

Evaluation of Partners for Prevention
Regional Joint Programme for Violence against Women
and Girls Prevention
in Asia and the Pacific

Phase II
2014 - 2017

Evaluation Report
April 2018

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This report presents the viewpoints of the independent evaluation team and does not necessarily represent the position of any one of the four UN partner agencies, government, civil society organisations or other partners to the Regional Joint Programme and the P4P team. Any omissions or errors are the responsibility of the evaluators.

-- Janine Moussa and Noraida Endut, March 2018

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Acronyms and Abbreviations

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil society organisation
DFAT	Department of Foreign Affairs and Trade
DNWU	Da Nang Women's Union
ERG	Evaluation reference group
GBV	Gender-based violence
GEMS	Gender Equality Movement in Schools
GWI	Global Women's Institute
ICRW	International Center for Research on Women
IMAGES	International Men and Gender Equality Survey
KII	Key-informant interviews
LP3A	Lembaga Pengkajian dan Perlindungan Perempuan dan Anak Papua (Institute for the Study of Papuan Women's and Children's Empowerment)
M&E	Monitoring and evaluation
MOWA	Ministry of Women's Affairs
NCFR	Nazareth Centre for Rehabilitation
NGO	Non-governmental organisation
OECD	Organisation for Economic Co-Operation and Development
PDOWA	Provincial Department of Women's Affairs
PKBI	Perkumpulan Keluarga Berencana Indonesia (Family Planning Association Indonesia)
PMT	Programme management team
PNG	Papua New Guinea
P4P	Partners for Prevention
SC	Steering committee
SRHR	Sexual reproductive health and rights
SIDA	Swedish International Development Corporation Agency
TA	Technical assistance
TAG	Technical advisory group
TOT	Training of trainers
UN	United Nations
UNEG	UN evaluation group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNV	United Nations Volunteers Programme
VAW(G)	Violence against women (and girls)
WHO	World Health Organization
WHO MCS	World Health Organization Multi-Country Study of Women's Health and Domestic Violence Against Women

I. Introduction and Methodology

A. Violence against women and girls (VAWG) in Asia and the Pacific

Violence against women and girls is a serious and pervasive human rights and development issue in the Asia-Pacific region. Between 15% and 68% of women aged 15-49 experience physical or sexual violence by a male intimate partner in their lifetime in countries across Asia and the Pacific. ¹*The UN Multi-country Study on Men and Violence in Asia and the Pacific (UN MCS on Men and Violence)* provides data on men's perpetration of violence, gender norms and masculinities as well as entry points for prevention. It includes interviews with over 10,000 men and 3,000 women from nine sites across seven countries in the region (Bangladesh, Cambodia, China, Indonesia, Papua New Guinea, Sri Lanka and Viet Nam), and it is the largest cross-country comparable data set focused on men's perpetration of VAWG in the Asia-Pacific region.²

This study highlights the rates and patterns of various types of VAWG in different sites and looks at the perpetration of violence against men and boys. Results vary across sites, but the study finds that the proportion of ever-partnered men who report having perpetrated physical and/or sexual intimate-partner violence (IPV) in their lifetime varies between 26% and 80%, and in most sites, it is between 30-57%.²

In addition, the study finds that IPV and non-partner rape across sites are driven by factors related to gender inequality, masculine behaviours related to violence and childhood experiences of violence. Men begin perpetrating violence at a young age; half of those who admit to committing rape, completed the first act when they were teenagers.

Although laws exist in some of these countries to protect women, impunity remains a significant issue in regions where many men do not face any legal consequences for their actions. Implementation of existing laws is limited due to many factors, including inadequate political interest of the issue and lack of funding for personnel and programmes.

B. Partners for Prevention: Phase I to II

1. Phase I (2008-2013)

Partners for Prevention Phase I (P4P I) was a UNDP, UNFPA, UN Women and UNV regional programme addressing VAWG in Asia and the Pacific. These four UN agencies worked cooperatively to engage communities to enhance the prevention of VAWG, which required pooling funds and developing joint work plans to improve programme implementation.³

Outputs of P4P I included the *UN MCS on Men and Violence in Asia and the Pacific*, referenced above, which provides seminal data on men's perpetration of different forms of VAWG and identifies key entry points and changes needed to prevent this violence. In addition to this study, P4P I also devised two sub-regional NGO learning consortia focused on transforming harmful masculinities. One of the lessons learnt from the *UN MCS* study was that intimate-partner violence manifests differently across sites, therefore, each country requires

¹ kNOsVAW data violence against women prevalence map in Asia-Pacific (2017), <http://asiapacific.unfpa.org/en/publications/violence-against-women-regional-snapshot-2017>

² Fulu, E., Warner, X., Miedema, S., Jewkes, R., Roselli, T. and Lang, J. (2013). *Why Do Some Men Use Violence Against Women and How Can We Prevent It? Quantitative Findings from the United Nations Multi-country Study on Men and Violence in Asia and the Pacific*. Bangkok: UNDP, UNFPA, UN Women and UNV.

customised, site-specific interventions to help prevent violence.³ The findings of the study continue to be used to inform VAWG programmes in the region.

P4P I incorporated three components into its strategy: (1) Effective communications; (2) Networking and capacity development; and (3) Research, knowledge and policy advice. In order to provide a comprehensive response to GBV, P4P I applied a varied approach that combined evidence, capacity development and communications to help prevent VAWG. P4P I used a partnership model to scale-up local experiences to the national and regional levels to impact institutional and national policies. In addition, P4P I supported the implementation of various communication campaigns and social behaviour change initiatives to promote positive developments among young people. These included national mass media campaigns and local social media projects.

2. Phase II (2014-March 2018)

P4P II was designed to carry forward the successes and lessons learnt from Phase I by supporting the design, implementation, monitoring and evaluation of localised VAWG prevention interventions in a number of sites where P4P research had been undertaken and strong partnerships had been established (Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Viet Nam).

3. Organisational structure of Phase II (roles and management)⁴

The P4P team includes a program management team (PMT) that is administered by the UNDP Regional Bureau for Asia and the Pacific, a technical advisory group (TAG) and the steering committee (SC). The SC is composed of senior management from each participating UN agency. The Department of Foreign Affairs and Trade (DFAT) from the Government of Australia is an observing member of the SC as the main donor to the joint programme. The TAG is a group of specialists from each participating UN agency and provides technical expertise, support, guidance and coherence on the shape of the programme products. TAG members also support the coordination among of the P4P programme at the national, regional and global level as needed.

4. Programme development

P4P II applies the recommendations and lessons from the Phase I evaluation report into sustainable evidence-based programming. P4P I found that there are few stakeholders who knew of and/or were engaged in comprehensive approaches to VAWG prevention work and how they could be scaled-up to the national level.

Lessons from P4P I include:

- Improve national coordination and regional capacity to help strengthen sectors involved in VAWG prevention work;
- Prioritise the importance of planning and working across agencies to promote the exchange of knowledge and expertise and the sustainability and efficacy of VAWG interventions; and Strengthen the link between volunteerism and VAWG programming.

P4P II aimed to support the implementation, monitoring and evaluation of site-specific VAWG prevention interventions in the P4P I research areas (Bangladesh, Cambodia,

³ Evaluation of P4P Regional Joint Programme for GBV Prevention in Asia and the Pacific^[1] 2008 till 2012. Final Evaluation Report May 2013.

⁴ P4P Phase II Regional Consultation 24-26 June Meeting Report 2014.

Indonesia, Papua New Guinea and Viet Nam, specifically). Combined with the local knowledge of partners and the global knowledge of what works to prevent VAWG, the interventions are designed to address both the identified risk factors for violence perpetration and the specific recommendations from the *UN MCS on Men and Violence*. P4P II also aimed to harness the power of volunteerism and local expertise by using UN and local community volunteers.

The envisioned outputs of P4P II were:

- Output 1: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys from perpetrating VAWG and to generate new learning
- Output 2: Selected national partners have increased capacity to design and implement rigorous evidence-based interventions and policies for the prevention of VAWG
- Output 3: Regional bodies and organisations have more resources to support effective programmes and policies for the prevention of VAWG

5. Evidence-based interventions and prevention of VAWG and guiding principles for P4P II

In Asia and the Pacific, a greater focus is being placed on VAWG-prevention interventions as a complement to the response, protection and services being provided to survivors of violence. The approaches differ widely in terms of their goals; use of research and global evidence to inform programme design and implementation; and efficacy. To improve prevention programming, implementers need to understand the theories of gender and improve the local and global capacity for designing, implementing and measuring data and theory driven interventions.³

In addition to the above, the following guiding principles for P4P II programmes were used:

- Put survivors first and combine response and prevention under one approach: Survivors remain the priority of any work on violence. All actions to prevent VAWG must be undertaken in collaboration and coordination with the response sector. As a programme that focuses on prevention, P4P recognises that response and prevention are intricately connected and cannot be separated when planning and implementing interventions on the ground.
- Uphold the goals of gender justice, human rights and freedom from violence: The entire programme is informed by a feminist, human rights approach that prioritises women's voices, needs and personal agency to overcome inequalities and oppression. The human rights approach and feminist power analysis will, and should, be central to all prevention strategies and interventions.
- Value local knowledge and experience: Violence prevention initiatives are driven by the agency of women, men and young people in communities, so local knowledge, experience and innovation will be the starting point for all strategies for P4P II. With the guidance of local partners and volunteers, the programme consistently values and draws from this to inform how such changes will happen.
- Nurture equal partnerships based on solidarity and mutual respect: In the spirit of a joint programme and to enhance cooperation and open communication, all programme decisions adhere to the following principles: mutual respect and understanding among partners; clear roles and responsibilities among partners; mechanisms for institutional agreements; and mechanisms for consistent communications and information flow. Partnerships with regional bodies, government

agencies and civil society respect differing perspectives and the equal importance of all actors in violence-free and equitable societies.

- Ensure transparency and open access to knowledge: The programmes should be funded by public resources and will be committed to ensuring that all knowledge products and resources are openly available to the broader community of activists, practitioners, researchers and academics working across diverse sectors to end VAWG. Knowledge products will be promoted by UN agencies. The programme will foster a wide range of partnerships and promote access and use of the data and evidence generated for others to use in their respective fields.
- Uphold rigorous ethics and safety standards: Research, programming and communications around a sensitive issue such as VAWG must be approached with the highest commitment to ethical and safety standards. These standards, clearly articulated, to team members, partners, donors and other involved actors, are integral to achieving the overall aims of gender-based violence prevention work in a rigorous, effective way.

The interventions must meet mandatory criteria:⁵

- Respond to research results from the *UN Multi-Country study on Men and Violence* or other relevant research at the national level
- Focus on gender transformation and addressing harmful masculinities
- Combine various approaches
- Involve community-based approaches
- Work with multiple groups (across age groups and gender, for example)
- Work with multiple partners (education-based, community-based, etc.)
- Have sustained intensity, sufficient dosage to have an effect

Additional interventions must:

- Have the potential to be scaled-up
- Be available in areas with high rates of VAWG
- Serve under-resourced locations

Table 1: *Interventions in each of the selected countries*

⁵ P4P Phase II Regional Consultation 24-26 June Meeting Report 2014.

Country, and key implementing partners	Summary of Primary Prevention Interventions
<p>Bangladesh UNFPA, UN Women, Ministry of Women and Children Affairs, Ministry of Education, Plan International Bangladesh, Concerned Women for Family Development, BBC Media Action</p> <p>UN Women, Hedda Produktion, Bangladesh National Women & Lawyer Association, Bangladesh Gender Equality Advocates, the University Grants Commission</p>	<p>Generation Breakthrough: This intervention engaged adolescents, parents, teachers, sports instructors and community leaders at schools, madrasas and community clubs for adolescents. The intervention addressed VAWG and sexual and reproductive health issues. It engaged around 140,000 adolescents, ages 10-19 in 300 secondary schools, 50 madrasas and 150 adolescent clubs across Bangladesh.⁶</p> <p>Prevention of sexual harassment in universities: UN Women launched a project that piloted and promoted good practice in four of Bangladesh's tertiary educational institutions. The project aimed to prevent sexual harassment through raising awareness, mobilisation and developing mechanisms to implement High Court Guidelines on Prevention of Sexual Harassment (2009). The project targeted 138,020 boys and girls, covering 300 schools, 50 madrasas and 150 clubs</p>
<p>Cambodia UNFPA, UN Women, UNV and Ministry of Women's Affairs (MOWA)</p>	<p>Building our Future: Supporting Healthy and Happy Relationships: The pilot was implemented in five communes in Kampong Cham province in Cambodia and addressed key risk factors for VAWG, such as childhood experience of violence and quarrelling with partner. The intervention engaged 252 adolescents (ages 12-14) and 346 caregivers (e.g. parents, guardians, teachers and youth service providers) in parallel workshop sessions. The intervention employed a participatory method to transform social norms and harmful masculinities, decrease harsh punishment and increase supportive parenting.</p>
<p>Indonesia UNFPA, UN Women, UNV, UNDP, Perkumpulan Keluarga Berencana Indonesia (PKBI), Lembaga Pengkajian dan Perlindungan Perempuan dan Anak Papua (LP3A)</p>	<p>Rei Mai (Reaching Papuan Prosperity): Engaging young people to change gender norms and build equitable relationships: This project worked with 131 adolescent boys and girls (ages 13-15) and 60 of their caregivers including parents, religious leaders and other influential community members in participatory group sessions. It addressed risk factors such as gender norms, gender identity, relationship skills and exposure to violence among critically vulnerable groups of adolescents. These sessions aimed to equip adolescents with gender-equitable attitudes and improve the relationship with their caregivers as well as equip caregivers with gender-equitable attitudes, positive disciplining techniques and supportive parenting skills. The project built on the existing 'Violence Free Villages' programme, which raised awareness of VAWG in communities and built the capacity of local authorities and civil society to respond to VAWG.</p>
<p>Papua New Guinea UN Women, UNICEF, Nazareth Centre for Rehabilitation</p>	<p>Planim Save Kamap Strongpela (Plant Knowledge, Grow Strong): This intervention focused on preventing VAWG and transforming negative gender norms, community peace-building and trauma-healing activities to address risk factors of childhood emotional and sexual abuse and post-traumatic stress disorder. The project used a community conversation model that aimed to increase awareness, information and conversation on VAWG, trauma and healing and peace-building and positive relationship skills with 716 men and 814 women.</p>

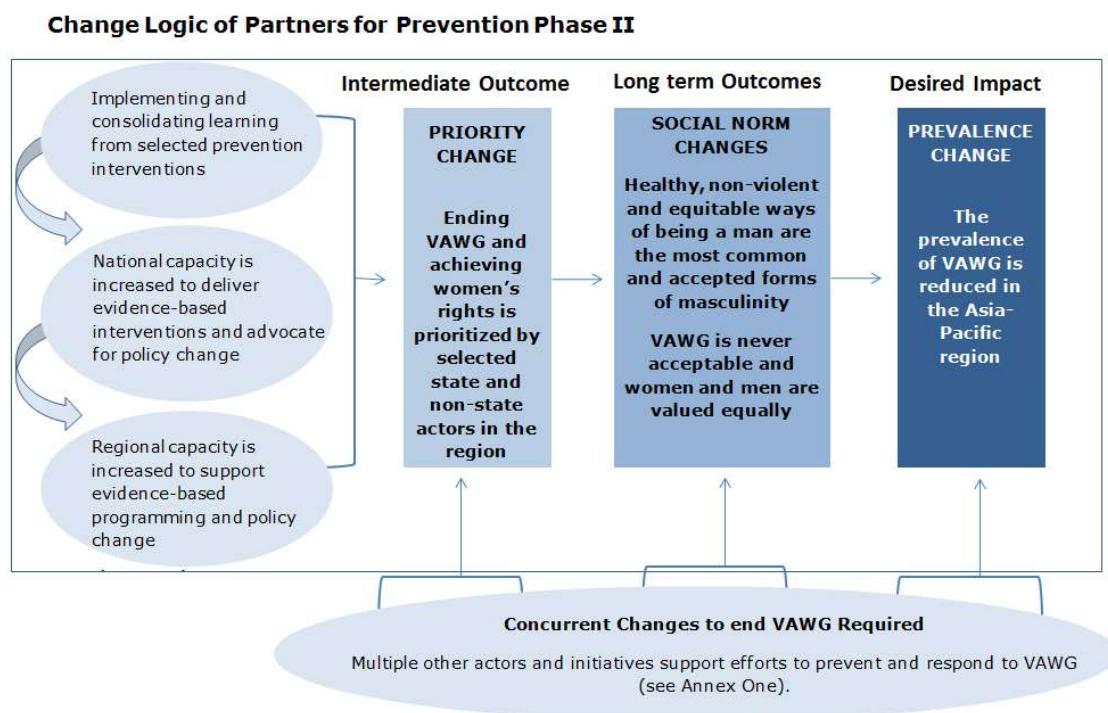
⁶ P4P Phase II contributed to only one component of Generation Breakthrough particularly related to training up of the UN Volunteers in violence against women programming and community engagement.

Viet Nam

UN Women, UNV, Da Nang
Women's Union

Male advocate programme: This intervention worked with 24 male facilitators and 93 youth and older men to address risk factors including gender inequitable attitudes and harmful constructions and demonstrations of masculine identities. The intervention focused on transforming harmful masculinities and engaging men to become male advocates for VAWG prevention in their communities through a volunteerism component. It aimed to build gender equitable attitudes, challenge harmful masculinities, build healthy relationship skills, develop an awareness of VAWG issues and empower young men and older adult men to volunteer in their communities and to lead and engage in violence prevention.

Figure 1: Change logic of Partners for Prevention Phase II



C. Evaluation Purpose

1. Outputs and objectives of the evaluation

The Global Women's Institute (GWI) at George Washington University conducted an evaluation using participatory methods of the P4P Regional Joint Programme (Phase II) in the following countries: Bangladesh, Cambodia, Indonesia, Papua New Guinea and Viet Nam, and in the Bangkok UN regional office.

The evaluation will review the three outputs of Phase II:

- Output 1: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys perpetrating VAWG and to generate new learning
- Output 2: Selected national partners have increased capacity to design and implement rigorous evidence-based interventions and policies for the prevention of VAWG
- Output 3: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG

As prioritised by the four participating UN agencies, the evaluation aims to assess the performance of the P4P programme at the regional level in achieving output one and select areas of outputs two and three.

It will assess the following specific evaluation objectives:

- Assess progress achieved or being made towards the achievement of output one and select components of outputs two and three;
- Provide forward-looking recommendations on the exit strategy that sustain the achievements of the programme
- Document lessons learnt, success stories and good practices to maximise the experiences gained

In line with the UN Evaluations Group (UNEG) guidelines, evaluation objectives cover four of the five evaluation criteria outlined by the Development Assistance Committee (DAC) from the Organisation for Economic Co-Operation and Development (OECD)⁷: Relevance, efficiency, effectiveness and sustainability⁸. Impact, the fifth criteria, is explored in the 'Effectiveness' section. The evaluation pays attention to human rights-based approaches and gender equality throughout.

The results from this evaluation will be used to support the development and implementation of prevention programming. In particular, it is expected that the report be used by regional and country offices of the UN agencies involved, the P4P, civil society organisation (CSO), governments in the countries concerned and any other stakeholders involved in the process. In addition, this evaluation sought to assess how volunteerism and joint programmes can be beneficial to the initiatives developed for P4P II.

2. Phase I: Inception (July-September 2017)

During the inception phase, the GWI team worked with the P4P team and received input from the TAG and the evaluation reference group members (ERG) at an inception meeting in

⁷ Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

⁸ Effectiveness studied within the effectiveness section, infra.

Bangkok to finalise the evaluation design and develop the initial data collection tools. In August 2017, GWI began the desk review and submitted the final inception report.

3. Phase II: Data collection and presentation of preliminary findings (July-October 2017)

During Phase II of the research, the team conducted further desk reviews of documents and primary data collection (including field visits to the regional office in Thailand; teleconferences with P4P stakeholders in Bangladesh, Papua New Guinea (PNG) and Viet Nam, and; field visits to Cambodia and Indonesia). The qualitative data was collected in three phases. First, in August 2017, the research team conducted initial interviews with the regional office team in Bangkok. In August and September 2017, remote data collection occurred with the teams in Bangladesh, PNG and Viet Nam. Finally, in October 2017, research staff travelled for field visits to Cambodia and Indonesia. In addition, the GWI research team travelled to Bangkok in October 2017 to debrief from the field visits and present preliminary findings.

4. Phase III: Analysis, report writing and presentations (November 2017-January 2018)

Phase III of the evaluation, including analysis of the data and the drafting, review and finalisation of the report, was conducted between October and December 2017. Final presentations to the P4P team and final revisions to the evaluation are expected to be completed in March 2018.

D. Methodology

1. Data collection methods

The research team used participatory, qualitative methods to answer the specific evaluation objectives. The team reviewed secondary materials from all UN partners and relevant peer-reviewed articles as well as qualitative primary data collection through key informant interviews. The team conducted qualitative content analyses; reviewed secondary data and materials; and went to the field to gather qualitative data, including key informants' narratives and evaluators' observations.

This approach allowed the triangulation of findings by gathering data using multiple forms of enquiry, which gave more depth and certainty to conclusions made from the data. It also provided opportunities to collect information on and to explore complex issues that are not easy to quantify. Finally, these diverse methods of data collection provided additional insights that will increase understanding about the ways in which impacts were achieved and the factors and conditions that influenced them.³

- **Review of secondary materials:** The research team reviewed secondary materials collected by the P4P team over the course of P4P II. These include key P4P II Joint Programme documents (e.g. P4P II Project Document, regional reports and agency specific strategic plans) as well as key country and intervention specific documents (e.g. concept notes, success stories, baseline and endline reports, where available). The *UN MCS on Men and Violence* was also reviewed as the basis for the P4P II interventions. In particular, the *UN MCS* was reviewed for its quantitative and qualitative data and recommendations for successful interventions in the region. Pertinent information contained within these documents, consisting of both qualitative and quantitative data, was analysed and incorporated into this report.
- **Key-informant interviews:** The research team conducted key-informant interviews (KIIs) with relevant programme stakeholders (e.g. P4P focal points, key implementing

partners, community leaders and/or volunteer facilitators) in the five countries⁹ as well as key P4P and JP personnel in the regional office in Bangkok¹⁰.

KIIs were undertaken in person during field visits in Cambodia and Indonesia as well as with regional office representatives in Bangkok. These took the form of one-on-one interviews or small focus group discussions. In addition, remote interviews were undertaken with key stakeholders from Bangladesh, PNG and Viet Nam. The survey was a written form of the interview questions and not a formal instrument. Fifty-six participants were part of the final evaluation. Participants were chosen based on recommendations from the P4P team and UN agency partners in country. GWI sent the compiled list of recommendations to the TAG and SC for review and approval. Interviews were conducted via phone/Skype and email. For emails, respondents were sent a form with evaluation questions and were asked to complete and return them.

A semi-structured interview guide was developed (See Annex 3) to guide these interviews to ensure that evaluation questions were addressed. The guide consisted of three separate interview tools for: (1) the TAG and SC; (2) the P4P II management team; and (3) the in-country teams and stakeholders.¹¹ Each of the tools was tailored to the particular stakeholder group (P4P focal points, national implementing partners, community leaders and facilitators/ volunteers).

2. Data analysis

The data analysed included interviews that were audio recorded and transcribed in addition to the notes from the data collectors. GWI and local partners used a combination of a priori and grounded theory to develop and assign codes to the data. The segments of text were marked according to themes that the research team developed to help answer research questions. Using the codes, the team was able to link segments of data to develop analytical categories. Following that, the researchers examined the most important categories, explored their characteristics and made connections among those categories. This allowed them to capture key themes and to identify patterns and typologies in the data. The final analysis was divided into the four overarching categories (relevance, effectiveness, efficiency and sustainability) mentioned above. These were measured against P4P II's and the initiatives' stated goals and objectives. The qualitative data was triangulated using baseline/endline reports and other key, secondary materials from P4P I and II.

3. Limitations

Fieldwork was limited to two interventions (Cambodia and Indonesia) with one week for each. Remote interviews via Skype or phone were conducted in the remaining sites (Bangladesh, PNG and Viet Nam). The remoteness of the Bougainville, PNG posed challenges in reaching and interviewing key, in-country partners. Some linguistic challenges were also faced with the interviews in Viet Nam. In both the PNG and Viet Nam, written communications were used to garner information from in-country partners. Finally, staff turnover at both regional and in-country level meant some key personnel were not interviewed for the purposes of this evaluation.

⁹ List of suggested key informants was developed by the P4P regional team together with P4P in country teams.

¹⁰ These will consist of select members of the regional P4P management team, and the Technical Advisory Group (TAG) and Steering Committee (SC).

¹¹ See Annex I, List of interviewees.

II. Findings

A. Relevance

In assessing the relevance of P4P II, the evaluation reviewed how the P4P II programme has initiated or is related to prevention efforts in the countries. The evaluation assessed the extent to which P4P has responded to the needs and priorities regarding prevention of VAWG in the five countries that it has selected for implementation of programmes and whether and to what extent the P4P programme has contributed to the broader knowledge base and capacity of the implementing countries. The evaluation further considered whether the outputs set for the implementation have been relevant and realistic to the situation and needs on the ground and whether P4P's programming have been able to adapt to the changing context in the region.

1. Evaluation questions

- To what extent has P4P responded to the needs and priorities regarding VAWG in the target countries? How did P4P link-up with the national strategies and existing programmes on VAWG?
- Has the programme contributed to building the broader knowledge base and capacity in the five countries in relation to output one?
- Were the expected programme outputs relevant and realistic to the situation and needs on the ground?
- Has P4P been able to adapt its programming to the changing context to address priority needs in the region?

2. Responding to the needs and priorities of countries

In the initial analyses, relevance may be seen from the perspective of selection of countries and programmes to demonstrate the logical links between the evidence base garnered in P4P I and implementation in P4P II. This may be looked from the point of view of these questions¹²:

- What were the positions/ situations of the countries based on evidence of P4P I? Were the choices of countries relating to urgency of needs for prevention based on findings of P4P I?
- Were programmes related directly to the objectives of prevention of VAWG by men and boys? If not directly, how do programmes relate to the broader objectives?
- How far can programmes provide opportunities for developing a model of prevention suitable to country contexts?
- To what extent is the programme relevant to the ecological model of prevention?
- To what extent does the programme work with men and boys and include participation of women?
- How much have lessons learnt from the countries contributed to the joint programme aspirations?

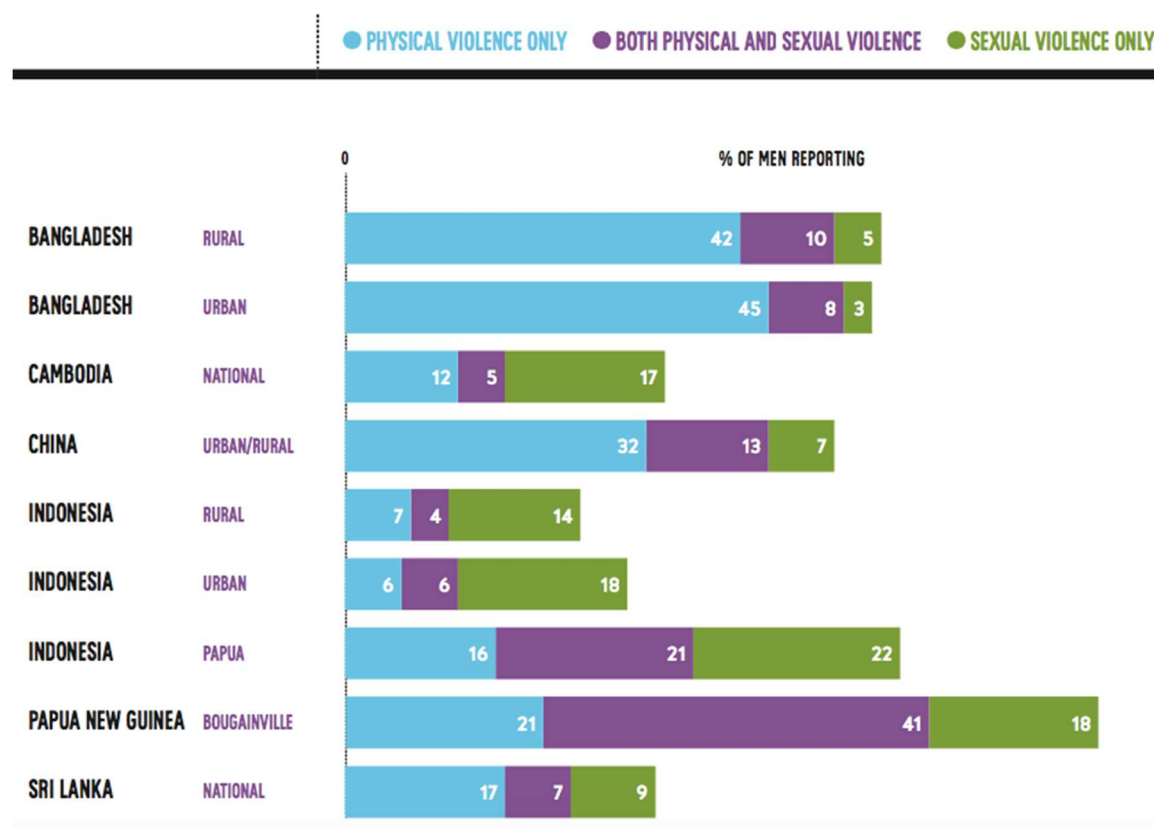
3. P4P I: Countries and findings on VAWG by men and boys

A main area of work for P4P I was the *UN MCS on Men and Violence*, which consisted of comprehensive quantitative and qualitative research on men and gender-based violence in selected countries. The quantitative research of the *UN MCS* consisted of a population-based survey of 10,000 men and 3,000 women in six countries in the Asia and the Pacific region:

¹² See Interview tools, Relevance section, Annex 3.

Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Sri Lanka. A summary of findings of the *UN MCS* can be seen in Table 2 below.

Table 2: *UN MCS on Men and Violence summary findings on ever-partnered men reporting perpetration of physical and/ or sexual intimate partner violence, by site*



Source: Fulu, E. et al (2013: 30)

Countries chosen for prevention programmes in P4P II are Bangladesh, Cambodia, Indonesia (Papua), Papua New Guinea (the autonomous region of Bougainville) and Viet Nam. These five countries participated in the quantitative and/or qualitative research of the *UN MCS* in Phase I of P4P. Although Viet Nam was not included in the *UN MCS* quantitative study, it was one of the countries selected for the *UN MCS* qualitative study component, using a life-history study of men that documented men's perceptions and practices about power, control and gender perceptions. Additionally, the Viet Nam General Statistics Office, in collaboration with other ministries and the UN, had already conducted a *National Study on Domestic Violence in Viet Nam* (NASDVVN) from 2009 to 2010¹³, which drew on the methodology of the *WHO Multi-country Study on Women's Health and Domestic Violence* (Rasanathan and Bushan, 2011) and a study on sex ratio at birth that included questioning men on their gender attitudes, so research team thought this was sufficient quantitative evidence¹⁴.

The pervasiveness of IPV in these countries, especially in particular provinces, was evident from the *UN MCS* and thus there was a great need for intervention, which P4P II was designated to

¹³ "Keeping Silent is dying" Results from the national study on domestic violence against women in Viet Name 2010, General Statistics Office, Government of Viet Nam

¹⁴ Sex Ratio at Birth in Viet Nam: New Evidence on Patters, Trends and Differentials. 2011, General Statistics Office of Viet Nam

respond to. Going back to these countries was an appropriate response in the implementation of the P4P II.

4. Selection of interventions: Programme relevant and realistic to the situation and needs on the ground. P4P II used different approaches in each country to initiate or identify suitable programmes, taking into account the realities and norms on the ground. This meant that in certain circumstances, the VAWG-prevention programmes featured elements of the broader discourse on elimination of violence such as violence-free programmes or prosperous society or peace-building community initiatives. These programmes, however, remained aligned with the P4P goal of elimination of violence against women. This ability to insert P4P objectives into a wide range of programmes shows how the P4P programme was able to develop suitable models for prevention in different sites and countries.

Some individual programme implementers chose other language to present the project and its aims in an acceptable manner, rather than presenting it specifically as prevention of VAWG by men and boys. This approach was recommended in communities where directly highlighting the focus on VAWG prevention may not be socially or politically acceptable. As summarised by a P4P SC member:

“What we know is there's not any one intervention that works. It's multiple actors, multiple strategies working at individual, family, community levels; long term, etc. and yet, we don't have the funding to be the one to do everything. And so you're picking something, a youth-based intervention, community-based intervention...so there is a gap there that I don't think we could attribute to a fault in the programme designed. But of course, you end up with distinctive interventions, which will not, on their own, do everything...to have trauma, healing and counselling support for x-number of people in Papua New Guinea, it's very important for those individuals.”

Table 3: UN and local partners responses support this view

Bangladesh	<p><i>“[The Generation Breakthrough] is basically a project for adolescents focusing on sexual and gender-based [violence]...and the best way which P4P could contribute to the project was through the volunteer component, so the main intervention or support from P4P with UNFPA was through these volunteers so that they could combine this GBV prevention component [and] the volunteer component was doing work at the field level.</i></p> <p><i>And then...we have all these publications and communication products as a result of [P4P]’s support [which provided us with external push to develop them]. I realise how important they are but when [you are focusing on intervention on the ground], the knowledge management and to communication component do not get as much priority. So I think that is again [what we had] benefited from P4P.”</i></p> <p style="text-align: right;"><i>(UN country partner)</i></p>
Cambodia	<p><i>“We had recently had a policy [announced by] government, CSE (Comprehensive Sexuality Education) [to be] compulsory in the school curriculum....[And] for UNFPA, we had a new country programme that we were designing which had a pillar on preventing violence against women. We wanted to do that. We would do that through engaging with men and boys. We started with that and we said that we would help the country look at three pilot models of prevention of violence through engaging with men and boys. This was when [the P4P consultant] came</i></p>

	<i>and discussed with us the model that had worked...and they had done extensive studies on [adolescents and caregivers] that were shown to impact on behaviours and change behaviour, so we thought, 'why not invest in that?'"</i> (UN country partner)
Indonesia	<i>"Most of the projects on violence prevention are kind of involving women first in the beginning, and then they're changing: people started involving men. But the one (P4P supported project) that focuses on adolescents, you cannot find that. So that's something that, for me, P4P has [brought] in something that has really changed [the community], and I think it's really good because we are kind of having that foundation for future generations."</i> (UN country partner)
Papua New Guinea	<i>"There's no discordance in the objectives and serendipitously, the peace-building fund and the post-conflict (theme) was something which we could mould the way that we wanted it because they only had a very broad outline for the peace-building fund. And so we used P4P objectives quite easily in there and we gave their post-conflict theme."</i> (UN country partner)
Viet Nam	<i>"Before the P4P project came, we conducted the community mobilisation project inspired by the model of SASA! in Africa. And we implemented it in three communes and we realised that there was limited participation of men in our activities and we worked with P4P to mobilise more men... [For the Male Advocate Club] we have a manual for facilitators developed by the international consultant from P4P and contextualised by us."</i> (UN country partner)

5. Contributing to building the broader knowledge base and capacity of countries

In providing technical assistance to the countries, P4P II has co-designed and supported all of the prevention programmes except those in Bangladesh. In all of these programmes, P4P has also provided technical assistance to build the capacity of local trainers and facilitators. Table 4 briefly presents the methodology used.

Table 4: Methodologies used to implement VAWG prevention programmes on the ground

COUNTRY	METHODOLOGY	PARTICIPANTS	FACILITATORS/ VOLUNTEERS
Bangladesh (Generation Breakthrough)	A key methodology is the training of UN Volunteers (who then conducted discussions sessions on VAWG prevention with adolescents from schools, madrasahs and adolescents clubs) ¹⁵	<ul style="list-style-type: none"> UN Volunteers 	<ul style="list-style-type: none"> P4P trainers 20-30 volunteers
Bangladesh (Sexual harassment)	Campaigns on campus and in communities, community	<ul style="list-style-type: none"> 28,000 students 2,900 staff of four universities 	

¹⁵ Note: This aspect of P4P work was part of a larger programme on primary prevention of VAWG.

	plays and discussion on VAWG		
Cambodia	Participatory group sessions (adolescents and caregivers), volunteerism, outreach activities	<ul style="list-style-type: none"> • 352 adolescents (12-14 years old) • 346 caregivers 	<ul style="list-style-type: none"> • 16 adolescent facilitators • 19 caregiver facilitators
Indonesia	Participatory group sessions (adolescents and caregivers), volunteerism, outreach activities	<ul style="list-style-type: none"> • About 60 adolescents (13-15 years old) • 40 caregivers 	<ul style="list-style-type: none"> • 25 caregiver facilitators • 4 youth organisation facilitators • 3 LP3A* facilitators
Papua New Guinea	“Community conversation” model	1,530 villagers (716 men and 814 women), aged 18-83	<ul style="list-style-type: none"> • 20 project team facilitators • 20 counsellors
Viet Nam	Participatory group sessions; volunteerism outreach activities	120 men (18-60 years old)	22 facilitators

* Lembaga Pengkajian dan Perlindungan Perempuan dan Anak Papua (Institute for the Study of Papuan Women’s and Children’s Empowerment)

P4P’s implementation of violence prevention programmes also contributed to broadening the knowledge base and capacity of countries through systematic data gathering and documentation. Quantitative data were collected to establish baseline and endline reporting. In most of the countries, qualitative data were collected throughout interventions to ensure project monitoring and evaluation, though the exact manner of data collection differed by country. Data collection processes also helped build the capacity of facilitators and volunteers because in most of the countries, they play important roles in the gathering and processing of data. The data was also useful to document the stories of change and as a good practice to build and enhance institutional memory.

The quantitative data collection adds to and broadens the body of knowledge on VAWG and interventions focusing on men and boys that were earlier provided in the *UN MCS* study in P4P I, but the qualitative data gathering is a key feature of P4P II, as reiterated by a P4P SC member:

“So the qualitative [evidence gathering], even the storytelling, the individual stories...we can think of it as just communications and advocacy, but I don’t think so. I think it’s really rich qualitative data in those stories. In terms of promoting positive pathways for individual transformation, that to me has been wonderful—to read the stories and the investments that we’ve made, and the audio/visuals and that photos—that kind of packaging.”

Table 5: Forms of data and evidence documented in interventions

COUNTRY	METHODOLOGY	DOCUMENT
Bangladesh	<ul style="list-style-type: none"> • Document stories of change throughout the intervention¹⁶ 	<ul style="list-style-type: none"> • Stories of change

¹⁶ Note: This aspect of P4P work was part of a larger programme on primary prevention of VAWG.

(Generation Breakthrough)		
Bangladesh (Sexual Harassment in Universities)	<ul style="list-style-type: none"> • Evaluation of program through focus group discussion and participatory self-assessment • Document stories of change throughout the intervention 	<ul style="list-style-type: none"> • Evaluation report • Sexual harassment case study report
Cambodia	<ul style="list-style-type: none"> • Quantitative baseline and endline survey with participants • Focus group discussions with participants, facilitators and key stakeholders at the end of intervention • Facilitators' qualitative reflections throughout intervention • Document stories of change throughout intervention 	<ul style="list-style-type: none"> • Baseline/endline report • Lessons-learned report • Stories of change on website, social media and newsletter
Indonesia	<ul style="list-style-type: none"> • Baseline and endline focus group discussions and brief baseline and endline quantitative survey with participants • Document stories of change throughout intervention 	<ul style="list-style-type: none"> • Baseline/endline report • Lessons-learned report • Stories of change on website, social media and newsletter
Papua New Guinea	<p>Baseline and endline quantitative survey with participants</p> <p>Focus group discussions and in-depth interviews at the end of intervention with participants, facilitators and key informants</p> <p>Document stories of change throughout the intervention</p>	<p>Quantitative baseline/endline reports</p> <p>Qualitative endline report¹⁷</p> <p>Stories of change on website, social media and newsletter</p>
Viet Nam	<ul style="list-style-type: none"> • Focus group discussions with participants and facilitators and in-depth interviews with key informants at the end of intervention • In-depth interviews and quantitative survey at the end of intervention¹⁸ • Participants' and facilitators' reflections in endline reports • Document stories of change throughout the intervention 	<ul style="list-style-type: none"> • Qualitative baseline/endline report • Quantitative baseline/endline report • Lessons -learned report • Stories of change on website, social media and newsletter

¹⁷ Kelly-Hanku, A., Mek, A. and Trumb, R.N. (2017). *Planim Save Kamap Strongpela: A Qualitative Endline Study of An Intervention to Build Peace And Reduce Gender Based Violence in South Bougainville*. P4P partnered with the Papua New Guinea Institute of Medical Research, University of New South Wales, Sydney Australia, Kirby Institute, Nazareth Centre for Rehabilitation and the UN Women in preparing this report.

¹⁸ This survey was conducted as part of a DFAT/ UN Women project and not directly under the P4P programme.

The evidence-based approach is not only useful for the purpose of broadening the body of scientific knowledge on primary prevention of VAWG and interventions engaging men and boys to transform harmful masculinities but is also instrumental in further advocacy work because P4P has systematically developed the data into knowledge products that can be disseminated widely and are publicly available. This allows for access to resources by different local, regional and global agencies that intend to initiate or continue prevention efforts. As articulated by a P4P II TAG member:

“The high-quality investment and the good-quality communications for the research and data, which we continued to use to go on slides and presentations all the time. And whenever I do it people go ‘wow!’ They come to me after the presentation. So that investment was really smart. And our suggestion is that when we close this programme, we do similar types of good-quality communications...It was packaged really nicely, it was communicated in a very simple and clear way to understand, visually appealing. But the consequence of that is that evidence is very much alive now.”

Gathered data, either in the form of detailed, analysed reporting or in more summarised and visually attractive knowledge products may also potentially help in increasing the “buy-in” for prevention programmes, particularly by donors. Another P4P TAG member stated:

“I think something else that also makes me optimistic is this area of (violence) prevention is really growing now and we have active evidence coming out, which is also making people understand that it's possible. There are evaluated studies and an evidence base that are showing that there are things that can be done. It's been tried and tested, so in a way, those who are perhaps putting money in are also seeing possibilities of what can be done ... in a timely manner, which we have explained in the response side, not so much in the past in the prevention side.”

This is also supported by the view of UNFPA personnel in Indonesia:

“[We’ve been] discussing with the BAPPEDA (District Development Planning Authority) of the Jayapura district...because the government will support, will replicate, if they have evidence. That's why from the beginning we're already thinking about the evidence [about] community changes and community facilitators' capacity. We have pre- and post-tests as an evidence base to see the increase of their knowledge, their capacity. Also, we documented. We have regular meetings with the community facilitators and then during that time, discussing all the obstacles in the field. We always document the meetings.”

6. Engaging men and boys to transform harmful masculinities

A key feature of the P4P II is the focus on prevention of VAWG through engaging men and boys to transform harmful masculinities. Many studies on VAWG, including the UN MCS, have presented the connection between the social constructions of masculinity and men's use of violence in general, and violence against women, in particular (USAID, 2015). VAWG is found to be rooted in a sense of entitlements that flow from the hegemonic ideals of men who are strong, tough, in control over women and their bodies, heterosexual and sexually dominant (Jewkes, 2014). This “hegemonic masculinity” (see, Connell, 1995), on the other hand, is learnt, and thus open to change and “positive masculinities” can be taught that stress on equitable, peaceful and respectful gender relations (USAID, 2015).

On the whole, the P4P II programme has shown achievement in working with men and boys through selecting relevant programmes with local partners. At the same time, the programmes have also benefited women and girls. The importance of doing it right when engaging men and boys in gender transformative programming that addresses harmful masculinities is articulated by a P4P TAG member:

“I think to focus on gender-transformative programming, there is more and more evidence about programmes with men. The downside risks of programmes with men if they're not done in that way, not done with women as well and not done in a gender-transformative way can actually reinforce a lot of the behaviour and provide bases for them to complain or justify their behaviour. We've been talking about the difference between Viet Nam and Bougainville, where you have really high rates of violence. In Bougainville, you see men abandoning physical violence, but not necessarily other forms of violence, and then in Viet Nam, you see this real discussion around [other forms of intimate-partner violence] where physical violence is lower. There's a real discussion around emotional and sexual violence so it does really depend on the country's context of how violence has manifested.”

Table 6: Sex disaggregation of direct beneficiaries of programmes

COUNTRY	PARTICIPANTS
Bangladesh	<ul style="list-style-type: none"> Four universities: covers about 28,000 students and 2,900 staff (but generally about 34% of students in universities are female) Targeting 138,020 boys and girls, covering 300 schools, 50 madrasas and 150 clubs
Cambodia	<ul style="list-style-type: none"> Adolescents: 243 girls, 109 boys Caregivers: 279 women, 67 men
Indonesia	<ul style="list-style-type: none"> Adolescents: 243 girls, 109 boys Caregivers: 279 women, 67 men
Papua New Guinea	<ul style="list-style-type: none"> 814 women 716 men (quantitative endline report)
Viet Nam	<ul style="list-style-type: none"> 120 men

Country feedback shows appreciation for the focus on interventions that engage men and boys to transform harmful masculinities and prevent violence as follows:

“The way that the P4P implemented [the programme] is very, very different from other processes and programmes. In other programmes, interventions in the community do not discriminate between male and female, but in P4P, we focus on intervention with males only. This is a big, big [thing] and different from other programmes. (UN Volunteer, Viet Nam)

“[W]e believe that to change the culture of violence, it's supposed to involve everyone, so we believe in the theory of [the] socio-ecological approach [to address violence against women]. When you want to do an intervention, you have to do it [with] every layer of society and that includes men and boys. We also believe that they are potential perpetrators, but at the same time they are also potential agent[s] to prevent violence against women and girls, so we still think that there's some merit in involving (men and boys) and we still involve men and boys.” (UN country partner, Indonesia)

Notably, in many programmes that aim at the empowerment of women or improving the lives or status of women, participation from men has proven to be difficult. Although P4P II set out to identify men and boys as key participants of the programme, some difficulties in doing so, and in sustaining the men's participation in the programmes, remain. High attrition rates among male participants is one of the biggest challenges to programmes to end VAWG (Taylor and Barker, 2013). In P4P programmes in the five countries, facilitators and participants shared their opinions and frustrations on the different factors for the generally lower rate of participation of men compared to women and/ or the high attrition rate on male participants. According to a male participant (caregiver) in Papua, Indonesia:

"Yes, often when invitations were given, more women than men would attend. Men are the ones who should have attended. I don't know why these men won't turn up, when in fact, there were [formal] invitations. We have sit down with the village chief to discuss how we can get the men to attend. Must we put a note at the bottom of the invitations that transportation would be provided, before they would come?"

A female participant in Cambodia said her husband gave the excuse of being busy for not joining in the programme:

"He said he's too busy. 'You go,' he said. Yes, he's really busy. After I come back from each session, he asks, and I just tell him what we've done during that session. Another female participant said of her partner: 'He said coming here to learn with women is embarrassing. He doesn't dare to come.'"

In the quantitative evaluation report for Papua New Guinea (Gevers, et al, 2017), factors influencing the drop in the male participation rates between the baseline and endline points of the programme were concluded to be the men's levels of education; the men finding employment during the programme; and higher gender-equitable attitudes of the men at the entry-point of the programme. Men with a higher level of education tend to remain in the programme compared to those with a lower level of education; men who were in or gained employment in the 12 months from the starting of the programme may find it difficult to attend sessions in the programme; and men who showed higher gender-equitable attitudes at the beginning tended to stay the course of the programme.

B. Efficiency

This section seeks to answer how efficient the P4P II JP was at delivering and using of resources, both in the context of the regional and local in-country level.

As already explained, the P4P II is a regional UN JP for the prevention of VAWG in Asia and the Pacific, comprising UNDP, UNFPA, UN Women and UNV. The JP was run by a P4P PMT; a TAG and an SC, including one representative from each participating UN organisation. According to the original TOR, the TAG's core function was to provide guidance and coherence on the shape of the programme products and to contribute to their technical monitoring. In actual practice, TAG members met regularly with the PMT to advise on many aspects of the programme, including management and technical/substantive issues. The SC is made up of senior management from each participating agency as designated by the agency, and DFAT, as the primary JP donor, participates as an observer member. The PMT's core function was to manage the overall JP; work directly with the country teams and, through them, the local partners; and liaise and seek counsel from the TAG and SC as needed.

This section explores how well these structures worked in terms of communication and implementation of desired activities. It looks at human and financial resources, and any seen or unforeseen challenges and strategies for overcoming these in the attainment of the smooth running and execution of the programme both at the regional and national level.¹⁹

1. Joint programme leads to enhanced efficiency

In its 2012 resolution the UN General Assembly “[e]ncourage[d] the United Nations development system to further strengthen joint programme processes at the country level, where appropriate, as a useful way to promote greater coherence, taking into account the principles of national ownership, alignment with national priorities and the comparative advantage of individual entities of the United Nations system at the country level.”²⁰

Later in his 2015 report on the implementation of the above resolution, the UN Secretary General underscored that, “[i]ntegration entails a shared understanding of goals, their interlinkages and the normative frameworks that underpin them, with interventions that are based on a shared vision, strategy and plans to create synergies and address trade-offs, towards ensuring a whole that is bigger than the sum of its parts”.²¹

Indeed, as one member of the P4P SC put it ‘the writing was on the wall’; the various UN entities had clear directives to pursue joint programmes at the regional and national level.

2. Value added

Joint programmes are meant to add value; to accomplish together what one UN entity cannot otherwise accomplish alone, or at least, to accomplish what it could not otherwise accomplish as well or as efficiently, or, as we will later speak about, as sustainably.

Specifically, the vision is that JPs lead to:

- Creating shared understandings of and partnerships for gender equality;
- Increasing visibility and legitimacy of gender issues on the national agenda;
- Greater embedding of normative frameworks at the national level;
- Expanding the opportunity for translating normative gender work into operations;
- Building outreach and synergies on gender;
- Permitting a more multidimensional approach to addressing gender inequality;
- Enhancing the visibility, credibility and resources for the national gender machinery; and
- Improving upstream results on policy reform and advocacy.²²

As put by an SC member:

“when it comes to gender inequality [and] reversing violence, that’s not something that can be done by any one agency alone; we can bring that to our respective mandates

¹⁹ GA resolution A/RES/67/226, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. http://www.un.org/esa/coordination/pdf/ga_resolution_a-res-67-226.pdf

²⁰ GA resolution A/RES/67/226, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. http://www.un.org/esa/coordination/pdf/ga_resolution_a-res-67-226.pdf

²¹ http://www.un.org/en/ecosoc/qcpr/pdf/SGR2016-Implementation_of_QCPR_advance_unedited.pdf

²² Thematic evaluation. Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System. Final synthesis report November 2013.

and work together. We can leverage economies of scale and have cost efficiencies. There is definitely value."

Steering committee and TAG members also spoke about the advantages that a JP could bring, not only in implementation of the various initiatives, but also in the sharing and disseminating of the findings.

"[T]he kind of communication dissemination that we do around the findings is really, really important and that's where the strength of an inter-agency programme also comes into play because we all push the findings out, collectively and individually and that would be a much greater reach in terms of getting the message across." (TAG member)

3. Need for a strong, central coordinating body

The 2013 evaluation report, *Joint Programmes on Gender Equality in the UN System*, cautions that key to any successful JP is the role and structure of its central coordinating body. As previously mentioned, P4P II had a robust and well organised central coordinating mechanism comprised of various bodies, namely: PMT, an SC, a TAG and an ERG.²³

These groups met regularly, both in-person and virtually, throughout the duration of the JP and as needed to provide guidance and support to the project. The PMT, led by its Manager Kathy Taylor, played a central role and was at the centre of this coordination, both at the regional level with the SC, TAG and ERG members, and at the national level with the various UN country teams, UN Volunteers and, through them, the implementing partners and key collaborators.

There was strong consensus that the PMT succeeded at playing this central coordinating role:

"I don't think we can underestimate the importance of the regional technical support from a very small team that has had to play a management role, a coordination role and a technical role. And that coordination role has been, at a regional level with all of us, not easy, and at the country level as well." (P4P II TAG member)

"I think that P4P management team has done a really phenomenal job at encouraging joint-action always. Kathy and the team [was] so open, so collaborative, so service oriented. From that perspective, our countries have benefited." (P4P II SC member)

The TAG and SC bodies also played central roles in the smooth running of the programme. They were able to jump in at pivotal moments and help move the programme along when needed. For example, at the start of the programme when the country initiatives were slow to get off the ground, the SC and TAG wrote letters and emails and contacted their local country partners to help expedite activities, which was a great help according to P4P PMT.

4. Implementation of joint programmes: challenges and unforeseen outcomes

Despite the arguments in favour of JP's in theory, when it comes to implementation, several challenges and obstacles may surface. Some of those experienced by P4P II were:

- UN entities ended up playing different roles than originally envisioned: P4P II is made up of UNDP, UNFPA, UN Women and UNV, and each agency was expected to play an

²³ See Introduction and Methodology, *infra*.

instrumental role in the implementation of the programme. Each entity played a key role in P4P II, but not necessarily as originally envisioned at the outset of Phase II.²⁴

UNDP continued to play a vital role at the regional level by providing housing for the P4P II PMT in their Bangkok Regional Office and by providing administrative support related to the JP. Being formally and operationally attached and integrated in one UN agency gave P4P II strong institutional support and opportunities to leverage the agency's broader expertise for P4P II activities. UNDP played a less prominent role at the country level than originally anticipated. Several reasons were offered to explain this, including a change in priorities at the country level from when the initiatives were initially selected to when they were ultimately implemented in country and the 'global resource crunch' experienced across the board by several of the UN entities.²⁵ As decisions were not recorded, an exact reason for the shift could not be independently confirmed. The original UNDP representative who had been with P4P since phase I had moved on by the time this evaluation took place, and the current UNDP representative on the TAG explained, "By the time I had to be a full time TAG member, everything had been rolled-out. Activities had been rolled-out, countries had been selected."

If some entities played smaller than expected roles, others, such as UNV, played larger than expected ones. The UNV was always meant to play a key role, but it was the extent of their role and level of impact that was larger than anticipated. This was a result, at least in part, of the express shift in priorities of the UNV. In 2006, the UNV broadened its mission from beyond just mobilising volunteers, for which it had been best known, to pursuing the integration of volunteerism across policy, legislation and programming as well as delivering on internationally agreed development goals.²⁶ This shift did not go unnoticed, as noted by one SC member:

"I think the involvement of UNV has been even stronger in this phase, and I think integrating] and having a strong UNV presence here [in Bangkok] has made a positive difference because now volunteerism is not just viewed as providing free volunteers, but really is using it as a key strategy embedded within the programme, so I think that's been a very nice addition."

The Regional Manager of UNV, and a current P4P II SC member, attributed part of this enhanced role to UNV's shifting its regional headquarters to Bangkok in 2015, in the same building as the other Regional Offices. "I could explain [to the other Joint Programme colleagues] much better what is expected from UNV and what is the role we can play".

Throughout the process, UN Women and UNFPA played central roles, including lead implementation roles, in each of the six sites evaluated (i.e. Bangladesh with two interventions; Cambodia; Indonesia; PNG; and Viet Nam). UN Women was the central UN entity with the implementation of the *Male Advocates* programme in Da Nang, Viet Nam; UNFPA was the lead UN entity in the *Shaping Our Futures: Developing healthy and happy relationships* programme in Kampong Cham Cambodia; UN Women in the Bougainville intervention; and UNFPA in the Papua New Guinea intervention in Indonesia. In Bangladesh, UN Women was the lead UN entity in the *Sexual Harassment in Universities* intervention and UNFPA in the General Breakthrough programme. In each instance, this meant that these lead UN entities were primarily responsible for the coordination and implementation of the initiatives, often calling upon them to contribute their own human and financial resources to the projects above and beyond the P4P contribution.

²⁴ P4P II Project Document (2014).

²⁵ SC and TAG members, various.

²⁶ <https://www.unv.org/about-unv>

- Staff turnover: Another foreseeable, yet challenging occurrence when implementing multi-year, multi-agency programming, is staff turnover. There was, for example, a complete staff turnover in the PMT from P4P I to P4P II. None of the original members remained except for the Programme Assistant, however, detailed documentation helped with continuity. The almost completed P4P II *Project Document* was already in place, which facilitated the new manager's ability to 'hit the ground running' once she took up the post as P4P II Programme Manager. Also helpful was her ability to turn to the TAG and SC for advice and guidance, however there was also significant turnover among the SC and TAG members themselves. This was partially mitigated by using alternates, and because a few members of the SC and TAG had been a part of the SC or TAG since phase I, by establishing an institutional memory.
- Coordination, management of funds and clarity of roles: By design, the SC and TAG are composed of senior-level representatives of their respective UN entities, but because of this, it proved to be quite difficult to get these groups together for meetings given their demanding work and travel schedules. This was overcome by regular email communication among the members of the group and by documenting key decisions taken at meetings by the P4P PMT.
- Managing joint funds can also be a challenge to joint programmes, as in the case of P4P II. The UN agencies needed to decide on the fund management systems and UNDP needed to sign memorandums of understanding (MOUs) with the agencies to put those systems into place. Extensive discussions were facilitated by P4P the PMT whether to use a 'pass-through' modality, a 'pooled' modality or both. A 'pass-through' fund permits the UN entities to give money directly from their regional offices to their country offices, whereas the 'pooled' fund requires the money to first go through a jointly administered fund at UNDP, incurring an 8% administration fee. Ultimately the JP used both modalities.

Most people interviewed spoke of clarity of roles and expectations. The structures were well laid out in the project document and then managed by the programme management team. Some respondents did, however, speak of some confusion of roles such as the UN Volunteers from Bangladesh, who were not sure whether they were to report to the UNFPA, where they were placed, or to the P4P II PMT on specific activities related to the training they received. Some country implementing teams, such as the government partners in Cambodia, also spoke about having to put in more time and resources than anticipated into running the workshops and building the capacity of the facilitators.

5. P4P II contribution of human and financial resources

P4P II, through the P4P PMT, provided substantial support to the various in-country initiatives, which contributed to the overall successful and efficient running of the various programmes. This support came in the form of technical assistance, capacity building, financial support and human resources. The extent to which the support was provided depended, in part, on the need of the country and the resources available. The SC helped by sending letters and by speaking to their in-country teams asking for countries to cost-share and to leverage resources with P4P II, where possible.

- Financial and/or technical support to UN Volunteers and other consultants: One of the main contributions to the success of the P4P II JP was the effective use and mobilisation of UN Volunteers within the various in-country initiatives.²⁷ P4P II supported these UN Volunteers either through direct financial support and/or through capacity building and technical assistance.

These UN Volunteers were placed within the lead UN entities of the particular initiatives: UNFPA in Cambodia, UN Women in Viet Nam and so forth. It was the lead UN entities which provided the UN

²⁷ In the case of PNG, it was a Monitoring and Reporting Officer, was placed by P4P II rather than a UN Volunteer.

Volunteers with the physical, technical and material support vital to their success. The UN Volunteers either sat in the central UN offices or, in some cases, were placed within the communities themselves.

UN Volunteers gave direct support to partner organisations and UN agencies at the national level and helped further the mission of volunteerism within the communities. They were often the direct link between the national-level UN, the government implementing partners and the communities themselves.

There were different types of UN Volunteers: national UN Volunteers, international UN Volunteers and online Volunteers (mobilised through the UNV online volunteering platform). National UN Volunteers were from the same countries as the initiative was taking place, such the UN Volunteers from Cambodia. In some cases, as in the case of UN Volunteers in Viet Nam and Indonesia, the UN Volunteer was from the same province where the initiative is being implemented. International UN Volunteers could be from any country, such as the UN Volunteer with UN Women in Bangladesh who was from Japan. Online volunteers were an unforeseen, later addition and enabled P4P II to post specific terms of reference (TORs) on the UNV online volunteering website (www.onlinevolunteering.org) and engage otherwise costly services for free. In total, four online UN Volunteers were used—three statisticians for data analysis and one communications volunteer.²⁸

Working with the UN Volunteers did come with its own set of challenges, however. UN Volunteers' limited capacity and lack of relevant experience in VAWG programmes was an issue which was addressed through sustained capacity building. In other instances, merely the perception of lack of capacity proved to be a challenge. In Bangladesh, for example, UN Youth Volunteers were reportedly not being taken seriously at first by local programme partners.

"It took a little while to create the understanding that even if young, these were professionals who were bringing skills and contributions and had the ability to communicate with partners." (UNV Programme Officer, Bangladesh)

Ultimately, however, it was viewed that the contributions of these UN Volunteers assisted greatly in the operation of the in-country initiatives. Their value added was thought to be in their connection with the community, their spirit of mobilisation and their commitment.

"For me the big value add[ed] is they're able to outreach to our whole network and really leverage that. I think people now have started seeing that." (SC member)

Not every initiative had a UN Volunteer. No UN Volunteer was placed in Papua New Guinea, for example, because there was no UNV field unit. Instead, the P4P II PMT provided for and supported the cost of a project team member as a Monitoring and Reporting Officer placed with the implementing partner, the Nazareth Centre for Rehabilitation. This project staff provided the type of support the UN Volunteers were providing in the other countries.

- Capacity-building and technical assistance: The P4P II PMT also provided ongoing and sustained capacity building and technical assistance to the various in-country initiatives. The depth, frequency and type of assistance given varied based on need and resources available.

²⁸ Three online UNVs were from the United States (two statisticians and one communications volunteer) and one was from the Netherlands (statistician).

Members of the P4P II PMT facilitated several of the workshops at country level, such as the 2015 Cambodian 10-day training of facilitators given to key in-country implementing partners; the 2016 workshop to build capacity of partners in Bangladesh to develop VAWG prevention programmes; and the 2016 P4P Regional Workshop where key programme partners of each of the initiatives were taught concepts such as how to develop a theory of change and monitoring and evaluation.

“It was very good to learn from other countries. And we had a chance to share information with each other. During that workshop they taught us about theory of change. That was a new tool for us.” (Government official, Cambodia)

They also provided several and ongoing capacity building workshops for the UN Volunteers. These were on substantive issues such as gender equality as well as skills-based trainings on documentation and communications. These trainings were greatly impactful and appreciated by the UN Volunteers, who felt supported.

“After that, we got another training which was on visualisation, videography, photography... how to collect stories and publish them in blogs. That was quite a big experience for us: how to capture quality photos and videos and how to edit the photos and how to push the experiences from the field and in a collaborative way.” (UN Volunteer, Bangladesh)

P4P II also provided substantial technical support which contributed to the efficient functioning of the various programme initiatives. The PMT, led by Kathy Taylor, conducted several scoping missions in all five participating countries when deciding on the exact nature of the initiatives. It also drafted “options papers” for UN partners in Cambodia and Indonesia to provide ideas on the types of violence prevention programmes that could be developed that would respond to the findings and recommendations from the *UN MCS on Men and Violence* in these countries. Ultimately, these formed the basis of the interventions in those countries. The PMT also helped draft several of the policy briefs in for example Bangladesh, Papua New Guinea and Viet Nam. The policy briefs from Cambodia and Indonesia are currently being drafted and will be completed by the end of P4P II.

“Our approach has really been a sort of a side-by-side supportive role. Wanting and supporting the countries to lead and take ownership but understanding that a lot of technical support is needed. I know that [PMT members] Kathy (Taylor) spends a lot of time in countries, and Anik (P4P consultant) has come a number of times as well as Trung (P4P Programme Officer). I think that that's part of the formula of the success.” (P4P II TAG member)

“They were fantastic support right throughout and Kathy (Taylor) was brilliant. She was really good to work with, and I am full of praise for her work. She was really responsive to the particularities of the problems and issues and expectations that we had in Bougainville, and she understood and she responded and she was highly energetic and engaged all time.” (UN official, PNG)

Much day-to-day support was also provided by the P4P management team to the in-country implementing partners. This ongoing support took many forms, including support to the structure and design of the projects; design of the monitoring and evaluation frameworks; data collection including stories of change; how to capture these findings in lessons learnt reports; and so forth.

Evidenced-based community prevention programming for ending violence against women is a relatively new and innovative method, globally and in South East Asia in particular. Likewise, the technical skills required to successfully conduct evidenced-based violence against women programming, such as documenting stories of change and creating monitoring and evaluation frameworks, are also new to

many. This contributed to the high level of demand for technical assistance by the key implementing partners from UN in-country partners, to governments, to CSOs. For greatest likelihood of success, technical assistance must be on-going throughout the life of the intervention and delivered to partners at every level of implementation.

- Financial support: P4P II also provided direct financial support to the initiatives. Several of the in-country workshops were run with money directly transferred by P4P II, including workshops to develop the curricula for interventions in Cambodia and Indonesia; the TOT in Kampong Cham (COUNTRY?) in 2016; and two capacity-building workshops in Bangladesh. P4P II also directly transferred \$50,000 to the Da Nang Women's Union in Viet Nam to facilitate the *Male Advocate Programme*. Similarly, in Papua New Guinea, Indonesia \$48,565 was given to PKBI to implement the adolescent and caregiver interventions, and 13,650 USD to support the M&E Reporting Officer.

In Bangladesh, P4P II provided direct seed funding to the two national UN Volunteers to develop their own ideas for community intervention and engagement. This funding was relatively small—(\$3,000 - 5,000) - but greatly appreciated by the UN Volunteers and, according to them, the community.

Beyond direct financial support, P4P II helped leverage funds; they contributed to UN Women and UNICEF being awarded the one-million-dollar Peace-Building grant in Papua New Guinea. This strategy of leveraging existing funds was also used in the other sites in Bangladesh, Cambodia, Indonesia and Viet Nam.

6. In-country initiatives slow to get off the ground

Overall, the initiatives took longer than expected to get off the ground. This was due to several factors:

- Staff turnover: One of the reasons which contributed to this slower than expected start was the staff turnover experienced at the P4P management level. As earlier noted, there was extensive staff turnover from the P4P I team to the P4P II team. Although good documentation and the existence of the TAG and SC groups helped with continuity, this turnover nonetheless had an impact on the in-country initiatives getting off to a slower-than-expected start.
- Difficulty in raising funds: Perhaps the larger reason behind the slow start was the difficulty in mobilising funds. The target amount for the full UN Joint Programme was \$9,858,000 with contributions from UNFPA (\$400,000); UNDP (\$300,000); UNV (\$400,000); and UN Women (\$300,000). Of these, only UNV and UNFPA were able to meet their full pledge amount; UN Women and UNDP contributed less. DFAT, which supported P4P Phase I generously, continued its support and contributed AUD\$1,500,000 to Phase II.

Some of the explanations given for some UN agencies falling short of their earlier pledged contributions was the difficult global fundraising environment.

"I think, realistically we were all struggling with trying to raise funding for our own agencies, and I think that it became a challenge for the joint programme."
(SC member).

When it soon became evident that the full target amount was not going to be raised, the P4P II management structure, comprising of the PMT, TAG and SC members, took several key decisions on

how to address these funding shortfalls. One was to scale-back on the target outputs and outcomes of the project, concentrating much more on output one (developing and implementing VAWG prevention interventions), limited focus on output two (capacity building) and providing technical assistance. Another was seeing how P4P II could be integrated into existing or analogous programming. P4P would keep its VAW focus while combining it with a larger project for cost-sharing and cost-reduction advantages. This had important implications regarding selection of initiatives.

In Bangladesh, P4P provided technical assistance and supported human resources (UN Volunteers) to two ongoing programmes: the *Generation Breakthrough* project led by UNFPA and funded by the Royal Government of the Netherlands²⁹ and the *Sexual Harassment in Universities* project led by UN Women with funding from SIDA.

In Viet Nam, in Phase I, in 2011-2012, P4P, UN Women, Da Nang Department of Education, and Peace and Development implemented a school-based violence prevention intervention adapting the Gender Equality Movement in Schools (GEMS) curricula. To continue to build upon this, UN Women created a partnership with the DNWU, to add on a community-based VAWG prevention programme that included positive parenting and community activism components adapted from the SASA! model. To more actively engage men in the community in violence prevention, the Male Advocate Program intervention supported by P4P in Viet Nam was incorporated into this existing community-based programme, which already included some of the same participants and facilitators.

In Papua New Guinea, UN Women and UNICEF worked with P4P when applying for a large UN Peace Building Fund grant. A P4P TAG member conducted a scoping mission to help design the programme to respond to risk factors for VAWG and recommendations identified in the *UN MCS on Men and Violence*, and P4P jointly contributed resources to hire a consultant who then developed the proposal. P4P also helped to develop the M&E framework and \$1,000,000 was mobilised. Overall, this was a very successful strategy, though it did result at times in some lack of clarity of roles and sense of over-reporting.

“I think that what probably if I had any complaint about the implementation, there was far too much reporting. I felt that there was too much reporting for both the Peace Building Fund, and P4P and the collection of data, so that in the end, people were saying, oh my goodness I'm talking to somebody everyday about what's going on here.” (UN official, PNG)

- Capacity of national-level partners: At the heart of P4P II, was the principle that much of the design and implementation of the selected initiatives rested in the hands of the national-level partners. “[T]he local partners will be engaged in the activities from the start and remain engaged throughout the duration of P4P II.”³⁰

Although there was no question that the national-level partners were indeed the best situated to select the intervention and key implementing partners, there were some capacity issues that arose when it came to design and implementation of the interventions themselves. As previously noted, members of the P4P II PMT team ended up themselves producing the options papers in Cambodia and Indonesia which ultimately formed the basis of the P4P II interventions. The option papers were written in close consultation with key in-country partners and informed by the country research findings and

²⁹ It is important to note that the *Generation Breakthrough* Project was developed as a direct result of findings from the *UN MCS on Men and Violence* for Bangladesh.

³⁰ P4P II Project Document (2014).

recommendations from the *UN MCS on Men and Violence*. In Indonesia, the originally identified in-country partner, a small women's rights NGO focusing on violence against women, did not meet requirements in the organisational capacity assessment. The P4P programme management team instead opted to work with PKBI, a larger national family planning association with more experience handling grants, who in turn would sub-contract smaller amounts to a local NGO. These capacity issues resulted slower starts than expected. timeframe.

- Violence prevention and joint programmes take time: It should be noted that several respondents felt that the long timeframe for getting the in-country initiatives off the ground was the by-product of conducting effective, evidenced-based prevention programming. As stated by PMT member, "capacity building and violence prevention takes time" or as explained by an SC member, "the delay was because of the investment in the participatory process, and that takes time. These are not overnight investments; they are long-term". A TAG member added "[y]ou can't just do a few workshops. It has to be sustained over a period of time, and I think that's what we find in a lot of prevention work, whether it's in violence or other areas, so I think that given that cost, it's been done quite inexpensively".

The P4P II PMT Manager, who has experience with other UN joint programmes, confirmed this.

"I think that it is no different than any other [joint programme], in terms of the fact that joint programmes take a long time to get off the ground because of the interagency nature, the fund management mechanisms and the coordination mechanisms that need to be set-up."

In fact, if the goal is a multi-agency programme with real ownership and participation at country level, effective prevention programming takes time. Although P4P II was not able to raise as much funding as originally envisioned, in the end, what they managed to do with those funds raised and with the small, but effective, regional coordinating mechanism, namely the PMT itself, was quite substantial.

C. Effectiveness

The effectiveness of the P4P II programming is evaluated by considering whether the programme has produced the output and outcome designed. The following are the expected outcomes and outputs of P4P II:

1. Long-term outcomes:

- Women and girls live free from violence
- Healthy, non-violent and equitable behaviours for men and boys are the most common and accepted forms of masculinity

2. Intermediate outcome: Ending VAWG is prioritised by state and non-state actors in Asia and the Pacific

- Output one: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys from perpetrating VAWG and to generate new learning
- Output two: Selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG
- Output three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG

Since the evaluation is intended to focus on outputs one and two, due to needing to implement the programme with less funding than estimated, and since much of the implementation of P4P II programmes in the countries has taken place within the timeframe of 10-24 months, the long-term and intermediate-term outcomes may not be able to be effectively evaluated. Thus, this evaluation will particularly focus on the achievement of selected outputs, especially output one and output two. The discussion on effectiveness will also reflect on the achievement of moving from a paradigm of awareness raising to one of prevention of VAWG by working with men and boys and of triggering gender-transformative change and working towards the reduction of harmful masculinities. The evidence-based programming of P4P II, and related to it, the monitoring and evaluation processes, are also considered in evaluating the success of P4P II. The effectiveness of P4P II programme can also be reviewed through the stories of change documented throughout interventions as part of this evidence-based approach. These stories of change will also be reflected upon. In the end analysis, this evaluation also pays attention to the contribution of joint programmes that characterises P4P to see how they have contributed towards the success and effectiveness of the prevention programme.

The evaluation of P4P Phase I made the following recommendation, which further explains the work of P4P II:

“...implement a second phase of the P4P programme, with a focus on GBV prevention, transforming harmful masculinities and engaging men and boys, which makes use of full programme and policy cycles to test the theory of change of P4P and translate the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable. This will optimise the investments made so far. This approach will require a four-year time frame.” (P4P Evaluation Summary 2013).

3. Successful implementation through technical assistance to build capacity of local partners

The primary approach of P4P to achieve its outcome and outputs is the provision of technical assistance to local partners in the successful implementation of the P4P II programme. Records from all the countries in P4P II show that this has been largely effective. P4P provided technical assistance from the inception until the end of the programmes. Key technical assistance included (non-exhaustive):

- Preparation of proposal and/or concept notes for programmes
- Development and adaptation of manuals
- Capacity building of local partners and facilitators/ volunteers
- Developing tools for data collection and for monitoring and evaluation of interventions
- Capacity building for M&E data collection
- Systematic evidence gathering throughout interventions
- Preparation of baseline and endline and other reports
- Full or partial provision of funds

Generally, the technical assistance has contributed to the capacity building of local implementing partners. Its provision is a prime mover for implementation of programmes:

“I think we were very lucky because we had a very strong secretariat even though our secretariat was much smaller than what we had in the first phase. We had a smaller capacity at a regional level, but they've done a really exceptional job, the P4P management team. And it was basically their drive and commitment that pushed through, you know, making the country work happen. Because at country level, I think the capacity is quite limited, and also, at country level, it depended very much on the

leadership and coordination, on how well it worked around those local initiatives.” (SC member)

“...what P4P brings on board: it's highly technical, it's very technical skills that not everybody has.” (UN Women, PNG)

4. Manual development

Collaborating with national consultants, P4P guided the development of facilitator manuals for several of the violence prevention interventions. These consultants were members of the Regional Learning Community for East and Southeast Asia that was developed by P4P in Phase I and provided extensive capacity building to this network. The goal was to build upon the skills that had already been developed in the region. The manual development and adaptation was a participatory process during which local experts, local partners and community representatives were consulted.

In Cambodia, P4P led the manual development, working with UN country partners (UNFPA, UN Women and UNV) and the Ministry of Women’s Affairs. Additionally, two consultation workshops were held at the national level with key partners and stakeholders to review all contents of the manuals to adapt them to the Cambodian context. The manuals went through an additional review process at the local level in Kampong Cham when it was found that facilitators and participants had low literacy and education levels, which would limit their full comprehension of the manual content. The local review process brought together community facilitators, technical staff and local stakeholders working in primary prevention to improve the manuals to be more adaptable to the local context.

In Indonesia, P4P led the manual development, working with UN country partners (UNFPA, UN Women and UNV) the local partners, the Indonesian Family Planning Association (PKBI) and the Association for the Studies and Empowerment of Women and Children/ Lembaga Pengkajian dan Pemberdayaan Perempuan dan Anak (LP3A). Two consultation workshops were held with local partners and stakeholders in Papua province to adapt the manuals to the local context.

The manuals for both Cambodia and Indonesia draw from other internationally available facilitator manuals for adolescent and caregivers and were adapted to the local context for both interventions.

In Papua New Guinea, P4P and UN Women contributed towards ensuring the consistency and uniformity of contents on gender and gender-based violence of the *Planim Save, Kamap Strongpela* curriculum: *A Guide for Promoting Community Social Cohesion and Security in Bougainville*, which was developed substantively by the local partner, Nazareth Centre for Rehabilitation (NCFR).

In Viet Nam, P4P led the manual development partnering with UN Women, UNV and the Women’s Union for facilitators of the Male Advocate Clubs. The manual included adapted materials from other globally available and tested modules for working with men and boys.

Table 7: *Manuals of interventions developed by and with P4P’s technical assistance, by country*

COUNTRY	FACILITATOR MANUALS
Cambodia	Adolescent training manual: “Shaping our Future: Developing healthy and happy relationships” Caregivers training manual: “We are Ready: supporting teenager’s development in healthy and happy relationships”

Indonesia	Adolescent training manual: “RAI MAI: Reaching Papuan Prosperity(adolescents’ manual)” Caregivers training manual: “RAI MAI: Reaching Papuan Prosperity(caregivers’ manual)”
Papua New Guinea	Planim Save, Kamap Strongpela curriculum: “A Guide for Promoting Community Social Cohesion and Security in Bougainville”
Viet Nam	“Manual for Facilitating Male Advocate Clubs”

P4P also developed and conducted specialised training programmes for UN Volunteers, UN staff and partners, however, these did not have training manuals.

5. Building the capacity of local partners and facilitators/ volunteers

P4P technical assistance is also important in the capacity building of local partners, facilitators and/ or volunteers to implement P4P programme. Multiple trainings were planned and implemented throughout the timeframe of the interventions based on the capacity assessment conducted at the start of the phase II in 2015. The training programmes were conducted mainly by P4P or in collaboration with external and local partners. Based on feedback from UN country partners, local partners and facilitators/ volunteers, the trainings have been invaluable in preparing them to contribute effectively to the prevention programmes.

A key component of the capacity-building programmes was providing training for facilitators and/ or volunteers. The use of local facilitators and volunteers is a main feature of the interventions in all the countries. The programmes do not just rely on interventions of professional trainers or trainers from P4P and UN partner agencies. Instead, facilitators are mostly selected and identified by local partners among local activists, community leaders, individuals who are highly respected and motivated from local communities, other individuals in the community and individuals from relevant national organisations. The facilitators and volunteers were not only trained to implement the interventions with the target participants, a few were also trained in conducting data collection to build and develop an evidence base for P4P programming, generally and for monitoring and evaluation, specifically.

A significant aspect of the capacity building is the content and substance of the trainings provided for the facilitators and volunteers. The programmes in the respective countries may differ in terms of forms and emphases but each training included common key contents:

- Introduction to key concepts, values and issues related to prevention of VAWG
- The discourses on men and masculinities
- Practical facilitators’ skills
- Issues and practice relating in volunteerism
- Theory and methodology for gathering and documenting data and evidence

The training programmes also had substantial focus on participatory and reflective processes, where participants were able to express and articulate their thoughts and feelings about the subject matters of the trainings.

The facilitator candidates who went through capacity-building trainings reported positive outcomes of the trainings in relation to their own understanding of the issue of VAWG; the urgency and importance

of prevention; and how they can effectively contribute to the prevention programmes. Some examples of facilitators' and volunteers' views about the usefulness and impact on themselves of the trainings given can be seen in table 8 below.

Table 8: *Participants' views about the capacity -building trainings*

COUNTRY	PARTICIPANTS' VIEWS ABOUT CAPACITY BUILDING TRAININGS
Bangladesh	<p><i>"Two main trainings from P4P... the first training was about GBV. I didn't have that much knowledge on how to deal with GBV cases and how to deal with GBV.... There are some questions related to why should we (men) go out, they (women) should be at home. ..only deal with the house and chores. And that should guide them. Why do you guys always ask about violence against women? Are male persons being targeted as violent? But females are not? These questions are very common in the field, but before these trainings we didn't have that much information on how to deal with these types of questions. But after the training, we asked the trainers in terms of situations where we are asked these questions, how can we deal with it? Then we get many solutions from them, and it was really helpful. It really helps us in the field, going and working in the community and in madrasa.... We are dealing better from an exposure and those are initiated by P4P."</i></p> <p>(UNV, Generation Breakthrough)</p>
Cambodia	<p><i>"I was nervous when I got here [at the training location] because I didn't know anyone, and I'm just a farmer and everyone else looked so good, but then we did the fun introduction, and I felt much better and I have learnt a lot about taking care of children and adolescents. We need to give them support even when they do something wrong. After the introductions, I feel [closer] even though I am from far away but now we have built good relationships - brotherhood and sisterhood relationships. I am very happy, and I will try to do my best.</i></p> <p><i>[The] methodology was new - lots of brainstorming especially, and I have never come across this methodology especially about feelings. I have feelings, but don't know how to express them. Also learnt new practices, some information was familiar and done it before, but the methodology was very new, and I have never experienced a lot of that."</i></p> <p>(Caregiver-facilitator candidate)</p>
Indonesia	<p><i>"The content [of the training] was rich with knowledge on gender equality. [Things like] it's not only women's role to be at home, but men also have responsibilities at home. Not only women who should be washing dishes or cooking. We must train [the participants] to see women and men as equal. Not only can men be leaders, but also women; women must not only be secretaries or such. We must correct these perceptions so that [we see] everyone is equal!"</i></p> <p>(Facilitator from a youth organisation)</p>
Papua New Guinea	<p><i>"And these community conversations they were facilitated by...they had facilitators and community counsellors which were trained again by Nazareth Centre because they had to train them on the curriculum that they had which had four modules. The facilitators were selected... from [various] communities where community conversations will be conducted....In most cases, what was taken on is that, those that are role models within the communities. They were given priority and role models in a way, we are not looking at people abusing alcohol and engaging in gender-based violence so you must have a level that's of respect within the community and this also was done to make sure if you</i></p>

	<p><i>have a facilitator that were respected in the community, then delivering the curriculum, it becomes quite easy and comfortable within the respective communities.”</i></p> <p>(UN Women)</p>
Viet Nam	<p><i>“After the selection of facilitators, the next activity is that we need to conduct many activities to build up capacity of facilitators. To build up capacity of facilitators we conducted trainings, workshops and many, many times. We conducted training for building their capacity...in the middle of the project...After we build capacity for facilitators, the next activity is a meeting. Not just a regular meeting, we set up four male clubs...Some members before the topics were covered were not confident to intervene in the concept of violence against women happened in their community, but after they participated in some meetings, they have more skills to intervene. But I want to say there were more confident to support with the community to deal with the concept of violence against women. Also, they say that they change in that way when they compare with their family. They are aware more and want to help their wives with the housework, cleaning the house, or go to the market, or taking care of the children. This means they are more considerate to support their wives in these methods than before.”</i></p> <p>(Former UNV Coordination Officer)</p>

Evidence of the generally positive impact of the capacity-building trainings on the facilitators and volunteers is also clear from various reports documented from the trainings. In Bangladesh, for example, in July 2016, P4P and partners conducted a capacity-development workshop for local partners and country UN agencies. Pre- and post-training assessments also conducted at the workshop. The assessments showed that participants’ knowledge about key subject matters of the training generally increased after the training³¹.

In Cambodia, 38 facilitator candidates, counsellors and supervisors were trained for ten days in May and June, 2016. These candidates included individuals and counsellors from the communes and also officers from the government’s Provincial Department of Women’s Affairs (PDOWA) and Department of Women’s Affairs (DOWA). In their report, the trainers noted general personal changes among the participants about their understanding of VAWG. Within the ten days, there were behavioural changes reported by the participants in relation to their own interactions with their family members that indicate increased awareness and understanding about VAWG³².

In Indonesia, a ten-day training was conducted in November 2016 targeting 32 candidates of caregiver and adolescent facilitators. The participants were identified from the community, prevention local partners and youth organisations. The participants in Indonesia also reported personal behavioural changes resulting from the knowledge and understanding acquired throughout the training programme³³.

The training of facilitators for the Male Advocate Clubs in Viet Nam was also preceded by a pre-test and ended with a post-test. In the first training for the facilitators in September 2017, participants showed a remarkable improvement in their understanding of the key points of gender, gender equality and gender-based violence³⁴.

³¹ Based on information from P4P’s Report on Capacity Development Workshop on Prevention of Violence Against Women and Girls, 2016 (unpublished).

³² Based on information from One Page Mission Report Summary in relation to “Shaping Our Futures” Facilitator Training in Kampong Cham, Cambodia, June 2016 (unpublished).

³³ Based on information from PKBI Progress Report (Oct 2016-March 2017) (unpublished).

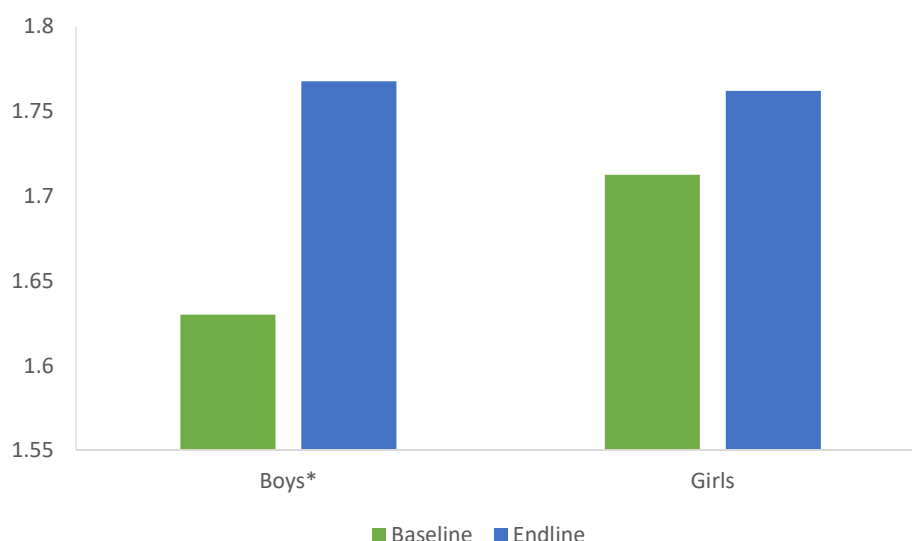
³⁴ Report of the first training for Facilitators of Male Advocate Clubs for GBV Prevention in Da Nang City, 19-23 September 2017. (Unpublished)

6. Working with men and boys and including women and girls: Creating a gender-transformative impact

P4P Joint Programme Phase II has set out to transform harmful masculinities that cause violence to women and girls by providing interventions that focused on engaging with men and boys, while continuing to focus on empowering women and girls. P4P programmes in the selected countries have shown the ability to mobilise both female and male participants, and this has great potential for creating gender-transformative impact. The voices and ideas of women and girls in the preventive interventions provided valuable input to the programmes because they helped participants understand how women's and girls' lives have been affected by violence.

There were noteworthy changes observed among men and boys as a result of their involvement in the intervention programmes. In the case of Cambodia, for example, statistical comparison between baseline and endline data showed that gender-equitable attitudes among boys increased significantly³⁵.

Figure 2: Gender-equitable attitudes of boys and girls in “Shaping Our Futures: Developing healthy and happy relationships” prevention programme



(baseline M=1.63, endline M=1.77, p=0.02)

Source: Cambodia Endline Report (draft)

In Papua New Guinea, there was a statistically significant reduction in men's report of physical intimate partner violence perpetration between baseline (58%) and endline (48%; p=0.01) (Gevers, 2017:21). However, there was no significant change in gender attitudes in men and women participants.

In Viet Nam, qualitative data gathered demonstrate crucial change of attitudes among male participants:³⁶

“After joining the club, I have learnt something about violence against women and girls [and] grasped its causes that I did not understand deeply before. For example, previously, when the neighbours quarrelled [and] cursed each other, I did not see this and other verbal abuses as a form of violence. Now having joined the club, I understand

³⁵ Based on information from the Cambodia Endline Report, 2017.

³⁶ Quotes taken from Nguyen, H. T. (2017). A Qualitative Endline Study of a Male Advocate Intervention to Prevent Violence Against Women and Girls in Da Nang, Viet Nam.

that these cursing or verbal abuses can be seen as a form of bạo lực tinh thần [emotional abuse].” (Club member, retired, aged 62)

“Before, I used to be short-tempered. I behaved like gia trưởng [a patriarch] and abused my wife verbally. Since taking part in these activities, I realise I’m like a schoolteacher, I have to set good examples. You just can’t advocate against violence against women and girls then go home and beat your wife and kids. This change is beneficial; [a] hot temper is harmful to family harmony, to social relations. You must listen. You must respect the opinions of your partner. By and by, you notice how these benefits bring positive changes: less quarrels in the family. Before I used to beat my kids (when they did not do well at school). Now, I manage to control my temper. This also benefits the way I run the affairs of the residential cluster, gaining the affection of local residents.” (Facilitator, retired, aged 55)

“From non-consent to forced [sex]: if she doesn’t want it but you deliberately do it, then it becomes violence. It’s when a young guy comes home after a drinking spree, feeling great, the wife vents her suppressed feelings, ‘where have you been boozing the last few days?’... Highly intoxicated, he deliberately forces her even though she doesn’t want it. This happened to me incidentally. Now I have changed. I know my [past] behaviour and correct it. Now our marital relations are good.” (Club member, retired, aged 57)

The evidence discussed above demonstrates that it is important for men and boys to be continually engage in prevention programmes. Identifying committed male facilitators and/or volunteers who are key drivers of programmes and who are positive role models is also an effective strategy to engage men and boys to transform harmful masculinities and to create a gender-transformative impact. Male facilitators themselves went through processes of internal reflections and change, which allowed them to be active agents of community change.

However, the generally lower number of participation of men and boys compared to women and girls in the programmes indicates that more work needs to be done to ensure men and boys are engaged in preventive interventions as active participants. The low male participation in the programmes was an issue that was felt within the communities themselves. A member of the elders in Papua, Indonesia, expressed her frustration about the issue:

“Yes, often when invitations were given, more women than men would attend. Men are the ones who should have attended. I don’t know why these men won’t turn up when, in fact, there were [formal] invitations. We have sat down with the village chief to discuss how we can get the men to attend. Must we put a note at the bottom of the invitations that transportation would be provided, before they would come? Yes, we often have to discuss about the men because men are instrumental in family development; they are the “imams” [religious leaders] for their wives and children! They should be listening [to the information presented in the sessions], especially those who are always drunk; the materials [in the sessions] are so important, but these men are difficult!” (Caregiver participant and village elder, Indonesia)

7. Enhancing an evidence-based approach to programming

P4P II continues the work of P4P I by making creation and development of evidence-based knowledge a key driver and outcome of the programming. This was articulated by P4P TAG member:

“One of the most identifiable elements for P4P is that it's not just a programme of intervention but...the approach has always been, ‘Ok, how do we make sure then from the very design of that intervention that it's leading to evidence generation?’”

Generation of evidence has been implemented in several ways throughout interventions in the countries. Qualitative and quantitative data were gathered through baseline and endline reports, which included stories of change from both the intervention participants and facilitators. These data sets were used to understand the effects of and reactions to the intervention as well as its strengths and weaknesses. They were also used for the development of knowledge products and communication tools.

Documentation of stories of change will be discussed in a subsequent subsection, but it is noted here briefly that the stories of change and other evidence gathered directly from the participants and facilitators throughout the interventions have also been developed into significant knowledge products and communication tools, such as country factsheets and visual presentations. They are not only useful as resources for external parties interested in replicating prevention programmes to be used in conjunction with other evidence gathered, but also valuable to be shared within the joint programme partners in many ways. As a P4P TAG member said:

“Yes, it was packaged really nicely. It was communicating a very simple and clear way to understand-- visually appealing, but the consequence of that is that evidence is very much alive now. I think at the country level, regionally, certainly we continued to use that, and so we've been able to draw very good benefits for Phase II and as UN agencies, that's a shared endeavour, so we all have ownership in that; we all have a stake in communicating that, so that's been I think, part of the success..., this joint approach...is that we're able to continue to keep that visible and keep it sort of contributing to knowledge and practice of policies.”

This is supported by the input by another P4P TAG member:

“...the kind of communication dissemination that we do around the findings is really, really important and that's where the inter-agency—the strength of an inter-agency programme—also comes into play... because we all push the findings out collectively and individually, and that would be as much greater reach in terms of getting the message across.”

As mentioned above, the collection of data for monitoring and evaluating programmes was actively conducted throughout the prevention programmes. Substantial resources are allocated in the preparation, administration, analyses and reporting of the monitoring and evaluation processes. One of the values of these rigorous processes is the use of the findings to ensure the continuation and sustainability of programmes. This was stressed by P4P management team member:

“We are... making a compelling case, so I think looking at the qualitative and quantitative data is going to help people make really strong cases and continue to invest in this.”

An important aspect of evidence gathering in P4P II programming is involving the community facilitators in the data collection. By understanding and interacting with both the data and the evidence it produces, they are given a sense of ownership of the programme. It also builds their local capacity for evidence gathering and for using the evidence for future prevention advocacy.

8. Volunteerism

The UNV Programme is a long-time partner of the P4P. UNV was an active partner in the Phase I of P4P, and its contribution to P4P continues with its involvement in P4P II. Volunteerism is considered by P4P to be integral to its programme, especially from the perspective of working for prevention in the community. Implementation of programmes on the ground in the selected countries has benefited from the services and mobilisation of volunteers. UN Volunteers act as important connecting points between P4P and UN agencies in countries.

The opening of the UNV Regional Office in Bangkok has given the UNV a regional presence in the Asia-Pacific region. According to Regional Manager of UNV, Asia Pacific:

“Why UNV engaged in the project is really to illustrate and demonstrate the value that volunteering has in development and especially in that context preventing violence against women and girls. Through two means, one is supporting by mobilising UN Volunteers, the capacity to deliver on the ground, but also to try to document the role that volunteers can play in preventing violence against women and girls.

At the country level, UNV has presence in all the countries under P4P II programming except Papua New Guinea.

Other than the specifically defined volunteers from UNV, P4P II has also seen the widening of the concept of volunteerism in the JP. Programmes have relied on community members who got involved in programmes voluntarily because they saw the value in the programmes or because they were encouraged by the local UNV. The term of reference for International UNVs in Bangladesh and Cambodia and National UNVs in Cambodia, Indonesia and Viet Nam include a specific task to nurture volunteerism, and this entailed encouraging volunteerism among community members to develop teams of facilitators for programmes. The community members volunteered their time and energy into ensuring that the prevention programmes organised for the benefits of their communities became successful. According to UNV Programme Officer, in Indonesia,

“I also mentioned during the last consultation meeting, because if they are not named as volunteers, community members, [do] not necessarily realise they are volunteers, and I asked [UNFPA counterpart] whether during the training or community meetings we could specifically name them as volunteers and recognise their contributions as well.”

Specialised training for volunteers (many of whom also play the role of facilitators) have led to increased capacity of many of the volunteers. This is important because these volunteers have a great potential to contribute towards VAWG prevention through their work beyond the P4P timeframe in their local communities. As shared by a UN Volunteer in Bangladesh (for the Generation Breakthrough programme):

“There are many children, many adolescent girls [in the refugee programme that I am working now], and as I have been changed by Generation Breakthrough project and P4P, I can better communicate with adolescent girls. I know to deal with them and what could be their role and how they can make themselves safe in a humanitarian setting. And also, there are pregnant women, and left alone to mother and they are vulnerable in a humanitarian setting. And there are some cases of sexual assault, and UNFPA are working to provide them temporary shelter and psychological counselling to them. As I already mentioned, I am better skilled and capacitated than before, so I can help out more”.

The capacity building of volunteers has potentially contributed towards yielding gender-transformative outcomes because both women and men are recruited as volunteers to help facilitate programmes that involved women and girls and engaged with men and boys. As one PMT member stated:

“First of all, it was not only men doing it. Women volunteers were driving a lot of the volunteerism as well, but also, I think it is...making them aware and empowering them to say what is it that I can do that would be a benefit to my community, and so directing some of their energies into social cohesive types of volunteerism or gender transformative types of volunteerism. Part of the message is sharing the gender transformative [objective].”

The capacity building of volunteers and volunteer facilitators answered to the needs on the ground with training approaches that covered overarching capacity development, such as volunteerism, substantive knowledge and understanding among facilitators about gender equality and VAWG and about research and evidence gathering. The trainings further focused on the needs of preventive interventions in the community such as the ability to engage with adolescents and caregivers and to facilitate the establishment of community activism (such as the Male Advocacy Club). The outcome of these capacity-building strategies were the development and mobilisation of voluntary human resources that significantly contributed to the successes and to the potential sustainability of the prevention measures.

P4P volunteers have also shown great initiative in enhancing the effectiveness of the prevention programmes. In Viet Nam, for example, the members of the Male Advocates Clubs planned and organised outreach activities with the public. These interactive activities encouraged participants to share experiences with each other and to learn from each other. The knowledge and skills gained can help to create changes towards positive masculinities, gender equality and the prevention of violence against women in the family and community. The Club members organised four events that attracted 410 participants.

In Indonesia, other than facilitating community prevention programmes, the volunteers were also involved in supporting community members. They set-up and organised a booth for the dissemination of VAWG prevention materials during a significant local festival (the Sentani Festival); organised singing contests and drawing competitions for programme and non-programme adolescents in the selected villages to promote VAWG prevention; and documented volunteering activities in audio-visual formats. The volunteers who were members of the Youth Forum Papua also hosted a two-hour radio show every month during which they would talk about their work in VAWG prevention. Members of the community could call in and ask questions during the show.

9. Stories of change: Gender-transformative impact of the programme

Based on the socio-ecological model on VAW within the short timeframe of the implementation of the programmes, some noticeable transformation has been shown and documented, including individual change, change to the family and change to the community. These stories of change are important to show a measure of success of the interventions provided. A few stories of change are shared here based on documentation throughout interventions.

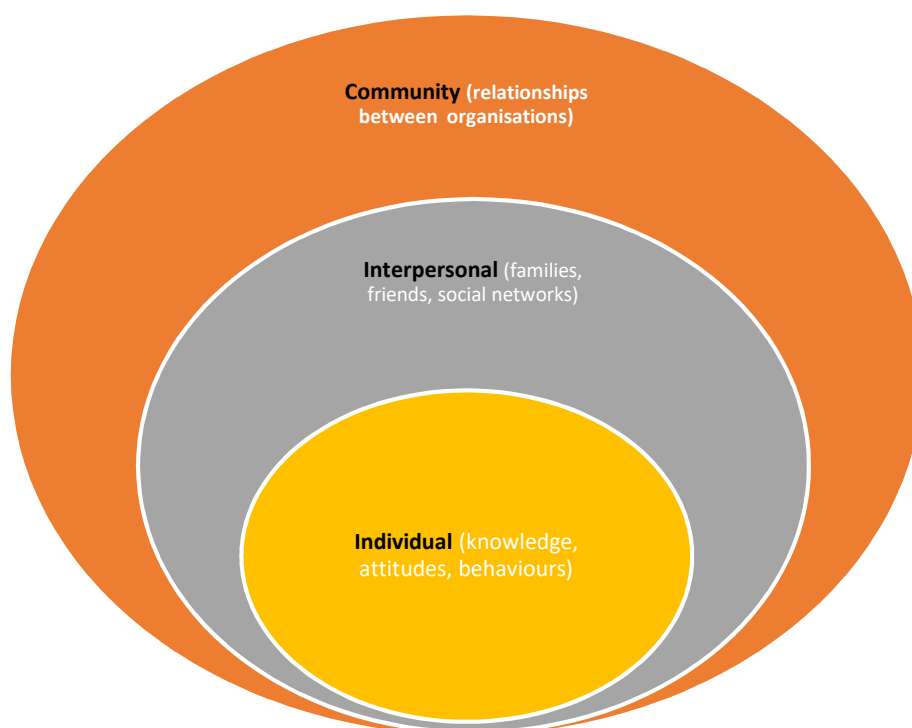


Figure 3: Socio-ecological model for prevention of VAWG

Source: Adapted from UNICEF (n.d.) “MODULE 1: What are the Social Ecological Model (SEM), Communication for Development (C4D)?” https://www.unicef.org/cbsc/files/Module_1_SEM-C4D.docx

Most narratives on changes can be seen at the individual and at the interpersonal levels. There is a sense of internal transformation for many participants, as told through their own testimonials or through conversations with facilitators that were regularly reported and documented. This achievement is significant, and it is true of both female and male participants. Facilitators and community participants have reported their individual behavioural modification because of participating in capacity-building and intervention programmes.

The following tables present a few of the narratives of participants indicating positive changes that happen at the individual, interpersonal and community levels after the prevention programmes.

Table 9: Stories of change at the individual level

CHANGE AT THE INDIVIDUAL LEVEL
<p><i>“To be a good man, [a man] needs to help [his] `wife to do housework in and outside the home. For example, [he should] help [his wife] sell goods [and help her] cook, and help [her] to earn money to support [their] family, and respect women’s rights. Before, I never did any housework, but now I help my mother and my sisters”</i></p> <p style="text-align: right;">(Male adolescent participant, Cambodia)</p> <p><i>[From the sessions, I learnt about...] Types of violence like beating, scolding...there’s also physical violence and there is violence from the way we speak...there’s emotional violence...like a father scolding us [causing us to feel hurt]. [I also learnt....] About sex. About men beating women...That is wrong. The men are wrong, and should be punished...Beating is bad because...when we are beaten, we feel pain....[And if we are scolded, the pain is] in the heart...[So, when I wish, when my older sister talks to me...] If she’s asking me to do something, she should ask nicely [in “asking for help” way]</i></p> <p style="text-align: right;">(Male, adolescent participant, age 12, Indonesia)</p>

"We were also taught about things that we did not know before...The best types of relationship and ones that give us happiness...A good relationship, for example, our parents giving us attention and love...children heeding parents and adhere to parents' rules....[Violence should not be done to children] because it will disrupt children's development...also, for example, if we teach children by beating them, they might run away from home!...I also learnt about sexual violence."

(Female, adolescent participant, age 14, Indonesia)

"We men used women as our slaves, and we thought of ourselves as being superior and not needing to do any work. Before, men were the boss[es] and women were underneath us, but now we understand that we are equal."

(Male, community conversation participant, FGD (Endline Report), District 1, Papua New Guinea)

"Since joining the Male Advocates Club, I have become more aware of inequalities between men and women. I understand how to treat my female family members, friends and colleagues with respect. I have shared what I learnt from the club with my family and friends. I have even given suggestions to my father on how to treat my mother better."

(Male advocate, age 25, Viet Nam)

"Many men, including those with advanced degrees, are traditionally vehemently opposed to men doing housework such as shopping, cooking, washing, etc. After participating in the Male Advocate Club, I share housework more with my wife - whereas before I used to give her more work. I also have more control and restrain my anger. Before I would often yell and got furious when she did something that I disagreed with [...] I always remind myself to lead by example for my sons to follow."

(Male advocate, age 62, Viet Nam)

Table 10: Stories of change at the interpersonal level

CHANGE AT THE INTERPERSONAL LEVEL
<p><i>"...the village leader in [the local community] said that, "I'm able to speak to my wife freely, and she's also likes to talk to me" so that's a good thing. They understand each other, and they find a better way to communicate with their children as well."</i></p> <p>(UNV Coordination Officer, Indonesia)</p>
<p><i>"In my opinion, it's such a waste [if there is no P4P continuity after this project]. Within the 10-months of implementation on the ground, there were already youths who are able to identify situations of [gender-based] violence...as a perpetrator or as a victim. They have also gained the [confidence] to benefit from the presence of the village facilitators whom they can go to "curhat" [from the Indonesian word "curah hati" i.e. to pour your heart out]...A few have gained the courage to speak up to their mothers that beating children is wrong, but they may still not have the courage to do so to their fathers..."</i></p> <p>(Key implementing partner, Indonesia)</p>
<p><i>"[A Cambodian community facilitator reported that he no longer beats his kids. In the past, when his children would not go to school, he would hit them. Now he uses non-violent ways of disciplining them. He had to change his own attitudes and behaviour to be like a role model for the others, and he feels that he learnt a lot from the programme and that he had improved himself.]"</i></p> <p>(Evaluator's field notes, Cambodia)</p>
<p><i>"And one point that I observed, was a participant of the caregiver session, she was busy with her two kids and she [could not] join a session, so [she] sent her daughters [to replace her in the session]. And her</i></p>

daughters were enrolled in the session [that day], and they expressed and shared what they had learnt from their mother [since their mother had attended the previous sessions]. And we tried to ask them and [one of them] said “Oh, I learnt [this] from my mom, so I can come here and say what I have been learning from my mom”....So I think it was a good point that they participated in our group sessions and they transferred the knowledge to their daughter or kid who could then learn and share.”

(Government representative, Cambodia)

“Before, the men never helped their wives to fetch water or carry babies and saw those as ‘wok bilong meri’ (women’s work), but now they do these simple chores to help their wives. Couples are sharing.”

Male, in-depth interview (Qualitative Endline Report), District 1, Papua New Guinea

“Probably around the third or the fourth meeting, club members started to change by themselves. They started to share what they learnt after the first or second meetings, and when the men [went home], they also shared what [they] had learnt at the meetings with their family members, their wives, work friends and any family members. And they talk about what they learnt at the meetings... about gender equality, violence against women and what kind of form of violence against women and how to prevent....[made] request to their family to support them to prevent violence against women and with their families and neighbours and wider into the community.”

(National UNV, Viet Nam)

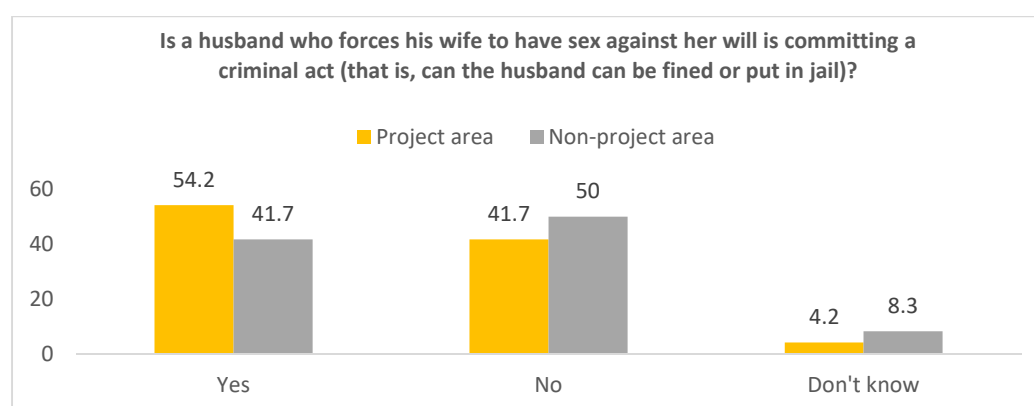
Table 11: Stories of change at the community level

CHANGE AT THE COMMUNITY LEVEL
<p>“Adolescent leaders are acting as change makers, as they are changed because of this project, and also now they are taking on the role of the change maker in their community. They are trying to make their family and friends understand about the negative consequences of child abuse, gender-based violence and other related issues like sexual and institutional harassment and other matters. At the same time, they are becoming changed, and they are trying to change their society and community as well.”</p> <p>(UNV, Bangladesh)</p>
<p>“I conducted an art contest with the adolescent youths, and the result was quite astonishing. The top three winners showed something that [they had not shared] in class, something deeper. One of the first prize-winners’ picture [was] of her mom teaching her and she was wearing a graduation gown, and the dad was standing over the brother and teaching him as well. And that is something a little bit different than depicting a more typical preventing violence picture. The real story was that she saw violence in her family and wanted to break that cycle. That is how she explains it. She thinks education and coming to the session and better communication with families and so on is something to continue....”</p>
<p>“...And even the school principal in her commune appreciated the programme because the programme has improved the attitudes of her students. She suggested if the programme is to happen again to make sure more students from her school are attending the sessions.”</p> <p>(UNFPA, Cambodia)</p>
<p>“For me, personally, things I learn from the sessions give me further strength in my work in the church, in capacity building....Also, personally, I was a strict and harsh person, and I always didn’t have much time for my children, so they prefer to talk to their father....With this programme, I started to realise, yes, I have been harsh [to my children], and I don’t need to be so now....[After the programme has ended, we should make sure the lessons continue] in our church/ religious activities. During prayer sessions, for example, for the adults, we should instruct how a husband should be appreciating his wife, and how the wife should be appreciating her husband.”</p>

Analyses of quantitative data collected throughout the prevention programmes may also allude to the changes that are occurring at different levels in the communities where P4P has conducted prevention programmes. As mentioned earlier in this report, the data collected for Cambodia show a significant difference for boys in their gender-equitable attitudes between the baseline and endline studies (see, Figure 4 above). It was also already mentioned that for Papua New Guinea, there was a 10% reduction in the rate of intimate partner violence and non-partner rape perpetration by the male participants of the prevention programmes, indicating an important change at individual level. This is reinforced by women's report of significantly reduced victimisation between the baseline and endline periods (Gevers, 2017:21). In Viet Nam, the attitude of female victim blaming by the participants in cases of rape and sexual harassment has also gone down in the period between the baseline and endline studies. For men, there were about an 18% decrease in the belief that women contributed to rape and harassment (DEPOCEN, 2016). In Cambodia, there is a significant decrease of acceptance of violent behaviour among both boys and girls who participated in P4P interventions. Conversely, there is a significant increase in gender equitable attitudes among the adolescents (see Cambodia Draft Endline Report).

Change at the individual level can often lead to change in the way he/she interacts and responds to people around him or her. In Viet Nam, the endline study indicated that there was a better understanding about VAWG in project areas compared to in non-project areas. For example, in Figure 6 below, on the question of whether a husband who forces his wife to have sex with him against her will is committing a criminal offence, the data showed that community members in project areas have higher understanding that the behaviour is wrong and against the law.

Figure 4: *Change in community attitude*



Source: Cambodia Draft Endline Report

D. Sustainability

Based on the recommendations of the P4P Phase I evaluation, P4P Phase II set out to implement programming with a focus on prevention of VAWG through transforming harmful masculinities ‘that are owned in country and that can be expected to be sustainable’; ‘to move away from ad hoc, demand-driven approaches to country support, toward a more focused strategy including sustained capacity institutions and national level partners.’³⁷

The P4P I evaluation however also foresaw that attaining this level of sustainability would require a four-year time frame. Given the previous discussions on the slow start of the in-country initiatives, as well as the aforementioned minimal resources, many of these initiatives were implemented in the much shorter time frame of about one to two years.

Given this, the question remains as to what extent the research was able to assess whether sustainability has been achieved, as put by a steering committee member, “[f]or a multi-country, multi-agency initiative with very limited resources, I think that we aspire to sustainability, and it is not that easy to do, and maybe it is not very realistic.”

Nonetheless some conclusions and inferences can be drawn on how sustainable, or how likely to be sustainable, these initiatives are on the level of ownership of the programme by its key stakeholders and on the scalability and replicability of these programmes.

1. Joint programme leads to increased ownership

“The principle of ownership is key to generating sustainable momentum for change on gender equality...Ownership and sustainability are maximised where accountability is grounded within the national context and understood as truly mutual and core to the development partnership.”³⁸

The *2013 Evaluation of Joint Programming on Gender Equality in the UN System* underscores the importance of ownership of the initiative if true sustainability is to be achieved. The document discusses the importance of ownership by host governments, in particular, by strengthening national-level capacity and commitment at all levels of government, from the relevant gender ministries, to the highest levels of leadership, to the community level.

In the case of P4P II, it seems that this type of ownership, particularly at the regional, inter-UN agency level, was achieved. “I think there’s ownership in a good way. There’s pride, and there’s excitement. We own the results. I talk about P4P all the time. We have that sort of pride. This is our result, and I cannot think of many UN joint programmes that are really like that—that are so jointly owned.” (Steering Committee member) This sentiment was similarly expressed among the TAG and SC members.

Identification with the P4P joint programme often got more diluted at the national than at the community level. At national level, it was often identified with the lead UN entity e.g. UN Women in Viet Nam or UNFPA in Cambodia. At the community level, it was even sometimes identified with the government itself, as with the case of programming in Kampong Cham in Cambodia. That these

³⁷ P4P Phase I Evaluation (2013).

³⁸ The 2013 Evaluation of Joint Programming on Gender Equality in the UN system. See, <https://www.unfpa.org/admin-resource/joint-evaluation-joint-gender-programmes-un-system>

initiatives came to be associated with the key implementing partners themselves, is itself an indication of the level of ownership these entities came to have over the projects.

2. Factors that contribute to sustainability

Throughout the course of the evaluation, several factors stood out as contributing to the likelihood of sustainability of the pilot intervention beyond the P4P Phase II engagement.

- Involvement of UN Volunteers, local facilitators and community leaders: One of the foundational principles of P4P II was working and partnering with people from the community. Where possible, P4P II partnered with local community leaders, facilitators, participants and UN Volunteers from the sites of the intervention themselves. Capacity building of the local partners in the form of substantive training in gender equality, violence prevention and participatory learning methods was central to the interventions. Monthly supervisory sessions to help them plan their sessions and troubleshoot any challenges they had; refresher trainings midway through implementation; and/or skills building workshops on monitoring and evaluation were included. As earlier discussed, a strong emphasis was placed on fostering the concept of volunteerism among both the participants of the interventions and among the facilitators. This amounted to enhancing the level of sustainability of the intervention once the P4P initiative had formally ended.

The UN Volunteer from Da Nang province said that one of the benefits of working with local community leaders and developing their capacity was that they could continue to contribute even after P4P had left. “If there is violence prevention work at the community level, after we’ve built up their capacity, there will be no more need to request support from an outsider.” Both facilitators interviewed from the Kampong Cham intervention spoke about their continued and ongoing engagement with their former participants, including starting a Facebook group and meeting intermittently even after the workshops had ended. The UNFPA official, speaking of the intervention in PNG remarked, “we’re also thinking about the sustainability of this approach. So that’s why we recruited the youth from Papua itself.”

- Government buy-in: Initiatives which saw significant government involvement were more likely to have those same government representatives speak of and commit to extending and replicating the P4P initiatives beyond 2017. For example, in Cambodia, where the Ministry of Women’s Affairs at the national and provincial level played a very large role in the implementation of the *‘Shaping our future: Developing healthy and happy relationships’* intervention in Kampong Cham, spoke about their desire to continue, scale-up and replicate the initiatives beyond 2017. Likewise, in Viet Nam, where the Da Nang Women’s Union played a central role in the P4P *Male Advocates* initiative, the Male Advocates Clubs will be extended to nine other communes outside the original two intervention sites. In PNG, the two districts where the initiatives were implemented, have already asked the Autonomous Bougainville Government for more funding to continue the programme. Additionally, the UN Peace Building Fund has just approved another round of funding to expand the *Planim Save Kamap Strongpela* programme, which the government has endorsed.
- Initiative built-off of and incorporated into existing programmes: Initiatives that were aligned with existing programmes and initiatives were more likely to be sustainable beyond P4P involvement. In Cambodia for example, the *‘Shaping our future: Developing healthy and happy relationships’* intervention, was in large part supported by the Ministry of Women’s Affairs because it resonated with their goals identified in

the National Action Plan to Prevent Violence against Women 2014-2018,³⁹ which focused on inter alia, domestic violence, rape and sexual violence, trafficking and violence against women with increased risk. Because of this, the Ministry of Women's Affairs highlighted its desire to find funding to continue the programme in their 2019 budget.

- Champions: Some respondents pointed out key champions who not only helped get the project off the ground, but who will also be the likely reason behind its continuation moving forward.

"[i]t was particularly important that we had champions at the senior level so the Deputy Minister for Human Development and Culture and then, [the person] who directly works under him on this area, [they're] really the champions that are driving this, and the ones that will be the driver for the replication." (UNFPA Indonesia Official)

- Materials and approach tailored to local context

Another factor contributing to success was the locally contextualised approach of the initiatives. The manuals and knowledge products were drafted with the specific target populations in mind. They were drafted by a mix of international and local consultants with input from key UN and government in-country implementing partners. Having the workshops run by facilitators, who themselves were from the community, was another effective strategy in ensuring that the messages were delivered in a manner relevant to the participants. In fact, there was often a rich back-and-forth dialogue among the facilitators and government and UN country teams before an agreed upon approach was settled upon, according to the UN Volunteer/facilitator in Viet Nam. Even then, the facilitators themselves would meet regularly to discuss their approach and methods for communicating the materials to their participants.

It is important to note, however, that adapting to local context is not without its limitations. For example, in Cambodia one exercise that was meant to draw out the inequalities in gender roles may have inadvertently ended up reinforcing those very same traditional gender norms it was meant to dispel.⁴⁰ One possible explanation is that the reliance of local facilitators may themselves have been infusing the exercise with their own gender stereotypes and/or not fully understood the exercise.

3. Exit Plans

Country Initiatives

- Cambodia: All those interviewed—from the UNFPA country officials, to the officials of the Ministry of Women's Affairs, to the community leaders and facilitators—expressed their general desire to continue and scale-up the interventions.

Some, however, namely from the Ministry of Women's Affairs and UNFPA, wanted to see the final baseline/endline report (which at the time of the interviews was not yet available) before fully committing to the extension of the programme.

³⁹ <https://drive.google.com/file/d/0By4DrHxo3C94Skx4VmZUN2JoMmc/view?pli=1>

⁴⁰ Cambodia Endline Report (2017).

“We want to see does it work, did it work? It is a good investment for the amount of money you put in? Is the return in changing behaviours, in reducing violence, in teaching skills for healthy relationship? Is that the best place for us to invest? And that is something that we are waiting for.” (UN country partner)

All spoke of the scarcity of funds and the need for funds to be made available if the activities were to continue. The Director General of Social Development of the Ministry of Women’s Affairs plans to request government funds as part of the 2019 budget to continue and scale-up the intervention in more communes beyond those piloted in P4P II.

Finally, UNFPA and MOWA, were already incorporating elements of the Kampong Cham intervention into their on-going and future work. UNFPA had an intervention on engaging men and boys planned for 2018 and were considering how to incorporate elements of the P4P intervention into this next initiative. Government officials of MOWA’s legal and health departments spoke about incorporating elements of the manual in their upcoming trainings across several communes set for 2018.

- Bangladesh: UNFPA’s Generation Breakthrough is being renewed for another two years by the Royal Government of the Netherlands, though sustainability beyond that remains a concern, according to the UNFPA official interviewed. As earlier discussed, Bangladesh’s Ministry of Education has already elements of its GEMS module into its teacher’s life skills training module.

UN Women’s *Sexual Harassment in Universities* initiative too has been renewed by its primary funder, the SIDA. The second phase of the project will continue to have a component of engaging men and boys and of changing social norms. They are now in about four tertiary institutions and would like to target 12-15 more. *“We have generated some good practices and would like to scale these up.” (UN Women official)*

Both UN Women and UNFPA officials interviewed believed that ultimately, true sustainability will only be attained once the governments take more ownership of the initiatives, including but not limited to, dedicating their own funds towards the projects.

- Viet Nam: UN Women has launched its project, *Community mobilisation in prevention of violence against women and girls in Da Nang City in the period of 2017-2020*, which in part builds off UN Women’s former programme which included the P4P II Male Advocates intervention. This next phase is expected to provide concrete evidence on the effectiveness of a comprehensive approach using community mobilisation to change social norms to prevent violence against women and girls and to promote gender equality in Viet Nam. The project also engages men voluntarily as advocates in prevention of violence against women and girls in the communities using the same P4P approach applied in 2015-2016. The Male Advocates clubs will be extended to nine other communes outside the original two intervention sites of P4P II and are expected to provide concrete evidence on an effective model to transform harmful masculinities in Viet Nam for wider upscale in the city and the country by 2020. In order to support this new phase of the project, in fall 2017, P4P supported the training of a new cohort of male advocate volunteer trainers that took place.
- Autonomous Region of Bougainville, PNG: Representatives of the two districts where *Planim Save Kamap Strongpela (PSKS)* was implemented have expressed interest in continuing and scaling-up the Bougainville, PNG intervention and have asked their governments for funding to continue with the programme. The local government of

one district also allocated free office space to the PSKS project team and committed to continuing if the programme is expanded.

The community conversation methods and curriculum used in Planim Save will be used for gender sensitised training with Community Government women leaders to prepare them manage conflicts, trauma counselling to maintain peace in relation to the upcoming Referendum in 2019.

- Indonesia: At the UN level, officials have also expressed interest in continuing the work of the programme.

“What we're hoping for is that, government of different provinces will take this on and finance it through the national government allocation of resources, but they'll still need our technical assistance, particularly for the planning, the monitoring and evaluation, and that they will involve us somehow so in a way for us somewhat a spring board for a stronger partnership ongoing concept with government spread over than more than just Papua.” (UN country official)

There is also interest by the central government. The Ministry of Empowerment has asked for the P4P manuals as a reference for them to develop their gender-based prevention guidelines. Likewise, this level of interest is present at the community level. The local NGO partners are also looking for funds to continue this type of programming. LP3A has already taken the approach of working with adolescents and caregivers and has applied it to new VAWG prevention programmes that USAID is funding in PNG. They are also hoping that the district government will pick this up and include it as part of its Village Empowerment Programme, which has allotted funds sent directly to villages every year.

UN entities

- Programme Management Team: Currently there are no plans to continue with the JP beyond March 2018. Between now and then, the PMT will be focusing on finalising all in-country activities, including the outstanding endline reports and studies and regional level knowledge products. It will also prioritise finalisation of the present evaluation. Finally, much attention will be placed on the communication element of showcasing and disseminating the findings and lessons from P4P Phase II at its culminating meeting in March 2018 and beyond.
- UNDP, UNFPA, UN Women and UNV: Representatives of all UN entities have expressed their intention to include elements of the P4P strategy in the development of upcoming regional strategies and country interventions. They have also expressed their intentions to continue to work bilaterally and collaboratively with one another on prevention strategies to end violence against women, even if not officially as part of a JP. With regards to P4P II, TAG and SC members also expressed their commitment to work together to disseminate the findings of the interventions and the lessons learnt beyond March 2018, the official close of P4P II.

III. Conclusions

In concluding this evaluation, two important aspects of the P4P II programme will be considered: the challenges that have been faced, and that may still remain; and the factors that influence successes in

specific areas of P4P work useful to further inform P4P's exit strategy as well as to provide a discourse for future plans in primary prevention work.

A. Successes

P4P II was able to achieve many successes and meet many of its goals.⁴¹ It is important to note not only the successes, or indications of success, but the factors that led to that success to understand the reasons behind them to influence whether and how these circumstances can be replicated in future programming.

1. Contributing to evidenced-based prevention programming

P4P II set out, in part, to add to the global evidence base of what works for prevention of VAWG in different settings with a focus on developing an enhanced understanding of practices that prevent of violence against women. The objective was to be able to move past awareness raising and campaigns, into evidence-based violence prevention and all that that entails.⁴² P4P I and the *UN Multi-Country Study on Men and Violence* found that VAWG prevention work across the region was ad hoc, without a clear understanding of a unified, theory of gender and transformative change.

Prevention is such an upcoming, evolving area that many of our countries, despite interests in working on prevention, don't actually know where to get started. People don't know how to do prevention; that's the whole point of this. (TAG member)

P4P II, therefore, sought to add to this knowledge base and to contribute to a more evidence- and theory-based approach to VAWG prevention. Over the course of the one- to two-year interventions, P4P II was able to accomplish just that:

"One of the challenges that we faced and that we overcame [was that] early on when we were working with the countries, we had to create an understanding about what primary prevention means. There was a tendency to want to continue awareness raising campaigns and I think that is one of the achievements: the countries have that understanding and made that shift." (P4P II manager)

These lessons learnt from the present P4P II pilot initiatives can be shared and applied widely throughout the region and beyond.

2. Improved documenting and collecting stories of change

P4P also achieved improved documenting and collecting the stories of change, which had been limited in the region. One of the central roles of the UN Volunteers placed throughout the intervention sites was to document the findings from the implementation and the stories of change for which they received specialised training conducted by the P4P PMT.

"We got another training which was on visualisation, videography, photography, how to collect stories, and articulate in a good manner and publish them in blogs. That was quite a bit of experience for us to how to capture quality photos and videos and how to edit the photos and how to push the experiences from the field and in a collaborative way. That was really a great experience for us." (UN Volunteer, Bangladesh)

⁴¹ P4P II Project Document (2014).

⁴² Ibid.

The improved documentation will also contribute to enhancing the evidence base of what works and lessons learnt, and it will also facilitate monitoring and evaluating the programmes themselves.

“When we're collecting the evidence, we're starting from the field notes– collecting the stories of change from the community, starting from the beginning of the programme. We try to collect them piece-by-piece, so we have a lot of documentation on that, so we're not waiting until the end to tell us about the change; we're already collecting them from the earlier sessions.” (UN country partner)

3. Enhanced understanding and incorporation of volunteerism within the context of primary prevention of violence against women and girls

One of the main goals of the P4P II JP was strengthening this link between volunteerism and violence against women and girls programming. The local interventions sought to promote volunteerism as an important means of working towards changes that contribute to violence prevention.⁴³ Although this link had been explored in earlier programmes, this was the first concerted effort of this kind.

“We are engaged in a number of areas, but this is the first on violence against women. We hope that through this knowledge product we can actually illustrate further, to make a direct relation [between] volunteer engagement and reduction of violence.” (UNV Regional Manager).

Many of the in-country facilitators and UN Volunteers talked about their participants' enhanced understanding of volunteerism and its place in community efforts for the social good. For example:

“When I used to go to schools and adolescent clubs, I would speak about what actually should be their role and how [it] can be benefitted by volunteering and how quality of themselves can be benefitted by working for the community...When I visit the clubs, I tell them if you work as a volunteer, although you are not getting any salary or financial benefits, you are getting leadership, and you are also gaining some sort of skills of people's management and these skills will help you out in the long run on a personal and professional level. Also, when we are a developing country, we all have the responsibility to work for the betterment for our community and the disadvantaged people, so I try to motivate them and tell them that I appreciate their activities. It always works.” (UN Volunteer, Generation Breakthrough, Bangladesh)

In many interventions, volunteerism was built into the programme from the start, such as with the Male Advocates programme, where each of the participants signed a TOR and were expected to lead community volunteering activities of their own. In other interventions, however, where it was not built in from the start, it grew organically. For example, in PNG:

“In PNG volunteerism [was] not formally built into the intervention, but the people were inspired by the intervention [based] on the impact it was having on them and their family. ‘Let's organise a community collective to do x' ‘a day in the week to help elderly people to tend to their community and gardens' or taking on leadership positions in community. And they are reaching out to other communities.” (P4P consultant and technical expert)

Several of the facilitators and UN Volunteers interviewed spoke of their own experiences with volunteerism that helped spur and motivate them:

⁴³ Ibid.

“Personally, I was involved in volunteerism from my school and university level. Always very interested to work as a volunteer and work with volunteer groups. A fellow UNV and I shared our volunteer journey and how we can motivate people.” (UN Volunteer, Bangladesh)

“I understood volunteerism from my own experience since I have a very, very good, natural volunteerism. But with the community I was very surprised with their contribution for P4P programme. They do it by themselves; they want to make their communities better and work with their communities to prevent violence against women, and I got motivated from local volunteers.” (UN Volunteer, Viet Nam)

4. Evidence of social norm change at individual, family and community level

One of the foremost goals of P4P II and its various pilot interventions was fostering social change in terms of understanding gender norms for women and men; masculinities and femininities at the national and societal level. The interventions aimed to get the participants and in-country partners to understand that VAWG is never acceptable and men and women are to be valued equally; to promote non-violent masculinities oriented towards equality⁴⁴, and there is evidence that this type of change has occurred within the communities and among the implementing partners.

In Viet Nam, the endline study highlighted participants’ shift in their views on gender social norms. The intervention broadened their understanding of violence against women and girls their recognition of its multiple forms. There was also evidence of behavioural transformation in reported reductions in coercive sex within marriage, increase sharing of unpaid care work, improved communication and conflict resolution skills and some advancement in how to handle cases of domestic violence.

“I used to go drinking heavily after work, now I cut this down. Before if I got home and dinner was not ready, I got irritated. Now I do housework myself, taking care of the children, doing the laundry. I used to think women’s work is confined to the kitchen, now I realise their true value [valuing women and the work that women do].” (Club member, farmer, age 60, in-depth interview)

This perceived change in participants’ views on social gender norms was supported by several of the respondents:

“They [participants] say that they changed in that way when they act with their family. They are more aware and want to help their wives with the housework, cleaning the house, or going to the market, or taking care of the children. This means they are more considerate to their wives in these methods than before.” (UN Volunteer)

“He changed perspective on his sisters. Because in the beginning he thinks that the life of his sisters are very easy, because everyone protects them, everyone supports them, but during and after he participated in the sessions, he sees that his sisters' life is quite difficult with the limitation because they're girls, with the cultural boundaries and bias on the gender.” (UN country official)

This change was not only witnessed in the lives of the participants and direct beneficiaries of the interventions, but also by the UN Volunteers, key implementers and facilitators in their own lives as well:

⁴⁴ Ibid.

“The person that can recognise my change is my wife. I am more kind, more gentle and more support(ive) with my wife and her work. That is the big change with me.” (UN Volunteer)

5. Increased local capacity and skills set

Finally, there was also evidence of improved and enhanced local capacity and skills set among the in-country partners, the goal of Output two:

“P4P II will then develop the capacity of partner organisations through learning approaches that are created with the organisational partners themselves, based on their existing skills and needs, and integrated into their own organisational strategies and work plans.”⁴⁵

Overall, selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG. Individual and institutional capacity has been enhanced. This improvement was not only acknowledged by the central coordinating bodies of the PMT, TAG and SC, but by the in-country partners themselves:

“I am more confident and more courageous. I learnt in terms of skills how to engage adolescents and how to talk to them. I also learnt to give a summary of what I talked during the whole session at the end of the session.” (Facilitator, Cambodia)

“I can better communicate with adolescent girls. I know to deal with them, and what could be their role and how they can make themselves safe in a humanitarian setting. As I already mentioned, I am better skilled and capacitated then before so I can help out more and help out other NGOs there to know how they can better work with the community with the girls and women.” (UN Volunteer, Generation Breakthrough, Bangladesh)

B. Factors of success

1. Success of P4P Phase I

The success of P4P I and the ensuing *UN Multi-Country study on Men and Violence* greatly contributed to the success of P4P II. Their richness of data, specificity of country recommendations, and its regional relevance enhanced the legitimacy and evidence base of P4P II from the outset, facilitating other UN entities and country partners to get involved.

2. UN Joint Programme:

Combining the technical expertise of four UN agencies, the Joint Programme brought gravitas, legitimacy and visibility at the regional and national level that it would not have otherwise brought had it been a single UN entity stand-alone project. As a UN JP, it brought advantages such as wider pool of experts and networks on which to draw at the national level and a much wider reach in the dissemination of findings at the national, regional and global level.

3. Strong central coordinating body

A small, but robust, central coordinating mechanism comprised of a programme management team, steering committee members and technical advisory group contributed to the success of P4P Phase II.

⁴⁵ Ibid.

The later addition of a technical advisor to the PMT was also a factor that contributed to the smooth functioning of the JP and the PMT's ability to be responsive to the country teams' needs.

4. Ownership of the programme by several entities at regional, national and local level

P4P II included several entities at the regional, national and community level in the design and implementation of the various interventions. Although this came with its share of challenges, especially in the need for capacity building, it was also a factor of success that ultimately led to enhanced ownership, and therefore, likelihood of sustainability beyond P4P. It also increased the pool of resources and networks upon which to draw for participants and implementation of the project. Government buy-in was also a by-product of this strategy, which is essential for the success and longevity of the programme.

4. Capitalising on existing/ongoing relationships and programmes

In Viet Nam, P4P capitalised on existing partnerships between UN Women and the Vietnamese government to launch its Male Advocates Programme. In PNG, it included its violence against women prevention goals within the larger peacebuilding effort. In Bangladesh, where a separate P4P initiative was not launched, P4P furthered its violence against women programming goals within UN Women's Sexual Harassment project and UNFPA's Generation Breakthrough. This resulted in greater reach with fewer resources.

6. Sustained capacity building and targeted technical assistance

P4P PMT's provision of targeted capacity building and technical assistance was both necessary and central to the success of the interventions. These included scoping missions to all countries, writing options papers (e.g. Cambodia, Indonesia) and facilitating workshops for in-country key stakeholder groups (e.g. government partners, facilitators and UN Volunteers). A particular factor of success was the 2016 P4P regional workshop held in Bangkok, which brought together key implementing partners from all the initiatives and provided them with key skills (e.g. monitoring and evaluation and theories of change).

7. Participatory Methodology

The use of evidenced-based and tested participatory methodology, though newer to the region's way of learning, was ultimately hailed as a welcome methodology.

It is worth underscoring however that for participatory methodology to be successful, it requires ample investment in time. Investment that will pay off in the long run but must be sufficiently factored in from the outset to breed the highest likelihood of success.

8. Interventions tailored to local culture/context:

The more contextualised the interventions and the manuals and specific sessions were to local context, the more they resonated with the facilitators and participants.⁴⁶ The PMT worked with local consultants to contextualise the manual, which was then further revised by the partners in the communities. The closing workshops focused on these questions of adaptation of the sessions and manuals, which are a work in progress.

9. Inclusion of UN Volunteers

The inclusion and reliance of UN Volunteers in the various interventions⁴⁷ was an important factor of success. They provided the needed nexus between the various implementing partners and the

⁴⁶ Not that this adaptation to local context did not also come with its share of limitations, such as risk of inadvertently reinforcing gender norm stereotypes. (see Sustainability, point 2e. above)

⁴⁷ There was no UN Volunteers in PNG, but a consultant played similar role.

community. Often, they were from and/or situated in the communities themselves, which only strengthened this link. They were also key to the documentation and collection of stories of success.

10. Use of and building capacity of local volunteers, community members from the communities

Working with local facilitators was another factor of success. One local facilitator in (which country?) said gave him added pride and elevated status to be seen as a teacher and be able to give back to his community. They were also better situated to be responsive to and understand the needs and mindsets of the participants and, ultimately, contributed to longer-term sustainability.

11. Cost-saving strategies:

Faced with high costs, seen and unforeseen, several of the key implementing partners spoke of the use of cost-saving strategies, which ultimately contributed to the success of the interventions. For example by drawing on local talents, which had the added benefit of empowering the community. The PMT also utilised online volunteers, which was not originally foreseen at the outset of the project, as a more cost-efficient way of getting otherwise expensive services, such as data analysis and communications.

12. Individual and institutional champions

Some respondents spoke of the importance of finding individual and/or institutional champions of the interventions, when possible, and the added challenge, when not. Overall, P4P II's ability to stay flexible, adaptive and responsive to changing and evolving needs on the ground and in the global landscape was the main factor of success for the P4P Phase II JP, led by a small, but capable PMT.

C. Challenges

The main challenges are related to aspects of joint programmes, substantive interventions and ensuring continuity of programmes upon the exit of P4P.

1. Joint programmes

Overall, the JP worked quite well in this VAWG prevention programme. However, to reiterate, there remain issues in the actual implementation of programmes that are challenging, particularly relating to coordination where resources are scarce. An important challenge is also the representation of partnerships at the implementation sites. Joint programmes become less apparent at the country level with only one or two partners playing leading roles even where there is actual presence of all partners at the country level. The visibility of all partners at the implementation level may potentially increase the impact of prevention programmes in the sites chosen. Other challenges for JPs may not be unique to P4P II and may need to be continually addressed, which include the issues of staff turnover, JP fund management and clarity of roles among partners.

2. Achieving evidence-based primary prevention

This refers to challenges occurring in the processes of implementation of prevention programmes at the local level. Although programmes selected in the five countries have yielded favourable outcomes that are aligned with P4P objectives, the processes of selection that ensures programmes have favourable outcomes that are aligned to national priorities and goals have not been straightforward, mainly due to local circumstances. Much of this was out of the control of P4P, and different strategies had to be employed to overcome this. The issue of resources may also have limited the strategies for selection of programmes. It should be noted, however, that P4P had an active and prominent role in the substantive planning and execution of programmes at the sites despite this limitation. Importantly, the selection of programmes reflects the result framework that requires a change of paradigm from implementing awareness programme to programmes of prevention.

3. Adapting to local context

The attention to the local context is important in preparing materials for implementation of programmes. P4P engaged with local experts and stakeholders to develop manuals and modules for programmes. However, there were still minor challenges because experts and stakeholders consulted may also have had limited knowledge and wisdom about the targeted communities in the selected countries. This was particularly the case in Cambodia and Indonesia where reviews were further needed to manuals due to illiteracy of the participants and facilitators and due to the difficulty of understanding formal or official language. It should be noted that these difficulties were limited to these two countries. The other countries did not find any challenge in this aspect. It should also be noted that literacy was not a specific requirement for participants since their involvement did not depend on their ability to read the manual. However, it was quite important for the facilitators to be literate and to understand manual instructions. Furthermore, it is also important for facilitators to be trained to the extent they understand key concepts and be able to articulate them in the local conversations.

A cautionary note about adapting manuals and materials to the local context concerns the ability of to train local facilitators to internalise the objectives of the programme deeply and completely within the short timeframe of the trainings. Local facilitators are key personnel who deliver and communicate the materials in the languages that are familiar to the target participants. They provide examples for discussions that are highly relatable to the participants. However, if the facilitators have not themselves fully internalised the concepts and values of the prevention programmes, there is a risk of the content of the interventions being diluted or not wholly delivered. Thus, constant engagements after the trainings between trainers, programme managers and facilitators are highly desirable to ensure and expedite the internalisation.

4. Limited Time

Although financial resources have some impact on the success of programmes, time is perhaps a more challenging resource for the implementation of programmes. In a few cases, actual interventions with target participants started only from 10-24 months before the expiration of the time frame for P4P. This is attributable to factors such as time taken in identifying local partners or country programmes and in training local personnel and facilitators. Natural disasters and annual events sometimes caused delay and affected implementation. The time in which modules of interventions need to be completed was also an issue to some instances. In programmes for adolescents and caregivers in both Cambodia and Indonesia, the number of meetings set in the modules to be completed within the timeframe caused some difficulties to participants and facilitators. Facilitators responded to these difficulties either by modifying the implementation of the modules or by trying to fulfil the requirement of the modules to the closest degree. Additionally, making up time in interventions by implementing several make-up sessions is also not advisable since participants need time to practice and internalise what they are learning in each session, and then build upon those new attitudes and behaviours in the next session. These challenges need to be further considered to ensure the effective delivery of the content of interventions.

5. Low participation of men and boys

A challenge that needs particular attention is the low participation of men and boys in VAWG interventions (except where interventions specifically required the participants of men and boys). Women and girls still represented the majority of the participants, and there is little doubt about them being appropriate beneficiaries of the programmes. However, a valuable approach of P4P is the target of engaging with men and boys to transform harmful masculinities, while including women and girls in prevention programmes. As has been said, this challenge is not unique to P4P II programme, but it is something that should be consistently addressed in prevention programmes. Men who participated may be particularly encouraged collectively to develop strategies for increasing the participation of men and boys. In the words of a male participant, the lack of other men's participants can be frustrating:

6. Recruiting and maintaining volunteers

Volunteerism is a major component of P4P II programme. UN Volunteers in the programme tend to be well-trained personnel working on the ground, attached to specific UN partners. Many of the programmes also mobilised community members and members of civil society organisations to contribute to the implementation of programmes as facilitators and additional personnel. Both UN Volunteers and community volunteers acting as facilitators were instrumental in P4P II programme implementation. This was especially true where programmes were in remote areas and where local knowledge was important to ensure effective implementation. Some challenges remain in encouraging volunteerism among community members due to their socio-economic issues. There is also still room for further involvement of UN Volunteers among local people with special skills, but this may also have its set of challenges, as some UN Volunteer programme participants reported.

7. Continuity and sustainability

Perhaps the biggest challenge for P4P programme is how to ensure prevention programmes continue and are sustained in the countries selected and how to widen the applicability of the programmes beyond the five countries. Assessing the sustainability of the programme will be quite a challenging task due to its relatively short time frame. The time frame for P4P II is between mid-2014 and March 2018. This is a relatively short timeframe in which to implement a programme that emphasises a gender-transformative impact on pervasive, deeply held social norms. As a means of comparison, the research component in Phase I took about four years (2008-2012). The stories of change of P4P II have demonstrated the importance of continued and sustained work on primary prevention, thus, the exit strategy of P4P II should prominently contribute towards this end. Based on the feedback of various respondents, it may be suggested that one of the approaches that can be taken is to identify key local champions, who will be able to drive the programmes forward beyond P4P terms. These champions may be identified from the local participants, facilitators, community leaders and volunteers.

IV. Recommendations and Lessons Learnt

A. Lessons learnt

Below are some of the lessons learnt from the design, implementation and wrap-up of P4P Phase II:

1. Joint Programme

- A JP adds legitimacy, visibility and pooled resources. It is also able to achieve a wider impact and create a wider network.
- A JP is most effective with a strong, central coordinating body that enjoys an independent oversight mechanism.
- A JP joint programme fund management system is best established at the outset to avoid delays in the implementation and allow for smoother functioning of the programme throughout.

2. Community-based prevention programming

- Community-based prevention programming requires investment of resources at the outset (e.g. time, money, human resources) to build the capacity of key implementing partners and to coordinate across the multiple entities.
- This investment in time at the outset is likely to lead to enhanced sustainability of the project, with capacities built and ownership of the programme felt across the entities long term.

3. Volunteerism

- Volunteerism adds to community-based prevention programming by engaging community members as active participants of the programme, who then feel pride and ownership in the outcome of the shared endeavour.
- This joint ownership and sense of shared endeavours leads to greater sustainability of the initiative in the medium to long term.
- Despite the success of engaging with UN Volunteers and community volunteers, their non-financial remuneration remains an obstacle to recruitment and retention of volunteers, as people must work for money to meet their everyday needs.

4. Participatory approach adapted to local context

- A participatory approach must be tailored to the local context from substance (e.g. examples and topics covered) to procedure (e.g. number and duration of sessions) to be most effective
- Failure to appropriately tailor the methodology and approach to the local context and, particular participants' needs, leads to challenges in recruiting and retaining participants.
- Adaptation to local context can come with its risks of diluting the programme's central message and/or inadvertent reinforcing of gender norms and stereotypes.

5. Transformation of gender norms

- P4P interventions showed that it is possible to achieve transformation of gender norms, even with limited human and financial resources and time.
- Although this offered too short a timeframe to speak conclusively of long-lasting structural changes, the interventions did result in more immediate change and transformation at the individual level.⁴⁸

6. Capacity building and technical assistance

- Capacity building and providing technical assistance must be early, sustained and tailored to the local context.
- Capacity building and technical assistance can be most effective if responsive and targeted to the needs of one particular stakeholder group or implementing partner at a time.
- Multiple, continuous and targeted capacity building and technical assistance engagement leads to enhanced sustainability in the long term.

7. Multiple implementing partners

- The involvement of multiple entities leads to shared ownership and sustainability of the initiative. It also increases the likelihood that the methodologies and approaches are responsive to the communities' needs.
- In the case of multiple entities, one cannot underestimate the importance of clarity of roles and expectation setting, including reporting systems and expected outputs and outcomes, to decrease likelihood of confusion and to best ensure smooth functioning of the programme.

8. UN Volunteers

⁴⁸ P4P II PNG Endline report, "[W]hile some of these stories involved behavioral change, most of the changes related to profound attitudinal transformations as well as the acquisition of new civic knowledge. [R]ather than skills, participants learnt new ways of thinking and understanding their own behaviors and actions (and those of others).

- Incorporating UN Volunteers into prevention programming is a highly effective strategy.
- UN Volunteers enhance connections with the community and are well suited to document and collect stories of change.
- UN Volunteers are also a great bridge between the community and the national players, such as government representatives and UN country teams.
- In the case of national UN Volunteers, though they may require more investment in capacity building at the outset, they are better able to understand the context better. International UN Volunteers, on the other hand, tend to come with more substantive experience and online volunteers provide an opportunity of getting otherwise costly services (e.g. data analysis, statisticians) for less.

9. Drawing on local facilitators

- Mobilising local facilitators to run the community workshops is a very effective strategy.
- Local facilitators are close to the community, understand their needs and are motivated to build-up themselves and their fellow community members.
- It requires investment in capacity building at the outset-- imparting substantive knowledge (e.g. on gender and participatory methodology) and skills (e.g. on facilitation and public speaking).
- At the end of the intervention, a pool of trained community members is able and motivated to continue with the programme (sustainability) and/or train others in neighbouring communities (scaling-up) to do the same.

B. Recommendations

The recommendations section proposes the way forward in sustaining work on prevention of VAWG that engages men and boys to transform harmful masculinities to prevent VAWG. The recommendations are made by addressing them to the different groups: UN partners, countries partners, donors and practitioners. They are also presented from three perspectives: broad strategies for and upon P4P's exit from the second phase programming; as priorities and action plans for UN country partners and local partners; and as regional plans and approaches to be used by P4P partners.

1. Recommendations to UN partners

- As a preparation for exit, it is recommended that P4P have clear, documented conversations with partners about how each of them can play continued roles in their countries to engage and facilitate local partners to continue with VAWG preventive interventions. Partners who have been playing leading roles in P4P programmes in the selected countries are probably best suited to do this. These partners can be the reference points for the local partners to enhance technical capacities and to conduct independent programmes. The knowledge base built from the P4P programme can also be used by individual P4P partners in countries beyond the five P4P II countries. For example, UNFPA in Indonesia may inform UNFPA in another Asia-Pacific country on including prevention work in their country programme.
- It is very important that any documentation, plans and strategies of P4P upon exit from the second phase be disseminated and communicated widely especially within the Asia-Pacific region. This is highly likely to contribute to a sustained VAWG prevention programming for the region and beyond. The documents should be available and accessible from P4P website, and information about their availability should also be passed on to key partners and local entities that will potentially replicate P4P programmes.

- It is also very important for lessons and findings from P4P II be disseminated and shared globally. Thus, a presentation of successes and lessons learnt at international forums, such as the Commission of the Status of Women, is crucial prior to P4P's exit.
- It is important that UN entities in the countries of P4P II continue to engage with the local facilitators and volunteers to tap into the experiences and capacities that they have developed through their involvement with P4P programmes. The facilitators and volunteers are important local resources who may provide continuity to VAWG prevention work in their countries. A database of facilitators and volunteers may also be useful for future reference. The continued involvement of the volunteers and facilitators in future preventive programmes may also widen and increase their expected roles, thus they may need enhanced capacity building. Local UN partners may include trainings for such capacity building in their country programming.
- An urgent recommendation is for there to be a joint statement by partners of P4P upon its exit from the countries' programmes that clearly articulates the partners' commitment to VAWG prevention programming that engages men and boys. It is also essential that other UN entities are cooperate in this statement of commitment.
- Widening the network of cooperating partners towards prevention of VAWG by working with men and boys is an important step forward to consider. The existing P4P partners may, together or independently, engage with other UN partners to cooperate in future or continued VAWG prevention programming. In Papua New Guinea, for example, the sustained cooperation and coordination of UN Women with UNICEF beyond the P4P programme may significantly contribute towards scaled-up prevention work in the country. In this context also, partners can continue to work together towards building cadres of country-based prevention specialists who will ensure the continuity and sustainability of prevention work in Asia and the Pacific.
- Volunteerism has been seen to be a vital concept and practice in P4P programming in the selected countries. More institutionalised volunteerism in VAWG prevention programmes is strategic to ensure its further contribution. This also points to the substantial role of UNV as a strategic partner in all VAWG prevention programmes. UNV's contribution will be critical in institutionalizing volunteerism in prevention programmes.
- P4P has collated and documented its evidence and learnings from the VAWG prevention programme quite extensively. It is in the process of publishing this in several comprehensive publications that document the VAWG prevention programmes to show how the programmes are fundamentally pertinent to the programming of all partners that present the regional lessons learnt from the prevention programmes and that document volunteerism knowledge. These publications are expected to further emphasise how working with men and boys to prevent VAWG should be included in the work of all partners. These publications constitute an important resource material for UN country entities as well as local partners in various programmatic work. The next important step regarding these publications is ensuring their wide dissemination, particularly to strategic entities within countries that have the highest potential to use the knowledge products to create change in their societies. UN agencies in countries other than the P4P II countries should be encouraged to access these publications as references for their programming.
- At the regional level, it is important that partners of P4P continue to cooperate on VAWG prevention that focuses on engaging men and boys to transform harmful masculinities. This could be through a joint programme or using different modalities and strategies to continue working together. Joint efforts should also be made to encourage donors to invest in prevention programming that is evidence-based and evidence-producing.

2. Recommendations to countries and UN country agencies

- An important exit document is the list of highly potential local and/or regional entities that can be engaged for possible replication and expansion in the countries. This list can be compiled from the various documents and reports containing information about parties who show interests to pursue prevention programmes. It is important that this list be shared widely.
- P4P has developed valuable knowledge products within the time frame of the second phase. It is very important that the knowledge products such as facilitator manuals, lessons-learned reports, baseline/endline studies and stories of change are widely accessible, particularly to local or country entities working or developing VAWG prevention programmes.
- UN country partners may continue to play significant role in VAWG prevention by engaging with governments to plan mid- and long-term national action plans and budgets for primary prevention programmes that work with men and boys. In a few countries, there have already been conversations between global partners, UN country partners and governments about such planning. These conversations need to be taken further.

3. Recommendations to donors

- There is still a scarcity of research and body of knowledge on violence against women, especially ones that investigate the contexts of men and boys as perpetrators of VAWG and thus, as focuses of interventions, in the Asia-Pacific region. Knowledge and skills for evaluations are also still very limited in this region. Donors should be encouraged to invest in strengthening the capacity of researchers, universities and evaluators from the region to develop and enhance research and knowledge production on the issue of VAWG.
- The value of the evidence-based approach in P4P programming is very clear and should continue to be the basis for all future VAWG prevention programming.

4. Recommendations for practitioners

- The P4P website contains information and toolkits for replicating the *UN MCS* study (see, <http://www.partners4prevention.org/resource/step-step-guide-replicating-un-multi-country-study-men-and-violence>). Developing a similar toolkit for replicating prevention programmes based on the programmes in P4P II countries may offer a useful knowledge product for prevention programming.

5. Recommendations to practitioners

- Local partners, facilitators and volunteers have received valuable training from P4P in implementing VAWG prevention programmes in the specific localities. These local entities may potentially play significant roles in replicating and scaling up the programmes in their countries.

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