

# FROM GENDER BASED VIOLENCE TO GENDER JUSTICE AND HEALING



## Evaluation Report

Phase I (April 2015 – March 2018)

**Ann Braun**  
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The president of Bana Women Human Rights Defenders, a young WHRDs, is leading her group at the Bougainville WHRDs Forum (Siwai, November 2017). Photo: Harjono Djoyobisono/IWDA.

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*From Gender Based Violence to Gender Justice and Healing* Project is implemented by Nazareth Centre for Rehabilitation in partnership with IWDA and supported by the Australian Government in partnership with the Autonomous Bougainville Government and the Government of Papua New Guinea as part of the Pacific Women Shaping Pacific Development program.



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# Executive Summary

*From Gender Based Violence (GBV) to Gender Justice and Healing - Phase 1* was a three-year project (2015-2018) implemented by Nazareth Centre for Rehabilitation (NCfR) in partnership with International Women's Development Agency (IWDA). It was funded by the Australian Government in partnership with the Autonomous Bougainville Government and Government of Papua New Guinea as part of the Pacific Women Shaping Pacific Development Program.

NCfR aims to contribute to nation building in Bougainville by encouraging relationships founded on respect and dignity and by increasing citizen responsibility. The project, *From GBV to Gender Justice and Healing*, contributes to this aim by building community-based capacity to prevent and respond to family,

sexual and other forms of violence by addressing the root causes of gender inequality. The project has a comprehensive and multi-track approach with a focus on both practical and strategic solutions and ways of working.<sup>1</sup> The project pursued the goal of reducing men's violence against women in Bougainville through two key outcomes:

1. Bougainville Women Human Rights Defenders (WHRDs) are leading responses to and prevention of family and sexual violence through work with government and communities.
2. Men and women are preventing family and sexual violence (FSV)<sup>2</sup> at community level by promoting shared power and decision making between women and men.

## Evaluation Methodology

This evaluation was commissioned by IWDA to inform decision-making by NCfR and IWDA, foster an environment of learning and promote accountability for performance. Using Outcome Harvesting as the core methodology, the evaluation report:

- summarises results and contributions to results by NCfR, IWDA and other actors,
- assesses the extent to which Phase 1 interventions have achieved their objectives for the key target groups, and
- provides recommendations for how the project might be strengthened in Phase 2 (April 2018 – September 2022).

The NCfR staff knowledge from monitoring visits and experience gained from working on the project, as well as inputs and experiences shared by WHRDs, male advocates and community leaders provided valuable information for the Outcome Harvesting process and outcomes. In addition to Outcome Harvesting, which focused on capturing the most significant outcomes achieved by the project, the evaluation methods included document review, a historical scan, forty-four key informant interviews, workshops with NCfR staff and selected external community members (WHRDs, male advocates and community leaders), and process tracing. A summary of the methods used to address each evaluation question is provided in Appendix 1.

1 See Appendix 4 for the project theory of change.

2 In addition to FSV, other terms such as 'Violence Against Women' (VAW) and 'Gender Based Violence' (GBV) are often used interchangeably in PNG and Bougainville. However, it should be recognised that there is a difference in the meaning of the terms. In this report the terms are used interchangeably.

1 From Gender Based Violence to Gender Justice and Healing



# Key Evaluation Findings

The *From GBV to Gender Justice and Healing* project has demonstrated excellent performance by exceeding or meeting 10 of its 12 targets and sub-targets. The project directly reached 21,888 people from 71 communities: 10,437 women and 6,395 men (including 29 women and 16 men with disabilities); 218 young women and 93 young men; 2,508 girls and 2,237 boys (including 2 girls and 3 boys with disabilities).

Through the community-based activities of the WHRDs and male advocates network, the project has served women, men and children in communities in the districts of Bana, Buin, Buka, Haku, Kieta, Siwai, and Selau. The project demonstrated outcomes achieved at both community and individual levels, as well as addressing the needs of diverse women, men, girls and boys across Bougainville, including in very remote communities.

## (A) TRANSFORMATIONAL CHANGE AT THE COMMUNITY LEVEL

**Change at the community level happens in complex and inter-connected ways**, with diverse contributing factors and actors, and requires a long-term approach to engaging with communities and investing into sustainable development outcomes. The evaluation demonstrates that NCfR's approach and model of working with communities is leading to positive outcomes.

**The work of WHRDs and male advocates supported by the NCfR's services and programs has led to important positive changes in several communities** in the districts of Bana, Siwai, Buin, Kieta, Selau and Haku and in 11 schools reached by the School Based Program. The evaluation collected evidence of specific changes including:

- Instances of reductions in sorcery accusations related killing and family and sexual violence reducing in communities served by the WHRDs and male advocates network (see

Outcome Harvesting case studies from Bana, Siwai and Marai).

- In Bana, Siwai, Haku and in many other communities across Bougainville, citizen understanding of the seriousness of FSV, the need to stop it and the availability of safe houses, counselling services and referral pathways has grown as a result of awareness-raising campaigns and community-based education. This is driving an increase in demand for the NCfR safe houses and Men's Hub services.
- Communities reporting reductions in cases of teenage pregnancy and/or early marriage and in drug and alcohol use.
- The coordination and case management approach used by Buin and Siwai's district level committees allows cases to be handled more appropriately and efficiently.
- The emphasis on trauma counselling in Siwai is proving to be an effective model. The evaluation notes that the quality of training is a critical factor for ensuring that WHRDs, male advocates and community counsellors have a sufficiently high level of capacity.
- Examples also demonstrate the leadership of the WHRDs and male advocates network in leading responses to family and sexual violence.
- Local male leaders are joining WHRDs and male advocates in bringing survivors of violence to the safe houses and sending perpetrators for counselling.
- The development of new income generation opportunities for women and communities.

### Impact on community leadership

In 2017, 34 communities in North and South Bougainville elected WHRDs as community government ward representatives. This means that almost three fourths of the 47 community governments in North and South Bougainville now include WHRDs. In addition, 16 male advocates became community government



ward representatives. Fourteen of these represent wards in South Bougainville and two represent wards in Central Bougainville. This suggests that training as WHRDs and male advocates helps enable women and men to move into other spaces where they can be proactive leaders, participate in decision making and act as change agents to address FSV and other forms of violence.

### **School Based Program**

As an experiment with a primary prevention approach, the pilot School Based Program has demonstrated its potential to change student behaviour in favour of non-violent and more respectful attitudes towards others, and greater learning efforts.

### **Strengthened Alliances and Networks**

Alliances are being formed and networks are being strengthened at the community level, contributing to sustainability. The historical scan and individual interviews with the NCfR staff and other stakeholders highlighted the importance of key strategic alliances that NCfR has formed over the years with organisations in Bougainville and beyond. Trust is a critical prerequisite for the development and success of these relationships.

## **(B) TRANSFORMATIONAL CHANGE AT THE INDIVIDUAL LEVEL**

The evaluation showed that trained women and men who have become WHRDs and male advocates are leading community-based initiatives to promote gender equality, peace building, human rights and zero tolerance to family and sexual violence. Many WHRDs networked with others, some formed groups and committees, which resulted in community based activism, joint projects, women's economic empowerment initiatives, support to FSV survivors and programs for youth and vulnerable community members. There is evidence of collective action, networking and mutual support among WHRDs, as well as collaboration between WHRDs and male advocates.

Examples of outcomes resulting from the transformation of individuals (safe houses and Men's Hub clients, former perpetrators, WHRDs, male advocates) and their collaborative efforts demonstrate that:

- Individual survivors and perpetrators of family and sexual violence, whose lives have been transformed by training and counselling, often go on to influence many others to make positive changes in their lives.
- Safe house clients may go on to become change agents in their communities.
- Former perpetrators may be transformed to the extent that they take action in their communities to protect and help survivors of family and sexual violence or even become male advocates.
- Assisting safe house clients beyond immediate needs for shelter and protection, such as with life skills training and support, can make a difference to their ability to recover and re-establish their lives after trauma.
- WHRDs training and support from NCfR provide women with the skills and confidence to challenge injustices, demonstrate leadership in a wide variety of community projects, taking on the responsibility of defending other women and keeping other women safe from further violence.
- The sustainability of the WHRDs network in Bougainville is being fostered through their involvement in the organisation of and fundraising for the WHRDs forums, which are now being held in different locations around Bougainville.



- WHRDs are demonstrating leadership in community projects and decision making. The inclusion of women's perspectives contributes to ensuring the relevance and responsiveness of projects.
- WHRDs have led community projects to build resource centres, to stimulate and support youth employment, foster income generation, and to provide services for disadvantaged groups and survivors of FSV.

### **(C) EXTENSIVE LEVERAGING OF RESOURCES IS A KEY ELEMENT OF NCfR'S SUSTAINABILITY STRATEGY.**

NCfR has practiced internal leveraging in the form of co-contributions to the project budget, and external leveraging through use of local and international volunteers, and through accessing human and financial resources from government, target communities and development partners. The evaluation documented twenty-two examples of external leveraging.

### **(D) MONITORING, EVALUATION AND LEARNING**

The *From GBV to Gender Justice and Healing* theory of change provided a framework for identifying and agreeing the milestones and targets for accountability purposes. Nearly all members of the project team were new to monitoring, evaluation and learning (MEL). The MEL accomplishments of this new team are evident from the continuous improvement in collecting sex, age and disability disaggregated data on the services and programs within the project and using this data to report against the performance framework. By year three, performance on quantitative data collection has improved significantly, especially considering the transport and communications challenges faced by the widely-dispersed team. Qualitative reporting on outcomes has been more challenging and feedback from project staff indicated that capacities for management, analysis and use of information require further development.

# Challenges

NCfR experienced several challenges and setbacks during the *From GBV to Gender Justice and Healing* project, as illustrated by the following examples.

NCfR interventions are volunteer-oriented and not designed to offer allowances to community participants; however, some participants in training and community-based initiatives made demands for sitting allowances during events.

Alliances with community-based organisations (CBO) are important enablers for NCfR's approach to change. While NCfR has strong CBO allies in North Bougainville (Hako Women's Collective and Taonita-Teop Women's Peace Circle), the absence of such organisations in Central and South Bougainville presents an ongoing challenge.

Bougainville is a post-conflict region with limited infrastructure, and services. The limited availability of electricity, mobile phone and internet connection, and the poor road network strongly affect project implementation.

The original design for the School Based Program (SBP) pilot involved plans for the Men's Hub to train 300 male advocates over three years with the skills and knowledge to undertake school-based education and initiatives to advocate against family and sexual violence. Out of this pool, NCfR expected that at least 60 would become peer educators delivering the SBP pilot in North and Central Bougainville. However, the majority of the trainees left the program, identifying the difficulty of balancing this peer

educator role, in a voluntary capacity, with employment responsibilities. A stipend was introduced in response to this identified issue, but challenges remained, and the project budget was not sufficient to respond to the changes in project implementation. This is being addressed as part of Phase 2 of the project.

The safe houses and the Men's Hub have faced a variety of setbacks associated with infrastructure and the challenging local context, such as issues with rental buildings, jealous community members and the need to temporarily close the Buka Safe House due to the building being unsafe, which caused difficulties for local clients needing to access services as they had to travel to Chabai.

The NCfR safe houses and the Men's Hub also face the challenging circumstances of high demand for their services versus available project resources. The NCfR team and the Congregation of Sisters of Nazareth undertake significant fundraising to ensure that the services can meet the demand.

Since 2014, NCfR has been advocating for the Bougainville Safe House Policy that would ensure that Autonomous Bougainville Government (ABG) supports and resources safe houses and service provision for survivors of family and sexual violence. To date, despite some positive responses to the proposal, there has been limited progress. NCfR will continue to advocate for the Bougainville Safe House Policy and will work to further develop advocacy strategies to progress this goal in collaboration with strategic partners.



## Key Recommendations

A long trajectory of experience and extensive leveraging of resources have led to the impressive results achieved in the three-year period of the *From GBV to Gender Justice and Healing* project.

The following ideas for strengthening the next phase and ensuring sustainability are offered **for NCfR and IWDA to consider:**

1. Continue using the comprehensive approach to address GBV that includes both response and service provision, and a prevention focus.
2. Use Phase 2 to continue with the model of community-based engagement to strengthen community-based WHRDs, male advocates and community counsellor networks. As in Phase 1, use on-going follow-up and support to maintain the connection of community teams to NCfR and to promote networking and cross-learning among community-based teams in different locations.
3. Continue the strengths-based approach to the partnership between NCfR and IWDA that contributes to meeting the project objectives and donor requirements.
4. Use Phase 2 as an opportunity to design a follow-up to the School Based Program pilot.
5. Consider how NCfR might work with other partners around the wider strategy of FSV prevention. If NCfR opts to expand work in primary prevention, advocacy is also likely to be an important part of the strategy.
6. Organise an inauguration event to orient the NCfR project team on the objectives, design, roles and responsibilities, and budget for Phase 2.
7. Make milestones and targets more relevant and useful by replacing or eliminating those that are not measurable, more accurately reflecting the range of actions and decisions influenced by advocacy, fully capturing contributions from different elements of the project and setting more specific milestones and targets for NCfR capacity development.
8. Improve staff capacity and NCfR systems for data management, analysis, and use. Focus on the ability of staff to understand, explain, and develop responses to data and to use it to inform program decisions.
9. Improve or supplement NCfR's capacity for qualitative data collection.



Women leaders at the Bougainville WHRDs Forum, Siwai (November 2017). Photo credit: Harjono Djyobisono/ IWDA

# 1. Background

*From Gender Based Violence (GBV) to Gender Justice and Healing* was a three-year project (2015-2018) implemented by Nazareth Centre for Rehabilitation (NCfR) in partnership with International Women's Development Agency (IWDA). The project was built on work begun in 2011 by NCfR to establish and support a Women Human Rights Defenders (WHRDs) network in Bougainville. This project continued to develop the capacity of WHRDs as educators, advocates, activists, defenders of human rights and service providers, building on work funded by IWDA from 2013 to 2015 under the *Funding Leadership and Opportunities for Women* (FLOW) Program supported by the Government of the Netherlands. The FLOW project strengthened the work of WHRDs across Bougainville and supported GBV prevention and intervention activities with local communities. During its first year<sup>3</sup>, the *From Gender Based Violence (GBV) to Gender Justice and Healing* project was co-funded by the FLOW program and the Australian Government in partnership with the Autonomous Bougainville Government and the Government of Papua New Guinea as part of the Pacific Women Shaping Pacific Development Program (*Pacific Women*). Since its second year, the project has been fully funded by *Pacific Women*. This three-year project, referred to here as Phase 1, ended in March 2018 and a second phase was approved for a four and a half-year period.

NCfR aims to contribute to nation building in Bougainville by encouraging relationships founded on respect and dignity and by increasing citizen responsibility. NCfR's project, *From GBV to Gender Justice and Healing*, contributes to this aim by building community-based capacity to prevent and respond to family, sexual and other forms of violence by addressing the root causes of gender inequality. The project has a comprehensive and multi-track approach with a focus on both practical and strategic solutions and ways of working.<sup>4</sup>

With a three-year timeframe and a budget of AUD 1,693,366<sup>5</sup>, the project pursued the goal of reducing men's violence against women in Bougainville through two key outcomes:

1. Bougainville Women Human Rights Defenders (WHRDs) are leading responses to and prevention of family and sexual violence through work with government and communities.
2. Men and women are preventing family and sexual violence (FSV)<sup>6</sup> at the community level by promoting shared power and decision making between women and men.

3 The first year of the project was implemented during April 2015 to March 2016.

4 See Appendix 4 for the project Theory of Change.

5 The total cost of the 3-year project (budget and in-kind contributions) was: \$2.84 million, of which 61% (\$1.72 million, including grant and interest earned) was contributed by the Australian Government through PNGAusPartnership funding and 39% (\$1.12 million) by NCfR and IWDA through FLOW and in-kind contributions.

6 In addition to FSV, other terms such as 'Violence Against Women' (VAW) and 'Gender Based Violence' (GBV) are often used interchangeably in PNG and Bougainville. However, it should be recognised that there is difference in the meaning of the terms. In this report the terms are used interchangeably.

Project Strategies include:

- **Crisis Services to survivors of gender based violence:** counselling, safe house accommodation (NCfR operates four safe houses located in Arawa, Buin, Buka and Chabai), access to justice, case management, reintegration, repatriation, working with families and communities, and other support to survivors.
- **WHRDs Program:** NCfR works closely with the Bougainville WHRDs network and supports its members through training<sup>7</sup>, capacity building and by strengthening connections. Together with NCfR, WHRDs lead initiatives to address GBV in their communities, engage in community peace and rehabilitation processes, act as a first point of contact for survivors of violence providing basic trauma counselling and referrals, and raise awareness on GBV, gender equality, human rights and peace-building.
- **Male Advocates Program:** The NCfR team builds the capacity of male advocates to work with WHRDs and local communities; on awareness raising initiatives to promote gender equality and on GBV prevention and response. As part of Male Advocates Program, Men's Hub activities include counselling services for men, including perpetrators of family and sexual violence, to foster non-violent behaviour. The Men's Hub team also works with communities, families and individual men to raise awareness on GBV, peaceful communities, respectful relationships, and men's health.
- **School Based Program (SBP) Pilot** is a part of the NCfR's GBV prevention strategy with a focus on attitude and behaviour change towards gender equality and respectful relationships among girls and boys, young women and young men.
- **Strategic Advocacy and Networking:** The NCfR team works in collaboration with strategic partners to influence structural changes in Bougainville that contribute to less family and sexual violence, increase women's participation in decision-making and increase gender equality.
- **Strengthening NCfR capacity** to deliver programs through stronger financial, human resources, operational and project management systems, including monitoring and evaluation, and the implementation of an action learning approach.

<sup>7</sup> See Appendix 6 for details of trainings provided by NCfR.

## 2. Methodology



## 2.1 Evaluation Purpose and Methods

This evaluation was commissioned by IWDA to inform decision-making by NCfR and IWDA, foster an environment of learning and promote accountability for performance. Using Outcome Harvesting as the core methodology, the evaluation report summarises results and contributions to results by NCfR, IWDA and other actors, assesses the extent to which Phase 1 interventions have achieved their objectives for the key target groups, and provides recommendations for how the project might be strengthened during Phase 2 (April 2018 – September 2022). NCfR staff knowledge from monitoring visits and experience gained from working on the project, as well as inputs and experiences shared by WHRDs, male advocates and community leaders, provided valuable information for the Outcome Harvesting process.

*From GBV to Gender Justice and Healing* is not applying a proven project model, instead the project is experimenting and looking for solutions. It operates in a challenging, dynamic and unpredictable environment. After consultation with IWDA, Outcome Harvesting was agreed as the core method for this evaluation because it is well suited for addressing the first, central evaluation question, and because it was specifically designed to support learning in complex program contexts.<sup>8</sup> It does this by providing program stakeholders with a detailed understanding of results and how actors achieved them on the ground. Outcome Harvesting information intends to promote dialogue, inform adjustments during implementation and ongoing adaptive management of change processes, and influence strategic decisions about next steps.

IWDA and NCfR identified the following evaluation questions to be addressed by a single evaluator through a desk review of relevant documentation, access to existing interviews with WHRDs and male advocates and two weeks of field work in Bougainville:

1. What changes (positive/negative, expected/unexpected) in the lives of women and other target groups have resulted from the project? (Outcomes/Impact)
2. To what extent were project objectives and intended results achieved? What were the major factors influencing the achievement or non-achievement of the objectives? (Effectiveness)
3. Are the project interventions addressing the needs and interests of women and children in Bougainville (including marginalised groups, such as women living in rural and remote communities, women and girls with disabilities, poor women)? (Relevance, Sustainability).
4. To what extent is the project leveraging resources from volunteers, government, and other duty bearers in the target communities and how does this add value to the project? (Efficiency)
5. Is the monitoring and evaluation framework and system fit for purpose? Is the theory of change still relevant? How well is the monitoring and evaluation system being used for reporting, learning and implementation improvement?
6. What are the key recommendations for strengthening the next phase of the project, improving the monitoring, evaluation and learning system and ensuring results are sustainable?

8 Outcome Harvesting is a complexity-aware method useful in situations where: 1) there is uncertainty about relationships of cause and effect; and/or 2) the context is highly dynamic with actors and factors changing significantly and rapidly, resulting in 3) substantial unpredictability around what actors do and what will result from their actions.



In addition to Outcome Harvesting, the evaluation methods included a document review, a historical scan,<sup>9</sup> key informant interviews, workshops with NCfR staff and selected external community members (WHRDs, male advocates and community leaders), and process tracing. The Outcome Harvesting focused on capturing the most significant outcomes achieved by the project. The document review, key informant interviews and process tracing were used to understand and analyse the monitoring and evaluation framework and systems. A summary of the methods used to address each evaluation question is provided in Appendix 1 and

Appendices 2 and 3 include a brief description of the Outcome Harvesting approach and process.

Forty-four key informants participated in interviews (Table 1). Sixteen of these interviews also drew on material from existing videotaped interviews with WHRDs, male advocates and NCfR staff provided by IWDA. To protect the identity of key informants and the confidentiality of the information they shared, they are referenced in footnotes throughout this report with an interview number only. For the details of quality and ethics assurance mechanisms see Appendix 5.

**TABLE 1. PROFILE OF KEY INFORMANT INTERVIEWS**

TYPE OF KEY INFORMANT	NUMBER OF INTERVIEWS
Nazareth Centre for Rehabilitation staff	13
Women Human Rights Defenders	16
Male advocates	4
Community leaders and members of parliament (current and former)	4
Private sector	1
Government agencies and development partners	6

<sup>9</sup> A historical scan is a review of a program's history and the events and issues that have influenced its development to date. The historical scan is a component method of Outcome Mapping. [https://www.outcomemapping.ca/download/OM\\_English\\_final.pdf](https://www.outcomemapping.ca/download/OM_English_final.pdf) (accessed 18 May 2018)

## 2.2 Limitations

*From GBV to Gender Justice and Healing* is only one part of NCfR's large and complex program and it can be difficult to disentangle and understand the relationships and boundaries between the project and NCfR's wider program and even between different aspects of the project. Even though the evaluator spent more than two weeks engaged in intensive interactions with the NCfR staff and other key informants, took advantage of an opportunity to send follow up questions to the NCfR staff, and had extensive interaction with IWDA, the possibility of errors and misunderstandings remains. Although the evaluation plan envisioned that the evaluator would return to NCfR to validate a draft of this report, this was not possible due to illness. Instead the validation step had to be carried out remotely through an exchange of documents and emails and under time pressure. A validation workshop was held between NCfR and IWDA to review key findings and recommendations.

The other main limitation was that access to the milestone and target data came after the field work. Familiarisation with that data before the trip would have been an advantage. It would have facilitated the framing of more relevant and better focused questions and deeper exploration of the reasons underlying data trends than has been possible in this report.

The short timeframe, which necessitated a focus on NCfR-staff, WHRDs and male advocates for the Outcome Harvesting field work, did not permit gathering of the data required to answer in depth the evaluation sub-question on whether the project is meeting the needs of poor and marginalised women. Nevertheless, the overall findings provide some evidence and examples relevant to this sub-question.

The evaluation was conducted in English, which is a second language for all NCfR staff and the community representatives who engaged in the evaluation. Even though efforts were made to explain, clarify and cross-check the meaning of questions, discussions and responses, there is a small possibility of misinterpretation and/or losing some depth of meaning of the collected information.

The Outcome Harvesting process did not comprehensively cover all communities, but rather focused on capturing the most significant outcomes achieved by the project in specific communities. The evaluation period did not allow for documentation of outcomes that have emerged in other communities served by the WHRDs and male advocates network.

### 3. Findings

## 3.1 Overall Performance and Project Delivery










### 3.1.1 PERFORMANCE AGAINST PROJECT TARGETS

**The project has demonstrated excellent performance by exceeding or meeting 10 of its 12 targets and sub-targets.** Table 2 summarises the overall performance of the project against the targets set for its services and programs. The project has met or exceeded all eight targets related to Outcome 1 (WHRDs are leading responses to and preventing family and sexual violence working with government and communities) on safe houses reach, safe houses referrals, WHRDs training reach, WHRDs performance, WHRDs advocacy and NCfR capacity development.




The project has exceeded three of the five targets related to Outcome 2 (Men and women are preventing family and sexual violence at community level by promoting shared power and decision making between men and women). While the targets on the reach of male advocate training and male counselling training were exceeded, the target on training of peer educators was partially met. The target on the reach of milestone 6 *“Total of 2,000 girls and boys, young women and young men will participate in the school based program and develop non-violence attitudes and behaviours”* can be interpreted in two ways. If project reach is limited to the School Based Program delivered by the peer educators, this milestone was only partially met. However, the School Based Program is not the only approach used by the *From GBV to Gender Justice and Healing* project to influence non-violent behaviours and attitudes in children and young people. If other community-based and NCfR-led awareness raising approaches are also considered, the target has been exceeded. Due to privacy and sensitivity considerations, obtaining reliable quantitative data for the fifth target on former perpetrators of family and sexual violence becoming male advocates has proved difficult.



**TABLE 2. PERFORMANCE OF THE FROM GBV TO GENDER JUSTICE AND HEALING PROJECT<sup>10</sup>**

<b>RATING</b> Exceeded  Achieved  Partially achieved  Not achieved  Data not available 			
TOTAL PROJECT TARGETS		PERFORMANCE	RATING
Outcome 1			
<b>TARGET 1.</b> Crisis services reach	<b>1,200 women and children</b> will receive crisis services and support from NCfR and WHRDs.	Safe houses, Men's Hub and WHRDs (community counsellors) <b>served 1,868 women and children</b> (1,495 women, 172 girls, 182 boys, and 17 women, 1 girl and 1 boy with disabilities).	
<b>Sub-target 1.1:</b> Crisis services referrals	<b>400 women and children</b> will be successfully referred to relevant services	<b>3,885 Safe House services were provided, including 500 referrals</b> (medical, police, legal and court, welfare, case management support, other referral partners).	
<b>TARGET 2.</b> WHRDs training reach	<b>800 WHRDs</b> will be trained and have their skills increased.	Training events reached <b>1,982 WHRDs</b> , including 579 who participated in training delivered at WHRDs forums. Those reached included 191 young women and 6 women with disabilities.	
<b>Sub-target 2.1:</b> WHRDs performance	<b>100 WHRDs</b> (including community counsellors) are involved in community peace and rehabilitation processes	At least <b>502 WHRDs</b> are involved in community peace and rehabilitation processes and/or participating in community leadership positions.	
<b>Sub-target 2.2:</b> WHRD performance	<b>100 WHRDs</b> participate in community leadership positions		

<sup>10</sup> For the details on the project achievements see the From Gender Based Violence to Gender Justice and Healing Project. End of Project Report. July 2018. <https://iwda.org.au/resource/from-gender-based-violence-to-gender-justice-and-healing-end-of-project-report-iwda-ncfr-july-2018/>

TOTAL PROJECT TARGETS		PERFORMANCE	RATING
Outcome 1			
<b>Sub-target 2.3:</b> Community counsellor training reach	<b>300 counsellors</b> have increased skills and experience to provide quality services to survivors of family and sexual violence.	<b>304 counsellors</b> were trained during the project: 203 WHRDs trained as counsellors, including one with a disability; 101 male advocates trained as counsellors, including two with disabilities.	
<b>TARGET 3.</b> WHRDs and NCfR advocacy	At least <b>10 legislative changes, policies</b> , programs or budget allocations were influenced by WHRDs and male advocates to address FSV	<p><b>Legislative changes:</b> None</p> <p><b>Policies:</b> NCfR contributed to advocacy for the Bougainville Safe House Policy.</p> <p><b>Programs:</b> NCfR contributed to the establishment of the ABG Office for Gender Equality and terms of reference for the ABG Technical Working Group on Women, Peace and Security.</p> <p><b>Budget allocations:</b> Resource centres, Member of Parliament donations, WHRDs forum donations by local businesses.</p> <p><b>Community actions:</b> Local government support for WHRDs; 34 WHRDs and 16 male advocates were elected to community governments as ward representatives.</p>	
<b>TARGET 4.</b> NCfR capacity	Stronger financial, HR, operational and project management systems in place for NCfR.	Financial management, human resource and monitoring and evaluation systems have improved.	

	TOTAL PROJECT TARGETS	PERFORMANCE	RATING
Outcome 2			
<b>TARGET 5.</b> Male advocates training reach	<b>300 male advocates</b> will have the skills and knowledge to undertake school-based education focused on ending family and sexual violence; and advocating against FSV.	Training events reached <b>752 male advocates</b> (including 56 young men and 8 men with disabilities) to enable them to advocate against family and sexual violence and support the work of WHRDs.	
<b>Sub-target 5.1:</b> Peer educator capacity	<b>60 peer educators</b> will be trained and become active facilitators and mentors of the school based program reaching girls and boys.	<b>53 peer educators</b> (33 young women and 20 young men) were trained. Out of the pool of trained candidates, 9 peer educators (6 young men and 3 young women) were chosen to deliver a pilot School Based Program in 11 schools.	
<b>TARGET 6.</b> School Based Program reach	Total of <b>2,000 girls and boys</b> , young women and young men will participate in the school based program and develop non-violent attitudes and behaviours.	<p><b>925 students</b> (481 girls, 429 boys (including 2 boys with disabilities), 5 young women and 10 young men (over 18)) were reached by the School Based Program pilot.</p> <p><b>2,430 children and youth</b> were reached through community-based, safe houses and Men's Hub activities (1,082 girls (including 1 girl with a disability); 1,052 boys, 213 young women and 83 young men).</p> <p><b>3,355 children and youth were reached in total.</b></p>	 
<b>TARGET 7.</b> Male counselling reach	Total of <b>300 men</b> who have perpetrated family and sexual violence and children have received counselling services to change their behaviour	<b>650 male clients</b> were served by the Men's Hub [580 men (including 1 man with a disability), 70 boys). 325 of the men served were perpetrators of family and sexual violence.	
<b>Sub-target 7.1:</b> Male counselling outcome	Out of total: <b>100 men</b> who were formally perpetrators of violence against women have become male advocates against family and sexual violence	Most of the men who go through male advocacy training admit to perpetration of FSV in the past, but due to privacy and sensitivity issues this indicator is difficult to track.	

Source: Based on performance data provided by IWDA and NCfR.



### 3.1.2 NCfR AND PROJECT EVOLUTION<sup>11</sup>

#### **Significant organisational growth and change and staff capacity development occurred prior to and over the course of the project.**

The Congregation of Sisters of Nazareth (CSN) was established as a religious order in 1933 in Turioboiru, Buin district, South Bougainville. Their first mission was to care for orphans. In 1958, the Congregation established their presence in Chabai, North Bougainville with sisters being trained as teachers and nurses.

In 1997, Sr. Margaret Buhin approached Sr. Lorraine Garasu for support to take a proposal to the Chapter for helping single mothers. With her background in counselling, Sr. Lorraine saw assistance to single mothers as part of a wider constellation of problems faced by women and communities in the wake of the Bougainville Crisis<sup>12</sup> including teenage pregnancy and family and sexual violence. In response to the Bougainville conflict, the Congregation expanded its mission to include rehabilitation of people with trauma and addictions and assistance for survivors of family and sexual violence. The CSN implemented this new aspect of the mission by starting the Nazareth Centre for Rehabilitation. NCfR was established in 2001 by Sisters Margaret Buhin, Bernadette Enesi and Lorraine Garasu, who became the Director. Initially all work of the Centre was done by the three sisters and six young men rehabilitated by Sr. Lorraine. This team also built the initial buildings at Chabai using available bush material. They provided a constellation of services including a counselling hub and a training centre (the Nazareth Training Centre) consisting of a roofed pavilion, cooking facilities and accommodation.

Since its establishment, NCfR has increased the size and reach of its program from one primarily centred in North Bougainville to one with a presence in North, Central and South Bougainville. Support from the Australian and New Zealand governments was provided to improve the infrastructure of safe houses and assistance from Volunteer Services Abroad (VSA)<sup>13</sup> led to strengthened capacity for Nazareth Centre for Rehabilitation. The increased geographical reach and higher pace of work associated with delivering three donor-funded programs (with IWDA, Conciliation Resources and UN Women) since 2015 has led to rapid transformation and growth.

“In 2008, Nazareth Centre was a small group of bush houses with an outside kitchen hidden away along a track deep in the bush. No cell phone coverage, limited transport, no guarantees of supplies of any sort with reliance on gardens, a well and maybe 2 tanks for water, and long drop toilets which were modern for that era.”


...a friend of NCfR

Source: NCfR Organisational Assessment, VSA (2017)

11 Sources for this section include interviews 12, 14, 21, 25, 27, 31, 34, 42, 43, and the historical scan.

12 ‘Bougainville Conflict’ or ‘Bougainville Crisis’ refers to a ten-year civil war that happened during 1988 to 1998. The Bougainville Peace Agreement was reached in 2001. Source: *Bougainville Peace Agreement. The Burnham I and II Dialogues*. UNDP Pacific Centre: 2012.

13 Volunteer Services Abroad is a program funded by the New Zealand Government.



### Establishment and Operation of the NCfR Safe Houses

The original NCfR safe house buildings in Chabai were built with local materials and operated with funds raised locally by Sr. Margaret and Sr. Lorraine. New safe house buildings were completed in Chabai in 2011. These, and the Buin Safe House, were built with funds made available to the Autonomous Bougainville Government by Australia and New Zealand through the Governance Implementation Fund. The safe house in Arawa was purchased by NCfR. Between 2009 and 2014 NCfR raised funds to cover the rent for the safe house in Buka. Since 2015, the project has covered the rent. During its three years, the project budget covered 23 percent of the costs for operating the four safe houses. The remaining 77 percent was covered by NCfR's and CSN's income generation activities.

Source: historical scan, project reports

To implement the *From GBV to Gender Justice and Healing* project, NCfR engaged 23 lay staff and 6 CSN Sisters.

Although donor funding has allowed NCfR to expand its program of work, the expansion has also increased pressure on NCfR to raise funds and generate income locally. This is because project funds are not sufficient to cover increases in recurrent costs. These include bank fees, fuel use for operating the vehicles and generator; vehicle and infrastructure maintenance and repair; transport costs associated with training events, activism days, WHRDs and male advocates forums; safe houses operational costs; expenses related to repatriation associated with FSV and sorcery accusation cases, supporting children in care of safe houses to go to school and many other day-to-day costs.

Since 2013, IWDA has invested considerable effort in supporting NCfR to strengthen its operational, project, and financial management, as well as monitoring, evaluation and action research; advocacy and communications; and external relations. In strengthening NCfR financial management and monitoring and evaluation capabilities, IWDA's goal is to help put in place the systems, policies and staff capabilities necessary to fulfil the due diligence requirements of large international donors such as Australia's Department of Foreign Affairs and Trade (DFAT), while at the same time respecting NCfR's autonomy and independence. A set of key partnership principles<sup>14</sup> that include equality, power sensitivity, integrity, do no harm and inclusivity underpin the relationship that IWDA has cultivated with NCfR. This focus on organisational strengthening is particularly relevant considering the rapid organisational growth and change that NCfR has experienced and the significant increase in the pace of its activities.

Key outcomes of the NCfR and IWDA efforts (with targeted support from VSA volunteers) include the following:

- The project successfully passed an independent external financial audit.
- A financial management system was set up and, for Phase 2, NCfR is reviewing the option of introducing accounting software for managing financial data.
- A monitoring and evaluation system is in place for the project with clear milestones for tracking progress against targets and disability inclusion. There has been continuous improvement in data collection and reporting.
- The first tier of policies required to pass due diligence for funding by international donors (Organisational Code of Conduct and Child Protection Policy) are in place.
- Human resource management basics are in place: position descriptions, contracts,

14 Source: IWDA International Programs Partnerships Principles, November 2015. <https://iwda.org.au/assets/files/IWDA-IP-PartnershipPrinciples-Nov2015.pdf> (accessed 28 May 2018)





organisational protocols for child protection and a code of conduct.

- The project staff have had ongoing exposure to research processes and professional development.
- NCfR advocacy for the Bougainville Safe House Policy is supported by evidence collection, a brief about the role of safe houses and recent data on the use of Bougainville's existing safe house services by clients.
- The project staff have had ongoing networking opportunities primarily in Papua New Guinea, but also in the Pacific region.

In the current partnership structure, IWDA plays an important additional role as an intermediary between NCfR and donors, managing the majority of the work associated with handling multiple complex donor requirements and demands, including administrative and contractual arrangements, reporting, the management of consultancies and technical inputs related to gender, MEL, research and publication development. The purpose of this is to tip the cost/benefit ratio of obtaining external funding in NCfR's favour by allowing NCfR to focus most of its effort on implementation. As part of the regional *Pacific Women* program, the funding-related requirements and demands associated with the project are especially heavy because they involve four relationships: with NCfR and IWDA as the implementing partners, Cardno as the managing contractor for the *Pacific Women* Support Unit and DFAT as the

funder. If the *Pacific Women* PNG Support Unit chose to directly fund NCfR, this could put NCfR into a complicated situation of managing direct requests and pressures from donors and is likely to limit their capacity to effectively deliver project implementation.<sup>15</sup>

The historical scan and this brief overview of growth and change provide a clear sense of how much NCfR has developed since 2001 and the roles that NCfR's key international partners, VSA and IWDA have played. NCfR has a program that goes beyond *From GBV to Gender Justice and Healing* to address a wider agenda of peace-building, trauma healing and nation-building in Bougainville.

It also demonstrates the value that NCfR places on its autonomy and independence and the incremental and organic process that NCfR has followed in its organisational and programmatic development. NCfR's strategy of using its long-term and ongoing relationship with VSA to strengthen itself is particularly interesting. Working with VSA allows NCfR to drive the agenda, based on internally identified needs. More recently (since 2013), IWDA has come into the picture, after initiating the relationship with NCfR with "do no harm" as a key way of working with NCfR. IWDA has made significant efforts to avoid infringing on NCfR's autonomy and independence, while at the same time supporting NCfR to improve organisational effectiveness and to negotiate the complexities of a four-way aid relationship.

15 The relationship could actually be described as five-way because the *Pacific Women* Support Unit in Port Moresby is a sub-office of, and answers to, the *Pacific Women* Support Unit based in Suva (Fiji), which has oversight of the regional program operating in 14 countries.

## 3.2 Addressing Needs

**The project has directly served the needs of women and children survivors of FSV, male victims and perpetrators of FSV, youth, persons with disability, and rural and remote communities.**

During the three years of the project, the NCfR team directly **reached 21,888 people from 71 communities**: 10,437 women and 6,395 men (including 29 women and 16 men with disabilities); 218 young women and 93 young men; 2,508 girls and 2,237 boys (including 2 girls and 3 boys with disabilities).

The project reach included, for example:

- 1,868 women and children through safe houses, community counsellors and Men's Hub support and services;
- 650 male perpetrators and victims of violence (adults and boys) through Men's Hub services;
- 925 students and 11 schools through the School Based Program;
- 2,430 youth through community-based activities;
- 1,982 WHRDs and 752 male advocates through training courses and training events at forums, including the training of 304 community counsellors and 53 peer educators from within the pool of existing WHRDs and male advocates.

Through the project, NCfR is reaching and serving women, children and men with trauma. Addressing the intergenerational cycle of trauma

unleashed by the decade-long Bougainville Conflict is a part of the NCfR approach to reducing family, sexual and other social violence, and for promoting human development in Bougainville. The successes of the NCfR's work in Siwai, Marai and Haku, and the growing demand for the counselling services of the safe houses and Men's Hub also point to the importance of trauma counselling. With its focus on training and supervising community-based counsellors, NCfR is applying lessons from earlier experiences with providing trauma counselling in Bougainville.

The project adopted a disability inclusion approach, successfully embedding the disaggregation of monitoring data to capture the number of disabled women, men and children reached, as well as making efforts to ensure that services and project activities are accessible to people living with disabilities. Persons with disability comprised one percent of clients served by the safe houses. For the Men's Hub and the School Based Program, disabled clients and students represented less than one percent. As part of the Outcome Harvesting process, the Men's Hub staff documented the outcome of counselling their first client with a disability.

With funding from the project, government and other development partners, NCfR has expanded services to women who have experienced violence, including safe accommodation, counselling, facilitating access to justice, case management and referrals. This support includes drop-in and live-in services provided by four safe houses in Buka, Chabai, Arawa and Buin.



A room in the Buin Safe House (left) and a room in the Arawa Safe House (right).  
Photo credit: Harjono Djoyobisono/IWDA

## 3.3 Major Outcomes

### 3.3.1 INTRODUCTION

The project's theory of change<sup>16</sup> includes a vision that WHRDs individually and/or collectively promote and defend internationally recognised human rights. Through the community-based activities of the WHRDs and male advocates network, the project has served women, men and children in communities in the districts of Bana, Buin, Buka, Haku, Kieta, Siwai, and Selau resulting in major outcomes.

**At community level, WHRDs are key agents of change who advocate and educate to prevent family and sexual violence and ensure that women who have experienced violence can access crisis support services and pursue justice.**

Outcomes achieved in specific communities related to leadership of the WHRDs and male advocate network include:

- achieving resolutions to post Bougainville crisis and land-related disputes;
- communities reporting reduction in cases of teenage pregnancy and/or early marriage, and in drug and alcohol use; and
- development of new income generation options for women and communities.

Outcomes related to WHRDs training include the emergence of women with the skills and confidence to:

- challenge injustices;
- demonstrate leadership in a wide variety of contexts; and
- take on the responsibility of defending and protecting others who are survivors of violence.

Outcomes related to the NCfR safe houses and Men's Hub services include:

- clients being safe and free from FSV; and
- becoming agents of change after returning to their communities.

The sustainability of the WHRDs network in Bougainville is being fostered through WHRDs involvement in the organisation of, and fundraising for, the WHRDs forums.

These outcomes are examined in more detail in sections 3.3.2 and 3.3.3 below which examine outcomes at both the community and individual levels.

### **Outcomes contributing to the project goal of reducing violence against women**

The Outcome Harvesting cases from Bana, Siwai and Marai demonstrate that sorcery accusations related killing can be stopped, and that family and sexual violence can be reduced in communities served by the WHRDs and male advocates network. They also demonstrate the potential of both community-based and district-based WHRDs/male advocates teams to contribute to the project goal of reducing violence against women and NCfR's broader goal of reducing social violence.

The Siwai and Haku examples demonstrate that local male leaders are joining WHRDs and male advocates in bringing survivors of violence to the NCfR safe houses and sending perpetrators for counselling. These examples also demonstrate the leadership of the WHRDs network in leading responses to family and sexual violence.

The Buin, Bana, Marai and Siwai experiences all point to the quality of training as a critical factor for ensuring that WHRDs, male advocates and community counsellors have a sufficiently high level of capacity. The coordination and case management approach used by Buin and Siwai's district level committees allows cases to be handled more appropriately and efficiently.

In Bana, Siwai, Haku and in many other communities across Bougainville, citizen's understanding of the seriousness of FSV, the need to stop it and the availability of safe house and counselling services and referral pathways has grown as a result of awareness-raising

<sup>16</sup> See Appendix 4.



campaigns and community-based education. This is driving an increase in demand for the NCfR safe houses and Men's Hub services.

As an experiment with a primary prevention approach, the pilot School Based Program demonstrated its potential to change student behaviour in favour of non-violent and more respectful attitudes towards others, and greater learning efforts.

### **3.3.2 MAJOR OUTCOMES – COMMUNITY LEVEL**

#### **Working with Women Human Rights Defenders and Male Advocates**

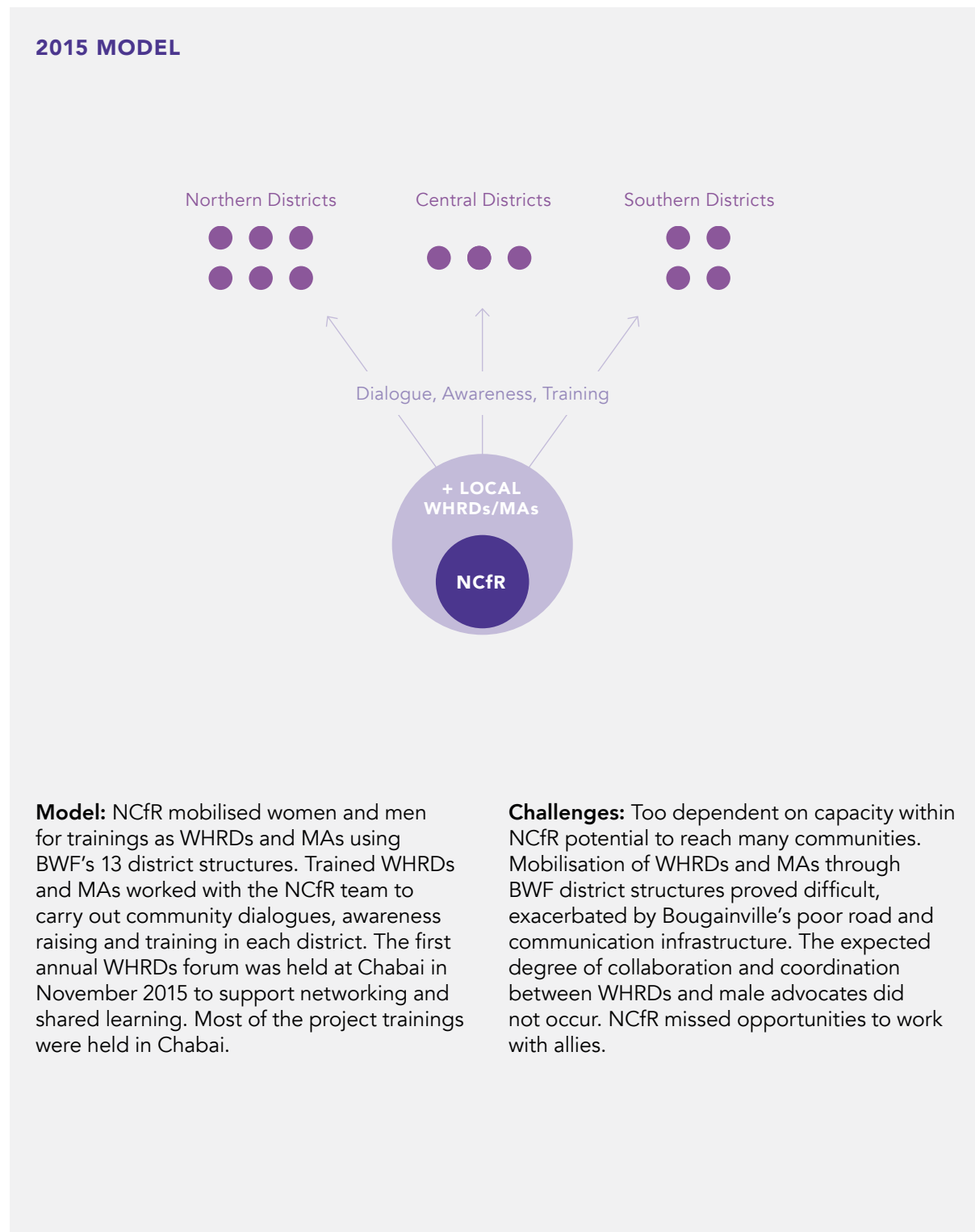
The project adapted an Action Learning approach, which allows for on-going reflection and adjustment of project strategies and implementation practices. For example, NCfR started the project with plans to utilise Bougainville Women's Federation (BWF) district structures as the primary entry point for mobilising and training WHRDs. It worked in some districts and not in others. The NCfR team reviewed and adjusted their strategies of engagement with WHRDs and there has been a shift away from relying on BWF district structures, in favour of a more diverse approach. Rather than trying to reach as many communities as possible, NCfR is focusing on deepening support to communities where there are clear opportunities to make a difference.

Considerable evolution in the project approach occurred over the course of the project. To reach and serve rural and remote communities more effectively, NCfR made the activities of the project less Chabai-centric.<sup>17</sup> Two-thirds of training events and forums were held in rural communities in North, Central and South Bougainville, including the remote communities of Paruparu and Torokina.

The evolution of the model of working with WHRDs and male advocates (MAs) is described in Figure 1. It should be noted that this model is continuing to evolve.

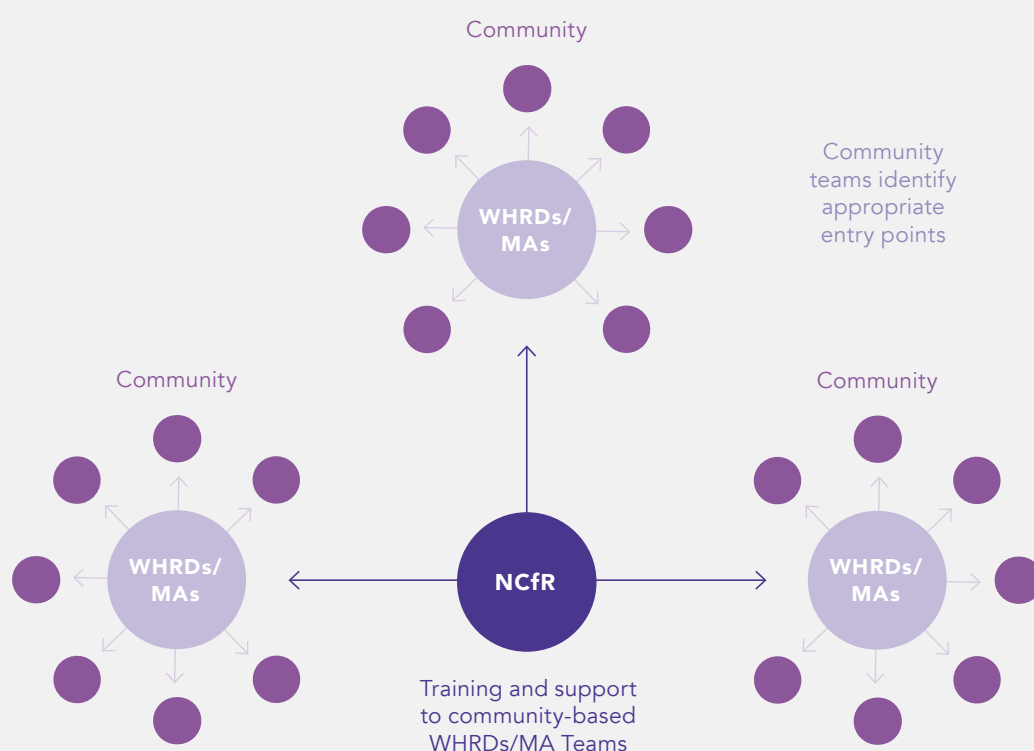
17 Chabai (North Bougainville) is the location of the NCfR central office.

**FIGURE 1. EVOLUTION OF THE NCfR MODEL OF WORKING WITH WHRDs AND MAs**





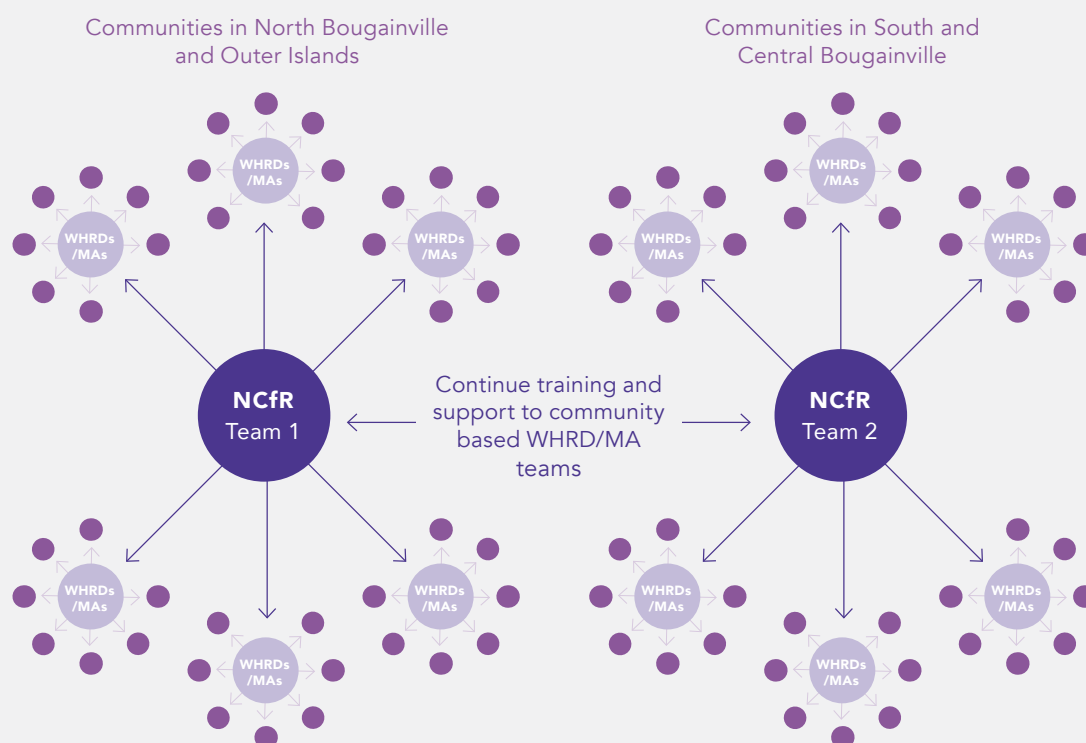
## 2016 MODEL



**Model:** NCfR began to work with allies to identify potential WHRDs and MAs to create community-based teams, deepening training and in-service support to support their capacity to act as agents of change embedded in communities. NCfR encouraged teams to identify locally appropriate entry points and strategies for achieving change. Although predicting who will become a powerful, effective WHRDs or MAs is difficult, NCfR considers that completing the full training is a prerequisite. For MAs, the training must also lead to a transformation of both attitudes and behaviour towards women and children.

**Challenges:** NCfR learned that its support to community-based teams required tailoring. Transportation and communication are much easier in the North than in the South or outer islands. WHRD/MA mobilisation, community team establishment and support proved most challenging in the Central region because some participants demanded allowances. NCfR responded by focusing on more remote communities not reached by other development programs and on WHRDs and MAs who were sufficiently committed to work on a volunteer basis.

## 2017 MODEL



**Model:** NCfR reorganised internally into two geographically focused teams who tailor and fine tune support to WHRDs/MAs teams working in communities in North Bougainville (and outer islands) and in South and Central Bougainville. WHRDs and MAs networking was supported through training events and forums held in rural communities rather than at Chabai. The first Male Advocates Forum was held at Chabai in December 2017. The second and the third WHRDs Forums were held in Tunuru (Central) and Siwai (South) in 2017.

**Challenges:** It is challenging for NCfR team to maintain on-going communication with district networks and keep WHRDs and MAs motivated to continue working as volunteers. The NCfR team conducts regular monitoring visits and holds forums as a means of bringing the networks together for learning, sharing and collaboration.



In 2017, 34 communities in North and South Bougainville elected WHRDs as community government ward representatives. This means that almost three fourths of the 47 community governments in North and South Bougainville now include WHRDs. In addition, 16 male advocates became ward representatives.<sup>18</sup> Fourteen of these represent wards in South Bougainville and two represent wards in Central Bougainville. This suggests that training as WHRDs and male advocates helps enable women and men to move into other spaces where they can be proactive leaders, participate in decision making and act as change agents to address FSV and other forms of violence.

Citizens in Buin, Siwai, Selau, and Buka districts are becoming more aware of the seriousness of FSV and the need to stop it; the safe house and counselling services available; and the referral pathways. They are also making greater use of these services. This is the result of activism and advocacy activities organised by WHRDs and male advocates, including peace marches, 16 Days of Activism, and other community awareness events organised in Buin and Siwai since 2015 and in Selau and Buka districts since 2016. Community leaders and police have provided support for these events and the *From GBV to Gender Justice and Healing* project has contributed through training, support for transport, awareness pamphlets. Communities have provided the venues.

The following examples provide evidence of outcomes which have been achieved at the community level. This evidence was collected as part of interviews and the Outcome Harvesting workshops held with these communities.

### **Example 1: Community transformation in Bana**

There has been fruitful experimentation with community-based teams of WHRDs and male advocates working together. NCfR has brought these approaches together in the Toberaki area of Bana, resulting in one of the most significant outcomes at the community level (see Box 1).

**This example shows that change at community level happens in complex and inter-connected ways, with diverse contributing factors and actors, and requires a long-term approach to engaging with communities and investing into sustainable development outcomes.**

<sup>18</sup> Source: *From GBV to Gender Justice and Healing. End of Program Report*, July 2018. <https://iwda.org.au/resource/from-gender-based-violence-to-gender-justice-and-healing-end-of-project-report-iwda-ncfr-july-2018/>

## BOX 1.

# Community Transformation in Bana

Transformational change has occurred in six villages (population approximately 3,000) of the two Toberaki wards of Lato Constituency, Bana district since 2014. Although there have been several sorcery accusations since 2015 against men and women, no killings have occurred and seven lives have been saved since 2016.

**“Before, as soon as someone was accused of sorcery in Bana, people picked up their weapons. Now we, WHRDs, come in and defend their lives. For this we need the support of male advocates, and we work with the police.”**

WHRDs and male advocates report that wife beating and child abuse and neglect is also less frequent, teenage pregnancies and marriages are being reduced, and many couples are sharing childcare and household responsibilities more equitably. Toberaki has become a market centre for Bana, generating income for women and families. WHRDs have joined the boards of the school and health centre. All four Toberaki ward members (2 male, 2 female) are WHRDs or male advocates. Since 2015, WHRDs and male advocates from Bana have been appointed to serve on the District Peace and Security Committee. In 2016, the Lato constituency set up its own Peace and Security Committee consisting of WHRDs, male advocates and the chief.

Bana’s WHRDs and male advocates support their counterparts in the neighbouring Paruparu, a very remote ward in Panguna district of Central Bougainville. In December 2017, WHRDs and male advocates from Paruparu formed a Working Committee, elected executives and finalised an action plan for 2018. In January 2018, WHRDs and male advocates from Bana and Paruparu carried out awareness training on FSV in Paruparu’s five main villages, reaching 93 women and 138 men. Village chiefs have requested further awareness raising events at the clan level and for the newly married couples. WHRDs and male advocates from Bana and Paruparu are invited to deliver trainings and/or conduct conflict mediations and are now seen by communities as experienced trainers, facilitators and mediators. They also use their skills gained through the

project to generate income and support their own work.

### OUTCOMES:

- A community-based network of WHRDs/male advocates teams has reportedly contributed to the decrease in violence. They work with their families and clan units to create awareness, provide counselling, and mediate in disputes.
- The Bana WHRDs/male advocates network handles relatively minor cases of family violence, teenage pregnancy and stealing. These are often referred by village courts. Serious family and sexual violence cases are referred by the WHRDs/male advocates to the police or village courts, which charge 360 Kina. Sorcery accusation cases are referred to NCfR in Chabai. In 2016, Hilda and James<sup>19</sup>, leaders of the WHRDs/male advocates network, introduced a charge of 20 Kina per person involved in a mediation, if they are requested to facilitate conflict mediations in local communities. Fifty percent of the income earned through mediation is paid into the WHRDs/male advocates team treasury, and the other half is divided among the mediation team members. The Bana WHRDs/male advocates network is also handling cases from the neighbouring district of Torokina on request.
- WHRDs and male advocates are leading on initiatives and advocacy to respond to GBV: The Bana WHRDs/male advocates network is preparing to build a safe house at Morotona Station, a 15-minute walk from Toberaki, and the location of the health centre and Catholic Church. Bana has no district town, but with the health centre at Morotona planned to become the regional hospital for South Bougainville, it is the logical place to site the safe house. The WHRDs and male advocates are searching for

19 The names were changed to adhere to the ethics of anonymity agreements with all evaluation participants.

land close to the hospital and have identified a source of funds for the construction of the safe house through the Panguna mine compensation fund held by the Lower Tailing Association.

### CONTRIBUTIONS TO CHANGE:

- The WHRDs/male advocates network of teams in Bana are supervised and led by their most experienced members, Hilda and James. Since 2016, Hilda has assisted 12 survivors of violence by allowing her home to be used as a temporary safe house. Hilda has also mentored 13 young WHRDs and has encouraged each of them to choose two new WHRDs to mentor. Sr. Lorraine Garasu, the NCfR Director, mentored Hilda.
- In 2016, a young WHRD from Agabai was elected as the President of Bana's more than 100 WHRDs and male advocates. Her teamwork with three male advocates has contributed to much less marijuana and homebrew use, less wife beating and child abuse and fewer teenage marriages in Agabai. The improved relationships opened the door for the establishment of a Catholic devotional group by Agabai's youth. They provide a ministry within the community, providing food, clothing and spiritual support to people in need. The chief of Agabai village encouraged this young WHRD to play that leadership role.
- In 2014, NCfR and BWF carried out human rights training and community dialogues in Bana through a joint proposal and support from the IWDA/FLOW funding. In 2015, with support from Counterpart International, NCfR carried out in-service training for community counsellors. In 2017, NCfR contributed training materials and co-facilitation for training that was locally organised and facilitated.
- In 2015, NCfR brought Father Philip Gibbs to Bana to provide training to deepen understanding among WHRDs, male advocates, village leaders and NCfR staff about sorcery accusations and ways of dealing with the issue.
- NCfR training on family harmonisation, held in 2015, helped to motivate families to establish market stalls.

- The World Bank managed the Inclusive Development in Post-Conflict Bougainville (IDIB)<sup>20</sup> project that provided funding for the construction of market infrastructure in Toberaki in 2017, as well as a Member of Parliament contributed funding to the market construction.
- NCfR also supports Bana's local network of WHRDs and male advocates by serving as part of the referral network, which takes forward serious FSV and sorcery accusations cases. Bana WHRDs and male advocates also attend the annual forums organised by NCfR and are invited to other capacity building and learning opportunities. For example, Hilda was selected as a part of the NCfR team supported by IWDA to attend the First Jiwaka Women's Forum in October 2017. She learned about WHRDs work in the Highlands and other parts of PNG and shared her experience of working in Bana.

### SIGNIFICANCE:

The Bana experience provides a potential model for other communities. The model consists of a network of WHRDs/male advocates teams, trained and supported by NCfR, who are embedded in their communities and work with and through family and clan structures to influence change. The Bana WHRDs/male advocates network has also pioneered the practice of charging for their mediation services. In the context of increasing monetisation and pressure to generate cash income, serving as a volunteer WHRDs or male advocates with no remuneration is challenging. Charging a small amount for mediation services may contribute to increasing the viability and sustainability of volunteer WHRDs and male advocates.

Young women and men play a significant role in the Bana WHRDs/male advocates network and WHRDs and male advocates are moving into other leadership spaces, serving as board members, ward members and on the peace and security committees established in Lato constituency.

Sources: Outcome Harvesting Workshop, Interviews 07, 15, 27

20 The IDIB project was funded by the Australian Government in partnership with the Government of Papua New Guinea through the *Pacific Women* program.



### **Example 2: Clan and sorcery accusations related killings stopped in Marai**

Marai is a remote rural community in Kieta District, Central Bougainville. The community is located in-land south of Kieta town and a two-hour drive south of Arawa. Marai supplied many Bougainville Revolutionary Army (BRA) fighters and many were killed during the crisis. Many sorcery accusations related killings in Bougainville, including in Marai, have roots in the crisis because of a standing order issued at the time for BRA members to “kill sorcerers and suspected sorcerers.” Unfortunately, after the end of the conflict, these harmful beliefs and practices continued as some felt that they had a right to kill people suspected of sorcery. In the absence of reconciliations, inter-generational paybacks for sorcery accusations related killings carried out during the crisis have been taking place throughout Bougainville after the crisis (Box 2).

### **Example 3: Less family and sexual violence and clan conflict in Siwai**

During 2015 - 2017, NCfR enjoyed 18-months of support from UN Women in the form of the *Planim Save Kamap Strong project* implemented in Buin and Siwai districts of South Bougainville. The *From GBV to Gender Justice and Healing* project continued working with these communities after the UN Women project ended, as NCfR saw the need to ensure continuity of support to sustain positive change and relationships with these communities. Some significant results have emerged in both places.

Siwai is unique in Bougainville because of the relatively high amount of small-scale commerce evident throughout the district. The industriousness of the Siwai is known throughout Bougainville and one of the reasons business blooms there is that sorcery accusations related violence never took root. Nevertheless, Siwai was affected by the Bougainville crisis, and after the ceasefire a serious conflict broke out between two of the Siwai clans, leading to many deaths. During the Siwai crisis, prominent leaders were apprehended, allegedly tortured and killed in Panguna for suspected treason.<sup>21</sup> A District Peace and Security Committee has driven significant changes to ensure peaceful resolutions of issues in the communities (Box 3).

21 See <https://spsn-news.blogspot.co.nz/2014/12/breaking-arrows-mending-hearts.html> (accessed 25 May 2018).

## BOX 2

# Clan and Sorcery Accusations Related killings Stopped in Marai

### OUTCOME:

Since 2016, even though there have been sorcery accusations, there were no killings in Marai. The leaders have requested that NCfR carry out more training in the area.

### CONTRIBUTIONS TO CHANGE:

- In late 2016, a female clan leader and former BWF district leader, who attended human rights and peace building trainings organised by NCfR in Chabai in 2015, was inspired to organise an initial reconciliation in Marai. This was a ritual cleansing ceremony, involving leaders, former combatants and the community. The purpose of the ritual was to lay the groundwork for further individual and group reconciliations on specific issues related to the crisis, family and sexual violence, land disputes and sorcery accusations related violence.
- Since the ritual, the WHRD facilitated a series of conflict resolution negotiations using traditional protocols, and achieved local reconciliations. She worked with the support of her husband and a community counsellor trained by NCfR, and ex-combatants who provided security. She has also intervened in cases when sorcery accusations were made.
- NCfR carried out two training events in Marai, in 2015 and 2016 on Gender Justice and Human Rights and Family and Sexual Violence. These were attended by community leaders, including former combatants, ward members and people from the three main churches.
- WHRDs from Marai participated in three annual Bougainville WHRDs Forums organised by NCfR.

### SIGNIFICANCE:

The Marai experience demonstrates the impact that particular individuals can make after NCfR trainings and support. It also provides an example of a location in Bougainville where unresolved conflict issues have continued to simmer, since the crisis. Reaching remote communities like Marai is important because the risk of violence starting and spreading remains high. Marai and Bana are examples of pockets of transformation and commitment is required to extend these pockets. In the lead-up to the 2019 Referendum, the risk of outbreaks of new violence is high and getting people and communities to commit to no more violence is particularly critical.

Sources: Interviews 2, 4, 27



## BOX 3

# Less family and Sexual Violence and Clan Conflict in Siwai

### OUTCOME:

Since 2016, WHRDs and male advocates report that there has been less family and sexual violence and clan conflict in the Kopi and Motuna constituencies of Siwai district.

### CONTRIBUTIONS TO CHANGE:

- BWF's District President played a key role in facilitating NCfR's initial visits to Siwai in 2013 and 2014. A Siwai traditional leader, who is also a businessman with an extensive trade outlets and connections in North, Central and South Bougainville, played a key role in opening doors for NCfR with key traditional leaders in Siwai.
- In 2014, NCfR conducted a first training event on Gender Justice and Human Rights for traditional leaders, church members, and interested individuals including former combatants, women and youth leaders. This led to the formation, in 2017, of a Human Rights Committee by WHRDs, male advocates and community counsellors. This Committee is led by two young WHRDs, who are mentored and supported by older members. The Committee assigns cases to WHRDs and male advocates according to who is best suited to handling them. Some of the members have been also appointed to the District Peace and Security Committee, which works closely with the Human Rights Committee.
- The Siwai Committee organises and carries out community-level counselling and awareness and has facilitated many reconciliations, including 22 in three villages where an influential WHRD is the clan chief. She offers her home as a temporary safe house. Clients are then referred to safe houses in Buin or Arawa.
- The Committee considers that providing counselling to people who perpetrate violence and other social problems is the key to change. They have extended training on FSV, trauma counselling, gender and human rights and peace building to the executive of the district government and to many villages, working

through church groups, traditional leaders and family and clan networks.

- The District Peace and Security Committee has benefitted from cross-learning associated with participation in activities carried out under the *FLOW*, *Planim Save* and *From GBV to Gender Justice and Healing* projects and from support by the district government.

### SIGNIFICANCE:

The Siwai experience, with its emphasis on trauma counselling, provides a potential model for other communities. It points to the quality of training as a critical factor for ensuring that WHRDs, male advocates and community counsellors have a sufficiently high level of capacity. The coordination and case management approach used by Siwai's district level committee allows cases to be handled more appropriately and efficiently.

Sources: Interviews 20, 22, 27, 41



Isabel Peta, MP - Women's Representative for South Bougainville presented 1,000 Kina each to three WHRDs groups working in South during the opening of the Bougainville WHRDs Forum, Siwai, 27 November 2017



WHRDs on the way to Siwai Forum, 25 November 2017  
Photo credit: Harjono Djoyobisono/ IWDA



WHRDs listening to presentations during the Siwai Forum,

### 3.3.3 MAJOR OUTCOMES – INDIVIDUAL LEVEL

The success of WHRDs and male advocates in ward elections, the growing awareness of FSV and the need to stop it among citizens, and the major results in the communities of Bana, Siwai, Buin, Marai, Tanreki, Haku and Soatakap are only part of the picture of changes stemming from the work of the NCfR team, WHRDs, male advocates, community counsellors and the NCfR safe houses and Men's Hub. Table 3 provides **examples of outcomes resulting from the transformation of individuals** (safe houses and Men's Hub clients, former perpetrators, WHRDs, male advocates) and their collaborative efforts. These examples were developed from the Outcome Harvesting workshops, project reporting and key informant interviews.

These examples demonstrate that:

- Individual survivors and perpetrators of family and sexual violence, whose lives have been transformed by training and counselling, often go on to influence many others to make positive changes in their lives.
- Safe house clients may go on to become change agents in their communities.
- Former perpetrators can be transformed to the extent that they take action in their communities to protect and help survivors of family and sexual violence or even become male advocates.
- Assisting safe house clients beyond immediate needs for shelter and protection, such as with life skills training and support, can make a difference to their ability to recover and re-establish their lives after trauma.
- WHRDs training provides women with the skills and confidence to challenge injustices, demonstrate leadership in a wide variety of community projects, taking on the responsibility of defending other women and keeping other women safe from further violence.
- The sustainability of the Women Human Rights Defenders network in Bougainville is being fostered through their involvement in the organisation of and fundraising for the WHRDs forums, which are now being held in different locations around Bougainville rather than at Chabai.

**TABLE 3.**  
**OUTCOME HARVESTING – TRANSFORMATION OF INDIVIDUALS**

## Actors: Transformed individuals

### STORY 1

**Year:** 2015

**Outcome Statement:** James grew up in a village on the Empress Augusta Bay that had to be moved inland because of pollution of the Jaba River caused by tailings of the Panguna mine. The village moved onto land provided by another clan and is one of the 6 villages in Toberaki wards 1 and 2. James became the chief of his village, but was aggressive, short tempered and used to beat his wife and children. After attending a training event held by NCfR in Toberaki on gender and human rights, James was selected to attend a male advocate training course in March 2015. His behaviour was reported to have changed completely after the male advocates training, with James stopping his violent behaviour and apologising to his wife and children. He has completed the full male advocate training including, gender and human rights, family and sexual violence, basic trauma counselling skills, and peace-building and is active as a leader and coordinator of the WHRDs and male advocates network in Bana.

**Contributions to change:** James' cousin Hilda, was shocked by the torture and killing in 2013 of Helen Rumbali, a former primary school teacher and president of BWF in Bana District. This motivated her to train as a WHRD and she convinced James to attend Gender and Human Rights training that NCfR was giving in their ward in 2014. NCfR delivered male advocate training in March 2015 in Hahela, Buka as well as the other training that James has completed.

**Significance:** While NCfR has contributed to influencing behaviour change in many perpetrators of family and sexual violence, this is the first documented and evidenced example of a perpetrator becoming a male advocate.

Sources: Outcome Harvesting workshop, Interviews 7, 13

### STORY 2

**Year:** 2017

**Outcome Statement:** It was reported that in 2017 Thomas, a client with a disability of the Men's Hub, stopped drinking alcohol, destroying property and other antisocial behaviour. Although rejected for many years, because of his disability and behaviour, his family accepted him back after a reconciliation process lead by NCfR. Thomas has enrolled in special education for people with disabilities, and has taken up working with youth through a devotional group.

**Contributions to change:** The Men's Hub provided individual and family counselling and reconciliation support to Thomas and his family. He was referred to Callan Services for Persons with Disabilities (a national network that provides support services for disabled persons). Callan Services mobilised special education services to help meet Thomas' needs. Callan Services works closely with the Catholic Diocese and the Department of Education.

**Significance:** This was the first time the Men's Hub provided services to a client with a disability and a referral partnership was also established with Callan Services.

Source: Outcome Harvesting workshop

### STORY 3

Year: 2018

**Outcome Statement:** In early 2018, Mark, a former perpetrator of family violence, and his wife Emma, assisted two women from Manetai in the Panguna District of Central Bougainville to obtain Interim Protection Orders (IPOs) at the court house and then brought them to the Arawa Safe House. The couple are now helping other women in their community who are facing similar problems.

**Contributions to change:** Mark had been influenced to stop his own violence towards his wife and to provide assistance to the Manetai women by his wife Emma, drawing on her experience staying at the Arawa Safe House as a client. Emma sought protection and counselling at the Arawa Safe House in 2017. The safe house provided Emma with counselling sessions and a life skills session using "Who am I," a tool that helped her reflect on her roles in the family and the community. She was also given the option to apply for an IPO. Emma was able to use this new knowledge and the confidence gained through the safe house experience to influence change in Mark's behaviour.

**Significance:** This is the first time NCfR documented evidence of a former perpetrator coming forth to assist other women affected by family and sexual violence. It demonstrates the potential impact of counselling.

Source: Outcome Harvesting workshop

## Actors: Transformed Safe House Clients

### STORY 4

Year: 2015

**Outcome Statement:** Tina, a woman from a village in the far north of Buka district, came to the Buka Safe House to escape a husband who became angry and violent if she refused to give him money to buy alcohol. He earned the money and gave it to her to look after, but then would want it back. After returning home, Tina achieved a reconciliation with her husband, who has reportedly stopped his violent behaviour towards her, and has established herself as a seller at a market. She travels regularly from her village to Buka to sell baking and other small items.

**Contributions to change:** The Buka Safe House provided trauma counselling, and taught livelihood skills to Tina. At that time, she had no income sources of her own. A safe house staff gave her some small items from their personal supplies and taught her how to sell them at the market. They also taught her how to cook food and bake for sale and how to save the money. Tina returned to her village using money she had earned while staying in the safe house. After returning home, and on the advice of the safe house staff, Tina sought help from the police to carry out a reconciliation with her husband. The community police facilitated the reconciliation dialogue.

**Significance:** This example shows how assisting clients beyond immediate need for shelter and protection can make a difference to their ability to recover and re-establish their lives after trauma and influence positive change in others. It also demonstrates how safe house clients can become change agents, influencing others.

Source: Outcome Harvesting workshop

## STORY 5

**Year:** 2017

**Outcome Statement:** In 2017, a mother of six from a village in Central Bougainville established a chicken raising business using 20 Kina worth of ice blocks, given to her by an Arawa Safe House staff, as seed funds. She had come to the Arawa Safe House with her children after her husband burned her family's home and gardens. A survivor of his long-term violence, she had fled from home because his behaviour had caused them to lose their livelihood. The family farm had been paid as compensation to the family of a young girl he impregnated.

**Contributions to change:** The Arawa Safe House provided trauma counselling and obtained an IPO to protect her, her children and property from the continued harassment of her husband. The safe house let her stay longer than the usual period for client accommodation while her case was being advanced. The safe house staff provided her with goods that were used as seed funds to generate income. Gaining income and independence allowed the client to restart her life.

**Significance:** This example shows how assisting clients beyond immediate need for shelter and protection with life skills support, in particular support with women's economic empowerment, can make a difference to their ability to recover and re-establish their lives after trauma.

Source: Outcome Harvesting workshop

## STORY 6

**Year:** from 2012 - current

**Outcome Statement:** Since 2012, WHRDs who are often also members of other women's groups, have led community projects to build resource centres, to stimulate and support youth employment, foster income generation, and to provide services for disadvantaged groups and survivors of FSV.

Some specific examples include:

- a community classroom built in Kona village, Selau district;
- income generation by a women's vegetable growing group in Siara, Selau district;
- clan groups carrying out cooperative income generation and savings projects based on fishing, gardening, baking, and sewing in Baubake constituency, Buin;
- selling cacao to raise funds for an adult literacy program in Bakoram, Bana; and
- establishment of market stalls in Toberaki.

**Contributions to change:** The Inclusive Development in Post-Conflict Bougainville Project and the Governance Facility (formerly Strongim Pipol Strongim Nesin) provided community grants. In addition, the *From GBV to Gender Justice and Healing* project has contributed to increased confidence and leadership skills among WHRDs through training and capacity building activities.

**Significance:** WHRDs are demonstrating leadership in community projects and decision making. The inclusion of women's perspectives contributes to ensuring the relevance and responsiveness of projects.

Source: Year 2 Annual Project Report (April 2016 – March 2017), interviews 07, 12, 16, 18, 28



## STORY 7

Year: 2016

**Outcome Statement:** In 2016, a WHRD, who also worked at the Buin Safe House, successfully secured the release of two women from Buin who had been wrongfully accused of drunkenness and unlawfully detained at the Buin Police Station. The case worker knew there was no women's cell block at the police station. She went to the police station and requested that the women be released to her care at the Buin Safe House. The senior sergeant initially refused, however the caseworker argued successfully that the women were at risk in the men's cell block and that their rights were being violated. She also filed a complaint about the improper detention with the assistant Police Commissioner at Buka Police Headquarters, which eventually resulted in a disciplinary action.

**Contributions to change:** WHRDs received various training provided by NCfR through *From GBV to Gender Justice and Healing* and *Planim Save Kamap Strong* projects.

A police officer notified the Buin Safe House staff about his concern that these women had been detained to intimidate them because they had been investigating an extramarital affair involving one of their husbands. The police officer who detained them was a friend of the husband. After an investigation, the Buka Police Headquarters carried out disciplinary measures in response to a citizen complaint.

**Significance:** This story demonstrates the impact of WHRDs training on the knowledge and confidence of a local safe house case worker, who had also been trained as a WHRD. Through WHRDs training, women are becoming change agents in their communities. The story also demonstrates the importance of good working relationships between the NCfR team, WHRDs, male advocates and other referral partners, such as the police.

Source: Outcome Harvesting workshop

## STORY 8

Year: 2016

**Outcome Statement:** In 2016, five WHRDs from Bana, Siwai, Marai, Malasang, and Buin (North, Central and South Bougainville) established temporary accommodations at their private homes (called 'safe homes') for FSV survivors, used until survivors can be transferred to an NCfR safe house. In Siwai, two policewomen, who have attended the NCfR human rights and peace-building trainings, are working with WHRDs to provide access to temporary crisis accommodation.

**Contributions to change:** WHRDs trainings were provided by NCfR through *From GBV to Gender Justice and Healing* and *Planim Save Kamap Strong* projects.

**Significance:** Women are taking on the responsibility of defending and keeping other women safe from further violence. Because the WHRDs have been trained in counselling they can perform case assessments and basic trauma counselling. The willingness of local women to provide temporary accommodation in villages contributes to sustainability and increased opportunities for survivors of violence to receive help in the context of limited or absent support services provided by the government.

Source: Year 2 Annual Project Report (April 2016 – March 2017), Interviews 07, 15, 27, 41

## STORY 9

Year: 2017

**Outcome Statement:** WHRDs donated firewood, food and raised funds to contribute to the cost of two WHRDs forums held in Tunuru and Siwai. For the March 2017 Forum in Tunuru (Central Bougainville), the WHRDs from South Bougainville brought food (banana, taro, sweet potato) and firewood in a vehicle used to transport the participants. Ninety percent of the food for the November 2017 Forum in Siwai was provided by the WHRDs themselves. WHRDs from Siwai district also contributed some cash to the forum held in their district.

Additional activities were also organised by the WHRDs as part of the forums. For example, on 20 December 2017, a Peace March was held by Selau district WHRDs and supported by Buka WHRDs.

**Contributions to change:** Since 2015, NCfR has supported all three WHRDs Forums held as part of the *From GBV to Gender Justice and Healing* project. NCfR has promoted a shift from holding forums at Chabai to holding them in regional locations. Nazareth Training Centre (operated by the Congregation of Sisters of Nazareth) contributed food, some accommodation, and transport costs.

Money and food donations to the forums were made by Island Konsult Limited (architect), Liquid Trading, Reasons Guesthouse, Norak Ltd, three Members of Parliament and others.

**Significance:** The WHRDs recognise the importance of forums to sustaining their work, networking and learning from each other, and the importance of these convening spaces to making their network stronger. Holding forums in regional locations allows for more WHRDs to participate. As a result of visibility of WHRDs work, in November 2017, the Women's Representative for South gave 3,000 Kina to three district WHRDs groups for their activities.

Source: Year 1-3 Annual Project Reports, historical scan, interview 27

## Actors: Women Human Rights Defenders and Male Advocates

## STORY 10

Year: 2017

**Outcome Statement:** In December 2017, WHRDs and male advocates from Paruparu, a very remote ward in Panguna District of Central Bougainville, formed a Working Committee and elected executives to oversee their planning and organising. They conducted several planning meetings to formulate and finalise an action plan for 2018. In January 2018, they carried out awareness training on FSV in Paruparu's five main villages, reaching 93 women and 138 men. Village chiefs have requested further awareness raising events at the clan level and for newly married couples. As Paruparu shares boundaries with Bana, they have held joint workshops with Bana activists, and have been influenced by presentations given by male advocates and WHRDs leaders from Bana. The influence is two-way because the male advocates President of the Bana team is from Paruparu.

**Contributions to change:** In 2014, a team from NCfR carried out an International Human Rights Day awareness in Paruparu.

In 2016 and 2017, the *From GBV to Gender Justice and Healing* project carried out joint WHRDs/male advocates training in Paruparu. The Arawa NCfR office supported the Committee to formulate a draft plan and has lobbied Paruparu ward members to support the Committee. NCfR carried out further follow-up training for the Central Bougainville male advocates and WHRDs. Members of the Paruparu team also attended the Bougainville WHRDs Forum in Siwai in November 2017 and the Male Advocates Forum in Chabai in December 2017.

**Significance:** This was the first time that WHRDs and male advocates were mobilised in the remote area of Paruparu, five



hours walk from a drop off point in Jaba, Panguna district. It is also the first example of effective collaboration between male advocates and WHRDs in Paruparu. This example shows the potential for WHRDs/ male advocates networks from different communities to work together and influence one another.

Source: Outcome Harvesting workshop

## STORY 11

**Year:** 2017

**Outcome Statement:** In April 2017, 34 communities in North and South Bougainville elected WHRDs and 16 communities in Central and South Bougainville elected male advocates as ward representatives.

**Contributions to change:** The *From GBV to Gender Justice and Healing* project trained the WHRDs and male advocates, who were elected, in family and sexual violence, peace building, trauma education and counselling, and gender and human rights contributing to their knowledge and confidence. These WHRDs and male advocates have also benefited from activities of other development programs and partners, including BWF, UN Women, and DFAT.

**Significance:** WHRDs and male advocates are moving into other spaces where they can be proactive leaders, participate in decision making and act as change agents to address FSV and other forms of violence.

Source: Year 2 Annual Project Report (April 2016 - March 2017), interviews 7, 13, Outcome Harvesting workshop



Male Advocates Forum, Chabai, December 2017.

## STORY 12

**Year:** from 2015 - current

**Outcome Statement:** Citizens in Buin, Siwai, Selau and Buka districts are becoming more aware of:

- the seriousness of FSV and the need to stop it,
- the safe houses and Men's Hub counselling services available and the referral pathways.

**Contributions to change:** Since 2015, in Buin and Siwai, and since 2016, in Selau and Buka districts, WHRDs and male advocates have been working with the police and community leaders to reduce and prevent violence through activism and advocacy activities such as peace marches, 16 Days of Activism events and other community awareness events.

The *From GBV to Gender Justice and Healing* project has contributed through training, support for transport, and the production of awareness pamphlets. Communities have provided the venues. WHRDs and male advocates have taken responsibility for organising the activities.

**Significance:** Alliances are being formed and networks are being strengthened at the community level, contributing to sustainability of prevention initiatives.

Source: Year 3 Annual Project Report (April 2017 - March 2018), historical scan, Outcome Harvesting workshop



NCfR Men's Hub team members.  
Photo credit: Elena Leddra/ IWDA

## 3.4 School Based Program

NCfR developed a pilot School Based Program (SBP) as a prevention approach to educate young women and men, girls and boys about gender equality, sexual and reproductive health, non-violent behaviours and respectful relationships. The SBP achieved significant changes in attitudes and behaviours, as demonstrated by results in two of the eleven pilot schools (Box 4).

### BOX 4.

## Students Put Away Their Bush Knives

### OUTCOME:

The age range of students in Bougainville primary schools is wide with students in their mid and late teens and twenties attending grades 7 and 8 alongside 13 and 14 year old students. Some of the older students at Dopotz School in Selau District, North Bougainville, had been traumatised by exposure to family and clan violence. They were bringing bush knives to school, and broke rules banning smoking and requiring the wearing of school uniforms. They were disrespectful to teachers and to other students and influenced younger students to follow the suit. While grade 7 and 8 students at Siara School (also in Selau) were not bringing bush knives to school, disrespectful behaviour and smoking were prevalent. After exposure to the SBP modules, which cover a variety of topics, including the roles and responsibilities of students, it was reported that Dopotz students stopped carrying bush knives and began wearing the school uniform. Students from both Dopotz and Siara were reported smoking less and showing more respect to teachers and other students.

Teachers from the other nine schools participating in the pilot reported that after participating in the modules delivered by peer educators, students showed more respect towards them and towards other students, behaved better during class, and have improved their learning efforts and attendance.

### CONTRIBUTIONS TO CHANGE:

- NCfR designed the SBP for grades 7 and 8 with assistance from a VSA volunteer, drawing on a set of modules developed in 2008 for a

school camp program with support from two Australian Volunteers International (AVI) volunteers.

- The SBP pilot was delivered by 9 peer educators (6 young men, 3 young women) trained by NCfR as part of the *From GBV to Gender Justice and Healing* project. Six schools in North Bougainville and five in Central Bougainville hosted a pilot from June 2016 to Oct 2017.
- NCfR counsellors and male advocates played important roles in supporting these peer educators.
- The SBP was delivered in Dopotz and Siara by two young women peer educators. As well as receiving support from NCfR counsellors and male advocates, they worked together and provided considerable support to one another.

### SIGNIFICANCE:

Changes in student behaviour convinced both parents and teachers who were initially sceptical about the value of the School Based Program because of its sensitive content on sexual and reproductive health. The pilot program demonstrated the potential of working through schools to address misinformation and myths around sexual and reproductive health, as well as to introduce principles including gender equality, respectful non-violent relationships, and leadership. Addressing sexual and reproductive health with youth is important given the high incidence of teenage pregnancy and sexually transmitted infections in Bougainville. This pilot program raised strategic questions for NCfR about future roles and strategies for working with teachers, students and parents. Another significance is that the SBP was locally designed to address needs specific to the Bougainville context.

Sources: Year 2 and Year 3 Annual Project Reports, Outcome Harvesting workshop, interviews 16, 32

## 3.5 Working with Allies and Leveraging Resources<sup>22</sup>

The historical scan and individual interviews with the NCfR staff and other stakeholders highlighted the importance of key strategic alliances that NCfR has formed over the years with organisations in Bougainville and beyond. These alliances include some Autonomous Bougainville Government departments, private sector organisations and development partners. Other important alliances include the police, the Department of Justice and Attorney General, the Department for Community Development, community-based organisations (e.g. Hako Women's Collective and the Teop-Taonita Women's Peace Circle), BWF's district federations in Siwai and Buin, transport providers, as well as VSA and IWDA. Trust is a critical prerequisite for the development and success of these relationships.

The Hako Women's Collective and Teop-Taonita Women's Peace Circle are community-based women's organisations and key allies with NCfR. They coordinate the local WHRDs networks in Haku, and Teop-Taonita. Teop-Taonita is a ward in the Tinputz constituency of North Bougainville. Haku is the northernmost region of Buka Island and one of the six constituencies of North Bougainville. The Hako Women's Collective has more than 40 WHRDs spread across all of Haku's wards and seven male advocates. During the evaluation, the Collective was in the process of raising funds to send 12 men to NCfR for training as community counsellors and male advocates.

Since June 2016, the Collective has operated a safe house as part of the FSV referral pathway that NCfR has helped to establish. The safe house provides emergency services and then refers clients to the Family Support Centre at Buka Hospital or NCfR.

NCfR has supported Hako Collective by providing human rights, leadership, counselling, and peacebuilding training. While NCfR has played a leadership role in these areas, the Hako Collective has developed comparable capability in the delivery of the positive parenting program,

and has expanded its facilities and services and is looking to expand its reach beyond Haku. With both NCfR and Hako Collective growing and evolving new capacities, there will be more opportunities for collaboration and continued dialogue.

NCfR has also developed close relationships with key private sector and other local actors who provide critical services. Preferred providers ensure that transport for participants in the NCfR training events and forums is safe and reliable. Through exposure to the NCfR programs, one of the preferred transport providers has become a strong women's and human rights advocate and has opened doors for NCfR leading to the establishment of new relationships with traditional leaders in Buin. A close relationship with transport providers is also important because goods and services are costly in Bougainville.

Extensive leveraging of resources is a key element of the NCfR's sustainability strategy. NCfR has practiced internal leveraging in the form of co-contributions to the project budget, and external leveraging through use of local and international volunteers, and through accessing human and financial resources from government, target communities and development partners. The evaluation documented twenty-two examples of external leveraging.

The total cost of the three-year project (budget and in-kind contribution) was: \$2.84 million, of which 61 percent (\$1.72 million) was contributed by the Australian Government through PNGAusPartnership funding (grant budget and interest gained) and 39 percent (\$1.12 million) by NCfR and IWDA. The contribution to grant funds was done through funding core costs of safe houses (food, clothing, housing), time and costs of consultants, support staff, donations for the work of WHRDs and forums, as well as WHRDs themselves fundraising and contributing to the project (such as by providing firewood, food, and transport for forums and meetings).

22 Sources for this section: Desk review, Historical scan, interviews 27, 28, 29, 31.

## 3.6 Monitoring, Evaluation and Learning

The project has the theory of change (Appendix 4), a monitoring, evaluation and learning (MEL) framework, clearly defined milestones and targets that set parameters and responsibilities for the project MEL.

The *From GBV to Gender Justice and Healing* theory of change provided a framework for identifying and agreeing the milestones and targets for accountability purposes. Given the developments in the project approach described in Figure 1, the theory of change could be updated to reflect the evolution in the project approach and the outcomes that emerged during Phase 1.

The experience of reporting against the performance framework for this evaluation revealed some issues with the milestones and targets. Addressing these issues could make them more relevant and useful. These include:

- The project had challenges with disaggregating information for two closely related indicators on WHRDs performance: participation in community peace and rehabilitation, and participation in community leadership positions, as both seemed similar.
- The advocacy milestones and overall target includes programs, policies and budget allocations, but these categories do not adequately capture the range of actions and decisions that may be influenced through advocacy work, especially at the local/ community level.
- Although the project has influenced the attitudes and behaviours of children and youth through community-based activities (led by WHRDs and male advocates with NCfR support), through NCfR-led activities, and through a pilot school-based program, the framing of the milestones and target involves only the school-based program.

- For NCfR capacity development the overall target was “stronger financial, HR, operational and project management systems in place.” This is an area where the setting of more specific targets could be useful.
- Due to sensitivity and confidentiality issues, the project was unable to collect reliable data on the number of perpetrators who became male advocates.

Nearly all members of the project team, except the Director and the Program Coordinator, were new to monitoring and evaluation. The MEL accomplishments of this new team are evident from the continuous improvement in collecting sex, age and disability disaggregated data on the services and programs within the project and using them to report against the milestones and targets in the performance framework. By year three, performance on quantitative data collection has improved significantly, considering the transport and communications challenges faced by the widely-dispersed team. Qualitative reporting on outcomes has been more challenging and feedback from project staff indicated that capacities for management, analysis and use of information require further development.



### 3.7 Challenges<sup>23</sup>

NCfR experienced several challenges and setbacks during the *From GBV to Gender Justice and Healing* project and more generally, as illustrated by the following examples.

NCfR interventions are volunteer-oriented and not designed to offer allowances to community participants; however, some participants of trainings and community-based initiatives made demands for sitting allowances during training events. This issue arose most frequently in Central Bougainville where the provision of allowances to participants has been a common practice among some other international agencies. NCfR has adhered firmly to its policy of providing transport, food and accommodation but no allowances. The demands for allowances prompted a change in approach with greater attention to the selection process for participants.

The original idea (as per the project proposal) for the School Based Program pilot involved plans for the Men's Hub to train 300 male advocates over three years with the skills and knowledge to undertake school-based education and initiatives to advocate against family and sexual violence. Out of this pool, NCfR expected that at least 60 would become peer educators delivering the SBP pilot in North and Central Bougainville. When the pilot program was designed with support from a VSA volunteer, the NCfR team modified the design into two streams. The purpose of the first stream was to train men on the issues of men's health and the second was aimed to deliver a behaviour change program at target schools, which also included a focus on sexual and reproductive health education to year 7 and 8 students. NCfR recruited 53 trainees (33 young women and 20 young men) and trained them as peer educators for delivery of the SBP. The expectation was that the peer educators would be volunteer educators working with students and delivering the SBP modules. But the majority dropped out, leaving nine who completed the training and delivered the program in 11 schools in North Bougainville and Central Bougainville.

The main reason for peer educators dropping out was that they were expected to work as volunteers despite teaching classes at schools. To solve this problem, stipends were introduced for the 9 peer educators selected to deliver the program. Peer educators were to receive their stipends after completing the delivery of modules and submitting their reports. A presentation by NCfR and IWDA, at the 2018 Pacific Women annual workshop, pointed out that the budget allocation for the SBP pilot was not enough to support the implementation of the pilot in the way it developed over time. NCfR and IWDA plan to address this challenge in Phase 2 implementation of the SBP through revision of the program and allocation of sufficient budget to the program. There was also a gap in introducing the SBP pilot to the Department of Education to ensure that the Government is aware of the program delivered at schools. The NCfR team addressed this challenge by the end of the Phase 1.

The safe houses and the Men's Hub have faced a variety of setbacks due to infrastructure and challenges associated with the local context:

- The Men's Hub originally opened in a rented building with a second building used as an office and to accommodate staff. All the operations had to be moved into a single building after one of the landlords announced an unreasonable rent increase, despite not fulfilling responsibilities related to the repair of serious plumbing and electrical faults.
- The safe house in Arawa has faced opposition from powerful individuals in the town who wanted to replace NCfR as a service provider, as it was seen by these individuals as a funding opportunity, regardless of the fact that they had no understanding of FSV issues and experience of running service provision.
- The Buka Safe House was opened in 2009 and had to be closed for repairs in 2017. During the closure, from January 2017 to February 2018, Buka clients were transferred to Chabai. The Buka Safe House was re-opened in February

23 Sources: Year 1 and 2 Annual Project Reports, Strategic Reflection workshop; interviews 02, 04, 06, 07, 16, 23, 24, 27, 29, 30, 32, 34, 39, NCfR/IWDA presentation to the 2018 Pacific Women conference.



2018 with support from the Catholic Church and is currently operating in a rented venue.

- NCfR faces higher demand for their services than the project and other available resources can provide. For example, the NCfR Male Advocates Program began in November 2015, when the Men's Hub was opened in Arawa. Initially men found it difficult to seek help, and during the first year, their wives and sisters were bringing them in. By 2016, men had started coming in on their own. They had heard about the Men's Hub from other men and from WHRDs in their communities. Some men arrived drunk. Some asked for counselling on Sundays. Sometimes they arrived in groups. In 2017, village leaders from Buin sent a group of 17 boys (aged 13 to 20) because they were abusing alcohol and marijuana. They were accompanied to the hub by a local WHRD and a community counsellor from Buin. The demand for the counselling offered by the Men's Hub is high with sometimes as many as 10 clients per day seeking help. There are not enough counsellors to meet this demand. Each client can have up to of 72 hours of counselling, but that is often insufficient. A very similar situation is experienced by the safe houses given the high demand for their services.

NCfR is advocating for the Bougainville Safe House Policy that would ensure that the Autonomous Bougainville Government (ABG) supports and resources for the safe houses and service provision to survivors of family and sexual violence. In 2014, NCfR with technical support from a policy advisor, submitted to ABG a proposal for funding safe houses. The proposal was put forward by the Secretary of the Department for Community Development through the Minister who took it to the Bougainville Executive Council. But in December 2015, the ABG Executive Council returned the proposal. Feedback from the Minister for Community Development was that the motion could not be taken forward by the Council due to a lack of clarity in the document

and a lack of understanding among ministers about the need for safe houses. This spurred an NCfR decision to engage with other key stakeholders, most importantly the Department of Justice and Law and Justice Program, to progress the development of the Bougainville Safe House Policy. In 2017, the policy proposal was resubmitted and received 'in principle support from various stakeholders.' If the policy is implemented, any agency that establishes a safe house in Bougainville will be able to apply to ABG for subsidisation of operational costs. Unfortunately, as of January 2018, the Executive Council decided not to consider any policy submission that had budgetary implications due to ABG budget limitations. NCfR will continue to advocate for the Bougainville Safe House Policy in the future and will work to further develop advocacy strategies to progress this goal.

The challenges described above, constitute a major setback in advancing Bougainville's response to family and sexual violence, and according to several interviewees, *"gives the impression that ABG accords more priority to looking after male detainees in police cells compared to women and children in safe houses."* The lack of progress on the Bougainville Safe House Policy is particularly negative in terms of having access to resources to improve the facilities and services of the Buka Safe House. The Catholic Church has provided land to build a safe house there, and NCfR has the certificate of title, however, NCfR needs assured funding before committing to construct a new safe house.

While NCfR generally count the police amongst their allies, during the community elections in June 2017, the police reduced follow-up of FSV cases because resources, including the two FSV vehicles assigned to Buka and Arawa, were deployed to support the election. Unfortunately, during this time there was a high need for the vehicles. For example, the Hako Women's Collective could not progress the case of a child rape survivor, and in Arawa there were cases from the safe house to be taken to the hospital

and the court house, yet the vehicles were not available forcing the Arawa Safe House staff to transport the women in taxis. Using taxis is a security risk because there have been examples of perpetrators contacting taxi drivers to learn the location of their wives. A complaint about this temporary issue regarding safe transport access was raised by NCfR at the Family and Sexual Violence Action Committee meeting in July 2017.

Alliances with community-based organisations (CBO) and effective collaboration with the FSV referral partners are important enablers for NCfR's approach to change. While NCfR has strong CBO allies in North Bougainville (Hako Women's Collective and Taonita-Teop Women's Peace Circle), the absence of such organisations in Central and South Bougainville presents an ongoing challenge.

Bougainville is a post-conflict region with limited infrastructure, available services, mobile and internet connection, electricity, road networks and many other challenges that affect project implementation.

During life of the project, there were some internal challenges as well. For example, nearly all members of the project team were new to monitoring, evaluation and learning. The MEL accomplishments of this new team are evident from the continuous improvement in collecting sex, age and disability disaggregated data on the services and programs within the project and successfully using them to report against the performance framework. Qualitative reporting on outcomes has been more challenging than quantitative reporting.



NCfR team has to go through flooded roads and rivers with no bridges to reach remote communities.  
Photo credit: Harjono Djoyobisono/ IWDA, November 2017



## 4. Conclusions & Recommendations

## 4.1 Synthesis and Conclusions

### 4.1.1 PROJECT OUTCOMES

The *From GBV to Gender Justice and Healing* project has demonstrated excellent performance by exceeding or meeting 10 of its 12 targets (See Table 2). One target on training of peer educators has been partially met. The target on transformation of former perpetrators of violence against women into male advocates is difficult to track due to sensitivity and confidentiality issues, making it difficult to ascertain with confidence whether the target has been met.

#### **Transformational changes at the community level**

The work of WHRDs and male advocates supported by the NCfR's services and programs has led to important positive changes in several communities in the districts of Bana, Siwai, Buin, Kieta, Selau and Haku and in 11 schools reached by the School Based Program. Positive change happened at both community and individual levels (see Boxes 1, 2, 3, 4 and Table 3). The evaluation collected evidence of change that includes a reported reduction in community level violence, family and sexual violence, sorcery accusations related violence, alcohol consumptions, early marriages and teenage pregnancies.

After participating in the School Based Program pilot, it was reported that year 7 and 8 students from target schools stopped carrying bush knives, began wearing their school uniforms, and showed more respect to teachers and other students.

Citizens in Buin, Siwai, Selau, and Buka districts are more aware of the seriousness of FSV, the need to stop it. They reported to have increased knowledge about the availability of safe house and Men's Hub counselling services and referral pathways. This, in turn, is driving increased demand for these services.

#### **WHRDs and MAs leading change in communities**

The evaluation showed that trained women and men have become WHRDs and male advocates, who led on community based initiatives to promote gender equality, peace building, human rights and no tolerance to family and sexual violence. Many WHRDs networked with others, some formed groups and committees, which resulted in community based activism, joint projects, women's economic empowerment initiatives, support to FSV survivors and programs for youth and vulnerable community members. There is evidence of collective action, networking and support to each other among WHRDs, as well as collaboration between WHRDs and male advocates. For example, in 2017, 34 communities in Bougainville elected WHRDs as community government ward representatives and sixteen communities elected male advocates.



### Changes at the individual level

The project created changes in the lives of individuals – including FSV survivors, WHRDs, male advocates and community members. Training delivered to individuals built the confidence and leadership skills of WHRDs and male advocates. Survivors of family and sexual violence received support and safe refuge that allowed them to recover and re-build their lives. Some clients after receiving life-skills training from the safe house workers, increased their independence and improved their economic situation.

### NCfR – building strategic alliances and sustainability

The NCfR team is successful in their project work and recognises the importance of strategic alliances and working together to advance the rights of women and children, and to respond to and prevent GBV. NCfR is capable of attracting additional resources from donors, fundraising activities, communities, WHRDs and local businesses, which contributes to the sustainability of the project outcomes.

These successes are only part of the picture of change stemming from the work of WHRDs, male advocates, community counsellors, the NCfR safe houses, the Men's Hub and the NCfR team.

### 4.1.2 REFLECTIONS ON MONITORING, EVALUATION AND LEARNING

One of the evaluation questions was:  
*Is the Monitoring and Evaluation System Fit for Purpose?*

Judging whether the monitoring and evaluation system is fit for purpose requires looking at the elements of the system and how they interact. A monitoring and evaluation system consists of frameworks; a plan and tools for collection, management, analysis, internal use and external reporting and communication of the information; plus, the physical, human and financial resources for operating the system. The advent of the *From GBV to Gender Justice and Healing* project catapulted NCfR into a situation of needing to develop a system that could meet DFAT's reporting expectations. IWDA provides support and fills the gaps with monitoring and evaluation and donor facing reporting.

Apart from NCfR's Director, and the Program Coordinator for *From GBV to Gender Justice and Healing*, the project team were new to MEL. In accordance with the capacity level of the team, the first step was to refine existing data collection tools and develop team capacity to collect and present quantitative and qualitative monitoring data for reporting against the project's performance framework: the milestones and targets (Table 2), and the outcomes of the theory of change (Appendix 4).

As the project evolves and adopts an 'action reflection/learning' approach to MEL, the project may require improvement of existing tools (e.g. a training participant database) or development of new tools that will enable these data to be captured in more detail to better support the reporting and communication of outcomes.

## 4.2 Recommendations

A long trajectory of experience and extensive leveraging of resources has led to the impressive results achieved in the three-year period of the *From GBV to Gender Justice and Healing* project.

The following ideas for strengthening the next phase and ensuring sustainability are offered for **NCfR and IWDA to consider**:

1. Continue using the comprehensive approach to address GBV that includes both response and service provision, and a prevention focus.
2. Use Phase 2 to continue with the model of community-based engagement to strengthen community-based WHRDs, male advocates and community counsellor networks. As in Phase 1, use on-going follow-up and support to maintain the connection of community teams to NCfR and to promote networking and cross-learning among community-based teams in different locations.
3. Continue the strengths-based approach to the partnership between NCfR and IWDA that contributes to meeting the project objectives and donor requirements.
4. Use Phase 2 as an opportunity to design a follow-up to the School Based Program pilot.
5. Consider how NCfR might work with other partners around the wider strategy of FSV prevention. If NCfR opts to expand work in primary prevention, advocacy is also likely to be an important part of the strategy.
6. Organise an inauguration event to orient the team on the objectives, design, roles and responsibilities, and budget for Phase 2.
7. Make milestones and targets more relevant and useful by replacing or eliminating those that are not measurable, more accurately reflecting the range of actions and decisions influenced by advocacy, fully capturing contributions from different elements of the project, and setting more specific milestones and targets for NCfR capacity development.
8. Improve staff capacity and NCfR systems for data management, analysis, and use. Focus on the ability of staff to understand, explain, and develop responses to data and to use it to inform program decisions.
9. Improve or supplement NCfR's capacity for qualitative data collection.

### For NCfR to consider:

10. The completion and launching of the strategic plan could provide NCfR with an important tool for communicating its vision, mission, and medium-term plan externally to partners and allies, and internally to strengthen lay and non-lay staff understanding of the work of the Centre.
11. Respecting that NCfR is governed by the Congregation of Sisters of Nazareth, establishing an advisory board could provide a means for local stakeholders and development partners to interact, share information and contribute to discussions about strategic directions.

# Appendices

## APPENDIX 1. EVALUATION QUESTIONS AND METHODS USED

Evaluation Question	METHOD OR INFORMATION SOURCE			
	Outcome Harvesting	Document Review	Key Informant(s) Interview*	Other
1. What changes in the lives of women and other target groups have resulted from the project? (Outcomes/ Impact)	✓	✓	✓	
2. To what extent were project objectives and intended results achieved? What were the major factors influencing the achievement or non-achievement of the objectives? (Effectiveness)	✓	✓	✓	Strategic reflection workshop with NCfR staff
3. To what extent did the project interventions address the needs and interests of women and children in Bougainville (including marginalised groups, such as women living in rural and remote communities, women and girls with disabilities, poor women, etc.)? (Relevance/ Sustainability)	✓	✓	✓	Strategic reflection workshop with project staff
4. To what extent is the project leveraging resources from volunteers, government, and other duty bearers in the target communities and how does this add value to the project? (Efficiency)		✓	✓	Historical scan workshop with NCfR staff
4.1 <i>Optional sub-question:</i> Could we have used our inputs more efficiently for better results? What activities achieved the most/least significant results proportional to the inputs of time and budget? (Efficiency)		✓**	✓	Analysis of expenditure by activity
5. Is the monitoring and evaluation framework and system fit for purpose? Is the theory of change still relevant? How well is the monitoring and evaluation system being used for reporting, learning and implementation improvement?	✓	✓	✓	Process tracing
6. What are the key recommendations for strengthening the next phase of the project and to ensure results are sustainable?				Synthesis based on Questions 1-5

\*/ Individual and/or group

\*\*/ Annual reports and in-kind contribution summary

## APPENDIX 2.

### OUTCOME HARVESTING SUMMARY

#### 1. DESIGN

Outcome Harvesting users and harvester **DESIGN** the harvest by identifying useful evaluative questions and agreeing on the scope and level of detail to be pursued during the harvest.

#### 2. DRAFT

Harvester gathers information about changes in social actors and how NCfR and others contributed to these and then **DRAFTS** preliminary outcome descriptions and questions for review and clarification by the change agents.

#### 3. REVIEW

Harvester engages NCfR in **REVIEWING** outcome descriptions, improving their formulation, filling gaps, classifying and assessing their significance.

#### 4. SUBSTANTIATE

Harvester obtains the views of independent individuals knowledgeable about the outcomes and how they were achieved to **SUBSTANTIATE** and enhance the credibility of the findings.

#### 5. INTERPRET

Harvester systematises out descriptions, **INTERPRETS** and makes sense of them, and provide evidence-based response to the useful harvesting questions.

#### 6. SUPPORT USE

Drawing on the evidence-based responses to the evaluate questions, harvester proposes points for discussions to NCfR and IWDA and accompanies or facilitates the discussion amongst harvest users to **SUPPORT USE**.



## APPENDIX 3.

### OUTCOME HARVESTING STEP BY STEP

**Outcome Harvesting Step by Step: An Example** (adopted from SaferWorld 2016 Learning Paper)

#### STEP 1: WHO DID WHAT DIFFERENTLY?

Start by naming the person, institution or group and describing exactly what they did, using active verbs. Use pseudonyms if needed to protect privacy.

**Q: Who or which institution, or group is this about?**

**A:** Thomas, a client with a disability...

**Q: What did he do differently?**

**A:** After he gave up drinking and destroying property, he was accepted back by his family. Thomas enrolled in special education for people with disabilities and started a devotional group to work with troubled youth.

**Where and when did this happen?**

Be as specific as possible. Your outcome should now look like this:

**OUTCOME:** in 2017, after he gave up drinking and destroying property, and was accepted back by his family, Thomas enrolled in special education for people with disabilities and started a devotional group in Arawa to work with troubled youth.

#### STEP 2: HOW SIGNIFICANT IS THIS?

Describe why this change is worth noting, important or significant. Consider the connection between the context and the change.

To decide significance: ask questions like...

- Is this the first time?
- Is it big?
- Is this a turning point?
- Is this a setback?
- Has there been a change in the system?
- Has there been a policy change?
- Are there seeds of sustainability?
- Are there changes for gender equality?

**SIGNIFICANCE:** the change is significant for the Male Advocacy Program because it was the first time the Men's Hub provided services to a man with a disability.

The Men's Hub work with Thomas led to establishment of a referral partnership with Callan Services for Persons with Disabilities. Callan has resource centres in Arawa and Buka.

#### STEP 3: WHO CONTRIBUTED AND HOW?

**What did NCfR, other organisations, individuals and communities do to contribute to this change?**

Describe the activities and resources that NCfR and others contributed to help make the change possible.

**CONTRIBUTIONS:** The Men's Hub in Arawa provided individual and family counselling and reconciliation support to Thomas and his family, and arranged a referral to Callan Services in Arawa mobilised special education services to help meet Thomas' needs.

## APPENDIX 4. FROM GENDER BASED VIOLENCE TO GENDER JUSTICE AND HEALING PROJECT THEORY OF CHANGE (PHASE 1)

### GOAL

Men's violence against women  
is reduced in the Autonomous  
Region of Bougainville.

### OUTCOMES

Bougainville Women's Human  
Rights Defenders are leading  
responses to and preventing family  
and sexual violence working with  
government and communities.

Men and women are preventing  
family and sexual violence at  
community level by promoting  
shared power and decision  
making between women and men.

### OUTPUTS

NCfR have  
increased  
organisational  
sustainability to  
implement high  
quality programs  
and services.

Survivors of  
family and sexual  
violence have  
increased access  
to high quality  
rights-based  
support services  
provided by  
CSOs, CBO's and  
government.

Bougainville  
WHRDs and  
male advocates  
demand  
increased  
resourcing for  
prevention of  
family and sexual  
violence.

Women and men  
have the skills to  
challenge and  
change unequal  
gender norms  
and relations  
at family and  
community level.

Violence  
supportive  
attitudes and  
behaviours  
of men and  
boys who have  
perpetrated  
family and sexual  
violence are  
transformed.

### ACTIVITIES

Crisis services  
are provided  
to survivors of  
family and sexual  
violence.

Ongoing  
capacity building  
for trauma  
counsellors.

WHRDs  
strengthen  
networks with  
CBOs and other  
service providers.

Tailored in-situ  
organisational  
development for  
NCfR to manage  
risk and ensure  
sustainability.

NCfR supported  
to implement  
action learning  
approach to their  
programs.

Tailored skills  
building for  
WHRDs and  
male advocates  
to undertake  
community  
based education  
and advocacy.

School based  
behaviour  
change program  
for boys and girls  
to promote non-  
violence and  
gender  
equality.

Men who have  
perpetrated  
VAW will receive  
counseling  
and rehabilitation  
services.



## APPENDIX 5. QUALITY ASSURANCE AND ETHICS

(extract from the Evaluation Plan)

The evaluation will adhere to the principles and practices described in the Quality Standards for Development Evaluation<sup>24</sup> developed by the Development Assistance Committee of the Organisation for Economic Cooperation and Development, and the Australasian Evaluation Society Code of Ethics<sup>25</sup> and Guidelines for the Ethical Conduct of Evaluations.<sup>26</sup>

The evaluation will employ the following practices to safeguard participants, ensure confidentiality and respect their privacy, as well as to prevent any potential risks to the participants and the consultant:

- Privacy will be ensured during interviews.
- Confidentiality will be respected and the information collected will be protected.
- Consent forms approved by IWDA will be used.
- Evaluation data collection during field work will use well established operating procedures and involve the NCfR team working on the project.
- Data is being collected for the purpose of evaluating outcomes and achievements, maintaining and improving standards rather than researching in-depth opinions and lived experiences.
- Evaluation process will ensure adherence to IWDA's values (feminist, accountable, collaborative and transformative) and ACFID's Research Development for Impact Network four core values (respect for human beings, justice, beneficence, research merit and integrity).
- The complaints mechanisms will be explained to all participants and they will be given

information (recorded in the consent form) including who to contact if they have any concerns or complaints.

The evaluation is informed by IWDA's Feminist Research Framework and Program Partnership Principles. This evaluation meets ACFID criteria for ethical research, it does not include any research at community level, has 'negligible' risk and does not require IWDA ethical review, and can therefore be managed by the IWDA Program Manager in close collaboration with the consultant and NCfR.

The consultant is a member of the DFAT's Standing Panel on Monitoring and Evaluation, the Regional Monitoring and Evaluation Panel for Pacific Women Shaping Pacific Development Program, and is on the New Zealand Ministry of Foreign Affairs and Trade's pre-qualified supplier list.

Project management techniques will be used to ensure the research processes are in line with the timetable and to a high standard. All data will be stored in password protected computer files and/or in confidential folders on Dropbox. Consent forms and data from interviews will be kept for seven years and then be destroyed.

The report preparation will include the following quality assurance procedures:

- Approval of this evaluation plan by IWDA
- Regular briefings to IWDA and NCfR
- A participatory validation ('sense-making') process with NCfR and IWDA. Options for holding this workshop include 1) holding a validation workshop at NCfR; 2) use of emails and phone calls in conjunction with a monitoring trip by the program manager.
- The final report will incorporate feedback from IWDA and NCfR.

24 OECD 2010, *Quality Standards for Development Evaluation*, viewed 25 February 2018, <http://www.oecd.org/dac/evaluation/qualitystandards.pdf>

25 Australasian Evaluation Society 2013, *Code of Ethics*, viewed 25 February 2018, [https://www.aes.asn.au/images/stories/files/membership/AES\\_Code\\_of\\_Ethics\\_web.pdf](https://www.aes.asn.au/images/stories/files/membership/AES_Code_of_Ethics_web.pdf)

26 Australasian Evaluation Society 2013, *Guidelines for the Ethical Conduct of Evaluations*, viewed 25 February 2018, [https://www.aes.asn.au/images/stories/files/membership/AES\\_Guidelines\\_web\\_v2.pdf](https://www.aes.asn.au/images/stories/files/membership/AES_Guidelines_web_v2.pdf)

## APPENDIX 6. NCfR TRAINING COURSES

NCfR's core services are crisis support to FSV survivors, trauma counselling and provision of trainings. Since 2001, NCfR has developed a menu of twelve training courses (Table A) deployed to build the capacity of WHRDs, male advocates, peer educators, as well as the NCfR safe houses and Men's Hub staff who are active in the *From GBV to Gender Justice and Healing* project.

**TABLE A.**  
**TRAINING COURSES DELIVERED BY NAZARETH CENTRE FOR REHABILITATION**

	COURSE	TARGET AUDIENCES	DESCRIPTION/COMMENTS
1	Human Rights and Gender Justice (also called 'Gender & Human Rights')	<ul style="list-style-type: none"> <li>• WHRDs</li> <li>• Male advocates</li> <li>• Community members</li> <li>• Service providers/external</li> </ul>	<p>Entry level training to engage new WHRDs and male advocates, but also used in refresher training for already existing network members. Uses a toolkit developed by NCfR.</p> <p>The training is 5 days long.</p>
2	Family and Sexual Violence	<ul style="list-style-type: none"> <li>• WHRDs</li> <li>• Male advocates</li> <li>• Community members</li> <li>• Service providers/external</li> </ul>	<p>Builds on the Human Rights and Gender Justice course; requires some basic understanding of human rights concepts; delivered for new WHRDs and male advocates, and to existing rights WHRD and male advocates as refresher or deep dive training.</p> <p>The focus of the training is on domestic violence, FSV, impact of FSV on survivors, cycle of violence, child abuse, perpetrators of FSV, referral pathways.</p> <p>The training is 5 days long.</p>
3	Peace-building Intensive	<ul style="list-style-type: none"> <li>• WHRDs</li> <li>• Male advocates</li> <li>• Community members</li> </ul>	<p>Under the <i>From GBV to Gender Justice and Healing</i> project, engaged WHRDs and male advocates are invited to peace building trainings (implemented in partnership with Conciliation Resources as a 3-week long intensive<sup>27</sup>(21 days). Shorter peacebuilding trainings (5-7 days) and topics are included into training for new and existing WHRDs and male advocates.</p> <p>The topics include: strategic peace building, conflict transformation, trauma healing.</p>

27 Training supported through Conciliation Resources (project 'Capacities for Peace' (C4P) funded through DFAT – Bougainville Partnership program) is not reported under the *From GBV to Gender Justice and Healing* project.



COURSE	TARGET AUDIENCES	DESCRIPTION/COMMENTS
<b>4</b> Women's Leadership and roles of WHRDs	<ul style="list-style-type: none"> <li>• WHRDs</li> </ul>	<p>Usually delivered as an entry point to engage with new, especially young WHRDs; but also for existing WHRDs as a part of their on-going engagement.</p> <p>The topics include: leadership qualities, communication skills, time and self-management skills, planning forward, decision making and self-care.</p> <p>The training is 5 days long.</p>
<b>5</b> Trauma counselling	<ul style="list-style-type: none"> <li>• WHRDs and male advocates who are also community counsellors</li> <li>• NCfR counsellors (from safe houses and Men's Hub)</li> <li>• Service providers/ external</li> </ul>	<p>Selected active WHRDs and male advocates learn basic trauma and crisis counselling skills, referral mechanisms and networks, legal framework, etc. to enable them to become community-based counsellors. Counsellor selection criteria to include: be actively involved with NCfR work, demonstrate understanding of gender equality and issues of FSV, human rights and a victim/survivor-centred approach, ability to listen/counsel.</p> <p>The initial training is 15 days and after 6 months, another 2-week training is offered to safe house counsellors/ participants as a re-fresher.</p>
<b>6</b> Counselling supervision	<ul style="list-style-type: none"> <li>• WHRDs and male advocates who are also community counsellors</li> <li>• NCfR counsellors (from safe houses and Men's Hub)</li> <li>• Service providers/ external</li> </ul>	<p>Selected community counsellors (both WHRDs and male advocates), who take leadership roles at district level and safe houses/ Men's Hub counsellors are invited to this training, to learn how to provide support and supervision to counsellors.</p> <p>The training is 5 days long.</p>
<b>7</b> Healing of Memory	<ul style="list-style-type: none"> <li>• WHRDs</li> <li>• Male advocates</li> <li>• NCfR project staff</li> </ul>	<p>A mental health retreat held for those who wish to work on healing traumatic experiences and/or learn techniques for helping others recover from trauma</p> <p>The training is 6 days long.</p>
<b>8</b> Men's health and sexual and reproductive health	<ul style="list-style-type: none"> <li>• Male advocates</li> <li>• Community members</li> </ul>	<p>Delivered mainly by the Men's Hub trainers for new and existing male advocates, as well as for men at the community level. Sometimes WHRDs or female NCfR project staff also join the training events to learn or to provide facilitation support.</p> <p>The training is 5 days long.</p>



COURSE		TARGET AUDIENCES	DESCRIPTION/COMMENTS
9	Positive parenting and child protection	<ul style="list-style-type: none"> <li>• WHRDs</li> <li>• Male advocates, Community members</li> </ul>	<p>NCfR delivers this training depending on location, needs and community requests. This training was delivered as a side-event open to all participants during the Bougainville WHRDs Forums in March 2017 and November 2017 and the Male Advocates Forum in December 2017.</p> <p>This training was developed with support from Hako Women's Collective.</p> <p>The training is 5 days long.</p>
10	Peer educator training	<ul style="list-style-type: none"> <li>• Peer educators</li> </ul>	<p>Training of young WHRDs and male advocates as facilitators/ trainers for the School Based Program.</p> <p>The training is 3 weeks long and followed by a number of follow-up/ in-service trainings to further build skills of peer educators.</p>
11	Male Advocacy training	<ul style="list-style-type: none"> <li>• Men who are candidates to become male advocates</li> <li>• For other NGO, civil society and service providers</li> </ul>	<p>This training is delivered for men, who are selected through the project to become male advocates. The focus of the training is on the roles and responsibilities of male advocates, positive masculinities, working with men and WHRDs, overview of key issues: FSV, gender equality, child abuse, and women's human rights.</p> <p>The training is 5 days long.</p>
12	School Based Program (SBP)	<ul style="list-style-type: none"> <li>• Students</li> <li>• Out of school youth</li> </ul> <p>Note: SBP also engages with parents and teachers in order to create a supportive environment for students to participate.</p>	<p>NCfR, with support of a VSA volunteer, developed a School Based Program that is tailored for the Bougainville context. The purpose of SBP is to change the mindset of the young women, girls, young men and boys (between 13 to 25/35 years of age) through peer education in order to lead to behaviour change towards respectful relationships and responsible sexual and reproductive health (SRH) practices.</p> <p>SBP consists of three modules:</p> <ul style="list-style-type: none"> <li>• Module 1: Who Am I?</li> <li>• Module 2: Sexual and Reproductive Health</li> <li>• Module 3: Leadership</li> </ul>
<p>Note: Depending on the participant profile NCfR trainers adjust the courses and may repeat or include new topics, including material from other training courses (e.g. positive parenting, men's health, leadership, peace-building). While entry level courses for new WHRDs and male advocates generally have a mix of women and men, follow-up trainings are usually delivered separately with the WHRD program delivering to WHRDs and the Men's Hub/Male Advocate Program delivering to male advocates</p>			





