Women's Safety and Security Program

SYNTHESIS REPORT

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EXECUTIVE SUMMARY

This report synthesises findings of three evaluations conducted by the International Women's Development Agency (IWDA) of three projects supporting three separate organisations delivering services to women and girls subject to violence. The three projects make up IWDA's Australian Non-government Organisation Cooperation Program Women's Safety and Security Program in Cambodia, Myanmar and Papua New Guinea. The projects are:

- Community Action Against Gender Based Violence in Cambodia
- Supporting victims and preventing violence against women and girls in North Eastern Myanmar
- Promoting Women's Protection and Healing in Papua New Guinea.

Section 1 of this report outlines the consultancy terms of reference, the approach and methodology for the synthesis analysis. Section 2 compares the findings from the three evaluations to each other. Section 3 compares the projects to a key framework for services for women and girls subject to violence. Section 4 identifies key findings against the IWDA Monitoring, Evaluation and Learning Framework, (2011). Section 5 outlines key findings across the program from the three evaluations, and Section 6 suggests key recommendations to IWDA arising from the analysis.

The synthesis analysis finds that the program partners under the Women's Safety and Security Program are providing essential services to women and girls subject to violence, in the absence of such services from government agencies. The partners all draw on rights based approaches and gender equality to define their program goals and outcomes. The individual project evaluations find that each of the partners provide education, knowledge and basic services to the communities about women's rights and how women and girls subject to violence can access support. For this, each of the organisations are well respected. Each organisation is constrained by a lack of secure and long-term funding. Key priorities for moving forward are consolidating the work by supporting the partners to translate program principles into implementation, develop shared understanding of key concepts and terminology, outline policies and procedures to guide the work, address gaps in monitoring and evaluation that allow reach and quality of services to be properly evaluated, and assess options for greater linkages with high level advocacy on policy frameworks for addressing ending violence against women.

1. INTRODUCTION

TERMS OF REFERENCE

Through the Department of Foreign Affairs and Trade's Australian Non-Government Organisation Cooperation Program (ANCP), IWDA has supported three multi-year projects to provide support services for victims/survivors of violence against women (VAW) and implement prevention of VAW activities. The projects are implemented in Cambodia, Myanmar and Papua New Guinea (PNG). During the financial year 2016/17, three separate evaluations of the projects supporting service delivery were conducted. The evaluations use a summative evaluation approach, which looks at the impact of an intervention on the target group using both quantitative and qualitative methods. The methodology drew on a recently published United Nations framework for essential services for women and girls subject to violence.[1]

The objective of this consultancy was to conduct a synthesis analysis of the three individual evaluations, exploring lessons, commonalities, differences and comparisons between the three projects, and, drawing on IWDA staff and partners' analysis of the findings, to provide recommendations for IWDA's future programming in this area. The key deliverables of the consultancy were a half day workshop with IWDA Women's Safety and Security Program Managers to review findings against key criteria, and to prepare the

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[1] UN Essential Services Package for Women and girls subject to violence: Core elements and quality guidelines, United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence (the "Programme"), a partnership by UN Women, UNFPA, WHO, UNDP and UNODC

synthesis report.

All of the program partners are engaged in a range of both primary prevention of VAW and service provision to women and girls subject to violence. For the purposes of this analysis, IWDA requested that the focus be on the service provision activities of the three partner organisations. This analysis therefore did not review any findings from each of the three evaluations in relation to the partner's prevention activities.

The three projects considered in the synthesis analysis are:

Community Action Against Gender Based Violence in Cambodia

Banteay Srei is a Cambodian women's Non-Government Organisation (NGO) founded in 2000 that seeks to empower vulnerable women to improve their political, economic and psychosocial situation through implementation of community development projects, advocacy work and encouraging men's participation in addressing issues affecting women. The project goal is that women and girl survivors of gender-based violence (GBV) are safe and empowered to be independent members of the community. Banteay Srei challenge GBV through service provision, community-based activities and advocacy initiatives to ensure more women and men in communities have increased understanding of, and are actively working to address, all forms of GBV and harmful gender norms. Survivors of GBV have access to safe accommodation, and receive holistic support including counselling, social and legal services, and reintegration into their family and community, through direct interventions, effective partnerships and referral system. Male perpetrators have access to counselling through Gender and Peace Network services. The organisation supports a referral network and provides capacity building on GBV to members of the network.

Supporting victims and preventing violence against women and girls in North Eastern Myanmar

The Ta'ang Women's Organisation (TWO[2]) was established in 2000 in response to the dearth of women actively participating within other organisations of the Ta'ang ethnic group. Men had greater access to training, better English language and computer skills, greater self-confidence and more leadership opportunities. TWO was formed with the intention of educating and empowering women so that they could develop and strengthen their own self-determination and achieve equality of participation. To achieve this TWO realised that women could only be empowered if violence against women was prevented. The project goal is to prevent violence against Ta'ang women in the Ta'ang areas and to assist vulnerable women who have been trafficked or have experienced violence in the community or at home. This project addresses two crucial aspects of preventing violence against women and girls; community awareness raising about the issue, its consequences and possible avenues for support, plus service provision for women at risk and those having experienced gender-based violence, trafficking and abuse.

Promoting Women's Protection and Healing in PNG

Eastern Highlands Family Voice (EHFV) is recognised as a leading NGO in the Eastern Highlands of Papua New Guinea working on issues of family and sexual violence. The organisation provides counselling and other services to women, men, children, schools and communities in Eastern Highlands Province from their Goroka-based office. The goal of this project is that women and girls in the Eastern Highlands Province experience greater gender equality, respect, and safety, and enjoy their human rights through increased opportunities to receive support and services in cases of violence against women. The project provides support through counselling, economic empowerment and case management and facilitates access to emergency shelter, medical, justice and legal support where available. It also works with targeted schools, parents and communities to raise awareness of EVAW, and provide positive parenting and teaching guidance.

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[2] Formally known as the Palaung Women's Organisation.

REVIEW APPROACH

A number of considerations framed the approach of this review:

- The need to identify common themes, challenges and recommendations for advancing the Women's Safety and Security Program.
- How IWDA could most effectively support the work of the partners.
- The need for a practical and succinct report that could be drawn upon easily by Program Managers in their work with the partners.
- The importance of recognising the contextual reality faced by each of the three partners and the operating framework of IWDA in analysing the evaluations and proposing recommendations.

METHODOLOGY

This report was produced based on a desk review of key project documents, complemented by IWDA feedback obtained through a workshop with key project staff. The synthesis analysis began with a review of project documents and the individual project evaluation reports.[3] The consultants then analysed the project evaluation findings in three different ways. Firstly, the consultants compared the projects with each other to develop an overview of program goals and outcomes, how each was responding to violence against women and children, and identify commonalities and differences between the projects. Secondly the individual project evaluation findings were analysed against a framework for provision of services to women and girls subject to violence outlined in the <u>UN Essential Services Package for Women and Girls Subject to Violence: Core elements and Quality Guidelines</u>. The package provides guidelines for the core elements of each essential VAW service to ensure the delivery of high quality services, particularly for low and middle-income countries. Finally the synthesis analysis assessed the individual evaluation findings against the eight key questions of the <u>IWDA Monitoring, Evaluation and Learning Framework</u>.[4] The consultants then conducted a workshop in which the draft findings of the synthesis analysis were presented to IWDA Women's Safety and Security Program Managers, in particular the analysis against the framework of the UN Essential Services Package. Feedback was obtained form program managers which was incorporated into the final analysis for the synthesis report.

LIMITATIONS OF THE SYNTHESIS ANALYSIS

The synthesis analysis was limited by the following factors:

- The analysis drew on the evaluation findings as the key source of information about each of the individual projects. It was therefore constrained by information and analysis contained within the individual evaluation reports. Some information or data was not available.

- Each of the individual evaluation reports followed slightly different methodologies and faced different limitations. The way in which the individual evaluations analysed project performance against the UN Essential Services Package was different in Cambodia, although the same for PNG and Myanmar. This required additional analysis based on available data as part of the synthesis analysis. The scope of data collected and number of informants for each evaluation also varied. For example, the evaluation of the Myanmar Project contains feedback from two clients[5] only, whereas for the Cambodia evaluation, 11 clients (eight women and three men) were interviewed.

- The individual evaluations did not benchmark against <u>IWDA's Monitoring, Evaluation and Learning Framework (MEL)</u>, consequently limiting analysis of this framework for the synthesis analysis.

- Evaluations were written in English, thus, there is a possibility that some details and nuances may have been lost in translation.

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[3] For further details of the methodology of each individual evaluation, see the Executive Summaries of each program evaluation.
[4] IWDA, 2011.
[5] Seven clients were interviewed, but only two were clients who had experienced violence against women.

2. COMPARING THE WOMEN'S SAFETY AND SECURITY PROJECTS TO EACH OTHER

OVERVIEW OF IWDA'S WOMEN'S SAFETY AND SECURITY PROGRAM

Through its Women's Safety and Security thematic priority, IWDA has been supporting prevention and response to ending violence against women via multi-year ANCP funding to three partner organisations in three countries – Myanmar, Cambodia and Papua New Guinea. An overview of key elements of each project is outlined below.

Project	Cambodia - Community Action Against Gender Based Violence Violence	Myanmar – Supporting victims and preventing violence against women and girls in North Eastern Myanmar	Papua New Guinea - Promoting Women's Protection and Healing in PNG
Partner	Banteay Srei	The Ta'ang Women's Organisation	Eastern Highlands Family Voice (EHFV)
ANCP Goal and Outcomes	**Goal:** to reduce violence against women in Battambang and Siem Reap provinces, while strengthening Banteay Srei as an organisation. 2012-2015 Outcomes: 1: To contribute to a reduction in violence against women and progress towards gender equality 2: Banteay Srei uses resources more sustainably through phasing out of villages that have the capacity to continue community development work themselves 3: Organisational development and programme management systems are strengthened. Variations/additional outcomes 2015-2016: Vulnerable women and their families have improved standards of living and expanded livelihood choices Increased awareness and positive changes in attitudes and behaviour on gender equality result in a reduction of GBV in Banteay Srei target communities Banteay Srei organisation reflects quality improvements	This project aims to: • Prevent violence against women in Ta'ang communities in northern Shan State by increasing community awareness and knowledge about VAW and its impacts through village-level participatory workshops and women and youth exchanges ▪ Ensure the delivery of high-quality support services to women who experience gender-based violence, including human trafficking, through operating five crisis support centres with increased technical rigour ▪ Strengthen TWO's presence in remote villages in northern Shan state and increased referrals to crisis support centres through the piloting of a Gender and Peace Network based on the Banteay Srei model implemented in Cambodia ▪ Strengthen TWO's connection with the regional women's movement through participation at AWID and collaboration with Banteay Srei, such as participation in a study tour facilitated by Banteay Srei on delivering holistic VAW support services	*Eastern Highlands Family Voice* will provide counselling and case management services to women survivors of violence against women through sustaining work of 'Counselling and Referral' program. Outcome: Women have opportunities to access support services, information, referrals and become aware of their rights on the issue of violence against women.

	in effective program management and delivery. 2016-17 - To ensure that women and girl survivors of violence are supported by Banteay Srei's shelter services, and see changes in attitudes and behaviours of male perpetrators To ensure the long-term sustainability of Banteay Srei's shelter services through resource mobilisation.		
Project area of focus	Prevention: Gender Peace Network, community engagement and; behaviour change activities regarding gender equality and reduction of violence against women Vocational Training Center for vulnerable women Response: • Operation of two women's shelters in Battambang and Siem Reap • Referral to complementary services including long-term shelter and legal representation • Counselling for couples and male perpetrators – including linking with specialised agencies for counselling • Capacity building of partner organisations and provincial and district officials with the Ministry of Women's Affairs; • Support for recovery of documents • Gender and Peace Network volunteers providing counselling to women victims and male perpetrators.	Prevention: • Awareness and advocacy within the Ta'ang community about women's rights • Engaging with men about women's rights and ending violence against women • Documentation of human rights violations against women Response: • Outreach in the community, through volunteer Focal Points, to enable women seeking help to contact them • Two crisis support services which offer temporary shelter, basic counselling, and referral to legal services and employment opportunities • Accompaniment and case advocacy, including support to mediation of VAW • Referral support • Education programs for clients to support women's empowerment.	Prevention • Awareness and advocacy • Community engagement process Response • Counselling and rehabilitation • Referral to other service providers • Secure justice for survivors • Secure medical help for survivors • Secure legal help for survivor • Support survivors with opportunities for strengthening their life skills and livelihood opportunities • Working with men
Beneficiaries	Women and girls subject to violence Male perpetrators of VAW Commune Counsellors	Women and girls from the Ta'ang ethnic group who experience trafficking, sexual assault, domestic violence and at times those who have	Women and girls from the Eastern Highlands, PNG

	Members of Banteay Srei volunteer networks	suffered injuries from landmines. Men through community education activities	
Project Budget	July 2012- June 2017 - total project funding AUD$575,000 over five years.	July 2012-June 2016 - Total project funding AUD$350,000 over five years.	July 2008 - June 2017 - total project funding AUD$435,000 over nine years

SIMILARITIES BETWEEN THE PROJECTS

There are a number of similarities with the projects including contextual factors that impact on project focus and approach. Analysis of the similarities between the projects allows for IWDA to identify how it can maximise its support to the three partners by focusing on common themes or challenges.

Issue	Analysis
Holistic approach to ending violence against women	All programs are working on prevention and response to VAW. There are a range of services being provided, with basic counselling, advice and referral as support to women and girls key elements of similarity across the projects.
Response	All organisations are trying to offer a range of services in the face of critical gaps from other agencies, including government. All organisations are aware of the need for further technical training in service delivery. All organisations are key players in referral networks in their communities. All organisations require further support to develop policies to support improved services. Policies and practices on disability inclusion appear nascent in all of the organisations.
Limited resources	Funding limitations are being experienced by all partners. The funding from IWDA is relatively small. Funding disruptions are having significant impacts on clients (ie closure of safe houses in Cambodia, reduction of staff working with women in PNG). The partners have considerable practice experience in response and have availability of some professionally trained staff, but are all requesting greater technical training.
Client centered	While each of the programs is promoting women's rights, there is a question about how client-centered the approach is and how precisely each of the projects is working towards clearly identified better outcomes for women clients.
Professionalisation of roles	There is recognition of the need for professionalisation of the roles within each of the organisation. All of the partners require further support on handling child clients if they are to continue to do so. There is limited training available in each of the contexts to support the partners to consolidate their skills. There is little support from the governments to support the professionalisation of the services provided.
Provision of basic counselling	All projects aim to provide basic counselling. This can be defined as the provision of a set of primary and essential counselling skills such as empathy, respect without judgment, supportive listening and questioning skills, the ability to establish trust, explore issues and needs; and encouragement to make decisions. Skilled counselling distinguishes from basic counselling through the additional ability to make skilled observations, use effective questioning, facilitate coping mechanisms, summarise goals and priorities, conduct risk assessments, support the development of an action plan, and provide further guidance. Additionally, skilled counsellors can choose to apply specific therapeutic interventions if they have been trained in this, for example cognitive behaviour strategies, trauma focused interventions, solution focused therapy, or a combination of various therapeutic approaches. Skilled or professional does not refer to quality, this can vary per counsellor. All partners seemed to pre-dominantly operate on the level of basic counselling, with some issues in the application of basic skills, limited supervision, limited professional development or evaluation of the quality of the counselling.
Limited in their ability to be accessible to all communities that they serve.	All partners are operating in a particular geographic area. They are all making efforts to increase access to their services to remote locations and vulnerable groups, with some creative and important strategies to increase their reach and awareness of their services – e.g. the link with local councils in Cambodia. While resources are low amongst the projects, not all services are in high demand, possibly due to range of factors such as normalisation of violence.

Context	All partners are operating in areas where it is known or considered that there are very high prevalence rates, weak government supports and limited resources for prevention and response to violence against women and girls. Rates of violence against women are highest in PNG. Conflict, colonialism and the legacies of both impact on each of the contexts. All contexts appear to have both formal and traditional justice mechanisms which impact on women's access to justice and perpetrator accountability. All organisations are operating in patriarchal contexts with considerable gender inequality. Local community (Cambodia and Myanmar) or faith based organisations (PNG) play a role in responding to violence against women and girls in each of the contexts. In each situation, these organisations can present both challenges and opportunities.
Safety	There are gaps in understanding and managing safety in relation to each of the partners
Monitoring and evaluation	There are significant gaps in relation to monitoring and evaluation with each of the partners. Likewise, it is not clear with all partners how they are drawing on evidence to design programs.
Confidentiality	While the contexts in which the partners are operating raise challenges for confidentiality, the evaluations do not provide sufficient information to assess what is done to protect confidentiality. In relation to Cambodia, good procedures are in place. But safe houses are not always secure. In relation to PNG (schools program) and Myanmar, there are concerns that confidentiality is not protected.
Unpredictable environment	All programs operate in unpredictable environments (post-conflict or tribal conflicts).
Partnership with IWDA and DFAT	All partners are supported by IWDA. This provides opportunities for further strengthening the response work and sharing learnings across the programs (something IWDA has already supported). DFAT is seeking to learn from its support of EVAW programs, and access through IWDA to this support is a key strength of the program.

DIFFERENCES BETWEEN THE PROJECTS

The synthesis analysis compared the projects to identify differences amongst the projects. Analysis of differences revealed less useful information to support the overall objectives of this synthesis evaluation – to highlight lessons and identify priority areas for IWDA support across the program (see Annex two for overview of differences). While there are differences which impact on how IWDA should support each partner – such as access to skilled human resources, relationships with government stakeholders, different activities undertaken - there were higher level learnings consistent across the program that highlighted critical needs with each of the partner organisations. Of note in relation to differences, is that there are some areas where a partner is leading and lessons could – and are - being learned. This is particularly the case with the Cambodian project implemented by Banteay Srei which is considered a leading organisation within the referral network on ending violence against women and girls, and is facilitating the referral network in the absence of leadership by the government. The organisation has relatively more experienced counsellors, having existed for two decades, and provides gender sensitisation and ending violence against women training to government officials and other NGOs. The organisation's training of TWO staff from Myanmar was well received by TWO staff. Currently EHFV seeks to improve clients' economic independence through provision of life-skills, money management and other income generation training, whereas Banteay Srei provides small financial incentives. Further analysis of these differences could provide future considerations for each of the projects. Interesting observations could also be drawn from differences in the ability to respond quickly and increase reach. Projects vary in this by either having a 24-hour helpline, using community volunteers, or setting up Peace Centres in the community.

3. COMPARING THE WOMEN'S SAFETY AND SECURITY PROGRAM TO GLOBAL FRAMEWORKS

In conducting the individual project evaluations, IWDA evaluated each of the partner counselling services against the UN Essential Services Package for Women and Girls Subject to Violence: Core elements and quality guidelines. The package was produced by a joint programme of United Nations (UN) agencies and provides guidance on holistic services for women and girls subject to violence, particularly in low and middle income countries. It outlines high level principles, characteristics and foundational elements for services in general and provides criteria for quality services. It provides more detailed guidance on the

range of services needed in the areas of health, justice and policing, social services, and guidance on coordination and the governance of coordination of services support. In each of these areas, the package provides greater detail in relation to common principles, characteristics and foundational elements, and specific actions, for example provision of shelter. It is important to note that there it is not expected that one organisation would cover all elements of service provision, though it is crucial that all service providers are aware of and follow key principles and standards of service provision to address violence against women.

Analysing the program's performance against the UN Essential Services Package appears to have been a useful exercise to enable identification of common program elements, principles and characteristics. It would also appear useful for IWDA as a framework in identifying priority areas of support for the program partners. UN Women is currently piloting the package in 10 countries with support from the Australian Government. In the apparent absence of another framework being used by either IWDA or partner organisations, it would appear timely to confirm a decision about using the package as a benchmark for IWDA's projects that support service delivery.

It is important to note that the individual project evaluators used the UN Essential Services Package in different ways. Two of the three IWDA evaluations analysed the projects against the high level common principles, characteristics and foundational elements. One however – Banteay Srei's project – was analysed against the specific framework for the provision of social services. This has resulted in the Banteay Srei evaluation being against criteria for specific service provision, whereas the other two evaluations were against the higher level principles, characteristics and foundational elements. The consultants have therefore attempted to draw out the analysis for Banteay Srei against the principles, characteristics and foundational elements.

Outlined below are the common findings against the UN Essential Services Package framework. Further detail on gaps and strengths identified can be reviewed in the full analysis attached as Annex 1.

Principles		
A rights based approach	Advancing gender equality and women's empowerment	Culturally and age appropriate and sensitive
Victim/survivor centered approach	Safety is paramount	Perpetrator accountability

Rights based approach - A rights based approach is taken by all three organisations in their service delivery with a focus on safety and well-being, respect and dignity. The evaluations raise questions about how women are empowered through the support provided by each organisation, including the quality of counselling services across the projects. All three partners are enabling and/or directly supporting reconciliation of women with their partners. This ranges from what is referred to as investigation of a case, including interviewing the alleged perpetrator in Myanmar, a bias towards reconciliation in Cambodia, and mediation counselling in PNG with an emphasis on family unity. Each of the partners is operating in contexts where the rule of law is weak and community and family harmony is highly valued. While reconciliation is an option for women, it is important for each of the partners to ensure that women have information about their range of options and are supported objectively to determine which option they will take. It is also important that men are held accountable for their actions. It is possible that staff assumptions and beliefs about gender equality and women's rights may vary and could be interfering with the principle of respect for survivor's wishes.

Advancing gender equality and women's empowerment – All of the partners have stated objectives of advancing gender equality and are undertaking activities that are aimed at advancing equality and empowerment. However, as stated above under *rights based approach*, there is a lack of clarity around how the stated commitment is implemented in practice. Key questions arise around mediation/couple counselling across the three projects with possible pressure to reconcile and confusion of the use of terminology. Currently both terms, mediation and couple counselling, are intermittently used despite the fact that they represent different processes.

Culturally and age appropriate – TWO provides services to a specific ethnic group – the Ta'ang people - and women and girls only. The other two partners provide services to girls, women and men within the geographic areas that they cover. All three projects provide services for children without or with limited specific training, a fact which was raised by the partners as a need during the individual evaluations.

Victim/survivor centred approach – All three organisations recognise the holistic range of supports needed for women and girls subject to violence, and are referring clients to other agencies for specific supports that they do not provide. It is not clear how active case management is with each organisation and it appears to be uneven across the three organisations. Active case management includes accompaniment to medical services, the police or court which is happening to a certain extent, but which appears to be constrained by limited resources. Follow-up on clients to assess if needs and safety have been met appears to be limited. In relation to counselling – a service that each organisation is providing – a key principle is a survivor centric approach whereby neutrality and no judgement are ethical rules. A key intervention is active listening. The three evaluations indicate that currently these basic principles are not always followed. In particular, the needs of women clients may be compromised during couple counselling/mediation or support for reconciliation.

Safety is paramount – There is awareness amongst the partners that safety provision is important but all organisations appear to have limitations with implementation, and a lack of documented safety procedures and risk assessments for beneficiaries and staff. There appears to be limited follow-up engagements with clients, including for ongoing risk assessments. All partners operate in patriarchal environments with high to extremely high levels of violence against women. All contexts also present challenges in relation to client confidentiality and safety. Within this challenging context, there is a strong understanding from each of the partners that safety is linked to community attitudes towards violence against women and that community engagement is important for women's safety and security. All of the program partners are seeking to work with state agencies to protect women and girls but in each of the three contexts, there is limited commitment and resources from the state and limited specialisation from state agencies on protection of women and girls from violence.

Perpetrator accountability – All of the projects engage with the male perpetrators of violence against women and girls, in addition to engaging men and boys in primary prevention activities. There is, at times, an overlap in the evaluations when discussing primary prevention work and the work with perpetrators. The latter is focused on mediation with couples and individual behaviour change work with men. It also includes economic support to couples in Cambodia. The work with men is seen as valuable to each of the organisations, for example the economic support to male perpetrators in Cambodia was seen as a useful entry point for engaging with men individually and at the community level on behaviour change. There is however a lack of information about the principles and procedures for work with perpetrators and how its effectiveness is being measured. There is a recognition within IWDA that working with perpetrators carries risks and that these should be discussed in developing a framework for work with perpetrators.

Common Characteristics	
Availability	Accessibility
Adaptability	Appropriateness
Prioritise safety	Informed consent and confidentiality
Data collection and information management	Effective communication
Linking with other sectors and agencies through referral and coordination	

Availability – The three projects have put in place mechanisms for community outreach and recognise the importance of being pro-active in outreach to particularly vulnerable clients, however only TWO, in Myanmar, is able to be accessible 24/7. Community volunteers and village leaders (including women) are playing a key role in identifying and referring clients to the organisations.

Accessibility - While each of the organisations recognises the importance of accessibility, they are all limited in their ability to be accessible to all communities that they serve. There is not comprehensive information on accessibility for women and girls with disabilities, although there is some information on referrals of clients with disabilities (e.g. Myanmar and Cambodia). Limited geographical coverage and budget means the organisations have to rely on other referral partners, and in the case of Myanmar there are strong reasons why the organisation is reluctant to broaden its networking, limiting the range of services that women and girls who are clients of TWO can access.

Adaptability - All partners face resource constraints and have limited human resource capacity, despite having highly motivated teams.

Appropriateness - Counselling at times tends towards provision of advice and provision of direction. This is often culturally expected but raises questions about whether such approaches meet a woman's needs or prevent secondary traumatisation. Some efforts have been made by TWO and Banteay Srei to increase the reach of services to women and girls with disability. The services have grown to fill needs identified by each organisation and referrals are increasing. It is not clear from the three evaluations how much each organisation is drawing on program evidence and other existing evidence on the prevalence and nature of violence against women and children.

Prioritise safety - All partners are cognisant of the need for women and girls subject to violence to access temporary shelter from violence, although none offers long-term shelter. Procedures for assessing and planning for risk are not documented including recognising the limitations of what each organisation is able to do. Banteay Srei has good relationships with police and local community leaders on safety assessment and protection (but no clear information on examples of how this has worked). TWO and EHFV have strong community networks which would also be helpful with safety.

Informed consent and confidentiality - There is insufficient information to understand how each of the organisations is managing informed consent and confidentiality. Banteay Srei has referral protocols and locked case files. Some ways in which the partners work – i.e. school counselling in PNG and investigation of cases in Myanmar - would appear to raise questions about the protection of a client's safety and confidentiality.

Effective communication - There is not enough information to assess this criterion. Information is provided by each organisation to clients about their options but how feedback from clients is fed back into design, implementation and assessment of services is not clear. It is likely however that each organisation is listening and responding to informal feedback from clients in project design and implementation. Each of the evaluations highlighted responses from client interviews that the organisations treated clients with respect. However, there is reference in one of the evaluations to clients not feeling empowered to ask questions or raise concerns, demonstrating that there is a need to analyse and reflect on power relationships between service providers and clients.

Data collection and information management - There is a lack of comprehensive information from each of the evaluations about how partners are collecting and managing data. All partners appear to be collecting data on new and ongoing clients and some demographic factors. Data on disability and ethnic group or other indicators of marginalisation would be important to capture. It is not clear if the data collection includes type of violence, type of service provided, how many services were accessed by the client, and follow up visits/contact. EHFV client file analysis provided information on interventions made with clients but did not describe improved functionality or changes in circumstances. In terms of data management, Banteay Srei is securing files but the Myanmar and PNG evaluations do not cover this. It is also not clear how the data is being used to analyse and design service delivery. One of the partners, TWO, runs a human rights documentation project and produces reports on human rights violations. It would be good to understand more about how TWO manages data between the two very important - and linked - areas of work.

Linking with other sectors and agencies through referral and coordination – The organisations are at different stages of development in their referral mechanisms and procedures. All three partners seem to be acknowledged and respected as service providers within broader networks of support organisations and agencies. It remains unclear how active the projects are in their case management of clients' cases through the referral mechanisms. In all three contexts there are limited services for women and girls subject to violence provided by or funded by the government. There is no clear description of government coordinated

referral networks in each of the three evaluations. This role is therefore taken on by those civil society organisations providing services. In the case of Banteay Srei, the organisation is essentially coordinating the referral network and facilitating regular meetings and case management discussions, a useful learning experience for other partners. Two of the partners – EHFV and Banteay Srei - have strong links with government and police and link with them in responding to the needs of women experiencing violence. In Myanmar, ongoing conflict and ethnic discrimination has resulted in a situation where the IWDA partner, TWO, is concerned about formal referral mechanisms with state agencies. Given ongoing surveillance of the organisation, the concerns are not without basis. However, there are indications that existing networking with police is effective at getting the police to take action on cases of violence against women.

Foundational Elements		
Comprehensive legislation and legal framework	Governance oversight and accountability	Resource and financing
Training and workforce development	Gender sensitive policies and practices	Monitoring and evaluation

Comprehensive legislation and legal framework - In each of the contexts, there has been advocacy for comprehensive legislation to criminalise intimate partner and other forms of violence against women. In both PNG and Cambodia there is now specific legislation against domestic violence. In Myanmar, there is a draft law which covers trafficking, intimate partner violence and other forms of violence against women. Implementation by the state in each context is weak due to lack of political commitment, including funding. Each of the partners is aware of the legal framework and drawing on it to support women and girls who have experienced violence. Each of the partner organisations has links with other NGOs to provide legal assistance to women and girls, although funding for legal services is not stable. Each of the partners referred to their own need for greater legal capacity to strengthen their service provision, engagement in referral networks and advocacy.

Governance oversight and accountability - There is poor planning, coordination and oversight by government in all three contexts. In Cambodia there is a National Action Plan on ending violence against women and in PNG there is a National Strategy to Prevent and Respond to Gender Based Violence.

Resource and financing - Government funding for ending violence against women in each of the jurisdictions appears to be limited to funding of law enforcement agencies and generalised health services. There was no information in the evaluations about specialised funding commitments from the governments and none of the three partner organisations receives any government funding. The partners also lack secure and long term funding, with each organisation reliant on donor funding that has been insecure and shifting. Critical services provided by the organisations – including shelters – are subject to frequent disruptions because of a lack of funding. For example, it is understood that Banteay Srei's designated shelters were forced to relocate to the organisation's main premises because of reduced donor funding   In addition, a lack of secure and long-term funding to other services – legal assistance, counselling etc – impacts on the ability of each organisation to support women and girls subject to violence.

Training and workforce development - Each organisation identified the need for further and regular training. Each organisation experiences considerable turnover in staff, in part because of the lack of funding security resulting in the organisations having to reduce staff or cut particular projects or services. While trainings have been provided to staff at particular points in time, the high staff turnover means that organisations are often reliant on new and untrained staff. Training in counselling varied significantly amongst the counsellors, ranging from a one-week training to a diploma of counselling through the local university. The majority of counsellors however have basic skills, with limited ability for ongoing professional development through supervision or case discussion. Each of the organisations is also cognisant of the need for specialisations within response to violence against women and girls. Specialised training, for example in counselling, in responding to child clients, was highlighted as needed. Finally, the evaluations highlight that the partners are not necessarily drawing on analysis of service demand from client data to identify training needs.

Monitoring and evaluation - There was limited information in the three evaluations regarding how each organisation is monitoring and evaluating its service provision. It appears however that there is no systematic analysis (in a confidential and secure way) of case data to assess reach, outcome and quality of services. This is critical for understanding service demand, and ensuring that quality services are being provided that are beneficial.

Gender sensitive policies and practices – The evaluations point to different levels of awareness of gender equality and gender sensitive practices across the organisations. While each organisation has a stated commitment to gender equality, there was a lack of data on whether specific policies and practices existed to support implementation.

4. COMPARING THE WOMEN'S SAFETY AND SECURITY PROJECTS TO IWDA'S EIGHT KEY QUESTIONS

The analysis reviewed the three evaluation reports against the eight key evaluation questions identified by IWDA in the <u>IWDA Monitoring, Evaluation and Learning Framework</u> (2011) which outlines key indicators and means of verification for each of the questions. As the synthesis analysis was reliant on the information and analysis contained in the three evaluation reports, it was not possible to answer each of these questions comprehensively.

1. What significant changes have occurred in women's lives in communities we wish to benefit from our work and to what extent are these likely to be sustained?	Majority of service users indicated positive changes in their lives, some of which are significant. One EHFV service user mentioned "I was told by the counsellor that I was very strong and I can do this. This stays in my mind and it felt empowering". A father of a young female rape survivor said that he felt suicidal after the incident. The counsellor helped him to "build a good mind". Two Banteay Srei service users commented that the staff used comforting and positive language which allowed them to envision a better life and have hope. Five of the eight female clients of Banteay Srei mentioned that counselling provided them with increased confidence and self-esteem. Another client expressed gratitude that she was able to discuss freely her needs and experiences including financial challenges and poor family support. Most service users expressed service satisfaction. However, this is not representative for the projects as number of persons interviewed is small. Targeted communities are better informed on women's rights, but it is unclear if this has resulted in significant changes in their lives.
2. What progress towards greater equality between women and men and between groups of women has been achieved brought about, at least in part, by IWDA's work?	This was not measured in the evaluations. It is clear however that each of the partners' services are in demand, with at least 1728 women and girls accessing the partners services since July 2013. The numbers of women and girls drawing on the services – while not always increasing from year to year - demonstrates increased awareness of the services and the partners' programs. The demand for community education/awareness raising activities appears high, indicating this is an ongoing important area of work, in particular as all three organisations are well connected within their communities. It could be useful to discuss effective approaches to prevention and how the partners measure progress towards gender equality.
3. What changes in policies, practices, attitudes and gender relations relevant to women's empowerment and gender equality have happened?	It was not possible to assess the role of each organisation in legal and policy changes. The legal changes in the three countries are relatively recent and require consistent advocacy to encourage implementation, something that in the case of Cambodia is clearly being done by Banteay Srei. There are significant concerns with attitudes of State Officials towards women's empowerment. A key strength of Cambodia's work is the close engagement with State Officials at the provincial and local level. At some point, a discussion about attitudes and practices within each of the organisations themselves would be valuable to support ongoing implementation of the work.

4. How effectively have we supported our local partners to contribute to women's agency at the individual and collective level?	This question covers a range of indicators and more detailed analysis is required to draw conclusions on each area. In relation to the overall question, there is an understanding with each of the partners of the concept of agency but it appears that there may be challenges with implementation of the concept (for example in Cambodia women being encouraged to reconcile with their husbands). All partners report increased ability in financial accountability and strategic planning, and valued IWDA facilitated reflection workshops. There is evidence of resources being used to inform procedures such as development of a financial manual, program manual and child protection manual in the PNG project. Limited support and oversight seems to have been provided on the technical components of the projects in particular the counselling aspect.
5. Have the women we hope to benefit been appropriately involved at all stages of our work, in processes that are empowering?	There was not enough information to draw a conclusion here. But there are interesting practices in Myanmar and PNG around engagement of long term or former clients through training and then volunteer opportunities and other pathways to employment.
6. How effective have our partnerships been for catalysing change and progressing gender equality and women's empowerment?	IWDA financial and capacity building support has been very important for all three organisations. Reflective workshops are highly valued and have improved their activity implementation. IWDA's position as the leading Australian NGO on women's rights and empowerment is a key strength of the program.
7. To what extent have we learned from our experience and shared the lessons with others? What will we do more of and what will we do differently to improve our development effectiveness?	The programs all appear to be willing to reflect on theory and practice. IWDA's manner of engagement – not a constant presence but returning every six months or so – provides a good opportunity to consider impact and learn from practice to improve program quality. It may be good to discuss what processes/frameworks are used for this process to maximise the effort.
8. How effectively have our resources been used?	In the absence of government support, IWDA's provision of financial and organizational technical support has enabled the organisations to continue their core services. As EHFV leadership comments" IWDA enables us to get out of shock and do something". Two executive members of TWO mentioned that the funding from IWDA is "vital support".

5.   OVERVIEW OF KEY FINDINGS AND LESSONS

The synthesis analysis identified a number of common findings across the program which are outlined below. A key finding of significance to the overall program is that given resource constraints and quality issues identified with this synthesis analysis, it would be important to focus on consolidation of existing services and strengthening of networks and procedures for referrals.

Delivery of essential services - Each organisation is providing essential services to women and girls subject to violence, in the absence of government services or government supported service delivery. While comprehensive detail of service users was not available, stakeholder responses to the individual analysis indicated that there is a strong need for the services.[6] Demand currently fluctuates, possibly influenced by the normalisation of VAW. Each of the organisations are well respected by interviewed stakeholders and networks.

Contextually grounded, local initiatives - The organisations reflect local initiatives to support women and girls subject to violence. They are seeking reform in relation to prevalence of violence against women and girls and support for women and girls subject to violence. They are operating in challenging environments where women and girls are not being adequately protected or supported by state agencies. They are demonstrating initiative in identifying local solutions to complex problems, for example drawing on faith-based organisations or community networks and mechanisms, working with men to broaden the reach of their services and gain acceptance of their work.

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[6] There is less demand for the services provided by TWO, a situation that IWDA considers is based on a context in which violence is highly normalised.

Common donor and program messaging - All partners share IWDA as their donor; with the same rights based messaging, and framework able to be applied across the projects. IWDA has a deep respect for local context and a recognition that as long as principles and frameworks that empower women and seek to provide options are in place, the partners will work in different ways.

Key principles – Each of the projects aims to align with rights based approaches, gender equality and victim/survivor centred approaches, however these commitments to principles are not translated into practice and so are undermined. For example, basic principles of counselling in violence against women and girls do not appear to be always adhered to. Policies and practices that seek to ensure that attitudes and beliefs of staff and volunteers are supporting women's empowerment.

Key concepts and terms of Eliminating Violence Against Women (EVAW) response work - Related to this is the lack of shared understanding of key concepts and terms including counselling which would support greater quality in the work of partner organisations. For example, there is a lack of clarity and knowledge about the type of counselling support the services are providing (crisis counselling, or basic counselling, or professional counselling, mediation or couple counselling).

Standards and procedures – Key standards and procedures such as client intake, referral, safety, risk-assessments, basic counselling, confidentiality, etc, are not clear or documented. There is a need for agreement and development of, first minimum standards, and then procedures for the support services provided by each of the agencies, including referral services.

Active case management and *counselling* – The three projects acknowledge the importance of case management and counselling, but vary in resources and procedures to actively implement this. The organisations all appear to welcome clients and treat them with respect. There is a genuine motivation and interest in the survivors, which is one of the key success factors for counselling. Support is needed to ensure shared understanding of active case management and counselling and what is feasible in practice

Safety - Documentation around strategies and procedures for safe houses are lacking as are strategies, procedures and resources for staff safety.

Use of available evidence to inform program design – Partners are undoubtedly drawing on their own understanding and experience of violence against women and girls, within their context, to develop projects. It is not clear how much each of the projects is drawing more broadly on evidence about prevalence and nature of violence against women and girls in the context to develop projects and continually seek to improve the quality of services.

Scope of services and organisational role – The recognition by the partners of the holistic nature of the needs of women and girls subject to violence is important. It is equally important to understand where the partner organisations consider they fit within the range of services contained within the UN Essential Services Package. In contexts of limited government services or support for NGO services, it is tempting to attempt to fill many roles. Each of the partner organisations had a clear intent to provide counselling, and referral support, while two provide short-term shelter services. There was a recognition of the specialised nature of some support – such as legal assistance – but also a desire to provide a range of services without the skills or experience needed to do so. In each context this is a hard discussion, given the lack of other services available, but it would be important to support partners to define the limits of their organisation role.

Men and boys and work with perpetrators – In each of the project areas, working with men and boys was considered important in terms of community engagement, long-term goals of reducing tolerance of violence against women and organisation legitimacy. This review focused on response services and so did not analyse information contained in the evaluations about primary prevention activities with men and boys. There is however a lack of clear distinction between primary prevention work with men and boys and work with men as perpetrators. Both areas of work are important but require discussions about objectives of the work, appropriate targeting and frameworks to ensure that women's rights are not undermined. Currently, each of the partners has some contact with perpetrators either by engaging them directly or through conversations with their spouses. There are gaps in procedures to ensure that this work does not undermine gender equality, women's empowerment and a victim centred approach.

Women and girls with disability – While there was awareness among the partners in Myanmar and Cambodia of the increased risks of violence facing women and girls with disability, greater clarity is needed

around how the project is inclusive. The PNG evaluation does not provide any information in regard to their disability focus.

Data collection and management – Basic data is being consistently collected by all of the partners to verify impact of their work or influence future project design. It is not clear that sufficient demographic data is collected to measure reach of services including to marginalised groups. How data is managed and drawn on for project design is not clear.

Monitoring and evaluation – There are gaps in monitoring and evaluation of each of the projects. It is not clear how IWDA and the partners define success and what are the indicators of success.

Legal and policy context – Legal reform on violence against women and children is evident in each of the contexts, as is a lack of commitment from governments to implementation of reforms. Each of the partners has a strong understanding of the policy context in which they operate. It would be valuable for each of the projects to identify policy objectives and advocacy strategies for strengthened government commitment to end violence against women and girls in each of the contexts. This includes advocacy around legal and policy responses to ending violence against women, and government support – including funding – for essential services to end violence against women.

Training and resources – Each of the partners is operating in contexts with limited access to appropriate training, including accredited training, for the specialised functions that they are offering, for example counselling. All of the partners would welcome further training but stress the importance of ongoing and refresher training, possibility of supervision and further specialisation of training, such as on responding to child clients. None of the partners has secure or long-term funding.

6.   RECOMMENDATIONS

Each of the project evaluations identified specific recommendations for the three projects. This report identifies recommendations based on the synthesis analysis of the three project evaluations, and therefore seeks to draw out priority areas for IWDA for the overall program, rather than addressing specific recommendations for each of the programs. Each Program Manager will need to assess how these recommendations can be implemented with their specific partner. An overarching recommendation is that for the next period IWDA should support partners to consolidate their current work, identifying and strengthening successful initiatives and developing ways to improve and measure quality, rather than expanding services provided by the partners.

Key Principles - A deeper understanding of what rights based approaches, gender equality and women's advancement and victim/survivor centred approaches are in practice is needed across the projects to ensure that women are empowered and their rights protected. This could be improved through the formulation of a shared standard approach of working, including all-staff workshops and ongoing induction and supervision of new staff.

Key concepts and terminology – That IWDA support the development of shared understanding of key concepts and terms with the program partners and within IWDA. The definitions of key terms contained in the UN Essential Services Package is a useful source document to assist this process.

Identification of frameworks to support the work - That IWDA confirm what frameworks it will use for its service delivery programs. In addition to an overall framework, frameworks to measure quality for specific interventions such as working with perpetrators, or counselling for survivors of violence could additionally be considered. For example Practice Guidelines: Women and children's family violence counselling and support programs (2008) as developed by the Australian Government for Social Services could provide a starting point to discuss how counselling practice can be measured. Note that this framework is pre-dominantly Western based but in the absence of a framework for developing countries it could provide a starting point. Equally, the Victorian Government's Men's behaviour change group work – Minimum standards and quality practice, (Victorian Department of Human Services, 2006), could provide support to the work.

Standards and procedures – That IWDA work with partner organisations to agree on and develop, first minimum standards, and then, procedures for support services which seek to ensure that no harm is done.

An example of good practice with focus on minimum standards is the work of the Vanuatu's Women's Centre.

Active case management and counselling – That IWDA identify ways to support partners to understand what active case management and quality counselling means in practice, and to develop procedures and practices to support implementation. The Transcultural Psychosocial Organisation (TPO) would be a good practice example for TWO. Alternatively, Fiji Women's Crisis Centre in cooperation with Pacific Women (Fiji) has various lessons learned on counselling procedures and practices needed in the Pacific.

Use of evidence and program learning – That IWDA support partners in identifying existing sources of data, analysis and program learnings and how they can be used to inform program design.

Work with perpetrators – That IWDA draw from emerging global evidence and standards such as Men's behaviour change group work – Minimum standards and quality practice, 2006. The work of Chris Laming for workers engaging in men's behaviour change to shed abusive beliefs and violence, would also provide support to the work. Analysis of the various frameworks and its application to the development context however is warranted. Protection of women and girl clients and continuing to support an empowerment approach need to be core principles of this work, supported by shared understandings of how the work is implemented. Supporting partners to also assess efficacy and effective use of their resources in working with perpetrators is also important.

Safety – That IWDA support partners to develop strategies and procedures for safe houses, and strategies and procedures for staff safety. The UN Essential Services Package provides guidance for shelter, but strategies that are appropriate to the context are important. For example, in some communities it may be a protective strategy that the location of a safe house is publicly known and not a secret.

Monitoring and evaluation – That IWDA work with partners to develop a shared understanding of how to define success in relation to each project and to identify indicators of success.

Data collection and management – That IWDA support partners to identify minimum data to collect to support program quality and measure service users' outcomes, and procedures for collection and management of data, including analysis and use of data in program design. Empower Pacific, an organisation that conducts counselling in Fiji, has developed a relatively simple monitoring tool for their counsellors but application requires the development of a database.

Advocacy – That IWDA, based on its understanding of the policy context in each country, support the partners to develop advocacy strategies. The strategies should be based on their capacity to undertake advocacy activities – for policy advocacy on ending violence against women, including government funding of essential services for women and girls.

Strategic linkages – That IWDA continue to forge strategic linkages with other key stakeholders working on ending violence against women in the three projects.

Shared learning among partners – That IWDA continue to support shared learning among these three and other partners, and other IWDA ending violence against women programs.

Annex 1 - Benchmarking IWDA safety and security projects against the UN Essential Services Package for Women and Girls Subject to Violence

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
PRINCIPLES			
A rights-based approach	A rights based approach is taken by all three projects with a focus on safety and well-being, respect and dignity. The evaluations raise questions however about how women are empowered through the support provided by each organisation, including provision of counselling services across the projects. All three partners are enabling and/or directly supporting reconciliation of women with their partners. This ranges from what is referred to as investigation of a case, including interviewing the alleged perpetrator in Myanmar, a bias towards reconciliation in Cambodia, and couples counselling in PNG with an emphasis on family unity. Each of the partners is operating in contexts where the rule of law is weak and community and family harmony is highly valued. While reconciliation is an option for women, it is important for each of the partners to ensure that women have information about their range of options and are supported objectively to determine which option they will take. It is possible that staff assumptions and beliefs about gender equality and women's rights may vary and could be interfering with the principle of respect for survivor's wishes.	A deeper understanding of what a rights based approach is in practice across the projects, how women are empowered and when decisions are made to reconcile. Basic standards in counselling and to ensure that no harm is done. Agreed understanding from IWDA of key terminology and minimum service standards to strive for.	Understanding of human rights violations and the impact of violations. Strong community connections which put the organisations in a good position to receive support of the community All partners share IWDA as their donor; with the same rights based messaging, and framework able to be provided across projects. IWDA has a deep respect for local context and a recognition that as long as principles and frameworks that empower women and seek to provide options are in place, different ways of working may emerge in the different contexts.
Advancing gender equality and women's empowerment	All partners have stated objectives of advancing gender equality and are undertaking activities that are aimed at advancing equality and empowerment. However, as stated above under *rights based approach*, there is a lack of clarity around how the stated commitment is implemented in practice. Key questions arise around mediation/couple counselling across the three projects with possible pressure to reconcile.	An articulated understanding of what empowerment and gender equality means in terms of program implementation. Articulation and definition of key concepts and components of the work that impacts on gender equality and empowerment. M&E on quality of mediation/couple counselling Policies and practices that seek to ensure that attitudes and beliefs of staff and volunteers are	The partners are working to advance community/ women's knowledge and understanding of GBV The NGO's are trusted and valued, as organisations that have a history of working in the area of GBV. All partners recognise the holistic nature of work on EVAW is important. Engaging in prevention work can help to build key links into a community (which has benefits for both prevention and response).

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
		supporting women's empowerment.	
Culturally and age appropriate and sensitive	TWO provides services to a specific ethnic group – the Ta'ang people - and women and girls only. The other two partners provide services to girls, women and men within the geographic areas that they cover. All three projects provide services for children without or with limited specific training, a fact which was raised by the partners as a need during the individual evaluations.	Confirmation of whether program design is informed by country data on prevalence and nature of violence against women and girls in each context Possible gaps around principles, standards, procedures and effectiveness of perpetrator projects Quality issues around services for children	A service for perpetrators is provided (but questions rise around standards and effectiveness) and how this relates to gender equality and women's empowerment and male accountability
Victim/survivor centric approach	All three organisations recognise the holistic range of supports needed for women and girls subject to violence, and are referring clients to other agencies for specific supports they do not provide. It is not clear how active case management is with each organisation and it appears to be uneven across the three organisations. Active case management includes accompaniment to medical services, the police or court which is happening to a certain extent but which appears to be constrained by limited resources. Follow-up on clients to assess if needs and safety have been met appears to be limited. In relation to counselling – a service that each organisation is providing – a key principle of counselling is a survivor centric approach whereby neutrality and no judgement are ethical rules. A key intervention is active listening. The three evaluations indicate that currently these basic principles are not always followed. In particular, the needs of women clients may be compromised during couple counselling/mediation or support for reconciliation.	Active case management, including needs assessment of clients and follow-up visits Basic principles of counselling in violence against women and girls do not appear to be always adhered to	The three projects acknowledge importance of case management, but vary in resources and procedures to actively implement this. The organisations all appear to welcome clients and treat them with respect. There is a genuine motivation and interest in the survivors, which is one of the key success factors for counselling
Safety is paramount	There is awareness amongst the partners that safety provision is important but all organisations appear to have limitations with implementation, and a lack of documented safety procedures and risk assessments for beneficiaries and staff. There appear to be limited follow-up engagements with clients, including for ongoing risk assessments.	Active case management including follow-up Documentation around strategies and procedures for safe houses Strategies, procedures and resources for staff safety	Projects can provide or refer to shelter to provide safety for certain amount of time Strong community connections allowing for identification of contextually appropriate ways of ensuring safety and security

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
	All partners operate in patriarchal environments with high to extremely high levels of violence against women. All contexts also present challenges in relation to client confidentiality and safety. Within this challenging context, there is a strong understanding from each of the partners that safety is linked to community attitudes towards violence against women and that community engagement is important for women's safety and security. All partners are seeking to work with state agencies to protect women and girls but in each of the three contexts, there is limited commitment and resources from the state and limited specialisation from state agencies on protection of women and girls from violence.	Funding for shelter	
Perpetrator Accountability	All of the projects engage with the male perpetrators of violence against women and girls, in addition to engaging men and boys in primary prevention activities. There is at times an overlap in the evaluations between the primary prevention work and the work with perpetrators. The work with perpetrators is focused on mediation with couples and individual behaviour change work with men. It also includes economic support to couples in Cambodia. The work with men is seen as valuable to each of the organisations, for example the economic support to male perpetrators in Cambodia was seen as a useful entry point for engaging with men individually on behaviour change. There is however a lack of information about the principles and procedures for work with perpetrators and how its effectiveness is being measured. There is a recognition within IWDA that working with perpetrators carries risks and that these should be discussed in developing a framework for work with perpetrators.	Confirmed IWDA position of principle on working with perpetrators and minimum standards to ensure that it does not undermine gender equality and women's empowerment Shared understanding on how working with perpetrators relates to a women's empowerment and gender equality focus Procedures to ensure that work with perpetrators doesn't undermine victim centered approach Definition of success and minimum standards for measuring effectiveness in perpetrator projects, including on when it is appropriate to begin work with perpetrators. Focus on mediation rather than couple counselling in PNG and Myanmar projects and principles and procedures needed to ensure that this work does not undermine women's rights	Recognition that men and boys are key partners in ending violence against women Perpetrator is included in services Projects can learn from Cambodian example in dealing with perpetrators, in particular the Gender and Peace Network Centres (community run supports including counselling and safe places) Through working with perpetrators projects can learn how to push change as it allows for programs to learn about male behaviour and motivators for change. However, it needs to be informed by evidence and not undermine principles of gender equality and women's empowerment. IWDA is well placed to pro-actively follow emerging global evidence on effectiveness of approaches of working with perpetrators and to help shape a position, objectives and procedures for partners

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
COMMON CHARACTERISTICS			
Availability (available in sufficient quantity and quality to all victims and survivors of violence regardless of her place of residence, nationality, ethnicity, etc.)	Three projects have put in place mechanisms for community outreach and recognise the importance of being pro-active in outreach to particularly vulnerable clients Only one of the projects is accessible 24/7 Community volunteers and village leaders (including women) are playing a key role in identifying and referring clients to the organisations	Ongoing and refresher training for volunteers / focal point Lack of information on procedures for identification and referral of clients, including those at immediate risk	Hotlines, volunteers, and focal points as effective mechanisms to increase reach Engagement of community leaders (eg in Cambodia with women representatives on Community Councils) give legitimacy to the work of the partner and are also a potential opportunity for work on social norms change at the community level
Accessibility (requires services to be accessible to all women and girls without discrimination. They must be physically, economically, and linguistically accessible)	While each of the organisations recognises the importance of accessibility, they are all limited in their ability to be accessible to all communities that they serve. There is not comprehensive information on accessibility for women and girls with disabilities, although there is some information on referrals of clients with disabilities (eg Myanmar and Cambodia). Limited geographical coverage and budget means the organisations have to rely on other referral partners, and in the case of Myanmar there are strong reasons why the organisation is reluctant to broaden its networking	Transport for the partners and access to transport for women and girls to access services Geographical coverage of the partners limiting their reach to clients	Learn from Myanmar in disability focus Referral to all three services is easy and the organisations are held in high esteem by majority of referring partners.
Adaptability (They must respond to the needs of victims and survivors in ways that integrate human rights and culturally sensitive principles for example through offering multiple services)	All partners face resource constraints and have limited human resource capacity, despite having highly motivated teams.	Referral options for clients, with a limited range of services	Child focused services
Appropriateness (Appropriate essential services for women and girls are those which are delivered in a way that is agreeable to her: respects her dignity; guarantees her confidentiality; is sensitive to her needs and perspectives; and minimises secondary victimisation)	Counselling seems at times confused with provision of advice and provision of direction. This is often culturally expected but may not meet client needs or prevent secondary traumatization. Some efforts have been made by TWO and Banteay Srei to increase the reach of services to women and girls with disability. The services have grown to fill needs identified by each organisation and referrals are	Basic principles of counselling not always adhered to. Lack of clarity and definition around types of counselling (crisis, couple, mediation) Use of evidence (including practice learnings) to inform service delivery design. Greater focus on increased risks of women and girls with disability	Projects are needs based, limited alternatives available IWDA support on disability inclusion. Banteay Srei's research and advocacy around violence against women and girls with disabilities

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
	increasing. It is not clear from the three evaluations how much each organisation is drawing on program evidence and other existing evidence on the prevalence and nature of violence against women and children	and ways to achieve increased access and appropriate support to women and girls with disabilities	
Prioritise safety	All partners are cognisant of the need to provide temporary shelter from violence. Procedures for assessing and planning for risk are not documented including recognising the limitations of what each organisation is able to do. Banteay Srei has good relationships with police and local community leaders on safety assessment and protection (but no clear information on examples of how this has worked). TWO has strong community networks which would also be helpful with safety.	Safety assessment tools and documentation Follow-up to assess safety and situation Resources to support safety, including shelter, transport etc.	Awareness that safety is important All organisations are well connected within their own communities and among stakeholder organisations working on EVAW
Informed Consent and confidentiality	There is insufficient information to understand how each of the organisations is managing informed consent and confidentiality. Banteay Srei has referral protocols and locked case files. Some ways in which the partners work – ie school counselling in PNG and investigation of cases in Myanmar - would appear to raise questions about the protection of a client's safety and confidentiality.	Confidentiality and Code of Conduct protocols and procedures Procedures for obtaining instructions from clients	Strong contextual understanding of all partners and trust from local stakeholders
Effective communication and participation by stakeholders in design, implementation, and assessment of services	There is not enough information to assess this criterion. Information is provided to clients about clients' options with all three organisations but how feedback from clients is fed back into design, implementation and assessment of services is not clear. It is likely that each organisation is listening and responding to informal feedback from clients in program design and implementation. Each of the evaluations highlighted responses from client interviews that the organisations treated clients with respect. There is reference in one of the evaluations to clients not feeling empowered to ask questions or raise concerns however, demonstrating that there is a need to analyse and reflect on power relationships between service providers and clients. PNG invites selected former clients to be a part of the organisations network of volunteers.	Recognition of differences in power dynamics between staff and volunteers of the organisations and clients and how this might impact on communication Appropriate M&E tools to obtain client feedback	Extensive experience of the partners in working with clients.

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
Data collection and information management	There is a lack of comprehensive information from each of the evaluations about how partners are collecting and managing data. All partners appear to be collecting data on new and ongoing clients, some demographic factors. Data on disability and ethnic group or other indicators of marginalisation would be important to capture. It is not clear if the data collection includes type of violence, type of service provided, how many services accessed by the client, and follow up visits/contact. In terms of data management, Banteay Srei is securing the files but the Myanmar and PNG evaluations do not cover this. None of the partners appear to be storing the data electronically. It is also not clear how the data is being used to analyse and design service delivery. One of the partners, TWO, runs a human rights documentation project and produces reports on human rights violations. It would be good to understand more about how TWO manages data between the two very important - and linked - areas of work.	Systematic data collection and management procedures Comprehensive demographic data to support service delivery design (including data on clients with disability)	Case files are used and minimal information collected. Banteay Srei has a model for procedures on protecting confidentiality in receiving clients and referring clients to other services
Linking with other sectors and agencies through coordination	Projects are at different stages of development in their referral mechanisms and procedures. All three partners seem to be acknowledged and respected as service providers within broader networks of support organisations and agencies. It remains unclear how active the projects are in their case management of clients cases through the referral mechanisms. In all three contexts there are limited services for women and girls subject to violence provided by or funded by the government. There is no indication that government coordinated referral networks exist in each of the three evaluations. This role seems therefore taken on by those civil society organisations which are providing services. In the case of Banteay Srei, the organisation is essentially coordinating the referral network and facilitating regular meetings and case management discussions,	Active case management Recognition of the need to specialise and consolidate Data collection and analysis to inform advocacy with the government and other agencies for support, including training and funding	Projects can learn from Cambodia example All organisations are well connected within their own communities Each organisation is well respected and BS is providing capacity building to government staff and local leaders and EHFV provides support to local teachers.

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
	a useful learning experience for the other partners. Two of the partners – EHFV and Banteay Srei - have strong links with government and police and regularly link with them in responding to the needs of women experiencing violence. In Myanmar, ongoing conflict and ethnic discrimination has resulted in a situation where the IWDA partner, TWO, is concerned about formal referral mechanisms with state agencies. Given ongoing surveillance of the organisation, the concerns are not without basis. However, there are indications that existing networking with police is effective at getting the police to take action on cases of violence against women.		
FOUNDATIONAL ELEMENTS			
Comprehensive legislation and legal frameworks	In each of the contexts, there has been advocacy for comprehensive legislation to criminalise intimate partner and other forms of violence against women. In both PNG and Cambodia there is now specific legislation against domestic violence. In Myanmar, there is a draft law which covers trafficking, intimate partner violence and other forms of violence against women. In Cambodia there is also a National Action Plan on Prevention Violence Against Women which is in its second phase and in PNG there is a National Strategy to Prevent and Respond to Gender Based Violence (adopted in December 2016). Implementation by the state in each contexts is weak due to lack of political commitment, including funding. Each of the partners is aware of the legal framework and drawing on it to support women and girls who have experienced violence. Each of the partner organisations has links with other NGOs to provide legal assistance to women and girls, although funding for legal services is not stable. Each of the partners referred to their own need for greater legal capacity to strengthen their own service provision, engagement in referral networks and advocacy.	Legal expertise within each of the organisation or access to legal analysis from partners working on women's access to justice Advocacy strategies for strengthened government commitment to end violence against women and girls in each of the contexts. This includes advocacy around legal and policy responses to ending violence against women and government support – including funding – for essential services to end violence against women. Strong contextual understanding within IWDA of policy context in each country	IWDA is well placed to support high level advocacy – at national, regional and international levels – on legal frameworks and women's access to justice, including supporting advocacy on CEDAW implementation. In all three contexts, there are other key stakeholders working on ending violence against women, including UN Women with whom important alliances
Governance, oversight and accountability	There is a National Action Plan on ending violence against women in Cambodia and in PNG there is a National Strategy to Prevent and	Clear advocacy strategies towards each of the governments to support governance,	IWDA as donor with ability to have an overview of the three contexts and developments at regional and international level

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
	Respond to Gender Based Violence. There is poor planning, coordination and oversight in all three contexts.	coordination and allocation of resources	The reputation of each organisation would appear to provide good opportunity for advocacy on governance, oversight and accountability
Resources and financing	Government funding for ending violence against women in each of the jurisdictions appears to be limited to funding of law enforcement agencies and generalised health services. There was no information in the evaluations about specialised funding commitments from the governments and none of the three partner organisations receives any government funding. The partners also lack secure and long term funding, with each organisation reliant on donor funding that has been insecure and shifting. Critical services provided by the organisations – including shelters – are subject to frequent disruptions because of a lack of funding. For example, Banteay Srei's designated shelters were forced to relocate to the organisation's main premises because of funding cuts. In addition, a lack of secure and long-term funding to other services – legal assistance, counselling etc – impacts on the ability of each organisation to support women and girls subject to violence.	Long-term secure funding from any source Advocacy strategies aimed at increasing government commitments to ending violence against women and development of strategic linkages to support advocacy	Historical link with IWDA and IWDA's access to relevant fora to advocate for increased funding and/or support for EVAW programming IWDA's links with DFAT which is increasing its specialisation of EVAW programs
Training and workforce development	Each organisation identified the need for further and regular training. Each organisation experiences considerable turnover in staff, in part because of the lack of funding security resulting in the organisations having to reduce staff or cut particular projects or services. While trainings have been provided to staff at particular points in time, the high staff turnover means that organisations are often reliant on new and untrained staff. Each of the organisations is also cognisant of the need for specialisations within response to violence against women and girls. Specialised training, for example in counselling, in responding to child clients, was highlighted as needed. Finally, the evaluations highlight that the partners are not necessarily drawing on analysis of service demand from client data to identify training needs.	Access to adequate and accredited training opportunities in each of the jurisdictions. Agreed minimal standards for counselling for counsellors and volunteers and provision of adequate workforce development by IWDA for example through enabling supervision, refresher training on key components of counselling Specialised training, for example managing child protection, and supporting women and girls with disabilities. Secure and long-term funding allowing greater	Operating with a low funding base and drawing on community networks and resources The organisations are playing a unique role in providing training on women's rights to different stakeholders. Each of the organisations is drawing on volunteers to conduct counselling. To ensure that the counselling is appropriate and is not influencing a woman's decision about her options, it would be important for each of the organisations to define the knowledge needed of the volunteers to do this.

Quality Indicators	Comparative Analysis of the three projects	Gaps	Strengths
		certainty for the service provision.	
Monitoring and evaluation	There was limited information in the three evaluations regarding how each organisation is monitoring and evaluating its service provision. It appears however that there is no systematic analysis (in a confidential and secure way) of case data to assess reach and quality of services. This is critical for understanding service demand, and ensuring that quality services are being provided.	M&E plans to support program design and improved quality and reach of services.

Definition of how IWDA and the partners are defining success | Recognition in Cambodia that obtaining feedback from clients is important for service quality.

Willingness to learn from other jurisdictions including other partners supported by IWDA who have strong systems of M&E.

IWDA's ability to draw on international learnings on M&E for EVAW response and to work across the three programs to strengthen M&E |
| Gender sensitive policies and practices | The evaluations point to different levels of awareness of gender equality and gender sensitive practices across the organisations. While each organisation has a stated commitment to gender equality, there was a lack of data on whether specific policies and practices existed to support implementation. | Gender equality strategies and policies on gender equity within each organisation

Frameworks on child protection | IWDA's ability to share guidance and learnings around development and implementation of key policies and practices |

ANNEX 2 – Differences between the IWDA Women's Safety and Security Projects in Cambodia, Myanmar and PNG

Issue	Myanmar	Cambodia	PNG
Establishment of the NGO	2000	1994	1997
Key services provided	Information and workshops on women's rights and gender issues Shelter provision Support for survivors of trafficking Provision of crisis information, crisis counselling, counselling and advice (counselling is generally only provided if the client is at one of the two shelters).	Information and workshops on women's rights and gender issues Gender Peace Network Safe house providing short-term accommodation Crisis information, crisis counselling and counselling Facilitation of referral network meetings and case conferences with other stakeholder organisations Training of government and CSO staff working on EVAW Provision of small amounts of financial assistance	Counselling (crisis, individual, couple, school) Case management for legal aid, medical assistance & shelter
IWDA involvement	Since 2008	IWDA commenced working on women's rights in Cambodia in 1985. In 1994 this work was established as NGO Banteay Srei which then became independent in 2000.	Since 2008 (with small amounts of funding 5,000-25,000 AUD). Funding increased since 2016 (in 2016-2017 the project annual budget was 104,052 AUD).
Context	Organisation began as a clandestine organisation and still comes under surveillance by authorities regularly. This impacts significantly on the range of services and accessibility of the organisation. Highly political context, in which the organisation is operating as part of a network of organisations seeking self-determination for the Ta'ang Peoples.	Post-conflict with hostile approach from central government to CSOs. Patriarchal society with local conflict resolution processes resolving cases of VAW. Weak government structures to respond to VAW. Increasing response from the police to prosecute sexual assaults.	Government supportive but does not provide resources to NGO. PNG Counsellors Association has been created, with 10-year strategy. Part of this strategy is the creation of training curriculum through which counselling practitioners can get accredited Home grown NGO by local women that wanted to support their fellow women Extremely high prevalence of violence against women
Donors	Reliant on a number of different donors	Reliant on a number of different donors	Prior to 2016, reliant on a number of larger donors including Australian Government. IWDA/ANCP has become their major donor since 2016, prior to 2016 IWDA supported with small amounts focusing only on funding to VAW counsellors.
Human Resources	1 EVAW Program Coordinator, 1 EVAW Project Officer, 2 Safe House Managers (1 per centre), 2 Safe House Assistants (1 per centre). 10 volunteer members of the GBV Prevention Network.	Each shelter centre has four staff members, including a centre manager and a program manager. Counselling is provided by a trained counsellor who also serves as the centre manager. The Siem Reap	Decreased significantly in human resources, currently limited staff (3 counsellors, ED, PM, driver) due to funding cuts. Before there were 22 staff members of which 7 EVAW staff members

Issue	Myanmar	Cambodia	PNG
	Staff and volunteers provide counselling services, some with considerable experience but limited training. The most experienced staff are the coordinators of the shelters, one of whom had received three months training plus one month and one week. The other coordinator had received five days training in Thailand plus days in Yangon, and six-month internship in TWO. Focal Points are volunteers who have access to some basic trainings and then a six-month internship. While staff have no formal qualifications, they have a strong interest in professional development. Staff embrace ad-hoc training opportunities egg UNFPA counselling training in 2016 as facilitated by IWDA. Staff have expressed interest in a supervision model for both professional development and self-care.	Manager has just left after eight years. The counsellors have not received formal training. In addition to the staff there is a pool of volunteers Gender Peace Network	Volunteers for community awareness raising but no re-fresher training
Working with perpetrators	Work with perpetrators in supporting mediation for couples. The scope of this work is unclear.	Developed specific perpetrator support (visit in the home environment plus specific perpetrators program at their office/the Siem Reap peace centre).	Support perpetrators through individual and mediation/ couple counselling Selected perpetrators become volunteers and community educators in primary prevention activities.
Beneficiaries	Specific ethnic group, with services not just limited to GBV clients but also trafficking victims and victims from the ongoing conflict in the area	All, but different services for different beneficiaries. For example, it does not appear that Banteay Srei provides counselling for children but the organisation does provide shelter and crisis information.	All, including beneficiaries for non-GBV related issues such as students at the schools.