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# ***Leftemap Sista* Women and Girl’s Empowerment Program Review**

# **December 2016**

**ACKNOWLEDGEMENTS**

The Review team thanks CARE International in Vanuatu management and staff for their time, patience and honesty in sharing their opinions, challenges and successes with the *Leftemap Sista Women and Girls Empowerment in Vanuatu* program.

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**CONTENTS**

**LIST OF ACRONYMS**

**EXECUTIVE SUMMARY**

**1.0 INTRODUCTION**

**2.0 METHODOLOGY**

2.1 Review Process

2.2 Site Selection

2.3 Data Collection

2.4 Data Analysis

2.5 Limitations

**3.0 FINDINGS**

3.1 Relevance

3.2 Effectiveness

3.3 Gender Equality and Disability

3.4 Efficiency

3.5 Sustainability

**4.0 RECOMMENDATIONS**

**5.0 CONCLUSION**

**LIST OF ACRONYMS**

CAVAW Vanuatu Women’s Centre Committees Against Violence Against Women

CDCCC Community Disaster and Climate Change Committee

CIV CARE in Vanuatu

DLA Department of Local Authorities

DARD Department of Agriculture and Rural Development

DFAT Australian Department of Foreign Affairs and Trade

DWA Department of Women’s Affairs

EMB Engaging men and boys

FBMT Family Business Management Training

FGD Focus Group Discussion

FSA Farm Support Association

GBV Gender-based Violence

KII Key Informant Interview

TAFEA Tanna, Anietyum, Futuna, Erromango and Aniwa

TVET Technical Vocational Education and Training

TCC TAFEA Counselling Centre

VWC Vanuatu Women’s Centre

WEE Women’s Economic Empowerment

WSB Wan Smol Bag

WSTBs Women’s Seed and Tool Banks

**EXECUTIVE SUMMARY**

In 2014 CARE in Vanuatu began implementing a three-year program (July 2014 to June 2017) to address the underlying dynamics and causes of gender inequality in Vanuatu. The program: *Leftemap Sista* Women and Girls Empowerment works at the national and provincial level to promote women and girl’s leadership, skills development and economic empowerment focusing on the disadvantages and inequities that women and young women in Vanuatu face.

At the national level the program supports coordination, advocacy and research into gender inequality. The *Leftemap Sista* program works with a range of stakeholders committed to addressing gender inequality and gender based violence (GBV), including the Department of Women’s Affairs (DWA) and local government. In TAFEA Province the program has a presence on each of the five islands and works closely with CARE’s resilience and WASH programs to integrate gender and social inclusion strategies across into all activities. Key *Leftemap Sista* strategies are the girls social and economic life-skills training targeting girls aged 12-20 years and women’s economic empowerment through support to women’s seed and tool bank groups (WSTBs). Engaging men and boys and prevention of gender based violence are also explicit commitments in the design of *Leftemap Sista* and all its activities, but these are areas where more considered strategy and investment is required in the next phase of the program.

The planned outcomes of *Leftemap Sista* are:

1. Supporting the aspirations of Vanuatu Women’s movements (Government and civil society) and networks of gender change makers to maximise their collective contributions to create change in the lives of Vanuatu women and girls.

2. Increasing women’s and girls’ economic and social resilience in rural communities through empowerment and leadership opportunities.

3. Contribute to the prevention and reduction of the occurrence of gender based violence, particularly against young women.

4. Support the engagement, ideas and collectivism of youth gender champions (girls and boys) in their efforts to promote gender and women’s empowerment changes within youth and society.

T**he program design was well prepared and remains relevant, however the it was designed as a $1 million per year program but only ever funded at approximately 30% of that amount.** As a result, the full program envisaged has not been implemented. The team implemented small elements of the planned bigger program depending on funding and opportunities. In March 2015, not even a full year into implementation, Cyclone Pam hit Vanuatu, and badly damaged TAFEA Province and diverted development program focus and resourcing to emergency response and recovery for a period of approximately nine months.

***Leftemap Sista* is demonstrating progress in the following areas:**

*Supporting women’s organisations* **CARE has facilitated two effective gender equality coalitions: the Gender Partnership Platform and the Gender and Protection Cluster.** The Gender Partnership Platform was made up of organisations that were interested in improving gender mainstreaming such as Live and Learn, Vanuatu Council of Churches (VCC), *Wan Smol Bag* and ADRA, Technical Vocational Education and Training program (TVET), Vanuatu Association of NGOs (VANGO). Practitioners came together to discuss challenges and approaches such as engaging men and boys. The Gender Partnership Platform stopped working during the emergency phase and many of the organisations joined the Gender and Protection Cluster as they were implementing emergency programs.

**The Gender and Protection Cluster has been a major success in creating a coalition of local and international organisations that are consistently addressing gender equality issues.**  CARE also facilitates capacity building for organisations and individuals involved in the cluster on policy analysis, donor liaison and program management. The cluster has positioned CARE as a key advisor to the Department of Women’s Affairs and CARE has developed strong relationships with local and international organisations as has a reputation for having expertise in gender equality.

*Increasing women’s economic and social resilience*  The main streams of work for women’s economic empowerment that has been implemented are the establishment of 86 women’s seeds and tool banks (WSTB); a women’s economic forum for WSTB leaders to deliver basic training in small business and develop business plans and; gender-sensitive food security and livelihoods situation analyses for TAFEA Province. WSTBs are recognised in the community as women’s groups and the data indicates that 90% of group members are women. **The data indicates that women members valued the opportunity to be part of a group that has the purpose of food production and income-generation and increased their knowledge and skills through the groups.** The groups were in the early stages of exploring value-add processing and market opportunities.

*GBV prevention* Life skills is a good entry point for GBV prevention that can be built upon in the next phase. **GBV was covered as part of a life skills training in later sessions and the review found that is a good approach for opening discussions about relationships, power and violence.** Many women interviewed said that they learned about communication and negotiation and had better communication in the household and community. Men reported that they learned about managing anger and negotiation**.** This indicates that **life skills training has some potential for male behaviour change,** but it needs further testing through a robust monitoring and evaluation system in the next phase. CARE mapped services available for girls (aged 10-28) in TAFEA in November 2014 and this information be used to inform referral for women attending all CARE programs in the next phase. CARE staff in Tanna have good links GBV response services such as TAFEA Counselling Centre. One of the current staff members used to work at the TAFEA Counselling Centre and CAVAWS and staff from the TAFEA Counselling Centre have presented sessions and attended life skills along with police and health care workers. This partnership approach can be built on in the next phase to facilitate stronger linkages to violence response services.

**The effectiveness of the program can be improved through the following:**

*Supporting women’s organisations* The aim of the design was to remain flexible to be able to respond to policy issues that affect women as they arose, but that made it difficult to monitor and evaluate.To improve in this area CARE should build on its strong relationships and reputation that was developed in the first phase but with a stronger thematic focus related to its community-based programs so that the future program is more coherent. The future work supporting women’s organisations should have a stronger thematic focus that relates to CARE’s community level work. CARE should focus on: 1) Prevention of gender based violence: by working with DWA at the national level to set national standards for prevention work in Vanuatu. 2) Advocating for the rights of young women and girls 3) Work with the Department of Women’s Affairs and the DLA and DARD on Women’s Economic Empowerment. This work would be done through bringing together coalitions of organisations to learn from each other, agree on common approaches and how they relate to meeting the objectives of the *Vanuatu National Gender Equality Policy.* A capacity building approach was also planned and not implemented, but remains relevant for the next phase as women’s organisations in Vanuatu have capacity building needs in financial, organisational management, advocacy and networking.

*Economic**empowerment of women*In response to Tropical Cyclone Pam, CARE established approximately 86 women’s seed and tool banks (WSTBs) far exceeding the initial target of 16 groups envisaged. The initial purpose of the groups was the distribution of relief items and the groups were an accessible distribution point for livelihood assets in the recovery. The result of rapidly establishing such a large number of groups has led to challenges around coverage and sustainability. With 86 WSTBs, there are currently too many WSTBs to be supported sustainably and CARE should reduce program coverage and support WSTBs more intensively. **The evidence from the review indicates that food security could be a focus for the next phase.** Criteria should be developed once the decision is made about the focus which will guide the readiness assessment and the selection of communities to focus on in the next phase.

Once the groups are selected, the groups should have good governance training. To improve sustainability, a **partnership strategy** should be developed to ensure a stronger link should be developed with organisations and institutions with agricultural and microfinance organisations such as: Farmer’s Support Association (FSA), Nasi Tuan and VANWODS Microfinance. The partnership strategy should include a capacity development approach for small, local organisations.

*Targeted studies* should be carried out following the next design which include: baseline study gender-sensitive value chain analysis; stakeholder analysis; barrier analyses to inform Engaging Men and Boys (EMB) strategies and so on with a clear purpose as to how they will inform the final selection and refinement of activities during inception. (See section 4.1.4)

Recommendations for the next phase are to **mainstream GBV (Gender-based Violence), develop a strategy for engaging men and boys and to adopt the family business management training approach**. Topics covered in this approach are: as communication; conflict management; labour in the family garden and workloads; decision-making; decision-making and household budgeting; and developing household action plans. The program can be adapted to include single mothers.

A possible approach for the next phase is the development of **women’s cooperatives**. The learning from Nasi Tuan[[1]](#footnote-2) indicates that the development of cooperatives can take up to five years, but there is value in developing cooperative models. As individuals, women will find it difficult to participate in the value-chain beyond production. They are more likely to experience the benefits of processing, marketing and sale as part of a cooperative or producer group. Cooperatives represent a mechanism through which to ensure women’s economic empowerment where they can put the skills and knowledge they have gained into action and choice.

*Life skills training* **should continue and be strengthened through a stronger focus on engaging young men in behaviour change and prevention of violence against women and facilitating access to services for women and girls experiencing violence.** Community members and CARE staff recommended that training should be delivered at the community level to encourage stronger community engagement and linkages to other CARE programs. The purpose of the life skills training has shifted over time and CARE needs to strongly define the purpose, target groups and intended outcomes for participants and communities the next phase. The curriculum is currently being revised to better target different segments of the community: young men, young women, adult women and men. CARE should also intentionally target young single mothers as the review found that young single mothers are often excluded from community activities and have benefitted from life skills training. Follow up activities are also needed to build on the momentum from the training and it needs better linkages to existing CARE programs (WASH, resilience, WSTB).

*Gender based violence* **At a minimum, CARE should mainstream a GBV approach through all existing gender equality programs** in-line with CARE International’s: *Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs.* **Vanuatu has a high prevalence of violence against women and girls, particularly in Tanna, and understanding of GBV mainstreaming, risk management and response should be improved for all CARE staff to keep community members and CARE staff safe when they are participating in any CARE gender equality programs.**

The Guidance recommends mapping community referral systems, building partnerships with service providers and a developing protocol for staff who witness violence or are told about incidences of violence against women within the communities that they are working in. The Guidance also recommends that both gender equality and GBV prevention (economic empowerment and women’s leadership) and targeted GBV (such as life skills) programs should be strongly linked to formal and community violence response services such as Vanuatu Women’s Centre (including CAVAWs), police and health services. CARE would benefit from a formal partnership with VWC (see section 4.4.2 for recommendations for this partnership).

**CARE should carefully select communities where it will implement life skills and economic empowerment programs. If there are no access to formal response services (police, medical, counselling) within a community, CARE should not implement life skills programs or economic empowerment programs in that community. If a community does not have any access to formal services, CARE should work with service providers to support them to extend their services to that community.** The assessment of access to response services is done through mapping of community and formal referral systems and found that many communities have access to one formal service (see section 4.4.1). Finally, it is likely that CARE staff themselves experience family violence and CARE should develop a family violence policy for all staff that includes access to counselling services.

*Engaging men and boys*

There has been slow progress in engaging men and boys as part of the program. The initial strategy for engaging men and boys for economic empowerment and life skills programs seems to be that men were brought into conversations mainly to gain their support for activities and to enable women’s participation in the activities. The result of this situation, is that men have now been brought into the WSTBs equal participants without delivering any parallel programing activities to break down social norms and practices that limit women’s decision-making and influence. **In majority of cases men have assumed leadership positions within the WSTBs and are the decision-makers within the WSTBs.**

To improve engagement of men and boys in economic empowerment activities CARE should take a family approach to economic empowerment that includes gender-specific activities that work to change those attitudes and practices that limit women from fulfilling their potential within the family’s economic activities. **The program should prioritise a focus on increasing women’s income and access to resources (including agricultural resources) and their control and influence over how such income and resources are used.** This will require the program to focus on creating spaces for men and women to reflect on gender relations, roles, access, decision-making, violence and conflict resolution. Programming strategies will need to address men’s views of gender roles within the household and challenge rigid gender norms and masculinities. **This can be addressed through the Family Based Management Training (FBMT) and other tools include community dialogues where men are supported to focus on the positive elements, and remove the negative elements of their masculinities.**

Engaging men and boys in violence prevention requires tackling root causes, engaging men, and applying multiple interventions. **These interventions should involve local partners such as the Vanuatu Women’s Centre who have significant experience in working with men at the household and community levels** - local partners with recognised credibility and a successful track record will be critical in tackling the underlying drivers of violence, such as deep-rooted social norms and power dynamics.

Life skills training was initially targeted at young women, but as the program was implemented it included young men and adult men as well. However, there was no change in curriculum to reflect the inclusion of men and boys. **Male participants did report that they learned about respectful relationships and controlling their emotions in the current approach and this is a strength that can be built upon.**  There is some benefit in having men and women discuss the same topics separately and then come back together, but male-focused topics also need to be developed and delivered.

For life skills CARE needs to determine: the target audience for life skills, the primary aim of life skills (GBV, Adolescent Reproductive Health, livelihoods, leadership, etc) and the change CARE expects that life skills will have on participant’s lives and within communities. CARE is in the process of developing curriculum that is focused on different target groups including men and boys. CARE should engage young men prior to life skills training sessions and this work would be done best through a CARE male staff to visit the community beforehand and develop relationships with young men.

1. **INTRODUCTION**

In 2014 CARE began implementing a three-year program (July 2014 to June 2017) to address the underlying dynamics and causes of gender inequality in Vanuatu. *Leftemap Sista* works at the national and provincial level to promote women and girl’s leadership, skills development and economic empowerment focusing on the disadvantages and inequities that women in Vanuatu face. *Leftemap Sista* aims to support the work, ambition and ideas of Vanuatu people, communities, government and organisations in their efforts to change the gender beliefs and practices that prevent women and girls from feeling safe, valued and respected.

At the national level the program supports coordination, advocacy and research into gender inequality. The *Leftemap Sista* program works with a range of stakeholders committed to addressing gender inequality and gender-based violence, including the Department of Women’s Affairs and local government. In TAFEA Province the program has a presence on each of the five islands and works closely with CARE’s resilience and WASH programs to integrate gender and social inclusion strategies across into all activities. Key *Leftemap Sista* strategy is the girls social and economic life-skills training targeting girls aged 12-20 years and women’s economic empowerment through support to women’s economic livelihood groups. Engaging men and boys and prevention of gender based violence are also explicit commitments in the design of *Leftemap Sista* and all its activities, but these are areas where more considered strategy and investment is required in the next phase.

*Leftemap Sista* was designed in 2013-2014 as a large, multiyear program envisaging multiple donors. The full program as originally envisaged has not been implemented for two principal reasons. However, only approximately 30% of the funding required for the full design has been secured over the past 3 years meaning only some components of the original design have been funded and implemented. The program’s implementation was also significantly disrupted in March 2015 when Category 5 Tropical Cyclone Pam hit Vanuatu and damaged TAFEA province. The normal planned *Leftemap Sista* programming was on hold for 9 months while the country and communities responded to the massive disaster, and *Leftemap Sista* activities were re-oriented towards support for recovery. Normal programming resumed in late 2015. This disruption and its timing (9 months into implementation and then a 9 month delay) affected the momentum of the program, as well as the operating context and community priorities.

The current 3 year *Leftemap Sista* Program is due to end by June 2017, however CARE has committed ANCP funding to *Leftemap Sista* for a further 4 years from July 2017 – June 2021. While the current project mid-way through its final year of implementation, a new project design is required for the next 4-year phase of the program.

**2.0 METHODOLOGY**

**2.1 Review process**

The review team took a qualitative approach to the review supported by quantitative data from the project monitoring reports. Qualitative methods included focus group discussions (FGDs) and key informant interviews (KIIs). These tools gathered data for gauging project quality and drawing out key elements of performance assessment (e.g., relevance, effectiveness, efficiency, impact and sustainability). The review was participatory, incorporating a cross section of key stakeholders at community and provincial levels, including: women members of WSTBs, husbands of WSTBs members; life skills training participants; village leaders; provincial council representative;, advocates provincial government agencies including the Department of Agriculture and Rural Development (DARD) and the Department of Women’s Affairs; local partner organisation such as Farm Support Association (FSA), Nasi Tuan and Activ; donors including and the Australian Department of Foreign Affairs and Trade (DFAT); Vanuatu Women’s Centre (VWC), TAFEA Counselling Centre, and CARE Vanuatu project staff.

The review team mapped community and formal services for victims and survivors of GBV in line with the CARE International *Guidance for Gender Based Violence Monitoring and Mitigation within Non-GBV Sectoral Programming*. The purpose of the mapping was to increase understanding women’s access to services in communities where CARE has programs for the design of the next phase. Access to services is a crucial component of violence prevention activities (such as life skills, leadership and economic empowerment). Understanding access to services is important because the prevalence of violence against women in Vanuatu high: 60% of women have experienced physical or sexual violence by their partner.[[2]](#footnote-3) Many community based programs to end violence against women focus on awareness raising, but raising awareness of family and sexual violence issues in communities without understanding and strengthening referral networks can cause more harm to survivors of violence, leaving them with better information without improved services.

The team interviewed police, counsellors, health workers, women’s leaders and chiefs to increase the understanding of community referral pathways which is the series of steps a woman who has experienced violence would take from the time that violence occurs to any services that she can access at the community level and formal services that can be accessed in the Provincial capital Lenakel. Services fall into the following categories: first response, counselling, justice and legal services, health services and safe houses or a safe place to stay immediately following an incident of violence. The review also investigated other prevention activities that are occurring in communities.

A standardised set of qualitative participatory tools was developed in collaboration with the project team and translated into *bislama.* These tools included detailed field guides for community FGDs and KII guides.

**2.2 Site selection**

Given the limited time available for the data collection as part of the review, and given the qualitative rather than quantitative focus of the review, it was not realistic to attempt a random sampling approach for the selection of villages. Instead the villages and WSTB groups to be surveyed during fieldwork were selected a) to follow-up on emerging issues apparent in recent project analysis and reporting, and b) to ensure representative coverage of the groups. The selection of villages and groups for interview during the review takes into account the following criteria:

* **Geographic coverage:** the team aimed to have total coverage on Aniwa Island (three villages) and on Tanna two villages in SE Tanna and five in NE Tanna (where the majority of programming has focussed).
* **Status of group present in the village:** the team aimed to cover both active groups and less active WSBT groups. Non-active groups were excluded given the limited time available and potential difficulties in reaching members of these groups*.*
* **Type of economic/livelihood activity:** practiced by groups with ongoing activities (e.g. chicken-raising; pig raising; peanut and other crops) in the village. According to the list of ongoing WSBT groups on Tanna and Aniwa provided by CARE Vanuatu the most commonly practiced economic activities for ongoing groups were chicken raising (16 groups); peanut cultivation (15 groups) and pig-rearing (8 groups). The team aimed to cover one group practicing at least one of the three most widely practiced livelihood activities in each region on Tanna (full coverage in Aniwa), as well as cover those villages practicing different combinations of activities (e.g. chicken + peanuts; chickens+pigs; pigs+peanuts). By conducting FGDs with groups practicing a range of different livelihood/ economic activities we will aim to explore which activities are more and less appropriate.
* **Life skills:** Life skills training was held in Aniwa and the Aniwa team focused on key informant interviews with life skills participants in all three communities (Ikaokao, Imaty and Isavai). Life skills participants were also interviewed in Lamanruan and Enarawia.

Based on these criteria and the list of ongoing groups provided by CARE Vanuatu, the table below presents the final villages selected for the review:

| *Island/Region* | *Village* | *Group Status* | *Group Activity* |
| --- | --- | --- | --- |
| Aniwa | Ikaokao | Active | Chickens/garden |
| Imatu | Unknown | Chickens |
|  |  |
| Isavai | Unknown | Chickens |
| Tanna (NE) | Lokaim | Active | Chickens+pigs |
|  |  |  |  |
|  |  |  |  |
| Tanna (NE) | Enimaha | Less Active | Chickens |
| Tanna (SE) | Imayo | Active | Pigs+Peanuts |
| Tanna (SE) | Ikurup | Active | Peanuts |
| Tanna (NE) | Enarawia | Active | Chickens+peanuts |
| Tanna (NE) | Lamanaruan | Less Active | Chickens+peanuts |
| Tanna (NE) | Enkataley | Active | Chickens+Peanuts |

**2.3 Data Collection**

The research team was made up of 8 people that divided into 2 groups, one that focused on Aniwa (Heather Brown, Hannah Tamata, Masden ?? and Millie Greaves) and the other group on focused on Tanna (Josie Huxtable, Megan Williams, Mala Kenneth and Lisa Robinson. The two teams carried out data collection between October 31 and November 10, 2016.

The review team conducted two FGDs in each village: one FGD with WSTB members and one FGD with husbands of WSTB members. Additionally, the review team conducted key informant interviews with a diversity of stakeholders each offering a unique perspective of the *Leftemap Sista* I program. These included: life skills training participants; village leaders; women leaders; CAVAW representatives; young men, young women, people with disabilities.

At the national and Provincial level, the team conducted key informant interviews with: CARE staff, Department of Women’s Affairs, Department of Agriculture, the Australian Aid program, Local organisations involved in gender and economic empowerment/skills, GBV services, youth engagement, disability inclusion, and GBV, International NGOs, police and health providers.

**2.5. Data Analysis**

Qualitative data were reviewed each day to crosscheck information and interpretation, and to sharpen discussion guides as necessary. Following each day of interviews and field work the team came together to review and data as well as identify common themes. Summaries were reviewed and reorganised by the team following fieldwork to identify trends related to male/ female perceptions, similarities and differences, and project indicators.

A systematic review of project documents complemented primary data. A reflection workshop attended by the project team and implementing staff and CARE management was held on November 7, 2016. Preliminary findings and recommendations were shared, and several points were discussed. The results of that discussion are incorporated into this report.

**2.6. Limitations**

The CARE Vanuatu Country Office was very responsive and supportive throughout the MTR process. Although there were challenges during the review, the extent to which they limit the ability to comprehensively address key review questions is minimal.

*Timeframe*

A total of 12 days was allocated for the in-country field work – given the remote location of the outer islands only eight communities could be visited in this timeframe. It should therefore be noted that although this review uses qualitative data from hopefully a sufficiently diverse subset of project participants and partner organisations, for logistical reasons the team could not visit all project sites where activities have been implemented or those WSTB groups that have dissolved since the project commenced.

*Lack of monitoring data*

There was very little data available from the implementation of the project, so most of the analysis is based on findings from field work during the review.

*Limitations of the referral mapping*

The referral mapping was rapid and done at the same time as other evaluation activites and some interviews were incomplete. In some cases, only the chief was interviewed and in future CARE should interview women leaders, young women, pastors and chiefs to have a more balanced view.

**3.0: FINDINGS**

* 1. **RELEVANCE**

3.1.1 How is program addressing the needs and rights of women and girls in Vanuatu?

The planned outcomes of *Leftemap Sista* are:

1. Supporting the aspirations of Vanuatu Women’s movements (Government and civil society) and networks of gender change makers to maximise their collective contributions to create change in the lives of Vanuatu women and girls.
2. Increasing women’s and girls’ economic and social resilience in rural communities through empowerment and leadership opportunities.
3. Contribute to the prevention and reduction of the occurrence of gender based violence, particularly against young women.
4. Support the engagement, ideas and collectivism of youth gender champions (girls and boys) in their efforts to promote gender and women’s empowerment changes within youth and society.

The program design was well prepared and remains relevant, however the it was designed as a $1 million per year program but only ever funded at approximately 30% of that amount. As a result, the full program envisaged has not been implemented, rather depending on available budget the team have implemented small elements of the planned bigger program depending on funding and opportunities. In March 2015, not even a full year into implementation, Cyclone Pam hit and diverted development program focus and resourcing to emergency response and recovery for a period of approximately nine months.

***Leftemap Sista* is demonstrating progress in the following areas:**

*Supporting women’s organisations* CARE has facilitated two coalitions: the Gender Partnership Platform and the Gender and Protection Cluster. The Gender Partnership Platform was made up of organisations that were interested in improving gender mainstreaming such as Live and Learn, Vanuatu Council of Churches, *Wan Smol Bag* and ADRA, TVET, VANGO. Practitioners came together to discuss challenges and approaches such as engaging men and boys. The Gender Partnership Platform stopped working during the emergency phase and many of the organisations joined the Gender and Protection Cluster as they implemented emergency response programs.

The Gender and Protection Cluster has been a major success in creating a coalition of local and international organisations that are consistently addressing gender equality issues. CARE also facilitates capacity building for organisations and individuals involved in the cluster on policy analysis, donor liaison and program management. It has also positioned CARE as a key advisor to the Department of Women’s Affairs and CARE has developed strong relationships with local and international organisations as has a reputation for expertise in gender equality.

*Increasing women’s economic and social resilience*  The main streams of work for women’s economic empowerment that has been implemented are the establishment of 86 women’s seeds and tool banks (WSTB); a women’s economic forum for WSTB leaders to deliver basic training in small business and develop business plans and; gender-sensitive food security and livelihoods situation analyses for TAFEA Province. WSTBs are recognised in the community as women’s groups and the data indicates that 90% of group members are women. The data indicates that women members valued the opportunity to be part of a group that has the purpose of food production and income-generation and were able to increase their knowledge and skills through the groups. The groups were found to be in the early stages of exploring value-add processing and market opportunities.

What areas of work should be prioritised going forward?

*GBV prevention* Life skills is a good entry point for GBV prevention and is a promising approach that can be built upon in the next phase. GBV was covered as part of a life skills training in later sessions and the review found that is a good approach for opening discussions about relationships, power and violence. Many women interviewed said that they learned about communication and negotiation and had better communication in the household and community. Men reported that they learned about managing anger and negotiation. This indicates that life skills training has some potential for male behaviour change, but it needs further testing through a robust monitoring and evaluation system in the next phase. CARE mapped services available for girls (aged 10-28) in TAFEA in November 2014 and this information be used to inform referral for women attending all CARE programs in the next phase. CARE staff in Tanna have good links GBV response services such as TAFEA Counselling Centre. One of the current staff members used to work at the TAFEA Counselling Centre and CAVAWS and staff from the TAFEA Counselling Centre have presented sessions and attended life skills along with police and health care workers. This partnership approach can be built on in the next phase to facilitate stronger linkages to violence response services.

In future CARE should build on the *Leftemap Sista* program and focus on*:* supporting women’s organisations, women’s economic empowerment, life skills training and preventing gender based violence with the following improvements:

*Supporting women’s organisations* CARE should continue to focus on its strong relationships and reputation that were developed in the first phase. The future national influence work should have a stronger thematic focus that relates to CARE’s community level work. CARE should continue to focus on: 1) Prevention of Violence against women: by working with DWA at the national level to set national standards for prevention work in Vanuatu. 2) Advocating for the rights of young women and girls 3) Work with the Department of Women’s Affairs and the DLA and DARD on Women’s Economic Empowerment. At the same time, CARE should maintain responsiveness in this work to be able to provide policy advice and gender analysis capacity building for women’s organisations and organisations committed to gender mainstreaming to respond to issues that arise during the next phase of program that have an impact on women’s lives in Vanuatu such as: decentralisation, education, elections, etc. CARE should continue to work closely with DWA to assist them to coordinate the activities of organisations in Vanuatu implementing the Vanuatu *National Women’s Equality Policy 2015-2019.* The work with the Gender and Protection cluster should also continue.

*Economic**empowerment of women*Care should continue to support women’s economic empowerment work at the community level and build on the foundations of the WSTBs in the first phase. This includes improving women’s access to livelihoods and some new community structures that support women’s economic empowerment such as the WSTBs. There are currently too many WSTBs to be supported sustainably and CARE should **reduce program coverage and support WSTBs more intensively based on the findings of the review**. The review found that the WSTBs require more intensive support in governance, engaging men and boys through a family based approach to improve lives of women and girls.

To achieve this, the initial status assessment of WSTBs should be followed up with a readiness assessment. **A decision needs to be made about the focus of this work between value chain development or food security**. **The evidence from the review indicates that food security could be a focus for the next phase.** Criteria should be developed once the decision is made about the focus which will guide the readiness assessment and the selection of communities to focus on in the next phase. The readiness assessment should take place in February 2017, following the new design process.

Once the groups are selected, the groups should have good governance training. To improve sustainability, a **partnership strategy** should be developed to ensure a stronger link should be developed with organisations and institutions with agricultural and microfinance organisations such as: Farm Support Association (FSA), Nasi Tuan (cooperative) and VANWODS (women’s microfinance). The partnership strategy should include a capacity development approach for small, local organisations.

*Targeted studies* should be carried out following the next design which include: baseline study gender-sensitive value chain analysis; stakeholder analysis; barrier analyses to inform engaging men and boys strategies with a clear purpose as to how they will inform the final selection and refinement of activities during inception.

Recommendations for the next phase are to **mainstream GBV, develop a strategy for engaging men and boys and to adopt the family business management training approach**. Topics covered in this approach are: as communication; conflict management; labour in the family garden and workloads; decision-making; decision-making and household budgeting; and developing household action plans. The program can be adapted to include single mothers.

A longer-term approach for the next phase is the development of **women’s cooperatives**. The learning from Nasi Tuan indicates that the development of cooperatives can take up to five years, but there is value in developing cooperative models. As individuals, women will find it difficult to participate in the value-chain beyond production. They are more likely to experience the benefits of processing, marketing and sale as part of a cooperative or producer group. Cooperatives represent a mechanism through which to ensure women’s economic empowerment where they can put the skills and knowledge they have gained into action and choice.

*Life skills training* should continue and be strengthened through a stronger focus on engaging young men and facilitating access to services for women and girls experiencing violence. **Based on the findings from the review, life skills training should be delivered at the community level to encourage stronger community engagement and linkages to other CARE programs.** The program is currently delivered in central locations with only one or two participants from each community and there is not sufficient support to participants when they return to their communities. CARE can better facilitate access to services by building on existing practices of working with Police, VWC and health providers. The purpose of the life skills training has shifted over time and CARE needs to strongly define the purpose, target groups and intended outcomes for participants and communities the next phase. The curriculum is currently being revised to better target different segments of the community: young men, young women, adult women and men. CARE should also intentionally target young single mothers as the review found that young single mothers are often excluded from community activities and have benefitted from life skills training. Follow up activities are also needed to build on the momentum from the training and it needs better linkages to existing CARE programs (WASH, resilience, WSTB).

*Gender based violence* CARE needs a clear strategy for reducing gender based violence in the next phase. (see section 3.1.3 for details on how to improve GBV approach)

3.1.2 Are there areas of the program that should be de-prioritised or not be pursued further?

As noted above, **the geographic scope of the program needs to be reduced to deliver more intensive support for women’s economic empowerment**. For the women’s economic empowerment work, CARE is working across 86 communities. In the next phase, the program will be more focused on intensive support to WSTB groups including governance and working with families to challenge gender norms at the household level.

F**or life skills training, it is recommended that future training is at the community level and has follow-up activities that are more closely linked to other CARE programs.**  Life skills training in *Leftemap Sista* is held at a central location and only 1 or 2 participants from each community attend and respondents reported that they felt isolated when they returned to their communities. It is also unclear how participants are chosen to attend life skills training. The selection of communities for the next phase should be based on: the readiness assessment of WSTB groups and mapping community referral pathways for women and girls experiencing violence to ensure that program participants and CARE staff are safe and can access services to respond to violence against women. These recommendations are based on the findings of the review and the CARE International GBV mainstreaming guidance: *Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs.*

The original design included small grants for organisations to deliver GBV prevention work. A grant program for GBV work should be discontinued unless the grant is specifically for organisations that have experience in GBV prevention (such as VWC or VCC – although VCC would need technical support). **GBV prevention work is a high-risk activity in Vanuatu and it would be difficult to control the quality and to ensure a ‘do no harm’ approach or consistency of information with a grant program.**

3.1.3 How has the program addressed gender based violence?

The program has not effectively addressed gender based violence. *Leftemap Sista* planned to address gender based violence as one of the outcome areas through the life skills program, but focused on awareness raising and did not take a holistic violence prevention approach to behaviour change which includes longer term phased community engagement. In later life skills workshops, (Vanuatu Women’s Centre Committees Against Violence Against Women (CAVAWS) from the TAFEA Counselling Centre attended, but further improvements are needed to ensure that participants and staff are safe.

What opportunities exist to strengthen both integrated and targeted strategies for prevention of gender based violence?

**At a minimum, CARE should mainstream a GBV approach through all existing programs** programming in-line with CARE International’s: *Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs.* **Vanuatu has a high prevalence of violence against women and girls, particularly in Tanna, and understanding of GBV mainstreaming, risk management and response should be improved for all CARE staff to keep community members and CARE staff safe when they are participating in any CARE gender equality programs.**

The *Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs* recommends mapping community referral systems, building partnerships with service providers and a protocol for staff who witness violence or are told about incidences of violence against women within the communities that they are working in. The guidance also recommends that both gender equality and GBV prevention (economic empowerment and women’s leadership) and targeted GBV (such as life skills) programs should be strongly linked to formal and community violence response services such as Vanuatu Women’s Centre (including CAVAWs), police and health services. CARE would benefit from a formal partnership with VWC (see section 4.4.2 for recommendations for this partnership).

GBV prevention and gender equality programming needs to be linked to access to services for victims because the review found that some participant who were involved in life skills training sessions and WSTBs disclosed to CARE staff that they had experienced violence. CARE can better facilitate access to services by building on existing relationships working with Police, Vanuatu Women’s Centre (VWC), TAFEA Counselling Centre (TCC) and health providers.

**CARE should carefully select communities where it will implement life skills and economic empowerment programs. If there are no access to formal response services (police, medical, counselling) within a community, CARE should not implement life skills programs or economic empowerment programs in that community. If a community does not have any access to formal services, CARE should work with service providers to support them to extend their services to that community.** The assessment of access to response services is done through mapping of community and formal referral systems and found that many communities have access to one formal service (see section 4.4.1). Access to informal systems through the Chief and Church are not sufficient as they are not rights based, promote reconciliation and messaging such as women can prevent violence by being better wives.

CARE staff reported that they have witnessed violence and had women disclose incidents of violence to them while working in communities. Finally, it is likely that CARE staff themselves experience family violence and CARE should develop a family violence policy for all staff that includes access to counselling services.

3.1 4 How has the program engaged men and boys?

There has been slow progress in engaging men and boys as part of the program. The initial strategy for engaging men and boys for economic empowerment and life skills programs seems to be that men were brought into conversations mainly to gain their support for activities and to enable women’s participation in the activities. The result of this situation, is that men have now been brought into the WSTBs equal participants without delivering any parallel programing activities to break down social norms and practices that limit women’s decision-making and influence. **In majority of cases men have assumed leadership positions within the WSTBs and are the decision-makers within the groups.**

Life skills training was initially targeted at young women, but then as the program was implemented it included young men and adult men as well. However, there was no change in curriculum or engagement to reflect the inclusion of men and boys. Male participants did report that they learned about respectful relationships and controlling their emotions in the current approach and this is a strength that can be built upon. There is some benefit in having men and women discuss the same topics separately and then come back together, but male-focused topics also need to be developed and delivered.

What is appropriate in the Vanuatu context for engagement of men and boys in the *Leftemap Sista* project (in terms of target groups and example activities)?

Engaging men and boys in violence prevention requires tackling root causes, engaging men, and applying multiple interventions. **These interventions should involve local partners such as the Vanuatu Women’s Centre (VWC) who have significant experience in working with men at the household and community levels**. VWC has recognised credibility and a successful track record will be critical in tackling the underlying drivers of violence, such as deep-rooted social norms and power dynamics.

CARE should take a family-based approach to economic empowerment that includes gender-specific activities that work to change those attitudes and practices that limit women from fulfilling their potential within the family’s economic activities, based on the Family Business Management Training (FBMT) approach that is used by CARE PNG. The program should have a dual focus on increasing women’s income and access to resources and their control and influence over how such income and resources are used. This will require the program to focus on creating spaces for men and women to reflect on gender relations, roles, access, decision-making, violence and conflict resolution. Programming strategies will need to address men’s views of gender roles within the household and challenge rigid gender norms and masculinities. This can be addressed through the Family Based Management Training and other tools include community dialogues where men are supported to focus on the positive elements, and remove the negative elements of their masculinities.

For life skills CARE needs to determine: the target audience for life skills, the primary aim of life skills (GBV, ARH, livelihoods, leadership, etc) and the change CARE expects that life skills will have on participant’s lives and within communities. CARE is in the process of developing curriculum that is focused on different target groups including men and boys. CARE needs to engage young men prior to life skills training sessions and this work would be done best through a CARE male staff to visit the community beforehand and develop relationships with young men.

**3.2: EFFECTIVENESS**

3.2.1 How has the program incorporated CARE’s Women’s Empowerment Framework (noting CARE is now transitioning to the Gender Equality Framework) and where can this be strengthened in the next design?

CARE’s Women’s Empowerment Framework:

“*To support women and girls’ empowerment and attainment of their human rights, a holistic approach is needed, targeting an individual woman, the context in which she lives, and the relations that influence her.*

*CARE defines women’s empowerment as the combined effect of changes in:*

* ***Agency:*** *her own aspirations and capabilities*
* ***Structure:*** *the environment that surrounds and conditions her choices*
* ***Relations:*** *the power relations though which she negotiates her path*

*Together, these three domains (individual agency, structure and relations) make up CARE’s Women’s Empowerment Framework, a unique, holistic and clearly defined approach to women’s empowerment. This Framework is based on findings from a systematic, organisation-wide assessment of CARE’s programming aimed at deepening our understanding of the factors contributing to women’s empowerment and gender equality.*

*For a woman to be empowered, change is needed in the three domains outlined above – individual agency, structure and relations. Progress in one area is usually insufficient for a woman to fully realise her rights and aspirations. For example, a woman who develops her own skills and access to*

*resources through a microfinance program may still be held back because others in her household or community prevent her from deciding how to spend the income she earns, or because her activities outside the home ignite frictions, fear or even domestic violence. CARE has seen that progress in only one realm can lead to fragile or reversible gains. In contrast, initiatives that support changes across all three realms can have a substantial impact”.* [[3]](#footnote-4)

*Leftemap Sista* program is mapped against the CARE Women’s Empowerment (below). The program made some progress relating to agency and structure indicators, particularly in agency and relations. The program had one activity that contributed to changing relations.

The life skills component worked across six of the indicators, particularly improving self-esteem for women through providing informal education and access to information, skills and justice. CARE worked with police and the TAFEA Counselling Centre to improve women’s access to services and this can be further built upon in the next phase. Life skills training has the potential to affect new social forms in the next phase if the life skills training is better targeted to men and women. (See section 4.2)

The WSTBs also improved access to information and skills relating to new agricultural products. The WSTBs also developed some new women’s groups in communities or strengthened existing groups. WSTBs can impact on change in relations at the household level by implementing Family Based Management Training. (See section 4.1.3)

Supporting women’s organisations achieved some outcomes in alliance and coalition building, but this need a stronger thematic focus that is linked to CARE’s work at the community level. (see section 4.2)

In the design for the next phase, the CARE Gender Equality Framework will be used as the basis of the theory of change to ensure that the next phase pursues change in all three domains: agency, structure and relations and has a stronger focus on engaging men and boys.

|  |  |
| --- | --- |
| ***Agency*** | ***Leftemap Sista*** |
| 1. *Self-Image; self-esteem*
2. *Legal and rights awareness*
3. *Information and skills*
4. *Education*
5. *Employment and control of own labour*
6. *Mobility in public space*
7. *Decision influence in household*
8. *Group membership and activism*
9. *Material assets owned*
10. *Body health and bodily integrity*
 | *Life skills, WSTB**Life skills, WSTB**Life skills, WSTB**WSTB**WSTB**Life skills* |
| ***Structure*** |  |  |
| 1. *Marriage and kinship rules, norms, processes*
2. *Laws and practices of citizenship.*
3. *Information and access to services*
4. *Access to justice, enforceability of rights*
5. *Market accessibility*
6. *Political representation*
7. *State budgeting practices*
8. *Civil society representation*
 | *Life skills**Life skills**WSTB* |
| ***Relations*** |  |
| 1. *Consciousness of self and others as interdependent*
2. *Negotiation, accommodation*
3. *Alliance and coalition habits*
4. *Pursuit of accountability*
5. *New social forms: altered relationships and behaviours*
 | *Support to women’s orgs* |

The

3.2.2 What opportunities are there for CARE to strengthen integration of its global approaches or other good practices into *Leftemap Sista* to enhance effectiveness? (eg women’s voice work, engaging men and boys, GBV prevention models, VLSAs and economic empowerment approaches, SASA!, family business management approaches etc?)

*GBV prevention* is mentioned above and it is strongly recommended that CARE partner with Vanuatu Women’s centre both for GBV prevention approaches for life skills and for engaging men and boys. (section 3.1.3) SASA! will be reviewed to determine if it is suitable to adapt to life skills and economic empowerment programs. There is some resistance to SASA! from some staff at Vanuatu Women’s Centre. SASA! is viewed as an imported approach that is not rights based and not contextualised to the Pacific context. However, SASA! does have a strong monitoring and evaluation framework. CARE should work with the Vanuatu Women’s Centre to pilot SASA! and contextualise the approach to Vanuatu.

The PNG Adolescent Reproductive Health peer education approach from PNG will be reviewed during the design phase and adapted for Vanuatu if CARE decides to pursue a peer education approach. Peer education approaches from Wan Smol Bag will also be explored.

*Economic empowerment* Recommendations for the next phase are to adopt the family based management training (FBMT) approach which has been used by CARE in PNG. This approach addresses women’s access to and control of financial resources at the household level. The review recommends that CARE work with existing microfinance organisations such as VANWODS to increase women’s access to savings and loans. The findings of this review and the CARE TAFEA Gender Analysis (2015) found that women do have some access to existing services and these links could be further investigated. VSLA’s could be piloted as an approach, after reviewing existing services, improving governance of WSTB’s or investigating working with existing community structures such as church groups. Trialling of VSLA’s should also come after FBMT to improve household financial management.

3.3.3 How have partnerships contributed to the effectiveness of the program? What are the essential partnerships for the future?

|  |  |  |
| --- | --- | --- |
|  | **Planned partnerships** **(Design 2014)** | **Partnership developed** |
| 1 | Department of Women’s Affairs | MOU |
| 2 | TAFEA Provincial and Local Government | MOU |
| 3 | Wan Smol Bag Theatre | MOU |
| 4 | Vanuatu Family Health Association |  |
| 5 | Youth Challenge Vanuatu |  |
| 6 | Vanuatu Women’s Centre | Some collaboration on delivery of life skills with TAFEA Counselling Center |
| 7 | Vanwods Microfinance- TAFEA |  |
| 8 | Family Youth Bridge Centre |  |

The table above provides the status of the partnerships that were planned and delivered for *Leftemap Sista*. CARE developed four out of eight planned formal partnerships with Department of Women’s Affairs, TAFEA Provincial and Local Government, and Wan Smol Bag. CARE developed strong partnerships with government ministries, particularly Department of Women’s Affairs and Department of Local Authorities at the national level and the Tanna Provincial Government and Department of Agriculture and Rural Development in TAFEA*.*

CARE has a strong reputation for working respectfully with government and local organisations and has collaborated with a number of organisations (see also section 3.2.1 – *Strong reputation as a gender equality organisation.*) including Vanuatu Women’s Centre and TAFEA Counselling Centre, police and health services and the Technical and Vocational Education and Training program (TVET) in Tanna. These collaborations partnerships should be strengthened and formalised in the next phase of the program to improve the effectiveness of GBV prevention programming. (see section 4.2)

For sustainability and improved impact, CARE in Vanuatu needs to map out partnerships to meet each of its program objectives. A partnership strategy should be developed as part of the the design process including ongoing monitoring and evaluation of partnership at the outcome level and a capacity development approach for small, local organisations. Many local organisations in Vanuatu have low capacity particularly in financial and program management and in advocacy, networking and coordination.

*Suggested partnerships for the future* Vanuatu Women’s Centre, TAFEA Counselling Centre, Vanuatu Council of Churches, health and police services in TAFEA, Nasi Tuan, Farm Support Association, VANWODS (Women’s microfinance) and continued partnerships with *Wan Smol Bag* and Department of Women’s Affairs.

*3.2.1 Strategic Objective 1: Supporting aspirations of Vanuatu Women’s movements*

CARE was effective in facilitating two coalitions of organisations committed to gender equality and has established itself as a lead agency in gender equality in Vanuatu.

**PROGRAM PROGRESS**

*Gender partnership platform*

CARE has demonstrated that it is effective at facilitating coalitions around gender issues. In 2014, CARE was a new actor in the gender equality sector in Vanuatu. The main aim of this work was to facilitate an ongoing women’s network to analyse and respond to government policies from a gender equality perspective. This work was aligned to the *Pacific Women Shaping Pacific Development* design regarding support of women’s organisations.

To achieve this, CARE reached out to organisations involved in gender equality work hosted a Women’s meeting in 2014. The Vanuatu women’s groups were initially not interested in being part of the network. The organisations that were most interested were mainstream organisations that were committed to improving gender mainstreaming within their programs. This became the Gender Partnership Platform and organisations that were active in this network included: Live and Learn, Vanuatu Council of Churches, Wan Smol Bag and ADRA, TVET, VANGO. Practitioners came together to discuss challenges and approaches such as engaging men and boys.

In response to Tropical Cyclone Pam CARE took co-leading of the Gender and Protection Cluster. Many organisations that were active in the Gender Practitioners Network became members of the Gender and Protection Cluster. CARE has worked continually with the Cluster and has provided mentorship and support to the cluster leads at DWA and all organisations that attended.

CARE also formed a strong formal relationship with the Department of Women’s Affairs. CARE played a role in supporting DWA to bring together civil society organisations for consultations on the Vanuatu *National Women’s Equality Policy 2015-2019*. CARE also supported DWA in organising a Women in Recovery Forum, following Tropical Cyclone Pam which highlighted women’s contribution to cyclone preparedness and recovery. CARE has led the sector on gender analysis of the decentralisation process and engaging DWA and civil society in the process so that they are informed of proposed changes and able to respond to them.

*Strong reputation as a gender equality organisation*

All stakeholders that were interviewed reported on CARE’s strong reputation as a leader in the gender equality sector. DWA described CARE as their ‘right hand’ in the Gender and Protection Cluster. The Australian Aid program described CARE as ‘innovative’ in their approach with life skills training and ‘responsive and collaborative’ in their work with the Aid program, and that they have an excellent reputation as an organisation committed to gender equality in Vanuatu. The Vanuatu Women’s Centre commented that they appreciated CARE’s focus on young people and that they ‘bridge the gap in working with girls’. CARE was described by the Disability Desk as supportive of small organisations in accessing funding during the response to Cyclone Pam. CARE has strategically built its reputation as a leader in the women’s sector over the first phase.

*Funding for gender equality work in Vanuatu*

Through its work supporting women’s organisations, CARE has facilitated funding of 3 million AUD to support organisations committed to gender equality in Vanuatu. This has been achieved in two ways. The first is through the Gender and Protection Cluster which CARE has supported to secure a 2 million AUD grant to be shared among members of the Cluster. The second is from the Australian DFAT post which is a one million AUD grant to support this work, particularly supporting women’s organisations and promoting the participation of young women.

**PROGRAM CHALLENGES**

The major challenges in this area have been a lack of funding for program as previously mentioned, this project was implemented on a smaller share of the budget. Organisational capacity development, young women’s leadership and women’s leadership at local, national, regional and international levels were planned but not implemented.

It has been challenging to work with existing women’s organisations in Vanuatu. There is not a strong ‘women’s movement’ in Vanuatu, but a collection of organisations that focus on women’s issues. There is a history of competition between the organisations due to lack of funding and some local politics. CARE has carefully navigated this context and works well with many organisations through funding-sharing arrangements and capacity building, particularly in the area of policy analysis. CARE should continue to build on this collaborative approach and continue to support local organisations to access funding to maintain the trust of local organisations.

*3.2.2 Strategic Objective 2: Increasing women’s economic and social resilience*

**PROGRAM PROGRESS**

The main streams of work for women’s economic empowerment in terms of what has been implemented are i) the establishment of women’s seeds and tool banks (WSTB) ii) a women’s economic forum for WSTB leaders to deliver basic training in small business and develop business plans and iii) gender-sensitive food security and livelihoods situation analyses for TAFEA Province. The program design demonstrates an intention to support market analysis and value chain activities in the areas of pigs, poultry and peanuts, however this has not yet been implemented.

*Seed and tool bank groups are recognised as women’s groups*

In response to Tropical Cyclone Pam, CARE established approximately 86 women’s seed and tool banks (WSTBs) far exceeding the initial target of 16 groups envisaged. The initial purpose of the groups was the distribution of relief items and the groups were an accessible distribution point for livelihood assets (poultry, peanuts, seeds and tools) in the recovery. The result of rapidly establishing such a large number of groups has led to challenges around coverage and sustainability. Those groups receiving continued project support and are now recognised within the community as women’s groups. Project monitoring data indicates that 90% of group members are women, providing an entry point for women’s mobilisation and capacity development in the next phase.

*Group-membership model appropriate for context*

The review found that most WSTBs were viewed as duplicating existing community structures within villages such as women’s church groups and committees leading to low village leader support and a lack of ownership by members. Nevertheless, for those groups that were active at the time of the review, **qualitative data indicates that women members valued the opportunity to be part of a group that has a central purpose to organise around; in this case food production and income-generation.** For those groups able to pursue a livelihood activity with relative success, women saw the groups not only as an opportunity to socialise (which church groups also provide) but also as a way to build solidarity and solve problems facing them in their daily lives. **Women also viewed the groups as one of the only mechanisms through which they could increase their knowledge and skills sets.**

*Emerging culture of ‘farming as a business’ amongst women*

The review found that for all WSTBs interviewed in Tanna, **there is a shift in thinking amongst group members, particularly women members, whereby the home garden and/or family garden is no longer seen as just a source of food but also as a business opportunity with the potential to provide a substantial injection of cash to the household.** Food security is still the main priority of women and a continuing challenge, women members have developed an appreciation of the business concept and their central role in agricultural production. Where training has been provided either by CARE or another local NGO such as VANWODS or Nasi Tuan, women have embraced the concepts of planning and budgeting. In this sense, women are willing to become entrepreneurs or that they are aspiring commercial farmers, with the required motivation to adopt new ways of farming to transform produce into economic goods and ultimately profit.

*Emerging culture of savings amongst women*

In four of the villages reviewed, qualitative data indicates that there is an emerging culture of saving within group members. Findings from the review indicate that where production had reached levels sufficient for sale (e.g. the sale of eggs or sale of fresh peanuts. The review did not consider the sale of chickens successful as it represents a reduction in assets), groups had pooled their individual shares for future use by the group. Plans for savings included the purchase of additional agricultural inputs (poultry and pig feed; material for poultry pens); expansion of existing agricultural activities (building additional poultry runs; purchase of additional chickens) and improved transportation options (truck hire). For example, on Aniwa in Ikaokao village women had formed a women’s weaving cooperative – through this cooperative women pooled a portion of income earnt in their ‘basket’ (pooled funds) and used that money to purchase solar lamps for every woman in the group. On Tanna in Enkataley, women within the peanut group had also pooled their money after the sale of two harvest to purchase materials to use for their sewing machines. In addition, **in around half of the villages interviewed women reported that they knew of women who had accessed VANWODs. They stated that if they had a more steady and reliable income, they too would like to be a part of a savings and loans scheme**.

*Functioning groups are in the early stages of exploring potential value-add processing and market opportunities*

The review defined functioning groups as a combination of two factors 1) group dynamics and 2) performance. Functioning groups were defined as those that had: a leadership structure and active membership; demonstrated group cohesion; a majority women’s membership; a medium dependency on CARE and were actively practicing the livelihood options promoted by CARE. The review recognises that this assessment was made using qualitative data over a short timeframe and further analysis would be required as part of any targeting strategy under the next phase. However, for the purpose of this review, three of the ten villages reviewed met these criteria to varying extents. These three groups were in the very early stages of exploring potential value-add processing and market opportunities. For example, in Lokaim village the chicken-raising group sought to scale up their egg production using group savings to purchase additional chickens and build a larger chicken enclosure. They planned to market their eggs direct to bungalows around the volcano and through an existing store front on the main road. DARD is in the process of supporting Lokaim village to build another chicken enterprise lower down with another group and this has caused tension with the existing group around the potential for competition in a small market. In Enkataley, after three harvests the peanut group is planning to explore the possibility of processing and packaging their peanuts for the tourist market around the volcano area. The group is also planning a Mama’s open market day for June 2017 where they would like to showcase their products to the tourist market including peanuts, handicrafts made through weaving and sewing. **Whilst these plans are still in the very early stages it shows that momentum and motivation exists among functioning groups to move beyond production and link with market opportunities.**

*Adoption of resilient practices*

Findings indicate that although capacity-building and training has not been delivered consistently across all WSTB groups, **where training on seed selection, saving and intercropping had been conducted, members had adopted this practice and were actively applying it** – though unfortunately the near total failure of successive plantings due to ash fall and drought meant that seed stores were either very low or depleted entirely.

**PROGRAM CHALLENGES**

Many of the challenges discussed below are outside the scope of the current program to address given the impact of Cyclone Pam and the diversion of resources from development to response and recovery. Despite this, a number of these challenges should have been identified as part of the initial program situation analysis and design. Had this been the case, there is no doubt that the livelihood response and recovery activities could have been better targeted and effective.

*Production remains at subsistence level*

The review found that the majority of target villages are farming at a subsistence level producing barely enough crops and small livestock to meet their basic food requirements. Even where crop production could be considered successful (such as peanuts in Enkatalay village) – most of the harvest was being saved for replanting with a very small surplus available for sale. Egg production in Lokaim was also primarily being used for household consumption with around one third of production being used for sale. **The fact that production is at subsistence level is a challenge for the program’s intention to focus on women’s economic empowerment through value chain development and market linkages**, **because subsistence farmers have very different objectives from commercial farmers or even aspiring commercial farmers.** Subsistence farmers are focussed on meeting their family’s basic food requirements and have a much lower risk tolerance than commercial farmers and most of them have very limited savings and assets to either invest in production or buffer them against shocks in market systems. Due to the sensitivity of subsistence farmers most tend to involve themselves in low risk off-farm activities such as producing products using other natural products such as pandanus for weaving mats and baskets; or making donuts to sell locally. This presents a challenge for both the current program and the next phase as subsistence farmers have limited capacity for investment and their production is not at a level that can support the formation of cooperatives and market initiatives at scale.

*Limited access to extension services*

Linked to the subsistence level of production observed on Tanna and Aniwa and TAFEA province more broadly, is the low level of access to agricultural extension services. On Aniwa, women’s groups did note that DARD had a presence – for example, in Imatu DARD has delivered training on chicken-raising and planting techniques – but these were found to be isolated trainings and the DARD visit itself was supported by CARE. There are no regular service extension services provided by DARD. On Tanna, women reported that there was no regular support from DARD, though similar to Aniwa, there had been isolated visits. The review recognises that the project is trying to address the lack of extension services through the demand-driven training delivered through TVET, but the fact remains that **in order for women farmers groups to move beyond subsistence level production and graduate to a level of production that produces a reliable surplus supply, they will require regular and consistent extension support** as they move from learning to application and build up confidence to adapt techniques and problem-solve over a number of seasons.

*Group Governance*

The review found that has been no clear strategy for targeting and selection when establishing the WSTBs. Given the timing of Cyclone Pam, the focus was on distribution using the groups as an entry point within the community. It was also a response phase and therefore the pressure to implement meant that there was little time to invest good governance structures and practices. **The result has been** **a lack of confidence and ownership within the groups and community confusion as to the purpose of the groups**. Qualitative data indicates that groups meet infrequently; leadership roles are usually assigned to existing powerholders (e.g. WSTB leader is often the wife of the village leader); decision-making processes are not well understood and group cohesion is weak. There have also been cases of mistrust where group members have sold group assets such as chickens and taken the money, or where a single individual holds the money, no one else knows how much is in the basket and there is no structure or process for members to call for a vote on how the money is used. **Going forward the project needs to consider how to strengthen the internal governance of selected groups through training and support on roles, responsibilities, structures and cycles of the group.** This will also set the foundation for establishing cooperatives for value chain development and marketing if appropriate under the next phase

*Engaging men and boys*

There has been slow progress in engaging men and boys as part of the program. The initial strategy for engaging men seems to be that men were brought into conversations mainly to gain their support for activities and to enable women’s participation in the groups. This approach led to misunderstandings and tension within families and within the community as agricultural production is a shared activity within the family – men and women have different roles and whilst it is widely accepted that women benefit less from the results of their labour than men, it is nonetheless seen as a joint activity. The result of this situation, is that men have now been brought into the groups as equal participants – but unfortunately without delivering any parallel programing activities to break down social norms and practices that limit women’s decision-making and influence. **As a result, in the majority of cases men have assumed leadership positions within the WSTBs and are the decision-makers within the groups.** For example, in Lokaim this was the case with the president of the poultry group being a man and the male chief was himself a member and had a strong influence on the activities and decisions of the group. Going forward, the project needs to take a family approach to economic empowerment if the entry point is agriculture and alongside any technical programming, implement gender-specific activities that work to change those attitudes and practices that limit women from fulfilling their potential within the family’s economic activities.

*Drought conditions*

The review found that villages were facing food and water shortages to varying degrees on Tanna and Aniwa, due to lower-than-normal rainfall and the resulting slower than normal recovery from Cyclone Pam. **In terms of the project, the ability to sustain gains made in productivity for either peanuts or chickens is dependent on water.** As a general rule, one laying chicken requires half a litre of water/day and for peanuts the timing of water is critical – significant amounts are required during the seed to seedling stage, from the seedling to the blooming stage it can cope with very little water, but from early blooming to when it fruits, water requirements are again high. Qualitative data from both men and women interviewed across all villages indicated that water availability was limiting productivity with many streams; springs and wells running dry. In addition, neither women nor men appeared to have knowledge regarding either the water requirements of CARE promoted crops and livestock, or low-cost and low-technology water management techniques such as mulching; minimal tillage or raised feeders and drinkers. **Going forward the project needs to take water availability and management into account when selecting which crop varieties and livestock options to promote and any production should be complemented with water management and conservation agriculture techniques including composting; mulching; minimal-tillage and water retention pits**.

*Impact of Cyclone Pam on Pandanus:*

The review found that on both Tanna and Aniwa Cyclone Pam had significantly impacted the Pandanus trees that women use for weaving. On Aniwa, field observations indicate that women have replanted and for those trees that were damaged recovery will take up to two seasons. However, in Tanna women stated that the majority of trees were damaged beyond recovery and the only option has been to replant – it will take up to three or more years for trees to mature and provide dry leaves for weaving. Currently women on Tanna are using up their supply of dry leaves and reluctantly doing green weaving. **In addition to limiting women’s income security in terms of their off-farm income; the lack of Pandanus reels at the moment has implications for the next phase of the project in promoting handicrafts as a potential pathway for economic empowerment**.

*The cooperative model is a long-term investment*

The design planned for the development of a cooperative in Futuna and two other cooperatives. Specifically, between now and June 2017 the project intends to establish a cooperative from the existing women’s groups. This is likely to present a challenge in that the eight months remaining is a very short timeframe to establish functioning sustainable member-owned institutions like cooperatives. The annual work plan does not indicate what type of cooperative will be established but from discussions with the team it appears that the intention is to establish a marketing cooperative – this type of cooperative is established by farmers to undertake transportation, packaging, distribution, and marketing of crop products. Cooperatives provide a method for farmers to join together in an 'association', through which a group of farmers can acquire a better outcome, typically financial, than by going it alone. However, developing a cooperative is a long-term investment and from interviews with organisations such as Nasi Tuan who have set up a peanut and a coffee cooperative, it takes between five to ten years to establish, nurture and graduate a cooperative (in term of economic potential and sustainability cooperatives should be developed according to the *Cooperatives Act*). Nasi Tuan are five years into this process and have only just reached a level of production and more importantly, quality, for the peanut value chain where processing, packaging and marketing are now feasible and profitable – they are still building transparency and accountability mechanisms within the farmer associations and cooperative and believe that this will take another five years. The other point to emphasise is that for crops like peanuts, which are popular and relatively easy to sell as an individual at market, the cooperative model relies on having a guaranteed buyer and price to maintain farmer membership. In Nasi Tuan’s case they are the buyer and require their farmers groups comply with certain production standards to ensure quality. To ensure this Nasi Tuan also acts as the extension service providing household level capacity-building in production techniques. The incentive for individual households to comply with quality standards and link with Nasi Tuan is that they are guaranteed a buyer and a set price for their crop. Therefore, **although setting up a cooperative is an evidence-based program strategy but it requires long-term investment and a number of pre-conditions** – it would be better to consider this for the next phase rather than the current one.

*Compounding factor of volcanic ash*

In addition to the drought all the villages in Whitesands, Tanna noted that volcano ash fall is a significant challenge to production. Site visits to different demonstration plots revealed that plants show signs of stress growing in soils that are highly acidic combined with foliage covered with ash. Whilst some of these persistent challenges in soil acidity can be addressed – for example, peanuts can grow well in slightly acidic soils and there are low cost technology options such as composting; the addition of lime and raised beds to address soil conditions for other crops – **the fact that these communities live in an ash fall zone means that volcanic ash will be an present an ever-present challenge for leafy crops.** Even when ash is not falling – the ash itself can be mobilised by wind and human activity in between ash fall events. Therefore, exclusion of ash is not seen as an effective option in the majority of cases due to the fine-grained nature of volcanic ash and the fact that agricultural crops require sunlight and oxygen in sufficient quantities for reasonable yields – fine grained volcanic ash can infiltrate all but the most tightly sealed structures. Interviews with those working in the agricultural sector (DARD; FSA, Nasi Tuan) found that many consider the only option for villages in White sands affected by ash fall is to either lease land elsewhere for production or to purchase food from other villages producing in Middlebush.

*Program coverage area*

Currently the program works across all five islands of TAFEA province. Originally the expectation was that the program would implement the same suite of program strategies and activities with each WSTB across all islands. However monitoring data demonstrates that doing so has proved to be both a logistical and resource challenge – the project has been challenged to provide support to those groups outside Whitesands, Tanna, meaning the majority have been without any support beyond initial asset distribution. The challenge is not only the number of groups established (86 compared to an anticipated 16) but also the sheer geographic size of the program area and the high cost and limited transportation options to the different islands. Going forward the program needs to weigh program goals and objectives against resources for both the current and future phases and consider whether working across all five islands is feasible and what impact can be achieved for the resources available.

*Enabling business environment - market transactions and infrastructure*

The challenge of the broader context and enabling environment emerges when considering the program design’s intention to support market linkages and value chain development. An important factor in the development of a value chain is the enabling ‘business’ environment. The enabling environment can be broken down many ways, but of relevance for this particular program are the areas of i) market transactions and ii) infrastructure. Market transactions include access to credit, access to inputs and quality standards – access to credit, agricultural inputs is low and markets are themselves underdeveloped, thus these factors are constraining rather than enabling factors within the communities where CARE is currently implementing. Market infrastructure refers to the cost, reliability and capacity of transportation networks and the availability of technical and research institutions such as extension services. Again, these could be seen as constraints rather than enabling factors where CARE is implementing. If value chain development remains a priority, the program would need to consider how best to leverage infrastructure development and link with existing service providers on Tanna, but on other islands it may prove more challenging.

*3.2.3 Strategic Objective 3: Prevention and Reduction in the occurrence of Gender-based Violence*

**PROGRAM PROGRESS**

The outcomes that were planned were to increase the understanding of the impact of violence on girls, to improve access to GBV and ARH services in TAFEA, for young people to change their behaviour and for organisations at the national and provincial (TAFEA) level have identified successful behaviour change programs that can be replicated. The program made progress on the first outcome through increasing understanding of GBV through life skills.

*Life skills training is a good entry point for GBV prevention*

GBV was covered as part of a life skills training in later sessions and the review found that is a good entry point for opening discussions about relationships, power and violence. Many women interviewed said that they learned about communication and negotiation and had better communication in the household. *“It used to be that the man was considered higher than women but everyone now knows that woman have rights”.* (Woman leader, Ikarup) Many men reported that they learned about managing anger and negotiation. ‘*I learned that I can control my feelings. I used to have a short temper, but now I am better at controlling it. I can now wait longer before I take action”.* (Male leader, Isavai) This indicates that there is the potential for life skills training to change behaviour in men, but this needs to be verified by improved monitoring and evaluation in the next phase.

*Informal partnership with TAFEA Counselling Centre and Vanuatu Women’s Centre*

CARE staff in Tanna have good links to the TAFEA Counselling Centre. One of the current staff members used to work at the TAFEA Counselling Centre and CAVAWS and staff from the TAFEA Counselling Centre have presented sessions attended life skills along with police. CARE also has a good reputation as a respectful organisation working in the women’s sector. This partnership approach should be built on in the next phase to facilitate linkages to violence response services. CARE carried out detailed mapping on services available for girls (aged 10-28) in TAFEA in November 2014. This can be used to inform referral for young women attending life skills in the next phase.

*Formal referral systems for responding to violence against women and girls in some communities*

Six of the nine communities involved in the review have formal links to police and counselling services. Interviewees reported that there were no links to police and counselling in Enarawia and Lamanaruan. Four of the eight communities in the review had access to medical services for women experiencing violence. The three communities in Aniwa had to travel to medical services in Tanna because the clinic has been closed for six months. The nurse is on leave in Tanna and has not returned. In Enarawia, the women’s leader reported that women were treated with ‘leaf medicine’ if they had been injured due to domestic violence. There are CAVAWs in Aniwa all three communities in Aniwa. In Aniwa, the CAVAWS seemed to be active and well accepted and supported by the Chiefs. The CAVAWS are also women leaders and some of them are involved in CARE programs as CDCCC’s. (see the following section MAPPING COMMUNITY AND FORMAL SERVICES FOR SURVIVORS OF GBV)

**PROGRAM CHALLENGES**

**MAPPING COMMUNITY AND FORMAL SERVICES FOR SURVIVORS OF GBV**

The review team mapped community and formal services for victims and survivors of GBV in line with the CARE International *Guidance for Gender Based Violence Monitoring and Mitigation within Non-GBV Sectoral Programming* to increase understanding women’s access to services in communities where CARE has programs to inform the re-design.

*Types of abuse*

Informants were interviewed on the types of violence against women that occurred in their communities. The types of violence that were discussed were: domestic violence (men hitting their wives), child abuse, child sexual abuse, young women’s sexual abuse, rape (see below). Causes of violence reported by community members included: infidelity, women not providing food on time, women complaining to much.

*First point of contact in violence cases*

*“It is hard to talk about and many women don’t want to talk about it (violence). Sometimes women share problems with the chief.* “(Women’s Leader, Lamanaruan)

Informants were asked about who women trusted in the community and who they would go to in the first instance in the case of violence. **In all communities, informants reported that women went to chiefs or pastors in the first instance.** This is consistent with the findings of the Vanuatu Women’s Centre (2011) *National Survey on Women’s Lives and Family Relationships.*  This is important information for CARE to target future prevention work (such as life skills, women’s economic empowerment and leadership) to chiefs and pastors. Generally, the role of the Chief is to determine the punishment of the offender and the role of the pastor is to provide support and spiritual counselling for women and men. Formal counselling is still important because it is rights based and most church based counselling is focused on reconciliation. World Vision Vanuatu provides training and support to pastors so that they can provide better counselling to men who have perpetrated violence. Informants in Enarawia and Enamia also reported that sometimes women are afraid to talk to Chiefs and that they would talk to older women or their families. In terms of ‘safe houses’, there were no formal safe houses that were reported. Most respondents reported that women stayed with their parents or extended families in the first instance. “*If injured or she wants to run away and seek protection, then she goes to her gatekeeper. The gatekeeper is there to protect her and they will go to the husband and try to resolve the issue. The gatekeeper is appointed at time of marriage into the community*.” (Male leader, Enimahia)

*Committees Against Violence Against Women (CAVAWs) and TAFEA Counselling Centre*

“*People think that CAVAWs will make them divorce.*” (CAVAW, Aniwa)

**In all three communities in Aniwa, Vanuatu Women’s Centre had representatives from Committees Against Violence Against Women (CAVAWs).** All of the CAVAWs were wives of the Chiefs. The CAVAWs main focus is on awareness raising workshops, 16 days etc. for people to understand the law regarding domestic violence (the Family Protection Act) and some referral to the TAFEA Counselling Centre, police and courts. In Aniwa there is a CAVAW in each community who is the wife of the chief and there is a ‘head CAVAW’ who does counselling based and is based in Isavai. The CAVAWs in Aniwa attended and presented at CARE life skills workshops. CAVAWs were not present in the other communities that were included in the review (Enimahia, Lokaim, Lamanaruan, Enarawia, Ikurup). The police and health services in Tanna worked closely with TAFEA Counselling Centre. **Only the woman leader in Enimahia reported that women in her community accessed counselling from TCC.**  In Enarawia, the women’s leader reported that they did not work with TCC and that she thought that TCC promotes divorce. In Lamanaruan, the women’s leader said that women would be ‘in more trouble’ if they accessed counselling from TCC.

*Role of the chiefs and compensation*

The role of the chief in most cases is to maintain customary values, to bring people together in the nakamal to solve problems and to determine compensation for each case of violence. In some cases, such as in Ikarup, Enimahia and Lamanaruan Chiefs counsel couples as well. Compensation is primarily decided by the Chiefs but in Ikaokao, the Chief asks the CAVAW for advice on compensation (the CAVAW is his wife). In most communities involved in the review the Chief holds a public meeting at the *nakamal* and the man must publically apologise to his wife and compensation is decided. The Police Officer in Lenakel reported that compensation is normally paid to the woman and her family with some to the chief. This was consistent with informant interviews in Enkatalay and Ikarup. The health worker in Lenakel stated that as well as compensation: “*Most likely men of one family would be able to come and beat up the husband.”*

*Compensation by community*

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
| Community | Domestic Violence | Rape | Other |
| Ikarup | Meeting in the nakamal, no fine | Cow or pig |  |
| Enimahia | Meeting in the nakamal, pig and kava | Referred to police | Infidelity: kava and pig paid by men and women |
| Lokaim | Chicken and kava, or pig if it is more serious | No comment | No comment |
| Enkatalay | Meeting in the nakamal, man must say sorry, pig and mat | Parents take the woman to the police | Infedelity: Lump sum of kava to the family. The women must compensate the other woman with a pig. |
| Lamanaruan | Chief brings community together; Kava or pig  | Pig | Not discussed |
| Enarawia | Chicken or pig and kava | Not discussed  | Not discussed |
| Ikaokao | Compensation ceremony, pig or chicken and kava | Chief rings the police and a pig | Not discussed |
| Isavai | Compensation ceremony, pig or chicken and kava | Police | Not discussed |
| Imatu | Compensation ceremony, pig or chicken and kava | Police | Not discussed |

*Police*

*“It is important for young men around the age of 20-30 to understand what domestic violence is. This age they are ready to take on training they are ready to get married. If you are not married yet you can teach young people to avoid domestic violence within a family before they get married. It is good for all ages to prepare them within the schools to not practice domestic violence. Their brains are soft but when they are old it is too hard to change their minds”. (Male Police Officer, Lenakel)*

There is a lot of variation in how chiefs relate to the police. The Police in Lenakel reported that chiefs often deal with domestic violence at the community level but the police encourage chiefs to refer issues such as violence against young women and rape to the Police. In Enimahia, cases with young women are referred by the Chief to the Police. In Enimahia, Ikurup, Ikaokoa, Isavai and Imatu the Chief referred cases of domestic violence to the Police if they continued. Chiefs in Aniwa called the ‘mobile police’ which they contacted via phone and the Police came to Aniwa from Tanna. CAVAWs in Aniwa reported that Police beat up perpetrators. In Enarawia and Lamanaruan the women leaders reported that police are rarely or never involved in cases of domestic violence. Rape was referred to Police in Enkatalay, Enimahia, Ikurup, Ikaokoa, Isavai and Imatu. The Police in Tanna reported that there are both rape cases that go unreported, but also that there are cases where sex between young people is consensual but it is called rape to protect the reputation of the young woman/girl. For future life skills training, CARE should consider discussions of the difference between rape and consensual sex, however the issue of consent is complicated because of traditional attitudes around not having sex before marriage.

*Health services*

Women accessed health services in three of eight communities: Ikarup, Enimahia, Lamanaruan and . The three communities in Aniwa did not have access to health because the clinic had been closed for six months and the nurse was away in Tanna. In Enarawia, the chief and a women’s leader reported that women did not access health care in cases of violence and were treated with traditional medicine, although they were relatively close to Lenakel.

**Access to formal services:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Police** | **Health** | **Counselling/CAVAW** |
| Ikarup | yes | yes | unclear |
| Enimahia | yes | yes | TCC |
| Enkatalay | Yes in rape cases  | yes | no |
| Lamanaruan | No | No | no |
| Enarawia | Normally no, but police were involved in a recent case. | No | No  |
| Ikaokao | yes | No staff at health post | CAVAW |
| Isavai | yes | No staff at health post | CAVAW |
| Imatu | yes, if violence continues  | No staff at health post | CAVAW |

*Family planning/teen pregnancy*

*“Girls are not accessing the sexual and reproductive health services because it is not youth friendly also it is run by a male nurse. They are also afraid to come to go to the sexual and reproductive health clinic in case of gossip.”* (Health worker, Lenakel Hospital) Family planning and teen pregnancy is not a form of violence, but it can be a cause of violence against young women by their families. Young women can be subject to violence from their families when they are found to be pregnant. It was discussed as an issue when asked about types of conflict in the community in every community consultation except for Lokaim.

*Backlash, disclosure and referral*

Backlash is an increase in domestic resulting from women’s empowerment activities. CARE does not have a plan to deal with backlash for economic empowerment activities or in working on prevention activities such as life skills training in *Leftemap Sista,* although it was identified as a risk in the risk management matrix for the program. CARE staff reported that they have observed violence and dealt with the disclosure of violence on their own. CARE staff should not be handling violence cases, but referring them at the community and local level to formal services (CAVAW, VWC, Police, health).

*CARE staff are likely experiencing family violence*

Because the national prevalence rate is so high, it is very likely that CARE staff are also experiencing family violence. CARE should look after its staff so that they are not re-traumatised through delivering GBV programs and CARE needs to have an organisational policy regarding family violence.

*3.2.4 Strategic Objective 4: Support Gender Champions (girls and boys)*

In the design, this objective was a bit unclear and there is some overlap between this objective and objective 3. The approach with life skills seems to be an activity that linked to these two objectives. One of the objectives was for young men and women to be more informed about gender equality, reproductive health and violence against women and change their attitudes and behaviour. This outcome was partially met through the life skills program. The life skills program raised awareness for: 200 girls, 74 women, 47 men and 13 boys according to the 15/16 ANCP report.

**PROGRAM PROGRESS**

The life skills training is very well-received by participants, government officials and the Australian Aid program in Vanuatu. The feedback from male and female participants was very positive. Women participants reported that they got the most out of the sessions on communication and negotiation. All participants that were interviewed, both male and female, reported an increase in confidence to speak up in other community forums. ‘*Women don’t need to have a man. We feel more confident to speak in community meetings. Life skills encouraged young people to speak up in the community.’* (Young women, Imatu) **Men reported that sessions on controlling emotions were the most important for them and it helped them to reduce violence. This needs further testing, but is encouraging in terms of CARE reaching men and behaviour change programs**. “*I learned how to treat women and respect women.”* (Young man, Isavai) Vivian Obed’s approach was specifically mentioned by many participants that were interviewed, particularly to build relationships in the community before delivering the training and her approach made participants feel that they could speak openly. There is an existing TOT for life skills trainers and a group of trained life skills trainers who are also involved in other CARE programs, particularly CDCCCs. This TOT can be built upon and connections to other CARE programs, can be improved, particularly WASH, WSTB and Resilience. Life skills has a good model and has evolved to draw on community resources, such as CAVAWs, police and health who have been delivering sessions in the training. CARE staff have recognised some of the aspects of life skills that need to improve and have started the process of revising the curriculum to better engage men and to target different age groups and to have more consistency in delivery.

*Life skills training and CDCCC*

Many of the life skills participants were also CDCCC members. Some women also reported that they were members of CDCCCs and then were nominated to attend life skills training. This demonstrates that there is coherence between the *Leftemap Sista* and resilience programs, likely as a result of the recovery activities from Tropical Cyclone Pam. Having the opportunity to participate in CDCCCs has provided women with an opportunity to practice some of their negotiation, communication and leadership skills that were learned in life skills training. Women members of CDCCCs were also able to improve their leadership and negotiation skills through life skills training. This type of coherence would be beneficial for other CARE programs in the next phase. For example, members of the WSTBs and WASH programs could attend life skills training and then have the opportunity to practice their skills in the WSTB and WASH committees.

**PROGRAM CHALLENGES**

Two outcomes of this objective were engaging men “Men and young men are involved in groups or networks that are promoting women’s rights or awareness of violence against women at the national level and in TAFEA” and supporting youth engagement in gender issues, GBV and reproductive health. Activities for these outcomes were partially implemented. The following are suggested improvements for the next phase:

*Engaging men* As noted previously, a more targeted strategy is required to engage men. Life skills training was initially targeted at young women, but then as the program was implemented it included young men and adult men as well, which is similar to the approach with the WSTBs. However, there was no change in curriculum to reflect the inclusion of men and boys. Male participants did report that they learned about respectful relationships and controlling their emotions in the current approach and this is a strength that can be built upon. There is some benefit in having men and women discuss the same topics separately and then come back together, but male-focused topics also need to be developed and delivered. Two of the CAVAW respondents in Aniwa discussed the challenges of getting young men to attend awareness sessions and workshops, particularly for discussing relationship issues. The review team also found it challenging to engage men in interviews as many of the men were away fishing during the day. **CARE needs to engage young men prior to life skills training sessions and this work would be done best through a CARE male staff to visit the community beforehand and develop relationships with young men**.

Also, the original design appeared to propose a male ‘champion’ approach. These types of approaches can reinforce gender stereotypes and can be high risk for the organisation if champions are also perpetrators of violence. The most effective programs for engaging men are those that are focused on behaviour change such as the anger management and conflict resolution that CARE is developing through its life skills.

*Targeting and theory of change for life skills*

Life skills training sessions have been held in one central community with a number of participants attending from surrounding communities. This meant that only one or two people attended life skills training sessions from each community. There did not appear to be a transparent process about what communities were chosen to host life skills training, how participants were selected, and how trainers were selected to attend TOT training. It is unclear from the review who the target group was for life skills training. The team interviewed a wide range of participants including: women leaders, Chiefs, women leaders, young single mothers, young men, all who had attended life skills training. In the design, life skills was targeted at young women and called ‘foundation skills for young women (13-18)’. Over the program, this changed to broader life skills and resulted in a focus on respectful relationships, communication and women’s leadership. This has had a positive effect on participants, but in the next design, CARE needs to determine: the target audience for life skills, what is the primary aim of life skills (GBV, ARH, livelihoods, leadership, etc) and the change CARE expects that life skills will have on participant’s lives and within communities.

*Centralised training*

Life skills training sessions were held in central locations and one to two members from each community travelled to the centre. Participants were inspired by what they learned, but then returned to a community that did not go through the training so there was little support for them to apply what their learning. Nearly every participant that was interviewed and CARE staff recommend that CARE hold life skills training at the community level, rather than in another location. The benefits are that different segments of the community can be engaged: young women, young men, adult men and women and people with disabilities and that it will create a core group of people that can work together to affect change in the community. The challenges in having it at the community level are that there will need to be more targeted curriculum for different segments of the community and may increase, although and accommodation costs will reduce for participants. **CARE will need to target a smaller number of communities and support them more intensively including monitoring changes in knowledge, attitudes and behaviour.**

*Youth engagement – after life skills training*

Many life skills participants requested that follow up activities to build on the themes of the life skills training and this was the intention of the design, but it was not implemented. There is a strong relationship between CDCCCs and life skills training, but integration needs to be improved with other CARE programs such as WSTB, WASH and other resilience activities such as agriculture projects. Follow up activities would be more effective if they are done at the community level to reinforce learning from life skills. There are many activities that could be focused on for follow up such as: peer education, livelihoods training, youth-generated activities funded by small grants, weekly youth conversation meetings, youth engagement activities based on sport, drama, singing, etc.

**3.3 GENDER EQUALITY AND DISABILITY**

One life skills participant reported that she learned how to CARE for a family with a disability; another participant was a man with a disability who learned a lot from the life skills program and was happy to be included in the program. The Disability Desk reported that CARE has been supportive of disability inclusion in recovery proposals and of a study of people with disability in Tanna. The Vanuatu Society for People with Disabilities recommends that CARE sets targets on activities for disability inclusion in the next phase of the program.

**3.4 EFFICIENCY**

3.4.1 How could management of the program be strengthened?

The program scope needs to be reduced to make more efficient use of resources and to work more intensively with communities and to have better monitoring and evaluation documentation. In a smaller program, the CARE programs could be managed in a more integrated way. For example, members of WSTB groups should attend life skills training and life skills participants should have access to WSTB training. This ensures a greater reach and deeper engagement within communities and more efficient use of resources such as transport, monitoring trips, etc. It also allows community members access to a number of interventions for empowering women and girls that when implemented in a coherent and integrated way should result in more transformational change.

Programs could scale up as funding becomes available.

*What staffing considerations and resources should be appropriate in the future (including recommended technical expertise)?*

*Prevention of GBV* A gender equality trainer should be contracted to provide gender equality awareness and GBV mainstreaming training to all staff as soon as possible. Sue Finucane can recommend someone from her networks in the FWCC, VWC networks. This person could also develop the disclosure management protocol and provide training on the use of that protocol and develop a family violence policy for CARE staff. If CARE proceeds with a GBV specific program and supporting DWA to develop a national violence prevention framework, CARE needs to recruit a prevention specialist with experience in high prevalence settings, or ongoing consultant support to the DWA.

*Economic empowerment* CARE needs to allocate resources for the recruitment of staff with expertise in value change development agronomy and enterprise development with particular experience in working in challenging conditions such as drought and ash fall.

*Gender balance on the WGE team* The team composition has fluctuated over time, but if the plan is to develop a male-focused curriculum for life skills and family based economic empowerment programs, then more men are also needed on the team or as part of the pool of life skills trainers. Financial resources will be determined in the design phase.

**3.5 SUSTAINABILITY**

3.5.1 How has the program built in sustainability considerations?

The life skills training resulted in some female participants taking up leadership positions in the CDCCC’s. There is the potential for future life skills training to be better linked to women’s participation in community decision making. The TOT for life skills aimed to improve sustainability and community ownership of that program

CARE has ensured some sustainability through its strong relationship with government, particularly DWA, DARD and DLA. CARE developed a partnership with *Wan Smol Bag* that was effective and mutually beneficial. The funding that CARE provided *Wan Smol Bag* to support a film about sexual and reproductive health for young women that resulted in 5,400 views on Facebook, which is the highest number of views for any *Wan Smol Bag* post. The work with the Gender and Protection cluster has resulted in increased funding and capability of organisations involved to improve gender inclusion in humanitarian practice in Vanuatu. The Department of Women’s Affairs is increasing its leadership in managing the cluster.

Findings from the review indicate that where production had reached levels sufficient for sale groups had pooled their individual shares for future use by the group. Plans for savings included the purchase of additional agricultural inputs; expansion of existing agricultural activities and improved transportation options. In addition, in around half of the villages interviewed women reported that they knew of women who had accessed VANWODs (microfinance). They stated that if they had a more steady and reliable income, they too would like to be a part of a savings and loans scheme.

3.5.2 How can the sustainability of the program be strengthened in the coming 4 years?

As above, reduced scope with deeper engagement with fewer communities should result in more sustainable WSTBs with functional governance systems.

The TOT for life skills can be more sustainable by developing a TOT curriculum and a phased approach so that trainers are supported in delivering the training for the first few training sessions and receive feedback from CARE staff. The training needs to focus on content and facilitation skills. Trainers should also be trained on basic counselling and referral. TOT programs are risky because it is difficult to ensure that the correct information being relayed and CARE staff need to visit and monitor workshops delivered by trainers to ensure quality. Consistency of approach to training will also be assisted by the development of TOT curriculum that is developed and translated into plain language.

CARE has a strong developed partnership approach with government. This approach should be continued with local NGOs and CARE in Vanuatu needs to map out partnerships to meet each of its program objectives. A partnership strategy should be developed following the design including ongoing monitoring and evaluation of partnership at the outcome level a capacity development approach for small, local organisations.

Linking life skills and any future GBV prevention programs to current violence response providers strengthens links between communities and those providers and ensures that the approach is relevant to the context.

**3.6 IMPACT**

Where is the greatest potential for the program to have an impact on gender equality in Vanuatu over the long term?

*Supporting women’s organisations* CARE has demonstrated that it is effective at facilitating coalitions around gender equality issues. The Gender and Protection Cluster has the potential to impact the practice of women’s organisations, mainstream organisations and the government at the structural level. This will improve the life of women during emergencies but also improve the awareness of gender issues and practice of these organisations. CARE should build on this work in the next phase through facilitating other coalitions on issues where it has expertise: young women’s leadership and GBV.

*GBV prevention* Life skills is a good entry point for GBV prevention and that can be built upon in the next phase. GBV was covered as part of a life skills training in later sessions and the review found that is a good approach for opening discussions about relationships, power and violence. Many women interviewed said that they learned about communication and negotiation and had better communication in the household and community. Men reported that they learned about managing anger and negotiation. This indicates that life skills training has some potential for male behaviour change, but it needs further testing through a robust monitoring and evaluation system in the next phase.

*Economic empowerment* CARE has an entry point through its work with WSTBs that can be strengthened through a focus on household decision making using the Family Business Management Training Approach that is successful in PNG.

*Young women’s leadership the* design identified young women’s leadership as a gap in its analysis. Young women’s leadership was not effectively included in activities and is still a gap and needs a stronger focus to be implemented in the next design.

What would appropriate impact goals for the long term be which should be considered in the design?

* Women’s access to and control of financial and agricultural resources at the household and community level is increased
* Young women are accessing leadership opportunities at the community level
* Women and young women have improved access to GBV services
* Men and women do not accept GBV

**4.0 RECOMMENDATIONS**

**RECOMMENDATIONS: LEFTEMAP SISTA I (END OF FY16)**

**4.1 WOMEN’S ECONOMIC EMPOWERMENT**

*4.1.1. Undertake a ‘readiness’ assessment of existing WSTBs:*  a ‘status’ assessment of WSTBs was undertaken in May 2016 classifying them as active, less active and non-active. This assessment identified 16 groups to continue working with under the *current* program however the review finds that these may not be the most appropriate groups to work with under the *next phase* of the program. **The program should undertake a ‘readiness’ assessment of all 86 groups according to their potential to support the objectives of the design for *Leftemap Sista II****.* The definition of ‘ready’ and the criteria against which to assess existing WSTBs will depend on the forward focus of *Leftemap Sista II* (e.g. value chain development and markets for the poor versus food security) and the necessity for strategies to be island specific (e.g. food security on Aniwa and/or value chain development of agriproducts on Tanna) – *see. 4.1.1 for further detail*). The May 2016 ‘status’ assessment, provides a good overview of the situation, but does not provide the level of detail required to select groups to support going forward For example, although a group on Erramango may be classified as ‘active’ it may not be supported under the next phase because the program focus is on value chain development and the current enabling business environment is constrained (poor infrastructure, low access to inputs, credit, and extension services), however on Tanna even though a group has been classified as ‘less active’ it may be still selected because there is potential to strengthen group governance and leverage current progress in road infrastructure and service provision around credit, inputs and extension for value chain development. **The team should develop specific criteria for a ‘readiness’ assessment. These criteria should include i) group dynamics (leadership structure; active membership; demonstrated group cohesion; a majority women’s membership) ii) group performance (medium dependency on CARE; applying CARE-promoted crops/techniques/skills) and iii) market potential (sufficient or potential for: a sufficient level of production/quality of product; access to developing markets; access to credit; inputs and extension services; cost and reliability of transport networks). As the criteria depends the focus of the final design –this assessment could be conducted in February 2017.**

*4.1.2. Build Good Governance of ‘ready’ groups:* following the readiness assessment and selection of groups for the next phase, **the program should start the process of developing good governance capacity, processes and structures for groups**. This is a long-term process and expectations should be managed as to what can be achieved by June 2017, however commencing this process now will position the program to transition into the next phase.

*4.1.3 Develop partnerships with technical and research institutions:* **regardless of the balance between food security and economic empowerment through value-chain development in the next phase, CARE should partner with institutions which have agricultural expertise and technical capacity remains critical.** For example, organisations such as FSA and Nasi Tuan have significant expertise in the areas of crop selection and development; appropriate livestock selection and management; the formation and capacity development of farmer’s associations and the establishment of functioning cooperatives to service a specific value chain. The program should seek to harness this expertise and learn from peer experiences in any future program. In addition, CARE should be working with and through local partners rather than being a direct implementer to ensure sustainability, especially in a context where resources and logistics are complex. Partners in Vanuatu have capacity constraints and any partnerships would have to include capacity building. **The program should undertake a mapping exercise and capacity assessment of all potential partners and opportunities to complement current programming.** For example, if CARE partners with a technical organisation in the peanut value chain – the technical partner can provide the agricultural expertise and CARE can contribute to improved productivity and quality by building up group good governance and addressing the household-level gender inequitable norms that limit production where women are the ones providing the majority of the labour.

*4.1.4. Conduct targeted studies only:* in terms of further research, aside from the ‘readiness’ assessment it is recommended that **further research should be postponed until the design of the next phase has been finalised and decisions have been made with regards to target locations; goal and objectives; potential partnerships** and so on. At this point the program can develop and conduct a baseline study; gender-sensitive value chain analysis; stakeholder analysis; barrier analyses to inform EMB strategies with a clear purpose as to how they will inform the final selection and refinement of activities during inception. From now until June the focus in terms of research should be on consolidation the information already generated within the project and any relevant secondary sources of information.

*4.1.5 Mainstream GBV:* economic empowerment is considered a central programming strategy to reduce gender inequality and the experience of gender-based violence among women and girls. However, results from recent studies have yielded inconsistent evidence on the relationship between women’s economic empowerment interventions and the risk of GBV. For example, there is evidence to support the theory that WEE increases risk of GBV, possibly because increased empowerment challenges the status quo in the household, which can result in a male partner using violence to maintain his position. Alternatively, there is evidence indicating increased empowerment reduces GBV because educational or financial empowerment offers higher status in the household, which then decreases women’s risk of experiencing violence. The next phase of the program is likely to have a specific focus on GBV prevention and reduction, however **even though the current program does not have an explicit focus on GBV at the very least from a ‘do-no-harm’ approach CARE should: mapping referral services and ensuring that a community has access to services before starting an economic empowerment program, and developing a protocol for referral to services. If a community does not have access to formal services, CARE should work with service providers to facilitate access to GBV services before implementing the program.**

*4.1.6 Improve documentation practices:* it would be useful to **document the experience and lessons learnt through a number of case-studies.** Currently the focus of reporting has been at an output level, however drawing on existing monitoring reports and documenting some of the qualitative evidence into a case study format for the project would strengthen the learning from this phase of the program.

**RECOMMENDATIONS: LEFTEMAP SISTA II (FY 17-21)**

**4.2 WOMEN’S ECONOMIC EMPOWERMENT**

*4.2.1 Integrate food security and the value chain approach:* to some extent the program is ‘locked’ into addressing women’s economic empowerment (through a value chain approach) under the next phase, howeveras discussed earlier agricultural production is at or below subsistence level meaning that many of the project participants and would-be participants in a value chain program component are facing food insecurity. **The program should seek to integrate food security and the value chain approach, making improved food security an explicit program outcome**. To achieve this, prior to value chain selection the program should understand food insecurity across the program coverage area (number of islands). It is important to identify the predominant food security concerns in the targeted area or population as well as the underlying causes of food insecurity. The results of the analysis should drive value chain selection and development.

In terms of value chain selection, it is beyond the capacity of this review to make recommendations on specific value chains appropriate for the different islands in TAFEA Province. However there are a number of best-practice principles relevant to TAFEA Province to consider when selecting value chains under the new phase:

* **Consider context as part of value chain selection:** for those islands/communities where there is potential to increase agriculture production value chain selection should seek to increase both food availability and income generation. Ensuring availability of food may require a combination of increasing production, reducing post-harvest losses, improving market efficiency of staple foods, and strengthening market flows to link areas of surplus and deficit (e.g. Middlebush and Whitesands). Alternatively, raising incomes through non-agricultural value chains or cash crop selection (ginger, peanuts etc) may have greater potential to address food insecurity when there is limited ability to improve household food production such as in the Whitesands area.
* **Evaluate the enabling business environment:** consider whether the business environment can support value chain development – including access to credit, access to inputs and quality and the cost, reliability and capacity of transportation networks and the availability of technical and research institutions such as extension services.
* **Identify the implications of introducing new cash crops or commercialising existing food crops:** be cautious in promoting new cash crops in areas where there is no skillset, surplus land or labour (in this case the new crop would compete with traditional food crops) or where there is high variation in the supply or price of staple foods.
* **Promote diversification:** diversification of livelihood strategies reduces risk for food insecure households. On-farm diversification generally assists household dietary diversity, particularly in contexts where rural markets cannot guarantee that demand can be satisfied through the purchase of food. This appears to be the case for the outer islands of TAFEA. Diversification also gives households more regular distribution of income that allows households easier ongoing access to food. The program should consider how it can support or at least not reduce household diversification of income sources through the value chain selection process.

*4.2.2 Build on the traditional for gender-inclusive value chain selection and development:* one entry point for developing inclusive value chains that address gender is to **build on what women are already doing and the crops and other products they already produce – this is known as professionalising informal female value chains and building on traditional responsibilities to create new opportunities.** This approach may be effective in traditional (conservative) environments with high rates of violence against women, such as TAFEA province. Traditionally ‘female’ sectors provide excellent entry points for promoting and empowering women. Tapping into the economic potential of such activities allows the smooth, cost-effective and wide-scale empowerment of women with lower risk of community opposition or take over by men. For example, on Tanna, the poultry value chain or a specific root-crop such as ginger or peanuts offer potential for women’s economic empowerment. Handicrafts is not recommended for Tanna as weaving does not play a strong role in tradition or custom (tends to be centred on market baskets) compared to other islands such as Futuna or Aniwa and it would take significant time for any handicraft initiative to reach the same level of quality currently being produced by other islands. It would be better to work on producing an agri-products with a small handicraft component as part of the packaging for women on Tanna – this would build on women’s existing agency and minimise opposition.

*4.2.3 Adopt a ‘Farming as a family business’ approach:* **the program shouldadopt a family business management training approach that values the contribution of women to the economic well-being of the household and identifies opportunities for collaboration on farm management between both heads of household.** The aim of approaching farming as a family business is to bring women and men together into the decision-making and management of the farming business rather than women being on the edge providing only labour in the garden – ultimately working as a family can improve the earning from the agricultural activities of a family. CARE has implement Family Business Management Training in PNG with good success – it is a five-day training attended by both husband and wife and it covers topics such as communication; conflict management; labour in the family garden and workloads; decision-making; decision-making and household budgeting; and developing household action plans. The program can be adapted to include single mothers.

*4.2.4 Establish women’s farmers associations and link to existing cooperatives:* because smallholders typically control very small areas of land and are therefore unable to produce significant marketable surpluses of food after satisfying family requirements, it is difficult, if not impossible, for most of them to enter a value chain as individuals. This would be the case even after putting aside other formidable impediments such as the absence of storage, transport and basic processing facilities as observed on Tanna and Aniwa. Moreover, the transaction costs incurred by other actors in the chain when engaging smallholders is often unacceptably high for the volumes likely to be procured from single sellers, and the product obtained may vary in quality. **The program should work with existing women’s farmer’s groups (the WSTBs) to form farmer’s associations and link them to existing cooperatives** (e.g. Nasi Tuan). Farmer’s associations are simply where rather than a farmer’s group functioning individually, a number band together into a farmers’ association that is more suitable for particular purposes, such as making purchases; bargaining or entering into agreements on behalf of its members. Women farmers in formal groups like cooperatives or farmer’s associations have been found to earn approximately 70-80% more income than women trading independently.

*4.2.5 Develop an Engaging Men and Boys/GBV Strategy:*it is likely that the next phase of the program will continue to have a dual focus on not only increasing women’s income and access to resources but also their control and influence over how such income and resources are used. This will require the program to focus on creating spaces for men and women to reflect on gender relations, roles, access, decision-making, violence and conflict resolution. Programming strategies will need to address men’s views of gender roles within the household and challenge rigid gender norms and masculinities. This can be addressed through the Family Based Management Training mentioned earlier but other tools include community dialogues where men are supported to focus on the positive elements, and remove the negative elements of their masculinities. **The program should develop an EMB strategy with explicit GBV strategies, as focusing on only building the asset base of women without addressing issues of power and control will not reach the goal of women’s economic empowerment.** In Vanuatu, there also needs to be an explicit focus on GBV and specific strategies within economic programming to address this. It is not enough for a woman to increase her income and enterprise opportunities, only to find that her husband resents her newfound independence and uses violence to express his frustration, or takes control of the money. It is not enough for a woman to raise her voice on issues that matter to her within a women’s group but to be silenced and marginalised in community decision-making. Prevention requires tackling root causes, engaging men, and applying multiple interventions. **These interventions should involve local partners such as the Vanuatu Women’s Centre (VWC) who have significant experience in working with men at the household and community levels - local partners with recognised credibility and a successful track record will be critical in tackling the underlying drivers of violence, such as deep-rooted social norms and power dynamics, which perpetuate the view that women are second-class citizens.**

*4.2.6 Link with local organisations delivering community-based savings-led models:* access to a means of saving and credit are important inputs that are often overlooked in value-chain development and the program should consider linking with those organisations already providing financial services in TAFEA province such as VANWODS. Savings and loans are typically reinvested by individuals into production-related activities such as purchasing seed, fertiliser, animal feed and fodder; accessing animal health services and constructing appropriate livestock housing – all of which ultimately increase the income earnt from their agricultural enterprise activities. **The program should consider a formal partnership with VANWODS to develop microfinance products for project participants that suit the value chain selected - for example, ensuring that repayment schedules match the natural cycle of production** – loan repayments typically start the first week or first month after a loan is taken – this may be unsuitable for investing in larger livestock which may not produce or fatten for sale within that timeframe.

*4.2.7 Integrate complimentary training programs into the group-based approach:* given the likely program focus on food security and increasing production and diversity under the next phase there is potential to also **introduce a curriculum of nutritional and health training through the groups to improve health behaviours of group members and lead to improvements in food security through better utilization of food.**

*4.2.8 Reduce Program Coverage:* the geographic size of the program area and the high cost and limited transportation options to the different islands present a challenge for the program. **The program needs to weigh program goals and objectives against resources for both the current and future phases and reduce the number of islands across which it works in TAFEA Province**. It is beyond the scope of this review to recommend which islands the program should continue to work on – this should emerge naturally through a design process where some of the other recommendations around value chain selection are actioned (if the focus is on value chain development then this will focus you geographically as it is unlikely that value chain development is viable within a four-year timeframe on all five islands).

*4.2.9 Recruit the right expertise:* agricultural value chain development requires specific expertise and experience and the **next phase of the program should allocate resources to attract specific skills on value chain development; agronomy and enterprise development**.

**4.3 SUPPORTING WOMEN’S ORGANSIATIONS**

The aim was to remain flexible to be able to respond to issues as they arose, but that made it difficult to monitor and evaluate.To improve in this area CARE should build on its strong relationships and reputation that was developed in the first phase but with a stronger thematic focus related to its community-based programs so that the future program is more coherent. The future national influence work should have a stronger with a stronger thematic focus that relates to CARE’s community level work. CARE should focus on: 1) Prevention of gender based violence: by working with DWA at the national level to set national standards for prevention work in Vanuatu. 2) Advocating for the rights of young women and girls 3) Work with the Department of Women’s Affairs and the DLA and DARD on Women’s Economic Empowerment. This work would be done through bringing together coalitions of organisations to learn from each other, agree on common approaches and how they relate to meeting the objectives of the *Vanuatu National Gender Equality Policy.*

The Gender and Protection Cluster has been a major success in creating a coalition of local and international organisations that are consistently addressing gender equality issues. CARE also facilitates capacity building for organisations and individuals involved in the cluster on policy analysis, donor liaison and program management. It has also positioned CARE as a key advisor to the Department of Women’s Affairs. Work with the Gender and Protection cluster should continue.

**4.4 REDUCING GENDER BASED VIOLENCE**

*4.4.1 Community referral plans* Prior to the June 2017, CARE should continue to map community referral pathways, based on the *CARE Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs* which reviews how women in the community access police, health and counselling services[[4]](#footnote-5). The mapping as part of this review was rapid and done at the same time as other activities and some interviews were incomplete. In some cases, only the chief was interviewed and in future CARE should interview women leaders, young women, pastors and chiefs to have a more balanced view and understanding of community responses. The assessment of access to response services is done through mapping of community and formal referral systems (see section 4.2).

It is not safe and goes against a do no harm approach to carry out GBV prevention programs (including life skills and economic empowerment) in communities where program participants cannot access services for responding to violence. **If program participants do not have access to formal services (such as police and CAVAWs and health care), CARE should not implement programs related to gender equality, life skills or economic empowerment activities in those communities.** CARE staff need to be able to understand how to refer cases of violence as they have reported that they have women disclose to them that they are experiencing violence in communities where CARE works.

Access to informal systems through the Chief and Church are not sufficient as they are not rights based, they promote reconciliation and messaging such as women can prevent violence by being better wives. **In cases where there is no access to formal services, CARE should work with services and community leaders to facilitate access to services for women in those communities before implementing gender equality programs.**

*4.4.2 Formal partnership with TAFEA Counselling Centre and Vanuatu Women’s Centre* CARE and VWC currently work together informally. CAVAWs have attended workshops and there have been discussions about VWC providing gender training for CARE staff. A formal partnership should be developed with VWC for the next phase that would include:

* counselling for CARE staff for staff experiencing family violence;
* counselling for CARE staff experiencing trauma from stories they are hearing or violence that they see their work;
* counsellors from VWC to attend life skills for provide counselling for participants if they disclose violence;
* staff from VWC provide gender awareness training to all CARE staff (including WASH, Resilience, management);
* CAVAWS to provide awareness training to women’s seed groups; training for CARE staff on GBV and referral;
* include CAVAWS in any gender equality training/GBV/leadership training delivered by CARE in Tanna or Port Vila; CARE develop an engaging men program based on the male advocates on the VWC model, with support from VWC;
* Training on their approach for engaging men and boys;
* Working together on contextualising SASA! approaches to the Pacific

It will be challenging to develop a partnership with VWC but they are the most appropriate partner for the context and it is worth taking time to develop this partnership for long-term programming.

*4.4.3 Backlash, disclosure and referral* CARE staff reported that they observe violence against women and women disclose to them and that they have been involved in handling cases of violence. CARE staff also reported that some of the violence has been backlash against women from men because of attending CARE’s WSTBs and life skills training. CARE staff should not be handling violence cases, but referring them at the community and local level to formal services (CAVAW, VWC, Police, health). A protocol for handling cases needs to be develop and, **all CARE staff should be trained the protocol**. There are CARE resources to assist with the development of the protocols: *CARE Guidance for GBV monitoring and mitigation for non-GBV focused sectoral programs.* **The protocol also includes basic counselling training such as: reassuring the woman that it is not their fault, survivor centred approach to ensure that it is referred with the consent of the woman, etc.** At the organisational level, CARE needs to provide training for staff on GBV knowledge and mainstreaming. Sue Finucane, CARE Senior Gender and Economic Empowerment Advisor based in Melbourne who many years of experience in GBV in the Pacific context and Sue Finucane or her networks would be a good resource for training.

*4.4.4 CARE family violence policy* At the organisational policy level CARE should develop a family violence policy for staff who are experiencing violence in their own families.

*4.4.5 Support DWA on developing national approach to prevention work in Vanuatu* The DWA wants to develop national violence prevention standards. CARE could support this through a series of workshops to GBV stakeholders together to share and document existing approaches. It would include Pacific and international best practice and it is important that all stakeholders agree on a common prevention approach which would include: approaches with young people (respectful relationship), engaging men, working with churches, working with sports organisations, private sector, the education sector and positive parenting. This could take up to 2 to 3 years.

*4.4.6 Support to Vanuatu Christian Council* The review found that Church leaders were involved in counselling of women who are experiencing violence which is consistent with the findings of the *Vanuatu National Survey on Women’s Lives and Family Relationships.* Along with a partnership with VWC, CARE should also fund or develop a partnership with VCC to reach Church leaders. VCC has started on this work over the past few years and had planned to work in Tanna but did not have the funding, so pulled back. VCC is also working with Church leaders at the national level on issues of gender equality and GBV. World Vision has a good program for working with Church leaders to provide counselling skills, particularly for counselling men who have perpetrated violence and CARE can learn from their approach to engaging with Church leaders.

**4.5 LIFE SKILLS**

*4.5.1 Purpose and target audience for life skills training* In the next phase, CARE needs to determine: the target audience for life skills; the primary aim of life skills (GBV, ARH, leadership, etc); the change CARE expects that life skills will have on participant’s lives and within communities. The recommendation is that the audience is a broader community audience than was proposed in the previous design. The focus will be on violence prevention and access to reproductive health services. **Past participants and CARE staff recommended that life skills focused more on sexual and reproductive health and the review found that teen pregnancy is a major issue in communities.** However, young single mothers are also target participants for the training and the curriculum should have some specific sessions for them such as positive parenting. Livelihoods should be covered through the new WSTB model which should be more inclusive of young women, including young mothers. The Police in Tanna reported that there are both rape cases that go unreported, but also that there are cases where sex between young people is consensual but it is called rape to protect the reputation of the young woman/girl. **For future life skills training, CARE should consider discussions of the difference between rape and consensual sex, however the issue of consent is complicated because of traditional attitudes around not having sex before marriage**. CARE’s expectations of the change in participants lives and communities will be explored in the design phase and closely linked to curriculum re-design.

*4.5.2 Community level life skills training* Most participants interviewed in this review and CARE staff recommended that life skills training be held at the community level, rather than having to travel to a central community. The benefits of this is that different segments of the community can be engaged: young women, young men, adult men and women and people with disabilities. The challenges in having it at the community level is that there will need to be more targeted curriculum for different segments of the community. Costs may increase, but travel and accommodation costs will reduce for participants. CARE will need to target which communities that it wants to reach through life skills as it will be a more staff-intensive model. This means that CARE will reduce the number of communities that receive life skills training, but focusing on fewer communities means that more people in each community can attend and that follow up activities can be better planned for program participants. It will also create a larger number of people in a community that have attended life skills training and can work together on follow-up programs. Participants from other CARE programs can attend life skills training to better integrate the programs at the community level.

*4.5.3 Stronger focus on model post-life skills training and action*

Many participants and CARE staff also recommended that there needs to be planned support to life skills participants after life skills training. Life skills should be one part of a larger youth engagement program that continues to build on the skills in the training. **The model of engagement will be explored in the design phase, but some options are: peer support model for ARH from CARE PNG, weekly youth meetings where they discuss issues and determine their own actions and are supported with small grants, closer partnership with WSB.**  A challenge with engaging men in youth activities is that they could become male focused such as soccer clubs. Wan Smol Bag has experience in developing youth engagement activities that are more gender balanced through dance, theatre and sport that have had good results in building young women’s confidence. There are also opportunities within CARE programs to better include life skills participants in CARE programs, particularly in women’s economic empowerment programs, but also WASH and resilience work and vice versa.

*4.5.4 Youth market – International Day of the Girl*

One idea that was explored with CARE staff during the review, for the engagement of young people after life skills training is to have a youth market in Lenakel on International Day of the Girl. The youth market should be a big event that is completely planned and delivered by young people and include: stalls where young people sell food and products, and music all day from bands made up of young people. This would give a focus for participants that have been involved in life skills programs as well as advocacy for International Day of the Girl. This is based on the approach of Youth @ Work (supported by DFAT and SPC) in Solomon Islands who have a monthly youth market in Honiara. Youth @ Work has recently begun programming in Vanuatu in Santo and CARE should connect with them to share approaches and learning. CARE should also connect to the Youth Livelihood Network.

*4.5.5 Review curriculum (under way)*

CARE is in the process of reviewing the curriculum to develop different modules for targeted to different age groups: young women, young men, older women, older men. CARE is also developing curriculum for very young girls aged 10 to 12. Working with young girls needs to include a strong child protection approach. The curriculum review will be informed by the purpose and target groups for the life skills training. The new curriculum should be developed in a way that is accessible to CARE staff and community-based trainers and include plain language and simple instructions for each session.

*4.5.6 Map out partnership approach and develop formal partnerships with: VWC, Health, Police and health providers*

The most recent life skills training sessions have included resources from TAFEA Counselling Centre, Police and nurses. This approach should be formalised in the curriculum development. As mentioned before, TAFEA Counselling Centre should also include trained counsellors attending the sessions, to support both participants and CARE staff. CAVAWs are not always trained counsellors and it is important to include them for awareness raising, counsellors should also attend. Police have attended some of the life skills training sessions and provided information about the Family Protection Act and CARE should continue to engage with police and strengthen that relationship. Nurses should also be part of the delivery of life skills. This can either be nurses based in Tanna or Wan Smol Bag has offered for CARE to have its sexual and reproductive health nurse accompany them to life skills. The WSB nurse can provide contraception, which is a community need. If CARE decides to work with WSB and their nurses, it will also need to be negotiated with the Provincial Government. The Department of Women’s Affairs is rolling out a new child protection program and recently trained 15 trainers based in Tanna. They are another resource for life skills training. **Working in partnership with these services has the benefit of connecting young women to services, which was one of the intended outcomes of the original design.**

*4.5.7 Stronger TOT*

The TOT program needs to be developed along with criteria for selecting trainers. CARE staff reported that the current TOT program is quite informal and were unclear on the process for selecting trainers. The TOT needs to be developed with a curriculum and a phased approach so that trainers are supported in delivering the training for the first few training sessions and receive feedback from CARE staff. The training needs to focus on content and facilitation skills. Trainers should also be trained on basic counselling and referral to deal with disclosures of violence that may arise during the delivery of life skills workshops. TOT programs are risky because it is difficult to ensure that the correct information being relayed and CARE staff need to visit and monitor workshops delivered by trainers frequently to ensure quality. Consistency of approach to training will also be assisted by the development of TOT curriculum that is developed and translated into plain language.

*4.5.8 Gender balance in the team*

The team composition has fluctuated over time, but if the plan is to develop a male-focused curriculum and engage men and boys then men are also needed on the team or as part of the pool of trained trainers. CAVAW respondents in Aniwa talked about the challenges of getting young men to attend their awareness workshops. CARE would have to focus some time and energy on having male staff engage with young men prior to the workshops and ensure that the curriculum is focused toward young men.

1. Nasi Tuan is an agricultural cooperative based in Tanna that is focused on the production of peanuts and coffee and is exploring other agricultural products. http://www.nasituan.org/ [↑](#footnote-ref-2)
2. Vanuatu Women’s Centre, 2011, *The Vanuatu National Survey on Women’s Lives and Family Relationships,* p. 55 [↑](#footnote-ref-3)
3. CARE Australia: http://www.care.org/our-work/womens-empowerment/gender-integration/womens-empowerment-framework [↑](#footnote-ref-4)
4. The methodology for mapping community referral pathways was developed during this review and can be used for other CARE communities. [↑](#footnote-ref-5)