

Mid-term evaluation of the Strengthening  
Feminist Coalitions and Partnership for Gender  
Equality: We Rise Phase 2 project

Mid-term Evaluation Report

---

Submitted by  
Dr Keren Winterford and Ana Laqueretabua

25 January 2019

# Table of Contents

Acronyms .....	iii
Acknowledgement .....	iii
Executive summary .....	iv
1. Introduction.....	7
2. Background .....	7
2.1. The We Rise Phase 2 project .....	7
2.2. We Rise Phase 2 within Australian Aid .....	7
3. Background to the evaluation.....	8
3.1. Evaluation purpose.....	8
3.2. Key evaluation questions.....	8
3.3. Evaluation approach.....	8
3.4. Evaluation methods.....	8
3.5. Evaluation limitations.....	9
4. Findings.....	9
4.1. Relevance.....	9
4.2. Effectiveness.....	15
4.3. Efficiency .....	20
5. Conclusion.....	24
6. Recommendations.....	25
Annex 1: Background information on the We Rise Coalition and <i>Pacific Women</i> .....	27
Annex 2: Key evaluation questions .....	29
Relevance .....	29
Effectiveness .....	29
Efficiency.....	29
Annex 3: We Rise Coalition Theory of Change.....	30
Annex 4: Documents reviewed for the mid-term evaluation .....	31
Annex 5: Stakeholder consultations (Fiji and Pacific Island countries) .....	32
Annex 6: Participatory outcome mapping workshop with the We Rise Coalition.....	33
Annex 7: Partnership health check – survey results .....	41
Annex 8: Value for money assessment – <i>Pacific Women</i> Value for Money Rubric.....	47
Annex 9: Standard 6: Independent evaluation reports .....	51

## Acronyms

CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSW	United Nations Commission on the Status of Women
DIVA	Diverse Voices and Action for Equality, Fiji
DFAT	Australian Department of Foreign Affairs and Trade
FemLINK	FemLINKpacific
FWF	Fiji Women's Forum
FYWF	Fiji Young Women's Forum
FWRM	Fiji Women's Rights Movement
ISF-UTS	Institute for Sustainable Futures, University of Technology Sydney
IWDA	International Women's Development Agency
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Questioning and Intersex
MOU	Memorandum of Understanding
PFF	Pacific Feminist Forum
PICs	Pacific Island Countries

## Acknowledgement

We are thankful to everyone who generously provided their time to meet with the Evaluation Team and shared their experiences and insights about the We Rise Coalition and the feminist movement in the Pacific more broadly. We thank Amali Shaw at the *Pacific Women* Support Unit for her tremendous support to the evaluation team and to Elyse McInerney from IWDA for her coordination in planning the evaluation. We are also thankful to the We Rise Coalition partners in Suva who made themselves available for consultations, and within very short timeframes connected the evaluation team to their constituents. We thank Anna Gero at ISF-UTS for her support to the evaluation and Sue Kolivuso at Salt Inc. Ltd. Fiji.

We present these findings with humility, recognising the tremendous work that is ongoing through the We Rise Coalition and more broadly through the feminist movement. We hope that this report provides a contribution to gender justice.

## Executive summary

This report presents findings of the mid-term evaluation of the Strengthening Feminist Coalitions and Partnership for Gender Equality: We Rise Phase 2 (We Rise Phase 2) project conducted October–December 2018 and commissioned by DFAT through the Pacific Women Shaping Pacific Development (*Pacific Women*) program.

We Rise Phase 2 is a \$4.8 million, 3.5-year project (November 2015–August 2019) led by the We Rise Coalition, consisting of four feminist organisations working to advance women’s rights: Diverse Voices and Action for Equality, Fiji (DIVA for Equality/DIVA), FemLINKpacific (FemLINK), Fiji Women’s Rights Movement (FWRM) and International Women’s Development Agency (IWDA). The vision of We Rise Phase 2 is ‘a Pacific where there is gender justice, ecological sustainability, peace, freedom, equality and human rights for all.’

The purpose of the mid-term evaluation was to undertake an independent assessment of the We Rise Phase 2 project three years into implementation to review progress and the effectiveness of strategies employed. The mid-term evaluation examined three areas of inquiry: relevance, effectiveness and efficiency. The mid-term evaluation occurs in the third year of 3.5 year project, with seven months of project implementation left. As such, recommendations are focused on future program improvement. Impact and sustainability will be explored at the end-of-project evaluation.

The evaluation methodology was primarily qualitative and informed by a feminist framework.<sup>1</sup> The evaluation prioritised a multi-stakeholder approach to ensure diverse perspectives. The evaluation team used a mixed method approach: stakeholder consultations in Fiji and other Pacific countries<sup>2</sup> were complemented by a document review and a partnership health check.<sup>3</sup> Through a participatory outcome mapping workshop with We Rise Coalition partners, the evaluation team explored strategies utilised by partners to achieve key change outcomes. Data collection tools and analysis (using NVivo) linked to the key evaluation questions ensured a depth of inquiry and response to evaluation questions.

### Relevance

The mid-term evaluation sets out two areas of inquiry under relevance: extent to which beneficiary needs have been met; and suitability of the coalition model to the local context.

The mid-term evaluation found the project is relevant to the local context and is meeting beneficiary needs.<sup>4</sup> The mid-term evaluation identified significant contribution of the We Rise Coalition to increased engagement at all levels (local, national, regional and global) between civil society and women’s human rights groups, and governments and duty bearers, in Fiji and the Pacific. To a large extent, diverse women, particularly those who identify as Lesbian, Gay, Bisexual, Transgender, Queer, Questioning and Intersex (LGBTQI), have engaged with We Rise Coalition activities. This is a significant achievement, particularly the engagement of diverse women in rural areas. Women with disabilities have engaged to a lesser extent.

---

<sup>1</sup> Feminist: our research builds feminist knowledge of women’s lives; Accountable: we are accountable for how our research (evaluation) is conducted; Collaborative: our collaboration is ethical; and Transformative: our recommendations transform the root causes of gender inequality (Feminist Research Framework, IWDA 2017).

<sup>2</sup> Other Pacific countries We Rise works in include, Papua New Guinea, the Solomon Islands, Tonga, Samoa and Vanuatu.

<sup>3</sup> Purpose of the coalition partnership health check: a rapid assessment to support whole of program monitoring and to assess satisfaction in the coalition partnership among partner operational focal points. The rapid assessment is for use at quarterly face-to-face meetings with the We Rise Program Operations Group or is built into existing We Rise workshops/meetings, such as the annual planning workshop in April every year.

<sup>4</sup> The term ‘beneficiary’ is described on Page 3.

The We Rise Coalition model has been suitable to each of the We Rise Coalition partners to differing extents. Participation in the coalition has improved the efficiency and effectiveness of each partner. Each organisation reported improvement within their own organisation. Examples included strengthened internal practices across finance, monitoring and evaluation and using lessons from the We Rise Coalition partnership to inform practice with their other partnerships. To some extent, the We Rise Coalition model has been flexible to the changing needs of each partner. However, this was not a universal experience of all those consulted by the evaluation team.

## Effectiveness

The mid-term evaluation sought to address the question ‘to what extent and in what ways did the We Rise Coalition progress towards immediate and intermediate outcomes of the project?’ The mid-term evaluation found strong evidence of achieving immediate and intermediate project outcomes in all four pillars of the We Rise Theory of Change.

**Pillar 1: Democratisation:** The mid-term evaluation identified significant evidence that the coalition has supported women and girls in leadership and decision making roles, with evidence of increased engagement at local government and national levels in Fiji and increased participation of women from the Pacific in regional and global forums.

**Pillar 2: Policy, Institutional and Structural Reform:** The We Rise Coalition has effectively advocated for women’s human rights at multiple levels – local, national, regional and global. The mid-term evaluation identified examples of We Rise Coalition contributions to policy reform in Fiji and in the Pacific region.

**Pillar 3: Movement Building:** Contribution of the We Rise Coalition to movement building was evident across local, national, regional and global levels; however, this looks different in Fiji from other Pacific Island countries. In Fiji, linkages from local to global have been strong. Linkages in other Pacific Island countries are not as strong. Regional to global movement building has not been complemented by local to national movement building. The evaluation team recommends a future focus on strengthening local to national movement building across the Pacific region.

**Pillar 4: Partnership and Organisational Strengthening:** The partnership model of the We Rise Coalition has both supported and challenged the work of the partners and their implementation of the project. All coalition partners described how their participation had strengthened efficiencies within their organisation and strengthened their feminist praxis<sup>5</sup> and partnership practices, both within the We Rise Coalition and with other partners.

## Efficiency

The mid-term evaluation sets out two areas of inquiry under efficiency: value for money of We Rise Coalition Phase 2 and the extent to which the project has been well governed, well managed and accountable (to coalition partners, diverse women and the donor).

We Rise Phase 2 demonstrates value for money as assessed against the *Pacific Women Value for Money Rubric* and project-relevant criteria. For example, the coalition model is highly valuable since it leads and sustains Pacific-led feminist action, is culturally appropriate and is effective in achieving gender equality in Pacific Island countries. The We Rise Coalition is able to leverage the experience, expertise and networks of each coalition partner to achieve project objectives.

To a large extent, the We Rise Phase 2 project has been well governed, well managed and accountable (to coalition partners, diverse women and the donor) during the three years of

---

<sup>5</sup> Praxis is defined as theory in practice.

implementation. The evaluation did identify a number of areas for improvement, including budgeting, reporting and adherence to partnership principles.

## Recommendations

The evaluation recommendations are intended to inform and guide the next phase of the project.

**Recommendation 1:** We Rise Coalition partners decide their own future direction(s) for the coalition. Recognising the value-add of the coalition model to advancing the status of women in the Pacific, DFAT should continue to support a Pacific-led evolution of the We Rise Coalition that is mutually appropriate.

**Recommendation 2:** DFAT future support includes elements similar to We Rise Phase 2, but strengthens interlinkages between local, national, regional and global levels and interlinkages in women's lives.

**Recommendation 3:** DFAT support is inclusive of strengthened feminist financing principles and practices. This includes a partnership approach that ensures mutual accountability, flexible funding that responds to emerging opportunities and that aligns to and contributes to agreed broad programmatic objectives.

**Recommendation 4:** We Rise Coalition Phase 3 strengthens its contribution to movement building within the local and national contexts of Pacific Island countries and strengthens linkages of national feminist movement building to regional and global agendas supported by the We Rise Coalition.

**Recommendation 5:** We Rise Coalition Phase 3 strengthens strategic coalition work at regional and global levels through sustained and coordinated action before and after key events (such as regional events including the Pacific Feminist Forum and the Triennial Conference of Pacific Women; and global events including the Commission on the Status of Women).

**Recommendation 6:** We Rise Coalition Phase 3 continues to strengthen partnership practices by ensuring organisations embed partnership principles and all relevant officers, including board members and strategic and operational staff, understand and apply the principles.

**Recommendation 7:** We Rise Coalition Phase 3 forms an alumni of past We Rise Coalition partner staff to contribute to continued development of the We Rise Coalition and partnership practice.

**Recommendation 8:** We Rise Coalition Phase 3 strengthens communication about the achievements and contribution of the We Rise Coalition to gender justice to external stakeholders, particularly to other civil society organisations, women leaders, advocates and activists, through developing relevant communication products.

**Recommendation 9:** The We Rise Coalition continues intentional inclusion of women of all diversities, with a particular focus on their participation in decision making roles, and increasing inclusion of women with disabilities. The design of We Rise Phase 3 to include a disability inclusion strategy to ensure increased inclusion of women with disabilities.

# 1. Introduction

This document presents findings of the mid-term evaluation of the Strengthening Feminist Coalitions and Partnership for Gender Equality: We Rise Phase 2 project (We Rise Phase 2). Independent consultants Keren Winterford (Institute for Sustainable Futures, University of Technology Sydney) and Ana Laqeretabua (SALT Incorporated Limited, Fiji) conducted the mid-term evaluation October–December 2018.

## 2. Background

### 2.1. The We Rise Phase 2 project

The We Rise Phase 2 project is a \$4.8 million, 3.5-year project (November 2015–August 2019). The We Rise Coalition leads the implementation of the project. The We Rise Coalition consists of four feminist organisations: Diverse Voices and Action for Equality, Fiji (DIVA for Equality/DIVA), FemLINKpacific (FemLINK), Fiji Women’s Rights Movement (FWRM) and International Women’s Development Agency (IWDA). Details of these coalition members are in Annex 1.

The vision of the We Rise Phase 2 project and the We Rise Coalition is ‘a Pacific where there is gender justice, ecological sustainability, peace, freedom, equality and human rights for all.’ The strategic pillars and goals underscoring the We Rise Theory of Change are:

1. **Democratisation:** Women of all diversities are meaningfully participating in all levels of Fiji governance and experience gender justice.
2. **Policy, institutional and structural reform:** Policy at global and regional levels will be more representative of women’s human rights concerns and gender justice.
3. **Movement building:** A transformative and diverse Pacific feminist movement for gender justice, ecological sustainability, peace, freedom, equality and human rights for all.
4. **Partnership and organisational strengthening:** A home-grown model of a feminist coalition and organisations that is regional, promoted, replicated and adopted widely.

We Rise Phase 2 follows Phase 1 (July 2012–July 2015) which included FWRM and IWDA and was supported by DFAT. We Rise Phase 1 provided core funding for Fiji’s leading women’s rights organisation to support the instrumental role they play in driving movement building and policy advocacy and lobbying. We Rise Phase 2 sought to build on this support, by bringing women’s civil society organisations together through a feminist coalition framework, to amplify the impact and outreach of each organisation and to strengthen their collective voice.

### 2.2. We Rise Phase 2 within Australian Aid

We Rise Coalition is funded by the Australian Government’s Pacific Women Shaping Pacific Development program (*Pacific Women*). *Pacific Women* was announced by the Australian Government at the Pacific Island Forum Leaders’ meeting in August 2012. It commits up to \$320 million over 10 years in 14 Pacific Islands Forum member countries. The program aims to improve opportunities for the political, economic and social advancement of Pacific women. Further background on *Pacific Women* is in Annex 1. The We Rise Phase 2 project contributes to *Pacific Women*’s outcomes of Enhanced Agency and Leadership and Decision Making.

## 3. Background to the evaluation

### 3.1. Evaluation purpose

The mid-term evaluation terms of reference stated that the purpose of the evaluation was ‘to undertake an independent assessment of We Rise Phase 2 three years into implementation in order to review progress and the effectiveness of strategies employed.’<sup>6</sup> The terms of reference included the following additional focus areas:

- Assess the extent of contributions to immediate and intermediate outcomes in the We Rise Theory of Change.
- Assess the effectiveness and efficiency of the coalition model and partnership and approaches that have been integral to the design and delivery of this project.
- Identify success factors, barriers and challenges to progress.
- Develop recommendations for project improvement and to inform future project development.

This evaluation will inform the practice of DFAT, *Pacific Women* and the We Rise Coalition. It will also contribute to broader discourse and practice relating to coalition and partnership building for advancing women’s human rights in Fiji and the Pacific.

### 3.2. Key evaluation questions

The mid-term evaluation terms of reference informed the evaluation questions. In recognition of the formative nature of the mid-term evaluation, the evaluation team only explored the criteria of relevance, effectiveness and efficiency. The evaluation questions are in Annex 2. The criteria of impact and sustainability will be explored in an end-of-project evaluation.

### 3.3. Evaluation approach

A feminist framework informed the evaluation approach,<sup>7</sup> which was primarily qualitative. The evaluation prioritised a multi-stakeholder approach to ensure diverse perspectives. This also provided depth and breadth of learning and the triangulation of data to strengthen confidence in findings. Asking the same questions of different stakeholder groups and exploring cases from multiple perspectives strengthened the evaluation findings.

The evaluation team used a mixed method approach. They complemented stakeholder consultations in Fiji, Papua New Guinea, Solomon Islands and Tonga with a document review. The evaluation team used a participatory outcome mapping workshop with We Rise Coalition partners to identify partners’ contributions to the change outcomes achieved. The evaluation questions, the We Rise Coalition Theory of Change (see Annex 3) and an outcome mapping approach informed the analysis. The evaluation team used comparative analysis to compare experience and perception across different stakeholder groups. Consultations with We Rise Coalition partners informed preparation of the evaluation plan that was approved by the evaluation reference group.

### 3.4. Evaluation methods

Four data collection methods were employed: document review (see Annex 4 for a list of the documents reviewed), key informant interviews and focus group discussions<sup>8</sup> (see Annex 5 for the types of consultations and numbers of participants), participatory outcome mapping (see Annex 6 for workshop outputs) and a partnership health check (see Annex 7 for results). Data collection tools and

---

<sup>6</sup> Mid-term evaluation terms of reference.

<sup>7</sup> IWDA (2017). Feminist Research Framework.

<sup>8</sup> Focus Group Discussions were informed by *Talanoa*, which refers to ‘conversation’ in a circle that allows for the co-production of knowledge informed by focus group discussion



analysis (using NVivo) linked to the key evaluation questions, ensuring a depth of inquiry and response.

### 3.5. Evaluation limitations

The Evaluation Plan identified a number of potential limitations, some of which were realised and need to be acknowledged, since they will influence a reader's interpretation of findings.

The evaluation team was able to meet representatives from six of the 10 stakeholder groups listed in the mid-term evaluation terms of reference. The evaluation team was not able to consult with Government of Fiji representatives or other Pacific Island government representatives. The evaluation team carried out the in-country consultations soon after the Fiji national election (14 November 2018), which may have limited the availability of government staff.

Inclusion of women of all diversities was a priority for the evaluation. Due to time limitations, consultations with some diverse women's groups had small numbers of participants.

The evaluation team only spoke to one woman living with disabilities. Representation of young women was also limited. Only one board member from a We Rise Coalition partner was available for consultation.

Representation of women leaders and advocates and activists from across the Pacific was limited and the evaluation team conducted consultations over the phone. Due to time and budget constraints, the evaluation team did not visit rural areas and consult women in their local communities or engage with local government representatives.

While it is important to acknowledge these limitations, the evaluation team carried out extensive consultations that provided sufficient learning to inform key findings. A full list of consultations is in Annex 5.

## 4. Findings

This section presents findings in line with the evaluation criteria (relevance, effectiveness and efficiency) and key evaluation questions.

### 4.1. Relevance

The mid-term evaluation terms of reference set out two areas of inquiry under relevance: extent to which beneficiary needs have been met; and suitability of the coalition model to the local context.

#### 4.1.1. Needs of beneficiaries met

To a large extent, the We Rise Coalition has met the needs of beneficiaries. The mid-term evaluation identified significant contributions of the We Rise Coalition to increased engagement at all levels of civil society and women's human rights groups with governments and duty bearers in Fiji and the Pacific region.

## Increased engagement of civil society and women's human rights groups with governments and duty bearers

**At the local level:** There is strong evidence of increased engagement at the local level, documented in progress reports and described by multiple stakeholder groups during the mid-term evaluation. FemLINK's support for rural women engagement with government officials, and DIVA's LGBTQI district Hubs have supported increased engagement in Fiji, particularly at the local level.

'Engagement with District Government is very good at this time. Women raise themselves and go to raise their issues. The participation has been increased, women have been invited to be part of District committees, and at community level.' (FemLINK Rural Women Leaders Community Media Network Convenor, rural Fiji).

'When we take it [our issues] to District consultation with FemLINK, our voices are heard. Through them we are able to sit with the police and tell them about our issues. They are the ones who bully our members. As of now most of our people on the street, they are not facing the bullying by the police any more. This is amazing for us.' (LGBTQI representative, rural Fiji)

**At the national level:** The mid-term evaluation identified increased engagement between civil society and women's human rights groups with governments and duty bearers in Fiji. FemLINK's recommendations linked to the Fiji Government's National Gender Policy. FWRM is influencing legislative reform and policy change through strategic engagement with Parliament and the Speaker of the House in Fiji and through gender training with court and police officials on improving women's access to justice.

The mid-term evaluation identified a number of instances of coordinated action by We Rise Coalition partners in Fiji. Examples included:

- The various gender multi-sector taskforces of the National Women's Plan of Action were activated as a result of the We Rise Coalition's advocacy and a new task force on women and climate change was added.
- The Coalition worked with the Fiji Electoral Commission for the 2018 national elections. Through FWRM as Secretariat and its Executive Director as Chair of the NGO Coalition on Human Rights, the We Rise Coalition influenced the successful convening of a Democracy Strategy Meeting with key experts and allies in April 2016.

The evaluation team identified only a few examples of increased engagement at the national level in other Pacific Island countries. Women leaders in Solomon Islands and Papua New Guinea noted engagement with government following their participation in the regional Thirteenth Triennial Conference of Pacific Women and 6th Meeting of Ministers for Women (the Triennial) in 2017.

**At the regional level:** The We Rise Coalition has made a significant contribution to increased engagement between civil society and women's human rights groups and governments and duty bearers in Pacific Islands countries. A range of stakeholders described the work of the We Rise Coalition for the Triennial. This included:

- Civil society engagement with Pacific Island governments, primarily through morning caucus meetings
- The We Rise Coalition tent that provided a dedicated space for civil society representatives
- We Rise Coalition influencing two civil society seats at the government formal meeting
- Leadership in side-events between civil society and state engagement
- Coordinated action to influence the text of the Triennial Outcomes Document.

The We Rise Coalition's leadership at the Pacific Feminist Forum was also highlighted during mid-term evaluation interviews.

**At the global level:** Many stakeholders interviewed during the mid-term evaluation referred to the coalition's work to engage the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) Committee, the Pacific Small Island Developing States Ambassador and the Pacific Island Forum Secretariat through the 61st session of the United Nations Commission on the Status of Women (CSW). Aspects of increased engagement at these global meetings included rural Pacific women engaging for the first time at global forums and Pacific women being empowered to voice issues.

The We Rise Coalition has also enabled non-coalition members to be more effective in those spaces, achieved through a model of feminist organising of self-care and care for others. This was demonstrated at the Triennial and CSW. The We Rise Coalition supported many women who were there for the first time with limited skills in those environments to have significant voice in that environment.

The mid-term evaluation found some evidence that women who participated in regional and global meetings were then empowered to engage with government at local and national levels. A DIVA Hub member who attended the CSW describes this:

'When I got back from CSW I got the group together and shared the experience I had, the changes I have seen. Some women were confident to come out and be who they are. We had a meeting, they shared. The work that I am doing has helped them come out, they feel comfortable about who they are, it's a second coming for them.' (CSW Delegate)

A Triennial delegate from a Solomon Islands civil society organisation described how initial engagement with government representatives at the Triennial was followed up with engagement back in Honiara. Civil society-government engagements, while attempted, had not been possible in Honiara due to the busy schedules of government officials. Connections made at the regional level enabled subsequent national level follow-up.

The mid-term evaluation did not find substantial evidence that engagement was sustained beyond specific regional and global events. This is explored under Effectiveness in section 4.2 below and is linked to an evaluation recommendation.

#### 4.1.2. Engagement of diverse women (including women with disabilities) with activities led or supported by the We Rise Coalition

To a large extent diverse women, particularly those who identify as LGBTQI, have engaged with activities led or supported by the We Rise Coalition; women with disabilities have engaged to a lesser extent.

While the We Rise Coalition has increased engagement and solidarity for diverse women, barriers remain. For many, a safe space to engage with government and duty bearers does not exist, negative attitudes remain and they feel exclusionary policies at local, national and regional levels. For example, government representatives advocated for the removal of 'T' (transgender) from the Triennial Outcomes Statement, while 'women' within the Outcomes Statement was inclusive of 'women, especially for women with disabilities, young women, rural women, and lesbian and bisexual women.'<sup>9</sup>

#### Engagement of diverse women with activities led or supported by the We Rise Coalition

Examples of this engagement is most evident through activities led by DIVA, including the DIVA-supported district Hubs in Fiji and the DIVA-led national research and annual Feminist Knowledge and Skills Sharing Workshops. Other examples include FemLINK's emphasis on inclusion of diverse women in District Meetings, FemLINK-supported media activities with diverse women at local and

<sup>9</sup> Article 19(f), Thirteenth Triennial Conference of Pacific Women and Sixth Meeting of Pacific Ministers for Women 2–5 October 2017, Suva, Fiji. Recommendations and outcomes endorsed on 5 October 2017. <https://www.spc.int/sites/default/files/wordpresscontent/wp-content/uploads/2017/11/Endorsed-Outcomes-of-13e-triennial-conference-of-Pacific-women.pdf>

national levels and FWRM-led work on sexual harassment in the workplace. Engagement is transforming not only the lives of diverse women but also those with whom they engage.

The mid-term evaluation found examples of transformative change between women of all diversities. A delegate from a Pacific Island country noted the most significant change resulting from her attendance at the Triennial was a changed perspective on gender:

'It shifted me, hearing all the stories and sharing. My knowledge and knowing about gender, it was totally wrong. I understand things in a different way now, it really touched my heart. It has changed my mindset.' (Triennial delegate)

Since the Triennial, the delegate has mobilised her faith-based organisation to work with youth of diverse genders to encourage them in livelihood and job opportunities and healthy lifestyles.

Another example of transformative change was described to the evaluation team from a DIVA Hub sensitisation training on diversity:

'To see mothers, sisters and aunties, they were very emotional, and they said they needed to have a space in their heart to accept. To see pastor being strong advocate [for diverse genders] was great.' (DIVA Hub member)

#### Engagement of women with disabilities with activities led or supported by the We Rise Coalition

Multiple stakeholders considered that participation of women with disabilities in We Rise Coalition activities was limited:

'Having more women in the Look @ My Ability program.' (Rural woman leader, expressing her future aspirations)

'We Rise needs to get better at disability.' (We Rise Coalition partner)

The mid-term evaluation identified a range of strategies that the We Rise Coalition has pursued to ensure participation of women of all diversities, including women with disabilities. An example is the intentional effort by FemLINK to engage with women with disabilities in District Meetings.

One woman with disabilities consulted during the mid-term evaluation described a significant change to her life:

'FemLINK has created visibility about what contribution people with disability can offer. It has created more awareness for us, we are understood more broadly in the community. Women with disability have gained awareness about how the system works in our country. In relation to [disaster] preparedness we are active. We know what we can individually offer and provide within our own communities, how we can build communities. For me personally, before I knew FemLINK in the rural communities I wasn't aware of my contribution in the community as a woman with disability. But after working with FemLINK I know the contribution that I can offer.' (Rural Women Leaders Community Media Network participant with disabilities).

#### 4.1.3. Suitability of the coalition model to the local context

The second area of inquiry under relevance related to the suitability of the project model for the local context and focused on suitability of the model to each We Rise partner.

The We Rise Coalition model has been suitable to each We Rise partner to differing extents. During the annual review of the Memorandum of Understanding (MOU) in October 2018, DIVA announced that it will leave the We Rise Coalition at the end of We Rise 2. As stated in the Annual MOU Review Report and indicated during mid-term evaluation consultations, this decision was informed by factors including a change in leadership of DIVA and a plan to consolidate the organisation, recognition of the value of the partnership at a time and place for DIVA and a concern that DIVA cannot maintain and sustain its radical politics and organising as a coalition partner.

Each of the four organisations experiences the coalition model differently, influenced in part by the role each organisation plays in the coalition. The evaluation team found that the Executive Directors of the organisations, who are strategic focal points for the coalition, could describe the We Rise Coalition in detail, and generally described multiple positive aspects of the model as well as challenges. Some operational staff were not able to provide specific details about the coalition, and more often described challenges associated with the model. This highlights a key finding of the mid-term evaluation: the coalition model was not adequately embedded within each partner organisation and that levels of integration of the model varied between partners. This key learning is explored further in sections 4.2 and 4.3 below relating to effectiveness and efficiency and section 6 on recommendations.

### Suitable aspects of the coalition model

**Partnership:** Continued efforts to build and sustain multiple partnerships were described as an important and valued aspect of the model. Partnership practice included establishment, review and revision of an MOU, as well as annual reflection meetings. Investment in partnership is reiterated through numerous research reports on women and leadership and coalitions as key to influence positive coalitions. The coalition model has enabled different ways of working and types of partnership in different spaces. Stronger coordinated activities have been evident in regional and global spaces. While individual partner agendas have driven coordination in Fiji, the model has still enabled a new way of working for coalition partners to achieve common goals. Most stakeholder groups recognised north-south power and politics as a potential risk, however the experience of the coalition between IWDA and Fiji-led women's human rights organisations has been mainly positive.

**Foundation of feminist praxis:** The We Rise Coalition has been able to explore, test and strengthen feminist praxis in the Pacific region, strengthening the work of individual organisations and more broadly, feminist movement building in the Pacific. The importance of this dialogue space is described in past research:

'In successful coalitions, managing differences in values and interests is critical. Coalitions with space to reframe gender issues and engage in open and honest conversations about differences help facilitate engagement with invisible power and promote shared or negotiated leadership.'<sup>10</sup>

**Enable and strengthen autonomous and diverse organisations:** The model has provided individual organisations with core and activity funding for implementation, particularly at local and national levels. Core funding of community-based work also legitimises advocacy and influence at regional and global levels, an aspect of the model valued by all Fiji-based coalition partners. Funding for individual organisations also enabled a diversity of coalition partners, each bringing different experiences, expertise and focus to the project. Coalition partners and other external stakeholders valued the holistic perspective of women's experience provided through the We Rise Coalition, as described by a regional organisation representative:

'One thing I like, the diversity. FWRM produce women in leadership, focus on sexual harassment. DIVA has expertise working with diverse women and climate change; FemLINK and media. The coalition has a multi-dimensional aspect of work which is interesting. This is what development is about. We tend to compartmentalise, but life is not like that. As organisations they have cross-sector perspective. As a coalition they are rich. When they go to meetings they know what they are talking about.' (Pacific regional organisation representative)

---

<sup>10</sup> Institute for Human Security and Social Change (2016). *Policy Brief: Power, Politics and Coalitions in the Pacific: Lessons from Collective Action on Gender and Power*, Fletcher, Brimacombe and Roche, La Trobe University.

## Unsuitable aspects of the coalition model

**Funding and budgeting:** All four We Rise Coalition partners described budgeting challenges but noted continuous improvement through annual cycles. Challenges included planning and reporting separately on funding allocations from bilateral and regional funding, uncertain individual partner funding limits (especially in the early stages of the project), and a lack of transparency in decision making (although protocols are now in place to guide whole-of-coalition planning and decision making processes). The We Rise Coalition's documentation of budgeting experiences offers important lessons learned for feminist coalitions, particularly in the Pacific.

**Partnership:** While partnership practice was valued by all coalition partners, all partners also expressed challenges. These included high transaction costs (personnel time) for partnership and budgeting issues, which at times strained relationships. Efforts are ongoing to manage budgeting processes, with improvements noted by all coalition partners. Balancing the delivery of individual organisational program work and joint work within the coalition (which attracts less funding) was also raised as a challenge.

Other challenges were described by only some partners. These included the operational aspects of partnership work, a need for greater accountability where principles have not been 'played out in practice,' some 'coalition' aspects (strategic and operational) not being embedded within organisations and challenges with sub-contracting within the partnership (for FWRM and DIVA).

When asked about a preferred future for the We Rise Coalition, one operational staff member of a coalition partner said:

'More collaborative meetings. Right now, all the check-ins are happening through IWDA, we are still working in silos, I would want a more engaging approach.' (We Rise Coalition partner)

## Contribution of the coalition model to efficiency and effectiveness of each partner

Participation in the coalition has improved the efficiency and effectiveness of each partner. Each organisation self-reported improvements within their own organisations. Examples include:

- DIVA: strengthened internal practices (finance, monitoring and evaluation, benefits for DIVA constituents).
- FemLINK: learning and improved practice for monitoring and evaluation.
- FWRM: strengthened partnership practice and use of MOU practice within other partnerships and collaborations.
- IWDA: better partner, especially in relation to power (north-south power), politics, feminist praxis and advocacy programming. Importantly, these improvements were also reported by other coalition partners. For example:

'Being in a room with them, it's been sparky, us with IWDA. Having north/south discussions, it got quite healthy. Tough for us and them (IWDA). Over time it has changed, at the beginning they were like a funder. Not sure it's gone far enough. But we did work with IWDA in Melbourne, we had equal exchange, not just them telling us, us telling them.' (Fiji-based We Rise Coalition partner)

'The coalition has pushed us to be better feminists. We challenge each other through the coalition, accountability and spirit of feminist practice.' (IWDA)

## Flexibility of the coalition model to the changing needs of each partner

To some extent, the We Rise Coalition model has been flexible to the changing needs of each partner, though this was not a universal experience by all. Examples of flexibility included partnership practice and updating the MOU on an annual basis, IWDA being identified by other partners as valuable in brokering partnership practice and updating the Monitoring, Evaluation and Learning Toolkit. Examples of a lack of flexibility were the regular transition of staff and the need to continually re-establish the partnership model and re-negotiate partnership principles.

The mid-term evaluation assessed the suitability of the We Rise Coalition model in relation to the principles of the MOU agreed to by partners and the extent to which there is a demonstrated commitment to these. During the outcome mapping workshop, We Rise Coalition partners were asked to complete the pre-review questionnaire set out in the We Rise Coalition Monitoring, Evaluation and Learning Toolkit. Results of this survey indicated different perspectives on how the coalition members demonstrate a commitment to the coalition partnership principles. Responses included the need to improve practices of self-care, the need to be clear about the politics of each organisation, transparency and accountability, honest conversations related to the partnership MOU, budgeting processes and time and energy focused on exploring and strengthening principles of the partnership and feminist praxis. A full summary of the completed survey is in Annex 7.

## 4.2. Effectiveness

Under the criteria of effectiveness, the mid-term evaluation sought to address the question ‘to what extent and in what ways did the We Rise Coalition progress towards immediate and intermediate outcomes of the project?’ Before findings are presented, some considerations are offered to situate the findings within the broader context of feminist movement building in the Pacific.

Social change is not linear, but instead interconnected and complex, making it challenging and unrealistic to program. Within the We Rise Coalition, movement building is both a foundation and means to achieve change, as well as an outcome of the work. Movement building does not end, but instead offers opportunities for future growth and change. A central feature of the We Rise Coalition is movement building in multiple spaces (at local, national, regional and global levels). Working across these different spaces strengthens movement building in each and offers a foundation for future change and movement building.

The We Rise Theory of Change has attempted to discern change across different dimensions. However, it has been challenging for coalition partners and DFAT to reach a shared understanding of this. Both We Rise Coalition partners and DFAT noted challenges with reporting.

The interconnected nature of change and the challenge of the We Rise Coalition to report achievements within the Theory of Change structure was evidenced during the outcome mapping workshop. The evaluation team drew on document reviews of progress reports, interview notes and focus group discussions to generate a long list of outcome statements that We Rise Coalition partners then prioritised within the structure of the Theory of Change. Outcome statements were allocated across multiple pillars, rather than fitting neatly in one pillar. The list of outcome statements is provided in Annex 6. Similarly, the evaluation team found it difficult to separate and communicate outcomes within the Theory of Change. Responses below attempt to align observed change to the pillars, but the evaluation team recognises that this may not be consistent with progress reporting of the We Rise Coalition.

The mid-term evaluation found strong evidence of achieving immediate and intermediate outcomes and tangible contribution of the We Rise Coalition.

### 4.2.1. Pillar 1: Democratisation

**The mid-term evaluation identified significant evidence that the coalition has supported women and girls in leadership and decision making roles, in multiple ways and across all levels.** Stakeholder consultations and progress reports substantiate this evidence.

During consultations, numerous examples were described of ways in which women have been supported in leadership and decision making roles in their own communities. This change is attributed to the work of individual coalition partners such as DIVA’s District LGBTQI Hubs and annual Feminist Skills Sharing Workshop, FemLINK’s support for District Meetings and rural convenors and FWRM role on the NGO Coalition on Human Rights, which was also supported by other We Rise Coalition partners.

At the national level, support to women's leadership and decision making included:

- FemLINK's evidence-based recommendations linked to the Fiji Government National Gender Policy.
- Commitment by the Permanent Secretary of the Fiji Meteorological Service to include FemLINK briefings at future meetings of the Divisional Commissioners.
- The Supervisor of Elections acknowledged the role of the Fiji Young Women's Forum and FWRM in voter education through the My Guide 2 Voting booklets at the Women in Politics Training.
- Collective coalition action was evident through the coalition providing leadership to the NGO Coalition on Human Rights and coordinating priority issues for the UN Commissioner on Human Rights' visit to Fiji.
- The gender multi-sector taskforces of the National Women's Plan of Action were activated and a new task force on women and climate change added following advocacy by coalition partners.
- Women from rural areas mobilised to influence submissions to the national budget process.

Different types of coalition action were observed in Fiji from other Pacific Island countries.<sup>11</sup> In Fiji, support to women in leadership and decision making roles was led by coalition partners. In other countries, it resulted following individuals' participation in regional and global forums supported by the We Rise Coalition.

Multiple stakeholder groups, including women leaders, We Rise Coalition partners, Pacific regional organisations and DFAT, described collective We Rise Coalition action as contributing to strengthened leadership and decision making roles of Pacific women at regional and global forums.

Mid-term evaluation consultations with women in Fiji and other Pacific Island countries identified multiple dimensions of women's experience in leadership and decision making roles. Women expressed changes in dignity, individual agency, solidarity (with other women) and engagement with government and duty bearers.

It is important to recognise the significant work involved in supporting women to take on leadership and decision making roles at local and national contexts in Fiji and more broadly in the Pacific. A key strategy that the We Rise Coalition employed is specific long-term and engaged mentoring support to women leaders and advocates at the community level.<sup>12</sup> Another strategy employed is creation of safe spaces for women to exercise leadership and decision making roles such as within the Fiji Women's Forum and Pacific Feminist Forum.

The role of the We Rise Coalition at Triennial was often described as a significant contribution to support women leadership and something unique for the region. Women civil society delegates valued the We Rise Coalition tent and morning caucus. Participation for Pacific women at the Triennial, supported by the We Rise Coalition, was described as providing a model of coalition practice, leadership and influence in decision making for women delegates in the Pacific, as noted by one Triennial delegate:

---

<sup>11</sup> Whilst 'democratisation' is reported on only in relation to Fiji in progress reports, the evaluation team took a broad interpretation of the evaluation questions, informed by We Rise partners and other stakeholders, to include all spaces where We Rise Coalition has engaged with or influenced 'women and girls in leadership and decision making roles.'

<sup>12</sup> Refer to Annex 6 for typology of strategies within the outcome mapping approach.



'This was a learning process for me. I had never experienced this before. It was re-energising for me. We [women human rights organisations] are on different paths at the moment. We don't have our common objectives. Our working in silos is still engrained in ourselves.' (Pacific Triennial women human rights civil society delegate)

Another example of strengthened leadership often described during mid-term evaluation consultations was the We Rise Coalition support for women at the CSW (meetings 60, 61 and 62 in 2016, 2017 and 2018). Pacific women representatives described the support provided during the meeting and growing confidence in leadership roles. The work of the We Rise Coalition on implementing CEDAW is also evidence of coalition support for increased women and girls in leadership and decision making roles.

The mid-term evaluation found no evidence of the We Rise Coalition following up with attendees of regional or global forums in order to support and strengthen leadership and decision making roles in their own national contexts and budget limitations constrained this potential. There is therefore potential to further maximise the investment of attending such events through follow-up and continued engagement with these women, to strengthen individual and collective roles of leadership and decision making. For example, women leaders expressed interest to learn more about coalition practice, strengthen their advocacy engagements nationally and strengthen their solidarity with other women through establishing local coalitions.

#### 4.2.2. Pillar 2: Policy, Institutional and Structural Reform

**The We Rise Coalition has effectively advocated for women's human rights at multiple levels – local, national, regional and global.** Policy and institutional reform were most evident at national (Fiji) and regional levels.

We Rise Coalition partners effectively influenced reform of policy and institutional practice in Fiji employing multiple strategies. Examples include FemLINK's influence among district and divisional councillors, all partners' influence of a range of government actors from police to the National Disaster Management Office, FWRM's influence of the private sector through a sexual harassment campaign and DIVA's influence on police responses to sex workers through panel discussions at the Feminist Skill Sharing workshop. Women representatives, regional organisations and DFAT described the role of the We Rise Coalition in influencing the Outcomes Document and other activities previously mentioned at the Triennial as highly effective.

Annex 6 contains further details of coalition advocacy work at the Triennial. While a significant contribution has been made to institutional and policy reform, We Rise Coalition partners note that sustained commitment and policy reform is not guaranteed.

#### 4.2.3. Pillar 3: Movement Building

**Contribution of the We Rise Coalition to movement building was evident across all levels; however, this looks different in Fiji from other Pacific Island countries.**

In Fiji, strengthened movement building at local to national levels was evident and connected to regional and global events. Evidence of movement building included FemLINK support to Rural Convenors, DIVA support to Hubs and the annual Feminist Skills Workshop and FWRM public campaigns and convening of the Fiji Women's Forums.

There is strong evidence that diverse women have increased knowledge, skills and confidence and that they are utilising their agency for positive change in gender equality. The mid-term evaluation found We Rise Coalition activities to be highly influential for some diverse women. Examples include meeting together for the first time, engaging with other women and engaging with government and duty bearers at local and national levels. The coalition has strengthened the agency of diverse women to engage in existing spaces but has also created new spaces to develop agency, such as through the Pacific Feminist Forum (PFF) and Fiji Women's Forum (FWF).

However, within the broader Pacific region the mid-term evaluation found little evidence of movement building at the national level. The mid-term evaluation recommends that the We Rise Coalition strengthens this area of movement building in future phases.

In Fiji, the strength and importance of movement building should be highly valued, since it makes a practical difference to the lives of women and also enables women to influence national, regional and global forums. As noted by one stakeholder interviewed:

'We need to grow the under-growth, it's not just about the fireworks. The Feminist Forum was the fireworks. We need to be real when building a movement in the Pacific. You need to fund everything.'  
(We Rise Coalition partner)

Broader engagement of the We Rise Coalition with other women's human rights organisations and women's groups beyond specific events and forums was not evident through the mid-term evaluation. In the future, it will be important to consider the boundary of the coalition in relation to broader movement building in Fiji and other Pacific Island countries and how the coalition interacts and contributes in a supportive and inclusive way. The mid-term evaluation found little awareness of the We Rise Coalition among non-We Rise Coalition stakeholders. Most external stakeholders<sup>13</sup> were familiar with the work of Fiji-based organisations and the work of the We Rise Coalition only at regional and global events. This indicates that accountability of the coalition to the broader movement can, and should, be strengthened to maximise recognition of the role of the We Rise Coalition to Pacific feminist movement building.

#### 4.2.4. Pillar 4: Partnership and Organisational Strengthening

**The partnership model of the We Rise Coalition has both supported and challenged the work of the partners and their implementation of the project.** Partnership has contributed to the coalition achieving objectives in multiple ways. Each of the partners described how inclusion in the coalition has strengthened their own organisation, which has strengthened their feminist work. For example:

- Core funding has meant leaders can work more strategically and innovatively.
- Participation in the We Rise Coalition and specific organisational strengthening activities supported through the coalition have strengthened organisations in their own individual work.
- There is strengthened feminist praxis by holding each other to account. Often conversations have been challenging but these have informed strengthened practice. As described by one coalition interviewee:

'It's like two sides of the same coin: (1) internal coalition dynamics – can be challenging and testing, but then this (2) strengthens external coalition actions, and the coalition is strong, bold and effective together.'  
(We Rise Coalition partner)

To a large extent, the coalition partnership has provided an important foundation for its work at regional and global levels. Coordinated action of the We Rise Coalition is grounded by trust and personal relationships strengthened through the coalition. Evidence of this was observed at regional and global events where partners relied on each other. They acted quickly, drawing on the relative strengths of partners for collective action. This work could not have been achieved without the basis of trust.

There has been limited *ad hoc* coordination of the We Rise Coalition partners at the local level in Fiji. Individual organisations have mainly worked independently at the local level to achieve the common We Rise Coalition goal. At the national level in Fiji, there are more examples of coordinated action,

---

<sup>13</sup> Fiji and Pacific women leaders, advocates, activists and regional Pacific organisations.

such as the FWF and the Fiji Young Women’s Forum (FYWF) and in response to the NGO Coalition on Human Rights.

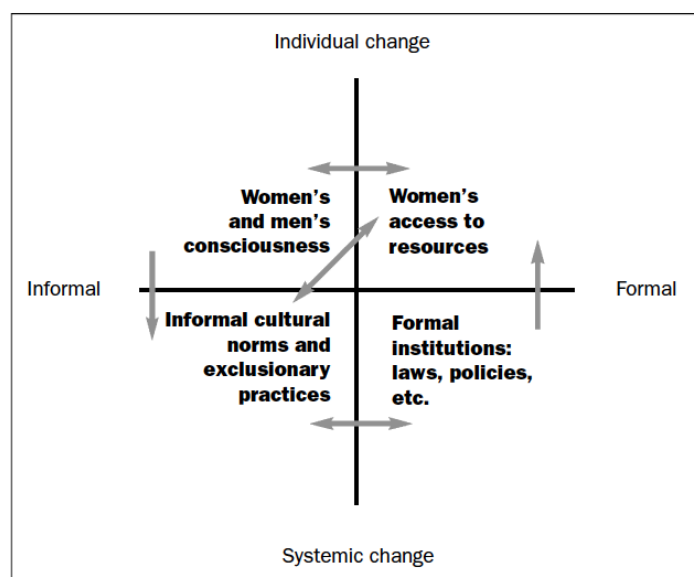
Responses from the partnership health check highlight strengthened approaches both internally within coalition practice, as well modelling coalition practice externally. Examples of strengthened practice internally include disaggregated monitoring and evaluation data, feminist praxis and partnership practice. Externally, strengthened practice is illustrated by shared goals and agendas and coordinated practice for women rights organisations at regional and global forums. One We Rise Coalition partner described that before they used to go to regional and global events separately, but now it is not an individual exercise but strengthened through collective presence and action of the We Rise Coalition.

The evaluation’s outcome mapping workshop identified a range of strategies employed by the coalition to achieve objectives. This exercise identified that the We Rise Coalition often employed a mix of strategies, depending on the objectives to be achieved. Most commonly used strategies were those aimed directly at specific individuals, groups or organisations, rather than strategies aimed at the environment in which the individuals, groups or organisations operate.

Within these two categories, three types of strategies are defined: causal, persuasive and supportive. Examples and explanations of these are provided in Annex 6. The We Rise Coalition employed these strategies depending on the objective. Importantly, for Pillar 2: Policy, Institutional and Structural Reform, a commonly used strategy was causal strategies which linked the production of a report or policy directive to influencing change, whereas supportive strategies were most commonly used to strengthen movement building, especially in the Fiji context. For example, the work of FemLINK and DIVA provided long-term support and mentoring of diverse women in rural contexts.

Outcome mapping often provides a practical means of identifying strategies that were employed to create change after the event, which was also the case during this mid-term evaluation. We Rise Coalition partners described a multitude of strategies employed, recognising that most of these were employed intuitively, informally and with the foundation of trust and relationships formed through the coalition providing a foundation of collective work.

A commonly used framework which explores ‘what are we trying to change’ from Rao and Kelleher is helpful in considering different dimensions of change and gender justice to which the We Rise Coalition has contributed. The mid-term evaluation found change outcomes across all dimensions, although outcomes were more concentrated in some dimensions than others.



Source: Rao and Kelleher (2005)

For individual change, outcomes of the We Rise Coalition mostly related to dimensions of individual change (women's and men's consciousness, though more focused on women than men). To a large extent, access to resources was demonstrated with increased access to information. To a lesser extent, there was evidence of increased women's access to resources and economic livelihoods, demonstrated by DIVA Hubs' support for women's livelihood activities such as gardening services.

For systemic change, outcomes achieved were most evident in the dimension of formal institutions, laws and policies but there was little evidence of change relating to informal cultural norms and exclusionary practices. The need to strengthen this area was described by both a We Rise Coalition member and a rural women leader:

'There is a lot more to be done. For young transwomen, there are lots of young people growing up, leaving home. A lot needs to be done with families. Start from families, there is a need to do awareness from the home.' (LGBTQI representative)

'We need to look at legal literacy in communities – that information has gone.' (We Rise Coalition partner)

The Rao and Kelleher framework and other models<sup>14</sup> provide useful means through which to explore contributions to transformative change and gender justice and the extent to which complementary and holistic change outcomes are being achieved. Recognising that it may be unrealistic for the We Rise Coalition to influence change equally across all dimensions, it is helpful to recognise the coalition's role in relation to others within the Pacific feminist movement. Situating the We Rise Coalition within the broader Pacific feminist movement is important to appreciate complementary roles and contributions. This in turn offers the opportunity for the We Rise Coalition to have porous boundaries and inclusionary principles to work with smaller, informal organisations and networks within the Pacific region and to work in different ways internally.

### 4.3. Efficiency

The mid-term evaluation sets out two areas of inquiry under efficiency: value for money of We Rise Phase 2 and the extent to which the project has been well governed, well managed and accountable (to coalition partners, diverse women and the donor).

#### 4.3.1. Value for money of the We Rise Phase 2 project

**The We Rise Phase 2 project demonstrates value for money.** The evaluation team used two sets of criteria to assess value for money: the *Pacific Women* Value for Money Rubric (see Annex 8) and additional criteria defined by the evaluation team during the mid-term evaluation. These additional criteria reflect the objectives of the We Rise Coalition and feminist movement more broadly.

#### Value for money criteria reflecting the objectives of the We Rise Coalition and Australian Aid

**Feminist praxis:** It is important to consider value for money in relation to the extent to which feminist praxis has been realised and championed, since feminist praxis of the We Rise Coalition directly contributes to broader gender equality policy and development agendas for DFAT and partner governments in the Pacific.

The We Rise Phase 2 project recognises the importance of feminist theory in practice (praxis). A feminist framework underpins the coalition's work for the advancement of women in the Pacific. Strengthened feminist praxis and value for money are demonstrated through collective action of organisations and individuals, strengthened solidarity and self-care through group work (mutual nurturance, reciprocity and development of individuals within the coalition) and strengthened feminist praxis of each partner of the We Rise Coalition. This in turn has increased efficiency and effectiveness of individual organisations at local, national, regional and global levels. Strengthened

---

<sup>14</sup> *Pacific Women* (2017) Women in Leadership Synthesis Report.

Pacific feminist praxis supports movement building, strengthened coordination and solidarity – including with diverse women – and is critical to achieving gender equality.

**Structural indivisibility:** Structural indivisibility stresses interconnections between political, economic, environmental and security priorities for women and informs international frameworks on gender equality. According to Pietilä and Vickers:

‘They are internally interrelated and mutually reinforcing, so that the advancement of one contributes to the advancement of the others.’<sup>15</sup>

The We Rise Coalition provides a holistic perspective on women’s lives and, through individual organisations and collective coalition work, advances the status of women across interconnected and mutually reinforcing dimensions of change. Recognising structural indivisibility as key to advancing the status of women, the We Rise Coalition has contributed significantly, demonstrating strong value for money.

**Pacific-led feminism:** Advancement of the status of women in the Pacific must be led by Pacific women themselves and contribution to this outcome should be considered as a criterion for value for money. Parisi explains:

‘The mission behind CEDAW is to recast women as subjects rather than objects of development, recognizing them as fully autonomous beings entitled to human rights.’<sup>16</sup>

Importantly CEDAW also addresses additional concerns important to third world feminists, Marxist feminists and radical feminists. For example, it reiterates the call for a new international economic order to tackle global economic inequality, the right to cultural self-determination and the importance of locally owned and driven coalitions.<sup>17</sup> The We Rise Coalition has contributed to these agendas in multiple ways. It has mobilised and coordinated the Pacific feminist movement. The We Rise Coalition has worked at local and national levels and then linked and voiced women’s issues to regional and global spaces important for influence – both on behalf of Pacific women, but also, importantly, by supporting Pacific women to engage and share their own voice. The coalition has also advanced conversation and practice of Pacific feminist praxis.

Compared to other types of development projects in the Pacific, We Rise Phase 2 has a unique advantage, since the coalition and its members are locally formed and situated within local culture and politics. Compared to multilateral agencies or international non-government organisations, the We Rise Coalition offers a unique contribution: capability to reach and link from local to global spaces, leaders and agents of change (not subjects) and a legitimate voice of diverse Pacific women. The We Rise Coalition provides leadership of Pacific feminist praxis, such as modelling a unique, experimental coalition model, mobilisation and coordination of women advocates and activists and exploring and articulating Pacific feminist practice.

Additionally, the We Rise Phase 2 project contributes to the Enhancing Agency and the Leadership and Decision Making outcomes of *Pacific Women* (see Annex 1). The *Pacific Women* roadmap refers to commitment to transformational change and challenging social norms. The work of the coalition strongly aligns within supporting women’s agency and action across sectors.

**Leveraging individual organisational capacity:** Funding well-established organisations who have extensive experience and networks and multiple funding sources and projects is value for money. This expertise and experience are leveraged and benefits the activities that DFAT funds for specific

---

<sup>15</sup> Pietilä and Vickers (1996). *Making women matter: the role of the United Nations*, Zed Books, the University of Virginia.

<sup>16</sup> Parisi (2017). *Feminist Perspectives on Human Rights, Human Rights, Politics and Sexuality and Gender*, DOI: 10.1093/acrefore/9780190846626.013.48.

<sup>17</sup> ‘Local’ ownership is important and widely lauded, but difficult to define: for instance, geographic proximity is no guarantee of shared values, shared interests or a shared understanding of and engagement with dimensions of power and gender relations.’ Institute for Human Security and Social Change (2016), p.3.

We Rise Coalition work. The project not only pays for future work and outcomes, it also benefits from the past and ongoing achievements and relationships already established by partners and beyond the scope of the We Rise Coalition project.

#### 4.3.2. Governance of the We Rise Phase 2 project

**To a large extent, the We Rise Phase 2 project has been well governed, well managed and accountable (to coalition partners, diverse women and the donor) during the three years of implementation, although the evaluation identified a range of issues which the coalition has sought to and continues to address.**

The mid-term evaluation found extensive evidence that the project has been well governed, well managed and accountable; however, experiences were not always universally shared within stakeholder groups and different stakeholder groups expressed different experiences. Shared and divergent experiences are described below in relation to key management practices of the We Rise Coalition and themes emerging from the document review and consultations.

##### Management and accountability to DFAT

Representatives of all coalition partners and DFAT representatives at Suva Post identified reporting to DFAT as an ongoing issue. Challenges were experienced by We Rise Coalition members and DFAT alike and all parties sought continual improvement. Both DFAT and We Rise partners described constructive conversations and flexibility in adjusting reporting templates to better address DFAT's donor needs, whilst also best reflecting the coalition's work.

DFAT representatives at Suva Post described the value of the We Rise Coalition as change agents in the Fiji and Pacific context and valued the contribution of the coalition towards achieving DFAT's Gender Equality and Women's Empowerment Strategy.<sup>18</sup> The coalition's work was valued as creating a 'big splash' at CSW and providing leadership for the PFF. These two examples demonstrate the strong and growing role of women in leadership roles in the Pacific. The 'ripple effect' of the coalition building in Fiji to regional and global spaces was also acknowledged. The individual strength of each organisation, amplified through partnership practices, was described as a key enabler of the achievements to date.

##### Partnership practice and accountability within the We Rise Coalition

Individual partners, at an organisation and individual staff level, have had different experiences being part of the We Rise Coalition. The MOU was universally valued by staff working within We Rise Coalition. However, whilst the MOU and principles were operational for some, they were not realised for others. Operational staff in one organisation were not familiar with the details of the MOU or principles, whilst for two other organisations, staff were familiar with the principles but cited examples where the principles were not upheld.<sup>19</sup>

'There are tensions between politics and praxis. With changes of leadership, different leaders, the MOU is interpreted differently. The biggest lessons, you can have paperwork but if you don't have processes through the year to monitor, once a year, it's not enough.' (We Rise Coalition partner)

'Doing day to day stuff, considering the strategic purpose of activity. We did invest a lot of time unpacking goal, the Theory of Change. But how would we work together? We didn't bring everyone together. Did our full team understand the movement building? There is a need for a deliberate discussion to ensure cohesion.' (We Rise Coalition partner)

Different experiences of partnership highlight challenges of embedding partnership practice within individual organisations. Coalition partners described high staff transition<sup>20</sup> as challenging the strength and management of the coalition. The findings also reveal that coalition partners are not consistently

<sup>18</sup> DFAT (2016). Gender Equality and Women's Empowerment Strategy.

<sup>19</sup> Additional coalition partner views on principles are in Annex 7.

<sup>20</sup> IWDA, FWRM and FemLINK.

holding each other to account to apply and embody partnership principles. This experience was most evident for Fiji-based coalition partners and related to operational meetings and practice. All Fiji-based coalition partners suggested that annual review and revision of the MOU was not sufficient to embed partnership practice within each of the organisations and within the coalition more broadly.

Similarly, issues of power<sup>21</sup> within the coalition, and then also with other smaller or informal organisations within the feminist movement, surfaced through the mid-term evaluation. These will need to be considered going forward. As noted above, continuing to build a strong connection between the coalition and the broader Pacific feminist movement will be important and will necessitate considerations of boundaries between the coalition and the broader feminist movement. Opportunities and appetite for risk by each coalition partner and funders will need to be negotiated as the coalition potentially extends its formal and/or informal relationships in Fiji and the Pacific region.

The We Rise Coalition has extensive documentation about its partnership practice including MOU revisions in 2016 and 2017 and annual retreat reports from 2017 and 2018. These documents are made available to all coalition partners and are appreciated. However, they are not more broadly available outside the coalition. There is potential to strengthen movement building through the Pacific by sharing partnership and coalition experience of the coalition model. The mid-term evaluation identified an appetite for learning about the coalition's practice by others in the Pacific, primarily informed by experience at regional events. For example, one Triennial delegate noted:

'We want to follow this coalition process in Solomon Islands. We want to bring together sister organisations. We want to form a coalition, for solidarity, a stronger voice, an amplified voice to our politicians. The way that it is working in Fiji, makes me want to learn and watch and see how we can do this in Solomon Islands. We want to come together as sisters. But we are relatively new. It was wonderful to see them coming up as one voice.' (Triennial delegate)

All four partners cited budgeting within the coalition as a challenge in managing the project and ensuring accountability within the coalition, although continual efforts and improvements have been made to the process. Coalition partners and DFAT representatives alike described challenges in relation to budgeting from the outset of the project. Uncertain Australian Government budgets meant that coalition partners were tasked to prepare alternate budgets (100 per cent, 75 per cent and 50 per cent) as part of the design process. The 50 per cent budget scenario was confirmed for the We Rise Phase 2 project. As noted by one coalition partner, who is that organisation's strategic focal point for We Rise Coalition:

'Of course we did the work anyway [we weren't funded for].' (We Rise Coalition Strategic Focal Point)

Each year different budgeting arrangements at the coalition partner level have emerged, creating 'difficult conversations,' as described by many coalition partners interviewed. In Year 1-2, significant underspend by some organisations meant realigning to other organisations, whilst in Year 2-3, annual budgeting processes, changes and growth within partner organisations meant realignment of each coalition partner budget. The coalition sought to address questions of equity, transparency and accountability and IWDA was commended by other coalition partners for leading efforts to improve practice. The coalition has documented its experience and continual improvement in relation to budgeting which might offer a resource to other organisations interested working in coalition.

Fiji-based coalition partners valued the role of IWDA in leading partnership governance, management and accountability. Aspects of donor liaison, responsibility for monitoring, evaluation and learning and reporting were valued. IWDA was also valued for providing a partnership broker role between the Fiji-based coalition partners. Fiji-based coalition members described this:

'IWDA do their best to remind us of the MOU.' (Fiji-based We Rise Coalition partner)

---

<sup>21</sup> Issues of power included decision making (such as budgeting), representation at coalition meetings and accountability (including multiple and competing accountabilities to each other, the donor and constituents).

‘Staff transitions, they were there. They did a lot of work around [monitoring, evaluation and learning] reporting, organisational strengthening.’ (Fiji-based We Rise Coalition partner)

Whilst acknowledging the good work of IWDA, coalition partners and consultants linked to the coalition described the challenging role for IWDA being a partner and also brokering the partnership. This included dealing with emerging challenges, within the partnership and with external actors such as DFAT. We Rise Coalition partners explained how this practice has strengthened over time:

‘Yes, they are Australian and power dynamics could be different – because they are an Australian-based organisation and based on relationship (politics) between Australia and Fiji.’ (We Rise Coalition partner)

‘Attention paid to role of IWDA – perceived holder of power –Australian-based, determining what would happen. It’s difficult to put into practice when walking the fine line between grant management and partner.’ (We Rise Coalition consultant)

The mid-term evaluation revealed a desire by some partners and external stakeholders to better leverage IWDA’s Pacific partners. The potential to better leverage international networks was also cited as an area for future strengthening, further described in the recommendations in section 6 below.

### Accountability to diverse women

The mid-term evaluation found there was little awareness about the coalition by women leaders, advocates and activists in Fiji and the Pacific, demonstrating little accountability to the broader feminist movement. Whilst by those interviewed during the mid-term evaluation expressed great appreciation for the coalition, this was mainly in relation to individual organisations. There was not a strong awareness of how the coalition worked and objectives achieved. External accountability of the coalition to the Pacific feminist movement was an aspiration expressed by some We Rise Coalition partners:

‘Having a more definitive regional program might be necessary.’ (We Rise Coalition partner)

‘There is a genuine need in the region to support the women human rights organisations. There needs to be enough time to percolate to create change.’ (We Rise Coalition partner)

## 5. Conclusion

The We Rise Coalition Phase 2 project has contributed to significant change across all four pillars of its Theory of Change. It has demonstrated the success and challenges of an experimental coalition model to support women human rights organisations in the Pacific and progress gender equality.

The unique value of the coalition is grounded in the expertise and experience of each of the coalition partners who work across and link programming and advocacy at local, national, regional and global levels. The mid-term evaluation identified that the project model is relevant, although different partners expressed different experiences of suitability including for different roles within each of the partners. Suitability can change for partners over time.

The mid-term evaluation found that to maintain and build coalitions, internal accountabilities must be strengthened. Achievements were observed through a range of strategies and practices of the coalition. Within the Fiji context, We Rise Coalition organisations have worked, on the whole, independently to achieve outcomes. Being in the coalition strengthened individual organisation practice. At regional and national levels, collective coalition practice was instrumental to achieve change.

The We Rise Coalition has made a substantial difference to the lives of women of all diversities. It provides a critical contribution to influencing change within the multiple dimensions of women’s lives necessary for gender justice.



The work of the coalition is aligned to, and contributes to, Priority 1 of DFAT's Gender Equality and Women's Empowerment Strategy: enhancing women's voice in decision making, leadership and peace building. The mid-term evaluation assessed three years of We Rise Phase 2 implementation, with just over six months left in implementation until the end of the project in August 2019. Recognising these timeframes, the end-of-project evaluation will provide an opportunity to assess impact and sustainability of the coalition and inform DFAT and We Rise partners about future programming.

## 6. Recommendations

The evaluation recommendations are intended to inform and guide the next phase of the program.

**Recommendation 1:** We Rise Coalition partners decide their own future direction(s) for the coalition. Recognising the value-add of the coalition model to advancing the status of women in the Pacific, DFAT should continue to support a Pacific-led evolution of the We Rise Coalition that is mutually appropriate.

**Recommendation 2:** DFAT future support include elements similar to We Rise Phase 2, but strengthen interlinkages between local, national, regional and global levels and interlinkages in women's lives through:

- Continued support for a coalition model that maintains individual organisational support (core funding, funding for specific organisational programming and institutional strengthening)
- Increased support for coalition partners to contribute to change and strengthen interlinkages of the Pacific feminist movement (local to national in Fiji, nationally in other Pacific Island countries and national to regional)
- Strengthened support that recognises the multiple dimensions of change outcomes required for transformative change and gender justice.

**Recommendation 3:** DFAT support is inclusive of strengthened feminist financing principles and practices. This includes an open and transparent partnership approach to funding, ensuring mutual accountability, and flexible funding that responds to coalition partner emerging priorities and aligns to and contributes to agreed broad programmatic objectives.

**Recommendation 4:** We Rise Coalition Phase 3 strengthens its contribution to movement building within the local and national contexts of Pacific Island countries and strengthens linkages of national feminist movement building to regional and global agendas supported by the We Rise Coalition. Contributions to national feminist movement building may include:

- Mentoring and support in coalition practice in Pacific Island countries
- Mentoring, support or formal training activities in feminist practice, advocacy and policy engagement
- Sharing lessons learned on the coalition model and feminist praxis.

**Recommendation 5:** We Rise Coalition Phase 3 strengthens strategic coalition work at regional and global levels through sustained and coordinated action before and after key events (such as regional events including the Pacific Feminist Forum and the Triennial Conference of Pacific Women; and global events including the Commission on the Status of Women). This may also include, if coalition partners decide, connecting with and leveraging other DFAT projects and IWDA connections in the Pacific and internationally.

**Recommendation 6:** We Rise Coalition Phase 3 continues to strengthen partnership practices by ensuring organisations embed partnership principles and all relevant officers, including board members and strategic and operational staff, understand and apply these principles.

**Recommendation 7:** We Rise Coalition Phase 3 forms an alumni of past coalition partner staff to contribute to continued development of the We Rise Coalition and partnership practice. The alumni will:

- Create an informal group of past We Rise Coalition partner staff that will interact with We Rise Coalition Phase 3 partners on regular, quarterly basis<sup>22</sup>
- Make a contribution to partnership practice and the development of Pacific feminist practice as well as connecting the We Rise Coalition to the broader Pacific and global feminist movement
- Sit outside formal management and governance structures for We Rise Phase 3.

**Recommendation 8:** We Rise Coalition Phase 3 strengthens communication about the achievements and contribution of the We Rise Coalition to gender justice to external stakeholders, particularly to other civil society organisations, women leaders, advocates and activists, through developing relevant communication products.

**Recommendation 9:** We Rise Coalition continues intentional inclusion of women of all diversities, with a particular focus on their participation in decision making roles, and increasing inclusion of women with disabilities. The design of We Rise Phase 3 to include a disability inclusion strategy to ensure increased inclusion of women with disabilities.

---

<sup>22</sup> Alumni We Rise Coalition members should be paid an honorarium for their role and participation in the alumni.

# Annex 1: Background information on the We Rise Coalition and *Pacific Women*

## Diverse Voices and Action for Equality

Diverse Voices and Action for Equality (DIVA) started in 2011 to formalise a growing peer support group. DIVA has grown to become a feminist Fiji lesbian, bisexual and trans (LBT) national collective of high need and marginalised LBT women working on issues of human rights and social justice, including gender and sexual, social, economic and ecological justice. DIVA's vision is: 'All women, all people, all human rights and social justice, everywhere.' DIVA provides opportunities and safe spaces for lesbian, bisexual, trans and marginalised women to fully participate in all areas of life and community in Fiji. The DIVA community includes gender diverse and non-conforming women and people, some 'out' and some not.

## FemLINKpacific

FemLINKpacific (FemLINK) is a feminist media organisation based in Suva, Fiji, registered by the Media Industry Development Authority committed to the implementation of Section J of the Beijing Platform for Action and UNSCR1325. FemLINKpacific works to promote the important role of women in decision making linked to the principles of democratisation and communication rights, extending through to various spaces such as community decision making, local government and national political discussions. This includes promoting the principles of diversity, inclusivity and access to communication in our societies.

The organisation produces broadcast, print and online media using a community media approach. It works with a team of correspondents in rural Fiji as well as in Bougainville in Papua New Guinea, Marshall Islands, Solomon Islands, Tonga and Vanuatu.

The organisation is committed to a substantive leadership role for young women as content producers and correspondents. FemLINKpacific ensures a 30 per cent representation of young women in network activities, action learning, public outreach, network strengthening and policy advocacy strategies on gender and communication issues, including at national, regional and global levels.

Since 2012 in addition to managing a community radio network, FemLINKpacific has collaborated with local television stations to produce the Radio with Pictures series that exemplifies innovative collaboration between community and public broadcasters.

## Fiji Women's Rights Movement

Fiji Women's Rights Movement (FWRM) is a multiethnic and multicultural non-government organisation committed to removing discrimination against women through institutional reform and attitudinal change. By core programs as well as innovative approaches, FWRM practices and promotes feminism, democracy and the rule of law, good governance and human rights. It strives to empower, unite and provide leadership opportunities for women in Fiji, especially for emerging young leaders.

## International Women's Development Agency

International Women's Development Agency (IWDA) is the leading Australian agency entirely focused on women's rights and gender equality in the Asia-Pacific region. It works in feminist partnership with locally-based organisations across Asia Pacific. IWDA has a long history of partnership with women-led organisations in Fiji with the first partnership formed with the Fiji Women's Rights Movement in 1988. IWDA's partnerships in Fiji have a proven record of successfully strengthening the organisational resilience and strength of women's civil society organisations and advocating for and defending women's human rights and women's leadership and participation in decision making.

## Pacific Women Shaping Pacific Development

Pacific Women Shaping Pacific Development (*Pacific Women*) was announced by the Australian Government at the Pacific Island Forum Leaders' meeting in August 2012. It commits up to \$320 million over 10 years in 14 Pacific Islands Forum member countries. The program aims to improve opportunities for the political, economic and social advancement of Pacific women. *Pacific Women* will support countries to meet the commitments they made in the Pacific Leaders' Gender Equality Declaration in 2012. The intended outcomes sought by *Pacific Women* are:

- Women, and women's interests, are increasingly and effectively represented and visible through leadership at all levels of decision making (Leadership and Decision Making).
- Women have expanded economic opportunities to earn an income and accumulate economic assets (Economic Empowerment).
- Violence against women is reduced and survivors of violence have access to support services and to justice (Ending Violence against Women).
- Women in the Pacific will have a stronger sense of their own agency, supported by a changing legal and social environment and through increased access to the services they need (Enhancing Agency).

*Pacific Women* is managed by Australia's Department of Foreign Affairs and Trade (DFAT) and works with a wide range of implementing partners, including the 14 partner governments, multilateral organisations, international and national non-government organisations and civil society organisations.

The We Rise Phase 2 project contributes to the Enhancing Agency and Leadership and Decision Making outcomes of *Pacific Women*.

## Annex 2: Key evaluation questions

### Relevance

1. To what extent did the We Rise 2 project meet the needs of its beneficiaries?
  - i. To what extent has the We Rise Coalition increased engagement at all levels (local, national, regional and global) between governments and duty bearers in Fiji and the Pacific with civil society and women's human rights groups?
  - ii. To what extent have diverse women (including women with disabilities) engaged with activities led or supported by the We Rise Coalition? What has enabled or been a barrier to their engagement?
2. To what extent was the project suitable for the local context?
  - i. To what extent was the We Rise Coalition model suitable for each We Rise partner?
  - ii. To what extent has participating in the coalition improved or hindered the efficiency and effectiveness of each partner?
  - iii. To what extent is the We Rise Coalition model flexible to the changing needs of each partner?
  - iv. To what extent were the strategies pursued by the We Rise Coalition model suitable for the different spaces of influence?
  - v. To what extent were the strategies used by the We Rise Coalition responsive to the needs of the disadvantaged?

### Effectiveness

3. To what extent and in what ways did the We Rise Coalition progress towards the immediate and intermediate outcomes of the project:

#### Pillar 1: Democratisation

- i. How has the coalition supported women and girls in leadership and decision making roles?

#### Pillar 2: Policy, Institutional and Structural Reform

- ii. How effectively has the We Rise Coalition advocated for women's human rights, in Fiji, regionally and globally?

#### Pillar 3: Movement Building

- iii. To what extent was the We Rise Coalition able to contribute to and influence collective action and strategies among women's human rights groups and civil society?
- iv. To what extent has increased knowledge, skills and confidence about rights led to more diverse women and girls utilising agency for positive change in gender equality?

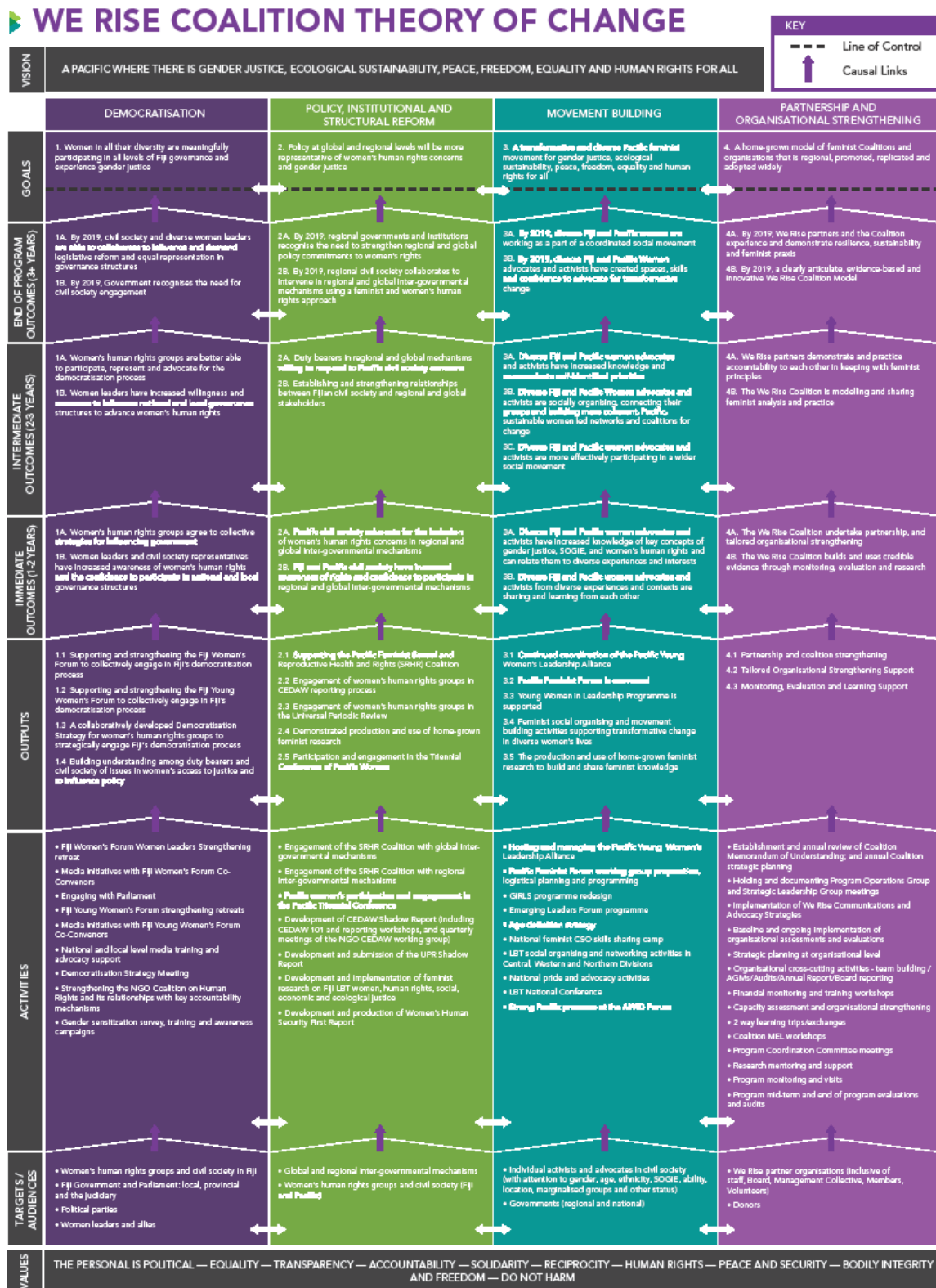
#### Pillar 4: Partnership and Organisational Strengthening

- v. How, and to what extent, has the partnership model of the coalition supported and/or challenged the work of the partners and their implementation of the project?
- vi. How has the capacity of the coalition contributed to gender equality and transformative approaches?

### Efficiency

4. To what extent does the We Rise Phase 2 project demonstrate value for money?
5. To date, has the We Rise Phase 2 project been well governed, well managed and accountable (to coalition partners, diverse women and the donor)?

# Annex 3: We Rise Coalition Theory of Change



# Annex 4: Documents reviewed for the mid-term evaluation

## We Rise Phase 2

- Year One Progress Report (August 2016).
- Year Two Progress Report (consolidated, August 2017).
- Year Three Progress Report (August 2018).
- We Rise Monitoring, Evaluation and Learning Framework 2016 (Pillar 4).
- We Rise Memorandum of Understanding (revised Sept 2017) (Pillar 4).
- We Rise 2 Year Four Budgeting Process Lessons Learned (Pillar 4).
- Annual Retreat 2017 Executive Summary and Annex 2.
- Annual Retreat 2018 Executive Summary and Annexes.
- We Rise Coalition - A Meta-evaluation of the Coalition Model.

## Pacific Women

- Management Response – Review of the Pacific Women Shaping Pacific Development (*Pacific Women*) Fiji Country Plan.
- Women in Leadership Synthesis Report: Informing the Pacific Women Shaping Pacific Development Roadmap 2017–2022.
- Pacific Women Shaping Pacific Development Monitoring, Evaluation and Learning Framework (2017).
- Women's Leadership in the Pacific (State of the Art Paper).
- Fiji Country Plan: Pacific Women Shaping Pacific Development.
- Fiji Country Monitoring, Evaluation and Learning Framework: Pacific Women Shaping Pacific Development (April 2018).
- Fiji Country Review (November 2017).

## External

- Office of Development Effectiveness (2014). Women's Leadership Evidence Review; Kenway, Bradley and Lokot, DFAT.
- O'Neil, T., and Domingo P. (2015). *The Power to Decide: Women, Decision-making and Gender Equality*, Overseas Development Institute, London.
- O'Neil, T. and Domingo, P. (2016). *Women and Power: Overcoming Barriers to Leadership and Influence*, Overseas Development Institute, London.
- Institute for Human Security and Social Change (2016). Policy Brief: Power, Politics and Coalitions in the Pacific: Lessons from Collective Action on Gender and Power, Fletcher, Brimacombe and Roche, La Trobe University.
- IWDA (2017). *Feminist Research Framework*, IWDA, Melbourne.
- Pietilä and Vickers (1996). *Making Women Matter: The Role of the United Nations*, Zed Books: The University of Virginia.

## Annex 5: Stakeholder consultations (Fiji and Pacific Island countries)

Eight days of consultations in Suva (20 November–29 November 2018) included:

- consultations with 45 individuals through 27 different key informant interviews and focus group discussions
- facilitation of an outcome mapping workshop with nine We Rise members, two DFAT observers and two *Pacific Women* Support Unit observers.

We Rise Coalition	4 Executive Directors (Chief Executive Officers) 11 operational staff 1 board member 2 consultants 5 ex-We Rise Coalition partner staff
Diverse Women who participated in both single organisation programming and also coordinated coalition work at local, national, regional and global levels	Fiji based: 30 From region: 4 (Papua New Guinea, Solomon Islands, Tonga) LGBTQI: 17 Disability: 1 Rural (based in Fiji): 5 Young women: 6
Australian High Commission	3 Suva-based staff
Pacific Regional Organisations	2 organisations (1 staff representative for each)



## Annex 6: Participatory outcome mapping workshop with the We Rise Coalition

Workshop held on Thursday 29 November 2018 with We Rise Coalition partners (nine representatives from all four partners). Outputs from key activities are provided below.

MATRIX STRATEGY MAP			
Strategy	Causal	Persuasive	Supportive
INTERNAL	I-1	I-2	I-3
Aimed at a specific individual or organisation	Cause a direct effect Produce an output E.g. deliver money, obtain research, prepare a report	Arouse new thinking / skills Expert driven E.g. capacity building activities, skill enhancement, workshops, training	Build a support network Based on supporter / mentor who guides change over time (this could be individually or group) Involvement is more frequent and sustained Nurturing self-sufficiency Multi-purpose (broader intent) E.g. program member who provides guidance, input, coordination
EXTERNAL	E-1	E-2	E-3
Aimed at individual's or group's environment	Change physical or policy environment Incentives, rules, guidelines E.g. technical transfer, policy change	Disseminate information / messages to a broad audience Create a persuasive environment Change / alter message system E.g. radio, TV, print, publications	Create a learning action network Boundary partners working together and collectively supporting each other on a regular basis E.g. Research network, task force

Source: Earl, Carden and Smutylo (2001)

### Activity 1

Two small groups were formed and invited to consider and prioritise a list of outcomes statements (see list at end of Annex) that demonstrated the achievement of the We Rise Coalition. The outcome statements were sourced from a document review of We Rise Coalition progress reports and interviews. Each group identified two outcome statements. A rapid outcome mapping exercise was carried out by each group. They identified:

- boundary partners including individuals and organisations influenced by the We Rise Coalition to realise outcomes
- strategies employed by the We Rise Coalition to influence change (see typology above)
- the external environment.

**Outcome statement:**

Grassroots communities' and activists' capacity to negotiate power and privilege and intersectionality strengthened through feminist skill sharing workshop.  
Stronger appreciation of diverse genders and intersectionality programming.

**Boundary partners:**

Grassroots communities and activists (urban and rural remote); development partners; government and state (local, national, regional and international institutions and statutory bodies)

**Strategies:**

We Rise Coalition:

Formalise diversity as a principle in We Rise MOU; deliberate intersection now included in all activities; capture monitoring, evaluation and learning data on intersectionality; evaluate the effectiveness of effects and learn from them; coalition partners invite each other to activities and linking networks; capture engaging power and privilege in coalition work; coalition self-sensitising and building opportunity for autonomous actions; translate feminist practice into multiples modes of communication; address activist trauma and burnout; and conceptualise process as outcome.

Engagement with women in all diversity:

Articulate grassroots representation as constituency rather than consultation based; resource local autonomous and LGBTQI and climate change hubs and focal points; create pride and visibility which allows diverse women advocates to have fun together; no siloing interlinkages of women human rights issues; accompaniment and accomplice and skill sharing approach; diversify roles and opportunities for leadership; connections with diverse women organization (e.g. faith-based organisations with LGBTQI organisations); create safe and confidential spaces for diverse women; regular engagement with networks; create spaces for face to face fun activities; consistently create regular, dedicated and community driven media spaces for diverse voices and experiences; increase trust collaboration of women's movement; and increase momentum and collective action to influence diverse women's rights.

Engagement with external actors:

Demonstrate influence through language in national, regional and global policy; grassroots campaigns (e.g. 16 Days of Activism); budget submissions; and lobbying states' duty bearers for disaggregated data.

**External Environment:**

Non-functional local government; militarisation; hierarchical governance; opposition to autonomous organising; opposition to women as constituency; hetero-normality; lack of gender sensitivity in state institutions; ad hoc social economic policies formalities on grassroots policies; non-conformity as disputed and threatening in society; indigenous as nationalist; Christian state and evangelic movement forward.

**Outcome statement:**

Civil society organisation representatives to the Triennial collaborated for the inclusion of 14 recommendations in the final text of the agreed outcomes statement and language that better protects diverse women's human rights.

**Boundary partners:**

State delegates (24); Pacific Islands Forum Secretariat; Secretariat of the Pacific Community; UN Women/Agencies; civil society organisation; individual activists; and donor partners.

**Strategies:**

I-3, I-1, E-3

Participation of women in all diversities:

Fundraising for participants; accompanied 31 (and funded) attendance and engagement

We Rise Coalition leadership and coordination:

Led by feminists and We Rise Coalition partners; self-care corner in We Rise Tent (Hub); language; participatory advocacy approach; logistics; visible physical space/ environment suitable for civil society organisation engagement; Pacific Women's Hub.

Lead in events:

Pacific feminist charter from Pacific Feminist Forum; months of engagement with states included Micronesia conference.

Advocacy / lobbying preparation:

Intentional strategising between institutional and social movement feminists; We Rise Coalition political mapping; civil society organisations preparation meeting; mapped and prepped strategies to anticipated challenges and sensitive issues.

Advocacy and lobbying boundary partners:

Side events to influence politics; State engagement; lobbying states for process changes to increase civil society organisation inclusion e.g. civil society organisation seats doubled; Inviting Secretariat of the Pacific Community, PIFS (Pacific Island Forum Secretariat), UN Women into space; lobbying for civil society organisation speakers on main panels

Media and communications:

Full feminist media strategy; interviews with women advocates and published online; resource production and table for distribution

Coordinated action:

Draft text preparation; Use of CSW framework in framing advocacy; morning and evening civil society organisation caucus (responsible to crisis); and representatives on steering committee to influence overall process

**External Environment:**

Critical mass of feminists within state and development institutions; key champion in state delegations; preparatory work by national women's movement; and momentum of Triennial and CSW themes (rural women) prioritised by governments

**Future Outcome(s):**

Momentum and progress of language into CSW62 (influence and accepted outcomes); maintained civil society organisation seat; maintained engagement and collaboration with women's movement; maintained good will with PICs; civil society organisation's as valuable part of Triennial process.

**Before:**

*Ad-hoc*; unequal; unorganised; gate-keeping by older organisations; lack of resources; no visibility; no/limited opportunities for direct voices to be at local or national levels; political context (post-coup).

**Outcome statement:**

Greater engagement and visibility of diverse women through active mobilisation in local and national provinces.

**Boundary partners:**

FemLINK: rural women leaders; community media network; DIVA community Hubs. Fiji Women's Forum (local network): Soqosoqo Vakamarama (SSVM); Fiji Young Women's Forum; space brokers via Fiji Women's Forum. Local government structures: provincial; district. faith-based organisations; disabled people organisations; trade unions; Fiji Police; prisons.

**Strategies:**

We Rise Coalition practice:

Stronger appreciation of diverse genders and intersectionality programming; We Rise Coalition members have influenced partnership practice of each member (negotiating power, relationships); Coalition partners have strengthened the ability of diverse women human rights defenders in Fiji; strengthened pacific feminist praxis (appreciation of diversity in feminism).

Strengthen women activists.

Coalition provides leadership to the NGO Coalition for Human Rights and coordinates priority issues for the UN Commissioner on Human Rights visit to Fiji; enhancing the ability of women's

<p>human rights groups and civil society partners to understand and strengthen Fiji's democratisation process ahead of the 2018 election; women of all diversities empowered, confident to voice their views with stakeholders; DIVA LGBTQI national research; gender activists strengthened capacity in research – inform evidence based influence/ advocacy; grassroots communities' and activists' capacity to negotiate power and privilege and intersectionality strengthened through feminist skill sharing workshop; understand and utilise the constitution of Fiji to support their work and advocacy through the Fiji the Fiji Women's Forum Constitutional Learning Event; FemLINK community reports.</p> <p>Lead coordination / engagement with government – duty bearers.</p> <p>Coordination of women or diversities at local levels (DIVA Hubs/ FemLINK Rural Women Leaders Community Media Network)</p> <p>Responsive government / duty bearers.</p> <p>Development of MOU with The Fiji Commerce and Employers Federation on ending sexual harassment in the workplace; commitment by Permanent Secretary to include briefing by FemLINK at future meetings of the Divisional Commissioners; influencing legislative reform or policy change through strategic engagement with parliament and the speaker of the House in Fiji.</p>
<p><b>External Environment:</b></p> <p>Climate change, ecological realities; State of Democratisation.</p>
<p><b>Future Outcome(s):</b></p> <p>Intergenerational inclusive nature of space at rural community space for LGTBQI; We Rise model infused at local context (LGBTQI inclusive).</p>

## Activity 2

Group work on aligning outcome statements to the We Rise Coalition Theory of Change.

- This mapping exercise highlighted challenges of differentiating outcomes within the Theory of Change and demonstrated lack of clarity within the coalition.

Group 1

Outcome statements	Theory of Change Pillars / Outcomes
<p>Outcome – Greater engagement with Pacific duty bearers enabled much greater coordination and ability to influence during CSW.</p> <ul style="list-style-type: none"> <li>▪ Adoption of the paragraph on climate change and water sanitation in the CSW 60 outcomes.</li> <li>▪ Influencing Government stakeholders at CSW 61 to include specific text on the Paris Agreement, climate finance and the reference to just transactions for a sustainable future in negotiating framework.</li> <li>▪ Agreed language from Triennial was included in Pacific states input into the agreed outcomes of the CSW.</li> </ul>	2B, 2A, 3B
<p>Invitation and mobilisation of Pacific feminist organisations at regional (Triennial) and global (CSW) Intergovernmental processes.</p>	3A, 2B
<p>Amplified voice of the Pacific feminists (through Pacific Feminist Forum).</p>	3B
<p>Civil society organisation representatives to the Triennial collaborated for the inclusion of 14 recommendations in the final text of the agreed outcomes statement and language that better protects the diverse women's human rights.</p>	2A, 3A, 2B
<p>Strengthened Pacific feminist practice through and as a result of We Rise Coalition members partnership practice.</p>	4A

Group 2

<b>Outcome statements</b>	<b>Theory of Change Pillars / Outcomes</b>
Gender activists strengthened capacity in research – inform evidence-based influence / advocacy.	1, 2 + 3
Government through the Supervisor of Elections has acknowledged the role of the FWRM in voter education through the My Guide to Voting booklets at the Women in Politics Training (Year 3 Progress Report)	1 + 3
Women from the rural areas mobilized to influence submissions to the national budget process.	1, 2 + 3
Activation of the Gender multi-sector taskforces of the National Women's Plan of Action and the addition of a new taskforce on Women and Climate Change Coalition following advocacy by Coalition partners.	1, 2, 3 + 4
We Rise Coalition members have influenced partnership practice of each member (negotiating power, relationships).	3, 4, + 2
Amplified voice of Pacific feminists (through Pacific Feminist Forum).	3+ 4+2
Greater engagement with Pacific duty bearers enabled much greater coordination and ability to influence during CSW.	1+2+3+4
Coalition provides leadership to the NGO Coalition for Human Rights and coordinates priority issues for the UN Commissioner on Human Rights visit to Fiji.	3+1+2+4
Civil society organisation representatives to the Triennial collaborated for the inclusion of 14 recommendations in the final text of the agreed outcomes statement and language that better protects diverse women's human rights.	1,2,3,4
Grassroots communities and activists' capacity to negotiate power and privilege and intersectionality strengthened through feminist skill sharing workshop.	1,2,3,4

## List of outcome statements

The outcome statements were sourced from a document review of We Rise Coalition progress reports and interviews.

<b>Global</b>	<b>Local</b>	<b>National</b>	<b>Regional</b>	<b>Coalition (internal)</b>
<p>Influencing government stakeholders at CSW 61 to include specific text on the Paris Agreement, climate finance and the reference to just transitions for a sustainable future in their negotiating framework. Greater engagement with Pacific duty bearers enabled much greater coordination and ability to influence during CSW. Adoption of the paragraph on climate change and water and sanitation in the CSW 60 outcomes. Strengthened civil society activists to engage and influence at global forums. Agreed language from Triennial was included in Pacific states input into the agreed outcomes of the CSW62.</p>	<p>Grassroots communities and activists' capacity to negotiate power and privilege and intersectionality strengthened through feminist skill sharing workshop. Women of all diversities empowered, confident to voice their views with stakeholders. Women informed/knowledgeable about CEDAW. Coordination of women of all diversities at local levels (DIVA Hubs/ FemLINK Rural Women Leaders Community Media Network). Stronger engagement of women of all diversities with government (district meetings). Women from the rural areas mobilised to influence submissions to the national budget process.</p>	<p>Evidence-based recommendations linked to the Fiji Government National Gender Policy made by FemLINK (Year 1 Progress Report). Activation of the gender multi-sector taskforces of the National Women's Plan of Action and the addition of a new task force on Women and Climate Change. Coalition following advocacy by coalition partners. Commitment by Permanent Secretary to include briefing by FemLINK at future meetings of the Divisional Commissioners. Influencing legislative reform or policy change through strategic engagement with Parliament and the Speaker of the House in Fiji. Enhancing the ability of women's human rights groups and civil society partners to understand and strengthen Fiji's</p>	<p>Civil society organisation Representatives to the Triennial collaborated for the inclusion of 14 recommendations in the final text of the agreed outcomes statement and language that better protects diverse women's human rights Amplified voice of Pacific feminists (through Pacific Feminist Forum).</p>	<p>We Rise coalition members have influenced partnership practice of each member (negotiating power, relationships). We Rise coalition members have influenced programming practice of each member (monitoring, evaluation and learning; finance). Strengthened Pacific feminist praxis (appreciation of diversity in feminism). Stronger appreciation of diverse genders and intersectionality programming. Gender activists strengthened capacity in research – inform evidence-based influence/advocacy.</p>

		<p>democratisation process ahead of the 2018 election. Coalition provides leadership to the NGO Coalition on Human Rights and coordinates priority issues for the UN Commissioner on Human Rights visit to Fiji. Use of the Women's Human Security to inform the draft National Humanitarian Policy for Disaster Risk Management through ongoing engagement with the Fiji National Disaster Management Office. FWRM in collaboration with NGO Coalition on Human Rights made a submission to the Parliamentary Standing Committee concerning the Parliamentary Powers and Privileges Bill 2018 (Bill No. 28 of 201. Government through the Supervisor of Elections has acknowledged the role of the Fiji Young Women's Forum and FWRM in voter education through the booklets at the Women in Politics Training (Year 3 Progress Report).</p>		
--	--	---	--	--

		<p>Coalition partners have strengthened the ability of diverse women human rights defenders in Fiji to understand and utilise the Constitution of Fiji to support their work and advocacy through the Fiji Women's Forum Constitutional Learning Event.</p> <p>Development of MOU with Fiji Commerce and Employers Federation on ending sexual harassment in the workplace and training of trainers.</p> <p>Influencing Women in Leadership in Fiji through gender equality advertisements and news articles.</p>		
--	--	---	--	--



## Annex 7: Partnership health check – survey results

	SCALE			
	1	2	3	4
Transparency and accountability			67% (6 votes)	33% (3 votes)
Self-care		33% (3 votes)	44% (4 votes)	22% (2 votes)
Sustainability		33% (3 votes)	67% (6 votes)	
Solidarity			56% (5 votes)	44% (4 votes)
Equality		11% (1 vote)	78% (7 votes)	11% (1 vote)

### Where you ranked 3 or above, why do you feel the We Rise Coalition is doing well in these areas?

1. This year has seen a big increase in transparent and accountable processes and conversations, e.g. MOU review processes and increased focus on formalising our values in practice. As a coalition, I think we're still learning how to practice self-care without it being at the expense of others self-care and learning/improving the model to be sustainable.
2. We try to be accurate and honest in reviews, far, far more than many NGOs/Coalitions/Networks in the region. Feminist solidarity is firmly embedded in these groups and can be seen in our political, public-facing work, in most cases.
3. Transparency and accountability – the processes and procedures especially financial process, budget planning is a transparent process.  
Solidarity – despite the different areas of work, there is a sense of feminist solidarity for common visions such as accountability, equality – yes, in terms of belief in equality, which is fundamental basis for a feminist coalition.
4. The Coalition prioritises in ensuring that all partners are aware of the work that each partner is doing. Self-care has been an integral part and that is reflected in the outcomes.
5. The We Rise Coalition demonstrates and implements a process of collaborative principles that are worked on and even challenged in practice.
6. Moving into final year of We Rise 2, there has been much needed discussions that involve the 'heat' of the organisation.  
Definitely there is a show of solidarity as transitions are happening in organisations.  
We Rise is in a crucial but good place at the moment!
7. This is a unique kind of coalition itself because of the diversity within the partners, being able to still make things happen, such as regional forums and meetings was a good outcome that is good enough. Yes, it has its challenges, but it was enough to celebrate.
8. Because communication and dialogue on everything the coalition plans or implements is shared and transparent. We have strong critical thinkers and a range of institutional knowledge to sustain and support each other's organisation especially for new staff joining in the movement.
9. The We Rise Coalition has invested a lot of time and energy in discussing, unpacking and practicing the above principles but at the same time tend to compromise self-care practices.

### Where you ranked 2 or below, what do you feel could be improved in these areas?

1. N/A
2. Self-care is about being real accomplices. This is not always the case, to date. On equality, size is not an indicator of success, feminist praxis, or accountability. Often the opposite is true.
3. Self care – we talk about this but sometimes we are not able to get what we want out of it. The bulk of work/expectations outweighs the need/prioritisation of self-care.

Sustainability – in reference to the Year 4 budget process, the realisation that organisational sustainability is at risk become apparent.

4. N/A

5. Just flagging a need to consider how to enhance sustainability in terms of feminist – human – capital.

6. Self-care has always been an issue. But with some difficult discussions, we are moving into healthier relationship spaces. But the work is tough and we are feeling the effects on our bodies (tired) and soul (enrich).

7. Clear politics of each partners and maybe process to settle discomforts way better.

8. N/A

9. N/A

### Are there any successes you feel could be scaled up or should be acknowledged, or concerns you would like addressed?

1. I think we should keep purposefully working on formalising how we put our principles into practice. We also need to get better at supporting transition in staff, and partners, into and out of the coalition.

2. Be very clear on how feminist principles will be operationalised. Ensure the means of implementation are feminist as much as the content/program design and monitoring and evaluation frameworks.

3. We Rise as a feminist coalition – that is something amazing and unique

Concerns – we need regular partnership health checks especially amongst coalition partners.

Strengthening relationships need to be a priority if we are to do collaborative activities.

Have a clear mechanism in place to have difficult conversations without doing any harm.

4. The solidarity of the movement needs to be acknowledged and the positioning of the feminist movement in Fiji and the support that it provides to partner organisations.

5. The model of designing, talking and building and understanding (ongoing) – probably a need for more deeper dives into monitoring, evaluating and learning and Theory of Change for new team members or We Rise Coalition organisations.

6. Too many to name – organisation sustainability, growth in programs, just great outcomes at all levels etc.

Challenges – transitions – some are painful to experience. ☹️

7. Being able to make wave at two regional spaces Pacific Feminist Forum and the Triennial.

8. Archival documentation of the coalition could be strengthened. One example is especially tracking the contribution of the We Rise Coalition findings/research into policy level dialogue – nationally, internationally (CSW).

9. Self-care and sustainability.

### Coalition partnership health check results

	Scale <sup>23</sup>					
	1	2	2.5	3	3.5	4
Approach						
Partners feel valued, supported and included		11% (1 vote)	22% (2 votes)	56% (5 votes)		11% (1 vote)
Partners feel power imbalances and being adequately addressed		44% (4 votes)	33% (3 votes)	22% (2 votes)		

<sup>23</sup> 1 = poor (requires addressing), 2 = adequate (could be improved); 3 = good (functioning appropriately); 4 = excellent (suitable for partners and enabling change)

Partners have a clear understanding of their own/other's roles and responsibilities (note any changes as they arise)		22% (2 votes)	22% (2 votes)	33% (3 votes)		22% (2 votes)
<b>Effectiveness</b>						
There is genuine engagement across all partners		22% (2 votes)	11% (1 vote)	33% (3 votes)	11% (1 vote)	22% (2 votes)
We Rise 2 MEL is understood and suitable for partners		22% (2 votes)	22% (2 votes)	44% (4 votes)		11% (1 vote)
Commitments between partners are being met and delivered		22% (2 votes)		44% (4 votes)	11% (1 vote)	11% (1 vote)
<b>Efficiency</b>						
Partnership focal points are working well together		11% (1 vote)	11% (1 vote)	56% (5 votes)		22% (2 votes)
Partnership communication channels are appropriate and functioning		33% (3 votes)	11% (1 vote)	22% (2 votes)		33% (3 votes)
Partnership work plan is on track		22% (2 votes)	11% (1 vote)	33% (3 votes)	11% (1 vote)	22% (2 votes)
Partnership resources are being used efficiently and transparently		22% (2 votes)	11% (1 vote)	44% (4 votes)	11% (1 vote)	11% (1 vote)
<b>Sustainability</b>						
Partners are achieving their individual and shared objectives and this success is acknowledged		22% (2 votes)	11% (1 vote)	22% (2 votes)	11% (1 vote)	33% (3 votes)
The partnership is maximising the value of each partners and their networks		33% (3 votes)	11% (1 vote)	33% (3 votes)		22% (2 votes)
The partnership is seeing impact and influence from activities		11% (1 vote)	11% (1 vote)	56% (5 votes)	11% (1 vote)	11% (1 vote)

The table below sets out comments provided by the Coalition partners.

## Comments provided for partnership health check

	Approach			Effectiveness			Efficiency				Sustainability		
	Partners feel valued, supported and included	Partners feel power imbalances and being adequately addressed	Partners have a clear understanding of their own/other's roles and responsibilities (note any changes as they arise)	There is genuine engagement across all partners	We Rise 2 MEL is understood and suitable for partners	Commitments between partners are being met and delivered	Partnership focal points are working well together	Partnership communication channels are appropriate and functioning	Partnership work plan is on track	Partnership resources are being used efficiently and transparently	Partners are achieving their individual and shared objectives and this success is acknowledged	The partnership is maximising the value of each partners and their networks	The partnership is seeing impact and influence from activities
1													
2		- Not really, no proper process to assist this - This was evident in the reflection meeting - When there are transitions, there are power imbalances	- It took time to understand where we are all at organisationally	There are some gaps mainly in forum related activities FWF, FYWF	Yes, it is getting clearer but the gaps are largely due to theory of change framework	Improving, but what are commitments, that's where the clarity is needed			There are delays but this will be addressed			There is potential for better engagement	
2.5	- Clearer on roles and responsibilities would help this. - Build/renew relationships because of organisational changes.	- These conversations are happening, but can take time to be raised and are not always adequately addressed	- Could be improved especially when organisation or staff changes happen - Needed more so now due to organizational changes	Check on this	- MEL is quite complex and primarily owned by IWDA, but we are increasingly improving it and		Primarily due to staff changes			Suggest a check in/support where there are staff changes	Requires some deep dive conversations within partners due to changes	Requires some deep dive conversations within partners due to changes	Requires some deep dive conversations within partners due to changes

		- Create more space for partnership dialogue and learning			making it more accessible - Needs a MEL/Theory of Change refresher workshop due to staff changes								
3	- Its work in progress and learnings - Fiji partners can do better	Inclusive budget development with networks	At times, I don't think we know each other's grounds on different issues		Maybe can be simplified for level partner specifics. But the theory of change needs re-working!	Management support be IWDA is key here	- Focal points are less relevant, relationships are more organisational now - Yes especially with IWDA's quick responses - Time and communication - FWRM in the middle of transition, focal points were confirmed recently	Yes		Yes, targeting spending rate of above 90%.	Yes, every partner organization has a clear set of budgeted activities/outcomes	We could be more purposeful and strategize in how we use these as a Coalition	- Yes, gradually transformation change takes time - Different for each partner
3.5													Definitely seeing, but need to get stronger at capturing and

														communicat ing
4														
5														

## Annex 8: Value for money assessment – *Pacific Women* Value for Money Rubric

Source: Monitoring, Evaluation and Learning Framework, Pacific Women Shaping Pacific Development. Annex 5.

The Value for Money Rubric has been slightly adjusted to focus on the We Rise Coalition instead of country programs which is the emphasis as presented in the *Pacific Women* Monitoring, Evaluation and Learning Framework. Reference to country programs have strike-through in the text. Against all criteria the We Rise Coalition Phase 2 ranks A.

4 E's	Principles and Standards		High Level (A) Very strong performance without gaps or weaknesses	Adequate (B) Acceptable performance with no significant gaps or weaknesses	Poor (C) Performance is unacceptably weak with significant gaps	MTE EVIDENCE
Efficiency and relevance	Appropriate selection of strategies, activities and outputs to be delivered	Evidence- based decision making	The extent to which interventions are based on evidence; that is, contextual analysis drives/feeds into interventions and strategies  More than 75% of <i>We Rise Coalition</i> partners the countries demonstrate that contextual analysis feeds into interventions and strategies	Between 50 – 75% of <i>We Rise Coalition</i> partners the countries demonstrate that contextual analysis feeds into interventions and strategies	Less than 50% of <i>We Rise Coalition</i> partners the countries demonstrate that contextual analysis feeds into interventions and strategies	Each We Rise Coalition partner has a strong understanding of context through engaged practice in Fiji and Pacific contexts
		Proportionality	The extent of adherence to the <i>Fiji</i> country plans for delivering interventions			

			More than 75% of <i>We Rise Coalition</i> partners <del>the countries</del> adhere to the <i>Fiji</i> country plan for delivering interventions	Between 50 – 75% of the countries adhere	Less than 50%	Alignment of activities to annual plans as demonstrated through annual plans	
<b>Effectiveness,</b> Impact and Sustainability	Effectiveness in how good outputs are converted to outcomes and impacts	Results focused	The extent to which there is a result focus, and outputs are delivering the intended outcomes	More than 75% of <i>We Rise Coalition</i> partners <del>the countries</del> are delivering interventions in accordance with the country plan, and achieving the intended outcomes	More than 75% of <i>We Rise Coalition</i> partners <del>the countries</del> are delivering interventions in accordance with the country plan, but not achieving the intended outcomes	More than 75% of <i>We Rise Coalition</i> partners <del>the countries</del> are not delivering interventions in accordance with the country plan	Progress reports indicate achievement against intended outcomes
		Performance and risk management	The extent to which there are performance and risk management processes in place	More than 75% of <i>We Rise Coalition</i> partners <del>the countries</del> have comprehensive performance and risk management processes in places, with evidence of their use.	Between 50 – 75% of <i>We Rise Coalition</i> partners <del>the countries</del> have comprehensive performance and risk management processes in places, with evidence of their use.	Less than 50% of <i>We Rise Coalition</i> partners <del>the countries</del> have comprehensive performance and risk management processes in places, with evidence of their use.	Risk management reported within progress reports and annual reflections
		Experimentation and innovation	The extent to which there is experimentation and innovation. See Annex 6 (within the source document) for definition of experimentation and innovation				



			More than 75% of <i>We Rise Coalition</i> partners the countries can demonstrate at least one innovation	Between 50 – 75% of <i>We Rise Coalition</i> partners the countries can demonstrate at least one innovation	Less than 50% of <i>We Rise Coalition</i> partners the countries can demonstrate at least one innovation	The We Rise Coalition is an innovation and first in the Pacific
--	--	--	--	---	--	---

			The extent to which cost consciousness principles are applied in <i>Pacific Women</i> program management. See annex 6 (within the source document) for definition of cost consciousness.				
Economy	Efficiency in managing costs	Cost consciousness	More than 75% of <i>We Rise Coalition</i> partners the countries have cost consciousness principles embedded in all aspects of program management	Between 50 – 75% of <i>We Rise Coalition</i> partners the countries have cost consciousness principles embedded in all aspects of program management	Less than 50% of <i>We Rise Coalition</i> partners the countries have cost consciousness principles embedded in all aspects of program management	Comprehensive coalition budgeting process documented	
		Encouraging competition	More than 75% of <i>We Rise Coalition</i> partners the countries show evidence that competition is practiced in procurement	Between 50 – 75% of <i>We Rise Coalition</i> partners the countries show evidence that competition is practiced in procurement	Less than 50% of <i>We Rise Coalition</i> partners the countries show evidence that competition is practiced in procurement	Demonstration of competition within coalition programming, for example, representatives for Triennial decided through competitive proposal selection	
		Transparency Accountability	The extent to which accountability mechanisms (e.g. country plan reviews, country reflection workshops, reporting to <i>Pacific Women</i> ) are in place				

Ethics	Ethical and Equitable practices		More than 75% of <i>We Rise Coalition</i> partners the countries meet these criteria	Between 50 – 75% of <i>We Rise Coalition</i> partners the countries meet these criteria	Less than 50% of <i>We Rise Coalition</i> partners the countries meet these criteria	We Rise Coalition documentation of partnership practice (annual/ retreats), MOU review/update, MEL review/update,
		Country Ownership	The extent to which there is country ownership and relevance			
			More than 75% of the <i>We Rise Coalition</i> the country-plans demonstrate cultural and beneficiary relevance	Between 50 – 75% of the <i>We Rise Coalition</i> the country-plans demonstrate cultural and beneficiary relevance	Less than 50% of the <i>We Rise Coalition</i> the country-plans demonstrate cultural and beneficiary relevance	We Rise Coalition informed by strong leadership of Fiji based organisations in-line with their own autonomous individual organisations' strategic directions
	Equity	The extent to which marginalised groups (poor, socially excluded, persons with disabilities) are reached by program interventions				
			Majority of <i>We Rise Coalition</i> partners the countries (75%) can show evidence that they reach at least 2 of the groups	Majority of <i>We Rise Coalition</i> partners the countries (75%) can show evidence that they reach at least 1 of the groups	Majority of <i>We Rise Coalition</i> partners the countries (75%) cannot show evidence that they reach any of the groups	LGBTI community and rural women reached through <i>We Rise Coalition</i>

## Annex 9: Standard 6: Independent evaluation reports

No.	Element	Reference in Evaluation Plan
<b>Introductions</b>		
6.1	A background to the evaluation summarises: the total value of the initiative; the number of years of the initiative; the stage of initiative implementation; key outcomes of the initiative; and the key issues identified in the terms of reference.	Section 2.1
6.2	A brief summary of the methods employed is provided.	Section 3.4
6.3	Key limitations of the methods are described and any relevant guidance provided to enable appropriate interpretation of the findings.	Section 3.5
6.4	The executive summary provides all the necessary information to enable primary users to make good quality decisions.	Executive Summary
<b>Findings and Analysis</b>		
6.5	The evaluation report clearly addresses all questions in the Terms of Reference.	Section 4
6.6	The relative importance of the issues communicated is clear to the reader.	Section 4
6.7	There is a good balance between operational and strategic issues.	Section 4
6.8	The report clearly explains the extent to which the evidence supports the conclusions and judgments made.	Section 4
6.9	Alternative points of view are presented and considered where appropriate.	Section 4
6.10	Complicated and complex aspects of issues are adequately explored and not oversimplified.	Section 4
6.11	The role of context and emergent risks to initiative performance are analysed.	Section 4
6.12	The text uses appropriate methods/language to convince the reader of the findings and conclusions.	Section 4
6.13	There is an adequate exploration of the factors that have influenced the issues identified and conclusions drawn.	Section 4
6.14	The implications of key findings are fully explored.	Section 4
6.15	The overall position of the author is clear and their professional judgments are unambiguous.	Section 4
<b>Conclusions and Recommendations</b>		
6.16	The conclusions and recommendations logically flow from the presentation of findings and any associated analyses.	Section 5 and 6
6.17	Individuals have been allocated responsibility for responding to recommendations.	Section 6
6.18	Where there are significant cost implications of recommendations, these have been estimated (financial, human and materials costs).	N/A
6.19	The recommendations are feasible.	Section 6