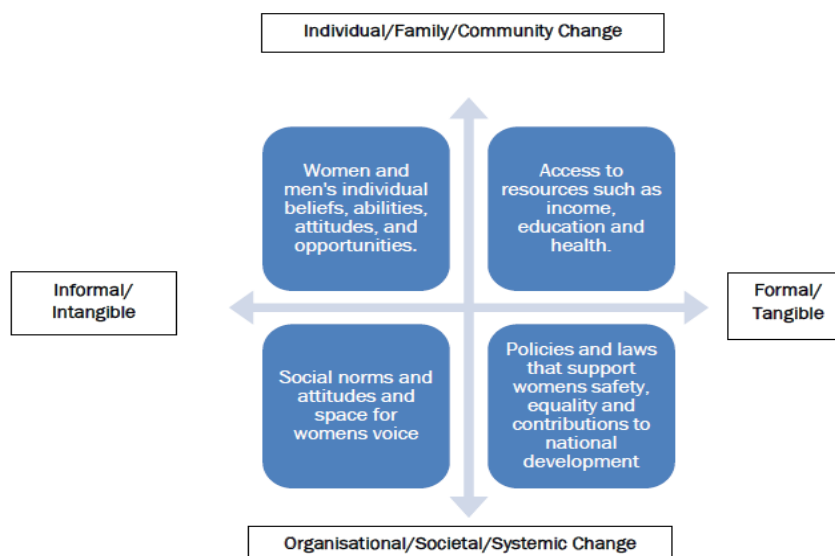**Figure 2   What Needs to Change (after Rao & Kelleher, 2010)**

Figure 2 above maps four quadrants where change could be expected to occur in order to achieve increased gender equality and empowerment of women in the Pacific. Quadrants relate to the interconnected areas of individual, family, and community change; changes in informal and formal systems; and changes to organisational and societal systems. The figure suggests that strategies are needed across these different dimensions of change whilst understanding their inter-connectedness.

Three- and six-year program objectives were identified in the design document to support the longer term program outcomes and the program goal. Underpinning the three- and six-year objectives were two facilitating approaches, the first being that Pacific women should be supported to increasingly own and direct change, and the second that a complexity lens is required to understand local context and its analysis.

This MEF has built on the Theory of Change developed during program design by identifying expected changes for each of the four longer term intended outcomes. For this MEF, the Theory of Change includes both a Program Theory and a Program Logic. 'Program Theory' aims to make explicit the reasoning as to how and why a program's actions will produce the intended results, including identification of the underlying assumptions for that change. 'Program Logic' then identifies and maps the intentional and sequential progression from a program's actions to its intended results over time. Program Theory and Program Logic have been mapped for all four intended outcomes in order to guide activities that focus predominantly on one outcome area.

Both Program Theory and Program Logic have been used in this MEF to depict the changes that *Pacific Women* is intended to bring about over time and to generate a related set of evaluation questions. The evaluation questions have then led to the development of the monitoring and the evaluation plan which have then informed the process of identifying appropriate data collection and analysis processes.

Care has been taken in developing Program Theory and Program Logic to ensure that they are not overly complex diagrams in their presentation and that they can be used as readily accessible communication tools for access by a wide range of audiences. The need for accessible constructs that can be applied when engaging with stakeholders has been an important consideration in the development of this MEF. For its simplicity and suitability as a communication tool, the Wisconsin

model of Program Logic has been used.[7] This model identifies a relatively straightforward way of depicting the relationship between a program's inputs, outputs and outcomes over time.

1.4.4 Evaluation Led Focus for Monitoring and Evaluation

The approach used in the *Pacific Women* MEF recognises that evaluation represents the broader, over-arching form of enquiry undertaken. Monitoring represents a sub-set of evaluation. Evaluation questions are developed and used to guide both monitoring and evaluation activities and their organisation within evaluation domains provides a focus for areas of investigation.

The adoption of an evaluation-led focus is particularly applicable to program and country level MEFs where emphasis is placed on undertaking systematic analysis, reflection and learning for program improvement. In considering the focus on activity level MEF, there is likely to be a greater emphasis placed on reporting against activity and outputs indicators for accountability.

In order to adopt an evaluation-led approach, the following elements are critical to the construction of the MEF:

- commitment to participatory approaches;

- use of theory-based approaches that identify the intentional link between what a program delivers (activities and outputs) and expected changes over time (outcomes and impact);

- development of evaluation questions to guide enquiry;

- framing areas of enquiry against the domains of relevance, effectiveness, efficiency, impact and sustainability;

- use of mixed methods approaches to methodology development and data collection;

- support for implementation focused as well as end-of-program evaluation processes;

- development of agreed criteria and standards for assessing program quality and value (to be determined during the first 12 months of implementing the MEF);

- identification of results with consideration to attribution and contribution;

- development of useful and useable reporting processes with commitment to the wide dissemination of findings;

- commitment to learning and evidence-informed decision making; and

- commitment to evaluation capacity building.

The approach is also characterised by drawing on a common pool of methods, tools and analytical skills that are then used within monitoring and evaluation functions according to need, timing, expertise, available resources and feasibility.

1.4.5 Participatory Orientation

The *Pacific Women* MEF is based on processes that promote and incorporate the input of a range of stakeholders in both the design and in the monitoring and evaluation of the activities involved in its implementation, as well as exploring the context in which *Pacific Women* is working. Stakeholder involvement enables the range of diverse, varied and often competing perspectives and interests to be canvassed and represented. This reflects a democratic process where the diversity of values and interests are represented. The involvement of stakeholders also potentially increases the use of findings.

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[7] http://www.uwex.edu/ces/pdande/evaluation/pdf/lmcourseall.pdf

This has been, and will be continued to be achieved by *Pacific Women* hosting and facilitating participatory workshops and meetings at program, regional and country levels that draw together a range of stakeholders in order to consider the *Pacific Women* MEF and how it can best represent the achievements and learnings that relate to the scope of activities being delivered by the program.

As stated in guiding principle 1.3.3 above, there is a commitment in the design and delivery of the *Pacific Women* MEF to include women's and men's voices, empowering them and building their capacity to contribute to the identification of the results of the program. In contributing to women's empowerment, MEFs developed and monitoring and evaluation processes will attempt to support local researchers and women participating directly in data collection processes.

Women in the Pacific have different needs, interests and capacities shaped by factors such as age, education, income, ethnicity, religion, language, class, ability, disability, health and sexuality. Women from poor and marginalised communities are inherently more vulnerable and thus require greater efforts and levels of support from the program.

Data disaggregation is one important way of monitoring and evaluating the program to ensure that it is targeted to women most in need of support. There is a commitment to disability inclusion in data collection and Appendix 3 provides a method for ensuring that disability is identified among participants of *Pacific Women* activities. Indicators on how well women with a disability and other groups of women involved in, and benefitting from the program, should be including in country plan and activity MEFs. It is anticipated that Activity Reports will include reflection on changes for women with a disability participating in activities.

Additionally, assessing the reach of the program to disadvantaged and vulnerable women should occur at country reflection workshops. There would be benefit in highlighting and sharing case studies and exemplars of good practice in the engagement and active involvement of women with disabilities, and other women who are disadvantaged and vulnerable, in the range of *Pacific Women* activities across the outcome areas. These case studies or vignettes could be disseminated through a variety of communication strategies supported by the program.
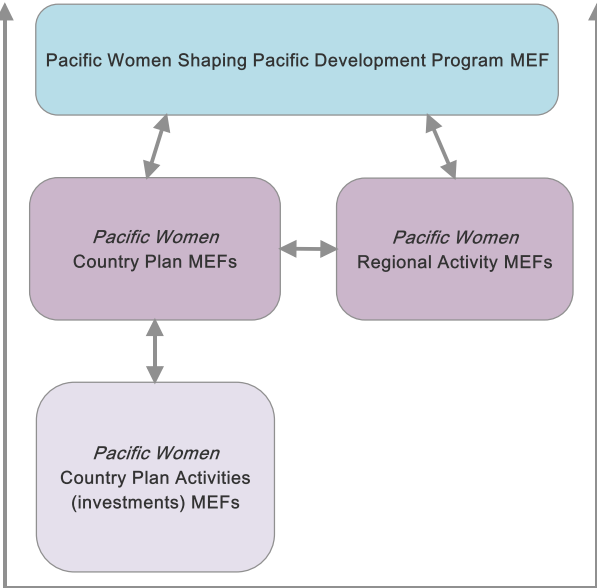
1.4.6   Connected Monitoring and Evaluation Frameworks

In order to meet the range of information and assessment needs, the design document suggested that different but overlapping M&E systems should be developed. These would be developed at four different levels: at the Pacific Women overall program level, at country plan and regional activity level and at the country activity level. The design document indicated that the country plan MEF (building on activity reporting) would be the responsibility of DFAT country programs, while the Pacific Women Support Unit would work with DFAT Posts to facilitate this work and identify appropriate technical assistance.

The *Pacific Women* Support Unit will consult and work collaboratively with DFAT and implementing partners in a way that best meets their needs and prevents them from being overburdened in developing their MEFs and implementing associated data collection and reporting processes.

Country plans, bilateral activities and regional activities funded through Pacific Women will develop their MEFs in order to report progress toward change as guided by the Pacific Women Program level MEF in the following ways:

Figure 3   **Connected Monitoring and Evaluation Frameworks**

The figure above indicates that the *Pacific Women* program level MEF provides the M&E system that provides guidance and direction to regional activity and country plan monitoring and evaluation frameworks, that in turn provide guidance and direction for respective country activity monitoring and evaluation plans. Data derived from activity M&E plans will inform country level frameworks and then inform the *Pacific Women* Program MEF, with some data capture through the KMS database.
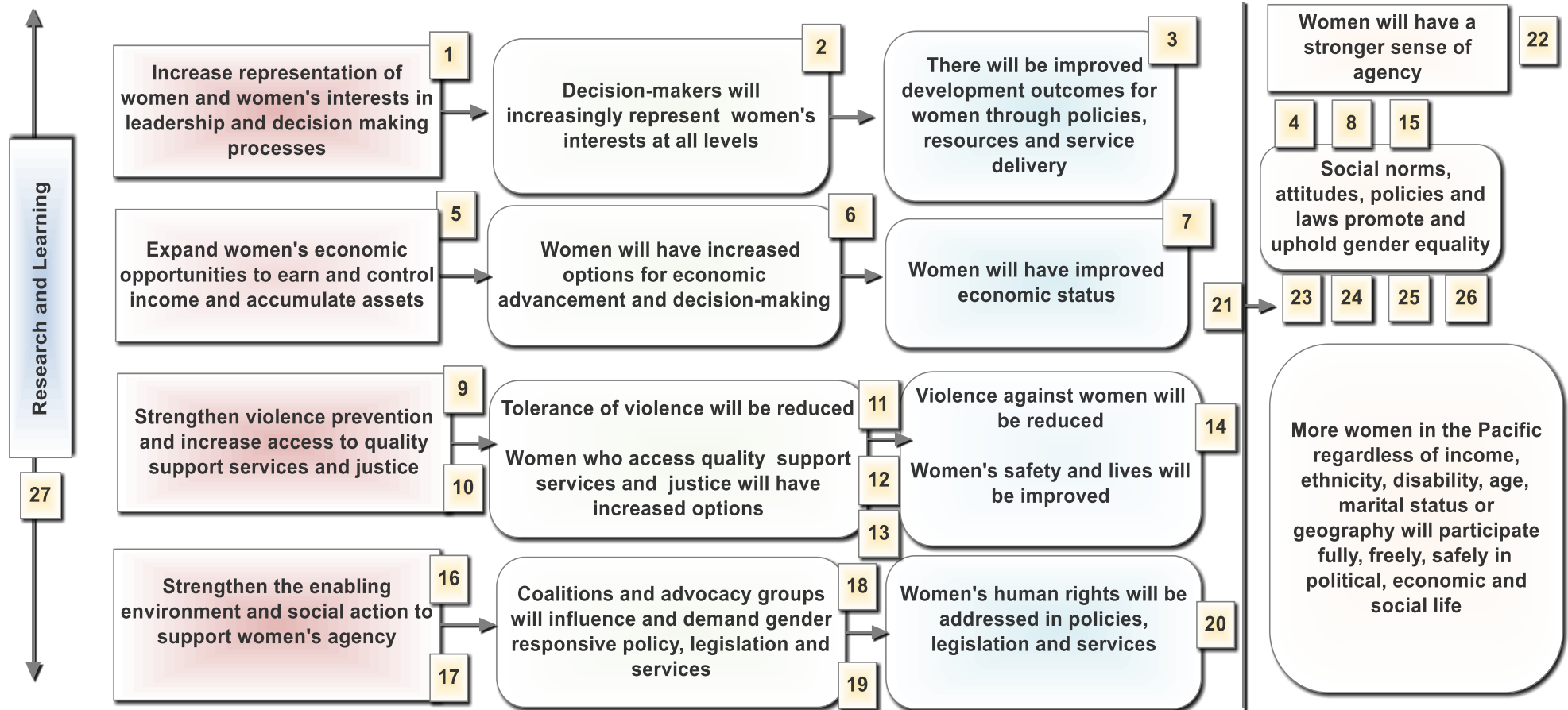
Activities report on either a six-monthly or annual basis. The timing of these reports predominantly relate to when the funding commenced rather than to a fixed common time line. While there is a guide used for activity reporting, the data is generally presented in different formats. Quantitative output data can be difficult to extract and differentiate from the qualitative, descriptive data provided in these reports. The lack of consistency in data reporting processes presents a challenge for data collection and aggregation within and across countries and for the analysis of data required to inform this MEF.

The development of more uniform data reporting processes will support increased capacity for the identification of progress against outcomes to guide program improvement. Care will be taken that this approach is not undertaken in a way that detracts from effective data collection approaches currently in place and used by implementing partners.

The KMS database being developed by the *Pacific Women* Support Unit will lead to improved collation and use of the data collected across the program. The database will be piloted in two bilateral programs and one regional program to test its applicability and usefulness.
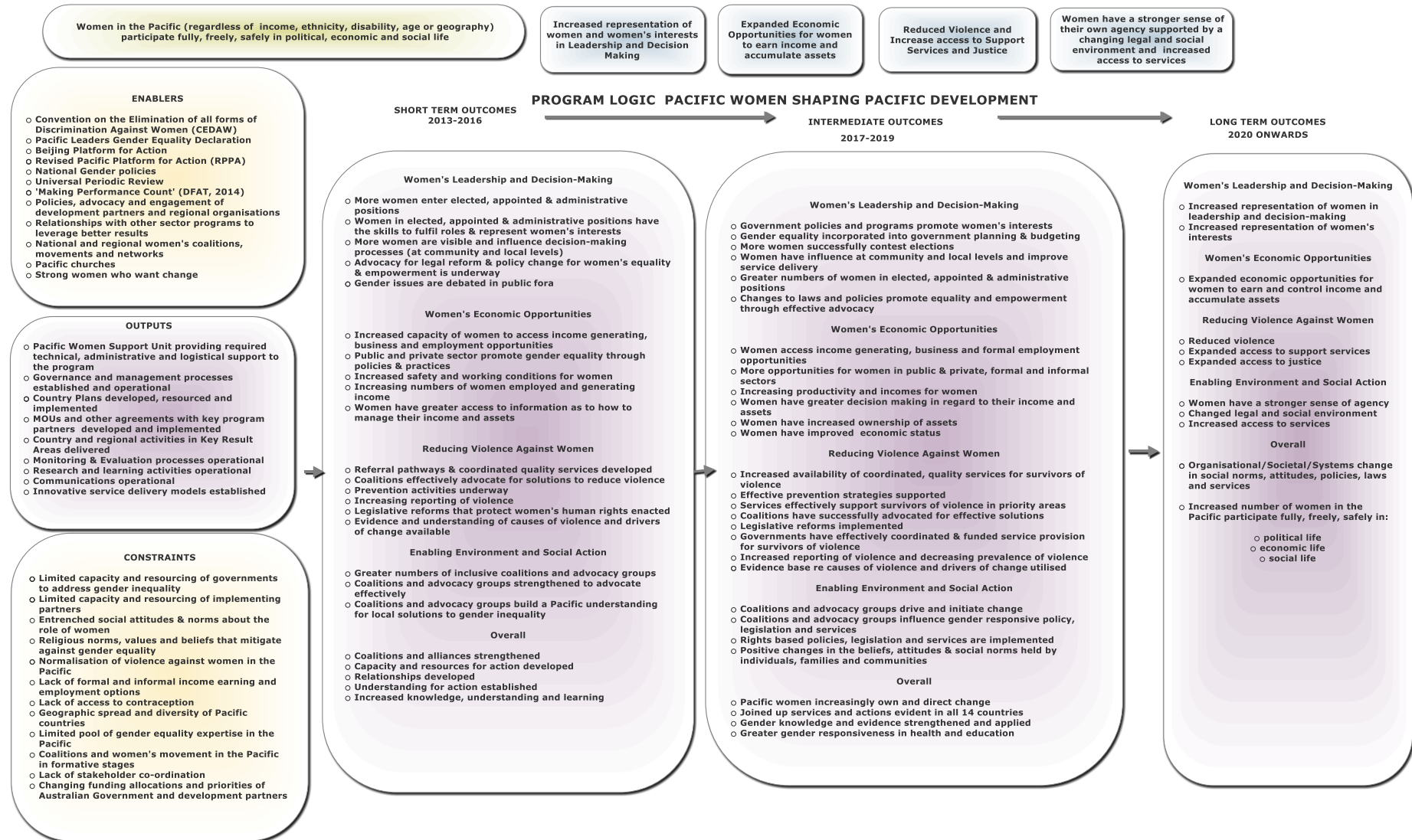
2 Program Theory and Program Logic for *Pacific Women*

2.1 Program Theory Diagram

Research and Learning [27]

1 Increase representation of women and women's interests in leadership and decision making processes

2 Decision-makers will increasingly represent women's interests at all levels

3 There will be improved development outcomes for women through policies, resources and service delivery

5 Expand women's economic opportunities to earn and control income and accumulate assets

6 Women will have increased options for economic advancement and decision-making

7 Women will have improved economic status

9 **10** Strengthen violence prevention and increase access to quality support services and justice

11 Tolerance of violence will be reduced

12 **13** Women who access quality support services and justice will have increased options

14 Violence against women will be reduced

Women's safety and lives will be improved

16 **17** Strengthen the enabling environment and social action to support women's agency

18 **19** Coalitions and advocacy groups will influence and demand gender responsive policy, legislation and services

20 Women's human rights will be addressed in policies, legislation and services

21

22 Women will have a stronger sense of agency

4 **8** **15** Social norms, attitudes, policies and laws promote and uphold gender equality

23 **24** **25** **26**

More women in the Pacific regardless of income, ethnicity, disability, age, marital status or geography will participate fully, freely, safely in political, economic and social life

2.2   Assumptions to be tested

1. Women want to undertake leadership roles
2. Decision-makers have the will and incentives to represent the interests of women
3. Women in leadership roles can achieve improved development outcomes for women and families
4. Norms and attitudes toward women's role in leadership and decision-making can be changed

5. Women can achieve increased access to income generating, business and employment opportunities
6. Women who have access to and control over resources, markets and jobs will have increased incomes, assets and life choices
7. Increased incomes and control over income will increase women's long term economic security
8. Norms and attitudes toward women having economic opportunities can be changed

9. Family and sexual violence can be prevented through a range of mechanisms
10. Access to quality support services can be strengthened
11. Communities want to address high rates of violence against women
12. Legal systems can be effectively implemented to ensure perpetrators are more likely to be prosecuted
13. Duty bearers can be motivated and resourced to implement the relevant laws
14. Women survivors of violence who access services will have increased options to end abusive relationships and seek redress
15. Social norms, attitudes and behaviours can be changed in order to prevent family violence and support survivors

16. The enabling environment can be strengthened to better support women's agency
17. Working through Ministries of Women is an effective way to leverage change
18. Working through coalitions and alliances will contribute to more effective program outcomes
19. Coalitions and advocacy groups are able to influence and demand gender responsive policies, legislation and services
20. There is willingness, capacity and resource allocation by Pacific Governments to develop and effectively implement gender responsive policies, legislation and services

21. Key *Pacific Women* intended outcomes will work to complement each other and a change in one outcome area will not mitigate against a change in the other
22. Women, particularly those who are disadvantaged and vulnerable, will benefit from the program and improve their lives and the lives of their families
23. The program has the ability to leverage from other programs in order to contribute to gender equality
24. A focus on local context and socio-political analysis will lead to more effective program outcomes
25. Pacific ownership and implementation of *Pacific Women* will lead to more effective outcomes
26. The Government of Australia as a donor is effectively able to facilitate and contribute to women's equality and empowerment
27. Relevant research and knowledge can be documented, shared and will inform programs, policies and strategies

2.3   Program Logic Diagram

Women in the Pacific (regardless of income, ethnicity, disability, age or geography) participate fully, freely, safely in political, economic and social life

Increased representation of women and women's interests in Leadership and Decision Making

Expanded Economic Opportunities for women to earn income and accumulate assets

Reduced Violence and Increase access to Support Services and Justice

Women have a stronger sense of their own agency supported by a changing legal and social environment and increased access to services

PROGRAM LOGIC PACIFIC WOMEN SHAPING PACIFIC DEVELOPMENT

SHORT TERM OUTCOMES 2013-2016

INTERMEDIATE OUTCOMES 2017-2019

LONG TERM OUTCOMES 2020 ONWARDS

ENABLERS

- o Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)
- o Pacific Leaders Gender Equality Declaration
- o Beijing Platform for Action
- o Revised Pacific Platform for Action (RPPA)
- o National Gender policies
- o Universal Periodic Review
- o 'Making Performance Count' (DFAT, 2014)
- o Policies, advocacy and engagement of development partners and regional organisations
- o Relationships with other sector programs to leverage better results
- o National and regional women's coalitions, movements and networks
- o Pacific churches
- o Strong women who want change

OUTPUTS

- o Pacific Women Support Unit providing required technical, administrative and logistical support to the program
- o Governance and management processes established and operational
- o Country Plans developed, resourced and implemented
- o MOUs and other agreements with key program partners developed and implemented
- o Country and regional activities in Key Result Areas delivered
- o Monitoring & Evaluation processes operational
- o Research and learning activities operational
- o Communications operational
- o Innovative service delivery models established

CONSTRAINTS

- o Limited capacity and resourcing of governments to address gender inequality
- o Limited capacity and resourcing of implementing partners
- o Entrenched social attitudes & norms about the role of women
- o Religious norms, values and beliefs that mitigate against gender equality
- o Normalisation of violence against women in the Pacific
- o Lack of formal and informal income earning and employment options
- o Lack of access to contraception
- o Geographic spread and diversity of Pacific countries
- o Limited pool of gender equality expertise in the Pacific
- o Coalitions and women's movement in the Pacific in formative stages
- o Lack of stakeholder co-ordination
- o Changing funding allocations and priorities of Australian Government and development partners

Women's Leadership and Decision-Making

- o More women enter elected, appointed & administrative positions
- o Women in elected, appointed & administrative positions have the skills to fulfil roles & represent women's interests
- o More women are visible and influence decision-making processes (at community and local levels)
- o Advocacy for legal reform & policy change for women's equality & empowerment is underway
- o Gender issues are debated in public fora

Women's Economic Opportunities

- o Increased capacity of women to access income generating, business and employment opportunities
- o Public and private sector promote gender equality through policies & practices
- o Increased safety and working conditions for women
- o Increasing numbers of women employed and generating income
- o Women have greater access to information as to how to manage their income and assets

Reducing Violence Against Women

- o Referral pathways & coordinated quality services developed
- o Coalitions effectively advocate for solutions to reduce violence
- o Prevention activities underway
- o Increasing reporting of violence
- o Legislative reforms that protect women's human rights enacted
- o Evidence and understanding of causes of violence and drivers of change available

Enabling Environment and Social Action

- o Greater numbers of inclusive coalitions and advocacy groups
- o Coalitions and advocacy groups strengthened to advocate effectively
- o Coalitions and advocacy groups build a Pacific understanding for local solutions to gender inequality

Overall

- o Coalitions and alliances strengthened
- o Capacity and resources for action developed
- o Relationships developed
- o Understanding for action established
- o Increased knowledge, understanding and learning

Women's Leadership and Decision-Making

- o Government policies and programs promote women's interests
- o Gender equality incorporated into government planning & budgeting
- o More women successfully contest elections
- o Women have influence at community and local levels and improve service delivery
- o Greater numbers of women in elected, appointed & administrative positions
- o Changes to laws and policies promote equality and empowerment through effective advocacy

Women's Economic Opportunities

- o Women access income generating, business and formal employment opportunities
- o More opportunities for women in public & private, formal and informal sectors
- o Increasing productivity and incomes for women
- o Women have greater decision making in regard to their income and assets
- o Women have increased ownership of assets
- o Women have improved economic status

Reducing Violence Against Women

- o Increased availability of coordinated, quality services for survivors of violence
- o Effective prevention strategies supported
- o Services effectively support survivors of violence in priority areas
- o Coalitions have successfully advocated for effective solutions
- o Legislative reforms implemented
- o Governments have effectively coordinated & funded service provision for survivors of violence
- o Increased reporting of violence and decreasing prevalence of violence
- o Evidence base re causes of violence and drivers of change utilised

Enabling Environment and Social Action

- o Coalitions and advocacy groups drive and initiate change
- o Coalitions and advocacy groups influence gender responsive policy, legislation and services
- o Rights based policies, legislation and services are implemented
- o Positive changes in the beliefs, attitudes & social norms held by individuals, families and communities

Overall

- o Pacific women increasingly own and direct change
- o Joined up services and actions evident in all 14 countries
- o Gender knowledge and evidence strengthened and applied
- o Greater gender responsiveness in health and education

Women's Leadership and Decision-Making

- o Increased representation of women in leadership and decision-making
- o Increased representation of women's interests

Women's Economic Opportunities

- o Expanded economic opportunities for women to earn and control income and accumulate assets

Reducing Violence Against Women

- o Reduced violence
- o Expanded access to support services
- o Expanded access to justice

Enabling Environment and Social Action

- o Women have a stronger sense of agency
- o Changed legal and social environment
- o Increased access to services

Overall

- o Organisational/Societal/Systems change in social norms, attitudes, policies, laws and services

- o Increased number of women in the Pacific participate fully, freely, safely in:
  - o political life
  - o economic life
  - o social life

3 Evaluation Questions

3.1 Headline Evaluation Questions

The headline evaluation questions below will be used to guide enquiry for *Pacific Women*, particularly providing guidance for the development of related, inter-connected MEFs; and providing the focus for external 3 year and 6 year evaluation processes. Following the presentation of headline evaluation questions are specific evaluation questions that relate to each of the four intended outcomes. Implementing partners can refer to these questions and adapt them for use as headline evaluation questions related to the nature of their specific interventions.

In order to answer the evaluation questions, data will need to be captured on the degree to which *Pacific Women* involved and engaged <u>all</u> women and was effective in addressing their needs and rights.

Relevance

- To what extent was *Pacific Women* able to align with, and respond to, Pacific government priorities as identified in the Pacific Leader's Gender Equality Declaration?

- To what extent did *Pacific Women* reflect the needs and rights of Pacific women, particularly those who are disadvantaged and vulnerable? If so, how?

- If some women and women's organisations benefited and others have been excluded from *Pacific Women,* what were the reasons and what have been the consequences?

- To what extent was the program able to learn and adapt?

Effectiveness

- To what extent, and how has *Pacific Women* contributed to women's empowerment and transformative change in the four inter-connected areas of:

  - Increasing and effective representation and visibility of women and women's interests in leadership and all levels of decision-making?

  - Expanding women's economic opportunities to earn an income and accumulate economic assets?

  - Reducing violence against women and increasing survivors of violence access to support services and justice?

  - Strengthening the enabling legal and social environment and increasing access to services to support women's agency?

- To what degree and how did change in one outcome area contribute to or work against change in another outcome area, and if so, how?

- At the end of three years: has the program been able to increase the capacity, resources, relationships and understandings for action across country and regional program activities? If so who and to what extent?

- At the end of six years: has, and if so how and to what extent are joined up services and action evident in all 14 countries? If so how and to what extent?

Efficiency

- Has the program delivered value for money[8] for DFAT, partner governments and organisations in the Pacific and for Pacific women and their communities?

- Was the program well-governed, well managed and accountable (including areas of financial management and risk management)?

- Were required levels of personnel and skills in place to support program delivery?

- To what extent did *Pacific Women* contribute to improved co-ordination of those country and regional gender equality initiatives within its remit? If so, how?

- Have activities been implemented on time and on budget?

Impact

- Has, and if so how and to what extent has *Pacific Women* contributed to informal and formal transformative change in individual, family, community, organisational, societal and systemic domains for different groups of women in different contexts? If so, what have been the impacts of change in these domains?

- To what extent was the program able to reach the most vulnerable of women?

- To what extent were greater numbers of women in the Pacific able to participate fully, freely and safely in political, economic and social life?

- What results, expected and unexpected, direct and indirect, were produced by the program?

Sustainability

- To what extent did Pacific Island governments demonstrate increased commitment to effective implementation of gender equality policies and mainstreaming practices in planning, budgeting and resourcing?

- To what extent were gender sensitive policies, laws and service delivery improvements maintained?

- To what extent was sufficient capacity built in the Pacific to sustain gender equality?

- To what degree was there an indication of ongoing benefits attributable to the program and what factors contributed to or prevented the achievement of on-going benefits?

3.2 Subsidiary Evaluation Questions

Evaluation Questions for Women's Leadership and Decision-Making

- Under what circumstances, and to what extent could women be effectively supported to undertake leadership roles? What were the barriers and the enablers?

- To what extent was there increased effective participation by women in national and sub-national elected positions, in the public and private sector and in appointed and administrative positions?

- To what extent was there increased participation and influence in decision-making processes by different groups of women at different levels?

- To what extent were women and men leaders able to effectively represent the needs and rights of all women and achieve improved development outcomes for women and families? What were the barriers and enablers?

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[8] **See Appendix 4**

- What were effective approaches to support women to have options, to voice them and to act for change at the household, community and national levels?

Evaluation Questions for Women's Economic Opportunities

- Where, how and to what extent were women able to achieve increased access to income generating, business and employment opportunities?

- To what extent did women have increased access, rights and control over incomes, assets and savings?

- To what extent did women's access to, and control over increased and more secure incomes lead to positive or negative gender power relations in the household, community and national levels. If so, how?

- To what extent did public and private sector entities effectively promote gender equality through their business and employment legislation, policies and practices?

Evaluation Questions for Reducing Violence against Women

- What were effective approaches for changing social norms, attitudes and behaviours in relation to violence against women?

- To what extent were coalitions effective in their advocacy to increase government resourcing, support and co-ordination of violence against women services and referral processes?

- To what extent did women survivors of violence have increased access to safe, accessible, quality and co-ordinated support services and justice?

- To what extent were duty bearers motivated and resourced to implement relevant laws and legal reforms to improve protections for women and children?

- To what extent were robust data available to assess trends in violence against women?

Evaluation Questions for Enabling Environment and Social Action

- To what extent did coalitions and advocacy groups advocate effectively for women's rights, drive and initiate change, and build local understanding and solutions to gender equality?

- What were effective approaches for supporting women's groups and coalitions to meet their objectives?

- To what extent were women's human rights addressed through the effective implementation of policies, legislation and services?

- To what extent were better outcomes for women generated through DFAT programs in health, education and law and justice sectors?

Evaluation Questions for Research and Learning

- To what extent was it possible to undertake and share research, accumulate knowledge and document learnings to improve policies, strategies and programs?

- To what extent were research, knowledge and learnings utilised by Pacific governments and civil society organisations to inform their policies, strategies, programs and practice? What were the barriers?

- To what extent was innovation able to be identified, supported and tested?

- To what extent were knowledge gaps identified and addressed?

▪ What indicators and data collection tools were most useful and appropriate for measuring empowerment and transformative change for women in *Pacific Women's* four outcome areas and for the cross-cutting areas of disability and social inclusion?

4 Indicators

The table below outlines the initial draft indicators developed for the *Pacific Women* MEF. It is important that finally selected and agreed indicators for inclusion in the MEF are contextualised, pragmatic and useful. Indicators included in this MEF will guide the identification of country and activity indicators, though it is expected that activity level indicators will be more operationally focussed on the delivery of agreed activities and outputs. While program and country plan indicators will be focussed on assessing higher level changes for women across the Pacific, at regional and at country levels; activity level indicators will be more operationally focussed on the delivery of their specific projects.

The indicators for the program MEF will be further developed and refined when:

▪ The KMS database is operational and implementation indicators can be tested for their application and utility to country and regional activities.

▪ Population level indicators (qualitative and quantitative) are identified for the 17 Sustainable Development Goals (SDGs). A final list of indicators will be developed by March 2016. The goal most likely to apply to *Pacific Women* is Goal 5: Achieve gender equality and empower all women and girls. Goal 5 has nine proposed targets, including:

– End all forms of discrimination against all women and girls everywhere

– Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

– Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

– Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

– Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

– Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

– Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

– Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

– Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Developers of the SDGs have recognised the need for high-quality evidence informed by country-led evaluations and data. EvalSDG has been formed to advocate for the evaluability of SDG performance indicators and to support integration of evaluation into national and global review systems. Keeping

up-to-date with identification of SDG indicators and the work of EvalSDG in promoting evaluation of these indicators will be important to the development of this MEF.

The tentative indicators for this MEF have been organised into three groupings, these being:

- Implementation and outcome indicators that will guide data collection for entry into the KMS database;

- Indicators identified from the DFAT Aggregate Development Results; and

- Longer term population level indicators that will indicate demographic changes and trends over time against objectives and outcomes.

Data availability for assessment of implementation and outcome indicators will be dependent upon the quality of activity reports produced by implementing partners and the capacity of activities and DFAT posts to collect and enter standardised data in order to populate the KMS database.

DFAT Aggregate Development Results area sub-set of indicators that are used to aggregate data across the aid program in order to demonstrate part of the contribution of Australian aid to development outcomes in partner countries. There are 20 Aggregate Development Results that have been identified in the 2014–2015 Aid Investment Quality Reporting document. Four of these have been selected for inclusion in this MEF and are listed in the table below.

Definitions of the DFAT Aggregate Development Results will be provided as part of the KMS database manual as encapsulated in DFAT Technical notes (2015).

Further delineation of a set of core activity level indicators for the four intended outcomes will occur as a result of participatory workshops and follow-up work undertaken with implementing partners over time. Such indicators could be developed progressively as activity level MEFs are reviewed, further developed and completed, and core, commonly shared indicators can be readily identified with confidence.

Table 1   Provisional Indicators for *Pacific Women*

Six monthly or Annual Activity Level Indicators {Data from *Pacific Women* Knowledge Management System}			Long Term Outcome Indicators	
From Activity Reporting	**For DFAT Aggregate Development Results**			
Implementation Quantitative – %of intended outputs delivered (target 75%) – Number of participants from intended target groups (disaggregated according to gender, disability, disadvantage etc. and in line with intent of activity design) – Types of activities and services accessed – Participant satisfaction with activities and services delivered	**Leadership and Decision-Making**	– Numbers and percentage of management committees in which women are equally represented	– Increased proportion of women holding seats in national parliaments	– SPC National Minimum Development Indicators (NMDI) – Electoral Commissions – Parliamentary Records
			– Increased proportion of women holding seats in sub-national governments	– Electoral Commissions – Relevant Government Ministries – Commonwealth Local Government Forum
			– Increased % women in senior public sector management roles	– Public Service Commissions
			– Share of women on corporate boards and state-owned enterprises	– Ministries of Finance

Outcome Qualitative
– Evidence of attitudinal changes toward women
– Evidence of effective referrals, transitions and pathways
– Evidence of improved participant well-being:
  • Representation and influence
  • Income and assets
  • Safety
  • Agency
	Expanded Economic Opportunities	– Numbers of poor women who increase their access to financial services
		– Numbers of poor women with increased incomes
			– % women participating in the labour force
			– % women without an income of their own
			– % increase in average incomes of women engaged in informal employment (street vendors, crafters etc.)
				– Population and Housing Census (HIES) (every 10 years)
				– Labour Force Surveys

Outcome Quantitative	**Reduced Violence**	– Numbers of women survivors of violence receiving services	– Number of police incident reports completed by the police based on **a** complaint of domestic violence	– Police Data/DV and SV Units within Police Force

Six monthly or Annual Activity Level Indicators {Data from *Pacific Women* Knowledge Management System}			Long Term Outcome Indicators	
From Activity Reporting	**For DFAT Aggregate Development Results**			
– Number of countries that have produced gender profiles (SPC) – Numbers of countries producing annual reports to monitor progress in addressing gender issues (SPC)	**Against Women**	such as counselling and other service types	– Numbers of women accessing support services (legal, medical, counselling, safe houses) for survivors of violence	– Ministries of Women] – Court register for Protection Orders (proxy measure)
			– % women (15-49) who have experienced physical and/or sexual violence by an intimate partner in their life time (	– National Family Health and Safety Studies (one-time survey) – Other prevalence research
			– % women (15-49) who have experienced physical and/or sexual violence by an intimate partner in last 12 months	– Other prevalence research
	Enabling Environment		– Attitudinal changes toward women in society (e.g. acceptance of violence)	– Surveys & research
			– Average number hours spent on paid and unpaid work (total work burden	– Time use surveys/modules
			– Met need for family planning	– Demographic and Health Survey (DHS)
			– Evidence of greater compliance with CEDAW responsibilities (four-yearly CEDAW report)	– Committee concluding observations – UPR reports – Periodic reports
			– Evidence of implementation of gender mainstreaming in national government legislation, regulations, policies, procedures and budgets	– National annual reports – SPC reports – Beijing report 2020

5 Monitoring and Evaluation Plan

The Monitoring and Evaluation Plan presented below identifies routine monitoring and periodic evaluation data to be collected, synthesised and analysed by the *Pacific Women* program. Evaluation questions and their correlate data sources will become more tailored to the country context and to the focus of each individual activity as they are applied to country plan MEFs and activity level Plans. For example, activities focussing on only one outcome area will use the questions in that domain to develop more specific evaluation questions and identify relevant data sources related to their particular outputs and intended results.

The *Pacific Women* program Monitoring and Evaluation Plan will be dependent upon the collection and analysis of aggregated data drawn from a range of different sources that together provide a performance story as to what has been delivered, how it was received, and the difference it appeared to make.

The KMS database will collate activity data to enable reporting on the numbers and range of outputs delivered, beneficiary numbers, their characteristics and satisfaction levels. Activity level narrative reflections will provide important data sources in relation to the evaluation questions. There is also inclusion of data to be generated in SDG reporting that will assist with tracking population trends.

There is considerable emphasis placed on country reflection workshops providing an important source of contextual data for the MEF and identifying a range of relevant findings and learnings. Country reflection workshops will potentially weave in research findings on both population level trends and contextual research on particular priority areas and subjects. They will assist in developing a better understanding of how well *Pacific Women*, through the country plans, is supporting implementing partners to respond to the challenges of gender inequalities.

Country reflection workshops will require a significant investment in preparation and prior data analysis to ensure that workshop processes are meaningful and successful. This is discussed further in Section 6.3 that follows.

Pacific Women Support Unit six-monthly progress reporting will ideally harness the data sources identified above in order to provide informed analysis and commentary on the progress of the program over time.

Larger projects funded through *Pacific Women* will require focused evaluation activities in order to test assumptions and identify learnings. These project evaluations will cumulatively contribute to the Evaluation Plan, as well as the planned three- and six-year external evaluations of the program. The broad approach for the three- and six-year evaluations is outlined in Section 6.4 that follows.

Data collection methods included in Monitoring and Evaluation Plans generally draw from the more 'traditional' qualitative and quantitative approaches to evaluation. Additional innovative data collection methods will be encouraged where personnel have been trained in, and feel confident to apply them.

Table 2   Monitoring and Evaluation Plan for *Pacific Women*

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
Extent *Pacific Women* able to align with and respond to Pacific Government priorities as identified in the Pacific Leader's Gender Equality Declaration	Actions to progress gender equality in national government policies and programs		– SPC reports – PLGED reports	Perspectives of Pacific governments, donor, implementing partners and other key stakeholders re appropriateness of program model for aligning with and responding to government priorities as identified in PLGED	– Activity reflective reporting on extent of governments implemented reforms – Country reflection workshops on extent program aligned and responded to priorities of Pacific governments – Support Unit 6 monthly Program Progress report – External evaluations – Ad hoc country and regional stakeholder fora and workshops
Extent *Pacific Women* reflected needs and rights of Pacific women particularly those disadvantaged and vulnerable, and how	– Numbers and characteristics of beneficiaries – Satisfaction	– Numbers from intended target groups (disaggregated data) – Participant satisfaction	KMS database: – numbers and characteristics of beneficiaries – results of participant satisfaction surveys	Perspectives of Pacific governments, donor, implementing partners and other key stakeholders, (especially Pacific women) as to extent program reflected needs and rights of Pacific women, particularly those disadvantaged and vulnerable, and how this occurred	– Activity reflections and case studies/ stories of change that reflect program reach and outcomes – Country reflection workshops on extent program reflected needs and rights of the range of Pacific women, and how – Support Unit 6 monthly Program Progress report – External evaluations – Ad hoc stakeholder workshops
If some women and women's organisations benefited and others were excluded, reasons and consequences of this	– Funded activities – Numbers and characteristics of beneficiaries	– Range of activities – Numbers from intended target groups (disaggregated data)	– Support Unit 6 monthly Program Progress reporting – KMS database on numbers and characteristics of beneficiaries	Reflection on extent of program reach for women and women's organisations in the Pacific, reasons and consequences if reach was limited	– Activity reflective reporting on reach – Country reflection workshops on extent of reach, reasons and consequences – Support Unit 6 monthly Program Progress report – External evaluations – Ad hoc stakeholder workshops
Extent program able to learn and adapt				Perspectives of key stakeholders as to how well the program learnt and adapted over time	– Activity reflective reporting on extent of learning and adaptation by activities – Country reflection workshops on extent program able to learn and adapt – Support Unit 6 monthly Program Progress report – External evaluations – Ad hoc stakeholder workshops

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
Extent and how contribution made to women's empowerment and transformational change in: – Women's representation – Women's economic opportunities – Reducing violence and increasing access to services and safety – The enabling environment Degree and how change in one outcome area contributed to or worked against change in another outcome area and how	Tends that indicate improvements for women in the Pacific	Increased: – % holding seats in national/sub-national governments – % in public sector management roles – % in corporate board & state-owned enterprises – % participating in labour force – % with income of their own – % engaged in informal employment – number of police reports – numbers accessing support services	– SDG reporting – PLGED reporting – SPC reports – Electoral Commissions – Parliamentary records – Government Ministries – Commonwealth Local Government Forum – Public Service Commission – Ministry of Finance – Household Income and Expenditure Survey (HIES) – Labour Force Surveys – Police data – Ministries of Women – KMS database on numbers accessing support services	Extent of longer term outcomes achieved for women in the Pacific, contributing success factors, inter-relationship between outcome areas and barriers/challenges faced	– Activity reflective reporting on extent of change and effects of change – Country reflection workshops on extent of change and effects of change – Support Unit 6 monthly Program Progress report – External evaluations – Research analysis of trends in population level data in key result areas – Ad hoc stakeholder workshops
At end of three years has program been able to increase capacity, resources, relationships and understandings for action across country and regional program activities If so how and to what extent				Synthesis of data and findings from: – KMS database – Activity reflective reporting – Support Unit 6 monthly Program Progress report – Country reflection workshops – Results from relevant evaluations/reviews/research – SPC data on population trends – Fieldwork with key stakeholders	Three-year evaluation

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
At end of six years are joined up services and action evident in all 14 countries If so how and to what extent				Synthesis of data and findings from: – KMS database – Activity reflective reporting – Support Unit 6 monthly Program Progress report – Country reflection workshops – Results from relevant evaluations/reviews/research – SPC data on population trends – Fieldwork with key stakeholders	Six-year evaluation
Whether program delivered value for money (VfM) for DFAT, partner governments, Pacific organisations, Pacific women and their communities	Budget expenditure against program results		– DFAT expenditure data – Support Unit 6 monthly Operations Report – Support Unit 6 monthly Program Progress report – Annual Progress report	Value for Money assessment	– External Evaluations
Whether program well-governed, well managed and accountable (including financial and risk management)	Accountability reporting by DFAT/Support Unit		– ACQs and Aid Program Performance reports – Partner performance assessment reports	Assessment of Support Unit against Performance Rubric	External Evaluations
Whether required levels of personnel and skills in place to support program delivery	Accountability reporting DFAT/Support Unit		– Support Unit 6 monthly Operations Report – ACQs and Aid Program	Assessment of Support Unit against Performance Rubric	External Evaluations

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
			Performance reports – Partner performance assessment reports		
Extent program contributed to improved co-ordination of regional and country gender equality initiatives within its remit	Co-ordination and integration across activities and services	– Evidence of effective referrals, transitions and pathways – Gender mainstreaming	– KMS database on referrals and transitions – SPC gender mainstreaming data – National annual reports	Perceptions of extent of changes to level of co-ordination at country and regional levels	– Activity reflective reporting on extent of co-ordination – Country reflection workshops on extent program improved co-ordination – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent activities implemented on time and on budget	Activity delivery		– Support Unit 6 monthly Operations Report – Support Unit 6 monthly Program Progress report – ACQs and Aid Program Performance reports		
Extent program contributed to informal and formal transformative change for different groups of women in different contexts and impacts of change				Extent program able to effectively contribute to transformative change for range of women in the Pacific and impacts of such change	– Activity reflective reporting on changes in position of women in the Pacific and impact of these changes, case studies/stories of change for women – Country reflection workshops on extent program contributed to transformative change – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent program was able to reach the most vulnerable of women	Numbers and characteristics of beneficiaries	– Numbers from intended target groups	– KMS database on numbers and	Extent program able to reach vulnerable women in the Pacific	– Activity reflective reporting on reach of program to women with vulnerabilities in the Pacific, case studies/stories of reach – Country reflection workshops on reach

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
		(disaggregated data)	characteristics of beneficiaries		– Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent greater numbers of women able to participate fully, freely and safely in political, economic and social life	Trends that indicate improvements for women in the Pacific	Evidence of increased: – % holding seats in national/sub-national governments – % in public sector management roles – % in corporate board & state-owned enterprises – % participating in labour force – % with income of their own – % engaged in informal employment – Number of police reports – Numbers accessing support services	– SDG reports – PLGED reports – SPC data – Electoral Commissions – Parliamentary records – Government Ministries – Commonwealth Local Government Forum – Public Service Commission – Ministry of Finance – Household Income and Expenditure Survey (HIES) – Labour Force Surveys – Police data – Ministries of Women – KMS database	Extent program contributed to population level changes	– Activity reflective reporting on long term changes in position of women in the Pacific – Country reflection workshops on program progress against its goal – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Results, expected and unexpected produced by the program				Anticipated and unanticipated results	– Activity reflective reporting on results – Country reflection workshops on results – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects

For *Pacific Women* Program					
Evaluation Questions	**Focus of Monitoring**	**Indicators**	**Monitoring Data Sources**	**Focus of Evaluation**	**Evaluation Data Sources**
					– Ad hoc stakeholder workshops
Extent Pacific governments demonstrated increased commitment to effective implementation of gender equality policies and practices in planning, budgeting and resourcing	– Compliance with CEDAW – Gender mainstreaming	– Evidence of greater compliance with CEDAW – Extent of gender mainstreaming	– SPC reports – Committee concluding observations – UPR reports – Periodic reports – National annual reports	Shifts in the policies and practices of governments and reasons for success or lack of success	– Activity reflective reporting on extent of government commitment – Country reflection workshops looking at extent program built commitment – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent gender sensitive polices, laws and service delivery improvements maintained				Sustainability of improvements made in policies, laws, service delivery	– Activity reflective reporting on improvements – Country reflection workshops on maintenance of improvements – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent capacity built in the Pacific to sustain gender equality				Perspectives on contribution made to capacity building	– Activity reflective reporting on extent capacity built in the Pacific – Country reflection workshops identifying extent of effective capacity building – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Indication of ongoing benefits attributable to the program and factors that contributed to or prevented achievement of benefits				Attribution of ongoing benefits achieved by the program	– Country reflection workshops on extent program contributed to ongoing benefits – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops

Women's Leadership and Decision-Making					
Circumstances and extent women could be effectively supported to undertake leadership roles, barriers and enablers	– Numbers/characteristics of women from intended target groups participating in activities – Reach of activities – Satisfaction – Transitions and pathways following participation	– 75% outputs delivered for women's leadership activities – Numbers drawn from intended target groups – Types of activities and services delivered – Participant satisfaction – Evidence of effective referrals, transitions and pathways	KMS database: – activities delivered – numbers of women – characteristics of women – satisfaction – transitions and pathways	Extent of interest by women in leadership and decision-making roles and barriers	– Activity reflective reporting on extent women could be supported, case studies/stories illustrating outcomes, barriers and enablers – Country reflection workshops on extent program able to support women – Support Unit 6 monthly Program Progress reporting – External evaluations – Research data on enablers and barriers – Ad hoc stakeholder workshops
Extent of increased effective participation by women in national and sub-national elected positions, in the public and private sector, and in appointed and administrative positions	Trends of numbers of women in roles of leadership and influence	Increased numbers of women in: – national/sub-national governments – senior public sector management roles – boards and state-owned enterprises – management committees – Evidence of effective transitions and pathways	– SDG reports – PLGED reports – SPC reports – NMDI data – Electoral Commissions – Parliamentary records – Government ministries – Commonwealth Local Government Forum – Public Service commissions – Ministries of Finance – and influence – KMS database on management committees with women, transitions and pathways	Outcomes achieved for women in increased participation in leadership and decision-making roles	– Activity reflective reporting on increased participation by women in leadership and decision-making, case studies/stories – Country reflection workshops on extent of increased participation – Support Unit 6 monthly Program Progress reporting – External evaluations – Research data on changes in trends – Ad hoc stakeholder workshops
Extent of increased participation and influence in decision-making processes by different groups of women at different levels	Range of women in different levels of leadership roles and roles of influence	– Numbers and % management committees where women	KMS database: – management committees	Range of women participating in leadership and decision-making roles	– Activity reflective reporting on range of women participating, case studies and stories of participation and influence

		– are equally represented – Evidence of effective transitions and pathways	– transitions and pathways for women		– Country reflection workshops on extent of program reach to different groups – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent women and men leaders able to effectively represent needs and rights of women and achieve development outcomes for women and families, barriers and enablers, barriers and enablers				Perspectives on extent decision-makers effectively represented women's interests, enablers and barriers	– Activity reflective reporting on effective representation, barriers and enablers – Country reflection workshops on extent of effective representation, barriers and enablers – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Effective approaches to support women to have options, to voice them and act for change at household, community and national levels				Perspectives on effective approaches for supporting women	– Activity reflective reporting on effective approaches for supporting women – Country reflection workshops on effective approaches – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Women's Economic Opportunities					
Where, how and extent women able to achieve increased access to income generating, business and employment opportunities	– Labour force participation – Incomes in informal sector – Women having own income	Increased rate of: – labour force participation – Incomes from informal sector – Women with own incomes	– SDG reports – PLGED reports – SPC reports – HIES – Population and Housing Census – Labour force surveys	Outcomes achieved for women in income generating, business and employment	– Activity reflective reporting on increased access to income, business and employment, case studies and stories – Country reflection workshops on extent of economic empowerment achieved – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent women had increased access, rights and control over incomes, assets, savings	– Incomes for women	Increased rate of: – Numbers of poor women with increased incomes	– SDG reports – PLGED reports – SPC reports – HIES	Outcomes achieved for women in increased access, rights and control over income, assets, savings	– Activity reflective reporting on access to income, assets, savings – Country reflection workshops on extent of economic empowerment achieved

		– Women with own incomes – Numbers of poor women who increased access to financial services	– Labour force surveys – Population and Housing Census KMS database: – numbers of poor women with increased incomes – numbers poor women accessing financial services		– Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent and how women's access to and control over increased and secure incomes led to positive or negative gender power relations in household, community and national levels				Outcomes for women who achieved increased assets, savings, life choices for gender power relations	– Activity reflective reporting on how access to incomes impacted on women – Country reflection workshops on extent to which progress in economic empowered affected women – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent public and private sector entities effectively promoted gender equality through business and employment legislation, policies and practices	Gender mainstreaming within entities	Extent of gender mainstreaming	– National annual reports – PLGED reports – SPC reports	Outcomes achieved for women in gender equality in the workplace	– Activity reflective reporting on extent of gender equality achieved in workplace – Country reflection workshops on extent of gender equality in workplace – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Reducing Violence against Women					
Effective approaches for changing social norms, attitudes and behaviours in relation to violence against women				Perspectives on effective approaches for changing norms, attitudes and behaviours	– Activity reflective reporting on effective strategies in primary/secondary areas – Country reflection workshops identifying effective strategies used – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent coalitions effective in their advocacy roles to increase	Gender mainstreaming	Extent of gender mainstreaming	– SDG reports – PLGED reports	Extent coalitions effective in their advocacy roles	– Activity reflective reporting on effective strategies used by coalitions

government resourcing, support and co-ordination of services and referral processes			− SPC reports − National annual reports		− Country reflection workshops on effectiveness of coalitions − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Extent women survivors of violence increased access to safe, accessible, quality and co-ordinated support services and justice	− Service access − Referrals and transitions − Police reports	− Numbers of women accessing support services such as counselling − Effective referrals and transitions − Police reports based on complaint of DV	KMS database: − numbers of women accessing support services − referrals and transitions − Police data	Perspectives on extent of increased access to support services and justice	− Activity reflective reporting on access, case studies and stories of improved access − Annual Country reflection workshops on extent program has increased access − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Extent duty bearers motivated and resourced to implement relevant laws and legal reforms	Police reports	Police reports based on complaint of DV	− Police data	Extent of implementation and enforcement of laws and legal reforms	− Activity reporting on extent of implementation − Country reflection workshops on legal context − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Extent robust data available to assess trends in violence against women	Quality of data available for reporting against indicators		− SPC reports on data quality	Assessment of quality of data for reducing violence against women	− Research projects
Enabling Environment and Social Action					
Extent coalitions and advocacy groups advocated effectively for women's rights, initiated change and built local understanding and solutions to gender equality				Assessment of extent coalitions and advocacy groups were effective in their advocacy roles	− Activity reflective reporting on effectiveness of advocacy undertaken − Country reflection workshops on extent of effective advocacy by coalitions and advocacy groups − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Effective approaches for supporting women's groups and coalitions to meet their objectives				Effective approaches for supporting women's groups and coalitions in their roles	− Activity reflection and reporting on effective approaches for their support

					– Country reflection workshops on effective approaches for supporting women's groups and coalitions – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent women's human rights addressed through the effective implementation of policies, legislation and services				Assessment of effective implementation of polices, legislation, services in addressing women's human rights	– Activity reflective reporting on how well human rights were addressed – Country reflection workshops – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent better outcomes for women generated through DFAT programs in health, education and law and justice sectors				Assessment of progress in DFAT health, education and law and justice sectors	– Reviews of Country plans – Country reflection workshops – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Research and Learning					
Extent possible to undertake and share research, accumulate knowledge and document learnings to improve policies, strategies and programs	Projects supported to accumulate knowledge and identify strategies for program improvement		Knowledge management system catalogue of research, evaluations and reviews completed	Review of research and evaluations undertaken and results achieved in enhancing learning and understanding for improvement of programs, policies and strategies	– Research reports – External evaluations – Ad hoc stakeholder workshops
Extent research, knowledge and learnings utilised by Pacific governments and civil society organisations to inform their policies, strategies, programs and practice, and barriers to achieving this	– Research undertaken – Evaluations and reviews completed – Communications products produced		– Knowledge management system catalogue of research, evaluations and reviews – Website analytics – Catalogue of communication products	Extent of use of knowledge products by intended users	– Activity reflection on extent of research and knowledge reach and utilisation – Country reflection workshops – Support Unit 6 monthly Program Progress reporting – External evaluations – Research projects – Ad hoc stakeholder workshops
Extent innovation able to be identified, supported and tested	Numbers of tested innovative models		– Knowledge management	Extent of innovation supported by program	– Activity reflection on extent of innovation – Country reflection workshops on innovation

	funded by countries and regionally		system catalogue of activities − Support Unit 6 monthly Program Progress Report		− Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Extent knowledge gaps identified and addressed	Numbers of projects supported to address knowledge gaps		− Knowledge management system catalogue of activities − Support Unit 6 monthly Program Progress Report	Review of research and evaluations undertaken that address knowledge gaps	− Activity reflection on knowledge gaps − Country reflection workshops − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops
Indicators and data collection tools most useful and appropriate for measuring empowerment and transformative change for women in four outcome areas and cross cutting areas of disability and social inclusion				Annual review of MEF	− Activity reflection on appropriate indicators and tools − Annual Country reflection workshops − Support Unit 6 monthly Program Progress reporting − External evaluations − Research projects − Ad hoc stakeholder workshops

6 Data Collection for the MEF

6.1 Country Plan and Regional Activity MEF

Each activity will need to develop its own MEF aligned with the *Pacific Women* Program MEF.

The steps involved will include:

– Develop a Program Theory and Program Logic as a participatory activity with partners and stakeholders, informed and guided by the *Pacific Women* MEF.

– Identify the key assumptions required for each activity to work and that need to be tested.

– Identify which program evaluation questions each activity aligns with. If needed, additional evaluation questions could be developed which will be incorporated into the Program MEF.

– Identify indicators that will assist with the measurement of change, also in alignment with the *Pacific Women* MEF.

– Develop a Plan for identifying the data and information that needs to be collected against each of the evaluation questions in alignment with the *Pacific Women* MEF.

– Identify data collection methods in both areas of routine monitoring and periodic evaluation that will be used.

– Plan for relevant periodic evaluations (internal and/or external) considering the purpose and benefit of undertaking any evaluation.

6.2 Activity Data

The development of a KMS database that allows for the collation and storage of core standard data for regional and country activities is a critical element for the effective implementation of the *Pacific Women* MEF. The design document outlines the following areas for activity reporting:

- Project name, duration and funding.

- Brief overview of project objectives and strategies for achieving change.

- Brief overview of activities undertaken and outputs delivered and how this compares to intended progress to date.

- Information about progress towards the objectives and intended outcomes of this project.

- Detailed information about supporting evidence and processes of assessment.

- The views and experiences of women as a result of this project.

- Important areas of learning and challenges identified since last reporting period.

Inclusion of greater detail as to services delivered by type; participant characteristics (disaggregated by sex, age, geography, disability, poverty, social disadvantage); participant satisfaction and service utilisation, pathways and transitions is recommended.

The first step in establishing the KMS database will involve setting up and piloting an Excel spread-sheet that will support the mapping of aggregated activity level inputs and outputs (basic counts of what was funded and what was delivered, who participated at a group level and group response to participation). This data can be extracted from activity reports. A pilot database will be developed and trialled. It is anticipated that most activities already collect the required data and that its entry into a common database will not cause an additional impost for them.

Staff may require skill development in how to use the database and how to operate with basic Excel. A proposed Support Unit program officer will be recruited to support the KMS database and to support regional, country and activity level projects to use it.

Evaluation activities identified in this MEF may be undertaken by activities internally and/or externally by evaluation specialists. Where in-depth analysis is required to identify learnings that are transferable to other contexts or to better understand how innovative models have worked in practice, external evaluations may be the preferable option.

A Resource Guide will be developed to support the implementation of regional, country and activity MEFs and this will include guidance as to choices of suitable data collection approaches and tools. The M&E specialist for *Pacific Women* will lead work in collaboration with the M&E specialist for the Papua New Guinea (PNG) program to develop this Resource Guide and the accompanying tools and guidance. In addition, activities should consider use of specific evaluation approaches that are highly participatory and innovative.

General guidance can be provided for the use of routine monitoring and periodic internal evaluation methods. For specialised evaluation approaches, specific training would need to be acquired in order to use the methods identified in the third column. Web-links can be provided to resources that introduce these methods. Ethical guidelines for data collection will also be covered in the Resource Guide.

Table 3   **Monitoring and Evaluation Data Collection for *Pacific Women***

Routine Monitoring	Periodic Internal Evaluation	Specialised Evaluation Approaches
− Formats for participant attendance records − Client satisfaction survey formats − Key stakeholder satisfaction survey formats − Before/After Training surveys − Exit interview forms − Tracking formats − Follow-up surveys − Media monitoring − Guides for baselines studies	− Semi-structured interview guides for stakeholders − Focus group guides/ guidance for conducting focus groups − Workshops topics/guides and guidance for conducting workshops − Case studies topics/guides and guidance for developing case studies − Story formats and guides for developing stories − Community discussion guides and guidance for running community workshops − Direct observation guides and guidance for undertaking direct observation − Formats for conducting learning events and identifying their results − Community conversation guides	For individuals: − Most Significant Change − In-depth case-studies − Appreciative Enquiry − Digital Story Telling − Mobile Phone data collection and surveys − Surveys using social media − For stakeholders: − Outcome Mapping − Contribution Analysis − Network mapping and analysis − Structured large-scale surveys − Attitudinal surveys For communities: − Participatory Learning and Action techniques − Realist evaluation − Matched comparisons (non-randomised RCTs) − Social Return on Investment

6.3   Country Reflection Workshops

In order to respond to the evaluation questions, and to examine the inter-connectedness of the variables presented in the program Theory of Change, there is value in countries undertaking structured reflection workshops with implementing partners on an annual or bi-annual basis. This process would support data aggregation and reflection on success factors that have underpinned

change and the barriers encountered in achieving such change. There would be an emphasis placed on 'sense-making' and learning through triangulation of the different and varied data.

Areas of focus in the country reflection workshops could potentially include:

- Identifying and testing the assumptions about change included in country plans.

- Reviewing the range of implementing partners and activities supported, achievements and gaps.

- Assessing progress in implementation of country plans and how they could be adjusted.

- Establishing the contribution made in areas country plans have focussed on, with identification of learnings as to how change happens and the nature and extent of the barriers encountered.

- Suggested improvements to effectively bring about change for women in the country context.

It has been recommended that a methodology for country reflection workshops is developed and that the events are externally facilitated until such time as capacity is built for ongoing internal preparation and facilitation of these events.

Personnel from the Institute for Human Security and Social Change / Developmental Leadership Program (DLP) program at LaTrobe University in Melbourne, Australia have been requested by DFAT to consider developing such a methodology, and to facilitate the first set of country reflection workshops. Planning for this will take place following agreement with the Institute for Human Security and Social Change / Developmental Leadership Program (DLP) program for their personnel to prepare for, facilitate and record the results of an initial set of country reflection workshops.

6.4   External Evaluations

External evaluations are proposed to occur at Year 3 and Year 6. The proposed areas of investigation include the following:

Table 4 Evaluation Plan Outline

Interim Program Design: end first three years	
− Capacity, resources, relationships and understanding for action established across country and regional program activities − Relevance of program model, effectiveness of program in contributing to its four outcome areas and its overall efficiency	
Analysis from Evaluation Questions in MEF	**Evaluation Considerations from Design Document**
Program Relevance – Extent Program suitable for: − Aligning with and responding to Pacific government priorities as identified in the Pacific Leader's Gender Equality Declaration − Reflecting the needs and rights of Pacific women, particularly those disadvantaged and vulnerable − Reaching a wide range of women and women's organisations, with reasons for and consequences of exclusion − Supporting the program to be able to learn and adapt **Effectiveness- Extent Program able to:** − Contribute to women's empowerment and transformative change in outcome areas of increased representation, expanded economic opportunities, reduced violence, increased access to services and safety and a strengthened enabling environment − Examine the effect of change in one outcome area on the other − Increase capacity, resources, relationships and understandings for action across country and regional programs and activities **Efficiency- Extent program able to:** − Deliver value-for-money for DFAT, partner governments, Pacific organisations & women − Be well governed, well managed and accountable − Provide the required level of personnel and skills − Contribute to improved co-ordination of gender equality initiatives − Ensure activities were implemented on time and on budget	**Effectiveness - Extent Program able to contribute to:** − Identification of **coalitions and networks**, together with significant partners in each country, with strategies to effectively work with and support these stakeholders in place and being implemented. − **DFAT working with National Governments** to develop comprehensive strategies to address gender equality and empowerment within key sectors, informed by women's voice and experience in the Pacific. New approaches to work in these sectors being implemented. − Comprehensive **research analysis and communication systems** across the Pacific where lessons learned, research and international best practice freely shared with all stakeholders. − *Pacific Women* managed by DFAT but strategies and implementation **reflect the views and intentions of Pacific people and governments**
End Program Design: end six years	
− Joined up services and action, independent of but informed by *Pacific Women* evident in all 14 countries − Relevance of program model, effectiveness of program in contributing to its four outcome areas, overall efficiency, contribution to impact against program goal and sustainability of achievements	
Analysis from Evaluation Questions in MEF	**Evaluation Considerations from Design Document**
As above together with: **Impact- Extent program able to:** − Contribute to informal/formal transformative change − Reach the most vulnerable of women − Contribute to greater numbers of women in Pacific able to participate fully, freely and safely in political, economic and social life − Identify results, expected and unexpected, direct and indirect **Sustainability- Extent program able to:** − Support Pacific Island governments to increase their commitment to effective implementation of gender equality policies and practices in planning, budgeting, resourcing − Ensure maintenance of policies, laws and service delivery improvements and ongoing benefits − Build capacity to sustain gender equality	**Effectiveness- Extent Program contributed to:** − **'Joined up' strategies for change** with partner governments working in cooperation with international and regional organisations, as well as donors and citizens, developing comprehensive plans for economic access and security and services for survivors of violence, with particular attention to vulnerable women, including women from rural areas, and women with disability. − **Changes in national legislation to support women rights** accompanied by changes in budget allocations that reflect increased service provision for women. − Coalitions and other networks actively represent experiences and views of women at local, subnational and national levels − **Coalitions, organisations and institutions work for change** with support and resources from beyond *Pacific Women*, through reflection of shared objectives. − *Pacific Women* managed by DFAT in partnership with others, and well known for its **accountability to Pacific people and governments**

Appendix 1: Glossary of Terms

Activity	Actions taken or work performed through which inputs, such as funds and other types of resources, are mobilised to produce specific outputs. Activities define 'what we do' in our everyday work within a program.
Attribution	Where a result has occurred wholly due to a particular activity or program as opposed to contribution where the result has occurred partly due to a particular activity or program
Assumptions	Hypotheses about factors or risks which could affect the progress or success of an intervention.
Data Collection Tools	Methodologies used to collect information during monitoring and evaluation. Examples are informal and formal surveys, key stakeholder and community interviews, focus groups, expert opinion, and case studies.
Effectiveness	The extent to which the intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Evaluation	The systematic and objective assessment of an on-going or completed project, program or policy including its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program.
Evaluation-Led M&E	The same theory and principles are used to guide both monitoring and evaluation processes. Evaluation questions are developed and used to guide both monitoring and evaluation activities and their organisation within evaluation domains provides a focus for areas of investigation. Evaluation ('Big E') represents the broader, over-arching form of enquiry undertaken, usually undertaken externally. Monitoring and 'small e' evaluation are undertaken internally and represent a sub-set of evaluation.
Formative Evaluation	Evaluation intended to improve performance, most often conducted during the implementation phase of projects or programs
Goal	The higher-order objective to which an intervention is intended to contribute.
Impact	Positive and negative, long-term effects produced by an intervention, directly or indirectly, intended or unintended. Intermediate to longer term changes related to program activities and outputs, and in fulfilment of the program purpose.
Indicators	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess performance. Ways of measuring (indicating) the changes expected from particular aspects of the program. Tools commonly identified at levels of purpose, outputs, outcomes and impact.

Inputs	The financial, human, and material resources used for the intervention including money, materials, equipment, staff, technical assistance and other resources that are required for the program to happen
Mid-term evaluation	Evaluation performed towards the middle of the period of implementation of the intervention.
Monitoring	The continuous and systematic collection and analysis of information (data) in relation to a program or investment primarily for program management. Monitoring provided an indication as to the extent of progress against stated end of program or initiative outcomes. Monitoring focuses both on processes (activities and outputs) and outcomes and is usually done internally
Monitoring and Evaluation Framework	An over-arching plan for undertaking monitoring and evaluation functions for the life of a program. It includes a step by step guide to its operationalisation and application over time
Objective	Intended result contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more interventions.
Outcome	The likely or achieved short-term and medium-term effects of an intervention's outputs. Immediate to intermediate changes in behaviour or actions related to the effect or influence of the program activities and outputs, and in fulfilment of the program purpose. It includes the identification of unintended or unwanted outcomes.
Outputs	The products, goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Participatory monitoring and evaluation	Method in which representatives of agencies and stakeholders work together in designing, carrying out and interpreting a monitoring and evaluation system.
Program Evaluation	Evaluation of a set of interventions that are intended to attain specific national or sector objectives. Note: A program is a time bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.
Program Logic	Diagrammatic representation of how a program or activity intends to achieve its results over time. In its basic form, it includes mapping inputs, outputs, short-term outcomes, medium-term outcomes and impact over agreed time-frames
Program Theory	Model of how a program is intended to work, and the if-then associations inherent in the design, including identification of the assumptions which underlie the anticipated changes to be brought about by the program design
Project or Activity Evaluation	Evaluation of an individual intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program.
Purpose	Intended higher level result contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more interventions.

Relevance	A measure of whether an intervention is suitable in terms of achieving its desired effect and working in its given context. Suitability may apply, for example, to whether the intervention is of an appropriate type or style to meet the needs of major stakeholder groups.
Results	Refers to outputs, outcomes and impact together.
Results Based Management	A cyclical management process that involves result setting, identifying and assessing performance through monitoring and evaluation processes, and returning findings on results to make further adjustments to organisational direction and commitment of resources. The interconnectedness between planning, monitoring and evaluation functions is intrinsic to an results-based management approach.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently 'evaluation' is used for a more comprehensive and/or more in depth assessment than 'review'. Reviews tend to emphasise operational aspects. Sometimes the terms 'review' and 'evaluation' are used as synonyms.
Stakeholders	Agencies, organisations, groups or individuals who have a direct or indirect interest in the intervention or its evaluation.
Summative evaluation	A study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. Summative evaluation is intended to provide information about the worth of the program.
Sustainability	The continuation of benefits from an intervention after assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Theory-Based Approach	Foundation that establishes the anticipated causal pathways from outputs (what we deliver) to the results (the difference it makes).
Theory of Change	Umbrella term for both Program Theory and Program Logic that together identify the central mechanisms by which change is expected to occur
Value For Money	The optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user's requirement. It can be assessed using the criteria of economy, efficiency and effectiveness.

Appendix 2: Summary of Contracted Activities (as of August 2015) against Evaluation Questions

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
Cook Islands			
An enabling environment for the full participation of women in economic development	Gender and Development Division, Ministry of Internal Affairs	June 2013 – June 2016	Women's Economic Opportunities
Strengthening capacity towards the elimination of violence against women	Gender and Development Division, the Ministry of Police, and Punanga Tauturu Inc.	February 2013 – June 2016	Reducing Violence against Women
Fiji			
Survey on multi-dimensional and gender-sensitive measure of poverty	International Women's Development Agency	2014–2016	Research and Learning Economic Empowerment
Time Use Survey	Ministry of Women and USP	2015-2017	Research and Learning Economic Empowerment
Feasibility study on increasing women's economic opportunities in Fiji	MEDA	2014–2015	Research and Learning Economic Empowerment
Design of a Fiji women's fund to support women focused organisations	Independent Consultant	2015–2016	Enabling Change
Assistance to the Ministry of Women	Ministry of Women	2015–2016	Enabling Change
We Rise Phase 2	IWDA; FWRM; DIVA; FemLink Pacific	2015- 2019	Enabling Change Leadership and Decision-Making
Support for women's economic empowerment	South Pacific Academy of Beauty and Therapy	2014–2015	Economic Empowerment
Markets for Change	UN Women	2014–2019	Economic Empowerment
Women's Vocational Training Centre	Fiji Muslim Women's League	2015–2016	Economic Empowerment
Enhancing women's participation in decision-making through strengthened community radio transmission	FemLINK PACIFIC	2014–2016	Leadership and Decision-Making
Women's in Fisheries Network	Women's in Fisheries	2015–2017	Leadership and Decision-Making Economic Empowerment
WEAVERS project	Pacific Conference of Churches	2015–2017	Reducing Violence against Women
Programs to eliminate violence against women in Fiji and the Pacific	Fiji Women's Crisis Centre	2015-2020	Reducing Violence against Women

[9] Individual evaluation questions and indicators will be identified by each activity during development of their Monitoring and Evaluation Plans

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
Support for Women's Empowerment through holistic and sustainable service delivery	Empower Pacific	2015–2016	Reducing Violence against Women
Support for sexual reproductive health services for women and youth	Medical Services Pacific	2014–2015	Reducing Violence against Women
Support for Ecumenical Approaches to Addressing Violence Against Women	House of Sarah	2015-2016	Reducing Violence against Women
Kiribati			
Support for three Ending Violence and Gender Based Violence positions	Kiribati Ministry of Women, Youth and Social Affairs (MWYSA), Women's Development Division	February 2015 – March 2016	Reducing Violence against Women
2015 One billion rising campaign	Kiribati Family Health Association	February 2015	Reducing Violence against Women
Support the implementation of the national plan to Eliminate Sexual and Gender Based Violence	Kiribati Family Health Association	2014–2015	Reducing Violence against Women
Extension of DVSO office in Betio to provide safe place and referral centre for victims of violence	Kiribati Police DV Unit	TBC	Reducing Violence against Women
Improved infrastructure and training for staff	Ministry of Health	2014–2015	Reducing Violence against Women
Papua New Guinea			
Enhancing inclusion in community driven development projects in PNG	World Bank	2013–2016	Women's Leadership and Decision-Making
Increased women's representation in Local Government	Centre for Democratic Institutions, UN; Office for Development of Women Department for Community Development, GoPNG and National Council of Women	2012–2013	Women's Leadership and Decision-Making
Support research on the relationship between women's economic empowerment and violence against women in Melanesia	State, Society and Governance in Melanesia	2013-15	Research and Learning Women's Economic Opportunities Reducing Violence against Women
Support for Repatriation and Reintegration	Oxfam	2014–2019	Reducing Violence against Women
Women's empowerment in the coffee industry	CARE Australia and the PNG Coffee Industry Corporation	2013–2017	Women's Economic Opportunities
Economic Empowerment Partnership with Private Sector	International Finance Corporation	2014–2015	Women's Economic Opportunities
Safe Cities	UN Women	2014–2018	Women's Economic Opportunities
Support for Highlands Women's Human Rights Defenders' Network and Repatriation research	Oxfam International, Highland Women's Human Rights Defenders' Network	2013–2015	Reducing Violence against Women

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
Family Support Centre at Eastern Highlands hospital	Eastern Highlands Provincial Health Authority	2013–2015	Reducing Violence against Women
Lae Family and Sexual Violence Case Management Centre	Oxfam Australia	2014–2017	Reducing Violence against Women
Support for strengthening national coordination, implementation and monitoring mechanisms for zero tolerance towards Family and Sexual Violence	UNDP and the Government of PNG	2014 – 2019	Reducing Violence against Women
Building the capacity of PNG's Family and Sexual Violence Action Committee	Family Sexual Violence Action Committee	2014–2016	Reducing Violence against Women
Strengthening local women's voices to advocate for women's issues within, for example, agreements in the extractives sector; legislation and service delivery	University of Queensland	2014–2017	Women's Leadership and Decision-Making
Design for a Provincial Women's Leadership Program		2015–2016	Women's Leadership and Decision-Making
Partnership for Positive Parenting	UNICEF	2015–2017	Reducing Violence against Women
Kommuniti Lukautim ol Meri	FHI	2015–2018	Reducing Violence against Women
Ending Violence against Women and Children	UNICEF	2015–2017	Reducing Violence against Women
Increasing economic opportunities for women smallholders and their families	Australian Centre for International Agricultural Research	2015–2017	Women's Economic Opportunities
Support to the Family Health Centre in Port Moresby	Port Moresby General Hospital	2015–2016	Reducing Violence against Women
Improving the impact of state and non-state interventions in overcoming sorcery accusations related violence in PNG	State, Society and Governance in Melanesia, Family and Sexual Violence Action Committee, Department of Justice and Attorney General	2015–2018	Reducing Violence against Women
Highlands Sexual, Reproductive and Maternal Health Project	CARE	2015–2018	Reducing Violence against Women
Safe Communities Project	Population Services International	2015–2017	Reducing Violence against Women
Bougainville			
Supporting Gender Justice and Healing on Bougainville	International Women's Development Agency, Nazareth Centre for Rehabilitation	2015–2018	Reducing Violence against Women
Support women to improve their leadership skills and to change attitudes about women's capabilities		2015–2016	Women's Leadership and Decision-Making

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
Republic of the Marshall Islands			
Design a domestic violence support service	WUTMI	2014–2016	Reducing Violence against Women
Organisational capacity development and options for ongoing funding for WUTMI	WUTMI	2015–2016	Enabling Environment and Social Action
Samoa			
Samoa Shaping Women Development Program	Ministry of Women, Community and Social Development	2015–2020	Women's Economic Opportunities Reducing Violence against Women Women's Leadership and Decision-Making Enabling Environment and Social Action
Increasing Political Participation of Women in Samoa	UNDP	2015–2016	Women's Leadership and Decision-Making
Solomon Islands			
Recognising shared interests of Australia and Solomon Islands in the advancement of gender equality	Ministry of Women, Youth, Children and Family Affairs	1 July 2013 – 30 June 2016	Enabling Environment and Social Action
Markets for Change	UN Women	2014–2019	Women's Economic Opportunities
Solomon Islands Women in Business Association	SIWIBA	September 2014 – August 2017	Women's Economic Opportunities
Channels of Hope for Gender	World Vision Solomon Islands	2013–2017	Reducing Violence against Women
Let's Make our Families Safe program	Oxfam	2014–2017	Reducing Violence against Women
Christian Care Centre	Christian Care Refuge	2013–2016	Reducing Violence against Women
Research: the relationship between women's economic empowerment and violence against women	State, Society and Governance in Melanesia and the International Women's Development Agency	2013–2015	Research and Learning Women's Economic Opportunities Reducing Violence against Women
Social Development Adviser to support Australian funded aid programs		2014	Enabling Environment and Social Action
Tonga			
Research on impacts of seasonal migrant worker scheme on women and men	World Bank	2015–2016	Research and Learning Women's Economic Opportunities
Funding to government for key women's and violence against women events and for Tonga National Centre for Women and Children	Division of Women's Affairs	2014–2017	Reducing Violence against Women
Tonga Women and Children Crisis Centre	Tonga Women and Children Crisis Centre; Fiji Women's Crisis Centre	2014–2017	Reducing Violence against Women
Gender Advisor to strengthen design and M&E of programs		2014–2017	Enabling Environment and Social Action

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
Vanuatu			
Support the introduction of reserved seats for women at Provincial Council level	Pacific Leadership Program	2014–2017	Women's Leadership and Decision-Making
Markets for Change	UN Women	2014–2019	Women's Economic Opportunities
Expand funding for Vanuatu Technical and Vocational Education and Training to improve training and employment outcomes for women and girls	Vanuatu TVET	2013–2016	Women's Economic Opportunities
Prevention of violence against women	Vanuatu Women's Centre, Department of Women's Affairs (DWA)	2013-–2016	Reducing Violence against Women
Policing and Justice Support Program	Vanuatu Policing and Justice Support Program	2014–2015	Reducing Violence against Women
Research on improved access to justice for women and children, Policing and Justice Support Program	Vanuatu Policing and Justice Support Program	Jan–Jun 2015	Research and Learning Reducing Violence against Women
Response to Tropical Cyclone Pam		2015–2016	Women's Leadership and Decision-Making
Regional			
Research: Improving women's leadership, political participation and decision-making in the Pacific	State, Society and Governance in Melanesia	2014–2017	Research and Learning Women's Leadership and Decision-Making
Gender Stocktakes and Gender Statistics	SPC	2013–2018	Research and Learning Enabling Environment and Social Action
Review of programs aimed at EVAW in the Pacific	International Centre for Research on Women	2013–2014	Research and Learning Reducing Violence against Women
Australian–Pacific Women Parliamentary Partnerships Project	International and Community Relations Office, Department of the House of Representatives	2013–2018	Women's Leadership and Decision-Making
Gender Equality in Political Governance	UN Women	2013	Women's Leadership and Decision-Making
Private Sector Development Initiative	Asian Development Bank	2013–2015	Women's Economic Opportunities
Fund to End Violence against Women	UN Women	2014–2015	Reducing Violence against Women
Pacific Women Website		2013–2014	Research and Learning Enabling Environment/ Social Action
Pacific Multi-Country and Regional Assessment on Gender, Equity and Social Inclusion in Health		2014–2015	Research and Learning Enabling Environment and Social Action
Development Leadership Program	La Trobe University	2014–2015	Research and Learning
Technical and vocational training to increase employment opportunities for women in the Pacific	Australia Pacific Technical College	2013–2014	Women's Economic Opportunities

Activities	Implementing Partner (s)	Duration	Evaluation Questions[9]
12th Triennial Conference of Pacific Women	Cook Islands Government	2013	Women's Economic Opportunities
Support for Women's Groups and Coalitions	Pacific Leadership Program	2015–2016	Research and Learning
Regional Rights Resource Team	Regional Rights Resource Team	2015–2016	Enabling Environment and Social Action
Safe Accommodation for Women	Fiji Women's Crisis Centre	2014–2015	Reducing Violence against Women
UNICEF Pacific Child Protection Program	UNICEF	2014–2018	Reducing Violence against Women
North Pacific Position	SPC	2015–2018	Enabling Environment and Social Action
Partnerships For Health and Rights: Working for Sexual and Reproductive Health and Rights for all in the Pacific	International Planned Parenthood Federation	2015–2018	Reducing Violence against Women

Appendix 3: Disability Focus in Data Collection

The *Pacific Women* M&E framework should work to support disability inclusion. To contribute to this, a set of questions have been developed by the Washington Group to support data gathering to aid the development of better disability data for the Pacific.

The Washington Group have developed a set of questions about the limitations in basic activity functioning for people. The questions are designed to provide comparable data cross-nationally for populations living in a variety of cultures with varying economic resources. The intended use of this data is to be able to compare levels of participation for those with disability versus those without disability to see if persons with disability have achieved social inclusion.

The aim of including the Washington Group questions in this MEF is to encourage country plan MEFs, and thereby the MEFs developed by program partners, to use the Washington group questions during their data collection processes wherever this is possible. This data could then be entered into the KMS database where it has been suggested that participant data be disaggregated by a number of demographic variables including disability.

Additionally, country plan MEFs could include indicators to support the identification of how well disability has been mainstreamed by activities. Such indicators could include the level of engagement of activities funded through *Pacific Women* with local disability organisations.

The Washington Group questions are identified below:

Census Questions on Disability Endorsed by the Washington Group

The questions ask about difficulties you may have doing certain activities because of a health problem.

1. **Do you have difficulty seeing, even if wearing glasses?**

   a. No – no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

2. **Do you have difficulty hearing, even if using a hearing aid?**

   a. No- no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

3. **Do you have difficulty walking or climbing steps?**

   a. No- no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

4. **Do you have difficulty remembering or concentrating?**

   a. No – no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

5. **Do you have difficulty (with self-care such as) washing all over or dressing?**

   a. No – no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

6. **Using your usual (customary) language, do you have difficulty communicating, for example understanding or being understood?**

   a. No – no difficulty

   b. Yes – some difficulty

   c. Yes – a lot of difficulty

   d. Cannot do at all

Appendix 4: Assessing Value for Money

There are a number of approaches to assessing Value for Money (VfM). The OECD-DAC[10] defines VfM as a process for striking a balance between a program's economy, efficiency and effectiveness, and considers that it is not so much a method as a way of thinking about using resources well. This can involve a comparison being made of the degree a program achieved its intended outcomes against its assessed efficiency in the use of its resources to achieve those outcomes. Findings against evaluation questions organised in the five OECD DAC domains can be used to form the basis of a VfM judgement.

The approach of OECD DAC is supported by other work on assessing VfM that similarly emphasise use of the three 'Es' of economy, efficiency and effectiveness (such as the Department for International Development (DFID) in the United Kingdom). DFID identified the purpose of VfM as developing a better understanding (and better articulation) of costs and results so as to make informed, evidence-based choices as part of a process of continuous improvement.[11]

The above definitions of VfM assessment are supported by the DFAT in the identification of eight VfM principles based on the three 'Es' with the addition of an additional domain of Ethics.[12] DFAT define the four 'E's of VfM as follows:

Economy	Efficiency	Effectiveness	Ethics
− Cost consciousness − Encouraging competition	− Evidence based decision making − Proportionality	− Performance and Risk Management − Results Focus − Experimentation and innovation	− Accountability and transparency

Having defined the parameters of VfM assessment, the challenge in developing MEFs is to define a realistic and effective process for undertaking VfM assessment and formulating a summative VfM judgement.

Some development programs have chosen to assess VfM during external evaluation processes where DFAT, implementing partners, beneficiaries and independent technical specialists are brought together to formulate their VfM judgements. In making such judgments, inputs (program costs) are documented and assessed against identified program outcomes. An evaluation rubric can be developed to assist this process by identifying the criteria and standards by which VfM is assessed. VfM judgements are then formed to establish learnings for program improvement.

For this MEF, the recommended approach is also to develop a VfM rubric. While a rubric has been developed to assess the quality and value of the Support Unit, the same participatory approach will be adopted for the development of a VfM rubric. This VfM rubric will be developed by the Support Unit, in consultation with DFAT. It should be developed in advance of the external 3 year evaluation of the program so that it can be applied and tested as part of that evaluation process. Once tested, it can be incorporated as part of the next iteration of the Monitoring and Evaluation Framework for the program.

During both 3 year and 6 year external evaluation processes, and using the DFAT VfM principles as outlined above and the VfM rubric, evaluators will be able to identify progress toward intended outcomes reconciled against documentation as to the costs and efficiencies associated with the delivery of the program model. It is anticipated that DFAT, implementing partners and other stakeholders will be involved in formulating this VfM judgement. Country reflection workshops should also consider including a VfM assessment as part of that process. If this does occur, the program as

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[10] OECD DAC (2012) Value for Money and International Development www.oecd.org/development/effectiveness/49652541.pdf
[11] DFID's Approach to Value for Money (VfM) July 2011
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DFID-approach-value-money.pdf
[12] Department of Foreign Affairs and Trade Value for Money Principles
http://dfat.gov.au/aid/who-we-work-with/value-for-money-principles/Pages/value-for-money-principles.aspx

whole would benefit from the synthesis of country-level VfM assessments that are undertaken, ideally using the same VfM rubric as a guide.

Appendix 5: Roles, Responsibilities and Time Lines for Implementing the MEF in 2016

Task	Responsible	Time Line
Approval of Program MEF document	M&E Specialist Team Leader	December 2015
Recruitment of M&E Panel members	M&E Specialist Team Leader	December 2015-January 2016
Draft KMS database piloted with selected countries and activities	KM Specialist Team Leader	February 2016
Recruitment of proposed Data Management Program Officer to support KMS database (TBC)	KM Specialist Team Leader	February 2016 (TBC)
Development of Resource Guide to accompany Program MEF in conjunction with PNG M&E adviser	M&E Specialist PNG M&E Specialist	February-March 2016
Development of a Value-for-Money Rubric for use in the external program evaluation	M&E Specialist Team Leader	February-March 2016
Work with Countries requesting assistance to develop their country plan MEFs, to implement those MEFs and to conduct evaluation activities	M&E Specialist M&E Panel Members	Ongoing
Implementation and refinement of the KMS database	KM Specialist Team Leader	February-June 2016
Country Reflection Workshops and Reporting	M&E Specialist M&E Panel Members LaTrobe/DLP	January 2016-ongoing
Oversight and/or conduct of evaluations and reviews of selected programs	M&E Specialist M&E Panel Members	Ongoing
Communications of results and learnings	M&E Specialist Team Leader Senior Programs Manager M&E Panel Members Communications Specialists	Ongoing
Review Program MEF	M&E Specialist	November 2016