

WOMEN'S ACTION FOR VOICE AND EMPOWERMENT

ENDLINE EVALUATION FINAL REPORT

By Gender Equality and Inclusion Hub.

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ABBREVIATIONS

ALFeLa	Asistencia Legal Ba Feto no Labarik
APWLD	Asia Pacific Forum on Women, Law and Development
BS	Banteay Srei
BWF	Bougainville Women's Federation
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CNRP	Cambodia National Rescue Party
CSO	Civil society organisation
EHFV	Eastern Highlands Family Voice
EPLLG	East Pomio Local Level Government
FOCS	Feminist Organisational Capacity Strengthening
FPAR	Feminist Participatory Action Research
GADC	Gender and Development for Cambodia
GBV	Gender-based violence
GFW	Global Fund for Women
IWDA	International Women's Development Agency
JAP	Joint Advocacy Plan
MEL	Monitoring, evaluation and learning
MP	Member of Parliament
MTR	Mid-Term Reflection

NGO	Non-government organisation
REL	Research, evidence and learning
RF	Rede Feto
SINWF	Solomon Islands National Women's Forum
SWAN	Shan Women's Action Network
ToC	Theory of Change
TOR	Terms of Reference
TSM	Temporary Special Measures
TWO	Ta'ang Women's Organisation
UN	United Nations
Us	United Sisterhood Alliance
VAW	Violence against women
VfC	Voice for Change
WAVE	Women's Action for Voice and Empowerment
WBCA	Wide Bay Conservation Association
WHRD	Women human rights defenders
WIP	Women Initiative Program
WLB	Women's League of Burma
WRAM	Women's Rights Action Movement

The percent of women participating in WAVE's leadership skills interventions who reported increased confidence and new leadership skills increased from 43% at baseline (in 2016) to 78% in 2019, an increase of 81%



Lway Nyay Nway Zin, focal point of Ta'ang Women's Organisation (TWO) This photo was taken during the consultation meeting of all focal points with TWO headquarters and branch office staff, Lashio, Myanmar. Photo by: Harjono Djyobisono

EXECUTIVE SUMMARY

OVERVIEW

Eighteen women's rights organisations in Cambodia, Myanmar, Papua New Guinea, Solomon Islands and Timor Leste, partnered with the International Women's Development Agency (IWDA) to deliver the **Women's Action for Voice and Empowerment** (WAVE) program from 2016 to 2020. WAVE was funded by the Government of the Netherlands. WAVE's goal was to support women's rights organisations in their transformative work to bring about sustainable change towards gender equality. WAVE did this through a program of four interconnected pillars of work. The goals of these pillars were:

PILLAR 1	Individual women's leadership influences political, economic and social decisions
PILLAR 2	Power holders and institutions are responsive to and accountable for women's rights and status
PILLAR 3	A vital, visible and vocal women's movement aggregates and amplifies women's power and priorities
PILLAR 4	Evidence of how change towards gender equality happens informs individuals, institutions and movements.

WAVE partners brought considerable strengths and expertise in implementing program activities in Cambodia, Myanmar, Papua New Guinea, Solomon Islands, and Timor Leste. IWDA supported partners as a donor/ grant maker, an ally, and strategist. IWDA led on the development of tools and resources, convening learning spaces and collective action by partners, driving joint learning and advocacy, and processes contributing to feminist organisational capacity strengthening.

In 2020, IWDA commissioned an independent final endline evaluation of the WAVE program. The purpose was to reflect on the program's relevance, effectiveness, impact and sustainability, with

recommendations for future programming based on lessons learned. The evaluation was designed to enable IWDA and its partners to contribute to both the process and recommendations for improvements in program design, sustainability and practice. The evaluation was undertaken by the Gender Equality and Inclusion Hub, an affiliation of independent consultants and academics with extensive experience in gender equality and international development. The evaluation team brought a feminist, participatory, utilisation-focused evaluation approach to the evaluation, building on the principles outlined in IWDA's Feminist Research Framework.

EVALUATION METHODS

The evaluation used an evaluative framework to assess the relevance, effectiveness, impact and sustainability of the WAVE program. The evaluation was designed just as a global pandemic for a novel coronavirus was declared. The evaluation was conducted in two phases to better allow for flexibility and adaptation to the changing pandemic conditions in each context. The evaluation team prioritised attention to ethical implications, including trauma-informed approaches, and methods to optimise health and safety of evaluation participants. All methods and tools were approved by the Human Research Ethics Committee at the University of Melbourne.

The evaluation team conducted a document review of over 200 program and external documents. Primary data collection included interviews and focus group discussions with WAVE stakeholders. These included WAVE partners, peer organisations and duty bearers, such as government officials, and IWDA staff. In total, 36 interviews and 7 focus group discussions were completed. Two country contexts (Cambodia and Solomon Islands) were selected for a deeper inquiry in consultation with IWDA and the Partner Advisory Group. Local consultant evaluators in WAVE countries conducted remote or in-person interviews and focus groups in three countries. The remainder of interviews and focus

groups were conducted remotely by the evaluation team. A modified outcome harvesting approach was applied to the document review and to the primary data for Pillar 3 outcomes.

Given a duty of care to reduce risks, it was not possible to conduct interviews with program participants in any WAVE location. Much of the data was self-reported by WAVE partners, and, where possible, validated through peers and duty bearers. Program monitoring data was not independently validated by the evaluation team. The WAVE evaluation was designed to assess the broader impact of the program, but was not intended to assess the effectiveness of the individual partner's project activities. Because of the sampling methods, there is variability in the depth and richness of findings, and the breadth, depth and diversity of all partners' work was not fully reflected.

FINDINGS

RELEVANCE

The evaluation found that WAVE's objectives and design were relevant to the needs of women across the five countries. WAVE's design was also relevant to partner organisations, and to international learning about feminist movement building and grant making. WAVE was designed to respond to the under-representation of women in senior leadership in all countries; the barriers to women's full participation in the public sphere; and the high levels of violence against women across the five countries in which it was being implemented.

The program design built on the strength of the partner organisations and the priorities they identified through their extensive experience of working towards gender equality in their diverse contexts; and was underpinned by the long-standing relationships between IWDA and many of the WAVE partners. The evaluation found that WAVE's operational approach of providing sustained, flexible funds to program partners was pivotal in enabling WAVE partners to be responsive to local events (such as elections), and changes in context, such as the unfolding crisis of the novel coronavirus pandemic.

EFFECTIVENESS

WAVE was effective in bringing about changes towards gender equality in all countries of implementation. Key program outcomes are summarised below in relation to each pillar of the WAVE program design.

Pillar 1. Individual Women's Leadership

The evaluation found evidence for stronger women's representation, participation and leadership in political and community contexts. The WAVE program demonstrated that working at the individual level supporting women's skills, capacities, and networks was an effective entry point. Individual women leaders reported that they grew in confidence and capacity to influence formal and informal decision-making spaces. WAVE partners successfully supported women in achieving political leadership positions. WAVE partners' strategies included innovative campaign coaching, training, peer exchange and mentoring models before, during and after successfully contesting for elected office. Women carved out greater visibility and new roles within their political parties and communities. Program monitoring data showed that, in total, more than 6000 women assumed leadership roles from 2016 to June 2020 at local, national and/or regional level. The evaluation found evidence of growing acceptance for women's leadership within some political parties. After WAVE's interventions, political party leaders described women's leadership as a positive strategy for party electoral appeal and outcomes. WAVE contributed to building a pipeline of new leadership in all five WAVE countries, resulting in a cadre of young women stepping into leadership roles.

WAVE recognised that, for women to succeed in leadership, an enabling environment - including family and community support - was needed. WAVE partners actively worked to generate change in attitudes and behaviours of family and communities to support women as legitimate and effective leaders. The evaluation found that the explicit support of family and friends, especially from the men in their lives, was critical. WAVE recognised that gender-based violence was a barrier to women's leadership and women's engagement in public spaces. WAVE partners provided vital

prevention and response services for survivors of violence to nearly 6500 women survivors of violence.

Some lessons emerged. Partners noted significant resistance from many leaders of the political parties, and through specific efforts with these parties, some headway was made. WAVE partners also noticed that some women candidates did not have enough financial capital to support their campaigns. Specific support initiatives were developed to respond to this situation.

One of IWDA's specific contributions to women's leadership outcomes was the support for learning about feminist leadership as a conceptual model and way of operating. This included spaces to focus on greater attention to self-care, collective care and dual and triple burdens of care.

Pillar 2. Power holders and Institutions are responsive to and accountable for women's rights and status

WAVE partners were successful in influencing policy and legislative change at national and sub-national levels, through amplifying women's voices in forums where duty bearers could be held to account. The evaluation found numerous successful examples of WAVE partners' and their alliances' advocacy efforts to mobilise support for the passage of specific national policies. These included policies to ensure prevention and protection of violence against women and trafficking in persons, and greater opportunities for women to stand as candidates in elections, whether at local or national levels. For example, in Timor Leste, WAVE partners worked with other civil society organisations to successfully advocate for amendment of the 2016 Suco Election Law to ensure greater opportunities for women to stand as candidates in village elections. WAVE partners in Papua New Guinea and Solomon Islands pressed for passage of Temporary Special Measures (TSMs) to increase representation of women in different levels of government through reserved seats or candidate quotas.

WAVE partners were effective in utilising international platforms such as the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and other international commitments to press for national governments for

greater accountability. For example, in Cambodia, WAVE partners contributed to the drafting of four shadow reports and submission in person to the CEDAW Committee in Geneva. When the CEDAW Committee's report was issued, there was clear alignment between the Committee's Concluding Observations and the shadow reports submitted.

WAVE partners successfully worked with local duty bearers to concretely improve the circumstances of women in their daily lives. WAVE partners worked with both community representatives and local government leaders such as village chiefs and council members to better articulate and respond to women's needs and redress breaches of women's rights and safety.

Emerging lessons showed that partners valued the advocacy tools provided by IWDA, but that they required adaptation to the realities of local contexts. Some commented that the advocacy work of WAVE should find ways to better build on what communities already have in place. Keys to the success of this Pillar included: (1) the flexible and responsive funding that enabled WAVE partners to realise their individual advocacy priorities; and (2) WAVE's support for convening spaces, which enabled partners to build stronger community and coalition engagement.

Pillar 3. Stronger Women's Movements

The evaluation found evidence that, in general, the women's movements in WAVE countries grew stronger in a number of ways, even as they faced internal and external challenges. The most common movement outcome across the five WAVE countries was an expanded base of critically-conscious women (and men) at the community level. At least 13 of the 18 WAVE partners focused on building critical consciousness and an expanding number of 'woke' women and men in their respective geographies. As described by partners, changing the awareness and mindsets of the people most affected – with greater awareness of how systems of patriarchy reinforce inequity and injustice – is a significant outcome in women's movement strengthening. This achievement was noteworthy especially because of the politically charged environments, difficult-to-access rural areas, and areas affected by armed conflict where WAVE partners operated. By the end of WAVE, there

was evidence that groups of community women had stronger capacity to self-organise and lead collective action on their own behalf.

The evaluation found evidence of expanded movement architecture, with platforms for coordinated learning, and collective advocacy and action among movement members. A few partners described a '*culture of collective action*' that grew in their networks or at the community level during WAVE.

Partners together with IWDA, articulated how their own thinking and practices shifted towards a 'movement mindset' under WAVE. This is significant in demonstrating that WAVE contributed both to 'what' happened, and 'how' change happened. Many WAVE partners suggested that, over the program's lifetime, their understanding and perception shifted regarding what their role in movements should be, and these new ideas influenced changes in their practices. A shift in 'movement mindset' came with a clearer picture of the ecosystem of actors in the movement landscape, and how their own work complemented the work of others. Many partners, including IWDA, named some changes in their thinking about what a feminist approach to social change looks like in practice, including more attention to self and collective care, and paying attention to women's double burden of unpaid work. WAVE partners described their learning and application of a lessons about internal organisational integrity ('getting your own house in order') as a key feminist movement principle.

In most WAVE settings, there was evidence that trust and solidarity among movement actors grew stronger. Perhaps not surprisingly, there was also evidence of tensions in the relationships within some women's movements networks in some contexts.

WAVE's keys to success included the provision of spaces for partners to learn from and with each other about feminist movement strengthening. Women's movements were nurtured by the long-term, flexible financial support available to partners; the technical advice, mentoring, coaching

and tools provided by IWDA, and by partners to each other. When reflecting on group dynamics, some respondents suggested that donor funding to specific organisations can cause ripple effects in the existing relationships of cooperating organisations. WAVE could have benefitted from more attention to the dynamics of the impact of the funding, especially in the planning phases, with more attention to clarifying discrete roles and responsibilities of funded and non-funded groups.

Pillar 4 Research, Evidence and Learning

One of the most impressive of WAVE's outcomes was the increased capacity of women at the community level to conduct their own research, lift up the stories of women's experiences, and use the findings to influence duty bearers on their own behalf. For example, in Cambodia, sex workers and garment factory workers representatives documented their own stories and experiences and brought those to policy discussions, dialogues, and forums. In 2020, sex workers working with WAVE conducted their own research on the effects of COVID-19 on sex workers and presented their findings to duty bearers at the national level, in order to demand responsive policies and support systems that included sex workers. A peer organisation reported that it was a 'powerful study' as it was researched by the people who faced the issues themselves.

In each country, partners implemented their own assessments for the purpose of influencing duty bearers, and to assess lessons and adjust program plans and strategies. Because of these locally-focused activities, programming was based on real-time information and responsive to changing conditions.

Under IWDA's leadership, WAVE undertook three significant regional research projects. These were chosen with input from partners, and included: (1) the Public Perceptions of Women as Political Leaders;¹ (2) the Women's Pathways to Leadership;² and (3) the Movements Research.³ As noted by partners, the research was used for influencing in their local contexts. For example, the research

1 Mulder, S. McDiarmid, T. Vettori, L. (2019). Public Perceptions of Women as Political Leaders. International Women's Development Agency. Melbourne, Australia.

2 IWDA and WAVE Partners, (2020), Women's Pathways to Leadership: Our Pathways, Our Voice. International Women's Development Agency. Melbourne, Australia.

3 Guttenbeil-Likiliki, 'Ofa-Ki-Levuka (2020), Creating Equitable South-North Partnerships: Nurturing the Vā and Voyaging the Audacious Ocean Together. International Women's Development Agency. Melbourne, Australia.

from the Public Perceptions of Women as Political Leaders project was used to persuade government duty bearers about the importance of the TSMs. The multi-country research projects were described as “new learning” by many partners. The value-add was an opportunity to collaborate across national boundaries and learn from peers in other geographic locales. Some partners reported that their skills to operationalise, practice and hone qualitative primary research skills, especially using Feminist Participatory Action Research (FPAR) and focus group discussions, increased. The time and resources needed for multi-country research efforts were originally under-estimated, and the results of the regional research were completed very late in the program.

The evaluation found that the WAVE Monitoring, Evaluation and Learning (MEL) Framework was complex and detailed, with indicators not well aligned to reflect the social change work of WAVE partners. Respondents felt that the WAVE MEL frameworks and tools should have been revised and simplified.

IMPACT

WAVE undertook courageous, creative work in all countries through all partners, often in exceedingly difficult circumstances. The evaluation found evidence that WAVE made contributions to influencing formal policy changes in favour of gender equality across a number of country contexts. The systems of government accountability are stronger. These include measures for quotas for parliamentary seats for women, health, education, legal and protection measures for women and children, and accountability for human rights abuses such as gender-based violence. There is evidence for the strength and vitality of women’s movements. WAVE partners and their constituents – such as rural women, ethnic minorities, mature and young women, garment and sex workers, women experiencing violence and trauma – were and are actively shaping the feminist discourse and movements in their own settings, helping to shape the broader agenda for women’s rights across Asia and Pacific. Perhaps most significantly, the evaluation found that over the lifetime of the program, community members were mobilised to engage in processes of local and national advocacy to influence laws, policies and budgets, as part of larger social movements.

SUSTAINABILITY

There is evidence of sustainable capacities and formal and informal systems and structures in all WAVE countries. Notably, when asked what was most likely to be sustained following the cessation of WAVE, more than half of partners spoke about the increased consciousness, capacity, leadership, confidence and ‘ownership’ of the women at the community level in pressing for transformative gender change. Partners felt this outcome would extend beyond any actions by NGOs or government policies. Respondents also articulated their belief that WAVE’s sustainability rested in the ‘*culture of collective action*’ that grew in their networks or at the community level. In the formal policy sphere, partners in each country gained commitments from policy makers, saw the passage of laws benefiting women, and held national governments subscribed to international mechanisms (such as CEDAW) to account.

Data from the evaluation suggested some limits on program sustainability. There was some evidence of duty bearers reversing commitments made. In a few locations, there was not always sufficient movement architecture in place to be confident that collective action would happen among coalition members. While it is not unusual to find conflict and tension among movement actors, such tensions can limit the sustainability of gains.

WAVE contributed to organisational sustainability of WAVE partners, through stronger strategic planning, programming skills, monitoring and evaluation and finance skills. Partners reported that because of WAVE, they were better able to mobilise resources from other donors, and thus gained organisational sustainability. Program monitoring data showed that, by 2019, 100% of WAVE partners described their capacity as “high” or “very high,” compared with 35% in a 2016 baseline analysis. The evaluation found that WAVE partners demonstrated considerable flexibility and resilience in the situation of the global coronavirus pandemic. Within days, partners issued guidance and support to government offices and humanitarian responders and mobilised their community members to advocate on their own behalf for improved government responses. WAVE partners expressed their appreciation for IWDA’s flexibility and concern during the pandemic.



RECOMMENDATIONS FOR PROGRAM IMPLEMENTERS AND DONORS / GRANT MAKERS

The following recommendations are relevant for two broad audiences: (1) Implementing organisations or groups with goals aligned with WAVE; and (2) International NGOs and donors who fund or support feminist grant making and/or partnership with women's rights organisations and women's movements. The recommendations are drawn from both successes and lessons learned from WAVE. Recommendations specific to IWDA and partners are documented elsewhere.

The evaluation found evidence that WAVE made contributions to influencing formal policy changes in favour of gender equality across a number of country contexts.

RECOMMENDATIONS FOR PROGRAM IMPLEMENTERS

- 1. Building women's leadership:** Programs building women's leadership should provide support and training for feminist leadership as a conceptual model and way of operating, including greater attention to individual and collective self-care and triple burdens of care. While investment in building the skills, capacity and confidence of individual women is important, programs should also provide an enabling environment for women to step into leadership positions.

Support for building networks of peer and family support and an explicit strategy for engagement with men is needed.

For sustainability, build in succession planning for outgoing and retiring individual leaders, and provide a roadmap and support for younger women entering the field.

Expect resistance, backlash and even threats for women stepping into leadership roles; make contingency plans for how to prevent, mitigate and respond to these in program plans.
- 2. Holding Duty Bearers Accountable:** Aim to diversify the collaborating stakeholders in advocacy strategies and plans. Draw on the skills, expertise and specialised knowledge of the diversity of constituency members to ensure the advocacy asks are inclusive of marginalized groups.

Organise spaces for community members – especially marginalised groups – to give input to the agenda setting.
- 3. Strengthening Movements and Movement Mindsets:** Invest in building the critical consciousness and leadership capacity of constituents at the community level. This builds a mass base of movements and ensures sustainability.

When negotiating a common agenda for change, articulate one's own organisation's mandate and values clearly, and ask others to do the same. Clarify and respect the complementary and distinct roles and responsibilities of each actor. Expect personalities and group dynamics to play a role. Set up transparent communication channels that allow for everyone to speak and listen to the group.

Identify safe space mechanisms for discussion of possible tensions and ways to address them. Incorporate opportunities to reflect on and practice models of feminist leadership and feminist organisational principles and processes. Plan for safety, wellness and collective self-care. Discuss how to collectively respond to threats aimed at specific individuals or groups.
- 4. Research and Learning:** Build on existing knowledge and expertise of the community constituency members that are at the centre of the program. Use Feminist Participatory Action Research (FPAR) and other feminist research methods to facilitate knowledge production, and to identify problems and solutions generated by community members themselves.

Ensure that there is a plan for what the research findings will be used for – which individual, institution or group will be targeted, and what information will be most helpful or persuasive. Host shared convening spaces, bringing together a diverse set of stakeholders to enable cross-learning and cross-collaboration.

RECOMMENDATIONS FOR INTERNATIONAL NGOS AND DONORS WITH A COMMITMENT TO FEMINIST GRANT MAKING AND/OR PARTNERSHIP WITH WOMEN'S RIGHTS ORGANISATIONS AND MOVEMENTS

1. **Implement flexible and responsive funding models.** Ensure that budgets can support core office costs, can be modified where necessary, and are aligned to a grantee partner's existing strategy and vision.
2. **Invest in a brokered partnership and shared governance approach with partners.** Prioritise learning from partners' ways of working, tools and processes, with opportunities to lead on knowledge production and share knowledge with others. Prioritise resources for implementing partners to convene spaces to share, reflect on, adapt or design frameworks and tools specific to a locality or context.
3. Where there is an explicit expectation for movement strengthening outcomes, donors and grant makers have a responsibility to prevent and monitor for unintentional outcomes that can damage relationships from their funding choices. **Provide clear, transparent communication about the funding choices, and resource collaborative planning processes. Participatory grant making models should be considered.** Grant makers should prioritise resources that provide opportunities for groups to connect with each other through convenings, networking events, opportunities.
4. To build sustainability of gender-transformative change, **donors should invest in organisations with demonstrated skills in building consciousness, capacity, leadership, confidence and 'ownership' of the community members to press for transformative gender change** in their communities.
5. **Programs with complex gender- transformative change agendas should utilise an iterative and flexible evaluation framework.** This could include an emergent Theory of Change that is adaptable to the changing conditions and learning in programming sites. The evaluation framework should be aligned with progress indicators relevant to the local contexts. Monitoring and learning systems that utilise qualitative data and narrative approaches to monitoring for progress and barriers can be useful in complex change programs.
6. Where there are activists working to promote gender equality, there is likely to be backlash and threats. Overwork and burnout are also likely. **Make specific plans to ensure the safety and well-being of the staff of women's organisations, and ensure resources for increased security, self-care and respite.**
7. **Feminist donors and grant makers should clearly articulate their principles and mandates. They should invest in internal processes to ensure there is broad understanding and application of the principles behind feminist grant making among staff,** to ensure consistent application of those principles in practice.



1.0 INTRODUCTION



Lilly Be'Soer, Voice for Change, PNG

1.1 WAVE PROGRAM DESCRIPTION

From 2016 to 2020, **International Women's Development Agency (IWDA), in partnership with 18 women's rights organisations, collaborated to deliver the Women's Action for Voice and Empowerment (WAVE) program across Cambodia, Myanmar, Papua New Guinea, Solomon Islands, and Timor Leste.**

WAVE was funded by the Government of the Netherlands through the Funding Leadership Opportunities for Women (FLOW) program, with a grant of €14,234,245.

WAVE worked to increase the voice, agency, representation and diversity of women in leadership and movements, striving for gender equality. **WAVE's goal was for women to lead transformative, sustainable change towards gender equality, enabled by strategic feminist engagement.** All WAVE partners worked towards this goal, each with their own implementation strategies. All WAVE partners are established civil society organisations (CSOs) in their own country contexts. Five (BWF, GADC, Rede Feto and WLB, and Us) operated as coordinating bodies for a membership network, federation or alliance of other CSOs. Others, such as EHFV, VfC, Banteay Srei, TWO and ALFeLa offered services for women, including legal, health or psychosocial support for survivors of violence, though some also have other mandates. Other WAVE partners, such as Alola, WBCA, WRAM, SWAN, WIP, Akhaya and Amara focus on promoting women's leadership, though some have broader mandates as well. A complete listing of all WAVE partners and their organisational descriptions can be found in Annex 1.

WAVE partners organisations:

CAMBODIA	Amara, Banteay Srei, Gender and Development for Cambodia (GADC), United Sisterhood Alliance (Us)
MYANMAR	Akhaya Women, Shan Women's Network (SWAN), Ta'ang Women's Organisation (TWO), Women's Initiative Platform (WIP), Women's League of Burma (WLB)
PAPUA NEW GUINEA	Bougainville Women's Federation (BWF), Voice for Change (VfC), Wide Bay Conservation Association (WBCA), Eastern Highlands Family Voice (EHFV)
SOLOMON ISLANDS	Women's Rights Action Network (WRAM), West 'Are'Are Rokotaniken Association (WARA) ⁴
TIMOR LESTE	Asisténsia Legál Ba Feto No Labarik (ALFeLa), Alola Foundation, Rede Feto

⁴ WARA was a research and learning partner, and as such, not a recipient of WAVE funds except for the Women's Leadership Pathways research initiative and engagement in all 3 all-partner workshops.

The WAVE Theory of Change (ToC) outlined four interconnected pillars as strategic areas of engagement and points of entry for the program.⁵ The four pillars of the WAVE Program were:



Pillar 1. Individual women's leadership influences political, economic and social decisions

Pillar 1 focused on developing women leaders and leadership capabilities across generations to ensure that individual women's leadership could influence political, economic and social decisions to be more gender equitable. The assumption in WAVE's ToC was that by supporting women in all their diversities to strengthen their skills and confidence to lead, and encouraging their communities to support them in that leadership, would allow women to access positions of influence in formal politics, as well as civic and business decision-making roles. The ToC also proposed that when barriers to leadership, such as violence, are reduced, women would be better able to participate in society and leadership roles.



Pillar 2. Power holders and institutions are responsive to and accountable for women's rights and status

Pillar 2 focused on generating change to inequitable legal, policy and economic frameworks. WAVE aimed to ensure that power holders and institutions were responsive to and accountable for women's rights and status. The ToC posited that well-planned and targeted advocacy on women's rights issues would support institutional reform processes and would ensure that frameworks supportive of women and gender equality would be more likely to be enacted.

The ToC proposed that monitoring and reporting on governments' performance against their obligations would create an accountability push. This, combined with increased knowledge and willingness of duty bearers to implement policy, budget and legal changes, would enable individual champions to influence policy frameworks and institutions to advance women's rights.



Pillar 3. A vital, visible and vocal women's movement aggregates and amplifies women's power and priorities

Pillar 3 focused on collective action, including emphasis on vital, visible and vocal women's movements aggregating and amplifying women's power and priorities. The ToC proposed that by facilitating and enabling autonomous women's organisations, groups, networks and coalitions to collaborate on common goals and shared objectives, and supporting individual women's organisations to strengthen their capacity to commit and engage, women's movements would be strengthened to effectively engage in strategic national and international forums and push women's agendas and issues.



Pillar 4. Evidence of how change towards gender equality happens informs individuals, institutions and movements

Pillar 4 focused on applying knowledge from women's voice and lived experiences to advocacy and education processes. WAVE aimed to ensure that evidence of how change happens informs and influences individuals, institutions and movements. The ToC posited that the program would be able to apply evidence to ongoing programming and advocacy and inform the broader women's movement on how change happened.

1.2 CONTEXT

The WAVE program was implemented in Asia and the Pacific, a large and diverse region containing two-thirds of the world's poorest people. Women in the region experience marginalisation, and are denied human rights. Women's political representation in the Asia and Pacific region is below the global average. All forms of violence against women and girls are rising to epidemic proportions. It is a region impacted by rising authoritarianism, nationalism, neo-colonialism, and fundamentalisms, with shrinking space for civil society to work.⁶ Though working in heterogeneous contexts, many WAVE partners operated in fragile or (post) conflict-affected settings (FCAS), with all

5 IWDA, WAVE Theory of Change, 2016, <https://iwda.org.au/assets/files/WAVE-Theory-of-Change.pdf>

6 Asia Pacific Civil Society Declaration on Beijing + 25 (2019). Asia Pacific Forum on Women, Law and Development.



Participants in the young women's leadership forum march, Bougainville. Photo by: Harjono Djoyobisono

the inherent risks, threats and challenges in such settings.

In leading the design of WAVE, IWDA, an international women's rights and non-governmental organisation (INGO) based in Australia, brought a 30-year history of efforts to advance the rights of women and girls in the region, and an established relationship with many of the implementing partners of WAVE. IWDA's past programming included women's leadership, women's economic empowerment, women's safety and security, with an emphasis on service delivery and policy advocacy. IWDA brought its publicised core values to WAVE: feminist, accountable, collaborative, and transformative, thus declaring themselves to be feminists working at the intersection between social justice and international development.

Several shifts occurred in the landscape of international development during WAVE, which also

influenced how WAVE's implementation evolved. One was a growing shift in discourse to decolonise international development programming. This included calls to reconceptualise the work of the sector from a frame of vertical hierarchies between 'givers' and receivers', to one of solidarity, marked out by equality and horizontal relationships.⁷ The donor landscape for feminist grassroots programming was also undergoing a shift during the WAVE program. New cross-donor learning collaborations began to explore how to shift power in the philanthropic and development spheres, and how to better resource global South feminist movements. Among grant-makers, discussions focused on the idea of a feminist 'ecosystem of funding' that redistributes resources in more connected, transparent, and impactful ways.⁸ These issues emerged as relevant to the findings of the WAVE program and are reflected in the findings, lessons and recommendations.

7 Clements, M. A., & Sweetman, C. (2020). Introduction: Reimagining International Development.

8 Hessini, L. (2020). Financing for gender equality and women's rights: the role of feminist funds. *Gender & Development*, 28(2), 357-376.

2.0 EVALUATION METHODS



Marcelina Amaral, a lawyer at IWDA partner ALFeLa, being interviewed at her office in Timor-Leste. Photo by Anna E Carline

2.1 EVALUATION SCOPE AND PURPOSE

This evaluation is an independent summative evaluation of the results of the WAVE program implemented in five countries (Cambodia, Myanmar, Papua New Guinea, Solomon Islands and Timor Leste) from 2016-2020. The evaluation, outlined in the terms of reference, was both an accountability and learning exercise for WAVE partners and IWDA to reflect primarily on the program's impact and effectiveness, with recommendations to increase the sustainability of benefits.

The specific objectives for the evaluation were as follows:

1. WAVE partners, including IWDA, better understand the extent to which the program's objectives were achieved, and the enabling factors and barriers which influenced achievement.
2. WAVE partners, including IWDA, can articulate the longer-term impact on individuals, civil society and women's movement(s) and the changes arising from policy and legal reforms.
3. WAVE partners, including IWDA, contribute as possible (given travel and social gathering restrictions due to COVID-19), to joint and individual recommendations for improvements to both strategic design of the program, sustainability and practice.⁹

The evaluation was designed to meet the needs of three different primary audiences: (1) WAVE partners, including IWDA; (2) The Government of the Netherlands and FLOW program staff; (3) Project participants. Secondary audiences included local stakeholders and civil society in Asia, the Pacific and Australia, and grant makers, multilateral agencies and donors related to women's rights and empowerment.

2.2 EVALUATION APPROACH

The GEI Hub evaluation team brought a feminist, participatory, utilisation-focused evaluation approach to the evaluation, building on the principles outlined in IWDA's Feminist Research Framework. The objective of this approach was to ensure that IWDA and the women's rights organisations who are the WAVE partners, felt ownership of the evaluation process and final product, with the intent that stakeholders can use the findings to inform ongoing programming and planning decisions.

The GEI Hub evaluation team used a consultative approach with IWDA and WAVE partners throughout the design and analysis of the evaluation findings. The evaluation team engaged with two key groups at critical moments during the evaluation: (1) the IWDA Endline Reference Group (ERG), and (2) the Endline Partner Advisory Group (PAG). The final evaluation design, findings and recommendations were all strengthened from the critical feedback and suggestions of these group members.

The evaluation was designed in real time just as a global pandemic was being declared. This called for special attention to both the ethical implications, including trauma-informed approaches, and an adaptation of the methods to optimise health and safety of evaluation participants. The evaluation team undertook the following processes to safeguard ethical standards for the evaluation: (1) the minimum duty of care was to do no harm and monitor impact of the pandemic and its concomitant risks and threats on partners and staff.¹⁰ The evaluation team regularly assessed the situation of COVID-19 in WAVE countries: staying in touch with IWDA who liaised with in country program partners; encouraged health/gender guidance for all personnel linked to the evaluation; and adjusted methods and plans as needed. (2) The

⁹ A fourth objective (which was added in the revised TOR), focused on the extent to which women leaders and women's organisations have been included in, and influential upon, national responses to COVID-19, and to what extent WAVE has increased skills/resilience/networks to support this response, was later removed by IWDA as a key objective, although the latter question about how WAVE has increased skills/resilience to support a COVID response, was requested to be included in Phase 2.

¹⁰ <https://www.who.int/blueprint/priority-diseases/key-action/liverecovery-save-of-ethical-standards-for-research-during-public-health-emergencies.pdf?ua=1>; <https://en.unesco.org/news/ethics-research-times-pandemic-covid-19>; <https://reliefweb.int/report/world/what-works-prevent-violence-against-women-and-girls-conflict-and-humanitarian-crisis>

evaluation was divided into two interconnected and iterative phases, better allowing for adaptation to the changing environment country by country, and to shift resources as needed during the pandemic. (3) Given travel restrictions, all international travel was eliminated. The evaluation team utilised virtual meeting spaces with stakeholders for planning and sense-making, using remote participatory tools for engagement and feedback. Local consultants living and working in WAVE countries were engaged to conduct primary data collection. (4) The methods and tools for the second phase, which included primary data collection, were approved by the Human Research Ethics Committee at the University of Melbourne. (5) Written or, where more practical and in line with the ethics protocol, verbal consent was obtained from all respondents who agreed to participate in interviews and focus group discussions.

2.3 EVALUATION FRAMEWORK AND METHODS

Both phases utilised an evaluative framework to assess and document the relevance, effectiveness, impact and sustainability of the WAVE program. The framework and overarching questions are shown in Table 1. Limitations on time, budget and the context of a global pandemic did not allow for the same level of effort in Phase 2 in all WAVE locations. The second phase was therefore designed to allow for validation and triangulation of specific areas of effectiveness, impact and sustainability that were prioritised in consultation with IWDA and the PAG. The selected evaluation foci and intent for Phase 1 and Phase 2 are shown in the right-hand columns in Table 1. The analysis frame in both phases was informed by the WAVE program's ToC, as well as the Gender at Work framework.¹¹ The evaluation relied primarily on qualitative data and analysis, supplemented by relevant quantitative program monitoring data, where available.

¹¹ Rao, Aruna, Joanne Sandler, David Kelleher, and Carol Miller. 2016. "Gender at Work: Theory and Practice for 21st Century Organisations." Routledge, Oxon

Table 1. Evaluation Framework

EFFECTIVENESS	TO WHAT EXTENT WERE THE PROGRAM'S OBJECTIVES ACHIEVED?	PHASE 1 FOCUS	PHASE 2 FOCUS
	A. What progress has been made towards the achievement of the outcomes listed under the four pillars of the WAVE Theory of Change?	All relevant findings	Validation and triangulation of select outcomes under Pillar 2
	B. What were the enabling factors and barriers which influenced achievement?	All relevant findings	Document factors for select outcomes under Pillar 2 and 3
	C. What are the unanticipated outcomes (positive or negative) of the WAVE program?	All relevant findings	Documentation of any unanticipated outcomes under Pillar 2 and 3
IMPACT	To what extent has change occurred in the longer-term impact on individuals, civil society and women's movement(s), and policy and legal reforms, whether anticipated or unanticipated?	All relevant findings	Documentation and validation of data cited in Phase 1, from WAVE partners, peers and duty bearers
SUSTAINABILITY	To what extent has WAVE increased sustainability? To what extent has WAVE increased skills/resilience/networks to support a COVID response?	All relevant findings	Documentation from WAVE partners
RECOMMENDATIONS	What are the joint recommendations to improve the strategic design, sustainability and practice of the program?	Emerging lessons identified for consideration	Overall recommendations based on Phase 1 and 2



Participants of the WAVE Inception Workshop Photo by Gemma Carr

The **first phase of the evaluation** focused on analysing the extensive documentation produced by the WAVE program (by IWDA and partners) over the five years, with additional input from interviews and consultations with IWDA staff. In Phase 1, the GEI Hub evaluation team undertook a meta-analysis of the program documentation, organised to answer the questions in the framework in Table 1, based on a modified outcome harvesting approach. This enabled identification of intended and unanticipated successes, challenges and lessons. The evaluation team reviewed over 200 WAVE documents and conducted five interviews with IWDA program managers and program coordinators.

A review of the academic literature on the contribution of feminist grantmaking to movement building was also completed to contextualise the findings. Findings and emerging lessons were shared with IWDA WAVE program staff and the PAG via a written Phase 1 report. Following a review

of this report, the evaluation team facilitated a virtual sense-making workshop with the PAG and IWDA staff, to provide the opportunity for staff and partners to provide further insights, clarifications and questions. The Phase 1 report was revised and finalised based on this feedback.¹²

The ERG and the PAG provided significant input into the plans and methods for the second phase. These inputs were elicited from virtual discussions and a survey of all partners to prioritise themes and geographic locations. Given the depth and breadth of rich findings from Phase 1, **the second phase of the evaluation**, launched in August, focused on primary data collection to supplement and complement the findings from the first Phase. With input from the ERG and PAG, a few select themes of the overall evaluation framework and questions were selected for focus in Phase 2. These focused primarily on outcomes relevant to Pillars 2 and 3 of the 4 Pillars of WAVE's ToC. These select themes, and their questions, are shown in Table 2, following.

¹² Please contact IWDA for further information or to request a copy of the Phase 1 report.

Table 2. Focused Themes and Questions Prioritised for Phase 2.

THEME 1. POLICY ADVOCACY OUTCOMES

- What were the key policy and legislation outcomes and impact to which WAVE partners contributed?
- Do duty-bearers and peers confirm and validate the outcomes and impact reported by WAVE partners?
- How did WAVE partners contribute to those policy and legislative changes?
- What about the WAVE program helped or hindered the achievements?
- What are the unanticipated outcomes (positive or negative) of the WAVE program?

THEME 2. MOVEMENT STRENGTHENING OUTCOMES

- How do WAVE partners (including IWDA) see themselves in amplifying or participating in movements?
- How have these movement ideas and lessons changed how WAVE partners (including IWDA) implemented their work?
- How did those ideas and ways of working have a contribution to the effectiveness of their efforts in WAVE, or hindered their efforts?
- Which approaches used by the WAVE program planners helped or hindered movement mindset?

THEME 2. SUBSET OF QUESTIONS ON CONSCIOUSNESS BUILDING

- For those partners who worked at the community level to build critical thinking skills for root cause analysis, support community members to analyse the problems they are facing, and then to mobilise people at the community level to take collective action and make collective decisions, what are you most proud of and why?
- For those of you who did not work at the community level like this, what have you learned about this, from your WAVE peers?
- How did IWDA and WAVE support this?

SUSTAINABILITY

- How has your work in WAVE contributed to lasting change in your country?
- How has the sustainability of your own organisation changed because of WAVE?
- Has your organisation responded to the COVID crisis in any way? What was your response? Did the WAVE program change how you might have responded to the crisis if it had happened before WAVE?

The sampling for primary data collection in Phase 2 was designed to answer these questions, in order to supplement and complement the Phase 1 findings. Phase 2 data collection included Key Informant Interviews (KIIs) or Focus Group Discussions (FGDs) with all WAVE partners. In addition, peer organisations and duty bearers were interviewed in two sample country contexts. These two country contexts, Solomon Islands and Cambodia, reflected the WAVE implementation efforts that focused on the themes selected for focus in Phase 2. The sampling frame for primary data collection in both Phase 1 and Phase 2 are shown in Table 3.

Table 3. Sampling Frame for Primary Data Collection in Phase 1 and 2

RESPONDENT GROUPS	NUMBER OF KEY INFORMANT INTERVIEWS IN PHASE 1	NUMBER OF KEY INFORMANT INTERVIEWS IN PHASE 2	NUMBER OF FOCUS GROUP DISCUSSIONS IN PHASE 2
WAVE partner staff in Cambodia		5	2
WAVE partner staff in Myanmar		5	0
WAVE partner staff in Papua New Guinea		2	0
WAVE partner staff in Solomon Islands		3	1
WAVE partner staff in Timor Leste		0	2
Duty Bearers in Cambodia and Solomon Islands		5	0
Peer CSOs in Cambodia and Solomon Islands		7	0
IWDA staff	5	4	2
TOTAL	5	31	7

Data collection methods for Phase 2 included KIIs and FGDs, as well as supplementary document review. All interviews were recorded, with the permission of the respondents. The recordings were transcribed, translated into English (where necessary), and then analysed for content using a qualitative data analysis software. A modified outcome harvesting approach was applied for the data on Pillar 3 outcomes related to movements. Where available and relevant, quantitative data from document review and monitoring data is included. Forty-two percent of the interviews and focus group discussions were conducted remotely by GEI Hub members and 58% were conducted in person by local consultant evaluators in WAVE countries.

2.4 LIMITATIONS

This evaluation took place under the difficult conditions of a global health pandemic which affected all partners, IWDA, the evaluation team, program participants and respondents. The pandemic had a disproportionate impact on women, including on women's workloads, increased exposure to violence, reduced livelihoods income for many, and reduced social safety nets and opportunities to manage stress. All participants, whether evaluators, partners, or key stakeholders, were being pushed to the limit with unprecedented demands on their time and resilience. The pandemic also restricted international travel and affected availability of in-country travel and in-person meetings in many locations, forcing most interactions to be held via virtual electronic meeting platforms.

Conducting a final evaluation in a pandemic required a duty of care lens to reduce risks and adapt to changing conditions. Although the evaluation included primary data collection from WAVE partners, peers and duty bearers in two countries, it was not possible to conduct interviews with women and community members (program participants) in any WAVE location. This was due to ethical considerations and travel restrictions related to the pandemic. Therefore, much of the data was self-reported by WAVE partners, and where possible, validated through peers and duty bearers.

Because of the pandemic, there was a delay in launching primary data collection. By the time global pandemic conditions permitted it, there was limited time for primary data collection, analysis and sensemaking.

The WAVE evaluation was designed to assess the broader impact of the program, but was not intended to assess the effectiveness of the individual partner's project activities. Few partner project-level evaluations were conducted during WAVE and thus project-level evaluation data available to the program evaluation were limited. Program efficiency was not included in the scope for the program evaluation.

Budget and time limitations prevented equal engagement with all partners. The breadth, depth and diversity of all partners' work was not able to be fully reflected. Although the evaluation team included all partners in the evaluation, the deliberate sampling and enquiry strategy in Phase 2 resulted in greater depth of qualitative data reflecting the work of some partners more than others. Because of this, there is variability in the depth and richness of findings in certain sections of the report. For example, there are more quotes from respondents in the sections of the findings that were selected for primary data collection. The report reflects more respondents' voices in the findings for Pillars 2 and 3, than in Pillars 1 and 4.

The evaluation found evidence that WAVE made contributions to influencing formal policy changes in favour of gender equality across a number of country contexts.

3.0 KEY FINDINGS



Eng Chandy, Advocacy and Networking Manager, GADC, Cambodia.
Photo by: Harjono Djoyobisono

3.1 RELEVANCE

WAVE's objectives and design were relevant to the needs of women in the five country contexts of program implementation, to those of the partner organisations, and to international learning about feminist grantmaking

Women across the five WAVE countries face common challenges including under-representation of women in senior leadership in all countries; the barriers to women's full participation in the public sphere; and the high levels of violence against women across the five countries in which it was being implemented. WAVE's theory of change and four pillars was designed to effectively address these challenges.

The program design built on the strength of the partner organisations and the priorities they identified through their extensive experience of working towards gender equality in their diverse contexts; and was underpinned by the long-standing relationships between IWDA and many of the WAVE partners. The evaluation found that WAVE's operational approach of providing sustained, flexible funds to program partners was pivotal in enabling WAVE partners to be responsive to local events (such as elections), and changes in context, such as the unfolding crisis of the novel coronavirus pandemic.

WAVE convened spaces for collective learning and developed and shared knowledge products which have contributed to the broader discourse on feminist grantmaking.

In this report, "relevance" is defined as: *"the extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner needs, policies, and priorities, and continue to do so if circumstances change."*¹³

In this section, the evaluation team drew primarily on WAVE documentation and data and information from external reports and papers. Relevance was not a theme prioritised for Phase 2 primary data collection, but some partners' spontaneous comments on relevance also contributed to the findings in this section.

The evaluation found that WAVE's objectives and design were relevant to the needs of women in the five country contexts of program implementation, to those of the partner organisations, and to international learning about feminist grantmaking.

Women in Cambodia, Myanmar, Papua New Guinea, Solomon Islands and Timor-Leste live and work in highly heterogeneous circumstances. However, women in these five countries face common challenges including under-representation in political leadership (for example, in the 2017 Papua New Guinea national elections just over 5% of candidates running for parliament and no women were elected); gender norms that create barriers to women's full participation in and knowledge about democratic processes, and undermine their confidence and ability to participate in the public sphere; and high levels of violence against women, with the prevalence of intimate partner in Papua New Guinea (58%), Timor-Leste (59%), and Solomon Islands (64%) being amongst the highest in the world.¹⁴

13 The definition of relevance is taken from the Better Criteria for Better Evaluation guide from OECD/DAD. The guide was downloaded from the OECD website: <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

14 Figures are for most recent national measures of lifetime prevalence of intimate partner violence, though there is international consensus that prevalence estimates based on survey data may underestimate the actual level of violence against women. Source UNFPA (2020). Women who experience intimate partner violence, 2000-2020: UNFPA Regional snapshot 2020 of Asia and the Pacific Region. https://asiapacific.unfpa.org/sites/default/files/resource-pdf/knownvawdata_regional_vaw_map_july_29_2020_final.pdf

The four pillars of the WAVE program were designed to respond to these common experiences and to be relevant to the needs of women across the diverse contexts in which the program is being implemented. The WAVE program design was underpinned by an in-depth understanding of women's experiences and needs in the countries of implementation, based on prior work undertaken by IWDA in all countries.

The long-standing relationships between IWDA and many of its partners, characterised by high levels of trust, have contributed to ensuring that the WAVE program was relevant to partner organisations from the start.

"At the annual partners' meeting, we actually come up with a list of things that we want them [IWDA] to help us with. And they actually follow upon that and they help us with, so the relationship is quite good. When we tell them this is a need, then they follow upon it and they act on it. And we continue to learn from the relationship." WAVE partner

To optimise ownership, the initial program design was jointly developed with program partner organisations, with the four pillars reflecting partner organisations' priorities. Following an initial scoping of partner capability in the first year of the program, strategies were developed by partner organisations working with IWDA program managers to support the strengthening of operations and programming. Through annual reports, and at the all-partner workshops, **partners consistently documented that they became stronger organisations over the life of the WAVE program.**

The evaluation also found that **WAVE's operational approach of providing sustained, flexible funds to program partners over a five-year period was pivotal in enabling program partners to be responsive to local events** (such as elections) **and changes in local context** (such as emergent opportunities for targeted advocacy, or the need to respond to the COVID-19 pandemic). In 2019, 13 out of 18 partners (72%) noted in monitoring reports that they organised rapid responses to emergent issues or threats to women's rights. This is a substantial increase from no partners reporting this in 2016, and only one doing so in 2018. In part this reflects that the highly flexible funds provided by WAVE enabled partners to provide relevant and timely responses to urgent emergent needs. All partners reported having to respond in some way to the rapidly changing context associated with COVID-19 and felt supported to do so.

"IWDA is a very understanding donor, they fully get our situation during a global pandemic, they let us revise our workplan, budget plan, which is very much appreciated. They are quite flexible" WAVE partner

Finally, the **WAVE program offered spaces for collective learning, and developed and shared numerous knowledge products**, such as frameworks, tools and research reports, which were reported to be relevant and valuable to the partners' programming efforts.

3.2 EFFECTIVENESS

The evaluation found that program outcomes have been significant in both scale and depth.

Under **Pillar 1**, women leaders have grown their political confidence and ability to influence decision-making spaces (both formal and informal) and are carving out greater visibility within their parties and constituencies, and communities. WAVE partners have successfully increased the number of women achieving political leadership positions through innovative campaign coaching, training and mentoring models. Women leaders are in turn demonstrating their capabilities and practicing a feminist leadership based on an inclusive approach. Women leaders own knowledge, capacity and confidence is enabling them to access the legal provisions, spaces and opportunities available to them. WAVE partners have taken an intergenerational approach to women's leadership through building young women's leadership potential at the grassroots-level. WAVE partners have worked to increase enabling factors for women's leadership and generated support at the household and community-level for women to be perceived as equally legitimate and effective leaders as men. WAVE took an integrated approach on both prevention and response to violence against women and girls, as well as supporting male advocates for transformative social norms change.

Under **Pillar 2**, WAVE partners were successful in influencing policy and legislative change at national and sub-national levels, through amplifying women's voices in forums where duty bearers could be held to account. Successes have included: policy and legislative reform endorsement of TSMs at Provincial Assembly level, amendments to laws on prevention of violence against women, introduction of laws on prevention of human trafficking, and amendments to decentralisation laws to ensure women's leadership. WAVE partners were effective in utilising international platforms such as the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and other international commitments to press for national governments for greater accountability. WAVE partners successfully worked with local duty bearers to concretely improve the circumstances of women in their daily lives – working with both community representatives and local government leaders such as village chiefs and council members to better articulate and respond to women's needs and redress breaches of women's rights and safety.

Under **Pillar 3**, women's movements in WAVE countries grew stronger, even as they faced internal and external challenges. WAVE resulted in an expanded base of critically-conscious women (and men) at the community level capable of self-organising and leading collective action on their own behalf. Changing the awareness and mindsets of the people most affected – with greater awareness of how systems of patriarchy reinforce inequity and injustice – is a significant outcome in women's movement strengthening and especially noteworthy given the politically charged environments, difficult-to-access rural areas, and areas affected by armed conflict where WAVE partners operated. Partners together with IWDA, articulated how their own thinking and practices shifted towards a 'movement mindset' under WAVE. This is significant in demonstrating that WAVE contributed both to 'what' happened, and 'how' change happened. Many WAVE partners suggested that, over the program's lifetime, their understanding and perception shifted regarding what their role in movements should be, and these new ideas influenced changes in their practices. In most WAVE settings, there was evidence that trust and solidarity among movement actors grew stronger. Perhaps not surprisingly, there was also evidence of tensions in the relationships within some women's movements networks in some contexts.

Under **Pillar 4**, there was evidence of increased capacity of women at the community level to conduct their own research, lift up the stories of women's experiences, and use the findings to influence duty bearers on their own behalf. Under IWDA's leadership, WAVE undertook three significant regional research projects. These were chosen with input from partners, and included: (1) the Public Perceptions of Women as Political Leaders; (2) the Women's Pathways to Leadership; and (3) the Movements Research. The research was used by partners for the purpose of influencing duty bearers, and to assess lessons and adjust programme plans and strategies. Partners reported that their skills to operationalise, practice and hone qualitative primary research skills, especially using FPAR approaches increased.

This evaluation defines 'effectiveness' as: the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.¹⁵ The findings in this section highlight achievement of outcomes relevant to the Evaluation Framework Question 1: What progress has been made towards the achievement of the outcomes listed under the four pillars of the WAVE Theory of Change?, and, where relevant, question 3: What are the unanticipated outcomes (positive or negative) of the WAVE program? In this section, the evaluation team drew on WAVE documentation and data and primary data from WAVE partners, staff, peer organisations and duty bearers.

The effectiveness findings from the WAVE Endline Evaluation are presented in four sections, aligned with WAVE's four Pillars in the ToC. The findings are presented under broad categories of outcomes. Unanticipated findings that emerged, beyond or outside of the expected outcomes of the TOC of WAVE, are highlighted within each of the four Pillars. Specific case examples of outcomes and the contribution of WAVE partners to those outcomes highlighted in text boxes throughout the section. Where relevant, illustrative quotes from evaluation respondents are shown in italics.

3.2.1 PILLAR 1. INDIVIDUAL WOMEN'S LEADERSHIP

In this sub-section, the findings are primarily drawn from program document review, including program monitoring data.

The evaluation found evidence for **stronger women's representation, participation and leadership in political spheres, and that individual women's leadership has influenced political, economic and social decisions in their local and national contexts**. WAVE monitoring data show that the number of women who were able to access training and other support services to enable them to participate in governance or other decision-making processes at community and/or sub national level grew each year from WAVE's launch in 2016. By mid-way through 2020, the total number was 26,744.¹⁶

Individual women leaders grew in confidence and capacity to influence formal and informal decision-making spaces and carved out greater visibility within their political parties and constituencies, and communities. An example of this outcome from Papua New Guinea is shown in Box 1.

¹⁵ The definition of effectiveness is taken from the Better Criteria for Better Evaluation guide from OECD/DAD. The guide was downloaded from the OECD website: <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

¹⁶ Program monitoring data have been provided by IWDA from aggregated self-reported data collated from partners each year. It relies on voluntary self-reporting and was not verified by the evaluation team.

BOX 1. WOMEN'S POLITICAL LEADERSHIP IN PAPUA NEW GUINEA

WAVE supported EHFV and WBCA to continue their work in shifting attitudes on women's leadership and build the skills and confidence of individual women. In 2019 they provided campaign leadership and advocacy skills training to individual women candidates in the Local Level Government Elections. Three women ran for office in elections in East Pomio District (the first-time women have ever contested in this district) and five in Eastern Highlands. As a result of their campaigns, two women in Eastern Highlands were nominated as District Assembly representatives, and one woman in East Pomio District was nominated as the women's representative to Local Level Government. This is a significant outcome, given the entrenched cultural norms preventing women from standing for elections in Papua New Guinea.

According to WAVE program monitoring data, the percent of women participating in WAVE's leadership skills interventions who reported increased confidence and new leadership skills increased from 43% at baseline (in 2016) to 78% in 2019, an increase of 81%.¹⁷

WAVE contributed to **building a pipeline of new leadership in all five WAVE countries, resulting in a cadre of young women leaders stepping into leadership roles.** WAVE partners successfully increased the number of women running for and also achieving political leadership positions through innovative campaign coaching, training and mentoring models that support both women candidates and established women leaders.

One WAVE partner noted:

"Advocating alone will not work without helping these women be ready to take up

this position, because there's so many challenges for women to be part of politics, to be active in the political party. Whenever we talk with the political party leaders, of course, a majority of them are male. They [the men] would say that, 'we always encourage women to joining counterparts, but they are not ready...' So, I think we are here training women, nurturing them, helping them, coaching them, continuing to keep our support. We tell the women: 'We will be backing you up, we are with you.'

WAVE partner

The evaluation found evidence of growing acceptance for their leadership within women's political parties. **Political parties began to show signs of valuing women's representation and leadership, and also describing women's leadership as a positive strategy for party electoral appeal and outcomes.**

"Before we have to do advocacy with the political parties many times and the first time, they would not accept training and did not want to change their constitution and to amend their policy. So, we met with them again and talked about the leadership role for women in their party and that if they give opportunity to women in their party, and how the community people will support them and local people will believe them.

Also, we also explained to them, when you look at community people in your area, most of them are women and if you want women to vote, you have to change your policy and you have to give opportunity to the women and then you can convince the community people. And they said ok, but they don't know how to amend their policy and how to amend the Constitution, so we give two times political training to them. After that they do a workshop and last year, they changed their policy and changed their Party Constitution. And now we have many women candidates." WAVE partner

17 IATI indicator 1.1. Program monitoring data has been provided by IWDA from aggregated self-reported data collated from partners each year. It relies on voluntary self-reporting and was not verified by the evaluation team.



WAVE supported young women to step into leadership roles

Lway Nyay Nway Zin, focal point of Ta'ang Women's Organisation (TWO) This photo was taken during the consultation meeting of all focal points with TWO headquarters and branch office staff, Lashio, Myanmar. Photo by: Harjono Djoyobisono

Boxes 2 and 3 highlight examples of women's political leadership support models and outcomes in Cambodia and Myanmar.

BOX 2. WOMEN'S POLITICAL LEADERSHIP IN CAMBODIA

In Cambodia, Amara, Banteay Srei and GADC supported women candidates running for elected office at sub-national levels through a range of coaching and training programs. For example, in 2017, prior to the Commune Council (sub-national) elections, WAVE partner Amara delivered a pilot initiative which provided non-partisan, financial campaign support to women candidates from Cambodia's two major political parties. This initiative responded to a key concern for women candidates regarding the lack of campaign financing, recognised as a significant barrier to women's contesting for elected office. The women candidates received a small cash grant of USD125 to support them with the costs associated with running an electoral campaign, such as travel to villages, campaign clothing, phone credit and personal meals. Results from the pilot initiative indicate that the cash grant enabled women to travel to further away villages as part of their campaign, extending their reach, and supported them with daily expenses that they otherwise would take from their family budget. Moreover, women reported they felt more confident to stand for election with the extra backing of this financial support.

WAVE's 2017 Annual Report to the Netherlands Government reported that in the June 2017 sub-national elections at Commune Council levels, in the provinces where WAVE partners provided support to 247 women candidates, 107, or 43%, achieved elected office.¹⁸

BOX 3. LONG-TERM CAMPAIGN COACHING MODEL FOR WOMEN CANDIDATES IN MYANMAR

In Myanmar, WIP developed an innovative non-partisan campaign coaching model supporting women from ethnic minority groups to be better placed for party preselection and election. WIP trained a pool of campaign coaches and then paired each coach with a prospective candidate (from the same party) for individualised, support over a period of two years. Together the coaches and prospective candidates developed a long-term campaign strategy. Women candidates reported that their personal resilience increased as a result of having a consistent ally as a campaign coach. This campaign coaching model is thought to be the first of its kind in Myanmar. WIP has noted an increase in demand from the political parties for WIP's women's leadership training programs, and initiated discussions within parties on the need to adopt 30% women's leadership quotas.

Other WAVE partners made significant achievements as well: WAVE partner SWAN advocated for quotas as well, and in 2019 the large Shan National League for Democracy committed to a minimum 30% women in leadership positions and in candidate pre-selection. In the 2020 general election, the party preselected close to 30% women, a milestone for Myanmar.

18 It was out of scope of this evaluation to independently verify this data or evaluate contribution of IWDA to these outcomes.

Program data showed that the total reported number of women assuming leadership roles from 2016 - June 2020 at local, national and/or regional level is 6303.¹⁹

For women who achieve elected office, it is essential that they are supported to remain there and do well as leaders. WAVE's *Women's Political Leadership Strategy* prioritised support to women throughout the electoral cycles. In line with the strategy,

WAVE partners provided ongoing support to women leaders - including skills building; peer exchanges and mentoring; leaders' forums and networks - to ensure they were supported.

Program monitoring data showed that, by 2020, 90% of women candidates involved in WAVE partners' political leadership capacity building initiatives reported that they had increased skills, networks or support base to run for elections at local or national levels, compared to 56% at baseline.²⁰

WAVE partners also enabled elected women leaders to learn about and reflect on issues relevant to women at the community level. Box 4 highlights the outcomes of such a model by WAVE partner Akhaya in Myanmar.

WAVE partners took an intergenerational approach to women's leadership. Partners built young women's leadership potential at the grassroots-level (often in spaces which marginalise women and young people's voices) and encouraged and supported them to own and drive the process of self and social transformation. Box 5 highlights an example of young women's leadership in Papua New Guinea.

WAVE recognised that for women to succeed in leadership, an enabling environment - including family and community support - was needed.

WAVE partners actively worked to generate change in attitudes and behaviours of family and communities to support women as legitimate and effective leaders. Several WAVE partners launched initiatives part-way through the program to engage male advocates for support for women leaders and to influence change in social norms to prevent violence against women and girls. See Box 6 for an example from Timor Leste.

BOX 4. ELECTED WOMEN LEADERS ARE PUBLICLY SUPPORTING AND INFLUENCING WOMEN'S RIGHTS ISSUES IN MYANMAR

Akhaya in partnership with IWDA, implemented a unique political exchange and mentoring program for women Members of Parliament (MPs), which provided continued capacity development support and peer exchanges to build on women's leadership skills. Akhaya's structured mentoring program matched mentee Myanmar women MPs to mentor Australian MPs and former MPs who shared a commitment to promoting gender equality. The Myanmar MPs were from different political parties and diverse ethnic groups, promoting important cross-party engagement. In October 2019, the second cohort of six women MPs from Myanmar visited Australia. After the week-long visit to Australia, Myanmar MP Daw Lwi Sar from the National League for Democracy noted that the exchange had "transformed her mind." The participating MPs were subsequently instrumental in supporting gender equality policy initiatives. They actively partnered with the Myanmar women's movement in order to advocate for progressive policy reform, including promoting the passage of a comprehensive Prevention of Violence Against Women Bill. With technical support from Akhaya, the MPs also held International Women's Day events in their constituencies for the first time, and also led gender-sensitive COVID-19 responses.

19 Data provided by IWDA. This is self-reported data collected by IWDA for all projects. The quality/accuracy of the data may be variable and has not been independently verified by the evaluation team.

20 IATI Data, Indicator Output 1.1, This data was provided by IWDA from aggregated self-reported data collated from partners each year. It was not independently verified by the evaluation team.

BOX 5. YOUNG WOMEN'S LEADERSHIP IN PAPUA NEW GUINEA

In the province of Jiwaka, Papua New Guinea, Voice for Change (VfC) hosted the first Jiwaka Young Women's Leadership Forum, with almost 200 participants, to encourage young women to become active in and lead women's rights issues in their communities. VfC hosted, developed and delivered a program to train and mentor young women aged 18-35 as the next generation of women activists committed to women's rights and ending gender-based violence. VfC staff trained ward counsellors on the Local Level Government Act and advocated for young women to be on the Ward Development Committee. After completing VfC's Young Women's Leadership Program, 7 of the 44 alumnae went on to become the first young women to be appointed to their 7 local Ward Development Committees by their Ward Councillors in early 2020. This is the first time that young women have been represented in local government decision making bodies.

BOX 6. BUILDING AN ENABLING ENVIRONMENT FOR WOMEN'S LEADERSHIP IN TIMOR LESTE

In Timor Leste, Alola worked to support potential women candidates through social norms change at the household-level. In the leadup to the local-level elections in 2016/17 Alola worked with male family members, especially husbands, of those women who wished to stand for election to ensure support and commitment within the household. Alola field officers undertook significant face-to-face advocacy with male family members of potential women candidates, to explain the importance and value of women's leadership as well as working to address specific family concerns. Although only ten women (from a cohort of 55) were elected to office, Alola highlights this as an effective strategy and significant outcome because, 'many of the women candidates, even though they did not win, the support within their families has changed and grown so much, that now they still wish to stand for election next time and in the meantime, they are committed to remaining active on community issues that affect women'.

In addition to engaging with male advocates, WAVE partners provided vital prevention and response services for survivors of violence. WAVE partners supported safehouses for women; providing information, training and ongoing support for women survivors to pursue safety and justice; and established networks of community members and

service providers to respond to gender-based violence (GBV). The cumulative number of women survivors of violence receiving services such as counselling from WAVE partners during the program was nearly 6500.²¹ An example of this can be found in Box 10 in the following section.

21 A number of WAVE partners such as VfC, EHFV and TWO provide services directly to female survivors of violence including counselling services. This data has been provided by IWDA from aggregated self-reported data collated from partners each six months. It was not independently verified by the evaluation team.

3.2.2 PILLAR 2. POWER HOLDERS ARE ACCOUNTABLE TO WOMEN

The findings in this sub-section are drawn from program document review and interviews and focus group discussions with WAVE partner staff in all 5 countries, and from duty bearers and peers in two countries (Cambodia and Solomon Islands).

As women's rights organisations face closing civil spaces and increased pushback against human rights and feminist agendas, a strategic and transformative advocacy response to ensure that power holders are accountable to women is more critical than ever. Advocacy in the WAVE program was guided by the WAVE Advocacy Framework, taking many forms and occurring at local, sub-national, national, regional and international levels.²²

WAVE's Theory of Change proposed that coordinated and targeted advocacy will lead to policy and legislative reform and shifts in harmful gender norms. The ToC proposed that monitoring and reporting on governments' performance against their obligations would create an accountability push. This, combined with work to increase duty bearers' knowledge of, and willingness to implement key changes, would enable individual champions to influence policy frameworks and institutions to advance women's rights.

The evaluation found that **the WAVE partners brought considerable strengths in advocacy to the program.** WAVE partners had experience working to advocate for legal reform, for advocating to protect women's rights, and for services for women, particularly women experiencing violence. IWDA supported partners as an ally and strategist, in developing advocacy tools and resources, and in convening partners for collective learning and action.

IWDA supported WAVE partner organisations to realise their individual advocacy priorities. This involved strategic support for partners' advocacy efforts at local, sub-national and national levels, as well as support for WAVE partner organisations' participation in local coalitions. Support was flexible and responsive to partner needs and changing contexts. The growth in advocacy activities over the life of the program was marked. Monitoring data showed that in 2016, there were seven instances of partners undertaking individual or joint advocacy activities; in 2019, there were 58 examples of dedicated advocacy activities, including for the introduction of legislation or for the improved implementation of laws, policies, programs and gender responsive budgets.²³

IWDA also supported work across partners in response to shared goals. This included through **convening spaces where WAVE partners could come together to learn from each other about different advocacy approaches, and prepare for joint advocacy work.** Program monitoring data showed that, by the end of the WAVE program, 38 learning and sharing connections had been facilitated across and within countries.²⁴ Joint advocacy work across partners was coordinated through advocacy action plans, and supported by enabling partners to collectively act in national and international forums. This included a joint advocacy campaign on women's leadership, *Our Voice*, between 2018-2020.

WAVE supported both **country specific and three significant regional research projects, working with partners to develop their skills in feminist research approaches** and their ability to use the evidence generated to underpin advocacy. See section 3.2.4 for further detail.

22 IWDA. 2017. Women's Action for Voice and Empowerment (WAVE) Advocacy Framework.

23 IATI Data, Indicator b, The target for this indicator was to complete 45 cases of individual or joint advocacy to support local, national, regional or international policy change by Dec 2020. This data was provided by IWDA from aggregated self-reported data collated from partners annually. It was not independently verified by the evaluation team.

24 IATI Data, Indicator Output 3.1 The program's target to implement 32 learning and sharing connections across and within target countries was surpassed by 2019. This data has been provided by IWDA from aggregated self-reported data collated from partners. It was not independently verified by the evaluation team.



Other support to partners included **provision of advocacy campaign materials and of technical assistance**. Technical assistance included delivery of advocacy planning workshops, and working with partners to develop tools and resources including *Plan Your Power*,²⁵ a comprehensive toolkit for women's rights advocacy planning. Many of the tools and exercises in *Plan Your Power* emerged from activities undertaken across the life of WAVE.

The evaluation found that the **WAVE program amplified women's voices in national, regional and international forums where duty bearers are held to account**. This was particularly the case in relation to the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and other international commitments (such as those in relation to the Beijing Platform for Action (B+25) and the Sustainable Development Goals).

"GADC has so far been very active to participate in this process [development of a CEDAW shadow report], even to attend the meeting with CEDAW committee in Geneva. Through that activity, we managed to push the government to fulfill their obligation to the convention. If we did not submit the shadow report, the government would hardly take it seriously.

Since then, we are still working together to get the government alerted about their obligation to promote gender equality. I've observed that the government has been paying more attention to their report submitted to the CEDAW Committee. The immediate impact from this was that the recommendations from CSOs were included in the concluding recommendations from the CEDAW Committee." Peer organisation

25 Accessible at <https://iwda.org.au/resource/plan-your-power-toolkit/>

Boxes 7 and 8 highlight case examples of the WAVE program amplifying women's voices in diverse forums where duty bearers are held to account.

BOX 7: A NEW ALLIANCE FOR ADVOCACY ON CEDAW IN MYANMAR

In Myanmar, WAVE contributed to the formation of the ground-breaking CEDAW Alliance in 2016. This was the first mechanism in Myanmar to formally unite the country's four national women's rights networks for joint policy advocacy, including WAVE partner WLB. In an environment of shrinking space for advocacy in Myanmar, this is a remarkable achievement. The Alliance continues to undertake advocacy about Myanmar's CEDAW commitments across the country's states and regions. The CEDAW Alliance and WAVE partner Akhaya played a central role in advocating to the Myanmar government for amendments to the Prevention and Protection of Violence Against Women Bill to ensure its compliance with CEDAW.

BOX 8: BRINGING DIVERSE CAMBODIAN WOMEN'S VOICES TO GENEVA

In 2019, WAVE partners GADC, Us and Banteay Srei contributed to and submitted four NGO shadow reports to the CEDAW Committee and attended the 74th Session of the Committee in Geneva. Partners worked with their constituents to ensure they understood the CEDAW process and could identify their priorities which could then be shared with the Committee. Partners presented to the Committee, sharing key advocacy messages from diverse Cambodian women, including about women's leadership, gender responsive budgeting, the labour violations, exploitation and violence experienced by garment workers and sex workers, and about the impact of predatory loans on rural women. Together, WAVE partners and allies called on the Committee to hold the Royal Government of Cambodia accountable for its gender equality commitments. There was clear alignment between the Committee's Concluding Observations and the shadow reports submitted.

In Cambodia, WAVE joined with other organisations to provide technical support for partner organisations GADC, Us and Banteay Srei to undertake joint advocacy at the international level, and to present their priorities for action at the 74th Session of the CEDAW Committee in Geneva. During the WAVE Evaluation this was described by an IWDA staff member as “an example of where the whole is greater than the sum of the parts. It was the WAVE partners who collectively did that.” See Box 8, below. Peer organisations also noted that the CEDAW work has increased the government’s recognition of WAVE partners in Cambodia.

The Cambodian WAVE partners’ work to ensure the diverse perspectives of their constituents were heard had ongoing benefits, with women having a better understanding of their rights and increased confidence to speak out about them in national forums:

“United Sisterhood Alliance developed their shadow report through workshops with their members. And the members through that process, gained such an understanding of CEDAW that they’ve been able to talk to the government in a sex workers forum last year, for example. And really just be very clear on what the human rights violations that they’re facing are.” IWDA Staff

In the 40 years since CEDAW was adopted, the Government of Papua New Guinea has submitted only one report to the United Nations. In 2019, WAVE partners in Papua New Guinea came together to build capacity to use CEDAW as an advocacy tool, engaging with key stakeholders to strengthen the country’s engagement with CEDAW processes and to ensure that (in particular) rural women’s voices and experiences are heard.

WAVE partners released a joint statement (with an additional civil society organisation) in local newspapers calling for the government to report to the CEDAW Committee, which would then enable it to be held accountable for its commitments and responsibilities to Papua New Guinean women.²⁶

WAVE has clearly amplified partners’ voices in international forums (particularly those associated with the CEDAW Committee, B+25 and the Commission on the Status of Women). Some partners see opportunities for IWDA to further bridge the gap between national organisations and international advocacy networks, particularly where there are limits to women’s freedom to safely speak out within their own countries. As one partner highlighted, pressure from the international community can be highly effective in influencing change in settings where local women’s rights organisations are actively suppressed; in such instances there is potential for IWDA to do more at the international level on partners’ behalf, if this is done in close consultation with those partners to monitor any unintended negative effects of such international lobbying.

“To make a change in a country level you have to be strategic, through to the international level and then you need the pressure through them. So, they [the government] listen to the international [voices], you know... We tried to advocate in our national level. But we don’t have much of a platform or entry point to the region or international level... We saw then, if some of the international community given them pressure - so suddenly they take action” WAVE partner

26 2019 WAVE annual report (p.13) <https://iwda.org.au/assets/files/WAVE-Annual-Report-2019.pdf> and also described here: <https://iwda.org.au/wave-png-civil-society-calls-for-cedaw-report/>

The evaluation also found that **WAVE partners have been particularly successful in influencing policy and legislative change at national and sub-national levels.** This has been particularly evident in relation to TSMs to increase representation of women in different levels of government through reserved seats or candidate quotas. Box 9 provides an example from the Solomon Islands.

Duty bearers and peer organisations in Solomon Islands confirmed the central role of WRAM in engaging communities in support of the TSM campaign in the country:

"I really have to commend WRAM because I think WRAM is able to mobilize these groups. If there is an important meeting, WRAM calls and they attend so you can sense that there is a lot of interest and commitment here"
Duty bearer, Solomon Islands

"How I see WAVE is that they have helped us in this area, because the Ministry is least budgeted in the whole Solomon Islands government. The WAVE project has helped us when we were lacking not only in funds but also in resources. When we go to the provinces, we do not go by ourselves, the WRAM staff also come along. They are a big support"
Peer organisation, Solomon Islands

BOX 9: ENDORSEMENT OF TEMPORARY SPECIAL MEASURES IN SOLOMON ISLANDS

Women's political representation in Solomon Islands, at both the national and provincial levels, is extremely low. Since the country gained independence in 1978, only four women have been elected as members of the National Parliament and only ten women have been elected to the Provincial Assemblies. WAVE partner organisation WRAM conducted research about public perceptions of women as political leaders,²⁷ with almost 1000 respondents from across three provinces, finding clear evidence of community support for women's leadership. WRAM used this evidence to counter arguments to exclude women from political leadership, lobbying provincial governments to increase women's representation in Provincial Assemblies. WRAM's efforts directly contributed to six of nine Provincial Government Assemblies committing to TSMs. WRAM continues to work with the government nationally to petition for reform of the Provincial Government Act (which will be to enshrine TSMs in legislation). The endorsement of TSMs on a provincial level is a major step forward in Solomon Islands.

27 WRAM & IWDA. 2019. Public Perceptions of Women as Political Leaders: Views on Women's Leadership and Temporary Special Measures in Solomon Islands.

In Papua New Guinea, WAVE partners developed a joint submission for the Constitutional and Law Reform Commission review of electoral laws advocating for TSMs at both the national and local level. Partners subsequently undertook advocacy about TSMs with local duty bearers and peer organisations in four different provinces.²⁸

In Timor Leste, WAVE partner Rede Feto (a national network of women's organisations) including WAVE partners (Alola and ALFeLa), worked with other civil society organisations to successfully advocate for amendment of the 2016 Suco Election Law to ensure greater opportunities for women to stand as candidates in village elections.²⁹ WAVE funding and technical support contributed to the *100% I'm Ready* campaign, with WAVE partner organisations training women leaders to build their confidence and capacity to stand for election. **This saw a 20-fold increase in women candidates, with double the number of women elected as Village Chiefs in the 2016 elections. In addition to this experience, Alola are drawing on research about women's leadership in Timor Leste that was supported by WAVE, to inform their advocacy and planning for elections scheduled in 2021 and 2023.**³⁰

In Myanmar, WAVE partners Akhaya and WIP successfully advocated within the women's movement for greater civil society input into the drafting of the Prevention and Protection of Violence Against Women (PoVAW) Bill. Akhaya gained support from two participating MPs on the Upper House Women and Child Rights Committee to facilitate a public hearing about the PoVAW Bill, in which 16 women survivors of violence shared their experiences directly with committee members. It is understood this is a first for Myanmar. With the support of participating MPs, Akhaya also had

the opportunity to provide recommendations on strengthening the PoVAW bill to the Women and Child Rights Committees (both Upper and Lower Houses) and the Bills Committee (Upper House).

In Timor Leste, WAVE partners were instrumental to the passing of the *Law No. 3/2017 on Prevention and Fight against Trafficking in Persons and Fourth Amendment to the Penal Code* in 2017, and Alola and ALFeLa continue to collaborate in joint advocacy for a national action plan for implementation of the law to be developed and resourced.

In Cambodia, the Gender and Development Network (GADNet), convened by GADC with 40 national women's rights and gender equality actors (including WAVE partners), engaged with the Ministry of Women's Affairs on the new *National Gender Equality Policy*. According to GADC, in the latest draft, all of GADNet's 23 recommendations were accepted, including 18 word-for-word. GADC reported that they felt the most significant of these was the inclusion of gender responsive budgeting across Ministries for the first time.

In addition to this international and national advocacy work to support change in normative frameworks to ensure they support women, and to hold national governments to account, **WAVE partners have effectively worked with local duty bearers to concretely improve the circumstances of women in their daily lives.** In Cambodia, WAVE partners, Banteay Srei and Us worked with both community representatives and local government leaders such as village chiefs and council members to better respond to women's needs and redress breaches of women's rights and safety. This has been achieved through strategically developing the strong relationships with local authorities, and building the skills and confidence of both duty bearers and community

28 Voice for Change, Eastern Highlands Family Voice, Nazareth Centre for Rehabilitation, Wide Bay Conservation Association, and Bougainville Women's Federation. Review of Electoral Laws Submission - Our Voice PNG Partners. Accessible at: <https://iwda.org.au/resource/review-of-electoral-laws-submission-our-voice-png-partners/>

29 The 2016 legislation makes greater provision for women's participation and influence with the composition of the suku council requiring at least one woman delegate from each aldeia and, importantly, at least one woman candidate for the suku chief role. Accessible at https://iwda.org.au/assets/files/Women-and-Political-Leadership-Literature-Review-Timor-Leste_publicPDF3_3_2020.pdf

30 Public perceptions of women's political leadership in Timor-Leste. Dili: Alola Foundation and International Women's Development Agency, 2020.

A woman in the foreground is speaking into a white handheld microphone. She is wearing a white t-shirt with purple and black text that reads "IGUALDADE", "ba", "OPORTUNIDADE", and "mak". She also has red lipstick smudges on her cheek and is wearing dark sunglasses. In the background, a crowd of people is visible, including a woman in a purple hijab and another woman in a red shirt smiling. The scene is outdoors and appears to be a public demonstration or march.

WAVE partners influenced policy reform for gender equality

International Women's Day 2019 march in Dili, Timor-Leste. Photo by:
Harjono Djoyobisono

members. One Cambodian WAVE partner shared the following example of how a duty bearer gained better understanding and skills to fulfill her responsibilities:

"I still refer to women's capability... It is the capacity to mobilise, negotiate, bring up women's issues, how to advocate or demand that could draw people attention. Because of these changes, it has led to the budget increase. For example, in a commune we are working with, there is a female commune council member who told us that, before she joined our activity, her job was mostly about arranging meeting room and serving tea for guests. But when she started to build herself then she knew what the budget plan is for. Then she started to transform herself from a tea serving woman to a fully dedicated service provider. She responded to the problems of women and children."
WAVE partner

In another example, a local duty bearer confirmed these changes and the contribution of the WAVE partner. The local duty bearer gave an example of how the local WAVE partner had worked with her to redress the problem of illegally high fees for electricity being charged to workers living in a new unregistered settlement. She described how the WAVE partner had supported the process to bring resolution through engagement of duty bearers and the confidence of women to speak up.

In Papua New Guinea, WAVE partner VfC pressed duty bearers – including health, police and government representatives, to ensure that services to women and children survivors of domestic and other forms of violence were implemented. See Box 10.

"We cooperated well [with the local WAVE partner]. They help improve my work. They empower women. They don't let any oppression occur, but the women should stand up against it. [Before], I didn't know about [the new unregistered settlement of temporary workers and their needs]. I became aware of it in 2018. The [local WAVE partner] contacted the village authority, then one day, they told us the community that created it in that place. So, they invited me to join them.

They asked about the number of workers, and [why] the electricity fee is different from the state's [standard] electricity fee. The state's electricity fee costs only 720 riels per Kilowatt Hour but they get charged 2000. So, they came to me to ask for my help, and requested the commune chief. I submitted the request. After the request, we called the households to make the agreement that they would link the electricity to their place. I solved it the same as my village. I sent the message to their village chief that in this area, that fee was increased...When we have the oppression happen, we need to find someone to help. I just listen to them. If I can solve it, I would solve it. For what I can't solve, I will report to the upper stage.

For women, they have changed. They dare to give ideas, to speak out, to ask the question. For example, they dared to meet the [upper-level authority] and invited the commune leader to the meeting; that is their bravery."
Duty bearer

BOX 10: INCREASING WOMEN'S SAFETY IN PAPUA NEW GUINEA

In the Papua New Guinean province of Jiwaka, WAVE partner organisation Voice for Change (VfC) advocated for more effective government responses to the extreme levels of violence against women, men and children. Given the very low level of resources that Jiwaka government officials receive, VfC are often in the role of supporting the state, especially the police, to uphold its legal obligations. VfC successfully advocated for the establishment of area-based family safety committees, with key service providers working together to provide services to women and children. VfC collaborated with communities to develop local good governance, economic empowerment, women's leadership, human rights defenders, peace building and community engagement. VfC worked closely with government representatives, such as police, courts and health services to ensure that victims of violence access social, legal and economic support. Communities have developed their own by-laws outlawing violence against women, which police and community leaders are expected to support and uphold. Through their significant work Jiwaka were selected as one of the provinces to have a Police Family and Sexual Violence Unit. This model of service provision was shared at regional and global levels. During the state of emergency declared during the coronavirus pandemic, they provided services and community education about COVID-safe behaviours to more than 2000 people.

3.2.3 PILLAR 3 WOMEN'S MOVEMENTS AND CIVIL SOCIETY ORGANISATIONS

The findings in this section are drawn from program document review and interviews and focus group discussions with WAVE partner staff in all 5 countries, and from and peers in two countries (Cambodia and Solomon Islands).

Under WAVE, IWDA strategically elevated the role of vital, visible and vocal women's movements in the ToC, articulating the assumption that vibrant and autonomous feminist movements are the cornerstone to transformative, sustainable change towards gender equality. The WAVE ToC did not define movements or include indicators of movement strength,³¹ but it emphasised the actions of groups to build collective voices to pressure decision-makers on policy at national and international levels. It should be noted that the organisations and the movements existed prior to WAVE and partners brought extensive experience, expertise and strength of relationships to the program from its start. WAVE sought avenues for collaboration and building common goals and objectives across communities, women's organisations, networks and coalitions, primarily for the purpose of building women's voice and leadership in influencing duty bearers, whether at the community, national or higher levels. As part of WAVE's ToC, Pillar 3 also incorporated the assumption that strengthening the governance mechanisms and organisational systems of WAVE partners as CSOs was a pivotal first step to collective power. WAVE facilitated resources and attention to the WAVE partners' organisational evolution as civil society organisations. For further details see Section 3.4.2.

31 IWDA have recently developed a consultation draft *Feminist Movement Strengthening Framework* that includes this internal draft definition of movements, currently under review by IWDA's partners. The definition is: "Strong feminist movements are groups of people and organisations with some connection to constituency who have relationships of trust, and can leverage their diverse strengths and sources of power, and have co-developed an intersectional, feminist analysis of issues, and have the ability to come together to collaboratively realise a common vision for change."

The outcomes of Pillar 3 overlap with Pillars 1 (women's leadership) and 2 (advocacy for policy and practice change by duty bearers). For the purpose of this evaluation, outcomes were identified via a modified outcome harvesting approach. **The findings for Pillar 3 are grouped under two broad headings: (1) movement outcomes**, as described by WAVE partners and peers; and **(2) changes in 'movement mindset'**, or the ideas and practices about being a part of movements that WAVE partners learned, adapted or incorporated into their ways of working while in WAVE.

1) Movement strengthening outcomes: WAVE partners reported that the women's movements in the national contexts where they were operating grew stronger in a number of ways, even as they faced internal and external challenges.

The most common outcome **was an expanded base of critically-conscious women (and men) at the community level.** At least 13 of the 18 WAVE partners focused on building critical consciousness and an expanding number of 'woke' women and men in their respective geographies. Movements cannot exist without a mass of like-minded people united by a common sense of injustice. As described by partners, **changing the 'mindsets' of the people most affected - with greater awareness of how systems of patriarchy reinforce inequity and injustice - is a significant outcome in women's movement strengthening.** This achievement was noteworthy especially because of the challenging contexts of WAVE partners including politically charged environments, difficult-to-access rural areas, and areas affected by armed conflict. As noted by a WAVE partner in Cambodia:

"Changing the mindsets of women takes a long time as they are not exempt from the patriarchal mindset that is predominant in the Cambodian society. So even if the government and some other institutions claim there is an increased number of women in leadership positions, this will not make any difference if their mindsets are not changed. They would only be instrumental in maintaining or even reinforcing patriarchy. It is the organising process of activism that makes women change their mindsets."
WAVE Partner

WAVE partners facilitated grassroots constituent groups to form, learn together, and analyse their situation. With WAVE's support, diverse groups of women (rural women, women in multiple ethnic minority groups, conflict-affected women, sex workers, garment workers, and farmers) found space to discuss issues of injustice relevant to their lives. The training provided by WAVE partners provided a platform for new-found confidence to express their ideas. The quote below highlights the shift in consciousness of women at the community level.

"There is a change through the work we do with women. From the beginning they have a mindset that women can do nothing, she does not make anything happen.... But when we provided capacity building to them through training courses, workshop they have advanced their knowledge so they can work. They told us that, 'Because of the support, I could reach this stage, otherwise, I wouldn't know anything!'"
WAVE Partner

By the end of WAVE, **there was evidence of the groups of community women with stronger capacity to self-organise and lead collective action on their own behalf.** Box 11 provides an outcome description of such work in Cambodia, and is reflected in the quote below.

“For instance, sex workers, at the beginning, we could hardly connect with them.... Even we asked them two or three questions, they won’t reply. But we kept engaging with them...understanding of their rights, and listening to their problems. Finally, they dared to speak out in the public. They talked into the [public] forum with representatives of the ministry present. This is amazing! Previously they don’t even speak with us. Still, now they can dedicate their problems, [and using] events, confront with ministry level and authorities.... What we are proud of is, they can do it by themselves as a citizen. This is the movement we want. When we talk about resilience that can make them demand or live by themselves, rather than depend on the institutions.” WAVE partner

BOX 11. OUTCOME DESCRIPTION OF BUILDING CONSCIOUSNESS OF COMMUNITY MEMBERS IN CAMBODIA

In Cambodia, WAVE partner Us, via one of its member groups Women Network for Unity (WNU), contributed to unprecedented rights awareness, solidarity and collective action among sex workers, a group experiencing significant social discrimination and poverty. By offering safe spaces for sex workers to meet and reflect on their own lives, along with group discussions using critical analysis frames of structural injustice, sex workers began to believe in their own rights as citizens, and learn how to engage with local authorities to demand changes in government policies and practices.

The inaugural National Sex Workers Forum in 2019 was the first ever dialogue between representatives of the Royal Government of Cambodia, other duty bearers and sex workers to discuss critical sex workers’ rights issues, including arbitrary detention and sexual and gender-based violence. Sex workers developed key advocacy messages and presented these directly to duty bearers at the Forum.

The confidence and collective solidarity among sex workers led to their unprecedented responses to the COVID-19 outbreak in 2020. In the initial stages of the outbreak, sex workers conducted their own research into how the pandemic was affecting their community, and how sex workers were being left out of government responses. They subsequently used their research to articulate and submit a letter of demands and requests for action to the Prime Minister’s Office.

Progressive movements are typically made up of a wide array of advocacy organisations, activists, service delivery partners, artists, grass-roots groups and individuals. There is strength in numbers and diversity. The WAVE evaluation found **evidence of an expanded movement architecture, with platforms for coordinated learning, and collective advocacy and action.** WAVE partners actively built their networks, coalitions and alliances for the purposes of expanding the voices in collective action. One partner described how their network began meeting and working together:

“Our biggest achievement is we have a transformative network at the sub-national level. WAVE has a big influence there. Before, women leaders, they didn’t really meet, they remained working separately by province, district or commune, they had no channel to meet up. Then we started to build their capacity by their individual community then brought them together and listen to each other, and use the platform to free themselves to talk.” WAVE Partner

The evaluation found that **WAVE partners mandated to operate as umbrella groups for member-network of women’s rights groups in their locations expanded their active member organisations or their network of cooperating agencies** during WAVE. By the final year of WAVE, partners operating as membership organisations increased their membership by 27%.³² WAVE partner Rede Feto (Timor Leste) doubled its member organisations from 24 in 2016 to 48 in 2020. One partner noted:

“Under WAVE, we have very good connections... And mostly we ...have been strengthened under the WAVE program, because before 2016-2017, we basically ... had few engagements...with the women’s movement. So, after 2017, we have the engagement especially of women at national level.... so, we are in alliance. Most of them have their network, their big network. So mostly cover all of the country. So, it is huge and a big collaboration, like, you know, a movement.... And we had been engaged with so many women’s organisations, more than hundreds of women’s organisations. And also, we have engaged with the parliament... and women in political parties, any other like individual women, freelance women. We have engaged with a lot of women’s group so we always say to the ourself that we build up the women movement.” WAVE partner

Several WAVE umbrella coalition partners described their growth in terms of **expanded geographic coverage and greater diversity of members and inclusive agendas.** Several WAVE partners proactively engaged with women who were typically marginalised from women’s movements, such as women who live in rural and remote areas, ethnic minority women, young women, people who identify as LGBTQI+, women with disabilities, and sex and garment workers. Box 12 highlights an example of this movement outcome related to greater diversity and inclusion, from Timor Leste.

³² Data provided by IWDA, derived from WAVE’s monitoring data, specifically IATI data Indicator Output 3.2 . The data was not independently verified by the evaluation team.

BOX 12. OUTCOME OF GREATER DIVERSITY AND MORE INCLUSIVE AGENDAS

Rede Feto utilised a successful strategy of hosting National Women's Congresses every five years to convene a broad array of stakeholders to develop a common advocacy platform.

In 2019, as a lead up to the 5th National Women's Congress, Rede Feto expanded the participation of civil society groups in its member base, and hosted municipality conferences in all 13 municipalities to bring women from across the country together to discuss women's rights issues and recommendations for a pathway forward. This inclusive, participatory grass-roots effort facilitated the convening and input of community women into the agenda-setting for the national congress. The resulting Platform of Action in 2019 demonstrated a significant shift from previous years in that it demonstrated stronger feminist analysis about the structural barriers that contribute to gender inequality in Timor Leste, and called for a focus on progressive issues including women's participation in decision-making, sexual and reproductive rights and social protections for marginalised groups.

2) Movement mindset shift: WAVE implementers, including IWDA, articulated how their own **thinking and practices shifted towards a 'movement mindset' under WAVE. This is significant in demonstrating that WAVE contributed both to 'what' happened and 'how' change happened.**

Most of the partners in WAVE (including IWDA) brought a long history of working in grassroots and international development, and for some, the idea of being part of a movement was new territory. For other partners who self-identified as activists and feminists, it was an essential component of their organisational identity. Many WAVE partners suggested that, during WAVE, their understanding and perception shifted regarding what their role in movements should be, and these new ideas also influenced changes in their practices.

A shift in 'movement mindset' came with a clearer picture of the ecosystem of actors in the movement landscape, and how their own work complemented the work of others, all leading to the same goal.

"In the women's movement, we all have to work together. But we have our own approaches. For example, [some] work more on the higher level, with government ministries. Our approach is different from that. We work closely with the community. We empower committee members to voice out about upcoming bills (legislation). At the end, we have the same goal, but we have a different approach. That's why, you know, we have to work together, but with different approaches. It depends on where you are, what are your organisational experiences and background." WAVE partner

Though all partners had a history of working on gender or women's rights, some WAVE partners realised greater confidence and skills in applying feminist movement principles and approaches in their work.

"We work to promote gender equality, but [before WAVE], we did not uphold feminist principles. But after we joined the WAVE project and received training from IWDA, consultants or other partner organisations, we have improved our capacity in practicing feminist principles." WAVE partner

Many partners, including IWDA, named some changes in their thinking about what a feminist approach to social change looks like in practice, including more attention to self and collective care, and paying attention to women's double burden of unpaid work. One partner appreciated WAVE's capacity-building framework, which helped them to consider sexual and reproductive health issues as relevant to both their organisation and to themselves as individuals.³³ This partner found that opening up to talk about personal issues on such personal topics at work helped them to connect and build solidarity, and thus allowing "our sisters to click together." Many WAVE partners described their learning and application of a lessons about internal organisational integrity ('getting your own house in order') as a key feminist movement principle.

"Through analysis and reflection processes in WAVE, [we learned] insights about what it means to be part of a movement. It is about more than advocating for change, it means making sure that our organisations and our network also reflect those values internally and have the same inclusive practices that we advocate for." WAVE partner

Principles of solidarity and transparency were not clearly identified or defined by the WAVE ToC as key components of movement strength, but several partners spontaneously described how important they were, or how their perceptions and behaviours on these movement principles shifted. One partner noted:

"WAVE partners have influenced our thinking on solidarity action in movements. Before, we thought that movement [actors] need to be in the same way (uniformity), then we understood that it's not necessary to be uniform as long as each organisation could achieve a common goal and are on the same page... We changed our perspective from misunderstanding uniformity to understanding, accepting diversity. It doesn't mean when they don't endorse our statement, we consider them not in solidarity with us." WAVE partner

There was **some evidence of lack of solidarity, or tensions in the relationships within women's movements networks as an unanticipated outcome in at least one context.** One respondent noted that, in their context, *"There is still not oneness on our mindsets."* Another lamented that the lack of unity among women's rights organisations might discourage younger women.

"They [community members] were young women and I think they were really advocating for women working together - so when we start showing them otherwise, this will surely discourage them."
Peer organisation

Although these dynamics were unanticipated, they are, perhaps, not surprising. Managing group dynamics is not easy. One respondent pointed out how hard it was to get multiple organisations and groups to agree on a common agenda:

"Not every person in the room agrees to what the group's wish and mission is.... They have their own agendas. But you know, agreeing and working together towards that mission, and this can still be a challenge. It's one thing to form a group or organisation or association, but it's another thing to actually implement what the group is there for, you know, with different women leaders, with different motivation levels." *WAVE partner*

Donor resources can sometimes play a role in movement solidarity.³⁴ When reflecting on group dynamics, **some partners suggested that donor funding to specific organisations can cause ripple effects in the existing relationships of cooperating organisations.**

"Another thing is the funding that goes with it. That has a big influence on who has the more say and who has the more power, no matter that we want equality [between peer organisations]." *Peer organisation*

"If I compare to when I was working 10 years ago...people are struggling with financial support and donors shared a part of the problem, as they had influence for funding competition among NGOs. In many cases, the collaboration among NGOs got fragile because they have to compete for funding when it was getting increasingly limited."
Peer organisation

Some respondents felt that, in some settings, cooperating civil society groups or movement actors have found a way to remain philosophical about the whims of funding that come and go, and remain committed to a collective way of working, whether they are directly funded or not. Others felt that WAVE could have benefitted from more attention to the dynamics of the impact of the funding, especially in the planning phases. Some recommended more attention to clarifying discrete roles and responsibilities of funded and non-funded groups in actioning the planned activities. Further details on the contribution of WAVE's resources, technical support or ways of operating as hindrances or enablers of movement strength can be found in Section 3.5.3.

34 In the Pacific, recent research suggested that global North organisations have played a role in Pacific women's rights organisations working in silos and, as a result, weakened the wider women's movement with reduced national and regional solidarity. See the report Guttenbeil-Likiliki, Ofa-Ki-Levuka. (2020). Creating equitable South-North partnerships. Nurturing the vā and voyaging the audacious ocean together. Downloaded at <https://iwda.org.au/resource/creating-equitable-south-north-partnerships>

3.2.4 PILLAR 4. RESEARCH EVIDENCE AND LEARNING

The findings in Pillar 4 are primarily drawn from program document review, including monitoring data. WAVE's ToC was designed to reflect the belief that applying knowledge from women's voices and lived experiences would offer critical evidence necessary for change to happen. Systematic collection and analysis of data would be important for persuasive arguments while educating duty bearers and the public. WAVE also believed that routine monitoring and analysis of information was core to successful programming, and as a learning approach. Finally, this Pillar of the WAVE ToC outlined the belief that improving the ready access by local partners to regional and global networks and information could improve strategies by engaging with global evidence, research and learning networks. Thus, the findings and processes from Pillar 4 were closely tied to the strategies and outcomes in Pillar 2, and in some cases, to Pillar 1 and Pillar 3 as well.

The evaluation found that **WAVE's premise about women's voices and lived experiences as a key to change was validated by the evidence gathered during both phases of the evaluation.**

WAVE partners successfully generated and presented evidence for persuasive advocacy and influence purposes, with the result of improved practices and policies. WAVE partners and their constituent communities collectively gathered, analysed, and presented data and evidence to local, district, provincial and national level policy-makers and government officials, with specific recommendations for policy and practice change. WAVE also supported partners to synthesise and present data to United Nations bodies as a way to positively influence their national government's commitments. The specific outcome findings of Pillar 4 are presented below.

Research and learning occurred at multiple levels in WAVE, including: (1) multi-country regional research led by IWDA, with an option for partners to participate; (2) research and evidence generation within each partner's specific budgets and workplans; (3) joint research and learning with local networks and alliances which partners either led or contributed data towards; and (4) in a few special cases, partner-initiated coaching and support for community members to do their own research and evidence generation.

Multi-country research: IWDA's research strategy emphasised the multi-country regional research. Under IWDA's leadership, WAVE undertook three significant regional research projects. These were chosen with input from partners, and included: (1) Public Perceptions of Women as Political Leaders;³⁵ (2) Women's Pathways to Leadership;³⁶ and (3) Movements Research.³⁷ Each of these multi-year, multi-country research initiatives were completed, though not until WAVE was nearing its end.

As noted by partners, the research was used for influencing in their local contexts. For example, WRAM drew on the evidence in the Public Perceptions of Women as Political Leaders project in the Solomon Islands to convince government duty bearers about the importance of the TSMs. WAVE partner BWF noted that a lot of positive findings on the leadership experiences from women leaders have emerged from the Women's Pathways to Leadership research, and, after the research workshop, BWF staff have "put into practise the learnings, and conducted a lot of individual interviews, video diary and a focus group discussion workshop." Evaluation data indicated that the research efforts took more time, effort and resources than had been anticipated, and in some cases, tested the limits of partners' time and resources. Some data indicated that the completion of research so late in the program meant that there was very little time left for targeted advocacy efforts with the findings under WAVE; however,

35 Mulder, S. McDiarmid, T. Vettori, L. (2019). Public Perceptions Of Women as Political Leaders. International Women's Development Agency. Melbourne, Australia. Downloaded from : https://iwda.org.au/assets/files/Public-Perceptions-of-Women-as-Political-Leaders_A-Multi-Country-Study-1-1.pdf

36 IWDA and WAVE Partners, (2020), Women's Pathways to Leadership: Our Pathways, Our Voice, available from IWDA on request, for more information see <https://iwda.org.au/resource/wpl/>

37 Guttenbeil-Likiliki, 'Ofa-Ki-Levuka (2020), Creating Equitable South-North Partnerships: Nurturing the Vā and Voyaging the Audacious Ocean Together, Melbourne: IWDA.

the research findings are useful for future efforts by IWDA and WAVE partners, and mean that there are resources and evidence to draw on after the program funding has ceased.

Partner-specific research and evidence

generation: In each country, partners committed time and energy under WAVE funding to their own research and learning to assess program successes and lessons and adjust programme plans and strategies, with the result that programming was based on real-time information and responsive to changing conditions. Notably, some partners had to curtail their own research plans due to contextual threats and the subject matter. For example, one WAVE Partner in Myanmar found it too risky to collect the data needed for their report on human trafficking in Myanmar. Examples of partner-specific research used to inform program outcomes are shown in Box 13.

Joint research and evidence-generation for

advocacy and influencing: The evaluation found evidence that joint research and learning at country-level was particularly useful for advocacy. For example, collaborative efforts across organisations with diverse mandates provided a much richer set of data that could be used for influencing. An example of this from Timor Leste is shown in Box 14.

Community-led, feminist participatory research and evidence-generation:

WAVE partners built the capacities of their community members to conduct their own research, document and lift up the stories of women, using the resulting evidence for influence and advocacy on their own behalf. See Box 15.

BOX 13. EVIDENCE GENERATION TO INFORM RESPONSIVE AND EFFECTIVE PROGRAMMING IN MYANMAR AND CAMBODIA

In Myanmar, SWAN analysed what worked to generate women's confidence, mutual support and leadership in isolated, rural communities which were under threat from armed conflict and political strife, and what they still need to do to get women political leaders to state level. SWAN went one step further, building data collection and analysis skills among their constituents and trainees as a good practice to better understand and plan themselves. SWAN also tracked and used data from and about their social media followers to assess how their messages were reaching the public, partners, and journalists.

In Cambodia, Banteay Srei held focus groups with district Counsellors in both target villages and non-target villages to determine the outcome of their advocacy and influence work towards greater allocation of village funds for women's and children's issues. Their findings confirmed the increase in allocation of village funds and a perception that gender-based violence had decreased. WAVE Partner Us used a strong model of evidence-based advocacy and participatory research. They conducted research on the depiction of sexual violence against women in the media, and developed a public awareness campaign out of the findings. Us also undertook research on the impact of COVID-19 on constituents across the alliance (garment, sex and entertainment workers, farmers and youth), and used the results to advocate for rights-based policy and service responses to the pandemic.

Although it was not part of WAVE's ToC, some partners reported that their skills to operationalise, practice and hone qualitative primary research skills, especially using Feminist Participatory Action Research (FPAR) and focus group discussions, increased. One WAVE partner noted that, despite limited time and resources, they conducted their first-ever primary research, contributing towards the WAVE multi-country Pathways research initiative. They cited this as a "huge milestone... that has truly tested our capacity levels as well as our human resources to manoeuvre and deliver activities and other tasks on time and within deadlines."

BOX 14. OUTCOME OF JOINT EVIDENCE-GENERATION TO INFORM DUTY BEARERS AND ADVOCACY STRATEGY IN TIMOR LESTE

In Timor Leste, Alola and ALFeLa collaborated closely with Rede Feto and the broader network of stakeholders to document and utilise details of cases of Human Trafficking and GBV for advocacy purposes. The close collaboration of service delivery organisations like ALFeLa, who could identify trends in their clients' cases, with advocacy partners who turned the data into reports, social media campaigns and letters to lawmakers was a formidable combination. As a result, Rede Feto was able to produce joint reports/submissions with up-to-date data and submit cases to the Ministry of Justice.

BOX 15. OUTCOME OF COMMUNITY-LED RESEARCH AND EVIDENCE-GENERATION TO INFLUENCE DUTY BEARERS IN CAMBODIA

WAVE partner Us member WNU in Cambodia facilitated the voices of women sex workers to speak their truth in advocacy and influencing venues. Through WAVE, sex worker and garment factory workers representatives had the opportunity to document their own stories and experiences and bring those to policy discussions, dialogues, and forums. One example is the first ever national forum on the impact of the implementation of the law on suppression of human trafficking and sexual exploitation on sex workers. This was held in 2019, with over 180 participants, including representatives from Ministry of Interior, Ministry of Social Affairs, Ministry of Women's Affairs, Cambodian Human Rights Committee, local authorities, sex workers, garment workers, UN agencies, development partners and networks.

As a result of Us's feminist knowledge production efforts, sex workers themselves led the research, documentation and planning for the campaigns and events, to advocate for their rights. In 2020, sex workers working with WNU conducted their own research on the effects of COVID-19 on sex workers and presented their findings to duty bearers at the national level, in order to demand responsive policies and support systems that included sex workers. A peer organisation reported that it was a 'powerful study' as it was researched by the people who faced the issues themselves.

A close-up portrait of Pionie Boso, a woman with dark skin and short, dark hair. She is wearing a vibrant red garment with a patterned orange and yellow shawl draped over her shoulders. She has a serious, determined expression and is looking directly at the camera. The background is a neutral, light grey.

**WAVE supported research
and evidence building to inform
advocacy campaigns**

Pionie Boso, Women's Rights Action Movement, Solomon Islands.
Photo by: Gemma Carr

3.3 IMPACT

WAVE demonstrated and supported a path to leadership for significant numbers of individual women who gained access to decision-making spaces, whether in formal or informal positions.

Women not only expanded their connections within and beyond their local communities but used those connections to change and influence policy and practice on a broad array of issues. The systems of government accountability are stronger. These include measures for quotas for parliamentary seats for women, health, education, legal and protection measures for women and children, and accountability for human rights abuses such as gender-based violence.

Over the lifetime of the program, building on significant past achievements and strengths of WAVE partners, community members were mobilised to engage in processes of local and national advocacy to influence laws, policies and budgets, as part of larger social movements. There is evidence for the strength and vitality of women's movements. WAVE partners and their constituents – such as rural women, ethnic minorities, mature and young women, garment and sex workers, women experiencing violence and trauma – were and are actively shaping the feminist discourse and movements in their own settings, helping to shape the broader agenda for women's rights across Asia and Pacific.

The definition for impact in this evaluation is: *the extent to which the intervention has generated significant positive or negative, intended or unintended, higher-level effects, including the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, or gender equality.*³⁸ This section highlights the extent to which change occurred with longer-term impact on individuals, civil society and women's movement(s), and policy and legal reforms, whether anticipated or unanticipated.

WAVE demonstrated and supported a path to leadership for significant numbers of individual women who gained access to decision-making spaces, whether in formal or informal positions.

The impact of this is that women have gained increased confidence and public speaking skills,

have carved out more visibility in their communities, their political parties, their workplaces and with their elected officials. **Women not only expanded their connections within and beyond their local communities but used those connections to change and influence policy and practice on a broad array of issues.** There is evidence that, although policy transformation is a gradual and often multi-year process, efforts undertaken with WAVE support made contributions to influencing a number of formal policy and legal transformations across a number of country contexts. As a result, the **systems of accountability are stronger.** These include quota measures for parliamentary seats for women, health, education, legal and protection measures for women and children, and accountability for human rights abuses such as gender-based violence.

38 Based on the OECD DAC definition. Please see the OECD web page on criteria for evaluating development assistance: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

The evaluation found that over the lifetime of the program, building on significant past achievements and strengths of WAVE partners, **community members were mobilised to engage in processes of local and national advocacy to influence laws, policies and budgets, as part of larger social movements.** There is evidence for the strength and vitality of women's movements. WAVE partners and their constituents – rural women, ethnic minorities, mature and young women, garment and sex workers, women and children experiencing violence and trauma – were and are actively shaping the feminist discourse and movements in their own settings, and beyond their local settings, helping to shape the broader agenda

for women's rights across Asia and the Pacific.

WAVE has **successfully generated and presented substantial and substantive evidence for persuasive advocacy and influence purposes, whether for policy-makers or change-makers.**

Through focused research, WAVE has explored and documented a variety of issues relevant to social change, including what women activists and leaders report is needed to be effective leaders, change agents and role models, and applied the findings to WAVE's program strategies.



Participants of Banteay Srei's workshop with provincial CSO, CBO, GPN, Good Men and Happiness Women's groups, Siem Reap, Cambodia. Photo by: Harjono Djoyobisono

3.4 SUSTAINABILITY

There is evidence of changes in both formal and informal systems and capacities that are likely to contribute to sustainability in all WAVE countries. In the formal policy sphere, partners in each country made headway in passing new laws benefiting women or in holding national governments subscribed to international mechanisms (such as CEDAW) to account.

WAVE partners believe that the increased consciousness, capacity, leadership, confidence and 'ownership' of the women at the community level in pressing for transformative gender change will be sustained beyond the program.

WAVE contributed to organisational sustainability of WAVE partners, through stronger strategic planning, programming skills, monitoring and evaluation and finance skills. Partners reported that because of WAVE, they were better able to mobilise resources from other donors, and thus gained organisational sustainability. The evaluation found that WAVE partners demonstrated considerable flexibility and resilience in the situation of the global coronavirus pandemic. Within days, partners issued guidance and support to government offices and humanitarian responders and mobilised their community members to advocate on their own behalf for improved government responses. WAVE partners expressed their appreciation for IWDA's flexibility and concern during the pandemic.

Data from the evaluation suggested some limits on program sustainability. Gains made in policy commitments are fragile where they have not yet been enshrined in law or as enforceable policies. There was not always sufficient movement architecture in place to be confident that collective action to achieve such outcomes would happen among coalition members. While it is not unusual to find conflict and tension among movement actors, such tensions can limit the sustainability of gains.



Participant in the young women's leadership forum, BWF, Bougainville. Photo by: Harjono Djoyobisono

The evaluation's definition of sustainability is: *"the extent to which the net benefits of the intervention continue, or are likely to continue beyond the funding period, including the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time".*³⁹ This section draws on data from program document review, external document review, and primary data collection from key informant interviews and focus groups with partners, peers and duty bearers. The opinions of key stakeholders about sustainability are reflected here, as well as summary assessments of the evaluators.

3.4.1 PROGRAM SUSTAINABILITY

The WAVE ToC and partner activities were designed to build sustainable systems and capacities, whether focused on formal policies and laws and institutional capacities, or informal social systems related to collective capacity to mobilise and act together as networks and movements. There is evidence of **changes in both formal and informal systems and capacities that are likely to contribute to sustainability in all WAVE countries.** In the formal policy sphere, partners in each country made headway in passing new laws benefiting women or in holding national governments subscribed to international mechanisms (such as CEDAW) to account.

WAVE also put into place systems for better accountability of implementation of such policies and commitments. Implementation requires resources, political will and the engagement of the communities the laws and policies are meant to serve. **Most WAVE partners used the funding and support from WAVE to build stronger engagement of communities to articulate solutions and press their duty bearers for responsive change, with the result that government services were more responsive to all its citizens.** Notably, when asked what was most likely to be sustained following the cessation of the WAVE program, more than half of partners who responded to a question about sustainability spoke about the **increased consciousness, capacity, leadership, confidence and 'ownership' of the**

community members in continuing the efforts to press for transformative gender change in their communities, which would extend beyond any actions by NGOs or government policies.

"It's about a sense of ownership. When they have this sense, even though there's no more NGOs, they still can continue themselves."
WAVE partner

A peer organisation echoed this sentiment as well.

"In the past, we noticed that young women laborers were not active. However, when they are educated and knowledgeable, they become active. When they get to know about the analysis skill, they can utilize the skill-based on their capacity, even if they are no longer working with [an NGO]. We can say that they can apply the skill according to their knowledge and opportunities. That's why I think there's sustainability in it.... I think it's hard to measure, but nothing else besides strengthening the local citizens' capacity. That's what I think it has."
Peer organisation

A few partners described their belief that WAVE's sustainability also rested in the 'culture of collective action' that grew in their networks or at the community level.

WAVE partners responding to the questions about sustainability also mentioned the **increased numbers and capacity of women leaders at the community level, including the greater number of youth and young women taking up leadership roles.** Also mentioned were the role models and actions of women in elected office and the shift in the political establishments to make space for women politicians. A few **partners felt hopeful about the sustainability of policy changes that had been enacted, including changes to quotas for minimum seats for women at elected office at various levels.**

Data from **the evaluation suggested some limits on sustainability.** Some commitments

39 Please see the OECD web page on criteria for evaluating development assistance: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

made by elected government officials have not been sustained. For example, in some instances, **commitments by elected officials have not yet been enshrined in law or as enforceable policies.** There is some evidence of duty bearers going back on or reversing commitments made. The **gains made in policy commitments should be considered fragile.** To lead to sustainable change, policy commitments would likely require ongoing collective action by civil society groups and other movement actors with the connections and technical know-how for successful influence strategies. The evaluation found variable levels of strong connections and technical know-how among the groups pressing for change in WAVE. The evaluation found that there was **not always sufficient movement architecture in place to be confident that such collective action would happen. While it is not unusual to find conflict and tension among movement actors, such tensions can limit the sustainability of gains.** Programs supporting feminist movement actors would need to proactively strengthen ties of trust and collaboration, and monitor and mitigate discord.

3.4.2 PARTNER CAPACITY BUILDING, STRENGTHS AND RESILIENCE

The WAVE program posited that strong women's movements need women's rights organisations with autonomy and ability. Both IWDA and WAVE partners noted that the partners brought significant organisational strengths to WAVE. One IWDA staff said: *"It's important to give them credit and recognition for their strong work that they have been already doing for many, many years."* Building on those strengths, the WAVE program made strategic time and resource investments for capacity-building opportunities for WAVE partner staff. In 2016, WAVE partners completed four-year capacity-strengthening plans, and IWDA introduced the Feminist Organisational Capacity Strengthening (FOCS) Pilot program in 2017. The FOCS program is a feminist adaptation of the Baser and Morgan 5 Capabilities Model.⁴⁰ The FOCS approach is a methodology and a suite of tools and resources to

guide women's rights and community organisations through a process of reflection and self-assessment, to enhance organisational strength and capability. Partners volunteered to pilot this initiative, trialling different modules of the program.

Over the five years of the program, **WAVE provided opportunities for all WAVE partner staff to build organisational and technical skills through training workshops as well as providing teams with guidance materials and templates.** Representatives from all WAVE partners were invited to three strategic linking and learning all-partner workshops during the course of the program, which facilitated discussion and promoted sharing and learning across the full set of partners in WAVE. National partner workshops were also held in many countries at the request of the local organisations. Capacity building workshops included issues related to operational processes, such as strategy planning, monitoring and evaluation, financial reporting, or specific content areas such as movement building, feminist organisational capacity, or ways to systematise safety and security, self-care, and ensuring a pipeline of younger leadership.

Many WAVE partners welcomed these efforts and named them as beneficial to their work.

"We applied what IWDA trained us in. For instance, Feminist Participatory Approach (FPA). They hired a consultant to train us on FPA when they conducted the mid-term review. We applied FPA with other projects ...and we trained a core group from communities [in it] and they asked questions. The advantage is the core group has increased their capacities in finding issues. It gives ownership to them in the study. It's not issues found by ... us but it was directly found by them [communities]. We built their capacities on issues analysis. IWDA also trained us in some tools on advocacy. We also applied those tools when we conducted different campaigns. I love the way IWDA did this. I suggest they should continue to do it." A WAVE partner

40 Baser H, and Morgan P., *Capacity, Change and Performance – Study report, ECDPM Discussion Paper 59b, April 2008.*

Most partners who responded to questions about how WAVE may have contributed to their own organisation's capacity mentioned greater capacity in strategic planning and stronger programming skills. Some mentioned skills in monitoring and evaluation or finance.

"For these 5 years, since WAVE has been involved with us, we think that it's about improving the ability of staff and WAVE has helped lots with evaluation and framing. It's sharpened our teams."

"We have developed a Strategic Action Plan, that's something that we haven't had previously in the past years, since prior to 2017 as an organisation. You know, the framework of an organisation, having a mission and strategic direction of growing as an organisation, as we were evolving from the time we were established." WAVE partner

Several **partners reported that WAVE enhanced their organisation with a feminist culture of care, strengthening internal institutions so that staff have strong knowledge and can work as a team.**

"For myself, I more competent to work with the feminist organisations. Now I understand about feminism. You know, the principles and also feminism is not only for the movement and also can reflect to your organisation how to make it a feminist culture in your organisation, a workplace. So those are very useful tips for us individually and organisationally." WAVE partner

Several **partners mentioned that the tools or capacity building materials were not always appropriate and required adaptation**, or perhaps were not ultimately useful or used.

"...But sometimes I think the capacity [building provided by IWDA] is not culturally or locally appropriate. That's why whatever they provide, we have to change it into a local model and local context. And also, they are always trying to provide us a lot. But sometimes the support is not necessarily needed in the local context, so it's sometimes irrelevant, sometimes very useful. So, it's just our role of the local organisation to make sure that those supports are really necessary or really needed or really applicable in the local context." WAVE partner

Several **partners mentioned that the capacity strengthening in WAVE could be contributing to their sustainability as an organisation, particularly with regards to their ability to mobilise resources from other donors.**

"IWDA helped us to start thinking about, you know, strengthening the organisation in terms of looking at its operations and core focus areas and how we are going to be situated in terms of resource and human needs requirements, financing and programmatic requirements...Each of us should begin to adopt the concept of keeping ourselves current....We need to keep ourselves alive. Otherwise, before we know it, the organisation might fold up.... We're quite excited about that because [if it hadn't been] for IWDA's close look at the way we operate, we would have not received the funding [from another donor], I would think. Our sustainability is ensured because of the way we keep our systems operating. We are at a place where we can only grow stronger." WAVE partner

Overall, WAVE partners' self-report in routine monitoring by WAVE demonstrated a significant increase in their capacity. By 2019, 100% of WAVE partners described their capacity as "high" or "very high," compared with 35% in a 2016 baseline analysis.⁴¹

Some challenges remain. **Some partners relied on WAVE's financial support exclusively or for most of their operating costs, making the cessation of WAVE a stark reality check for sustainability of these organisations.** Based on information available to the evaluators at the close of our analysis, it seems IWDA is currently undertaking efforts to help these partners secure additional donor support for their work. However, partners have experienced staff lay-offs, and some described "belt-tightening" measures.

Human resources management remained a challenge for many of the partners, including recruitment and retention of talented staff and board members, and development of reliable succession plans for senior leadership. WAVE supported training and workshops to focus on safety, security and wellness for several of the WAVE partners, many of whom (especially in Myanmar, Timor Leste, PNG and Cambodia) worked in environments of political unrest, armed conflict, and/or experienced overt threats because of their work. As noted at the start of WAVE, some partners continued to describe high workloads, stress and burnout at intervals throughout the program. One partner noted:

"... the struggle of taking everything and committing everything- resources, time, energy for the work, always putting the work first and ourselves last. Activists sometimes worry that they are the only ones who can do it, so they can't stop. Burn out." WAVE partner

3.4.3 WAVE AND CONTRIBUTION TO COVID-19 RESPONSE

The evaluation found that WAVE partners demonstrated composure, generosity, ingenuity, and resilience in the unprecedented situation of the global coronavirus pandemic. The pandemic - and the government measures taken in response to the pandemic - have caused enormous damage to local communities across Asia and the Pacific. Existing social inequalities, particularly violence against women have been greatly exacerbated. In response, **WAVE partners quickly pivoted and used their sharp advocacy skills and networks in communities to respond to the COVID-19 crisis.** Partners with close ties to communities affected by lockdowns mobilised their members to monitor the situation and respond with financial support, personal protective equipment, and cleaning supplies. Within days, partners issued guidance and support to government offices and humanitarian responders. In Myanmar, WAVE partners strategically engaged with local authorities to provide critical public health information and supplies needed for rural and ethnic minority women to better protect their health and sustain their livelihoods. One partner noted that their good working relationships allowed them to coordinate and partner quickly with local authorities:

"We were able to work with these municipal leaders here. We don't expect money. We have an idea. We were able to work with the municipality, work with the market leader here, create these COVID-19 response - social distancing space. Making the line here. [We asked:] 'do you really support our work?' They send a team. And we come with the idea." WAVE partner

41 IATI data Indicator Output 3.2

In Papua New Guinea, WBCA gathered stories of communities' experiences of the lockdown, including communities establishing by-laws to restrict movement, and land developers forcing communities to sign logging agreements without women's consent. WAVE enabled space for the organisation to communicate through a network of women leaders about the issues taking place, and shared information on how women and young women could protect themselves. WBCA then supported women leaders to advocate on these issues to government once the lockdown was lifted. WAVE partners and IWDA prepared a submission to the UN Special Rapporteur on Violence Against Women in Papua New Guinea detailing how the pandemic has led to an increase in violence against women in their communities, and reduced women's ability to seek help.⁴² WAVE partner VfC mobilised staff, women human rights defenders, and young women to provide GBV awareness and coronavirus information to communities. They also documented stories of women's experiences of harassment and violence during the pandemic that were used in the submission to the UN Special Rapporteur mentioned above.

Some WAVE partners were able to work with their community members to advocate on their own behalf for improved government response.

In Cambodia, WAVE partner Us supported their network to conduct their own COVID-19 research on farmers, factory workers, and sex workers, present it to duty bearers as evidence of their rights as citizens, and directly lobby duty bearers about their livelihood.

While no WAVE partners specifically attributed any specific examples of skills or capacities used in their pandemic response to being acquired in WAVE, one partner noted that WAVE had contributed to their organisation's resilience:

"There is already resilience, since if they face some problems, they do not fall easily... so COVID is not a big deal for us. We can see the fragility of the society, it is not only the COVID... So IWDA itself has already built in us the resilience, not just in the COVID pandemic" WAVE partner

WAVE partners expressed their appreciation for IWDA's flexibility and concern during the pandemic. One partner put it this way:

"IWDA is a very understanding donor, they fully get our situation during a global pandemic, they let us revise our workplan, budget plan which I very much appreciated. They are quite flexible, if we follow our previous workplan, we would not have had a budget for protective materials (sanitizer or mask...). They advised us to adapt to the situation. They genuinely care about the partner's well-being. During that period, we postponed our field visit and remained working from home. But they continued funding us... I couldn't find the words to thank IWDA enough to their kindness during Covid-19." WAVE Partner

42 Submission to the UN Special Rapporteur on Violence Against Women, 30 June 2020 (2020). COVID-19 Domestic Violence Against Women In Papua New Guinea. Available here https://iwda.org.au/assets/files/COVID-19-and-Gender-Based-Violence-in-PNG-FINAL-Submission_v3.pdf

3.5 KEYS TO SUCCESS AND LESSONS LEARNED FROM WAVE

In this section, findings related to Evaluation Question 2 are presented: *What were the enabling factors and barriers which influenced achievement?* The findings are framed as keys to success, challenges and lessons learned, and finally, contributions that enabled success, and program growth edges.

3.5.1 KEYS TO SUCCESS AND LESSONS ON WOMEN'S LEADERSHIP

Keys to success: WAVE intentionally invested in supporting women leaders who were committed to promoting a gender equality agenda. Investment in building the skills, capacity and confidence of individual women as engaged political leaders was an effective entry point for many WAVE partners. Notably, the evaluation found that the keys to success for women's political leadership went beyond providing training for individual women before their election. WAVE partners offered continuous support strategies that focused on peer exchanges, mentoring; leaders' forums and building women's networks were key elements of success to women's political leadership. WAVE took a long-term approach across the full electoral cycle. Another lesson identified was that women's formal political leadership was built on a foundation of informal leadership roles. Successful leadership development requires attention to both formal and informal spheres. The explicit support of their family and friends, especially from the men in their lives, was also key. The evaluation found that succession planning for outgoing and retiring individual leaders was necessary. WAVE partners reported that building a 'pipeline' for women's leadership from local to national levels was key to sustain momentum and preserve gains.

Lessons: Women supported to run for elected office encountered a number of challenges. These included significant resistance from many of the political parties (though some headway was made). Some resistance to the idea of women political leaders was also encountered from the general public. Some women did not have enough financial capital to support their campaigns or even the 'dues' required to maintain their office. In one

case, an exertion of power at the national level meant that elected officials from one political party (women and men) were removed from their offices shortly after the election. In politically fraught environments, sometimes the enabling support provided by the partners was simply not enough.

WAVE specific contributions and areas for improvement:

As reported by WAVE partners, WAVE's key contribution to women's leadership outcomes was IWDA's support in learning about feminist leadership as a conceptual model and way of operating. This included spaces to focus on greater attention to self-care, collective care and dual and triple burdens of care. One area for improvement was to pay more attention to the backlash and threats faced by women who step into new leadership roles. Women who put themselves forward for leadership roles often face resistance and backlash, sometimes in the form of threats and violence. Future programming could focus on supporting individual women to anticipate and prepare for this, and find ways to mitigate it.

3.5.2 KEYS TO SUCCESS AND LESSONS ON HOLDING POWER HOLDERS AND INSTITUTIONS ACCOUNTABLE FOR WOMEN'S RIGHTS AND STATUS

Keys to success: Broad-based advocacy coalitions proved an effective model in WAVE; the evaluation noted that the WAVE partners mandated to act as an umbrella coordinating body for civil society organisations were particularly successful in growing their membership and demonstrating their capacity to bring diverse actors together with a compelling advocacy proposal for duty bearers at national levels. At a local level, WAVE partners reported that building strong collaborative relationships with local leaders was key. Partners found that providing the information, coaching, advice, and technical support required by local leaders to fulfill their mandates resulted in improvements in delivery of needed services to their communities. WAVE partners' extensive experience and expertise in how to educate and persuade duty bearers on policy issues in their local context, including use of locally-relevant research and evidence as persuasive data for duty bearers was pivotal. WAVE partners planned and implemented joint/collaborative advocacy strategies with a diverse set of stakeholders, often

well beyond the actual WAVE partners in the country.

Lessons: The internal resources for advocacy were scaled up from year 3, and increased significantly in years 4 and 5. The increased resources had a corresponding effect of increased support to partners to pursue joint and individual advocacy objectives. The increased resources for supporting partners' advocacy efforts contributed to some of the program's successes; however, as the increased focus on and investment in advocacy came in the second half of WAVE there was not always time to build the momentum needed to realise advocacy outcomes. Using evidence from research to underpin advocacy was a successful strategy in WAVE. Some of the WAVE research activities also occurred late in the program, reducing partners' ability to draw on this evidence in their advocacy work.

WAVE contributions: to these successes included: (1) WAVE's flexible funding model and IWDA's responsiveness to partners' requests; (2) WAVE's support for convening spaces, which enabled partners' sharing of knowledge and experience; (3) IWDA's technical assistance in relation to the generation, synthesis and use of evidence and other advocacy tools, including the *Plan Your Power Women's Rights Advocacy toolkit*, co-created with Womankind Worldwide, and developed into an online resource in Year 5.

WAVE areas for improvement: The evaluation found that partners valued the tools provided through WAVE, but felt that they required adaptation to the realities of local contexts. Some commented that advocacy work of WAVE should find ways to better build on what communities already have in place. Local women's rights organisations are best placed to advise funders and external technical advisors as to how this should be done. It is important to create space for two-way learning about what is likely to be an effective process in a particular place.

3.5.3 KEYS TO SUCCESS AND LESSONS ON STRENGTHENING MOVEMENTS

Keys to success: WAVE partners' keys to success included: (1) The articulation of their own organisation's mandate and values in relation

to other movement actors. When negotiating agendas, WAVE partners found it helpful to clarify and respect the complementary and distinct roles and responsibilities of each movement actor. (2) As a convener, skills of negotiation, mediation, encouragement across organisations with different approaches and mandates was most useful in finding commonalities and complementarities; (3) As movement members and leaders, partners found ways to open up transparent communication channels that allowed for everyone to speak and listen to the group, often using text messaging groups that allowed people to better respond to the whole group in real time; (4) Partners sought ways to become more inclusive and diverse, with a wider set of constituents; (5) The value of persistence in the face of adversity. When the situation appeared bleak, partners re-analysed the political and security landscapes, the risks and challenges, and looked for creative options. (6) The most important key to success, articulated by the majority of partners in WAVE, was to invest in building the critical consciousness and leadership capacity of constituents at the community level. As multiple partners noted, when institutions fail, the community with capacity will go on.

Lessons: The evaluation found some challenges of movement strengthening as reported by respondents. These fell into two broad categories: internal and external movement challenges. The internal challenges were mostly related to finding common ground among participating groups on coalition or network agendas. Some WAVE partners experienced divisions in their alliances and local women's movements or disagreements about organisational mandates and roles. The evaluation data showed that scarcity of donor funding or ways that donor funding is distributed can play a role. External challenges were related to security threats from armed groups, ethnic tension and violence, or political risks or threats from speaking out on issues controversial in that context. Some participating women, including WAVE partner staff, faced physical threats, violence and risk of arrest while participating in WAVE programming. Each WAVE partner working under these conditions put into place actions to prevent, mitigate and respond to such threats.

WAVE contributions: WAVE partners identified what WAVE-specific processes supported

movement strengthening (some of which were also key to policy advocacy outcomes): (1) WAVE's long-term financial support that provided flexible budgets for staff and office costs that partners needed to undertake their operational activities; (2) WAVE's support, facilitation and funding for shared spaces for multiple institutions and individuals to come together in country for learning and strategy planning; (3) WAVE's encouragement and invitation for people to "question the status quo;" (4) WAVE's all-partner and national workshops and reflections, which supported partners to share learnings and stories of change; (5) IWDA's encouragement and moral support brokered trust and facilitated relationships and connections that were welcomed. In terms of movement mindset, two WAVE activities were pivotal and beneficial: the Mid-Term Reflection (2018) and the All Partner Workshop on movements (2019), facilitated by Srilatha Batliwala. Because of these and other WAVE learnings, some partners named a stronger capacity to collaborate and act in solidarity with peers on joint advocacy actions, and what a feminist approach to social change looks like in practice, including more attention to self-care, and paying attention to women's triple burden of unpaid work. WAVE provided a platform for IWDA to reflect on its role as a feminist donor that aims to support feminist movements. These reflections influenced IWDA's articulation of its approach in its Strategic Plan (2020-23). IWDA has drafted a new framework for strengthening feminist movements, currently under review by its partners.

WAVE areas for improvement: with regard to movement strengthening were identified: (1) the incorporation of some participatory processes with other national movement actors in the planning phases would have strengthened the activity planning and clarified roles of partners in relation to others; (2) the logframe, indicators and ToC were mis-matched with the change strategies and levels at which partners were operating; (3) the role of IWDA as donor, movement ally, convener and/or partner was not well defined vis-à-vis WAVE partners. Although one of the three multi-country research papers produced under WAVE was focused on the question of how northern NGOs might better support southern movement NGOs,⁴³

WAVE partners and IWDA may have missed earlier opportunities in key convening and discussion spaces to reflect on and define what role IWDA might best play in supporting stronger movements in Asia and the Pacific.

3.5.4 KEYS TO SUCCESS AND LESSONS ON RESEARCH AND LEARNING

Keys to success: WAVE partners hosted many shared convening spaces, bringing together a diverse set of stakeholders which enabled cross-learning and cross-collaboration with in-country networks. The participatory feminist research methods used by several partners resulted in ownership of the findings by community members, who subsequently led the process of presenting their findings to duty bearers. WAVE partners' strong roots at the community level and grass-roots knowledge production allowed them to lift up women's voices, issues and demands, in adapting programming to better suit their constituents and the change they sought, as well as for influence and advocacy strategies.

Lessons: Based on lessons from multi-country advocacy campaigns, in which it was difficult to find common 'asks' relevant to all local settings, IWDA adapted their approach towards supporting the collection and use of evidence that was more relevant for specific local advocacy and change processes. The time and resources needed for multi-country research efforts were originally under-estimated, but this was later corrected.

WAVE contributions: Partners valued the all-partner WAVE workshops as learning spaces. The multi-country research projects were described as "new learning" for many partners; the value-add was an opportunity to collaborate across national boundaries and learn from peers in other geographic locales. WAVE's approach to building partners' research skills while conducting the research was noted as beneficial. Partners valued and benefitted from the feminist approaches to research and learning introduced at the Mid-Term Reflection, which incorporated Feminist Participatory Action and Research. Some WAVE

43 Guttenbeil-Likiliki, Ofa-Ki-Levuka. 2020. "Creating equitable South-North partnerships. Nurturing the vā and voyaging the audacious ocean together." <https://iwda.org.au/resource/creating-equitable-south-north-partnerships/>.

partners subsequently led research in their communities about their own priority issues, suggesting confidence and capacity as researchers. As a program, WAVE supported grass-roots knowledge production that was conceptualised and produced by community members themselves in several locations, but it should be noted that WAVE may have missed some opportunities to learn from, and elevate and share these knowledge products.

WAVE areas for improvement: the WAVE Monitoring, Evaluation and Learning (MEL) Framework, as originally designed by IWDA, was complex and detailed, with indicators not well aligned to reflect the social change work of WAVE partners. Respondents to this review felt that the WAVE MEL frameworks and tools should have been revised and simplified. To note, WAVE did invite oral narrative reporting, and reporting in local languages, from partners as an alternative to written reporting part-way through WAVE, in response to findings from the Mid Term Reflection. Respondents in this review noted that WAVE could have benefitted from more reflection on - and a better balance of effort towards - top-down processes and bottom-up processes for research and evidence generation. WAVE could have found better balance between evidence designed for global audiences and evidence of value to audiences at the local level. This includes utilising knowledge production work done by partners, either by way of process learning and adaptation by other partners, or by way of WAVE's documentation of outcomes and learning. As a program, WAVE supported grass-roots knowledge production that was conceptualised and produced by community members in several locations, but missed opportunities to learn from and share the findings with others.

3.5.5 GENERAL WAVE PROGRAMMING KEYS TO SUCCESS AND LESSONS LEARNED

Keys to Success: The evaluation found that partners overwhelmingly viewed IWDA as a supportive, empathetic and flexible funder and partner. IWDA made strategic program management choices that were mentioned as helpful by partners. The most important of these was the flexible funding model which supported WAVE partners' operational

cost and allowed for shifts in budget line items when needed. It was noted that WAVE program managers were responsive to partners' requests and communications. In response to feedback about the burden of written reports in English, WAVE Program Managers offered an alternative model and accepted oral reports and reports in local language.

Lessons learned:

1. Top-down centralised approaches vs partner-led context-specific approaches:

Respondents reported that, during the course of WAVE implementation, it was acknowledged that some of WAVE's approaches were too 'top down.' In some cases, IWDA made shifts to make them more relevant to local contexts. For example, respondents reported that IWDA's approach to supporting advocacy evolved from a model of a multi-country campaign ('One Voice') to more locally-driven advocacy approaches ('Plan Your Power advocacy toolkit'). Even so, a number of respondents suggested that IWDA missed some opportunities to see the value of partners' skills and approaches, and thus missed opportunities to build on and support what was already happening locally. Some program implementation and advocacy work by partners was therefore not fully reflected in WAVE's tools and knowledge products. Respondents suggested that the PAG, formed to provide guidance and input to this evaluation, could have been formed and utilised from the start of WAVE and throughout its implementation as a more participatory governance approach. Others suggested more partner-led processes and decision-making in WAVE.

2. Mis-matched MEL frameworks: As has been noted above, the evaluation found many lessons learned about WAVE's MEL framework, which did not align with partners' strategies. Multiple respondents noted that this framework could have been improved through adaptation and modification, in consultation with the donor and implementing partners. Respondents pointed out that FPAR approaches to MEL, as used in the Mid-Term Reflection, would have been more useful to WAVE's overall learning.

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- 3. Multi-country program design:** A multi-country program is complex to design, implement and evaluate, and WAVE's mandate was quite broad. WAVE supported project-specific planning by implementing partners in its first year, but may have missed opportunities to build in strategic partnerships for region-specific technical assistance or research and evaluation support from regional institutions. The WAVE program evaluation was hindered by the lack of project-specific evaluations of partners' work in each country.
- 4. Evolving models for strengthening social movements:** WAVE's conceptualisation and models for strengthening social movements evolved over the five years of implementation. The pivot point was the all-partner workshop which provided didactic training and participatory reflections and analysis of WAVE, led by renowned movement scholar from the region, Srilatha Batliwala. Many respondents reported that this approach should have been implemented much earlier in the program. It underscored IWDA's and partners' unspoken assumptions about a key element of WAVE's ToC and their own work, and 'got everyone on the same page.' Unfortunately, WAVE's MEL framework did not evolve to keep pace with this understanding, and very few of WAVE's indicators were useful to Pillar 3. The key role of community-based consciousness building was, in many ways, the key success of Pillar 3 and of WAVE's sustainability, yet went largely unmentioned in WAVE's reporting.
- 5. Intentionality about work, wellness, safety and security:** During the WAVE evaluation, two struggles were evident among WAVE staff: managing workload and preventing burn out; and responding to resistance and (in some instances, violent) backlash. Respondents reported struggling with workloads of ambitious program agendas, often beyond the available time and resources. While IWDA recognized the issues of burnout, and encouraged expanded strategies for self-care, some further attention to realistic time and work planning was needed. WAVE was operating in contexts of backlash and resistance to gender equality; in such contexts, on-going attention with concrete strategies for ensuring the safety and well-being of the staff of women's organisations is highly relevant.
- 6. IWDA's value-add in regional feminist movement ecosystems:** Respondents shared their appreciation for IWDA's commitment to providing flexible, responsive funds to women's rights organisations in the Asia and Pacific regions. This provided the adaptability and dynamism that movement actors require. The evaluation found this to be a model that should be replicated in the future. IWDA is still in the process of articulating its own value-add, and exploring what its role and mandate should be with regard to regional movements and feminist funding ecosystems. Respondents encouraged IWDA to share such reflections with partners and other stakeholders to promote transparency and build trust.
- 7. Selection, orientation and exit strategies for partners:** Several respondents reported that a program 'orientation' at the start of WAVE, which makes clear what the program's mission, vision and principles of action are, would have been helpful in WAVE. Many assumptions were made that all partners agreed in principle, yet over the course of WAVE, it was clear that WAVE partners did not always agree. There were some transitions of funded partners in WAVE; some left, and some new partners joined. Respondents pointed to a rationale that these transitions resulted in a better alignment with WAVE's approaches and principles. The lesson for a multi-partner program is to build in processes for clear communication of principles and mission, and to provide orientation for partners as they come on board. As WAVE wound down, it became clear that some partners who were reliant on WAVE's funding for most or all of their budget were at risk of closing down. The cessation of WAVE funding has had a significant impact on program planning and continuity for some partners. Some partners heavily dependent on WAVE's financial support could have benefited from mid-term discussions and possible resource mobilisation (if requested) and exit strategy planning with IWDA to plan for transition once WAVE support ended.

4.0 RECOMMENDATIONS



Leonía De Araujo, participant in gender based violence workshop run by Alola Foundation. Photo: Harjono Djoyobisono



WAVE partners participating in the all partner workshop 2019.

The recommendations, drawn from the findings and lessons in the evaluation, are presented here in three sub-sections. The audiences for these recommendations are divided into the following categories:

1. IWDA, as the lead for the WAVE program and the de facto grantmaker / donor for women's rights organisations in Asia and Pacific, as drawn from findings specific to feminist and decolonising ways of grantmaking;
2. Implementing organisations such as WAVE partners or other external groups implementing programming relevant to WAVE's programming activities, as drawn from the findings specific to program practice. These broad recommendations are drawn from both successes and lessons learned from WAVE; thus, they do not reflect areas of improvement for WAVE partners.
3. International NGOs and donors external to WAVE who fund or support feminist grantmaking and/or partnership with women's rights organisations and women's movements.

4.1 RECOMMENDATIONS TO IWDA

4.1.1. CONTINUE TO STRENGTHEN CONTROL AND DECISION-MAKING BY LOCAL PARTNERS, IN RELATION TO RESEARCH AND KNOWLEDGE PRODUCTION, ADVOCACY AND INFLUENCING, DEVELOPMENT OF TOOLS AND APPROACHES, AND OVERALL PROGRAM STRATEGIES AND RESOURCES.

- We encourage IWDA to further develop shared governance processes and decision-making spaces with partners. Explore participatory grantmaking models and mechanisms for partner representatives to influence program decisions about priorities, strategies and resources, and/or have shared decision-making authority over the program.
- We encourage IWDA to continue to find ways to prioritise, document, resource and learn from locally-rooted expertise, and ensure partner-driven programming, research and advocacy. For example, when developing ideas for research initiatives, joint advocacy agendas, or development of frameworks, tools and toolkits, seek out the best placed regional, national and local groups (partners or others) to lead the work, as resourced by IWDA. Draw from, learn from and share the expertise and materials developed by partners as well as those developed by IWDA. Resource the work of creating and designing such materials locally.
- We encourage IWDA to continue developing processes for deep listening and learning from partners, in a way that better supports the needs and desires of the communities at the heart of programming. This could include deliberate and regular reflection sessions by partners with community members that test out the assumptions of IWDA about what's most important to focus on and resource.

4.1.2. BUILD RESPONSIVE MONITORING, EVALUATION AND LEARNING PROCESSES SUITED TO IMPLEMENTATION STRATEGIES OF PARTNERS

- We encourage IWDA to co-create, test and invest in MEL approaches with partners to design relevant, feasible MEL systems, indicators and processes, aligned with partners' assumptions and results about how and why their strategies will lead to change. We encourage IWDA to work with their partners to articulate the assumptions underpinning theories of change and identify indicators and appropriate monitoring and evaluation measures to analyse the way patriarchy and power are addressed in the strategies for change. This will contribute to more effective gender transformative designs and evaluations. When needed, we encourage IWDA to change direction and discard measures and monitoring processes that are not contributing to understanding of program progress.
- We recommend IWDA continue to invest in – and better resource – FPAR processes as part of MEL systems. FPAR processes at the community level could be incorporated into IWDA's ongoing learning and strategic planning to better respond to community needs.
- When supporting advocacy agendas, we encourage IWDA to pay closer attention to local context and evolving situations. We suggest co-designing MEL approaches to advocacy efforts that capture both the planned process and results and those opportunistic and responsive advocacy efforts that may not appear in project plans at the outset.

4.1.3. STRENGTHEN DESIGN PROCESSES FOR MULTI-COUNTRY PROGRAMS

- Where future programming supports multiple partners and countries, we encourage IWDA to work with partners to co-design more targeted, feasible programs based on Theories of Change that reflect the significant risk, constraints and resources required to shift harmful gender norms and achieve progress towards gender equality in those diverse contexts. This may mean a multi-country program with fewer partners, fewer countries and with a narrower thematic focus.
- Where future programming supports multiple partners and countries, we encourage IWDA to invest resources for evaluation for each partner's project, in addition to overall program evaluation. This will contribute to a fuller picture of the effectiveness of the program and provide specific data of value to each partner.
- We encourage IWDA to explore collaborative research and technical assistance partnerships with southern universities, NGOs and research institutes, building on local leadership and expertise.

4.1.4. FOR FUTURE MOVEMENT-STRENGTHENING PROGRAMMING, STRENGTHEN IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING PROCESSES BETTER ALIGNED WITH MOVEMENT CAPACITY AND FEMINIST MOVEMENT ECOSYSTEM TOOLS AND FRAMEWORKS

- For future programs that aim to strengthen movements, we encourage IWDA to resource time and effort to systematize MEL systems better aligned with social movements. This includes reviewing measures developed and tested by others. It also includes documenting and learning about the components that contribute to movement strengths as part of ongoing programming. Based on findings from this evaluation, we recommend IWDA explore with partners better measures to assess building the critical consciousness of their constituencies, and solidarity and trust between movement actors.
- We recommend IWDA build systematic feedback loops - from both funded partners and their allies who are not funded - that allow them to monitor for unintended effects of IWDA's funding and resourced support throughout the program cycle. This will help mitigate the risk of IWDA's choices about funding some groups over others, and unintentionally causing tensions or fracturing movements.
- We recommend that IWDA continue to prioritise resources that provide opportunities for groups to connect with, share ideas and learn from each other through convenings and events (as happened in WAVE). Movement activists greatly value opportunities for networking, relationship building and collaboration. Where in-person convenings are too expensive or are not feasible to organise, consider resourcing and facilitating informal virtual spaces to share ideas or provide ongoing support to each other.

4.1.5. CONTINUE THE PROCESS OF LEARNING FROM, AND LEANING INTO A CULTURE OF COLLECTIVE SELF-CARE, SAFETY AND WELLNESS

- We encourage IWDA to reflect on and mitigate unrealistic workloads and overly ambitious programs/agendas that don't match the available time and resources. Addressing this can facilitate greater work-life balance and prevent burnout.

- We encourage IWDA to continue exploring concrete strategies to support and resource the safety and well-being of the staff of women's organisations that are facing backlash and threats. This includes additional resourcing, southern expertise and contingency for all programming targeting prevention and response to violence in fragile settings in order to uphold the IWDA Safety and Security Framework.⁴⁴

4.1.6. CONTINUE TO IMPLEMENT FLEXIBLE AND RESPONSIVE FUNDING MODELS TO FEMINIST WOMEN'S RIGHTS ORGANISATIONS.

- We encourage IWDA to continue providing flexible and responsive funding to women's rights organisations committed to a feminist approach. By nature, movement strengthening and opportunistic advocacy processes are not linear, hard to plan for in detail, and hard to budget for in advance. Therefore, donor support that is flexible and responsive is key. It also allows for rapid reaction to unanticipated budget needs, as happened in WAVE during the pandemic. We encourage IWDA to streamline financial and other reporting system requirements of their partners.
- We encourage IWDA to continue to articulate and publicly share its thinking about IWDA's role, mandate and value-add in feminist funding and movement ecosystems. This promotes transparency about power and resources with key stakeholders.
- We encourage IWDA to continue to test and refine the Feminist Organisational Capacity Strengthening resource, building on models for feminist partnership and leadership.

4.1.7. DEVELOP CLEAR SELECTION CRITERIA, ON-BOARDING AND EXIT SUPPORT STRATEGIES FOR FUNDED PARTNERS

- Develop clear selection criteria for partners, based on IWDA's vision, principles and strategies. Share those criteria with partners. Selection criteria might include criteria related to geography, programmatic approach, commitment to specific principles or approaches, size of organization, relationship with affected communities, for example.
- When onboarding new partners, work collaboratively with partners to ensure shared understanding of definitions for such criteria, especially if IWDA chooses to make explicit that commitment to specific principles or approaches are a criteria for partnership.
- We encourage IWDA to initiate discussions with partners about organisational sustainability from the onset of the relationship. Consider developing criteria and support strategies for partners for exits from IWDA's resource support. For example, consider initiating discussions about diversification of funding sources and resource mobilization at least 3 years prior to a transition after IWDA's support ends.

44 <https://iwda.org.au/assets/files/IWDA-Safety-and-Security-Framework-2019.pdf>

4.2. RECOMMENDATIONS FOR PROGRAM IMPLEMENTERS

4.2.1. BUILDING WOMEN'S LEADERSHIP

- To be successful as political leaders, programs should go beyond investment in building the skills, capacity and confidence of individual women as engaged political leaders. Programs should provide an enabling environment for women to step into leadership positions including networks of peer and family support. Early engagement with political parties is advised. For some women, it may be necessary to consider options for funding the work as elected politicians.
- A more explicit strategy on engagement with men for women's political participation would benefit future programming.
- For sustainability, build in succession planning for outgoing and retiring individual leaders, and provide a roadmap and support for younger women entering the field.
- Expect resistance, backlash and even threats for women stepping into leadership roles; make contingency plans for how to prevent, mitigate and respond to these in program plans
- Provide support and training for feminist leadership as a conceptual model and way of operating, including greater attention to self-care and dual and triple burdens of care.

4.2.2. HOLDING DUTY BEARERS ACCOUNTABLE

- To influence policy makers, provide the information, coaching, advice, and technical support required by local leaders to help them be successful in their jobs. Bring locally-relevant research and evidence as persuasive data.
- Aim to diversify the collaborating stakeholders in the advocacy strategies and plans; the diversity of voices can strengthen the collective voice asking for change. Draw on the skills, expertise and specialised knowledge of the diversity of constituency members to ensure the advocacy asks are inclusive of marginalized groups. Where possible, organise spaces for community members – especially marginalised groups – to give input to the agenda setting.
- Organisations such as network 'umbrella' organisations whose mandate it is to coordinate inputs from diverse actors in a network should ensure transparent and timely communications with and among members.

4.2.3. STRENGTHENING MOVEMENTS AND MOVEMENT MINDSETS

- Invest in building the critical consciousness and leadership capacity of constituents at the community level. This builds a mass base of movements and ensures sustainability - when institutions fail, the community with capacity will go on.
- When negotiating a united front and a common agenda for change, articulate your own organisation's mandate and values clearly, and ask others to do the same. Clarify and respect the complementary and distinct roles and responsibilities of each actor.
- Conveners of movement agenda setting should use soft skills of negotiation, mediation, encouragement across organisations. Expect personalities and group dynamics to play a role. Highlight commonalities and complementarities when building membership. Set up transparent communication channels that allowed for everyone to speak and listen to the group. Identify safe space mechanisms for discussion of possible tensions and ways to address them.
- Similar to the recommendation for advocacy, where possible, aim for inclusive and diverse voices and a wider set of constituents.

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- Similar to the recommendation for advocacy, incorporate opportunities to reflect on and practice models of feminist leadership and feminist organisational principles and processes.
 - Plan for safety, wellness and self-care. Discuss how to collectively respond to threats aimed at specific individuals or groups.
 - Be persistent. When the situation changes or looks hopeless, scan the political and security landscapes, the risks and challenges, and look for creative options.


4.2.4. RESEARCH AND LEARNING

- Build on existing knowledge and expertise of the community constituency members that are at the centre of the program. Use FPAR and other feminist research methods to facilitate knowledge production, and to identify problems and solutions generated by community members themselves.
- Ensure that there is a plan for what the research findings will be used for – which individual, institution or group will be targeted, and what information will be most helpful or persuasive.
- Host shared convening spaces, bringing together a diverse set of stakeholders to enable cross-learning and cross-collaboration.

4.3. RECOMMENDATIONS FOR INTERNATIONAL NGOS AND DONORS WITH A COMMITMENT TO FEMINIST GRANTMAKING AND/OR PARTNERSHIP WITH WOMEN'S RIGHTS ORGANISATIONS AND MOVEMENTS.

- Implement flexible and responsive funding models. Ensure that budgets can support core office costs, can be modified where necessary, and are aligned to a grantee partner's existing strategy and vision.
- Utilise shared governance models for decision-making with partners throughout the program timeline.
- For donors and grantmakers providing technical, programmatic or organisational assistance to local women's rights organisations (in addition to funding), offer 'opt-in' technical assistance options. Recognise and celebrate in-house capacity among partners and explore peer-to-peer technical assistance options. Where no in-house expertise exists among the donor or partners, find experts to provide coaching and support from the region as advisors or consultants.
- Donors and grantmakers investing in advocacy processes need to pay greater attention to assessing local context, local ways that change comes about in a particular place, and local advocacy expertise right from the start of a project.
- Donors and grantmakers investing in policy advocacy should build in adequate timelines and resources. With partners, discuss the budgets required and ensure there are adequate resources that match the activities of the program. (The same is true for supporting women's political leadership, or movement strengthening, or research and learning.)
- Where there are activists working to promote gender equality, there is likely to be backlash and threats. Overwork and burnout are also likely. Make specific plans to ensure the safety and well-being of the staff of women's organisations, and ensure resources for self-care and respite.
- Where there is an explicit expectation for movement strength outcomes, donors have a responsibility to prevent and monitor for unintentional outcomes that can damage relationships from their funding choices. Donors should make efforts to provide clear, transparent communication about the funding choices, and to resource collaborative planning and resourcing funding. Participatory grantmaking models should be considered. Resources that provide opportunities for groups to connect with each other through convenings, networking events, opportunities to co-create knowledge products, or other partnership and relationship building activities that connect potential allies and collaborators should also be prioritised.
- Where knowledge production happens, invest in a brokered partnership and shared governance approach with partners, and prioritise learning from partners' ways of working, tools and processes, with opportunities for their sharing such knowledge with others. Provide funded opportunities for co-creation of knowledge products, and use convening spaces to share, reflect on, adapt or design frameworks and tools specific to a locality or context.
- Donors and grantmakers supporting multi-country programming with a gender-transformative change agenda should utilise an iterative and flexible evaluation framework suited to the program model. This would likely include an 'emergent' ToC that is flexible to the changing conditions and learning in programming sites, and an evaluation framework that is aligned with progress indicators relevant to the local contexts. Many donors and grantmakers in such circumstances also benefit from a monitoring and learning system that utilise qualitative data and narrative approaches to monitoring for progress and barriers.

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- To build sustainability of gender-transformative change, donors should invest in organisations with demonstrated skills in building consciousness, capacity, leadership, confidence and 'ownership' of the community members in continuing the efforts to press for transformative gender change in their communities.
 - Donors providing long-term funding to civil society groups should discuss and plan exit strategies with their partners at least 2 - 3 years in advance of the cessation of support.
 - Feminist donors and grantmakers should clearly articulate their principles and mandates. They should also invest in internal processes to ensure there is broad understanding and application of the principles behind feminist grantmaking among staff, to ensure consistent application of those principles in practice.

A portrait of Loisy Auariri Wate, a woman with dark skin and curly hair pulled back, looking directly at the camera with a slight smile. She is wearing a dark blue turtleneck under a colorful, patterned jacket. The background is a plain, light grey.

**Our voice is louder
and our power amplified
when we work together.**

Loisy Auariri Wate, WARA, at WAVE inception workshop 2016 in Melbourne. Photo: Gemma Carr

WAVE PARTNERS:



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