Evaluation of Partners for Prevention Regional Joint Programme

for Gender-based Violence Prevention in Asia and the Pacific 2008 till 2012

Final Evaluation Report

May 2013

Frank Noij, Nadine Jubb and Jan Reynders

Acknowledgements

The evaluation team would like to express its gratitude to all those who generously shared with us their experiences, analysis, insights, documents, and other inputs. These contributions have greatly enriched all steps of the evaluation process including the present report. We acknowledge the important contributions of the Partners for Prevention (P4P) Steering Committee and internal and external Technical Advisory Groups, representatives of United Nations (UN) agencies at the regional and national levels. National government agencies, bilateral donors, regional and country based civil society actors and members of the South Asian Network to Address Masculinities and the Regional Learning Community in East and Southeast Asia have been a vital source of information. We would, moreover, like to recognise the support provided by all members of the P4P team to the evaluation process at regional and country levels. We wish to thank everyone for the time spent in meetings and individual interviews for this evaluation, while busy with their own on-going programmes and activities.

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

Frank Noij, Nadine Jubb and Jan Reynders, May 2013

EVALUATION TEAM:

Frank Noij, Team Leader, Specialist in Complex Programme Evaluations and Evaluation Quality Assurance

Nadine Jubb, Specialist in Evaluation and Gender Based Violence

Jan Reynders, Specialist in Evaluation and Masculinities

EVALUATION MANAGEMENT:

James Lang, P4P Programme Coordinator

Raymond Brandes, P4P Programme Specialist

Table of Contents

Acronyms & Abbreviations v

Executive Summary vii

1 **INTRODUCTION** 1

Background 1

Approaches to Violence 1

Gender-Based Violence in the Asia-Pacific Region 2

Prevention of GBV: Challenges and Opportunities 2

UN agencies' strategies towards GBV 4

P4P Joint Regional Programme for Prevention of Gender-Based Violence 5

2 **EVALUATION PURPOSE, SCOPE AND OBJECTIVES** 7

Evaluation Purpose 7

Scope and Objectives of the Evaluation 7

3 **EVALUATION METHODOLOGY** 9

Methodological Approach 9

Limitations to the Methodology and the Evaluation Process at large 11

4 **EVALUATION FINDINGS** 13

Relevance 13

Implementation Process and Efficiency 18

Effectiveness 33

Sustainability 47

5 **CONCLUSIONS** 52

6 **LOOKING FORWARD** 60

7 **RECOMMENDATIONS** 66

Recommendations for the remainder of the extended first phase of P4P 66

Recommendations for the second phase of P4P 69

Tables

Table 1: Initial Results Framework of the P4P Programme 5

Table 2: Amended Results Framework of the P4P Programme 6

Table 3: Viewpoints on P4P's Strategic Adaptation by a Variety of Stakeholders 17

Table 4: Human Resources of the P4P Programme in 2012 25

Table 5: Contributions of UN Partner Agencies and Donors to P4P Programme Budget 28

Table 6: Factors Internal and External to the P4P Programme that enabled and constrained Programme Implementation 31

Figures

Figure 1: P4P Programme Expenses over the Period reviewed detailed per Component 29

Figure 2: P4P Human Resources and Travel Expenses over the Period reviewed 29

Boxes

Box 1: Case Studies included in the Evaluation 10

Box 2: Involvement of CARE International in GBV prevention 48

Box 3: P4P Sustainability Objectives and Ways to achieve these for 2013 51

Annexes

Annex 1: Terms of Reference 75

Annex 2: Conceptual Approaches to Violence 84

Annex 3: Specification of the Objectives of the Evaluation 87

Annex 4: Details on Evaluation Methodology 90

Annex 5: List of Persons interviewed 100

Annex 6: Case Studies 104

Case Study 1: P4P's Regional Joint Programme Modality: opportunities and challenges 104

Case Study 2: What is in it for men? The risks of an instrumentalist approach 110

Case Study 3: SANAM and RLC, Civil Society Capacity Development 112

Annex 7: Documentation Reviewed 124

Acronyms & Abbreviations

AusAID ..... Australian Agency for International Development
CEDAW..... Convention on the Elimination of Discrimination against Women
CRC ..... Convention on the Rights of the Child
CSO ..... Civil Society Organisation
CSR ..... Corporate Social Responsibility
CSW..... Commission on the Status of Women
CYC ..... Commutiny – The Youth Collective
DAC ..... Development Assistance Committee
DEVW ..... Declaration on the Elimination of Violence against Women
DFID..... Department for International Development (UK)
ECD ..... Early Childhood Development
FGM/C ..... Female Genital Mutilation / Cutting
GBV ..... Gender-Based Violence
HIV/AIDS..... Human Immunodeficiency Virus infection / Acquired Immunodeficiency Syndrome
LGBTI..... Lesbian, Gay, Bi-sexual, Transgender and Intersex
ICPD ..... International Conference on Population and Development
ICRW ..... International Center for Research on Women
INGO..... International Non-Governmental Organisation
IPV ..... Intimate Partner Violence
MDG..... Millennium Development Goal
M&E ..... Monitoring and Evaluation
MoWA ..... Ministry of Women's Affairs
MTR ..... Mid-Term Review
NAP-VAW ..... National Action Plan on Violence Against Women
NGO..... Non-Governmental Organisation
NWG ..... National Working Group
OECD-DAC..... Organisation for Economic Cooperation and Development - Development Assistance Committee
PME ..... Planning, Monitoring and Evaluation
P4P ..... Partners for Prevention
PyD ..... Paz y Desarrollo (Peace and Development)
RJP ..... Regional Joint Programme
RLC..... Regional Learning Community (East and Southeast Asia)
SANAM ..... South Asian Network to Address Masculinities

SIDA..... Swedish International Development Cooperation Agency
SRHR..... Sexual and Reproductive Health and Rights
TA ..... Technical Assistance
TAG..... Technical Advisory Group
TOC ..... Theory of Change
TOR ..... Terms of Reference
ToT..... Training of Trainers
UN..... United Nations
UNDAF..... United Nations Development Assistance Framework
UNDG ..... United Nations Development Group
UNDP..... United Nations Development Programme
UNEG..... United Nations Evaluation Group
UNFPA..... United Nations Population Fund
UNICEF ..... Children's Fund of the United Nations
UNiTE ..... United Nations Secretary General's Campaign to End Violence against Women
UNV ..... United Nations Volunteers
UN Women ..... United Nations Entity for Gender Equality and the Empowerment of Women
VAW(G)..... Violence Against Women (and Girls)
WHO ..... World Health Organisation

EXECUTIVE SUMMARY

Introduction

i. In the Asia-Pacific region, United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and United Nations Volunteers (UNV) have been implementing the Partners for Prevention (P4P) Programme, a Regional Joint Programme aimed at enhancing the prevention of gender-based violence through the engagement of men and boys and work on masculinities. The programme started in 2008 and the present final external evaluation is meant to assess the results achieved so far, aspects of the process of implementation, sustainability and relevance and to provide recommendations for future programming on gender-based violence (GBV) prevention by involving men and boys in the region.

ii. The evaluation made use of the Development Assistance Committee (DAC) / UN Evaluation Group (UNEG) evaluation criteria of relevance, efficiency, effectiveness and sustainability. Given the stage of development of the programme the issue of impact was, in line with the Terms of Reference (TOR), not included in the evaluation. The remaining four criteria and evaluation questions under each of these were further sharpened in the inception phase, based on an initial set of interviews. A mixed methods approach was used with a combination of a desk review; semi-structured interviews, conducted where possible face-to-face or through Skype/telephone; process documentation; a mini-survey and case studies. Three country visits to Bangladesh, Cambodia and India were conducted, which were selected based on the type of support provided by P4P to partners concerned. The evaluation team abided by the United Nations Evaluation Group (UNEG) evaluation standards and norms as well as ethical standards of World Health Organisation (WHO) in relation to work on Violence against Women (VAW) and Gender Based Violence (GBV) in particular.

Relevance

iii. P4P has added significant value to the UN partner agencies' knowledge, awareness, and acknowledgement of the relevance of addressing men, boys, and masculinities to GBV prevention and eradication. P4P's work has brought attention to the roles boys and men can –and, therefore, must– play in GBV prevention: they can no longer only be portrayed as 'the problem', but also need to be considered and included as part of 'the solution'. In particular, P4P's ability to provide timely and high quality technical assistance to demands from the field is noteworthy. This demand has grown significantly over the years, highlighting P4P's relevance to addressing existing and growing needs.

iv. The three components of P4P, i.e. Effective communications, Networking and capacity development and Research, knowledge and policy advice, have been implemented in various combinations in countries in the Asia-Pacific region, in this way adapting P4P support to the developing demands and capacities in-country. This has enabled P4P to gradually bring a more focused approach to bear on work with boys, men and masculinities in the region. Though P4P's

work has been complementary to the work of the UN partners, it has not always been carried out in a joint or coordinated way. For various donor agencies, the joint UN approach of the programme provided a meaningful way to support further development of the approach to engage with men and boys and work on masculinities as a strategy for GBV prevention.

Efficiency and Process issues

v. The joint modality of the P4P programme has enabled the four UN agencies to work jointly on engaging of men and boys and working on masculinities to enhance prevention of GBV, which had thus far received limited attention in each of the individual agencies. The use of pooled funding and joint annual work plans has enhanced the efficiency of programme implementation. The large donor support that has been generated for the programme indicates a positive recognition for the use of the joint programme modality.

vi. Governance and management has been arranged through a high level Steering Committee and internal and external Technical Advisory Groups (TAGs). Though this set-up proved effective in the first year of programme implementation, governance and management were weakened due to high level of staff turn-over and limitations of the managing agency until mid-2012. During this period P4P developed more at a distance from the UN partner agencies, but programme oversight has been enhanced since, with substantial managerial input from the internal TAG and the Steering Committee.

vii. The three programme components are meant to reinforce one another and this has in particular been realised in Cambodia and Vietnam and to a lesser extent in Bangladesh. This has been less the case in other countries in which P4P has only provided one or (parts of) two programme components. Moreover, a continued use of a demand-driven approach throughout programme implementation has resulted in the dispersion of support over 15 countries in the region. With less attention paid to developing the organisational capacities of selected in-country actors, this has enhanced a dependency on outside technical support. The partnership approach of P4P proved particularly strong in relations with the South Asian Network to Address Masculinities (SANAM) and the Regional Leaning Community (RLC) in East and Southeast Asia, the two sub-regional learning communities supported, but relations proved much more activity oriented with many of the other national partners, and did not include the development of the capacities of these organisations.

viii. Factors that have reduced the efficiency of programme delivery include the limited coordination of P4P's support through technical assistance (TA), with such support provided by the UN partner agencies, as well as the particular delays in the implementation of the research component of the programme (partly beyond the control of the P4P team), which limited the use of research results in communication and capacity development components.

Effectiveness

ix. The P4P programme has been relatively successful in terms of the effectiveness of the programme and has achieved important outputs in each of the three components of the programme, in particular in the extended part of the first phase with more results expected before the end of 2013, the end of the present programme phase. In relation to the outcomes of the programme, i.e. *Enhanced programmes and policies for the primary prevention of gender-*

based violence are being implemented in Asia-Pacific, the programme has shown that changes on this level can be achieved by the combination of programme components included in P4P. However, the extent to which this has been done so far is limited. The results of the P4P programme need to be considered in the context concerned in which working with men and boys and on masculinities is a relatively new way of working on GBV prevention, with the P4P programme including a new approach with its evidence-based perspective and new way of doing formative research on men's experiences and perspectives on GBV.

x. In capacity development, the results of SANAM and RLC as sub-regional learning communities stand out. Both have developed their own curriculum that is being applied to rounds of fellows (trainees) and adapted for use in specific country contexts. In communications the results of the support to national campaigns in Cambodia and Vietnam and the social media campaigns supported in India stand out.

xi. The research component has introduced a new and innovative approach in GBV research with a focus on data gathering from boys and men, including perpetrators as well as 'gender equitable men'. In particular the quantitative research has provided new data with country level reports published and a regional analysis forthcoming. The most important finding is arguably that GBV is avoidable and that, therefore, change and (primary) prevention are both possible and necessary, which constitutes the first principle of P4P. The research findings have a high potential to inform GBV prevention in the region, on which some initial work has been conducted by P4P. The qualitative research has met with more delays. while the policy research has in practice received the least amount of attention.

Sustainability

xii. With engaging men and boys to prevent GBV firmly placed on the development agenda in the region, P4P has contributed to the creation of an enabling environment to further address GBV prevention in the region. With the increase of demand for technical support to the P4P team the approach appears to have gained ground, contributing to its longer term application.

xiii. Barriers to sustainability include the limited focus on the development of organisational capacities, as P4P training mostly focused at the individual level. This has so far largely prevented the P4P functions of research, capacity development and communication to get institutionalised within partner organisations in the region. SANAM and RLC are the exceptions in this respect, as P4P has supported the development of these networks. With programme results achieved so far remaining largely at the output level, and limited attention paid to using the outputs to enhance GBV prevention policies and programmes, sustainability of results is therefore weak.

Recommendations for the remainder of the extended first phase of P4P

1. Use the remainder of 2013 to finish what was started and to complete the outputs of the extended first phase of the P4P programme.

2. Prepare for a second programme phase of P4P by mapping capacities of both governmental and non-governmental stakeholders in GBV prevention and engagement with men and boys in the region, conducting a joint visioning exercise among the four UN

partner agencies to identify a division of labour and inter-agency coordination and developing a shared Theory of Change (TOC) for the second phase of the programme.

Recommendations for the second phase of P4P

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

4. Practicing and supporting Results-Based Management both in the second phase of P4P, in which full policy and programme cycles can be assessed, as well as supporting the development of Monitoring and Evaluation (M&E) in the field of GBV programming that engages with men and boys.

5. Enhance coordination of support at the regional and country levels and put mechanisms for such coordination in place in terms of logistics as well as methodological concerns. These should build as much as possible on existing means of coordination.

6. Make use of a regional joint programme modality including pooled funding and invite UN agencies beyond the four partner agencies to collaborate with the programme. This will expand the ways in which the outputs of phase one can be utilised.

7. Strengthen joint programme governance by reinforcing the Steering Committee and the internal TAG. Resuscitate the external TAG, adapting its composition to the requirement of the second phase, and make it function as a support group rather than as individual advisors only.

8. Enhance joint programme management with separate leadership and management responsibilities, reorganising the P4P team as well as the set-up of programme components to include a clear focus on policy development and advocacy and the use of evidence to inform programming.

9. Develop a resource mobilisation strategy in which responsibilities of each of the UN partner agencies and the P4P team are specified and the process of resource mobilisation and targets concerned are clearly outlined.

1. INTRODUCTION

BACKGROUND

1. Gender-based violence (GBV) is a problem that affects all communities and sectors in the Asia-Pacific region. Unequal gender and intersectional power relations underlie its many manifestations, such that unequal and discriminatory gender norms can both contribute to GBV and be reproduced by it. The limited data available shows that GBV prevalence rates remain high, and that it has a widespread, deep, and negative impact on individual, community, societal, and institutional levels in terms of well-being, safety and security, development, exercise and guarantee in particular of women's and girls' rights, but also of boys and men's rights, and democracy.

2. Decades of women's organising has brought this issue to the fore at all levels. As a result, more actors have become involved in a broad range of actions, including the creation of several UN human rights instruments that have been signed and ratified by many states in the region. Some of this work has identified the importance of addressing men's and boys' gendered attitudes and behaviours as part of this wide range of efforts. At the same time, the UN has recently strengthened and broadened its work on GBV by involving more actors, for example, through the Secretary-General's UNiTE campaign to end violence against women. In the Asia-Pacific region, UNDP, UNFPA, UN Women and UNV have been implementing the Partners for Prevention (P4P) Programme, a Regional Joint Programme aimed to enhance prevention of gender-based violence through the engagement of men and boys. The programme started in 2008 and the present evaluation is meant to assess the results achieved so far, aspects of the process of implementation, sustainability and relevance and to provide recommendations for future programming on gender-based violence prevention in the region.

3. The present report provides the results of the evaluation. It starts off with an overview of conceptual approaches to violence and outlining the context of gender-based violence in the Asia-Pacific region including an overview of UN agencies' strategies to address GBV. Moreover, an overview of the P4P programme, the object of the evaluation, is provided followed by the purpose, scope and objectives of the evaluation and the methodology. Findings of the evaluation are presented making use of four of the five Development Assistance Committee (DAC) Evaluation criteria[1] used in the evaluation as the impact criterion was not included. Based on the findings the conclusions of the evaluation are presented and recommendations are detailed both for the remainder of the extended first phase of the programme as well as for the period after 2013 concerning a potential second phase of P4P.

APPROACHES TO VIOLENCE

4. Over time various conceptual approaches to violence have been developed, which include perspectives on Violence against Women (VAW), Gender-Based Violence (GBV) and more

[1] The DAC Evaluation Criteria of the OECD have also been included in the UNEG guidelines as relevant criteria for evaluation. United Nations Evaluation Group, Standards for Evaluation in the UN System. April 2005.

recently the development of an intersectional gender and power approach to violence. This evaluation will use the terms GBV and VAW, especially as used by the P4P programme, and assess the extent to which use is made of GBV, VAW as well as an intersectional gender and power perspective in programme design and implementation.

5. Gender-based violence is considered a severe form of discrimination by the general recommendation 19 of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and as such is directly related to gender and other inequalities, whether as causal factors or consequences. Men and women experience gender-based violence and discrimination beginning at home and in childhood through socialisation and they are reproduced through the life cycle in various forms. At the same time, GBV is not confined to the private sphere. Traditional forms of rule –whether political, legal-institutional, social, religious, economic or cultural– are generally, but not always, based on maintaining inequalities of power and privilege, especially via gender-related values, beliefs, and practices. At the same time, these are continually evolving and adapting to new technology and social practices. That said, the most common form of gender-based violence is intimate partner violence or domestic violence of (ex) husbands/boyfriends against their (ex) wives/girlfriends. It has been called a silent global pandemic because it is pervasiveness yet so far it continues to be considered by many individuals, institutions, and social norms to be a private matter.

GENDER-BASED VIOLENCE IN THE ASIA-PACIFIC REGION

6. The Asia-Pacific region has some of the highest reported levels of GBV in the world. Though great variations certainly exist among countries (and within countries) of the Asia-Pacific region, in the nature and levels of gender-based violence, serious issues related to GBV are found in each of the countries as is shown by numerous research reports. Even without comprehensive data, there is adequate experience and evidence to speak of a culture of gender-based violence in many countries, which is such an important part of the prevailing traditions and notions of male entitlement that it is often not even recognised as such, and can be perpetuated by women and men alike. The exercise and acceptance of GBV is often strongly associated with norms, attitudes, and behaviours rooted in gender inequality.

PREVENTION OF GBV: CHALLENGES AND OPPORTUNITIES

7. The Asia-Pacific region faces both significant challenges and opportunities as regards preventing and eliminating gender-based violence. Challenges relate to limited quantitative and qualitative data, intersectional and gender inequalities, socio-economic models and factors, traditional practices, and possible backlash from addressing patriarchal traditions, norms and values. Opportunities include increased technical expertise, growing commitment on the part of diverse actors, including men getting organised against GBV themselves, and specialised national, regional, and international networks.

8. Prevention of gender-based violence is gradually receiving increased attention by all age groups and across various sectors, and involve a wide range of strategies[2], including:

    - Strategies on the level of individuals: awareness raising and behavioural change promotion processes on individual level through youth education and parenting programmes; social media campaigns linked with personal commitments for change;
    - Strategies on organisational level and the level of communities: empowering women and girls; coordinated community and inter-sectoral responses; sensitisation of community leaders and state officials; improving the effectiveness of health, social and justice-sector responses; informal forms of 'restorative justice'; improved capacity of researchers, advocates, professionals, officials, and others; enhancing networking among advocates, and social movements;
    - Strategies on societal/enabling environment level: eliminating gender discrimination in laws and policies; finding appropriate ways to combine customary and statutory laws.

9. For any of these strategies to be successful, they need to contribute to changing underlying gender norms and attitudes, as well as behaviours and create conducive environments for such changes, making use of a human rights-based approach. In all these responses, it is important to engage men and boys –whether as authorities, fathers, students, or otherwise– as subjects, considering both how they may have perpetrated and/or suffered gender-based violence, as well as contributing to reproducing or eliminating discrimination and inequality more generally. These interventions are recommended as being carried out in conjunction with work with women and girls as well as with community and family members, leaders, and advocates.

10. Although sufficient evidence is presently lacking, many of these strategies have been found to have positive and/or negative effects, depending on various intervening variables. This stresses the need for a multi-causal approach to GBV, considering multiple factors both in terms of causes as well as proposed solutions. It also highlights the relevance of both general approaches that can contribute to breaking the silence, and specific ones that address the causal relationships identified and can be directed towards specific population sectors and forms of violence. These concerns are especially relevant to violence in conflict/crisis contexts and other complex situations that have received relatively little attention thus far. Further upfront investment in all kinds of interventions, including human and material resources and evidence gathering, particularly baseline and progress monitoring information has also proven useful.

11. A general overview of the current situation in the Asia-Pacific region indicates its complexities. On the one hand, many forms of gender-based violence persist or are on the increase, while gender inequalities produced or promoted through unequal economic growth and economic crisis, fundamentalisms, and backlash against transformation endure. On the other hand, some interventions are successful at decreasing gender-based violence and discriminatory attitudes, norms, and behaviours, while there is increased momentum involving more sectors to prevent and eradicate gender-based violence in all of its forms.

[2] See Heise, L.L., 2011, *What works to prevent partner violence? An evidence overview.* Report for the UK Department for International Development. December 2011; Partners for Prevention, Asia-Pacific, 2012, "Ways Forward for Enhancing Prevention: Reflections from the Regional Level", Observer paper for Expert Group Meeting on Prevention of Violence against Women and Girls, Bangkok, 17-20 September; UN Women (2012) op cit.

UN AGENCIES' STRATEGIES TOWARDS GBV

12. The design of P4P takes into consideration the approaches to GBV and violence against women and girls (VAWG) by each of the partner UN agencies. UNFPA is particularly engaged in strengthening implementation of both the Programme of Action of the International Conference on Population and Development (ICPD) and the Millennium Development Goals (MDGs) in line with national priorities. Gender-based violence is addressed as an issue in and of itself as well as through its links to other gender equality and population issues, such as maternal mortality, masculinities, women's economic empowerment and participation in decision making, as well as men's and boy's participation, whether as policy-makers, husbands and fathers, or students. UNFPA uses a variety of strategies to meet these goals, especially the promotion of: capacity development, advocacy and policy dialogue, partnerships, research, facilitation of exchange of experiences, provision of integrated programme and technical assistance.[3]

13. UN Women's Strategic Plan for 2011 to 2013 includes two development goals that address violence against women and girls: (1) prevention of VAWG and expansion of access to victim/survivor response and (2) women's leadership in peace, security and humanitarian response (Security Council Resolution 1325). Outcomes and outputs address: the adoption and implementation of laws, policies, and strategies on domestic and sexual violence, especially where they are differentiated to address the situations of women from excluded groups; inter-governmental actions; inter-UN agency coordination; knowledge and statistics on GBV; training for authorities and justice/security sector operators; social mobilisation against VAWG; improved safety and security for women in conflict-affected situations; inclusion of the demands of gender equality advocates into peace talks, planning, and peace-building processes.[4]

14. The UNDP's global gender equality strategy includes gender-based violence as an obstacle to human development and the achievement of the MDGs. UNDP support to P4P is the main intervention carried out in the region to address GBV. The regional programme also covers a joint regional HIV/AIDS and human trafficking prevention initiative.[5]

15. In UNV all interventions are meant to reflect the cross-cutting social inclusion pillars of youth, gender, and other marginalised persons to the greatest extent possible based on the level of intervention (community, institutional, or policy level).[6] UNV's practice of having volunteers who work with locally-based Civil Society Organisations (CSOs) (and other modalities) provides a key opportunity to spread messages regarding prevention in the communities where they are placed. At the same time, bringing the volunteers together on national and regional level can contribute to learning concerning scaling up interventions, as well as to bring those lessons learned back down to the local level.

[3] UNFPA, "Regional Programme for Asia and the Pacific at a Glance (2008-2013)".
[4] UN Women, 2011, "United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013"; UN Women, 2011, Annex I of the UN-Women strategic plan, 2011-2013, UN-Women Development Results Framework
[5] UNDP, 2007, "UNDP Regional Programme for Asia and the Pacific (2008-2011)".
[6] UNV, 2010, "Development Division Strategic Plan".

P4P Regional Joint Programme for Prevention of Gender-Based Violence

16. P4P is a UNDP, UNFPA, UN women, and UNV regional programme addressing GBV for Asia and the Pacific that began in late 2008. Consultations carried out with UN staff, CSOs, and government partners between 2006 and 2008 revealed the potential added value of a regional programme that could focus on prevention and involving men and boys as a strategic complement to enhance the multiple and varied existing efforts in the region to end GBV, empower women, and achieve gender equality.

17. P4P uses a coordinated approach that combines evidence, capacity development, and communications for a more comprehensive response to GBV. The programme employs a partnership model to scale up local experiences to the national and regional levels in order to have an impact on the institutional and policy environment, then this information and experiences are to be fed back to the local level. Also, it is hoped that this coordinated effort on the part of UN agencies and their partners could serve as a model for other coordinated interventions in this field to provide a more effective response.

18. The programme is composed of three components: Effective Communications (previously Public Awareness Campaigning); Networking and Capacity Development; and Research, Knowledge and Policy Advice. Programme activities are implemented on regional, sub-regional and national levels with a variety of partners. The P4P Programme's Result Framework from its design and included in the Programme Document of 2008 is presented in Table 1 below.

Table 1: Initial Results Framework of the P4P Programme

Outcome: Enhanced programmes and policies for preventing of gender-based violence implemented in Asia-Pacific with increased involvement of boys and men		
Output 1: Public Awareness Campaigning Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national and local levels	**Output 2: Networking and Capacity Development** Government, civil society and UN advocates in the region are able to implement initiatives working with boys and men for GBV prevention	**Output 3: Research, Knowledge and Policy Advice** Government, civil society and UN advocates gain access to cutting edge knowledge resources and policy tools on gender-based violence prevention

Source: Programme Document, 2008

19. The P4P programme was reviewed in 2010[7]. This Mid-Term Review made use of a process approach with participation of a variety of stakeholders including UN agencies, Technical Advisory Group (TAG) members, P4P team, representatives of UN Country Teams and partner agencies and donors. Informed by the results of the Mid-Term Review (MTR) the framework of the programme was adjusted and the result is presented in table 2 below. The main difference concerns the removal of the reference to "working with boys and men" which is considered to be a strategy, resulting in a focus on "primary prevention of GBV", the goal to which P4P contributes.

[7] Menon-Sen, Kalyani, *Partners for Prevention, Working with boys and men to prevent gender-based violence. A joint programme of the UN system in the Asia-Pacific Region. Mid-Term Review 2010*. November 2010.

Table 2: Amended Results Framework of the P4P Programme

Outcome: Enhanced programmes and policies for the primary prevention of gender-based violence are being implemented in Asia-Pacific		
Output 1: Effective Communications Partners are equipped to design and implement evidence-based GBV prevention campaigns	**Output 2: Networking and Capacity Development** Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives for GBV prevention	**Output 3: Research, Knowledge and Policy Advice** Government, civil society, and UN advocates gain access to regional knowledge resources and evidence-based policy tools for gender-based violence prevention

Source: Programme Amendment Document, 2010

2. Evaluation Purpose, Scope and Objectives

Evaluation Purpose

20. This evaluation of the P4P programme was commissioned at the recommendation of the programme's Steering Committee. It is being carried out towards the end of the extended first phase of the programme (2008-2013) and at the start of the process of assessing the scope for formulating a second/new phase of the programme. The evaluation combines aspects of accountability and learning. Accountability focuses on rendering account of what the inputs and efforts provided so far have resulted in, in terms of outputs achieved as well as in terms of coordination and cooperation on GBV prevention among UN agencies and with government, CSO, academic and research partners.

21. In terms of learning the evaluation is meant to be forward-looking, consolidating and documenting lessons learned in the first phase of the programme and making use of these findings to present forward-looking and actionable recommendations for designing P4P's strategic priorities for the next phase. The evaluation results are meant to inform the further development of support for GBV prevention programming through a next phase of the P4P programme or otherwise. The evaluation report is expected to be used in particular by the Regional and Country Offices of the UN agencies involved, the P4P team, Government, CSO and academic partners in the countries concerned, and donor agencies and it will be disseminated to relevant stakeholders.

Scope and Objectives of the Evaluation

22. The evaluation covers all aspects of the P4P programme. This includes: an assessment of the results achieved so far in all three components as well as the connections among them, with attention to outputs; the challenges and opportunities encountered; the efficiency and effectiveness of the programme approach, the strategies applied, and the partnerships developed; as well as the adjustments made during the implementation of the programme to the initially planned outputs. The original and revised outcomes have been assessed to a lesser degree, since the programme has not yet been completed.

23. In the inception phase of the evaluation it was found that there is no explicit theory of change of the P4P programme on regional or national level, though there are parts of it as reflected in the programme results framework. This is the result of the fact that prevention of GBV and working with boys and men are relatively new aspects of programming with no agreed ways of working that are recognised as good practice. Therefore, the P4P programme has used a more process-oriented approach resulting in a more organic development of the programme. The mix of methodologies applied in the evaluation corresponds with this characteristic of the programme.

24. Discussion in the inception period of the evaluation revealed a high interest of stakeholders in the modality of the Regional Joint Programme with P4P being one of the first such programmes to be implemented. Therefore, the programme modality is integrated as part of the evaluation objectives, including aspects of governance, management and coordination among participating UN agencies. These aspects concern process issues of programme implementation and have

therefore been included under the efficiency criterion, which is meant to probe the process of programme implementation, including the efficiency of the means and processes concerned. The evaluation covers the programme implementation phase from August 2008 to October 2012 as mentioned in the TOR in Annex 1.

25. P4P has been implemented in 15 countries: Afghanistan, Bangladesh, Cambodia, China, Fiji, India, Indonesia, Lao PDR, Maldives, Mongolia, Nepal, Papua New Guinea, Pakistan, Sri Lanka and Vietnam with differences in terms of breath and depth of involvement. Given this geographic spread the evaluation endeavoured to cover all 15 countries through the use of programme documentation. Greater attention was paid to the countries in which more activities have taken place, which include Bangladesh, Cambodia, India, Indonesia, Pakistan, and Vietnam. Among these latter, three countries were selected for more detailed field work as set out in the Terms of Reference. Cambodia, Bangladesh and India have been chosen for this purpose. In addition to these three selected countries, the evaluation included P4P support in Vietnam and Sri Lanka. Beyond covering P4P support at the national level, the evaluation also included regional- and sub-regional-level support of P4P to regional representatives of the UN partner- and other agencies and sub-regional networks and learning initiatives. Details on selection and criteria concerned are provided under Methodology below.

26. Evaluation Objectives were fine-tuned based on the details provided in the TOR (see Annex 1) and informed by the discussions with a selection of key stakeholders as part of the inception period. In line with the UNEG guidelines, evaluation objectives cover four of the five OECD DAC Evaluation Criteria: Relevance, Efficiency, Effectiveness and Sustainability. In line with the TOR the criterion of Impact was not included. This links primarily with the stage of the programme, in which it is focusing on finalizing key activities in order to realise the planned outputs of the programme. Much less attention has been paid to outcome level changes so far. Thus it is unlikely that any measurable changes could be achieved on the impact level of the programme, i.e. a reduction of the prevalence of gender-based violence in the Asia-Pacific region. Details on the Evaluation Objectives are presented in Annex 3.

3. Evaluation Methodology

Methodological Approach

27. For this evaluation, a mixed methods approach was be used. The methodology included a variety of qualitative and quantitative methods and tools. The use of multiple methods allowed for the use of triangulation of data. Moreover, the participation of a wide range of stakeholders enabled the inclusion of a variety of perspectives on the design and implementation of the P4P programme at the regional and national levels as well as on options for future improvements: more than one hundred individual interviews have been conducted. In terms of means of data gathering, the evaluation included a desk review, interviews of regional- and country- level actors, case studies, a mini-survey and observation. Visits were made to three countries, with additional data gathering on selected P4P activities outside these three countries. The use of a variety of methods allowed the use of both in-depth as well as broader-based data gathering as part of the evaluation process. (Details on the methodologies used in the evaluation are presented in Annex 4).

Inception phase

28. Given the complexity of the P4P programme, with its focus on multiple levels including regional, sub-regional and country levels and its implementation in 15 countries in the region, the evaluation started off with an inception phase, which included both primary and secondary data gathering. In addition to a desk review, 17 key informants were interviewed in order to inform and further fine-tune the evaluation objectives and develop the evaluation methodology. Interviews in this phase included Steering Committee and TAG members of the UN partner agencies, P4P Programme Coordinator and staff members, and selected sub-regional and country-level programme specialists.

Field work

29. Field work was conducted for a three week period and consisted of discussions at the regional level, and the country level in the three selected countries, as well as at the level of selected components in other countries in which P4P has worked which broadened the evaluation beyond the three focus countries in a targeted way. For country visits, Bangladesh, Cambodia and India were selected. These countries cover the different sub-regional experiences of addressing GBV, i.e. South Asia and Southeast Asia, and include the countries in which P4P has focused most of its activities. Cambodia and Bangladesh are countries in which P4P has started the quantitative research in an early stage, which provided a means to look at the use of research data to inform GBV policy and programme development as well as communication and capacity development initiatives, the two other components of the programme. The selection of India enabled a focus on policy research and linkages with civil society, given that there has been a large and vibrant women's movement of which parts have started to work with boys and men and on issues of masculinities. (For further details on the selection process see Annex 4).

30. The three selected countries do not necessarily represent all of P4P experiences and results in the Asia-Pacific region as each country's context, choice of implementing partners and levels of

engagement of government agencies, UN and civil society stakeholders are different. However, given the breadth and depth of P4P engagement in the three selected countries and the wealth of information related to P4P support in all three components, the inputs from these countries have adequately served the objectives of the present evaluation.

31. Following the field visits, several interviews were conducted with national partners in Sri Lanka and Vietnam for supplementary information. Again, these countries were chosen based on geographic location (South Asia and Southeast Asia) and because of elements of their experiences that could be used to compare and contrast with the information already gathered. A mini-survey with members of the two sub-regional learning communities was also carried out.

32. A number of case studies is included as part of the evaluation. Case studies are an integral part of the evaluation process and provide the opportunity to dig deeper into specific issues in order to assess the underlying causes of success and/or setbacks. Though possible topics for case studies were identified in the inception phase, the final decision on the case studies was made during the field work period. Case studies were selected to include programme initiatives at the regional, sub-regional and country levels and the way these were implemented in the specific contexts concerned as well as aspects of synergy and how this was created through linkages across the various programme initiatives. Details on selected case studies are presented in box 1 below.

Box 1: Case-Studies included in the Evaluation

Topics and issues they are exemplary of

Topics	Exemplary of
P4P's Regional Joint Programme modality	Modality of a UN Regional Joint Programme, what works, what does not
Approaches of involving boys and men in GBV prevention	Advantages and risks of different ways to engage with boys/men in GBV prevention
Sub-Regional Learning Communities in South Asia and East & Southeast Asia	Ways of developing capacities of civil society in engaging boys and men in GBV prevention in different contexts

33. The evaluation included process analysis, examining the way in which the programme and its components have been implemented and comparing the actual implementation with the programme design. Discussions with staff of UN agencies, P4P staff and partners that were involved in the early stages of the P4P programme were included. As part of the assessment of aspects of effectiveness and efficiency, contextual analysis was included in order to identify constraining and facilitating factors in terms of programme implementation and reaching

programme objectives. This has informed the understanding of how contextual aspects have affected GBV prevention programming.

34. The ethical considerations for this evaluation drew on both those developed by the UN Evaluation Group (UNEG) and the World Health Organisation (WHO), both representing global standards. The evaluation team ensured that the fundamental ethical principles for evaluations in general and those related to VAW and GBV in particular were implemented in every aspect, from inception phase, to data collection, processing, and analysis, to all oral and written reports.[8]

35. As part of the evaluation process the evaluation team was requested to identify draft recommendations at the start the reporting process. Thus the present evaluation report is presented after detailed draft findings and conclusions and recommendations have been made available to the programme Steering Committee, to inform the decision-making process on the future of the P4P programme and the UN partner agencies support to GBV prevention, in particular engaging with boys and me and working on masculinities.

LIMITATIONS TO THE METHODOLOGY AND THE EVALUATION PROCESS AT LARGE

36. The evaluation is faced with a variety of limitations. These include the absence of any type of baseline in terms of the situation at the start of the programme to which any of the outcome level changes could be related. Moreover, monitoring and evaluation data appeared to be limited, with hardly any set of activities evaluated in the first phase of the programme.

37. Staff turn-over has been high, in particular in the UN partner agencies, with frequent changes in representation on the Steering Committee and the internal TAG. This constrained the data gathering process, in particular with respect to the earlier days of P4P design and implementation and the 'historical memory' regarding the programme design and logic of changes over time. Moreover, some of the information that was mentioned in interviews to be shared with the team was not received in practice.

38. The three countries that the evaluation focused on are selected for the breadth and depth of P4P engagement and the opportunities for learning on the interaction of programme components and the synergy that can be created in this respect, but are as such not necessarily representative for all of P4Ps work in the region.

39. In view of the coverage of the P4P programme initiatives by the evaluation, the number of countries and activities that can be assessed is limited by the time and other resources available for the evaluation. This also limits the scope to compare the P4P programme with other activities and initiatives in the region addressing GBV and the role of men and boys.

[8] UN Evaluation Group, Norms for Evaluation in the UN System, April 2005; and Standards for Evaluation in the UN System, April 2005; Ellsberg M, and Heise L. *Researching Violence Against Women: A Practical Guide for Researchers and Activists*. Washington DC, United States: World Health Organisation, PATH; 2005.; WHO: *WHO Ethical and Safety Recommendations for Researching, Documenting and Monitoring Sexual Violence in Emergencies*, Geneva: WHO, 2007, ; WHO, *Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence against Women*, Geneva: WHO, 2001.

40. The evidence to the findings is presented in a way in which the information concerned cannot be traced back to individual persons or in some instances to their organisations. This in line with the ethical standards and guidelines adhered to in the evaluation. At times this limits the amount of detail that can be provided in the report.

4. EVALUATION FINDINGS

RELEVANCE

P4P's added value:

41. P4P has added significant value to the UN partner agencies' knowledge, awareness, and acknowledgement of the relevance to GBV prevention and eradication of addressing men, boys, and masculinities. Though UN Women and UNFPA have worked on the topic at country level, none of the agencies were working on this specific component at the regional level when P4P began and it is still receiving limited attention at the country level. Indeed, with respect to this raison d'être of P4P, it has surpassed the original expectations for it over the course of this extended implementation period. Several factors contributed to this: building a team of experts in the field of gender equality and GBV; extensive involvement of the TAG in setting up P4P; ad hoc consultation with external TAG or individual members of it, who are all renowned experts in their specific fields; mobilising significant external resources to carry out an expanded agenda.

42. That said, P4P's work has been complementary to the work of the UN partners, but has not always been carried out in a joint or coordinated way to contribute, jointly with the four partner agencies or the UN family in general, to providing an integrated and comprehensive approach to GBV. In fact, partly because the UN partner agencies had been so engaged in the design and set up of P4P, as well as P4P's success in specifying and concretising as well as implementing a specialised and ambitious agenda –and partly because of limited resources and/or mandates of the partner agencies– P4P was entrusted by the four partner agencies to carry out this work in a way that gradually became more independent than complementary in practice. Despite the partnership strategy defined in the programme document that stated that work would be coordinated with the four agencies and their government and civil society partners at various levels (see Results and Resources Framework), there was no internal and collective process across the four agencies to actively develop a joint or coordinated analysis of GBV and prevention programming. This issue was raised as a concern both at the regional and especially the country levels, except where a UN Volunteer was placed with one of the agencies to execute the work of P4P in country, which facilitated considerable inter-agency coordination and direct communications with P4P, though not necessarily a joint analysis.

43. From the external perspective of donors and bilateral agencies, the fact that P4P is a joint programme of four UN agencies is seen as particularly attractive, both at the regional and national levels, because this has been seen as a way to avoid the difficulties related to a lack of coordination or a shared agenda that they consider sometimes exists among UN agencies.

44. A noteworthy aspect of P4P's added value to the UN's work in this field is its one-stop shop or 'help desk' function, in the sense of providing rapid, specific, and specialised responses to demands for technical assistance from a broad range of actors, whether or not they were involved in any of the on-going P4P activities. This was identified by most informants as both an atypical and, at the same time, highly appreciated work modality by the UN. Some actors noted that responses to requests for specific policy- and programming related advice were not as

forthcoming as requests for general information or capacity development, research, or communications, which reflects P4P's current areas of expertise. It is also noteworthy that the programme documents indicate that this work will be carried out by P4P partners and regional experts in coordination with P4P. Since the advice was often consolidated and channelled through P4P, this modality limited the increased technical capacity of networks and horizontal coordination. That said, the sub-regional learning communities of civil society organisations are in the processing of developing this capacity and will soon be able to do so for their sector. This cannot yet be said about the UN agencies and their representatives consulted by the evaluation team, whose country-level staff participated little in P4P trainings and other activities beyond the specific P4P activities in which they were engaged. Much of the enhancement of capacities of UN agencies and thus the relevance of such an approach, both for the organisational strengthening of the UN agencies and their partners, depends on the continuity of staff in the UN partner agencies, their availability to take on this issue as well as their existing responsibilities, and the organisational support they receive in the process.

P4P's niche for support:

45. P4P has both identified and created a niche for support in relation to the work of some important national and regional actors working on GBV. This niche is comprised of many of the key elements of P4P: topic of specialisation, programme components, and approach.

46. When P4P began, there was already some diverse and dispersed work on engaging men and boys in gender equality promotion and GBV prevention, and to a lesser extent working on masculinities in various parts of the region, mostly by civil society actors. Particularly in the field of working with youth, a number of civil society groups and their funders had started addressing adolescent boys as crucial element for gender equality work. P4P introduced an approach to engaging men and boys that concentrated on the need for primary prevention, a gender-power analysis, and addressing masculinities. These elements are crucial for contributing to the UN's larger goal of preventing and eliminating gender-based violence (GBV), as they can complement health, justice and service responses to GBV victims/survivors and offer perspectives that contribute to women and girls' autonomy and self-empowerment.

47. P4P also provided the opportunity for capacity development through technical assistance and to articulate the role of civil society actors already working in the field. So P4P was able to identify actors who were either already addressing these topics or were interested in doing so but lacked experience. Especially in the earlier period, these were principally civil society actors, whether from national or international NGOs, research institutions, artists, academia, and others. However, it has not engaged all of the key organisations working in this field in the countries where it has been most active, especially in the women's movement.

48. Another element of P4P's niche has been the three components it focused on: research, communications, and capacity development. The fact that the P4P programme was carried out when this work was still in its initial stages in the Asia-Pacific region was particularly the case for the social media campaigns, as P4P was involved in some of the first such campaigns in the region. As for research, the component as originally described in the programme document was innovative in itself as at the time there was little existing research on men's attitudes and behaviours regarding both gender equality and the more specialised GBV. However, the much larger and specialised research carried out through The UN Multi-country Study on Men and

Violence[9] was considerably more innovative and has filled a great need, while demand for applying the methodology, particularly the quantitative study, continues to grow.

49. Capacity development has also created and filled a broad niche as interest in the topic and awareness of P4P's work has grown, and especially given the gradually more diverse set of actors (country, sector) engaging with P4P through its various components, including the one-stop shop for technical advice and capacity development. As part of this component, P4P's facilitation of the set-up and capacity development of the SANAM and RLC sub-regional learning communities has contributed to spreading the understanding of and skills for GBV prevention through involving men and boys, and as such, adds to P4P's relevance.

50. A concern was raised in various contexts regarding the application of the P4P study with women, including a small sample of women as part of the quantitative research, which was seen by some as either competing with the WHO methodology or a competition between surveying women or men as informants. This indicates that growing importance is being placed on GBV and the need for research, but at the same time it suggests that funding is inadequate. As a result, P4P has coordinated with WHO and UNFPA and has decided to use its methodology only with men, to align the P4P male questionnaire and the WHO female questionnaire, and to promote these as complementary methodologies.[10] How this agreement gets implemented may need to be reviewed in the future.

51. Three other critical elements can be identified that add to P4P's relevance by creating and filling this niche: (1) the leadership role played by P4P, particularly those staff members with the highest public profile, (2) P4P's mobilisation of extensive additional resources, (3) consultations with leading global experts.

Adaptation of P4P's programming to address priority needs at the national and regional levels:

52. P4P created its niche largely by adapting its programming to the changing contexts in the region at the national and regional levels in an effective way. One factor that contributed to this was that P4P's programming was still somewhat open-ended when implementation started. Although an initial part of P4P's work was to inventory existing work in the region in this field in order to tailor its interventions accordingly, this was not completed.

53. Two other ways of creating demand were used. One was the promotion of P4P at UN agencies' regional meetings, from which requests for support from UN Country Offices emerged. This was an effective and transparent means of building demand. Yet the P4P staff noted that it was often refused access to these events due to various reasons. Another was P4P's on-going exchanges with other actors in the region, especially those from civil society, to identify their needs in the area and decide how P4P could best respond. An important example of this method was the decision – which was later included in the amended project document – to not do a single, region-wide mass media campaign, but rather to respond to specific contexts, in terms of GBV issues, actors, existing work, and more general factors.

[9] Please note that while the field work was being carried out for this evaluation, all the relevant P4P materials, including those on P4P's web site, referred to this research initiative as The Change Project.

[10] Following the field work, the P4P team noted that P4P and the two agencies will be providing an explanation to partners regarding how these studies may be coordinated.

54. The UN Multi-country Study on Men and Violence is an example of an adaptation of P4P's programming. This quantitative, qualitative and policy research sub-component was created in response to the need for accurate data regarding men's attitudes and behaviours so as to document the situation, demonstrate that violence is preventable, provide more information about risk and protective factors, and raise awareness about GBV and men's role not just as perpetrator, but also as an agent of prevention and even change. The national and regional results make a significant contribution to the knowledge available in the region in and of themselves. That said, the stated purpose of P4P research is to inform policy, policy advocacy, programming, and other actions; however, the design and implementation of a very ambitious, centralised, and stand-alone research programme that went beyond the scope of P4P has meant that the goal of influencing policy – particularly context-specific, national-level policy – can only be a post-facto, indirect result of the research carried out, and requires separate advocacy, communications, and lobbying actions for this to occur. This is particularly the case since relatively few policy studies were carried out, and policy-/decision-makers were not involved in the design and implementation of the Multi-Country Study. P4P has begun to use the research results to inform policy, programming, and advocacy, for example in the work being done to influence the second round of the National Action Plan on Violence against Women (NAPVAW) in Cambodia.

55. Engagement with actors to refine the scope of P4P's programming was and has continued to be implemented on a more ad-hoc, demand-driven basis, rather than a consolidated consultation. This holds true for the design phase of the programme, when refining the scope of P4P's programme design, as well as P4P's implementation phase. The planned programme baseline, including capacity self-assessments of key Government and UN agencies and Civil Society Organisations and policy scans in selected countries was, for the most part, not implemented in practice. Prioritisation of needs could also have built onto UN Women's (then UNIFEM) existing mapping exercise and been included in or implemented parallel to P4P's practitioner survey done in 2009, as well as the consultation meetings carried out during the planning stage of P4P. As a result, while P4P has responded to changing needs and contexts, it has not always done so based on a systematic or formal assessment of *priority* needs of actors in the region, or a strategic assessment of how P4P's resources could be applied most effectively and efficiently.

Relevance of P4P's change in programme direction:

56. In the approved amendment of P4P's programme document, the outcome and output 1 statements were reformulated by eliminating the reference to working with boys and men. Output 1 was also modified so that partner-driven and context-specific campaigns would be supported, rather than a single, region-wide mass media campaign. The other two output statements remained unchanged. The change in design has been implemented in the form of shifting the emphasis towards evidenced-based primary prevention with an emphasis on involving men and boys as part of the prevention strategy. This has been most reflected in some regional workshops, the draft primary prevention action toolkit currently being produced, and some customised programming and policy advice being provided to a few state and civil society actors.

57. The work produced so far as part of this new programme direction has partially involved general statements, with some more context-specific and elaborated work. Prevention programming and policy materials (e.g. 5-step framework, "Prevention Violence against

Women and Girls: From Community Activism to Government Policy," among others) implicitly or explicitly focus only on the design and/or planning steps of the policy/programming cycle. While the P4P staff noted that this emphasis reflected the current needs of its partners who were inexperienced in implementing evidence-based primary prevention projects, the fact that several interactions with the P4P team revealed that some staff did not acknowledge or understand the weaknesses involved in learning-oriented materials that do not explain the full programme/policy cycle from the outset, particularly in regards to monitoring and evaluation, is an indication of the team's limited or uneven experience in this area. Therefore, a thorough approach to prevention, particularly one that is based on an explicit Theory of Change and consolidates working with men, boys, and masculinities and other components –including the work done by the UN agencies– has yet to be demonstrated. The focus on working with men and boys as partners remains a central part of other major aspects of P4P's work, specifically in the analysis of primary research as well as the SANAM and the RLC sub-regional learning communities. While in its own work P4P has emphasised the need to ensure that this focus does not conflict with existing UN and other actors' approaches, this has not necessarily been integrated in the work of P4P's partners. For example, P4P has emphasised a gender-power analysis and the need for work men and women, girls and boys to be coordinated. However, discussions with partners revealed that while some partners shared this perspective (which may or may not have been influenced directly by interactions with P4P), other partners did not.

58. Relevance of change in programme direction varied greatly among stakeholders, with differences often linked to sector as presented in table 3 below.

Table 3: Viewpoints on P4P's Strategic Adaptation by a Variety of Stakeholders

Type of stakeholder	Prevalent viewpoint(s) on P4P's adaptation in strategic direction
UN Partner Agencies:	Two perspectives were found that varied according to length of time engaged with P4P. Some thought the change in direction was useful, while others wanted to revert that change.
P4P Civil Society Partners:	Mostly identified P4P with working on men, boys, and masculinities and primary prevention and wanted to continue doing this.
Global experts (external TAG):	Appreciated P4P expanding its horizons as needed to provide a comprehensive response, especially to prevention, but this perspective did not take into consideration P4P's status as a joint UN programme and its partnership strategy with the four UN agencies.

IMPLEMENTATION PROCESS AND EFFICIENCY

59. The P4P programme is designed as a way for the four UN agencies to work jointly on engagement of men and boys and working on masculinities to enhance prevention of GBV, something which would have been difficult for each of the individual agencies to realise on their own. The joint character of the programme has provided each of the participating UN agencies the opportunity to be practically involved in engaging with boys and men and working on masculinities as an approach in GBV prevention, which had thus far received limited attention in the individual agencies.

60. In order to assess aspects of implementation process and efficiency joint governance and management is assessed as well as joint programmatic and financial planning. Aspects of communication, partnership development and coordination between P4P and various stakeholders are assessed. Programme monitoring and evaluation is included as are aspects of human resources and programme finances. Enabling and constraining factors for programme implementation are identified, including factors internal as well as those external to the programme and the stakeholders concerned.

Joint Programme Governance and Management

61. The P4P Steering Committee, composed of senior level representation of each of the UN agencies at the regional level, was established at the outset of the programme to strategically direct the programme and make the key management decisions, including the approval of the annual workplan and changes to the project document. For technical advice to the programme an internal and an external Technical Advisory Group (TAG) were set up, the former with staff members (Regional Technical Advisors and Programme Specialists) of the four UN partner agencies and the latter composed of renowned specialists on gender-based violence, engaging boys and men, masculinities and research.

62. The Steering Committee has met roughly on an annual basis with meetings in January and November 2009, February and November 2011, May 2012, and January 2013. Another meeting was conducted in March 2013. Between Steering Committee meetings programme management is supported by the internal Technical Advisory Group (TAG).

63. The internal TAG has met regularly, in particular during the first year of the programme and during the six months prior to this evaluation, providing guidance and support to programme implementation. In the interim period, one year after the start of the programme until early 2012, the internal TAG met less regularly due to various reasons, including time constraints of the UN agencies' specialists concerned, who had spent considerable effort in the design and set-up of the programme in the first year but were not able to continue such high a level of involvement. The TOR for the internal TAG was revised as part of the amendment of the project document in 2011, to include communications and coordination functions within their respective agencies. Thus the TAG members are tasked with making sure their agencies are aware of P4P activities and opportunities, and that the P4P team is aware of what is happening on GBV within those respective agencies, especially opportunities to integrate prevention and

engaging boys and men into country level UN initiatives[11]. This function, however, has not been fulfilled sufficiently by the internal TAG members in recent years.

64. Over time there has also been considerable turnover of members of the internal TAG, with at the end of 2012 only one of the internal TAG members involved from the start of the initiative. UNFPA and UN Women made in-kind commitments of staff time as outlined in the project document. In addition, most TAG members did have commitments to working with P4P in their respective work plans; however, even changing those from one expressed as a percentage of time to a specific result did not facilitate their increased involvement once it began to lag. The involvement of the members of the external TAG has been on a needs and ad hoc basis and usually as individuals rather than as a group, guided by P4P's demand for technical support from each of the members. Thus, the external TAG has not functioned as an external advisory group with regularly scheduled meetings and members pro-actively deliberating among themselves and with the P4P team, nor has it taken a comprehensive approach to technical assistance and guidance to the programme.

65. The guidance of the Steering Committee was hampered by the substantial turnover of the representatives of the four UN partner agencies in the Steering Committee, which limited the institutional memory of the agencies concerned. Combined with the lesser involvement of the internal TAG members after the first year of the programme, this has led to the P4P team functioning relatively independently for a large part of the implementation period. This was further enhanced by successful direct fundraising of P4P during this period.

66. On the one hand this enabled the team to build linkages with a variety of civil society organisations. On the other hand P4P's functioning as a separate entity went hand in hand with a reduction of communication and coordination at the regional as well as country levels between P4P and the UN partner agencies. This in turn led to a decrease of ownership of the UN partner agencies of the initiative at the regional as well as the country levels, with P4P carving out its own niche in a growing number of countries in their contact with civil society groups and research institutions. This was increasingly realised and subsequently addressed from the start of 2012 through enhanced management arrangements.

67. The limited guidance from the TAG and the Steering Committee from the end of the first year until the middle of 2012 meant that the leadership and daily management functions of the programme were in practice combined in the person of the P4P Programme Coordinator. With the coordinator also being a key provider of TA support, this resulted in insufficient attention to programme management issues and contributed to a lack of communication and coordination between P4P and the UN agencies at the regional and country levels. Equally, the TAG members were tasked with communications and coordination functions that were not fulfilled as expected.

68. With the lack of office space in the UNDP Asia-Pacific Regional Centre specifically, and more widely at the UN Building complex, P4P relocated to a separate location, which contributed to the image of P4P being a separate entity. It, moreover, did not support communication and

[11] As part of the specification in the amended document it reads that: *"the internal UN TAG group focus on building country-level and regional synergies".* AMENDMENT No. 1: Project document amendment of the regional joint programme for the Asia and the Pacific of UNDP, UNFPA, UN Women and UNV.

coordination with the UN partner agencies. As soon as sufficient office space became available P4P moved back to the UNDP Asia-Pacific Regional Centre on the instigation of the Steering Committee.

69. The relative independence of the programme was reinforced by the branding which provided P4P with its own logo. The logo did not always use the names of the four UN agencies , at times creating the impression that P4P was an independent entity. It is especially this aspect that led to discord with the P4P team from the side of the four UN partner agencies.

70. P4P's relative independence was further reinforced by the successful generation of substantial additional financial support from bilateral donors, including Department for International Development (DFID), Norwegian Ministry of Foreign Affairs, Swedish International Development Cooperation Agency (SIDA) and the Australian Agency for International Development (AusAID). Several of the donor agencies consider the position of P4P as a Regional Joint Programme with a relative independence within the UN system as quite positive, assuming that the initiative in this way can add more value and better push the agenda of engagement with boys and men, avoiding some of the constraints of regular UN agencies.

71. Towards the end of 2012, the UN agencies enhanced their direct engagement with the programme. This was as more human resources of the managing agency (UNDP) came back into place and at a time when more and more outputs of the programme became visible and referred to as P4P outputs. Moreover, several new members of the Steering Committee and the internal TAG had been appointed at that time and each of the UN agencies reconfirmed their TAG members and identified alternates. Internal TAG meetings became organised on a more regular basis, and the managing agency provided more direct oversight to the programme coordinator, something which had been lacking for a considerable time.

72. The presentation of P4P as a joint initiative of the UN partner agencies was improved. The latter is reflected in two recent public events. One was the participation of the four UN partner agencies in the UN side event during the 57th session of the Commission on the Status of Women (CSW), which was set up and implemented as a joint UN partner event. The other example concerns the Al Jazeera documentary on VAW in Cambodia in which P4P was clearly presented as a joint UN programme. It remains to be seen how the Joint Programme nature of P4P will be presented in the final materials produced.

Joint Programmatic and Financial Planning

73. In the P4P programme, the UN agencies have made use of a single annual work plan, financed through a pooled fund, to which UN agencies as well as donors have contributed. This planning and financing modality has enhanced efficiency of programme implementation. The use of a single format for reporting to the various UN partners and donor agencies has further contributed to programme efficiency.

74. The P4P programme is operated through annual workplans prepared by the P4P team in consultation with the internal TAG and approved by the Programme Steering Committee. The workplans guide the day to day work activities of the P4P team, with activities meant to be implemented in close coordination with UN partner agency staff at the regional and country levels as well as with civil society and government partners. The workplans specify the activities for each of the components of the P4P programme, detailing timeframe of implementation, lead

responsibilities and details on resources. The annual workplans include the integrated activities of all P4P components, organised by outputs and activity results[12].

75. Funding of the activities by UN partner agencies has been organised through a pooled fund with the exception of UN Women which used the parallel funding modality at the start and end of the period under review. Most of the donors that have supported P4P, including DFID, SIDA and Norwegian Ministry of Foreign Affairs, contributed to the same pooled fund. DFID preferred its support being used on activities related to South Asia and AusAID started funding selected activities but subsequently contributed to the pooled funds after these initial activities.

76. In its reporting the P4P programme has followed the UNDP standard procedure and used UNDP's format for quarterly and annual reports on progress in terms of achieving outputs. Additionally, P4P has produced a newsletter published twice a year[13] and an annual narrative report for the donors. The newsletters and annual reports are public documents and meant to highlight activities and milestones. Internal reporting has been activity and output focused and has made use of a period-based rather than a cumulative approach. As a result, the contribution of monitoring to results based management has been limited to these two levels.

Communication and Coordination

77. The support of the P4P programme at regional and country level is not meant to stand alone, but is assumed to relate to the support on gender and prevention of gender-based violence provided by the UN partner agencies in the region and the countries concerned. For this to happen there needs to be sufficient systematic communication and coordination between P4P and the UN partner agencies at regional as well as country level. At the start of the P4P programme there was a close relationship between the small P4P team and regional advisors of the UN partner agencies. This partly was a result of the contribution 'in-time' in which regional technical advisors of the UN agencies were meant to spend part of their work time on P4P. This allowed arranging joint missions of UN partner agency technical advisors and P4P team members and led to initial integration into national programming across UNDP, UN Women and UNFPA national programmes

78. Over time however, the ability or interest of regional advisors to spend time on P4P diminished, with P4P increasingly functioning independently and making their own mission travel plans based on requests from different country partners. Though various attempts were made to put communication and coordination systems in place, these proved not to function sufficiently and in practice there has been insufficient communication and a lack of systematic coordination between the different types of support provided by P4P and the UN partner agencies. This communication and coordination function currently is shared between the respective internal TAG members of each participating agency and the P4P team. This has resulted in missed opportunities for linkages across P4P and other UN agencies' support efforts on the regional and country levels. It has also meant that P4P sometimes worked with partners at country and sub-national level without the full knowledge of the UN partner agencies in country.

[12] *P4P Annual Workplans* 2009, 2010, 2011, 2012.

[13] *P4P Annual Reports* 2010, 2011, 2012. *P4P Quarterly Reports* 2010, 2011, 2012. P4P Newsletters, Issue 1, June 2010; Issue 2, Dec 2010; Issue 3, June 2011; Issue 4, January 2012 and Issue 5 of August 2012.

79. An important missed opportunity concerns the Joint UN Programme to Address Violence Against Women in Bangladesh. This programme combines the efforts of 11 Line Ministries and 9 UN agencies and many CSOs and works on policies and the legal framework, on social attitudes and behavioural changes and on aspects of support and care. The Joint Programme includes working with men and boys in particular in terms of promoting changes in attitudes and behaviour. There was no significant cooperation between the programme and P4P, with the UN agencies in Bangladesh involved in the programme not requesting P4P support.

80. In the case of Cambodia it is shown that a designated coordinator in-country can enhance the implementation of P4P supported activities and increase communication and coordination with UN partners, CSOs and Government. The international UN Volunteer that was placed in UN Women in Cambodia was able to enhance communication and improve coordination between the P4P team, UN partner agencies and other stakeholders. A limitation in this approach was the UN Volunteer posted in Cambodia, though experienced, was regarded as relatively junior to the Ministry's expectations.

81. At the country level, the relation between P4P and the UN partner agencies has varied considerably depending on existing local circumstances. This has ranged from having little on-going direct contact to having a UN Volunteer doing P4P work while placed with one UN partner agency. P4P has generally coordinated with one or more UN partner agencies at the national level, usually with the UN agency that is coordinating national GBV efforts. This has mostly been based on shared activities with relationships discontinued after such activities and has thus not constituted on-going partnerships.

82. P4P's coordination with UN partner agency country offices (CO) was usually related to specific activities and limited in time and scope to such activities and was not necessarily of an institutional partnership character. Several reasons can be identified for this situation: (a) P4P did not have a presence at the national country level (with the exception of the aforementioned UN Volunteer), (b) it operated mostly in a demand-driven and often ad-hoc way without making use of the typical procedures required of UN agencies, and (c) some of its capacity development work was carried out directly with civil society actors that were not necessarily partners of the UN agencies' other country-level programmes.

83. Most UN COs contacted, whether of the four partner agencies or other UN agencies, regretted that better coordination had not occurred with P4P and the regional offices so as to better coordinate activities and especially benefit from the technical expertise of P4P. Many informants commented that P4P's work modality and other aspects were perceived as seeming more like that of an NGO than a UN agency, an observation that was perceived positively by civil society partners. For their part, UN partners tended to have a more negative perception, though UN country-level staff realised that this was perhaps the best way to break through the normal limitations of UN agencies.

Partnerships

84. For research implementation at the country level National Working Groups (NWGs) were set up with representatives from Government, Civil Society and Academia, coordinated by the UN agency in the country that was selected as lead agency for the P4P programme. NWGs have not been functioning adequately in several of the countries concerned. NWGs in countries visited

have been involved mainly in the research component and not in the other two components of the P4P programme as the NWG was set up for the research only. In their dealings with the implementers contracted for the research, P4P and the main UN national counterpart has often not sufficiently involved the NWG members, nor the other UN partner agencies, which has resulted in limited ownership of research process and results. This has implications for the future use of the research results by government as well as civil society partners.

85. As a regional initiative, P4P does not have a mandate to work with Governments independently. P4P's work with Governments has thus primarily taken place indirectly: through the UN partner agencies and, as in the case of the joint communications campaigns in Vietnam and Cambodia, as part of an inter-sectoral effort, where the coordinating partner was the international NGO Paz y Desarrollo (PyD). One example of working directly with government has been P4P's work with the Ministry of Women's Affairs in Cambodia as part of UN Women's overall national support.

86. In its work the P4P programme has entered in multiple partnerships with civil society organisations as well as research organisations and individuals. In Sri Lanka P4P developed a partnership with CARE International[14] as it was this international NGO that approached the P4P programme to support a baseline study for their Empowering Men to Engage and Re-define Gender Equality (EMERGE) project. This turned out to be the start of the quantitative research in Sri Lanka, based on the specific context in-country. In this case the UN partner agencies got involved at a later stage.

87. Examples of multilateral partnerships are primarily the sub-regional civil society communities SANAM and the RLC. Members of both communities appreciated the opportunity to define their own agenda and to have P4P provide support to the initiatives which were locally led. Other partnerships with civil society actors, as well as with UN agencies and others, were often bilateral. These partnerships were appreciated to the extent that they provided access to quick quality technical support. The bi-lateral and activity oriented character of the partnering severely constrained cross-country and even intra-country learning and horizontal exchange. Even in Cambodia, where there was a coordinator dedicated to P4P-related work, the national working group was not involved in all of P4P's activities. This limited the capacity development and networking among all those involved, and potentially had an impact on the ownership, relevance, effectiveness, and most likely the sustainability of the outputs.

88. CARE International, moreover, was a partner to P4P in Bangladesh, where CARE's support was requested in the identification of VAW perpetrators and 'Gender Equitable' men for the P4P qualitative research. These partnerships were endorsed by CARE's regional office level which is interested in cooperating as part of CARE's focus on women's empowerment. This includes attention to support GBV prevention, as well as the engagement of boys and men.

89. Some informants raised the issue that partnerships with NGOs could have been more comprehensive. They noted that even though they were involved in one activity with P4P they were not always informed about other P4P activities, especially regional seminars. This could,

[14] CARE has focused on women's empowerment over the past decade with the development of an empowerment and equity programming framework, which includes economic empowerment, participation in decision making at household, community and national levels and dealing with discrimination in attitudes and behaviour. CARE's approach to GBV includes both aspects of prevention of violence and protection and support to survivors of GBV with an increasing attention to policy level issues (in particular on policy implementation) on both aspects.

moreover, concern an internal issue in the NGOs concerned, with P4P usually sending open invitations through their list serve e-mail and publicising on P4P and Engagingmen.net websites.

Programme Monitoring and Evaluation

90. In contrast to P4P's evidence-based approach, monitoring of P4P programme results has been very limited. There is no overall programme monitoring plan developed in which aspects of monitoring requirements of the various programme components are brought together and in which it is identified how information is being collected, analysed and used, as well as how monitoring and evaluation capacities are further developed during the life of the programme. Some monitoring of results has been conducted in some of the countries. P4P is currently providing technical assistance to PyD and working with the International Centre for Research on Women (ICRW) and the local Department of Education in Danang, Vietnam to change attitudes and behaviours of all students in grades 6 and 7. P4P has helped to set up the M&E framework for the two-year project. The monitoring approaches and tools of networks as identified in a paper prepared as part of the P4P programme[15], appear not implemented in practice in the operation of the Sub-Regional Learning Communities. In part these limitations relate to the absence of specific M&E expertise in the P4P team. These shortcomings in gathering of monitoring data have severely reduced the availability of systematic data on results to inform management decision-making. This has also limited documentation of lessons learned through P4P and identification of what works and what does not, which could have contributed to the knowledge base on GBV prevention programming engaging with men and boys and working on masculinities. There was, however, a lessons learned documentation process on-going that was expected to produce a narrative report by the end of 2013.

91. In terms of evaluation, a mid-term review was conducted in 2010 and the present evaluation was included in planning documents as end of programme evaluation. The design document of the programme included also an impact evaluation with baseline data gathering at the start of the programme. An outline for a baseline study was developed, which focused on four domains of change: public awareness raising, capacity development of UN and Government agencies and civil society organisations, policy changes and regional programme value addition[16]. However, this study was not implemented as the budget proposed was far beyond the financial capacity of the programme. There have thus been no data available for end of programme comparison. Furthermore, the findings of the Mid-Term Review were for the most part not implemented. Moreover, with the main programme focus on output-level deliverables, an impact study proved not only not feasible, but also not useful at this point in time.

Human Resources

92. The UNDP Asia-Pacific Regional Centre human resource policy limited the number of regular positions for P4P to three staff members with staff contracts, although in the future new staff

[15] Kalyani Menon-Sen, *Monitoring and Evaluating Regional Networks against Violence. A thinkpiece for Partners for Prevention, GBV prevention Network and Intercambios.* August 2011.

[16] Partners for Prevention: Working with Boys and Men to Prevent Gender-based Violence, UNDP, UNFPA, UNIFEM and UNV, Regional Joint Programme Asia-Pacific Region 2008 – 2011. *Concept Note on Impact Evaluation Framework*. International Center for Research on Women (ICRW), Collaborating Organisations: ICRW – Asia Regional Office, Delhi, India; Partners for Prevention, a UN Joint Programme for Asia and the Pacific and other Research Partners (TBD).

positions can be approved by the SC and linked to the duration of a new phase of the project. Other P4P team members have consultancy contracts, UN Volunteer and Australian Volunteer postings or worked as interns. This has limited the ability for staff retention and it is due to the team members' personal commitment that many of them have stayed on for substantial periods notwithstanding insecure job positions and relatively few benefits.

93. The P4P programme started out with a small team of just two persons and grew over time to an eight member team in Bangkok plus a total of five country level UN Volunteers, of which one international and four national UN Volunteers (see details in table 4 below). Three members of the P4P team in Bangkok were hired on international consultancy contracts, which limit their availability to P4P to 9 out of 12 months in accordance with recent UNDP Asia-Pacific Regional Centre human resource regulations on international consultants. After the 12 months period a new contract with a new TOR needs to be prepared for the work to be conducted. This limits the P4P programme's capacity to retain international employees as well as develop and sustain their expertise. These regulations do not apply to national consultants.

Table 4: Human Resources of the P4P Programme in 2012[17]

No	Position	Component	Reporting to	Arrangement
1	Programme Coordinator	All components	Managing Agent (UNDP)	Staff position
2	Programme Specialist	All components	Programme Coordinator	UN Volunteer
3	Research Specialist	Research Component	Programme Coordinator	Staff position
4	Communications Specialist	Communications Component	Programme Coordinator	International Consultant
5	Capacity Development Specialist	Capacity Development Component	Programme Coordinator	Staff position
6	Research Associate	Research Component	Programme Coordinator and Research Specialist	Australian volunteer/International Consultant
7	Research and Evaluation Analyst	Research Component	Programme Coordinator and Research Specialist	International Consultant
8	UN Volunteers in Cambodia, Indonesia, Vietnam and Pakistan	All components	Country level reporting with technical report to programme component specialists	UN Volunteers
9	Programme Assistant	Programme Support	Programme Coordinator	National Consultant

94. Performance appraisal of P4P staff members is the responsibility of the Programme Coordinator. The appraisal of the coordinator is the responsibility of UNDP as Managing Agency. Given that UNDP has been much less involved in the subject of engaging men and boys in GBV prevention and masculinities compared to UN Women and UNFPA, this makes it difficult for UNDP to adequately assess performance on technical aspects concerned and the related management roles. Since the managing agency is the formal employer of the P4P

[17] P4P Progress Report 2012.

Programme Coordinator and has an exclusive supervisory role, this has meant that the other three UN partner agencies have had little direct influence on the functioning of the coordinator. With UNDP's management role at a distance for much of the time, this has limited oversight of the coordinator.

95. Turnover in the staffing of UN agencies with whom the P4P team was meant to work in terms of capacity development and coordination of activities, has been high, both at the regional as well as country levels. Limitations in hand-over procedures, as part of the introduction process of new staff members in the UN partner agencies, have affected the institutional memory on the programme as well as the implementation process by several of the UN agencies on the regional and country levels. In a number of cases there was a reduction in the human resources of UN agencies dedicated to gender and/or GBV prevention at the country level which in turn severely reduced the opportunities of P4P to coordinate and develop capacities of UN partner agencies.

96. Staffing of the P4P programme has been geared towards research, communication and capacity development. Though some work has been conducted on policy development, -advocacy and GBV programme quality no specific dedicated staff has been recruited for these programming aspects. This has limited P4P's ability to work on policy development and the design and enhancement of quality of GBV prevention programmes, whether before the research results were available or through its use of preliminary research findings. This has been further exacerbated by the limited focus on policy research, which is the least developed part of the research component.

97. When asked what they were proud of, P4P team members highly valued the relatively flat organisational structure of P4P and the facilitative and process-oriented approach of the initiative, something they realised was at times hard to reconcile with a results-based management approach. Moreover, the research component of the programme, in particular the quantitative research conducted with a very high level of rigor, was something that the team was proud to have contributed to. They moreover recognised the potential that the research results have in terms of informing policy-making and programmatic interventions for GBV prevention. Shared values around GBV prevention appeared to cement the team, which looks at the programme and their contribution as 'more than just a job to be done'.

Donor funding

98. From the start of P4P it was clear that the four constituting agencies would only guarantee part of the proposed budget[18] and hence P4P had to raise funds outside the UN system. Whereas international funding for gender-related issues has reduced considerable in recent years, P4P was able to attract considerable additional donor resources. Part of this ability to generate resources is related to the joint character of the P4P programme, linking UN agencies as well as civil society groups and the donors' interest in the approach of engaging men and boys in GBV prevention. It is therefore highly unlikely for any of the UN agencies that they could have generated this volume of resources by themselves. P4P's attraction of resources for this approach has increased the total resources available for GBV prevention.

[18] At the design stage of the programme 3.5 out of a total of 5.5 million USD proposed budget remained unfunded. Programme Document, August 2008.

99. Donors have recognised that working on GBV prevention acknowledging and including the role of boys and men and involving civil society groups that have the experience as well as the space to work on these issues is both efficient and effective and hence provides better 'value for money'. The issue of competition for funding sources between individual UN agencies and the joint P4P programme therefore does not necessarily arise: the external funders' support was purposely provided to the regional joint programme to involve boys and men in GBV prevention and to enhance the active role of civil society organisations, and might well not have been made available otherwise. Some funders also clearly recognise that P4P support to engage boys and men will require long term institutional and financial commitment and investment as it is recognised that GBV is caused by multiple factors on a variety of levels, which will take considerable time to be addressed and changed. An example concerns AusAID's commitment to support GBV prevention programming in Cambodia for a ten year period.

Programme Budget and Expenditures

100. Programme financial resources amounted to USD 6,064,000 over the period 2008 – 2012. The resources of the programme consist of financial resources of UN agencies, complemented by funds provided by donors. An overview of budgetary details for the period under review is provided in table 5 below. UNV's funding discontinued in 2012 as this contribution came from an innovation fund (Special Volunteer Fund) which has limitations in duration of support. The Norwegian Ministry of Foreign Affairs has discontinued funding of P4P based on changes in their funding priorities.

101. Total of UN budgeted resources amount to 48 % of the total allocations, with donors responsible for 52 %. This means a considerable contribution of donors which have furnished slightly over half the financial resources concerned. There have been substantial roll-overs from one budgetary year to the next year. Most of the funds went into the overall P4P annual workplan. Only DFID funding was meant to be spent in South Asia while part of UNIFEM (and later UN Women) funding was done through parallel modality.

102. P4P expenses have increased in a linear way over the programme period reviewed until 2011. Capacity development appears the largest component in terms of expenses though this is partly due to the allocation of most of the regular staffing resources and overhead costs under this component. Expenditures have levelled off in the last two years of the programme with expenses in 2012 slightly below the 2011 total expenses. See figure 1 below for details concerned.

103. Largest part of the expenses concern human resources, including regular staff, international and national consultants and UN Volunteers. The rise in staffing costs is similar to the rise of overall programme costs with a steady increase from 2008 – 2011 and a small decrease for 2012. Expenses on travel and DSA sharply increased over the first year of the programme but have soon stabilised at a level slightly below the travel and DSA expenses of 2009, notwithstanding the expansion of human resources of the programme. See figure 2 below for details concerned.

Table 5: Contributions of UN Partner Agencies and Donors to P4P Programme Budget (in USD)

	2008	2009	2010	2011	2012	Total of Agency
UN Agencies ( ) in brackets re-phased amounts to next year; * amount includes roll-over of previous year						
UNDP	350,000 (re-phased 20,000)	270,000*	250,000	215,000	225,000	1,290,000
UNFPA	125,000 (110,000)	235,000* (123,000)	239,000* (5,000)	102,000*	125,000	588,000
UN Women	50,000 (25,000)	45,000*	105,000	200,000 (148,000)	348,000*	575,000
UNV	55,000 (40,000)	230,000* (32,000)	142,000*	110,000	-	465,000
Sub-Totals	385,000	625,000	731,000	479,000	698,000	2,918,000 (48 % of Grand Total)
Bilateral Donors						
DFID			211,000 (43,000)	281,000*	-	449,000
AusAID		40,000 (40,000)	140,000*	498,000 (407,000)	657,000*	888,000
Norwegian Ministry of Foreign Affairs			311,000 (81,000)	253,000* (83,000)	83,000*	483,000
SIDA			438,000 (438,000)	876,000* (480,000)	930,000*	1,326,000
Sub-Totals	0	0	538,000	938,000	1,670,000	3,146,000 (52 % of Grand Total)
TOTALS	385,000	625,000	1,269,000	1,417,000	2,368,000	**Grand Total: 6,064,000**

Source: P4P Annual Workplans 2009, 2010, 2011 and 2012

Figure 1: P4P Programme Expenses over the Period reviewed detailed per Component

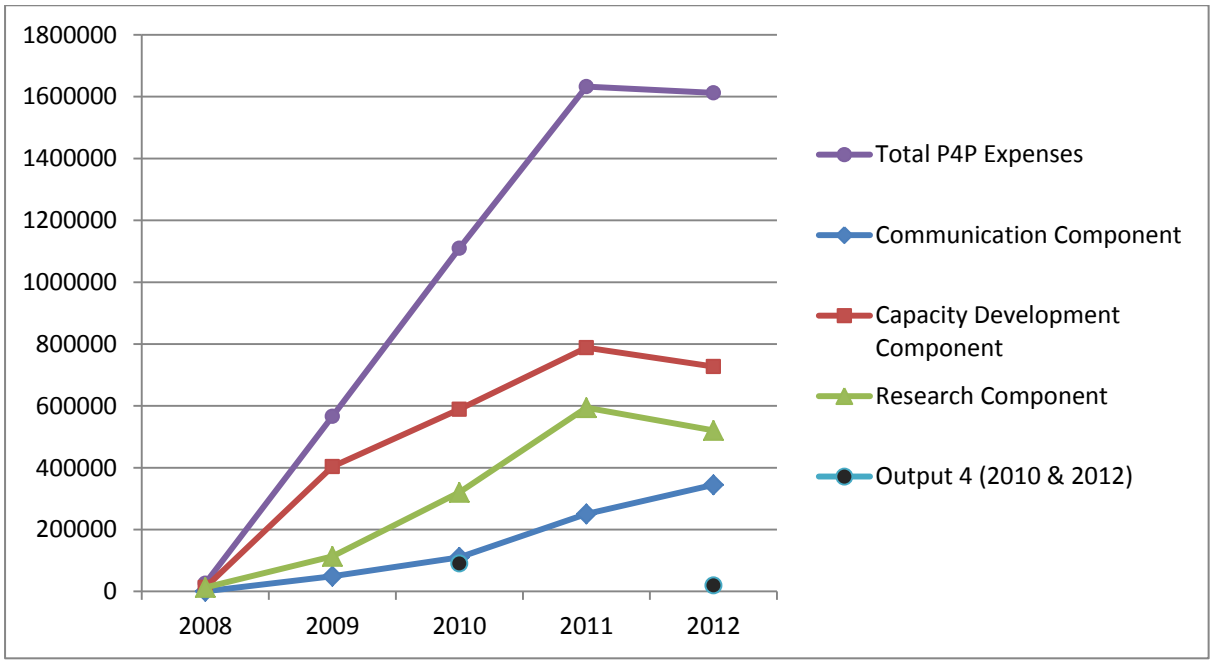
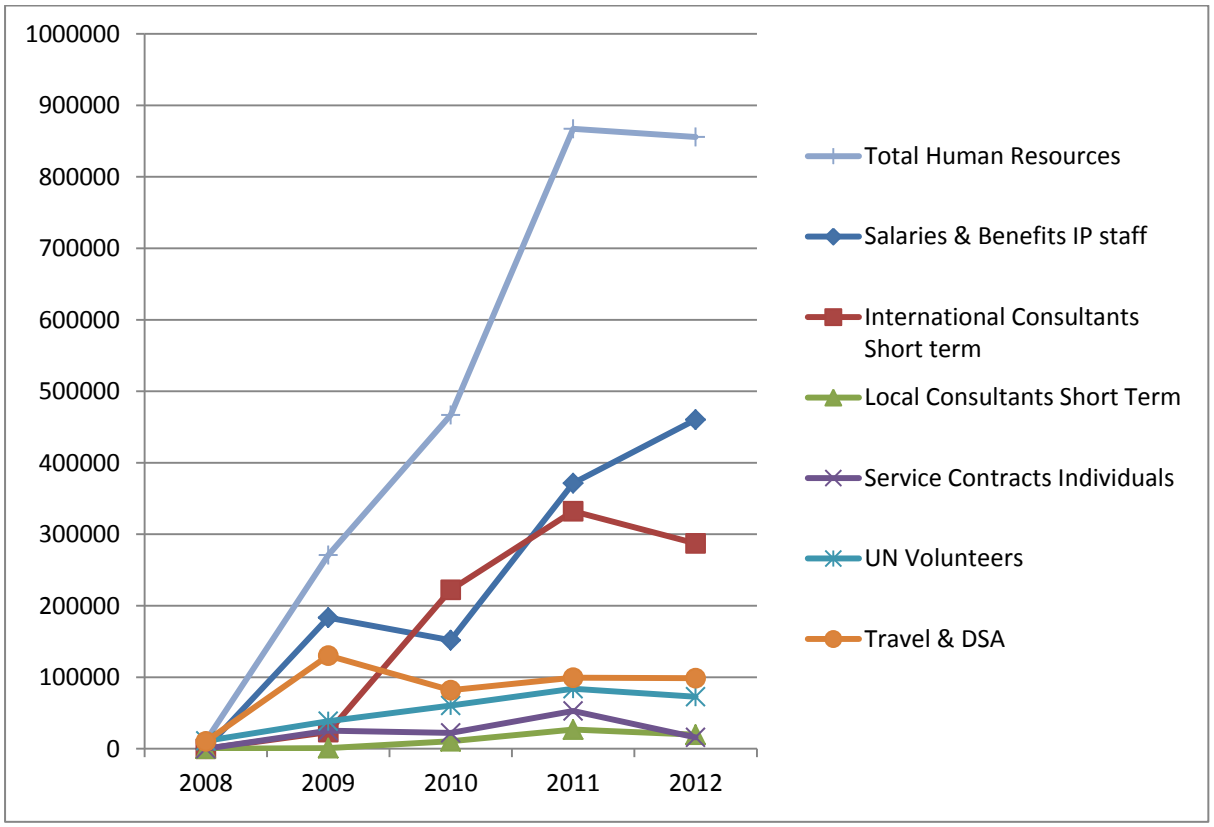


Figure 2: P4P Human Resources and Travel Expenses over the Period reviewed



Factors enabling and constraining programme implementation

104. A variety of factors have enabled the implementation of the P4P programme, both internal as well as external to the programme and the UN partner agencies. Key factors concern the leadership and technical quality on subject matter of the P4P team and the demand that it managed to create, which was related to the existing interest and initiatives to engage boys and men in GBV prevention in the region. P4P moreover, in the early stages of the programme found entry points at the sub-national level in particular in civil society actors. Donor interest and participation of high quality globally recognised authorities on intimate partner violence, masculinities, violence prevention, and research in the TAG who contributed to workshops and training activities added to this. An overview of key issues concerned is presented in table 6 below.

105. Multiple factors at the country and regional levels have led to delayed outputs in all of the programme components. Part of these were internal to the programme and the agencies concerned, though not necessarily within the control of the P4P team. Other factors were external to the programme. Important issues concern the overambitious design of the programme, the lack of sufficient coordination between the P4P team and UN partner agencies and the limited scoping of existing and developing regional and in-country expertise and capacities which could have informed prioritisation of needs concerned. Important external constraints include insufficient Government programmes and at times political will to work on the issues concerned as well as changing donor priorities away from GBV prevention. An overview of key issues concerned is presented in table 6 below.

106. Delays have in particular constituted a setback in the implementation of the research component, in turn affecting the work of the capacity development and communication components which were meant to make use of the research results in their design. Capacity development and communication components have experienced, their own delays, independent of those of the research component. With the growing pressure on the team to perform and deliver outputs, this has resulted in expedited processes reducing the quality of implementation as well as of outputs produced.

107. On-going inter-country communications and coordination in the communications and research components were limited by staggered implementation, but also because of the dynamic of bilateral TA between P4P and its national partners. At present, it is unclear whether the advantages of staggered implementation have been reaped, such as by sharing experience and lessons learned in one country with partners in another. One example would be adapting particularly the qualitative research protocol to address limitations.

Table 6: Factors Internal and External to the P4P Programme that enabled or constrained Programme Implementation

	INTERNAL	EXTERNAL
ENABLING FACTORS	--Leadership, subject-matter expertise, experience, and high position of P4P Programme Coordinator continues to be a factor in demand for P4P services; --The combined efforts of the UN partner agencies mean that at the country level the P4P programme can relate in particular to that UN agency that has been dealing mostly with GBV prevention, which differs across countries in the region. In this way the programme can have a wider reach than would have been possible with any single agency; --On-going coordination and communication with sub-national actors by P4P Programme Coordinator and/or P4P representatives (by research team leader, international UN Volunteer); --P4P's approach to create a demand for its services where these were required but a demand did not yet necessarily exist as applied at the outset of the programme; --On-going bilateral TA provided by P4P team to country-level researchers was almost unanimously viewed as timely, appropriate, expert, and highly valuable by researchers; -Expertise of P4P team: extensive specialised experience in men's and boys' engagement, masculinities and GBV prevention; --The UN Multi-country Study on Men and Violence: Quantitative research draws on significant adaptation of existing standardised survey methods on GBV and external global expertise throughout, including at national level;	--Existing work or interest in working with boys and men and (to a more limited extent) masculinities in view of GBV prevention especially by CSOs in the region and also government actors at regional, national and local levels; --Donors' interest in supporting joint UN programming in this field; --Participation of globally-renowned experts in external TAG in research component in particular, though not sustained throughout the programme period; --The context in many countries seemed to be sufficiently open to enable work with men and boys as well as on masculinities, something also reflected in this year's CSW focus; --Increasing acknowledgement by women's movements that working with men and boys is necessary to sustainable changes;

	INTERNAL	EXTERNAL
CONSTRAINING FACTORS	--Overly ambitious programme design; --The modality of a regional joint programme is new with only few other examples in the region and no established arrangements to draw on both at regional level as well as in terms of the programme's relations to the UN partner agencies at country level ; --Limited coordination between the P4P team and UN partner agencies as well as among UN partners and other UN agencies at the national and regional levels; --Limited availability (and frequent turnover) of UN partner staff to be trained/supported for GBV prevention, engaging men and boys; --Reliance on leadership role of programme coordinator partly explains: limited role of SC and TAG, limited use of bottom-up and horizontal partnerships and other exchanges, and emphasis on bilateral rather than on multilateral communications (i.e. P4P seen as essential hub rather than direct and multilateral exchanges); --Insufficient inventory of existing (and developing) local/national/regional expertise and capacities in the subject matter outside P4P circles; --Insufficient involvement of locally available (and growing) expertise and capacity in the field of GBV prevention, and engaging men and boys for provision of TA support; --Pressure to 'document success' in the programme approach to development has made it difficult to embrace and document mistakes made by P4P and implementing partners in all components as part of the learning process; --Lack of implementation of M&E, non-use of baseline proposal and lack of use of the study on monitoring results of networks; --TCP: Qualitative and policy components of research, as well as the interactions among all 3 components constrained by limited experience in designing related protocols, intermittent involvement of global experts, and a certain vagueness in the research protocols, especially for policy research; --Prioritisation of the quantitative research has affected implementation of policy as well as qualitative research parts of the research component; -- HR limitations for P4P: only 2 (later 3) regular staff can be hired, while other international positions must be filled by consultants that can only be hired for 9 months per calendar year or by UN Volunteers, Australian volunteers and interns.	--Innovative character of P4P programme components led to limited expertise and capacities available and limited documented experience to draw on; --Lack of government programmes or policies or political will to address GBV through working with men, boys, and masculinities, which limits the options for P4P support; --Difficulty of hiring staff at the beginning of the programme; --Changing donors' agendas requires an on-going effort in order to ensure donor support for P4P does not end prematurely; --Environmental disasters, e.g. flooding in more than one country.

EFFECTIVENESS

Introduction

108. At the time the field work was conducted for this evaluation, the P4P team was finishing many of the RJP's planned outputs. Nevertheless, some of the completed and almost-completed outputs have already contributed to outcome-level results, by involvement in extended or additional initiatives with the same partners or by partners applying the P4P results on their own. Though this has happened to a limited extent, the examples concerned show ways in which P4P's output level changes can contribute to enhance GBV policies and programmes at the country level.

109. The final research outputs of The UN Multi-country Study on Men and Violence are of great relevance to all relevant stakeholders in the region. That said, their influence on programming or policy will not occur during the current programme implementation phase as intended. This is because of either the turn-around time was too short between study completion and the end of the extended implementation stage in 2013 or other limitations that arose (as explained below). In particular cases, especially where there has been a continuity of key actors involved, the research results have directly or indirectly fed into programming or policy.

110. The effectiveness of P4P's country-level programming has been negatively affected by the choice to emphasise some elements and pay limited attention to others as compared to the original design. On the one hand, an element that was emphasised, as observed by the evaluation team and commented on by a variety of informants, was the regional analysis of the quantitative research (e.g., only these preliminary findings were presented at a side event of the 57th session of CSW in March 2013). The other element that received greater importance than initially designed was the one-stop shop or help-desk function, including primary prevention training with actors who were not previously P4P partners since P4P's amendment. On the other hand, elements that received lesser attention included scaling up existing community-based and other kinds of interventions with men and boys, as well as working with on-going UN interventions of various kinds to enhance effectiveness through a coordinated and comprehensive approach to GBV, and producing joint UN policy recommendations to inform GBV prevention. Furthermore, work in the institutional and policy arenas with UN agencies' government partners was extremely uneven across P4P's implementation sites.

111. Overall, since P4P along with its partners have carried out innovative work in the region, once there is adequate documentation and distribution of the processes and results of P4P's outputs, these will undoubtedly have the potential to make a substantial contribution to the P4P outcome-level statement –a goal shared by many– by informing interventions carried out by the UN agencies, state and civil society partners at all levels, and third-party actors in the longer term. Thus, these results are not to be taken for granted but are dependent on what other stakeholders will do with the information/evidence and the extent to which it informs their decision-making by being converted through the often complex and obstacle-laden process of being turned into an evidence base for specific policy and programming applied throughout the policy/programming cycle.

Effectiveness of campaigns and communications component (output 1):

112. On an on-going basis, P4P provided direct technical support to campaigns at the national or sub-national level, which included the very innovative use of social media. This is something that it continues to do to a limited extent, e.g. in Cambodia/Vietnam (PyD) and India (CYC). A regional workshop to share experiences and lessons learned across the different campaigns was held and the findings have been used to inform one of the communications toolkits currently being produced.

113. Two communications toolkits were in draft form at the time of the field work, one on advocacy and communications and the other on social media. The social media toolkit in particular makes considerable use of the experiences in three countries. Because the social media campaigns were ground-breaking, they had both notable strengths and weaknesses. It is to the credit of P4P and its partners that both have been incorporated into the toolkit as both provide useful learnings.

114. One of the key lessons learned by the social media campaigns is that they must be connected to other on-the-ground interventions in order to be effective, a learning reflected in the social media toolkit and in the interviews. This has been incorporated into the subsequent intervention by P4P's partners in India (CYC) and Cambodia/Vietnam (PyD).

115. In a number of countries supported by the P4P programme new UNDAFs have been or are in the process of being prepared. P4P by nature of being a programme and not an agency cannot directly be part of these preparatory processes. Through the constituting agencies P4P was in a position to promote the issue of GBV and the engagement of boys and men in these deliberations for programmatic choices. This would thus have received multi-UN partner as well as national government attention. There is no evidence that this has happened in any of the countries concerned.

116. Contrasting opinions were expressed as to whether sufficient work had been done by P4P to effectively communicate research results. In some instances communication of research results was supported by P4P with initial results used in communication campaigns and support provided to develop fact sheets and preliminary policy recommendations. For the most part, however, informants lamented that only a single launching event had occurred and they expressed their concern that more needed to be done for the results to be adapted and used to influence policy and programming. At the same time, they mostly expressed their willingness to be involved in future activities because of the significance and potential of the research findings. A few partners had already taken the initiative on their own to publicise the research with others.

117. The advocacy and communications toolkit provides very useful and in-depth information and examples on how to frame messages on primary prevention for communications strategies. It focuses mostly on framing messages on research findings to different audiences. Not much attention is paid to intended outcomes of the messages in terms of programming or policy outcomes or links to interventions designed to promote attitude and behavioural change. Communications is an essential advocacy strategy, but cannot on its own bring about social, political or other kinds of change, as P4P's own experience shows. Despite said experience, the information in this toolkit is not linked to other strategies to provide a comprehensive approach to advocacy.

118. Had the draft toolkits been produced sooner, they could have been circulated among partners and selected experts for feedback to strengthen them. Nonetheless, both toolkits have the potential to be very useful by providing enhanced knowledge for future campaigns, but tracking this influence will not be possible before the end of 2013.

Effectiveness of capacity development component (output 2):

119. The sub-regional learning communities of civil society organisations (CSOs) and individuals are another significant output of P4P that has had and will continue to have an impact beyond the direct involvement of P4P. In both regions, capacity development has occurred through on-going engagement and multilateral processes.

120. In the case of the South Asian SANAM, P4P's responsive approach was based on shoring up and expanding the existing capacity in the region, as well as enabling members to further develop and deepen their existing debates. Yet changes to the second capacity development programme for fellows with respect to the curriculum contents and number of training days seems to have been made mostly to respond to a decrease in P4P's funding for this activity and P4P's demand for a more practical training, rather than the more in-depth intellectual process favoured by SANAM members and used in the first round.

121. In comparison, the East and Southeast Asian RLC –where there is a very different political and social movement context, as well as much less existing work with men and boys, and very little on masculinities– it has required P4P's role as a facilitator, including working at times as a catalyst and leader to coordinate and facilitate the regional collective learning process, as well as its technical assistance in the issue area, which RLC members recognise and have greatly appreciated. As they reach the end of preparing the regional curriculum, a couple of national sub-networks are already engaged in translating, testing, and using the curriculum at the country level by national networks or member organisations.

122. The quality and, hence, effectiveness of capacity development in the networks for GBV prevention by involving men, boys and masculinities also needs to be evaluated according to whether members have taken up the rights-based, gender-power analysis that P4P was meant to promote. On the one hand, SANAM members consulted in Bangladesh and elsewhere were engaged in intense debates regarding how to implement those principles most coherently. On the other, in Cambodia there were strong indications that RLC members had 'strengthened' their work with men and boys without always incorporating some of the key elements of these approaches. The latter indicates that there have been various levels of integrating elements of the promoted analytical approaches in partners' work.

123. Stakeholders almost unanimously and enthusiastically consider that the technical support provided by P4P in the 'help-desk' modality has made direct contributions to improving the quality of many initiatives in all three components, partly because of the quality of their engagement with P4P and the relationships built. Much of this technical support is traceable but not consolidated, and as it is dispersed over 15 countries in the region, it may not all be measurable in the final outputs. Nevertheless, this stands out as an effective output for the parties to whom the support was delivered. Overall effectiveness could have been enhanced through adaptation of the demand-driven approach to a more strategic one over time.

124. P4P's regional workshops with national partners carrying out the quantitative and qualitative research components were considered very useful and effective by participants consulted, involved regional and global experts, and were part of larger processes of capacity development that also drew predominantly on bilateral, top-down expert technical assistance. P4P followed the WHO global standard for training for quantitative research in this field; meanwhile, similar standards do not yet exist for qualitative research. Indeed, concerns were raised by some researchers and others involved in the research that the training for the qualitative research in particular was rushed, and indeed it was much shorter than the quantitative training. Evidence of this was the fact that other researchers had to be hired for more than one country to do secondary analysis, researchers who had not participated in the P4P training. This is a learning that needs to be recognised and incorporated by P4P and others into future research in this field.

125. Given the high frequency and volume of bilateral requests for technical support while conducting the qualitative research, and difficulties found with the preliminary analysis, it probably would have been useful to organise more regional exchanges, whether regional workshops per study phase or multilateral on-line discussions or chats, suing any of various platforms, which could have been carried out despite the staggered implementation using any of various platforms. Such exchanges could have also created greater ownership at the national and regional levels of the research. A different modality, one that also included more horizontal exchanges of experience at different stages of the research process, would have also more effectively contributed to another of P4P's intended purposes, which was network building, as well as could have accommodated institutional capacity development. This would also have been feasible if the research design had included a (preliminary) set of countries in which to do the research and the necessary arrangements had been made at the outset, instead of implementing the research in a demand-driven fashion.

126. As for P4P-organised regional workshops on GBV prevention that included participants beyond those involved in other on-going P4P activities, or activities in which P4P has presented its approach and/or preliminary research findings, the quality and, hence, effectiveness in terms of enhanced capacities of GBV prevention cannot be commented on because of a lack of systematic follow-up and monitoring. That said, informants contacted who participated in such events considered that some element of the workshops contributed in some way to further developing their organisation's work and/or to informal networking with other actors in the region. Moreover, the workshops played a convening role, bringing the various actors involved in engaging men and boys in GBV prevention together and providing networking opportunities.

Effectiveness of evidence, research, and policy advocacy/recommendations component (output 3):

127. The research was included in the original programme design was expected to feed directly into policy. The UN Multi-country Study on Men and Violence changed significant elements of the original P4P programme design such that while the results may feed into policy, this would separate from the implementation of the study itself, and could be, but not necessarily result automatically from the implementation of the research itself. This can be explained by several reasons. One set of factors relates to the fact that the research was designed to be stand-

alone, in other words to be 'pure' rather than 'applied' research. The design did not "help measure the results of programming involving boys and men [in] this area" that had been or were being implemented, as described in the programme document. Instead, the overall design of the protocols was carried out according to high global research standards and directly involved acclaimed researchers in their respective fields. At the same time, policy- and decision-makers were not involved in the overall design of the research protocols to ensure that the process and results would be immediately, directly and substantively applied, although it is more likely that the results will be used to inform programming and policy in a more general sense. These same influences on the design led to it having a broad thematic and geographic scope and theoretical complexity, which is another quality of pure research, and also explains why it may not necessarily lead to direct uptake into policy. It needs to be noted that these two types of research have different qualities and neither is inherently better or worse than the other; however, what is relevant in the context of this evaluation is to assess whether and how the P4P-implemented research was used to influence improved policy and programming during the extended implementation phase of P4P. These research protocols effectively changed the approach of P4P and the possibility of doing other types of research that might have contributed more directly to achieving the programme outcome statement while P4P was being implemented. Had P4P involved policy-makers from the outset, this would have contributed to gradually building their appropriation of the research findings, thus making their direct or indirect application much easier. Thus, one lesson for P4P to learn from its experience is that involving those who will later do the programming in all aspects of the research at the country level, especially the research design, is essential.

128. Indeed, there are a few examples reviewed by the evaluation team in which research findings were being used by the end of the extended implementation phase to shape policy and programming. Informants identified that even in some cases where P4P continued to work with the same partners, such as UNFPA in Bangladesh and PyD in Vietnam, the research results informed programmes which were completely separate initiatives from the Multi-Country Study. At the same time, applied research directly related to the initiatives (e.g. involving the expected beneficiary community) was still incorporated into the design of those initiatives.

129. There were other factors that explain this problem. One was that research institutions hired did not necessarily have combined experience of doing research and policy or advocacy work (or action-oriented research) such that it would have been more difficult for them to implement such work. Another factor was that the results of the quantitative and/or qualitative studies at the country level either were not directly used in the policy research done in the same country (in the case of Cambodia, one of two countries where this was applicable), nor were the research results packaged to feed directly into context-specific policy, programming, and advocacy at the country level –beyond specific technical assistance– which could have increased the network of those taking up P4P research findings. Also, this very ambitious design was not completed until almost half-way through the original implementation period, which in and of itself contributed to restricting the possibilities of using the research for programme and/or policy design and implementation during the original P4P cycle. It also constituted one of multiple internal and external national and regional delays that led to a staggered completion of outputs. Furthermore, studies have

shown the many hurdles involved with evidence-based policy and programming,[19] and the evaluation team was not made aware that P4P had taken these into account. Finally, given the current P4P team 's commitment to, but limited experience in, using research to inform the entire policy, programming or advocacy cycle, a seasoned expert should be hired to implement this work in the future.

130. The research protocols and the resulting studies of the three research components and the overview vary considerably. The quantitative protocol (with male informants only) was based on an adaptation of related existing standardised surveys, particularly the WHO Multi-Country Study on Women's Health and Domestic Violence against Women and the ICRW and Promundo IMAGES study on masculinities with men. These studies have received the most attention, such as through longer training periods (partly because of the involvement of many researchers to apply the questionnaire) and greater distribution of the regional research results. This may be the result of a certain privileging of quantitative data in policy and other circles, the greater standardisation of survey research (especially intimate partner violence studies), and the greater involvement of experts in this field. These reasons may also explain how, although each of the three types of studies present their own methodological challenges, these were more readily resolved in the case of the quantitative research.

131. The qualitative studies faced a different set of difficulties, which partly relate to the complexities of qualitative research frameworks and analysis, including the lack of global standards. These were related to weaknesses in the research design (definition of gender equitable men and perpetrators); problems implementing the methodology (identifying both types of men, implementing interviews as defined in the protocol, finding perpetrators willing to participate, among others); and limited analytical capacity of principal researchers. Each of these problems was identified in more than one of the qualitative studies. While some of the methodological issues, e.g. that in many of the sites several perpetrators were found among the gender equitable men, have ramifications for theory or conclusions (e.g. that violence is even more embedded), they also indicate learnings regarding limitations in the selection criteria or other methodological aspects that should be included in P4P's regional research reports to contribute to further developing this field. One significant factor that explains these challenges is the innovative character of the research; therefore, it is understandable that the learning process involved a large amount of 'trial, error, and corrections'. The P4P team did make every effort to address and correct these problems, e.g. including hiring researchers to conduct secondary analysis of the data and help refine the national reports, so as to reach the highest possible quality of results.

132. The policy protocol was considerably more vague than the other two research protocols, and it also dealt with a different body of literature and unit and level of analysis. Its description of at least 17 different types of studies to be produced was far too vague. This design was obviously not feasible, and thus could not be effective, since it fell far beyond P4P's scope and mandate. Again, this was an indication of how even the policy research protocol was not necessarily designed to feed into future policy or programming work since it was defined by researchers, not policy makers. A more focused protocol could have been feasible (given sufficient

[19] For a critical review of this literature, see Nutley, S., A. Powell, and H. Davies, 2012, "What Counts as Good Evidence?" Research Unit for Research Utilisation (RURU), School of Management, University of St Andrews. http://bit.ly/Y4yFb3

resources) and could have also produced comparative findings that could have greatly enriched both national and regional research results by providing another layer of analysis. This could have been implemented, for example, by focusing on a particular sector (such as education) in this period, then expanding research in the future by P4P directly and/or its partners. That said, it could be packaged as a recommendation for future research in the field.

133. Of the policy studies, only two were conducted at the country level, and only one of these was available on-line while the evaluation was being implemented. The lesser interest expressed in carrying out this aspect of the research and the lesser existing capacity indicates that this requires future work in this field if P4P's outcome statement (or a modified version of it) is to be achieved in the future, whether by P4P or others. It also highlights that other methods need to be used to implement it, particularly in terms of involving policy makers in the research design (even if agreements are made to keep the research independent) and the need to develop institutional research capacity. If similar studies had already been conducted by other actors, it would have been consistent with P4P's mandate to have written a survey of these findings or have electronic links or information on those studies on P4P's website (if the other organisations were in agreement).

134. At the regional level, the coherent link among the policy studies written and in process (e.g. compared social movements in India and Indonesia and the design of a whole-of-government prevention policy in Australia) is not apparent. Furthermore, together they will not adequately implement the protocol for policy research. That said, one planned study on policy making in the UN could have been very useful to P4P and the partner agencies and might have provided much relevant information. Unfortunately, it was not implemented for various reasons. Nonetheless, that study on its own would not have been able to fill the gap identified.

135. There was also a disconnect among the three types of research carried out, for example by not carrying out all three components on the country or regional level in a coordinated and coherent fashion, or by selecting different sites for each of the studies. This is largely the result of not having a comprehensive planning process that would have incorporated building multi-sectoral stakeholder buy-in and, if necessary, more extensive training processes.

136. Knowledge outputs will be completed by the end of 2013, with many scheduled to be released by mid-year. However, at the time of the evaluation, other than the analysis of quantitative studies, little analytical connection had been made among the findings of the various studies at the regional level, and it seems that little effort had been made by P4P to work with any of the national working groups to analyse the studies jointly and decide if, and what, future steps might be taken. Although this was partly understandable given the delays and approaching final deadlines, information provided to the evaluation team did not give any indication that this was part of the design or planning at the country level. Such efforts could have also involved related studies and other initiatives so as to create more synergy between research and programming/policy/advocacy and among actors of various sectors.

137. Much of the evidence points to a prioritisation of the research itself, particularly the quantitative research at the regional level produced within the UN Multi-country Study on Men and Violence, while the use of the findings and other evidence to influence programming and policy is raised, but both conceptually and in practice is located in a very distant second place. Furthermore, it is not clear whether key members of the research team at the national

level –researchers, UN agency who commissioned study, national working group– have been or will be consulted, which might have an effect on the relevance, ownership, and the use of the study by government and other actors. Indeed, this point was made by many informants of different levels and sectors.

138. Despite these limitations, the final results of the UN Multi-country Study on Men and Violence and other research supported by P4P can have significant impact beyond the scope of P4P for knowledge generation, depending on how these results are used. P4P has so far reflected this situation by presenting the findings that largely reflect those of other quantitative studies carried out in other regions or in various countries around the globe. For example, one of the preliminary findings was that many male perpetrators of intimate partner violence suffered or witnessed violence as boys. While not new at the global level, this had not previously been shown with quantitative data from so many countries in the Asia-Pacific region. It should be pointed out that several informants noted that receiving similar evidence from countries in the same sub-region may have a significant impact on convincing decision-makers and others of the need to consider seriously the research results of their own country and act on them. At the same time, one must be careful to not refer to the research findings as covering the entire Asia-Pacific region, or of being representative of the region or even of any of the specific countries.

139. Considerable research capacity has been developed by all research partners, both individuals and to a lesser extent institutions, in various ways depending on their previous experience. This may be as a result of learning and applying new conceptual approaches, research methods, and analysis, and engagement with actors. It appears that initially greater attention was paid to hiring institutions rather than individuals but in several cases individual researchers or writers were eventually used, usually due to circumstances beyond P4P's control. This decreased the potential for institutional capacity development in this component. At the same time, given the large numbers of individual researchers and the very small number of specialised research institutes, this is understandable. Attention should have been paid to establishing connections and even a network or other coordination platform among researchers and research institutions that could exist independently of P4P.

140. Policy and advocacy recommendations were developed, one set was included in the study with regional parliamentarians, but no information was provided on whether these were used by or with parliamentarians and what impact they might have had. Other recommendations were available in charts that drew on preliminary findings. These were extremely vague (e.g. "Make prevention a priority by promoting long-term gains"); therefore, they were unlikely to be implemented in specific policy contexts and processes. To a certain extent, recommendations for engaging men and boys were linked up with other strategies for ending GBV, e.g. empowering women, services, etc. However, since recommendations were tied to specific findings, there was no coherent or comprehensive approach taken. As such, it was not clear whether or how changes in gender norms ("change social and cultural gender norms […] through media awareness campaigns") might be linked to legal reform ("develop, pass and implement legislation that criminalises marital rape") in order for either to be even

moderately successful. This limitation contrasts with the much more comprehensive draft paper on "Policy Change" prepared for P4P[20].

141. In addition to the tools, the P4P Programme Coordinator conducted shuttle lobbying and other actions in certain instances to have an influence in particular policies or programmes, such as the National Action Plan on Violence against Women (NAPVAW) in Cambodia. The process was not complete during the field work so the evaluation team cannot judge the effectiveness of this effort. Having this access to decision-makers is an indication of the niche and demand for P4P's work, yet this exercise could not be replicated across the region due to finite resources. Furthermore, it needs to be sustained and made more comprehensive through the use of complementary strategies. Replication would not be desirable either, as this process does not contribute to creating more expertise, networks, and coordination among and across UN partner agencies, stakeholders, and others.

Programme Synergy across P4P's three components

142. Synergy was expected to be created through sequencing of activities such that they would be mutually reinforcing. One example was the creation of demand for P4P services through campaign kits, networking, and placement of UN Volunteers. Demand for P4P services was definitely created and grew initially through networking in particular, and later through participation in P4P activities. While part of the expressed needs came from UN partners, considerable needs also were identified in civil society organisations that, in various instances, were able to gain access to technical support from the P4P team around engaging men and boys in GBV prevention and working on masculinities through the P4P initiative.

143. The most important form of synergy identified in the design of P4P (programme document) was the use of research results to inform programming, policy and policy advocacy, as well as the other two P4P components. All together, these could contribute to programmes and policies aimed at achieving such changes, including even measurable changes in men's and boys' attitudes and behaviours. During the implementation phase, this type of synergy was not created because of both delays in implementing research and the expanded, centralised and stand-alone approach taken in the UN Multi-country Study on Men and Violence. Communications initiatives mostly did not draw on P4P-related research (though they did involve TA from P4P staff or P4P-hired consultants), and communications strategies were not adequately employed as part of policy advocacy once research was completed. Though not all the reasons for this were under the control of P4P, the lack of synergy reduced the effectiveness expected out of joining the three components together, especially as regards to contributing to the overall outcome of the programme.

144. Furthermore, while the communications component was overhauled at the beginning of P4P's implementation to move from a single centralised campaign to multiple decentralised ones at the national or sub-national level, by contrast, the research component was largely implemented in a centralised way. Although the latter was vital to ensure the quality of data and analysis and standardisation at the regional level, especially for the quantitative data set, this meant that neither the protocols and instruments themselves, nor data generated were

[20] Greig, A., Basnyat, A., and Lang, J., 2009, "Men and the Prevention of Gender-Based Violence: A Conceptual Framework for Policy Change", Partners for Prevention.

designed to feed into national programming and policy contexts. Indeed, while provisional findings have been used to provide some general and superficial policy recommendations, in practice these research findings have not and probably cannot be applied immediately and directly for programming and policy. For example, research was conducted with adults, as fits ethical standards. Since findings from the life-course focus, as well as the emphasis on primary prevention, suggest that programming and policy should occur with children and adolescents before their first intimate relationship, this is added reason to explain why embedded or applied research is required. Indeed, this was the process carried out by P4P in Vietnam. First, the qualitative protocol of the Multi-Country study was carried out. Then, on the basis of those results as well as of other studies and initiatives, the school-based project was designed and implemented.

145. Capacity development was designed and implemented in many ways as a cross-cutting component, and as such there was very good coordination between this component and the other two on more of a bilateral basis.

146. P4P, partner agencies, and other partners and stakeholders within and beyond the region expect the general data to have a high impact on influencing awareness of the issues and different kinds of advocacy. While the evaluation team concurs that this potential does exist, bringing it to fruition largely depends on whether and how actors will take up the research findings, and will require dissemination campaigns, including specific packaging of results to different audiences as part of broader advocacy and outreach work. Planning for this requires taking into consideration critical assessments of the use of evidence to inform policy and programming, since existing studies show that research often does not get taken up to inform policy, despite the increasing attention paid to evidence-based policy[21]

147. One very important example of horizontal learning was the use of PDAs for survey informants to self-reveal as perpetrators which use was suggested based on partner's previous use of this technology.

Contribution of outputs to achieving outcome-level changes

148. Some of the completed and near-completion outputs at the country level have already directly contributed to enhanced programmes and, to a more limited extent, policy design – particularly those of civil society partners, but also UN partner agencies, governments– whether by direct involvement of P4P in the design of those programmes, or as the 'spin-off' result of P4P's involvement with partners in carrying out the outputs. Examples of direct involvement of P4P are: P4P's involvement in designing M&E of school-based programme in Danang, Vietnam; P4P's engagement with the Ministry of Women's Affairs (MOWA) and other stakeholders to design the National Action Plan on Violence against Women (NAPVAW) in Cambodia. It is worth noting that in both these cases, these are new initiatives undertaken by P4P in the last year that grew out of previous research and other components. Examples of 'spin-off' results are the UNFPA 'Generation Breakthrough' project in Bangladesh, as well as the use of the SANAM and RLC curricula by member organisations or national networks in their own programmes.

[21] See Nutley et al., op. cit.

149. There is considerable scope for the research and other results to influence positively programming or policy / policy advocacy for GBV prevention engaging men and boys in the medium-term. This could be in a measurable way, as long as the initiatives are focused and have a precise, narrow scope so as to not be overly ambitious or time intensive. They would also require P4P to:

    - have the technical expertise for policy and policy advocacy in house;
    - engage in more diverse and coordinated methods of technical support (including training of trainers, ToT); and
    - insert itself into processes organised by civil society or government actors with a strong presence in the country that involve the active participation of a broad base of actors and/or key decision- and/or change-makers, as well as local ownership.

150. In order to provide an evidence base from P4P initiatives, the full programme or policy cycle would have to be implemented. Thus, such initiatives would likely be limited to a two- to three-year cycle and would probably be located at the sub-national level or another relatively small and/or readily accessible community. One possible example from this model is the Danang (Vietnam) school project.

151. P4P had previously supported PyD's social media campaign in Vietnam and UN Women's school project that worked with boys in high school through optional participation in clubs, and has also partnered with ICRW. Out of these experiences, P4P chose to provide technical support to PyD, along with ICRW, to implement an adapted version of ICRW's Gender Equity Movement in Schools (GEMS) programme in Danang. This project involves all the existing P4P components –with research re-focused towards programming– and builds on lessons learned from both of these earlier initiatives. For example, based on the experience of the social media campaign with PyD, this component will be introduced later on in the project in a targeted approach with project participants to reinforce the programme's messages (e.g., through competitions).

152. Based on the UN Women project as well as P4P research findings and the ICRW methodology, the programme works with children of ages 11-14 (grades 6 and 7), ages at which the children have not yet had an intimate relationship (although they may have experienced other forms of violence); also, they are in an active phase of development and transformation that makes interventions, and participation mandatory for all students. To ensure the breadth of impact, all schools in Danang, the respective students and teachers, as well as respective supervisors have been included in the programme. For parents, a representative group will be trained using the ToT methodology who will then multiply the training with other parents.

153. A rigorous monitoring and evaluation plan has been devised, of which P4P provided TA for the qualitative component. The project has a two-year implementation phase, after which it is expected that the school district will fully integrate the model into its programming. This project involves international NGOs, UN agencies (through P4P), and local government; it also constitutes a second round of involvement with the actors as well as cross-national horizontal adaptation from one Asian sub-region to another. Furthermore, given the short implementation phase, it can be used to test the expected synergy or mutually reinforcing sequencing of programme components to assess the use of evidence-based programming to contribute to primary prevention of gender-based violence.

Conceptual approach to violence

154. Using assumptions rather than an explicit theory of change from the outset has hindered somewhat the achievement of outputs and outcomes, although there is already data from P4P outputs that could be used to contribute to developing at least some elements of an explicit theory of change to include this in the final outputs and use it to shape them. These could then (eventually) be taken up directly or indirectly by the UN partner agencies and other state and civil society actors at various levels.

155. P4P's work has consistently incorporated many cutting-edge aspects of theory and research on men, boys, and masculinities, primary prevention and gender-based violence, especially by involving those who have produced these innovations. This has been done to ensure both a high quality and relevance of processes, outputs, and outcomes. This fact and the resulting effects were consistently acknowledged by informants from all sectors.

156. At the same time, some limitations have been identified by experts in this field and other participants. For example, P4P has only incorporated an intersectional analysis in the sub-regional curricula, not the rest of its work, even though this was a recommendation of the mid-term review. Another relates to problems in the qualitative research protocol because part of the methodology (sampling strategy and part of information gathering) rested on defining a dichotomous categorisation of gender equitable men and perpetrators. Even though it is important to note that this categorisation was not reflected in the national reports, neither did they –or the quantitative studies– make use of an intersectional analysis. Such an analysis could have further enhanced the results for policy and programming purposes by providing evidence to respond to specific needs and experiences.

157. The overall design of the research, with the three overlapping protocols, could have had the potential to provide for a very innovative analysis, and also for programming and policy. This was because it sought to bridge existing gaps between health and social science research, as well as to integrate its specific approach to engaging men and boys and primary prevention. However, the design was not made concrete enough and the three protocols were not implemented in a coordinated fashion, nor was an across-the-board analysis carried out at the national and/or regional levels at the time of this evaluation.

158. Another issue involves how P4P put into practice its approach to GBV prevention with the research informants themselves. P4P and its partners could have done more research with the informants regarding the link between their personal lives and their gender-equitable work at the community level (one of the selection criteria), which would have been an interesting way to link the different dimensions of the overall research protocol and combining different units and levels of analysis. The three protocols of the Multi-Country Study, including the sampling strategy, were not designed around assessing the results of programming. However, one opportunity for using the research to influence programming and policy could be to, in a second phase, return to a selected site, where applicable. The existing relationship with stakeholders could be reaped to carry out a virtuous programming cycle involving all P4P components and the research could be expanded to look at individual, organisational/institutional, and community level results. Another possibility, which could have also been used (or could be used in the future) to tie P4P research to programming would be to turn the life history interviews into life history research, with its specific

epistemological approach, by further engaging the qualitative informants in the analysis of the findings. This would have required more time and training, but could have greatly enriched the results.

159. P4P has followed the public health model of focusing on primary prevention, which has many advantages, including avoiding the ethical and effectiveness quandaries of working with perpetrators, as well as greater standardisation in quantitative research and programming in the health sector.

160. At the same time, the public health model also has relative weaknesses, particularly with respect to some aspects of P4P. Some of the literature P4P has produced so far, including the draft toolkits and prevention framework, does not adequately identify the differences between prevention and primary prevention. One of the review exercises in the prevention toolkit (in draft submitted to the evaluation team) calls for participants to "disagree" with the statement: "Prevention is stopping violence from happening again" (p. 20). This sits uncomfortably with frameworks that address the continuum of (or at least connections among) different forms of violence and violence against women, including analyses of femicide. Within public health approaches, this is in fact considered a different level of prevention, but the three levels of prevention are not elaborated in the toolkit, in which primary prevention and prevention are presented as interchangeable. The sound-bite simplicity of the P4P phrase "stop violence before it starts" is confusing and is often not adequately explained. P4P staff communicated to the evaluation team that changes have been incorporated to reflect these concerns following the field work.

161. Another concern was that there appeared to be greater attention paid to quantitative research, particularly at the regional level, which may be a reflection of existing standardised research protocols as well as the fact that this kind of research is more historical and privileged within the health sector, which received greater emphasis in some aspects of P4P's work. Yet this quantitative research is done using an individual unit of analysis, and therefore can only partially contribute to assessing the effectiveness of programmes and policies, which in fact do require a more complex methodological and analytical approach such as what was attempted in the overall regional research protocol. Although more sophisticated approaches to the ecological model do avoid the static categorisation of different levels or units of analysis so as to make linkages among them, the social determinants of health approach (to which the ecological model contributes) still does not have the explanatory sophistication found in the social sciences. That said, more concrete data has been produced in the health field.

162. Some confusion can be identified in different P4P materials, where language of 'root causes' is disconnected to discussions of drivers and 'risk and protective factors' which do not necessarily distinguish adequately between cause and effect. Furthermore, this does not reflect non-health-based feminist contributions that separate structural causes and their multiple expressions (found at various 'levels' within and beyond those identified in the ecological model) and triggers.

163. P4P could use its research findings and in-house expertise (P4P team, TAG, partners, stakeholders) to cross the boundaries of this highly relevant disciplinary and practitioner

divide[22]. Indeed, doing so is essential to P4P given that many of its interventions have not centred in health policy and would make a significant contribution to research, analysis, and programming.

164. While informants underlined the need for primary prevention messaging in the region, as well as capacity development to implement it, it is also vital for these to be implemented in coordination with other interventions that cover the full range of prevention, protection, health, socio-economic, and justice services. Furthermore, how to do primary prevention in contexts with high levels of gender-based violence, that are conflict-affected, and/or where an intersectional analysis is applied to gender and other structural forms of violence is a challenge for P4P, just as it is for academics and practitioners from all fields at present in this region and beyond. The P4P literature did not adequately address a generational approach either. Although it was reflected in policy advice related to working with adults (teachers, parents) to change their messages to children (students, sons and daughters), it did not consider that services provided to victims (e.g. justice sector) may also contribute to primary prevention for their children who either accompany them to the services, or see the effects in their mothers' changing empowerment and life projects. This approach could help bridge the divide between prevention and response and different sectors.

165. Furthermore, there seems to be a bit of confusion on the part of some partners regarding the relationship between (primary) prevention, work with men and boys and on masculinities, as well as linkages with other strategies and approaches for contributing to ending gender-based violence. Some made a direct and exclusive link between the two, such that primary prevention would only involve engaging men and boys while responses would focus specifically on women. Some actors and at least two national research reports confused involving men and boys with empowering women, which ignored that empowerment is a subjective process to build agency, such that subjects must do it for themselves, even if they receive support and accompaniment from others. P4P, together with its UN partners, needs to make sure that this approach is not reflected in policy and programming as it could emphasise women as being passive and victims and might even lead to reinforcing men's protective role of women instead of a rights-based approach. Despite the regional relevance of P4P's approach, there is evidence that it has not yet been fully understood or implemented by its partners and stakeholders. This is a crucial example of why implementation of the primary prevention approach to GBV that incorporates engaging men and boys promoted by P4P needs to be implemented in a coordinated, coherent, and holistic fashion with the rest of the UN's work on GBV/VAW. As one key informant stated, "it takes two hands to clap."

166. Before having the final results of the research, P4P is already asserting the advantages of evidence-based prevention policy. There is no reason to disagree in the abstract with this assertion, but since this evidence does not come from P4P's primary research, it is important for P4P to develop this argument from a review of the literature, which is a worthy publication in its own right and would indeed contribute to establishing a baseline, as identified in P4P's design.

[22] For an example of this division in another region, see Castro, R. and F. Riquer, 2003, "Research on violence against Women in Latin America: From Blind Empiricism to Theory without Data," *Cadernos de Saúde Pública*, 19(1), 135-146. [Tanslation of title provided in the article.]

167. P4P does not currently have the expertise to provide technical assistance in policy or policy advocacy although some members of the external TAG are highly competent in these areas. This is evidenced in the studies, toolkits, and technical support provided. Thus far, the toolkits and materials (including the 5-step framework) focus almost exclusively on the design phase of policy/programming interventions, even though this is not often stated explicitly. Even if this is the first stage in the cycle, it is not appropriate to provide introductory or initial technical support that ends at this stage. For example, it might lead to designing and/or implementing an inadequate M&E framework. These concerns need to be addressed by the P4P team in the final publications and other activities.

SUSTAINABILITY

168. Of the results achieved so far through the support provided by P4P the one aspect that is most clear and likely to sustain, even if the programme would be discontinued at the end of 2013, is that engagement of men and boys to prevent GBV is firmly placed on the development agenda in the region. This was found across the countries visited in the region with substantial contribution of P4P to this achievement. This was most clear in Cambodia where MoWA is in the process of implementing the second NAP on VAW and in which P4P support on research, capacity development as well as communication campaigns has resulted in the engagement of government, civil society and research organisations in working with men and boys. This also goes for Bangladesh and India, where P4P has sought to create linkages with civil society organisations (CSOs) though less with more activist oriented parts of the women's movements. One of the constraints faced in the latter two countries is the highly politicised environment in which NGOs operate, which makes it difficult to promote joint action across the boundaries of the political spectrum.

169. Some of the work has been limited in several ways, which has reduced the opportunities for sustainability. These include:

    a. Limited focus on masculinities;
    b. Limited use of a rights-based approach;
    c. The engaging men and boys and masculinities work needs to be coordinated and implemented complementarily to work with women and girls in practice ("it takes two hands to clap");
    d. The limited analysis of structural conditions that was meant to be done in the policy research and then linked up with the more individual level of analysis found in the quantitative (especially) and qualitative studies. As such, the research produced has focused on the individual level only with much less attention to policy level research;
    e. Focus on prevention policies and programming so far has been limited to the design phase with no follow through beyond that phase towards implementation and monitoring and evaluation.

170. There has been varying yet continued and gradually increasing interest of the UN partner agencies in the Asia-Pacific region in GBV prevention through engaging men and boys and working on masculinity issues, in particular from UN Women and UNFPA and to a lesser extent from UNDP and UNV. Interest in and demand for support has, moreover, increased from beyond the four UN partner agencies, to include other UN agencies like WHO and UNICEF. In addition to UN agencies there has been an increasing interest in P4P's work from national as

well as international NGOs. The number of national NGOs supported has grown over time. The interest of INGOs is exemplified by the work that P4P has done in collaboration with CARE International in Bangladesh and Sri Lanka, which in turn has triggered interest on the level of CARE's Regional Office (see box 2 below for details). The number of countries that P4P has supported has grown substantially with at present 15 countries having received services from the P4P team. The latest addition has been work in Fiji, where P4P conducted 2 trainings with UN Women, UNFPA, government and several NGOs (recipients of Pacific Trust Fund on VAW) on GBV primary prevention programming. This means that there is a continued demand for support which cannot be met by the UN partner agencies themselves.

Box 2: Involvement of CARE International in GBV prevention

In Bangladesh CARE was involved in the qualitative part of the P4P research component and facilitated the selection of perpetrating men and gender equitable men to be interviewed. They have, moreover, been a member of the national working group that was put in place to guide P4P support to the country. Their involvement has been limited and is seen in terms of a sub-contract rather than a partnership between the CARE country office and P4P. They are interested in expanding the relationship as their programme has a focus on women's empowerment and includes GBV prevention. In this respect they have conducted a study on the costs of VAW and one on sex workers as a vulnerable group in Bangladesh.

In Sri Lanka the initiative for the P4P-supported quantitative research came from CARE, whose EMERGE project (Empowering Men to Engage and Redefine Gender Equality) was aiming to develop a baseline study and sought support from P4P on the use of indicators to assess aspects of masculinity. Though the original idea was to conduct qualitative as well as quantitative research, for several reasons the qualitative research did not come about. CARE contracted the Social Indicators Department of the Centre for Policy Alternatives to conduct the research while P4P provided technical support to the research process. CARE's approach to GBV in Sri Lanka includes the prevention of violence as well as protection and support to survivors of GBV with an increasing attention to ensuring the implementation of existing policies.

CARE Sri Lanka's focus on Gender-Based Violence and the inclusion of men and boys in its prevention is related to CARE's focus on support to the process of women's empowerment more in general over the past decade. This has included the development of an empowerment and equity programming framework which includes economic empowerment, participation in decision-making at household, community and national levels and dealing with discrimination in attitudes and behaviour.

171. Capacities have been developed in terms of two networks, i.e. SANAM in South Asia and the RLC in East and Southeast Asia. P4P has supported the creation of the RLC and the development of SANAM in the two sub-regions, as communities for learning among members and their organisations. In particular SANAM appears to be a well-established network with the RLC more in an earlier development stage. The curricula on engaging with men and boys and masculinities developed in both sub-regions form important means to further develop future capacities and are already being adapted to the national contexts of selected countries for application at the country and sub-national levels. The Training of Trainers approach that P4P has used in the training of individual network members has further added to the sustainability of the results, with the members trained making use of their learning to implement focused studies in their own countries and train members in their own organisations. Though capacities of the two sub-regional learning communities have been

enhanced substantially, both networks have yet to develop their own agenda and their continuation so far depends considerably on outside technical as well as financial support.

172. Apart from the two sub-regional networks mentioned above, there has been very limited development of institutional type of capacities at the regional level and in-country. This is true first and foremost for UN partner agencies' capacity on engaging men and boys and masculinities for preventing GBV. There has been insufficient engagement of P4P in capacity development of UN agency staff at both the regional and country levels. This limited attention to capacity development of UN partner agencies is, moreover, partly due to the staffing capacity of UN partner agencies on gender and GBV at regional and country level, which was relatively low and at times was even reduced. This left P4P with few opportunities to develop capacities of UN partner agency staff members.

173. Coordination of P4P activities with UN partner agencies at regional and national levels has been limited, resulting in limited coordination of P4P and UN agencies regional support to country offices and limited linkages between P4P support and on-going UN partner programming on gender and GBV prevention in-country. This is related to the lack of a common vision on GBV prevention across the agencies, including P4P. Development of such a common approach and the role of each of the agencies could have enhanced coordination which not only would have enhanced effectiveness, but also the sustainability of results over time.

174. Support to CSOs and government agencies has mostly consisted of direct delivery of technical assistance, by members of the P4P team. Capacity development of individual staff of CSOs has primarily been on a personal level rather than as a member of an organisation, which has reduced the opportunity to focus on a selected number of organisations and linking enhanced individual capacities to organisational learning. Though there are notable exceptions including capacity development as part of the joint communications campaigns supported in Cambodia/Vietnam (PyD) and the social media and on-the-ground campaign supported in India (CYC), this approach has not sufficiently been adapted over time towards systemic capacity development. Driven by demand, support has remained largely ad hoc with many disconnected initiatives. The provision of direct TA in much of P4P's support has left the issue of developing capacities of regional and country level institutes to provide such TA support in the future mostly unaddressed and overall, the focus on institutional capacity development for working with men and boys and addressing masculinities as GBV prevention strategies has been very limited across the three components of the P4P programme. This can also be said in terms of a rights based approach to GBV prevention and application of an intersectional and gender power analysis, with much of the focus on a health sector / epidemiological based approach to GBV.

175. The three types of research supported by P4P were meant to be implemented by research organisations, either in-county or from within the region, but in practice this has not happened in many cases. Much of the research, in terms of data gathering as well as data analysis, has been implemented by individual researchers. Though several of the reasons concerned were beyond the control of the P4P programme, this means that much of the capacities developed in the process are on the level of individual researchers rather than on institutional level. Enhanced exchanges across researchers in the various countries as well as across countries

could have contributed to building a network among the researchers, as well as facilitated problem-solving by combining the experiences and expertise of researchers from both the country teams and P4P staff.

176. It is primarily through the development of the two sub-regional learning communities as mentioned above that some institutional capacity has been developed, but also in these cases it concerns mainly capacities of individuals as members of the networks and of the networks themselves, but support has not targeted directly the organisations of which they are a member. The level to which the latter can be reached through country level networks remains to be seen, although some initial results were apparent in the use of the curriculum in selected organisations, but is likely to require additional support.

177. Though sustainability of output level results of research, communication and capacity development components, as discussed above, is probable, much of the sustainability of the P4P support would need to be realised at programme's outcome level, i.e. through enhanced GBV policy development and increased quality of GBV prevention programmes engaging with men and boys in particular through an improved evidence-base. The realisation of these outcomes is, however, until present very limited as work on that level has been limited so far. Most of the efforts of the programme have concentrated on the output level. Also, most of the work of P4P in the remainder of 2013 will be focused on getting the planned outputs in place. Thus, it is too early to expect too many results, let alone sustainability at the outcome level changes.

178. In the design document of the P4P programme, the scaling-up of efforts to involve boys and men is included which is meant to create a larger enabling environment to support the growing set of localised initiatives[23]. Though the P4P programme has created linkages between regional, country and sub-national level actors and initiatives this has so far not resulted in the scaling-up of initiatives and use of sub-national level learnings to inform institutional and policy level changes.

179. The lack of support to institutional development was also identified as a shortcoming of the P4P programme in the Mid-Term Review report in which is stated: "P4P needs to begin identifying and investing in regional institutions that can link to national initiatives and take over the technical support function."[24] These issues appear not to have been followed-up and insufficient efforts have been made so far to institutionalise P4P support functions in selected organisations in the region.

180. The support to development of capacities of selected government, CSO and research organisations could start off with support to a capacity self-assessment process in which existing organisational as well as technical capacities are assessed and which is used to inform a capacity development plan, including the use of internal resources of the organisations concerned as well as outside support from P4P and other stakeholders. Such a capacity assessment often functions as initial part of the capacity development process itself and can

[23] UNDP, UNFPA, UNIFEM and UNV Regional Joint Programme, Asia Pacific Region, 2008-2011. *Partners for Prevention: Working with Boys and Men to Prevent Gender-based Violence*. August 2008 and *Amendment No. 1: Project document amendment of the regional joint programme for the Asia and the Pacific of UNDP, UNFP, UN Women and UNV*. 2011.

[24] Kalyani Menon Sen, *Partners for Prevention, Working with boys and men to prevent gender-based violence. A joint programme of the UN system in the Asia-Pacific Region. Mid-Term Review 2010*. November 2010.

provided useful 'baseline' information with which future information on capacities can be compared. Various organisations, including UNDP, have developed such tools which can be adapted to the specific focus and requirements of organisations and contexts concerned.

181. An exit strategy was not part of the original and amended programme documents. A set of sustainability objectives was developed at the request of the Steering Committee[25] and formulated in an annex to the P4P workplan of 2013 (see box 3 below). Though these objectives can enhance the learning and use of the outputs of the three programme components, in particular the toolkits developed, they do not address the institutionalisation of P4P functions of research, communication and capacity development in regional and national level organisations and institutions.

Box 3: P4P Sustainability Objectives and Ways to achieve these for 2013

Sustainability objectives added to the P4P Annual Workplan for 2013.

- Participating UN agencies and key partners in the region are familiar with and can use consolidated research, programming and communications tools produced by P4P
- P4P's knowledge products are publically accessible and integrated into all participating UN agencies websites and learning systems
- Participating UN agencies are equipped to utilize the P4P supported networks in the region

Ways in which these objectives are meant to be achieved

- The finalisation of a Prevention Action Kit, consisting of three toolkits on conducting research with men for violence prevention; designing effective programmes and policies to prevent GBV; and developing evidence-based communications to prevent GBV targeting men and boys.
- Establish a mechanism to house the pooled data set and develop sharing arrangements to ensure long term use of the data
- Regional and country level learning events
- Support to sub-regional and national learning consortiums to become self-sufficient and self-managed networks
- Joint communication and outreach as four UN partner agencies, integrating P4P learnings into UN and partner learning platforms

Source: Annex to P4P Annual Worlplan 2013.

[25] Steering Committee Minutes Meeting 22 January 2013.

5. CONCLUSIONS

RELEVANCE

182. The evidence overwhelmingly points to the fact that P4P has been very relevant in relation to all the GBV initiatives of UN agencies and other stakeholders. First, P4P's work has brought attention to the roles boys and men can –and, therefore, must– play in GBV prevention: they can no longer only be portrayed as 'the problem', but also need to be considered and included as part of 'the solution'. That said, P4P has largely applied this focus on its own at the regional level, which has limited its contribution to developing a common approach across the four partner UN agencies.

183. The relevance of the programme has been further enhanced by the combination of the three programme components, in which research, communication and capacity development are meant to inform and mutually reinforce one another. All three have emphasised the message that violence is preventable, which was underlined later in the implementation phase with the research results.

184. The programme has added, and continues to add, significant value by providing data, analysis, capacity development for GBV prevention programming, and support to country-level communication campaigns. Some of the preliminary research data has already been applied in modifying existing or introducing new programmes. This is a result of P4P gradually bringing a more focused approach to bear on work with boys, men and masculinities in the region that has contributed to: (a) refining and deepening the work of those civil society actors already engaged in this field and (b) building and strengthening communications and networks among actors, especially within civil society and across the regional, sub-regional and country levels. To a more limited extent, P4P has also encouraged other state, civil society, and international actors at the local, national, sub-regional, and regional levels to engage in this work; however, it has not significantly contributed to scaling up interventions from the local level and enhancing existing programming on GBV prevention of UN partner agencies as originally designed. All three programme components have added significant value that has been recognised by most of the informants.

185. P4P has been able to add value in terms of reinforcing and deepening the attention to engagement of men and boys and work on masculinities, especially for GBV prevention, moving beyond the common approach of mainly focusing on women and girls (care, protection, services, assertiveness training, etc.). With the high prevalence rates of GBV in the region, and the global recognition of the importance to engage men and boys to prevent GBV, the relevance of the programme proves high. This is particularly true given the relatively low specific capacity and experience of several UN agencies on the issues concerned.

186. Part of the relevance of the programme also lies with its work with civil society, developing strong partnerships with certain key CSOs and linking up with a variety of civil society actors active in the field of GBV and its prevention. Partnerships with government actors have received less attention, but strategies to influence government policy and programming have

included bilateral and multilateral consulting and technical assistance, as well as inter-sectoral coalition building around specific activities (e.g. research, communications campaigns) where possible.

187. Though in its communications the programme over time appeared to stress working on primary prevention of GBV in general, much of the work carried out remained focused on engagement with men and boys and working on masculinities, the areas where most key stakeholders see the added value of the programme.

188. The research carried out by P4P, especially The UN Multi-country Study on Men and Violence, has been of the utmost relevance to provide further evidence of, and fill gaps regarding the knowledge about prevalence of GBV in the region, the different kinds of masculinities in terms of attitudes and especially behaviours, as well as showing that violence is avoidable and, thus, preventable. Given that P4P's purpose is to contribute to GBV prevention through engaging with men and boys by developing the capacity of relevant actors in the field, the related evidence collection and analysis is of high relevance for adequate capacity development.

189. The programme has responded to demands for its services from the field in a multitude of countries in the region. This demand, from UN agencies as well as civil society groupings, has grown over the years, which shows P4P's relevance, as it has continued to address a clearly existing and growing need for such support in the region. Indeed, this support is hard to get from other stakeholders, including regional TA support of the UN agencies.

IMPLEMENTATION PROCESS AND EFFICIENCY

190. The modality of a Joint Programme in which the efforts of four UN agencies, UNDP, UNFPA, UN Women and UNV, are combined, has enabled a focus on engagement with men and boys and working on masculinities for GBV prevention within the UN system, which has contributed to work of the UN partner agencies. This has been achieved as a joint effort and would have been much more difficult, not to say impossible, to achieve by any of the UN agencies alone. The use of pooled funding and joint annual work plans has enhanced the efficiency of programme implementation. One of the indications for the recognition of the efficiency of the regional joint programme modality, as well as the content focus of the programme, is the considerable donor support that the joint programme has managed to generate, which is in part due to the joint character of the initiative. With external donor contributions following the pooled fund modality of UN partners, efficiency has been further enhanced with combined resources used to fund the joint annual workplans.

191. Limitations in Steering Committee and internal and external TAG have resulted in insufficient guidance to the P4P team in terms of the direction and focus as well as management of the programme and integration with existing national programmes, in particular in the period after the first year until mid-2012. This has affected the efficiency as well as programme management with the coordinator fulfilling content leadership, management and TA roles at the same time.

192. The design, set-up and actual implementation of the three programme components left responsibilities for enhancing policy development unclear. Composition of programme staffing has so far not included specific GBV prevention policy and advocacy competencies. These factors have limited the focus of the programme on outcome level changes. This has resulted

in outputs which are in particular regarded as results in themselves rather than as meant to contribute to outcome-level changes, i.e. enhancing specific policies and programmes for the primary prevention of GBV. Though the programme promotes an evidence-based approach it has made only little use of actual monitoring of progress which has limited the scope for results based management of the programme and has reduced the opportunities of the programme to contribute to the development of a knowledge base on what works and what does not in engaging men and boys in GBV prevention.

193. The use of a demand-driven approach was understandable at the start of the initiative in which the programme had to find its niche and actually create awareness about the importance of the issues and subsequently enhance a demand for the services it could deliver. Once the demand became more and more established the same approach was not sufficiently and timely adapted towards a more strategically-oriented approach, in which direct delivery of TA by members of the P4P team would increasingly be shifted to a focus on developing capacities of selected regional and country based organisations and agencies to deliver such TA in the region in the future. Continuation of the delivery of direct TA support to an increasing number of demands in a growing number of countries has dispersed the focus of the programme, resulting in a delayed delivery of the primary outputs. This has, moreover, enhanced a dependency on outside technical support and led to a diminished efficiency of programme implementation and use of the P4P core team human resources available.

194. Delays in the implementation of all three parts of the research component have minimized the programme's ability to focus on the use of research results to inform GBV prevention policy development and programming. In particular policy research results are missing through prioritisation of the quantitative part of the research component. Mounting pressure to deliver planned prime outputs as originally planned has resulted in implementation of components that often proved insufficiently coordinated.

195. To maximise efficiency, the TA services provided by the P4P programme on engagement of men and boys in GBV prevention would need to relate to other TA services provided by UN agencies on gender and GBV related issues as well as sector specific TA support. There are only limited cases of actual coordination of P4P TA with that of other UN agencies at regional and national levels. Lack of coordination of support has at times led to frustration. A designated coordinator at the country level has shown to be able to enhance implementation of activities and increase communication and coordination among UN partners, CSOs and government agencies.

196. P4P has made use of partnerships with a variety of agencies and organisations. In particular relations with SANAM and RLC have shown characteristics of longer term partnerships. Many of the other working relationships have been limited to the activities concerned and did often not include the development of the capacities of the organisations concerned. National working groups (NWG) meant to lead and coordinate the work at the national level, have in various instances not functioned well and focused primarily on research rather than all P4P components and have met only sporadically. P4P has not adequately involved either the lead UN partner agency or the NWG when dealing with the research institutions handling the various research components. This has limited the ownership of country based research processes and results.

197. To date P4P has operated as a programme of four UN agencies, each addressing VAW and GBV and the role of boys and men from their own perspectives. Not much use has been made so far of the capacities of other UN agencies, e.g. UNICEF, UNESCO, and UNAIDS, each of which are active in other ways in this field. Similarly, only a relatively small number of civil society groups, active in the broad field of gender justice, women's rights, masculinities and GBV prevention, and political lobbying/advocacy for human rights were involved so far, or even sufficiently aware of the programme's scope and opportunities for joint action. In a second phase, collaboration with a wider range of selected stakeholders could reinforce the efforts on GBV prevention through engagement with men and boys.

EFFECTIVENESS

198. In the extended first phase of its implementation the Regional Joint Programme has started to produce important outputs across the three components, with more results expected before the end of 2013, the end of the present programme phase.

199. Support to learning communities has been effective with functioning networks of civil society and other actors in the field of engaging men and boys for GBV prevention in South as well as East and Southeast Asia. Both networks have developed their own learning curriculum on understanding of, and engagement with men and boys and masculinities to prevent GBV and other gender-power issues, contextualised for their respective sub-regions. The adaptation of these sub-regional curricula to the requirements of specific countries and their settings provides the opportunity for expanded use of the curricula.

200. The P4P support has been adapted in line with the development processes of the networks in the two regions concerned. Support to SANAM has been more at a distance, enhancing existing capacities, while the relationship with RLC has included more hands on support. SANAM was able to develop quite independently based on a long tradition of (and space for) independent civil society activism in South Asia, with active women's movements and men's involvement in gender justice promotion. The RLC in East and Southeast Asia has required more direct support and does not have the same level of independence yet. This is primarily caused by the relatively limited political space (in some countries) for and still nascent development of independent civil society organisations (often NGOs), as well as the limited experience in and exposure to the field of gender-power issues.

201. Though trainings and workshops on regional, sub-regional and country level have contributed to development of capacities on GBV prevention and the role of men and boys, this has primarily been on the level of individuals, with activities focused on training of participants selected on an individual basis or as assigned by their respective organisation. This has limited the organisational level capacity enhancements through the training programme. An exception concerns capacities developed of research institutes based on the inclusion of multiple researchers from the same institute.

202. In the research component of the programme, P4P has introduced a new and innovative focus and approach in GBV research, addressing the role of men and boys and masculinity issues and gathering data from boys and men including perpetrators as well as 'gender equitable' men. This new dimension to GBV prevention in turn can inform UN, national governments' and civil society organisations' programming on GBV prevention in the region. In particular the

quantitative research has provided new data and is in the process of creating new knowledge at country level with further regional level analysis pending. Prioritisation of the quantitative research has resulted in further delays of the qualitative and policy research parts of the research components. These two parts have, moreover, met with a variety of implementation problems and the qualitative research, including analysis of the data collected, is yet to be finalised for most countries concerned while policy research has been implemented in a more limited number of countries only.

203. The planned linking of the three research elements of quantitative, qualitative and policy research has not been sufficiently realised as planned, neither in the design of the research, nor in the implementation and analysis. In particular the lack of policy research has meant a disconnect of the research component with the programme's outcome level changes and the use of the preliminary research findings to inform enhanced GBV prevention policies and programmes. Ownership of research results by government, UN agencies and civil society groups is limited as a result of limited involvement in research design, implementation and analysis. This is likely to limit the sense of ownership and active use of the data. Application of this evidence base to inform GBV prevention-focused programming and policy making has so far been limited, partly because the preliminary findings and data sets have not yet been fully analysed. Nevertheless, the research results have the potential to influence policy development and programming at country level, once accepted and acknowledged by Government and other stakeholders as depicting the reality, and further informed by policy research and other relevant contextual data and their analysis and application.

204. For the countries where research was undertaken the regional joint programme has contributed to quantitative and qualitative data on behavioural patterns and attitudes concerning GBV, with the analysis indicating possible causes for these as well as showing risk factors contributing to GBV. The most important finding is arguably that GBV is avoidable and that, therefore, change and (primary) prevention are both possible and necessary, which constitutes the first principle of P4P.

205. The planned outputs of the three programme components were not intended in the programme design to constitute P4P's ultimate results. It is their use and putting these outputs of the first phase of P4P programme into action that is of particular importance to contribute towards the goal of prevention of GBV: the use of the research findings, the application of communication tools and the workings of the sub-regional learning networks which are meant to inform and enhance policies and programmes that address aspects of GBV prevention in practice, in particular through the engagement of men and boys and working on masculinities. Initial results in terms of policy development and enhancing GBV prevention programming have been achieved, showing initial effectiveness of the approach of the programme. These outcome level changes remain an area that still needs considerable attention, in particular as further work is needed to enable the outputs to contribute to outcome level changes. The full potential of the outputs achieved so far is thus still largely to be realised.

SUSTAINABILITY

206. With engaging men and boys to prevent GBV firmly placed on the development agenda in the region, P4P has contributed to the creation of an enabling environment to further address GBV prevention, making use of this approach. There has been an increasing demand for P4P's technical support services (beyond funding support) on engaging men and boys and masculinity issues for GBV prevention in the region throughout the present programme period, hence the approach appears to have gained ground, contributing to the application of the approach.

207. The focus on development of organisational capacities has been limited. Most of P4P's technical support has taken the form of direct TA to requesting UN agencies, government and civil society actors at the regional level and from a total of fifteen countries in the Asia-Pacific region. P4P training activities have been provided on an individual basis rather than in representation of a limited number of selected organisations. This has resulted in enhanced capacities in particular at the individual level but has limited the extent to which organisational capacities have been developed, whether in UN agencies, their national government partners or civil society organisations. This has so far largely prevented the P4P functions of research, capacity development and communication to get institutionalised within partner organisations in the region, hence support so far has not yet contributed significantly to sustainability at the institutional level. For this to be achieved in terms of the UN agencies sufficient commitment of the agencies to focus on GBV prevention is required with sufficient staffing in place for P4P to engage with.

208. An exception in terms of organisational capacities concerns the SANAM and RLC learning communities which have been established and supported with members' capacities enhanced. However, the communities are still to different degrees dependent on considerable outside technical as well as financial support. Neither of them can be considered yet at a level at which it would be ensured that they would continue to function independently and be able to raise funds required.

209. The focus of the programme has so far been on the realisation of planned programme outputs, of which an important part –especially for the research component– still needs to, come into place in the remainder of 2013, the last year of the extension phase of the programme. The expected outcomes of P4P, i.e. enhanced programmes and policies for the primary prevention of GBV, have so far not received the attention required so that the sustainability reached at this level is not yet relevant. The focus of support to GBV prevention programming, however, on the design stage, rather than subsequent stages of the programming cycle, appears to limit future opportunities for sustained results.

210. Though P4P has contributed substantially to creating an enabling environment for engaging men and boys and working on masculinities, which are more and more considered as important aspects of GBV primary prevention, results achieved so far remain largely on the output level, with limited institutionalisation of the functions provided by the programme and little attention to using the outputs to enhance GBV prevention policies and programmes. Thus sustainability of results therefore has overall remained weak.

OVERALL ASSESSMENT

211. GBV is prevalent throughout the region, to the point that a culture of violence is considered to exist in some places. Yet the context in which it occurs and the forms it takes differ greatly across the various countries, related to the enormous diversity and gender- and other power differentiations between countries, sub-national levels and communities. The issue of gender-based violence is politically and socially sensitive and a topic on which there is much denial and myths. This context needs to be taken into account when assessing the achievements of the programme so far and considering the opportunities for future engagement of UN agencies and civil society institutions. The challenges of the context call for longer time frames to reach expected outcomes as identified on the country and regional levels. It is noteworthy that some donors and international NGOs are beginning to change their approach to look at even cycles of 10 or more years to achieve social change.

212. In retrospect, the four UN partner agencies were overly optimistic about the results that can be expected in the programme period concerned. In order to use available funds and human resources efficiently and effectively, an evidence-based approach to GBV prevention policies and programmes addressing the role of men and boys and masculinities had to follow data collection and analysis as part of the research component of the programme, and hence could not have been undertaken at the start of the programme.

213. At the end of the extended first phase of the regional joint programme in December 2013 many of the programme outputs can be expected to be put in place. The overall programme objectives and results, however, will not have been achieved to any significant degree. This can be related to a variety of reasons. One is that the design of the programme proved overly ambitious with intentions of attitude and behavioural changes that are unrealistic to reach within the planned programme period. Another issue that limits quick results is the fact that P4P is a regional programme, but it has focused on changes in GBV (policy and practice) at the country-level, P4P was only able to provide indirect support to change processes for the most part, through UN agencies, their national government partners and civil society organisations. Regional level policy change is also pertinent, especially as it has had a significant impact in other regions of the world.[26] The collaboration among four UN agencies could have contributed to movement in this direction, but they nor P4P had a consolidated focus at this level.

214. Given the outputs achieved so far and their larger context, P4P as a programme has been relatively successful. The materials produced will have a lasting result only insofar as they continue to be used. Thus, they have limited value in themselves as regards effective GBV prevention programming and policy. Although P4P has already made a few contributions to its outcome-level results of programming and policy, this has mostly occurred with civil society organisations, and particularly those engaged in collective partnership arrangements with P4P through SANAM and RLC where more (mostly individual) capacity has been developed or through on-going, not ad hoc, arrangements.

[26] Two regional policies worth mentioning are the Protocol on Gender and Development of the South African Development Community and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Convention of Belem do Pará) of the Organisation of American States. Both of these also have formal and/or informal monitoring mechanisms established. As a binding human rights instrument, the Convention of Belem do Pará has made a significant impact on legal and policy change in Latin America and the Caribbean.

215. In order to reap the full benefits of the results achieved so far, there is a need for follow-up in a second phase in which these would be further institutionalised and in which focus would be on the support to the development of evidence based programmes and policies for GBV prevention in a selected number of countries, as well as ensuring that all its capacity development, research and other work P4P continues to do is designed to ensuring the uptake of P4P's particular approach on engaging men and boys which is based on: addressing masculinities; an analysis of gender, inter-sectionality and power (thus far only stated); making the links between interpersonal and structural levels that feed the conditions that produce gender-based violence; and the need for complementarity and coordination between working with men and boys and empowering women and girls, as well as between prevention and response; and a rights-based approach. This approach would need to be taken up by the UN agencies, civil society and government partners.

6. LOOKING FORWARD

216. Focus in the second phase (as well as the remainder of the present phase) of P4P needs to be on engagement of men and boys and working on masculinities for GBV prevention, which is where value has been added so far, something which is acknowledged by most stakeholders.

217. Emphasis in the second phase will need to be on (1) the institutionalisation of the functions that have been performed by P4P so far in a variety of relevant organisations in the region, sub-regions and country level, (2) support to the development and implementation of a common approach to GBV, in particular through engaging with men and boys and working on masculinities by the P4P partner agencies, (3) drawing on existing opportunities to use the outputs of the first phase to inform and support the development of evidence based GBV prevention programming and policies in the region, and (4) continuing to provide technical assistance and capacity development to selected UN, civil society, academic/research and government partners using approaches that facilitate the achievement of the previous items. With these foci the approach of a second phase will differ substantially from the first phase of the P4P programme. In order to facilitate the translation of the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable, the programme will require sufficient time. Below different options for the combination of these focus areas are presented and compared.

Options for a second phase of P4P

218. Further support to GBV prevention in the Asia-Pacific region after the first phase of P4P could take several forms. In each of the options described hereafter, it is necessary to prepare an exit plan at the start of the second phase, including the development of capacities of functions that P4P has provided so far as well as other functions needed for a comprehensive approach to support to GBV prevention. Functions would need to be handed over, or jointly undertaken from the start, as part of the capacity development process. The types of support provided needs to be adapted to the developing capacities of partners concerned.

219. **A first option** is to aim at consolidating the achievements reached in the first phase and to support the institutionalisation of key support functions that P4P has provided over the past five years in relevant partner agencies: UN, Government (mostly indirectly), civil society and academic/research partners and organisations. This focus on institutionalisation of P4P's functions would mean that the productive use of outputs of P4P's first phase would largely be left to the individual UN agencies as well as civil society organisations at regional and country level. This option can be expected to take a one to two year period and would include:

- Support for further distribution of first-phase research results. This will require engagement with different kind of stakeholders including writers, journalists, cineastes, TV producers etc. Support needs to be in place to translate concepts of GBV and related issues to country realities so that people can adapt and apply P4P's and other materials on the topic.

- Support for capacity development on GBV prevention at (regional and) country level including individual and organisational capacities; creating an enabling environment and making use of tools (including capacity assessments) to guide and monitor capacity development processes. All this with a focus of developing capacities of partner agencies to take over functions presently performed by P4P and to institutionalise and socialise results achieved so far. Capacity development needs to involve a variety of strategies including training of trainers, creation of horizontal networks of specialists (including researchers), mentoring and technical assistance. Functional areas developed would include research, communication, TA support and networking, i.e. those areas that P4P focused on in the first phase of its implementation.
- Support for network building, exchange of learning and experiences and mutual learning opportunities of professionals working on GBV prevention in the region, engaging men and boys and working on masculinities, including the fields of research, social and mass media communications, training, organisational capacity development and advocacy.
- At the sub-regional level further support needs to be provided to SANAM and RLC, supporting them to reach institutional maturity and linking them up with other (sub-) regional networks that focus on gender justice and/or women's rights. At the country level this would involve enhancing the networks of SANAM and RLC members in selected countries and seeking linkages with other national network initiatives.
- Advocacy for the inclusion of GBV prevention, especially engagement with men and boys and working on masculinities in the post MDG 2015 agenda.
- Technical support facility on the use of the tool kits developed in the first phase of P4P to key UN partners, government agencies and civil society partners. Develop support capacity for large programmes focusing on GBV prevention / VAW that are scheduled in the region, including the VAW prevention programme funded by AusAID and support to the implementation of NAP VAW, both in Cambodia.
- Monitoring will consist primarily of monitoring of activities and their outputs. These would include enhanced capacities of organisations concerned, though changes of a one year process would remain limited and not necessarily quantifiable. Monitoring capacity for networks would be enhanced and the networks supported with the establishment of a monitoring system. Moreover, the use of the research results and the toolkits developed in the first phase of the programme would be monitored and selected cases of use could be further analysed.
- Expansion of the joint programme modality with the incorporation of additional UN agencies would focus on communication of results of P4P in terms of research, communication and capacity development on engaging men and boys and working on masculinities to other UN agencies as well as to government agencies, CSOs and other relevant parties.

220. **A second option** builds on the first one and would additionally include support for the use of the outputs of the first phase of P4P to inform GBV oriented programme design and implementation and support for policy advocacy. This could be achieved through support to the development of methods and tools at the regional level and providing support to a limited

number of countries to implement these in an ad hoc way, in close cooperation with government partners, UN agencies and civil society organisations in-country. This option can be expected to take 2 – 3 years and would include:

- Support for enhanced quality of design and implementation of GBV prevention programming, making use of research results of P4P and those of other agencies and parties to inform such programming.
- Support for policy advocacy on GBV prevention at the national and regional levels in close cooperation and coordination with UN agencies and other advocates at these levels, informed by the research results of P4P and those of other agencies and parties.
- Establishing firm cooperation and promoting involvement of civil society organisations, including existing women's CSOs, networks, social movements, that are already engaged or ready to engage with boys, men and masculinities, as well as newly establishing groups and movements in both programme development and policy advocacy initiatives.
- Support to SANAM and RLC would include further developing methods and tools for campaigning and policy advocacy and for inter-country and inter-regional exchanges, internships and learning opportunities.
- Functional areas developed in this option would be expanded to include capacities for programme design and implementation and policy advocacy in addition to the functional areas that P4P focused on in the first phase of its implementation.
- A more comprehensive monitoring and evaluation system would need to be supported. This would include both the P4P programme as well as support to partner organisations to enhance their capacities on M&E and systems in place to enable results based management. This would also include selected policy and programme initiatives, though would not concern whole virtuous programming and policy cycles, given the time limitations of the second option.
- There would be a need from the outset of the second phase, to re-organise the programme components, including a designated space for support to policy development and advocacy and GBV programming and to recruit staff with relevant expertise to perform these functions.
- This option would provide the opportunity to partner with other UN agencies, either through addition as a partner agency or though specific MOUs. The number of UN agencies will need to be kept relatively low as expansion of UN partners usually means more complex management systems and easily result in delays in implementation.

221. **A third and more extended option** focuses on the translation of the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable, something for which sufficient time is required. This option expands on the first and second options by using an evidence-based approach in the implementation of the P4P programme itself. This would mean that the programme would go beyond providing support to evidence-based policies and programmes and would contribute to the actual evidence base of what works and what does not and why. This would in practice mean supporting and following a limited number of cases of policy design / implementation and GBV oriented

programmes in selected countries in terms of their design and implementation and support the monitoring and evaluation of their results with the expectation of creating a virtuous cycle involving the evidence base, communications strategies, advocacy and other elements. The evidence created in this way on what works and what does not, can be used in engaging men and boys and addressing masculinities issues in GBV prevention policies and programmes. This would maximise the investments made in the first phase. This option would mean testing the evidence based approach of P4P and the theory of change that underpins the programme. Support for improving monitoring and evaluation capacities of partner organisations in the field of engaging men and boys and addressing masculinities would further enhance the creation of evidence in the implementation of other GBV prevention policies and programmes. This option would take more time as it would include a full virtuous cycle of initiatives concerned and would require a four year period. It will include:

- Further developing and testing P4P's theory of change: P4P's theory of change needs to be made explicit and a programme results framework developed. This will help to guide a participatory monitoring and evaluation component of the programme so that the programme is able to contribute to the identification of what works and what does not as regards policy advocacy, programming and actual practices related to GBV prevention engaging men and boys. In so doing, it will introduce an evidence-based approach into P4P's own programming.
- Further development and application of the framework for GBV prevention developed in the first phase. This will involve further developing P4P's approach to GBV prevention with a focus on engaging men and boys where the key elements of this perspective are applied in both the knowledge products of P4P and its technical support to its UN, civil society and government partners. These are: addressing masculinities; an analysis of gender, inter-sectionality and power (thus far only stated); making the links between interpersonal and structural levels that feed the conditions that produce gender-based violence; and the need for complementarity and coordination between working with men and boys and empowering women and girls, as well as between prevention and response; and a rights-based approach.
- This should be accomplished in part by working in a limited number of selected countries and with particular stakeholders to apply the research results and other elements created by the programme components in the first phase to inform policy development and programmatic initiatives that focus on engaging with men and boys in GBV prevention. The use of participatory monitoring and baseline data gathering and end-line (programme) evaluation needs to inform these types of support and will provide evidence regarding the approach that P4P promotes to support the engagement of men and boys in the prevention of GBV.
- P4P needs to work on developing indicators for GBV prevention, especially regarding engaging men and boys and masculinities. These should complement existing indicators, especially those created by the UN (such as UN Special Rapporteur on Violence against Women). In order to maximise ownership and use, such indicators need to be co-developed by the agencies and communities concerned (men/boys as well as

women/girls) who need to be involved in the monitoring of progress / changes concerned.

- Functional areas of the P4P programme that would need to be developed in this option would expand on the second option to include capacities for monitoring and evaluation. Implementation would result in an enhanced evidence base in terms of a number of tested programmes and policies and the development of methodological requirements for M&E in GBV prevention programming working with men and boys.
- The four year period, needed for this option would require an MTR after two years to assess results obtained and to facilitate mid-term adaptations.

Comparison of the three options

222. The first option would largely forego the objectives as formulated in the amended P4P first phase Programme Document i.e. enhanced programmes and policies for the primary prevention of gender-based violence are being implemented in Asia-Pacific. With the outputs in place after the extension of the first phase, the first option would not use these results to create much more of the outcome level changes than could be realised in the first phase. In practice this would mean that these objectives would need to be achieved by the individual agencies rather than the joint regional programme with monitoring and evaluation concerned a part of the wider programmatic results frameworks of each of the organisations.

223. The second option would start to address the P4P objective in a more substantial, though still limited way. The second option would have a focus on regional and less on country level with no option to follow-through on programmes and policies in their implementation. Support would be limited predominantly to design and planning rather than implementation, evaluation and learning processes for future engagement of men and boys in GBV prevention.

224. The third option uses a systematic approach to support enhanced programmes and policy advocacy on GBV engaging men and boys by closely following selected programmes and policies and through enhancing monitoring and evaluation to contribute to a knowledge base on what works and what does not. This would allow for the programme to further develop and test the theory of change that informs UN GBV- prevention programming, engaging men and boys.

225. This third option would move P4P beyond its focus of the first phase of research, design and planning towards policy development and advocacy and support to design and actual implementation of programmes and the assessment of their results, making use of both the content as well as the methodological aspects of such experiences. With its inclusion of a dynamic participatory Monitoring and Evaluation component, it will enhance results based management in a wider range of GBV programming and in this way support the creation of practical programming and policy evidence.

226. Testing the programme's theory of change (TOC) allows for reviewing the linkages across the existing different approaches (and practices) to GBV prevention including the health approach, social science/power (gender and intersectional) dynamics approach and a human rights based approach, as well as the complementary coordination of GBV prevention and responses, and linking the focus on engaging men and boys and addressing masculinities with empowerment

approaches with women and girls and institutional/structural approaches. Work on policy, organisational and institutional levels enables linking the related aspects of capacity development in the programmes concerned. The third option can thus produce results that are not only relevant for the country and regional level, but that could inform the global level discussions on the topic.

227. The third option needs a longer term commitment in order to accommodate the inclusion of full programme and policy cycles, as much as possible in a four year time frame. It is known that developing sustainable capacities, including work on policy (enabling environment), organisational and individual levels, requires an investment of ten or more years. It is a well-accepted fact, also among funding agencies working on these issues, that changing attitudes and behaviours of men and boys, but also of women and girls around traditional dominant masculinities is a long-term process.

228. The evaluation team recommends the third option presented, as this option for a second phase will maximise on the investments made thus far and can be expected to ultimately lead to greater and more sustainable outcomes for GBV prevention engaging men and boys in the region as well as methodological lessons for all stakeholders involved.

7. RECOMMENDATIONS

Recommendations for the remainder of the extended first phase of P4P

1. Use the remainder of 2013 to finish what was started and to realise the outputs of the extended first phase of the P4P programme.

1.1. **Research, knowledge and policy advice component**

Output: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools for gender-based violence prevention, engaging men and boys and addressing masculinities.

1.1.1. Finalise the quantitative, qualitative and policy research studies of the UN Multi-country Study on Men and Violence, including data gathering, analysis, reporting and initial distribution.

1.1.2. Involve stakeholders in the process of analysis and linking of the three research initiatives (to the extent undertaken) at country level to inform the analytical process, enhance ownership of the results and identify opportunities for application of findings in-country.

1.1.3. Identify relevant regional level stakeholders to be engaged in analysis of research findings at regional level and for policy advocacy in the region in the next phase. Conduct the regional level analysis together with stakeholders and distribute the report.

1.1.4. Finalise the research tool kits, including writing articles or reflection pieces on methodology for specialised researchers identifying lessons learned in this innovative field.

1.1.5. Identify viable organisation(s)/UN institution for repository of research data and mechanism/protocol for granting access to the data for qualified researchers.

1.1.6. Distribute research results in close cooperation with P4P constituting UN agencies, other UN agencies and partners at regional and country level.

1.2. Effective communication component

Output: Partners are equipped to design and implement evidence based GBV prevention campaigns, engaging men and boys and addressing masculinities.

1.2.1. Finalise communication tools and make them publicly available.

1.2.2. Complete the documentation of experiences in national campaigns and in the use of social media and identify and document lessons learned that can be used in other contexts.

1.2.3. Make P4P developed websites fully functional and interactive and develop capacities for maintaining and further developing these web-sites with a view of future hand-over to interested and capable advocates of GBV prevention engaging men and boys.

1.2.4. Continuation of discussions with key national and regional stakeholders regarding the presentation of the national and regional level P4P outputs including research reports,

tool kits and other outputs produced. For this P4P needs to engage with the national steering groups rather than hold bilateral communications with individuals or separate institutions.

1.2.5. Work with partners who can publish and distribute findings and results of P4P in a variety of ways. P4P needs to provide guidance on this to national steering groups.

1.2.6. Continue to improve internal communications with the Steering Committee and the internal and external TAGs as well as UN agencies and other stakeholder at the country and regional levels.

1.3. Networking and capacity development component

Output: Selected government, civil society and UN actors in the region are equipped with enhanced capacities to implement initiatives for GBV prevention engaging men and boys

1.3.1. Capacity development workshops for high-level staff of UN agencies in close cooperation with P4P partners and other UN agencies that (already) relate to GBV and boys' and men's involvement and masculinities.

1.3.2. Finalise curricula development in SANAM and RLC.

1.3.3. Finalise capacity development tools and materials, including the prevention toolkits, and distributing them.

1.3.4. Enhance opportunities for learning across partners and advocates for GBV prevention in the region.

1.3.5. Develop the technical capacities of regional and country level TA providers and training institutes in order to generate more sustainable regional and national level TA support capacity and reduce the reliance on direct P4P TA inputs.

1.3.6. Reactivate or develop steering/working groups at country level for coordination, tailoring and guidance of in-country activities.

1.4. Across programme components

1.4.1. Detailed review by the internal and external TAG and selected qualified external experts (not previously involved in P4P) of all final products (curricula, manuals, tools, etc.) and incorporation of suggested revisions before publication and circulation. Frequency of meetings of the TAG members of the UN agencies will need to be adapted to this requirement, allowing for the active involvement of the four UN agencies in the preparation of these products.

1.4.2. The final products to be released in 2013 should incorporate (more) of P4P's own findings, including the communication campaigns and the learning consortia in addition to the research findings, paying particular attention to engaging men and boys and working on masculinities, as well as mentioning how these strategies may be combined with other approaches to GBV prevention. They should also consolidate the strengths of P4P and avoid dispersion, especially beyond the already considerable evidence base it has produced.

1.4.3. Suspend any new demand-driven help-desk activities during this period to avoid possible further delays.

2. **Prepare for a second programme phase of P4P with a focus on GBV prevention, transforming harmful masculinities and engaging men and boys, making use of full programme and policy cycles to test the TOC of P4P** (described above as option 3).

   2.1. Mapping (changed) capacities of key advocates for GBV prevention and engagement of men and boys in the region, at the regional and country levels including activists, women/men's movements / groups, (I)NGOs and other civil society initiatives, research and academic institutes and other relevant stakeholders. Mapping needs to include capacities for research, GBV programming, policy advocacy, internal and external communications and capacity development, as well as approaches to GBV. It needs to be done in close cooperation with UN partners at the regional and country levels and identify key stakeholders for the second phase of P4P. This exercise will need to incorporate the data gathered but not reported on as a baseline in 2007-9.

   2.2. Identify national governments' ministries/departments or units, and research and training institutions that are engaged or are keen to engage in GBV prevention, engaging men and boys and working on masculinities

   2.3. It is essential for the four UN partners and other UN agencies working on GBV to address the need for greater coordination of TA for GBV prevention activities at the regional and country levels. Such greater coordination can be enhanced by conducting a joint visioning and division of labour exercise among the UN partners, addressing UN internal coordination, agency mandates, priorities and opportunities/need for cooperation as well as institutionalisation of P4P functions in the medium and long term, during and beyond the second phase of P4P. This would need to include reviewing the capacity and institutional mandate required for future coordination of a holistic approach to GBV prevention engaging boys and men, in view of sustained gender equality promotion, a human rights-based approach and the development of capacities concerned beyond P4P's second phase.

   2.4. Establishing closer cooperation needs to go hand in hand with the development of an explicit joint Theory of Change that identifies the ways in which activities and intermediate level changes contribute to GBV prevention towards a holistic approach to GBV that will contribute to its elimination, as well as assumptions and risks of the processes concerned. The results of this exercise will enable P4P to coordinate its GBV prevention work, engaging men and boys with other UN agencies and can facilitate aspects of institutionalisation of P4P functions among relevant UN agencies, leading to the embedding of regional coordination functions in the UN agency with the most relevant mandate at the end of the second phase of P4P.

   2.5. Informed by the mapping and the joint visioning exercises, preparation of a programme document for a four year programme for regional support, including technical details as well as the modality of the programme, focusing on the translation of the outputs of the present phase into actual policy and programme support at the country and regional levels and to institutionalise functions provided by the P4P programme so far.

   2.6. Coordinate the work in the P4P components with the UN agencies at the regional and national levels in the remainder of the present programme period, ensuring shared ownership and enhanced involvement of national government agencies and relevant civil society organisations.

   2.7. Joint resource mobilisation needs to start as soon as possible (see paragraph 9.1)

Recommendations for the second phase of P4P

3. Implement the suggested third option for a second phase of the P4P programme, translating the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable. This will optimise the investments made so far. This approach will require a four-year time frame.

3.1. Orientate P4P's work around four main elements:

3.1.1. Supporting the implementation of the results of the joint visioning exercise;

3.1.2. Accompaniment of a few selected civil society and/or government interventions to produce programme- and/or policy-based evidence of the virtuous cycle. This would mean support to evidence-based prevention programming focused on policy development and programming on engaging men and boys and addressing masculinities for GBV prevention. This would include use of an evidence-based approach, aspects of communication and support to the development of capacities required, including capacities for monitoring and evaluation. Aspects of the present P4P components of research, communication and capacity development would be integrated in concrete programme interventions, adapted to contextual requirements.

3.1.3. Capacity development to selected UN, civil society, academic/research and government partners using approaches that facilitate the achievement of the P4P programme objectives. This includes further support to SANAM and RLC as sub-regional learning communities.

3.1.4. Selected studies implemented to consolidate The UN Multi-country Study on Men and Violence design and results.

3.2. Develop and promote P4P's approach to engaging men and boys for GBV prevention making use of the same key elements as expressed in relevant documents in the first phase, to ensure that this approach is taken up by the UN agencies, civil society and government partners. These key elements include:

- addressing masculinities;
- an analysis of gender, inter-sectionality and power;
- linking health / primary prevention approaches and social science / gender and power approaches;
- making the links between interpersonal and structural levels that feed the conditions that produce gender-based violence; and
- the need for complementarity and coordination between working with men and boys and empowering women and girls, as well as between prevention and response; and a rights-based approach.

Key aspects of how these components would be delivered are:

3.3. A participatory process on regional level and the level of selected countries to further work out the details of the programme, informed by the joint visioning and division of labour exercise among the UN partners as mentioned under 2.3 above. The design of the programme will need to include an explicit theory of change and results framework which makes explicit the kind of changes that are expected at the output and outcome levels and how these will be intermittently assessed. A similar but less comprehensive process with key stakeholders needs to be put in place to review progress at the end of each year and to inform work planning for the next programme year. This will enhance stakeholder ownership of the programme process as well as of the results produced.

3.4. **Use a variety of means to develop capacities:** P4P support at the regional as well as country levels needs to be based on the use of an indirect, increasingly horizontal approach, developing capacities of organisations and parties that will need to implement activities and processes, be these at the regional or country level. Capacity development needs to involve a variety of strategies, including training of trainers, creation of horizontal networks by specialty, mentoring, accompaniment, horizontal exchanges, expert consultations as well as technical assistance. The mode of direct 'flown-in' technical support that P4P has often applied in the first phase of the programme needs to be kept to a minimum as capacities of other actors are to be developed.

3.5. **Country level support to a limited number of countries**: In order to become more effective, country level support needs to be focused on a limited number of countries. Given the importance of the P4P research results, countries selected will need to have at least one of the studies conducted in-country. The selection will also need to take into account geographical spread as well as feasibility and a reasonable comparison across policy environments concerning GBV, its prevention and the working space for civil society institutions. The selection needs to enable learning on the opportunities and effects of policy development and advocacy and programming on GBV prevention, engaging men and boys.

3.6. **Adapting P4P human resources**: Staffing of P4P needs to be adapted to the requirements of the second phase in which there is emphasis on support to quality programming and policy development and advocacy for GBV prevention with engagement of men and boys, as well as on institutional capacity development. Staff will need to be recruited preferably from within the region. In order to attract and keep adequately qualified/experienced staff members, full time employment rather than the present nine months consultancy contracts needs to be offered.

4. Practicing and supporting Results-Based Management

4.1. Making use of qualitative and quantitative monitoring to assess whether results are being achieved and to inform programme management. Monitoring and Evaluation will need to make use of participatory processes, where the national/local level civil society organisations and government institutions and programmes and their clientele (boys and men as well as girls and women) play a decisive role in establishing the indications for change and gathering and making use of the data.

4.2. Support the development of monitoring and evaluation in the field of GBV programming engaging with men and boys, paying attention to both quantitative as well as qualitative methods and tools. Work on developing indicators for GBV prevention, especially regarding engaging men and boys and masculinities. These should complement existing indicators, especially those created by the UN. The use of a participatory approach can enhance the ownership and use of such methods and tools.

4.3. Monitoring and evaluation of whole programming and policy cycles can be realized, as an expanded timeframe will allow for a focus on selected programme and policy initiatives in a limited number of countries. Also in this option, attention would need to be paid to developing partners' capacities, including development of M&E systems concerned. In this way, partner agencies would enhance their ability to inform programming and policy making by evidence and to manage for results. Inclusion of full programming and policy cycles would mean that the programme would be able to test the Theory of Change underpinning each of the selected initiatives and provide sufficiently rigorous evidence of what works and what does not in engaging boys and men and working on masculinities in addressing GBV in the context of the countries concerned.

4.4. In order to realise results based management and support processes of monitoring and evaluation of whole policy and programming cycles, an M&E specialist needs to be recruited as part of the P4P team who will support this part of the programme. Given the complexity of the task, a highly qualified person will be needed.

5. Enhance coordination at the regional and country levels

5.1. Enhance coordination of regional level technical support on GBV prevention. There is a need for a coordination mechanism for TA support in which requests to P4P are shared with the TAG and coordinated with TA support of UN partner agencies. Such a coordination mechanism also needs to include regular exchanges on the TA methods used, effectiveness of approaches as well as obstacles faced and ways in which these were handled.

5.2. Coordination of P4P activities with all UN agencies involved in GBV programming at country level (prevention as well as other elements) will need to be enhanced. For this purpose one focal person (as well as an alternate) will need to be assigned from the lead UN agency on GBV programming in the country (joint programme partner agencies or other collaborating UN agencies). This person should be an expert in the field of GBV and working on masculinities and have significant professional experience, including working with multiple stakeholders, and experience in-country or the (sub) region. This country-based focal person needs to link up with Government as well as civil society and academic/research institute stakeholders and with existing civil society and/or government programmes on GBV, including prevention as well delivery of services. Coordination for the P4P programme should preferably be part of existing coordination mechanisms (national joint programme on GBV, a working group of the UN Gender Theme Group, or other existing UNCT/RC coordination), so as to improve coordination of efforts and communication and avoiding gaps and duplication.

6. Regional joint programme modality for the second phase of P4P

6.1. The regional joint programme modality is preferred with at the core the four UN partners from the first phase, i.e. UNDP, UNFPA, UN Women and UNV. Inviting additional UN agencies, including WHO, UNICEF, UNAIDS and UNESCO to be a partner or close collaborator of the programme. These UN agencies could moreover, be identified based on their programme and policy initiatives in the countries in which P4P has supported (parts of) the UN Multi-country Study on Men and Violence. Such cooperation with other UN partners can increase the number of possible initiatives to select in this phase. Widening the partnership of P4P to other agencies would enhance the outcome level changes.

6.2. Based on the first phase of the programme a pooled funding modality is recommended with UN and donor agencies that provide financial support adding to the same pooled programme fund.

7. Strengthen joint programme governance

7.1. It is recommended that while the SC continues to have an overall role in terms of the strategic guidance to the programme, meeting at least on an annually basis, the TAG needs to take on the technical guidance of the programme, the oversight of the implementation of the annual work plan, decision making in (bi-monthly) meetings or at meetings convened for the discussion of specific topics. SC members need to receive regular updates on TAG meetings and decisions.

7.2. Continue (re-instate) having alternates to the members of both the Steering Committee as well as the TAG so that meetings do not need to be missed by any agency due to travel or other commitments of the committee members. Another option is to consider the use of teleconferences.

7.3. The external TAG should be resuscitated to play a supporting role in a second phase of P4P, though with a more limited number of meetings, possibly conducted using teleconference as cost saving and efficiency option. A formal arrangement for the external TAG membership combined with a basic retainer payment could contribute to greater continuity and ensure mutual commitment.

7.4. Steering Committee, internal and external TAG will need to maintain their functions. The composition of the Steering Committee and the internal TAG can be expected to remain largely the same. The external TAG however, will need to be adapted to the requirements of the second phase, where specialty on programme and policy development and policy advocacy will be required. The use of the external TAG should go beyond the use of the individual members and include a role as an outside group. This will be required in order to inform the support to selected policy and programme development initiatives, in which the use of evidence use, aspects of communication, advocacy and capacity development will need to be combined in an integrated approach to support engaging boys and men and work on masculinities for GBV prevention.

8. Enhance joint programme management

8.1. The programme's management set-up, with UNDP as the managing agency needs to be reviewed within the perspective of four year phase. The availability of sufficient technical support capacity of the managing agency needs to be ensured. Moreover, it would be useful to include all UN partner agencies in the performance appraisal process of the programme coordinator, which would provide more diverse inputs to the process.

8.2. It is recommended that the SC hires an experienced manager to perform management and coordination functions on the technical aspects of the programme, as distinct from leadership on technical content, which would remain the role of the programme coordinator. Ideally this position should be filled before the end of the present first phase extension period, to facilitate a smooth transition to the second phase, but at the latest at the start of the second phase. In addition to the financial / administrative management capacity, aspects of technical support and management need to be taken into consideration in the selection of the management staff for the second phase of the joint programme. In addition to technical capacity in gender and GBV and particularly in engaging men and boys and work on masculinities, experience in policy development and advocacy and the use of evidence to inform programming would be required.

8.3. There is a need at the outset of the second phase, to re-organise the programme components, including a designated space for support to policy development and advocacy and GBV programming and to recruit staff with relevant expertise to perform these functions. Rather than providing directs support to country initiatives, their role should be to develop capacities of partner organisations, including UN, government, civil society and academic partners to propose, advocate for and implement relevant policies and design and implement programmes on GBV engaging with men and boys that are informed by evidence. It would be useful to hire a designated M&E specialist to support programme M&E and development of partner M&E capacities.

8.4. Though the staffing composition of P4P needs to be adapted, the overall size of the programme team should remain relatively small with staff additions, if needed, as much as possible made to the participating UN agencies on regional and country level, in the form of qualified UN Volunteers or as otherwise feasible.

8.5. Share travel plans of all P4P staff and regional staff of the three UN agencies (i.e. UNDP, UNFPA and UN Women, as UNV does not have regional presence; however UNV's TAG members from UNV HQ could be included), as well as relevant CO staff where and when travels are planned in a timely fashion (e.g. monthly itinerary) so that coordination can be concretised.

9. Develop a resource mobilisation strategy

9.1. The UN partner agencies need to develop a joint resource mobilization strategy for the programme, in which responsibilities of each of the UN partner agencies and the P4P team are specified and in which the process of resource mobilization and targets concerned are outlined. Mobilisation of resources needs to be done for P4P as a joint programme of the UN partner agencies. In addition to donors that supported the first phase of the programme there is a need to explore additional opportunities in order to have a sufficiently diverse donor support base to the programme which can enhance the financial sustainability.

ANNEX 1: TERMS OF REFERENCE

TERMS OF REFERENCE

POST TITLE:	**Evaluation Team Leader (1 position) and Evaluation Specialist (2 positions)**
AGENCY/PROJECT NAME:	**Partners for Prevention: Working to Prevent Gender-based Violence**
COUNTRY OF ASSIGNMENT:	**Home-based with travel to Bangkok and 2 country visits (to be determined which countries)**

1) GENERAL BACKGROUND

Partners for Prevention (P4P) is a UNDP, UNFPA, UN Women, and UNV regional programme for Asia and the Pacific that began in late 2008. P4P is undertaking a coordinated approach that combines evidence, capacity development and communications for a more comprehensive response to gender-based violence. For more information, please see: http://www.partners4prevention.org/

A project evaluation will be conducted to assess the performance and achievements of ***Partners for Prevention: Working to Prevent Gender-based Violence*** in achieving its stated outputs on gender-based violence (GBV) prevention over the period from August 2008 to October 2012. The project evaluation will assess P4P progress made towards output achievements and directly inform the development of the planned next phase of the programme (2014-2017).

Specifically, P4P's performance related to the following three original project outputs are to be evaluated:

Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national, and local levels
Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention
Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention

After a midterm review, these outputs were simplified in 2011 as follows:

Output 1: Partners are equipped to design and implement evidence-based GBV prevention campaigns
Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools for gender-based violence prevention

2) OBJECTIVES OF THE ASSIGNMENT

The current phase of the project, which started in 2008, will come to an end in 2013, which includes a two-year project extension. The project is currently in the process of assessing and formulating the next phase, which will be from 2014 to 2017. The evaluation is commissioned at the recommendation of the project's Steering Committee, and it is expected that the evaluation findings are based on an assessment of the results achieved so far, the challenges and opportunities encountered, the efficiency and effectiveness of the programme approach and strategies applied and the partnerships developed, including adjustments made during the implementation of the programme regarding the original outputs and outcome. Based on these findings, forward-looking and actionable recommendations will be provided that will inform P4P's strategic priorities in the next phase for promoting effective gender-based violence prevention in the Asia-Pacific region.

The evaluation report and findings will be used by the project team and will be disseminated to relevant stakeholders including partner agencies, donors, CSO and academic partners.

Objectives

In order for the evaluation findings to inform the next phase of the project, the overall objective of the evaluation is to assess the performance of P4P in achieving the three planned outputs using specific evaluation criteria with a forward-looking approach. Specifically, this evaluation will assist P4P in gaining a better understanding of the following aspects of its interventions:

a) Determine the extent to which the planned outputs have *been or* are being achieved and assess the potential contribution to the intended outcome including the use of case studies as a tool to explain results and the mechanisms by which outputs lead to the achievement of the specified outcome
b) Evaluate changes made in the programme direction (and reasons for this)
c) Determine to what extend the programme was complementary to/ or overlapping with to the on-going UN agencies' GBV programmes
d) Assess factors that facilitate and/or hinder the progress in achieving the outputs, both in terms of the external environment and those internal to the portfolio interventions including: weaknesses in design, management, human resource skills, and resources
e) Determine if and which programme processes e.g. strategic partnerships and linkages are critical in effectively achieving outputs
f) Determine the strategic value of regional joint interventions in achieving the intended outputs and outcomes; strengths and weaknesses of this implementation modality
g) Determine lessons learned from the implementation of the activities under each output, as also evidenced by case studies (point e above)

3) SCOPE OF WORK

Programmatic scope

The evaluation will assess all aspects of the work that has been delivered by P4P since 2008. This includes performance of delivering the three original specified (but later adjusted) outputs, and in addition some review of work toward the outcome in terms of 1) influencing the overall discourse on gender-based violence by promoting the importance of GBV prevention along with response and 2) influencing the level of coordination of partners involved in GBV intervention programming at the national and regional levels.

These two additional points are beyond the scope of the programme document, but may be areas the programme has had influence that can be documented in this evaluation.

The evaluation should also look at interventions in the GBV field (prevention and response) by other key national and regional actors and assess the extent to which P4P and partners have built on each other's respective strengths to achieve the outcomes or to which they are currently overlapping.

Time frame
The evaluation will cover the project implementation from August 2008 to August 2012. This is the fourth year of implementation, and some early achievement of outputs can be seen and measured, but it is not expected that the outcome will be significantly influenced.

Geographical coverage
The activities related to the three outputs under the Programme Document 2008-2013 have been undertaken in approximately 12 countries' of the Asia-Pacific region to varying degrees, however for the most part in Asia only. The countries where multiple of project activities have taken place include, among others: Bangladesh, India, Pakistan, Cambodia, Indonesia and Viet Nam.

Target groups and stakeholders
Target groups and stakeholders of P4P's interventions under these three outputs include, but not limited to global & regional networks related to violence prevention, national governments, civil society organizations, research and academic institutions, and UN regional and country offices of the countries in the Asia-Pacific region. During the inception period, the consultant will identify the sample of target groups/stakeholders to be reviewed (also in relation to country visits within the scope and budget of the evaluation project).

Evaluation questions
The evaluation assesses the performance of the P4P project implementation against the following criteria and seeks to answer the following questions:

Relevance
- To what extent and in which way has P4P's regional work been relevant to the collective priorities of gender-based violence practitioners in Asia and the Pacific?
- To what extend has the P4P programme increased the knowledge related to the prevention of GBV, and built relevant capacity in the region?
- Has P4P been able to adapt its programming to the changing context to address priority needs in the region?
- In this programme period, how has P4P positioned itself strategically or does P4P have a comparative advantage? If yes, how have these been reflected in achieving the results?

Efficiency
- Have the outputs been delivered in a timely manner?
- Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?

*Effecti*veness Outcome level:
- To what extent the planned outcome has been or is being achieved?
- Are the outcome indicators chosen sufficient to measure the outcomes? What other indicators can be suggested to measure these outcomes?

Output level:

- To what extent the planned outputs have been or are being achieved?
- What are the challenges to delivering the outputs?
- What are the factors that are adversely affecting the delivery of the outputs?
- Are the output indicators chosen sufficient to measure the outputs? What other indicators can be suggested to measure the outputs?
- Has P4P utilized its comparative advantage in deciding to deliver these planned outputs?
- To what extent the planned outputs contribute towards the achievement of the planned outcome and what are the evidences to validate these claims?
- Are the defined outputs necessary and sufficient to achieve the outcome? Are they all relevant to the outcome?
- To what extent has the programme direction changed during programme implementation? To what extent did these were these changes effective?
- What are other outputs that P4P should deliver given its strategic roles and comparative advantage that could contribute to the achievement of the outcome?

Sustainability

- How sustainable (or likely to be sustainable) are the outputs of the P4P interventions?
- Have the interventions created capacities for sustained results?
- What is the level of ownership of the project by its UN partners, CSO partners and other stakeholders of relevant interventions?
- What could be done to strengthen sustainability?

Partnership strategy

- Has P4P's partnership strategy been appropriate and effective in achieving the outputs?
- To what extent the partnership models including the creation and facilitation of regional consortiums, network and regional joint programme team have effectively addressed country-level demands for advisory and technical support in the area of gender-based violence prevention? And to what extent these partnership models have effectively contributed to the achievements of the outputs?
- Are there current or potential overlaps with existing partners' initiatives?
- How have partnerships affected the progress towards the outputs/outcome?

The way forward

- What changes should P4P make in order to make its interventions more relevant, more sustainable and more effective considering its comparative advantage?
- What outputs and activities should P4P aim to produce in the next phase of the programme in order to effectively accomplish results and contribute to the achievement of the outcome?

Methodology

Overall guidance on project evaluation methodology can be found in the UNDP *Handbook on Planning, Monitoring and Evaluating for Development Results.* More specific guidance on how to integrate gender dimensions throughout the evaluation process is provided in the United Nations Evaluation Group (UNEG) *Handbook on integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance.*

The Evaluation Team will determine the specific design and methods for the evaluation during the initial inception period. However, during the evaluation, the Evaluation Team is expected use both qualitative and quantitative data collection methods as appropriated.

These include, but not limited to:

- Desk review of relevant documents (project document with amendments made, mid-term review, annual reports, donor-specific reporting, etc.)
- Discussions with the relevant P4P programme staff and UN participating agencies at the regional and country levels
- Regular consultations with the P4P Evaluation Management Team
- Interviews with and participation of partners and stakeholders
- Field visits to selected countries and telephone interviews with partners in other countries
- Consultation meetings and/or focus group meetings as necessary
- Administration of questionnaires/surveys
- Case Studies of relationships and results achieved with selected partners
- Evaluation ethics
- Key stakeholder meaningful participation in the evaluation process
- Gender consideration in the evaluation
- Study limitation

Evaluation ethics

Evaluations in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG) and by the UNEG

'Ethical Guidelines for Evaluation'. These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

Selected documents to be studied by the evaluators

- UN agency strategic plans from 2008-2013 (e.g. the UNDP Asia-Pacific Regional Programme Document 2008-2011)
- P4P joint programme document and the respective revisions from 2012
- P4P Mid-term review
- P4P annual reports, communications, assessments
- P4P publications
- Other documents and materials related to the outputs

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Duration: December 2012 — March 2013
Maximum working days: Evaluation Team Leader (1 position, maximum 35 days), Evaluation Specialist (1 position, maximum 30 days) and Evaluation Specialist (1 position, maximum 20 days)
Duty station: Home-based with travel to Bangkok and 2 country visits (to be determined which countries)

5) FINAL PRODUCTS

The Evaluation Team is expected to produce the following deliverables:

- Evaluation Inception Report detailing the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered (which methodologies will be used), in a proposed schedule of tasks (evaluation matrix/framework). A presentation of the inception report will be made to and discussed with an "Evaluation Management Team" to be established by P4P and consisting of representatives of all participating agencies and representatives of UNEDAP.

- Draft Evaluation Report to be shared with P4P and relevant stakeholders for feedback and quality assurance.
- Evaluation debriefing meeting with P4P and key stakeholders where main findings will be presented.
- Final Evaluation Report
- Evaluation Brief (a concise summary of the evaluation findings in plain language that can be widely circulated)
- Recommendations to inform the development of the planned next phase of the programme (2014-2017), specifically regarding enhanced outputs, partnership & sustainability strategies, and how to improve the M&E framework.

The final report is expected to cover findings with recommendations, lessons learned, and rating on performance. The report will include the following contents:

- Executive summary
- Table of Content
- List of Acronyms
- Introduction
  - Description of the evaluation methodology, including data collection methods, sampling, ethics (UNEG), gender aspects, respondent confidentiality, stakeholder participation in evaluation process, study limitation.
- Findings
  - An analysis of the situation with regard to the outcome, outputs and the partnership strategy
  - Analysis of opportunities to provide guidance for the future programming
  - Key findings including best practices and lessons learned
- Conclusions
  - Recommendations to inform the development of the planned next phase of the programme (2014-2017), specifically regarding enhanced outputs, partnership & sustainability strategies, and how to improve the M&E framework
  - Annexes: ToR, field visits, people interviewed, documents reviewed, data collection instruments, etc.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The consultants shall work under overall supervision of the P4P Programme Coordinator and with the support of the P4P Evaluation Manager for the day-to-day management of the evaluation.

Time frame for the **Evaluation Team Leader** (maximum 35 working days):

Time frame (delivery by)	Deliverables	Activities
Mid-December 2012	Evaluation Design, Inception Report and Presentation	• Desk review and preparation of evaluation design (home based) — 7 days • Briefing of evaluators by P4P and focal points from participating agencies —1 day • Finalizing evaluation design, methods & inception report — 2 days • Sharing and discussion of inception report with the Evaluation Management Team for feedback —1/2 days
End of February 2013	Draft Evaluation Report and Presentation	• Stakeholder meetings, interviews, country visits — up to 15 days • Preparation of draft report; presentation of draft findings to the Evaluation Management Team — 7 days • Meeting to present draft findings — 1/2 day
Mid-March 2013	Final Evaluation Report and Evaluation Brief	• Finalize and submit report (home based) and evaluation brief—2 days

Time frame for the **Evaluation Specialist 1** (maximum 30 working days):

Time frame (delivery by)	Deliverables	Activities
Mid-December 2012	Evaluation Design, Inception Report and Presentation	• Desk review and preparation of evaluation design (home based) — 6 days • Briefing of evaluators by P4P and focal points from participating agencies —1 day • Finalizing evaluation design, methods & inception report — 2 days
End of February 2013	Draft Evaluation Report and Presentation	• Stakeholder meetings, interviews, country visits — up to 15 days • Preparation of draft report — 5 days
Mid-March 2013	Final Evaluation Report and Evaluation Brief	• Finalize report (home based) and evaluation brief —1 day

Time frame for the **Evaluation Specialist 2** (maximum 20 working days):

Time frame (delivery by)	Deliverables	Activities
Mid-December 2012	Evaluation Design, Inception Report and Presentation	• Desk review and preparation of evaluation design (home based) — 2 days • Briefing of evaluators by P4P and focal points from participating agencies — 1 day • Finalizing evaluation design, methods & inception report — 1 day
End of February 2013	Draft Evaluation Report and Presentation	• Stakeholder meetings, interviews, country visits — up to 10 days • Preparation of draft report — 5 days
Mid-March 2013	Final Evaluation Report and Evaluation Brief	• Finalize and submit report (home based) and evaluation brief—1 day

The **Evaluation Team Leader** will perform the following tasks:

- Liaise with P4P staff to organize country missions and meetings or telephone calls with stakeholders
- Develop and submit the Inception Report. Design the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Review documents, implement interviews and surveys
- Conduct an analysis of the project (as per the scope of the evaluation described above)
- Present initial evaluation findings and collected feedback
- Develop and submit the draft evaluation report
- incorporate suggestions received on draft report with a view to overall quality and timely submission of the evaluation report to P4P
- Finalize and submit the evaluation report, including case studies and other final products.

The **Evaluation Specialists** will perform the following tasks:

- Contribute to the development of the Inception Report and the design of the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Review documents, implement interviews and surveys
- Conduct an analysis of the project (as per the scope of the evaluation described above)
- Contribute to preparing the initial evaluation findings and sharing collected feedback
- Contribute to the draft and final evaluation report, including case studies and other final products.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

The Evaluation Team will consist of the Evaluation Team Leader and two Evaluation Specialists.

The **Evaluation Team Leader** will have the following competencies:

- Advanced university degree relevant disciplines (e.g. gender studies, social science, population studies, public health science, communication, etc.)
- At least fifteen years of experience in programme evaluation and proven accomplishments in undertaking evaluation for international organizations, preferably including the UN
- At least fifteen years of solid working experience in the area gender, gender-based violence and/or related issues in the Asia-Pacific region, with preference on capacity development or communication and research & advocacy
- Expertise with and experience in working with men and boys programmes (for gender equality) would be an advantage
- Experience in conducting at least eight evaluations, including as a team leader, in the development field and with international organizations, preferably in the area of gender
- Excellent analytical and strategic thinking skills
- Excellent inter-personal, teamwork, and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region

The **Evaluation Specialists** will have the following competencies:

- Advanced university degree relevant disciplines (e.g. gender studies, social science, population studies, public health science, communication, etc.)
- At least ten years of experience in programme evaluation and proven accomplishments in undertaking evaluation for international organizations, preferably including the UN

- At least ten years of solid working experience in the area gender, gender-based violence and/or related issues in the Asia-Pacific region, with preference on capacity development or communication and research & advocacy
- Expertise with and experience in working with men and boys programmes (for gender equality) would be an advantage
- Experience in conducting at least five evaluations, in the development field and with international organizations, preferably in the area of gender
- Excellent analytical and strategic thinking skills
- Excellent inter-personal, teamwork, and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of evaluation methods
- Knowledge of the political, cultural, and economic contexts of the Asia-Pacific region.

All evaluators must be independent and objective and, therefore, cannot have any prior involvement in design, implementation, decision-making or financing any of the UN interventions contributing to the P4P outputs.

8) REVIEW TIME REQUIRED

Review/approval time required to review/approve outputs prior to authorizing payments

Time frame (delivery by)	**Deliverables**	Review **time**
Mid-December 2012	Evaluation Design, Inception Report and Presentation	• One week
End of February 2013	Draft Evaluation Report and Presentation	• One week
Mid-March 2013	Final Evaluation Report and Evaluation Brief	• Two weeks

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

10) PAYMENT TERMS

Payment terms for the contract will be based on deliverables.

ANNEX 2: Conceptual Approaches to Violence

The UN Declaration on the Elimination of Violence against Women (DEVW, 1993) uses the following definition: "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life"[27]. The definitions and terms continue to evolve on the basis of research, organising, and advocacy. For example, violence against women is also often associated with other forms of "historically unequal power relations" (DEVW, 1993) or other situations that can make women "especially vulnerable to violence", such as women who are indigenous, have disabilities, are migrant or refugees, female headed households, widows and other women economically distressed, or women in a (post) conflict situation or of minority groups.

A second branch of action, research, and debate has focussed on gender-based violence as involving both women and girls as well as men and boys, whether as victims and/or as perpetrators, where unequal and discriminatory gender norms are an underlying cause. For example, GBV of men against men often involves sexual violence, such as against GBTI, incarcerated men or in conflict situations; GBV of women against men often occurs as forms of domestic violence of mothers against sons; GBV of women against women can also occur as part of generational domestic violence, or in forms of harmful traditional practices and female genital mutilation or cutting (FGM/C) and as part of the complex human trafficking networks. Sex tourism and domestic violence are two forms of GBV that cut across these categories, though are mostly perpetrated by adult men. Men with less gender-discriminatory values and attitudes are less likely to perpetrate violence against women[28]. State and institutional forms of violence (e.g. organized rape and other forms of GBV by (para) military against minorities) are usually perpetrated by men, but take on different dimensions than only inter-personal violence. All of these forms of violence have a significant impact in various dimensions, be they individual, social, political, institutional, cultural, and/or economic.

A third approach to gender-based violence that is gradually receiving more recognition is one that involves an intersectional gender and power analysis. Intersectionality addresses the interrelationships among two or more forms of power relations, be they race, socio-economic status, age, location, education level, gender orientation or sexual identity, disability, religion, or other[29]. Intersectionality affects both the nature and meaning of domestic (and other forms) of violence, in terms of how it is experienced by oneself and how it is responded to by others. It also has been shown to affect how and whether victims/survivors can find safety[30]. Intersectionality studies have examined both state and social movement responses.[31] Studies that combine various factors can grasp the complexities for example in India, where women from traditionally matrilineal and matrifocal cultures, such as in Kerala, or women with higher socio-economic status report lower

[27] UN General Assembly, 1993, *Declaration on the Elimination of Violence against Women*,General Assembly resolution 48/104 of 20 December 1993.

[28] The Change Project, n.d. "Project Overview and Summary of Preliminary Research Findings"

[29] Crenshaw, Kimberlé Williams, 1991, "Mapping the Margins: Intersectionality, Identity Politics, and Violence Against Women of Color", *Stanford Law Review,* 43:6 (July), 1241-1299. Crenshaw's original analysis of the intersectionality of race, class and gender has since been expanded by others.

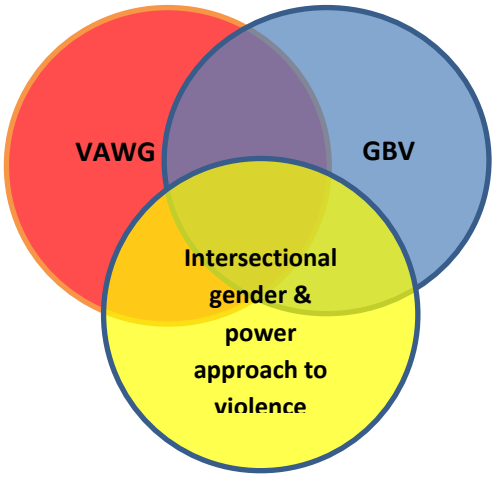
[30] Bograd, Michele, 1999, "Strengthening Domestic Violence Theories: Intersections of Race, Class, Sexual Orientation, and Gender", *Journal of Marital and Family Therapy*, 25:3 (July), 275-289.

[31] Crenshaw, op. cit.

levels of intimate partner violence.[32] See figure 1 for an illustration of the overlap among these concepts.

This more complex conceptualisation of gender-based violence is studied using the main existing approaches, be it public health/epidemiology, human rights, or gender justice, and can be applied to the breadth of different forms of violence, be it violence in the public or private spheres, or perpetrated by individuals or state agents, in (post-) crisis situations (humanitarian or conflict), in urban areas, human trafficking, migration, or in electronic media. Violence can be manifested in physical, sexual, psychological or economic forms, or in combination, where the most extreme form is physical deformation (acid throwing) or ('honour') killing. No matter what the form or approach to violence is taking, prevention involving a broad range of social, economic, and political actors is seen as fundamental [33].

Figure 1: Graphical representation of overlap among 3 perspectives on violence



Independent of the approach taken, existing evidence overwhelmingly shows that most forms of gender-based violence continue to be perpetrated against women and girls, and often by men known to them, especially intimate partner violence (or wife assault), with some exceptions in conflict-affected contexts[34]. Furthermore, violence towards women is both more severe and more frequent than other forms of gender-based violence. It is for this reason that violence against women is considered a grave violation of human rights as well as a global pandemic[35].

[32] UNFPA report as cited in, Press Trust of India, 2005, "Two-third married Indian women victims of domestic violence: UN", *ExpressIndia*, 13 October. http://www.expressindia.com/news/fullstory.php?newsid=56501

[33] UN Women with ESCAP, UNDP, UNFPA, UNICEF and WHO, 2012, *Report of the Expert Group Meeting on Prevention of Violence against Women and Girls*, Bangkok, Thailand, 17-20 September.

[34] UN General Assembly, 2006, *In-depth study on all forms of violence against women: Report of the Secretary-General"*, A/61/122/Add.1, 6 July.

[35] See the UNiTE campaign site: http://endviolence.un.org/about.shtml

FACTORS RELATED TO GENDER-BASED VIOLENCE

Gender-based violence and discrimination are reproduced at home, school, work, and in religious and cultural activities. Among the diverse forms of masculinity in the region, many old ones are directly implicated as either contributing to or being shaped by gender-based violence and discrimination, be it irresponsible fatherhood or exclusionary or authoritarian practices at home, in the community or via institutions. Reproductive and sexual health concerns often go hand-in-hand with GBV and discrimination, especially but not only in terms of sexual violence, such as maternal and infant mortality, STIs, HIV and AIDS, and physical and mental health and well-being. Decision-making power –whether in the household, community organisations, or formal political arenas– is inextricably linked to GBV, as well as socio-economic factors, such as the economy of care as well as access and control of resources.

There are many links between gender and other forms of inequality and discrimination and they are often complex. Economic models that reproduce inequalities at the macro, meso, and micro levels often make women, girls, and boys, as well as certain men, both more vulnerable to violence and less able to protect themselves or access institutional support for protection. Macroeconomic growth does not necessarily translate into less gender inequality or lower GBV rates. One example of the complex relationships has been identified in research related to education levels. For example, women with higher educational levels may be seen as a threat to their male partners, while other studies have found that men with higher educational levels may practice less physical and sexual violence against their partners[36]. Those in rural areas, indigenous peoples, LGBTI, those identified with discriminated races, religions, castes, and creeds suffer higher levels of violence, as well as those affected by humanitarian crises or conflicts. In all these cases, women are usually harmed more than men.

[36] ICDDR-B, 2011. "Men's Attitudes and Practices regarding Gender and Violence against Women in Bangladesh", *Special publication No 135*. ICDDR-B, Dhaka.

ANNEX 3: Specification of the Objectives of the Evaluation

1. Relevance of the P4P programme

How relevant is the P4P programme among all the initiatives of other UN agencies and stakeholders in addressing issues of GBV and has the programme found a way in which it can add significant value?

a) What has been the added value of P4P, to what extent has P4P's value been complementary to the gender and GBV work of the UN partners of the Joint Programme, and how has the P4P work been related to the on-going work of partner agencies?
b) To what extent has P4P found a niche for support compared to the work of other key national and regional actors in GBV?
c) Has P4P been able to adapt its programming to the changing contexts in the region at the national as well as regional level in order to address priority needs?
d) To what extent did the programme direction change during implementation and how relevant was this adaptation from the perspective of the various stakeholders?

2. Process of implementation of the P4P programme and its efficiency

To what extent have the various governance and management mechanism and processes used to implement the programme enabled achieving the results in an efficient way?

a) Have the outputs been delivered in a timely and a cost-efficient manner?
b) Has the Steering Committee been able to provide sufficient strategic guidance to the programme shared by all stakeholders concerned?
c) To what extent have the management arrangements in the programme been able to support programme implementation in a cost-effective manner?
d) Have the TAGs been able to provide sufficient and appropriate technical guidance to the overall initiative, to the three components of the programme and to regional- and country- level interventions?
e) Have the UN agencies of the Joint Programme been able to develop and strengthen their relationships in order to enhance the implementation of the programme?
f) Has P4P been able to develop and strengthen partnerships with strategically positioned stakeholders in GBV prevention, and how has this process been guided?
g) Have the models used in implementation of the programme, including regional consortiums, sub-regional networks, national steering groups and the formation of the P4P team, addressed the actual country level needs for advisory and technical support in the area of GBV prevention, and has this contributed significantly to achieving the outputs of the programme?
h) To what extent has use been made of results-based management and how could this be reinforced?

3. Effectiveness: Results achieved so far

What outputs has the programme achieved at the regional, sub-regional and national levels and what is the potential of these outputs in terms of realizing the outcomes of the programme in the longer term?

a) To what extent have the planned outputs of the programme as formulated in the various programme workplans been achieved and what is the quality of outputs?
   - Extent to which P4P has increased the knowledge related to the prevention of GBV and developed relevant research capacity?
   - Extent to which P4P has provided systemic support to GBV prevention campaigns in the region and enhanced knowledge on communication for social change?
   - Extent to which (sub-) regional learning networks have been strengthened and regional and national capacities for GBV prevention developed?

b) To what extent and in what ways have the programme components reinforced one another and resulted in synergy?

c) To what extent have programme processes, in particular partnerships and linkages, been critical in realising outputs?

d) What is the scope for contribution of the outputs achieved to outcome-level changes, in particular in terms of influencing the discourse on GBV through a focus on prevention, the level of coordination of partners involved in GBV, and/or enhanced programmes and policies on the primary prevention of GBV?

e) What are the factors that have enabled and/or constrained the programme's progress towards achieving results, including those internal to the initiative as well as those of the external environment?

f) To what extent has the programme's conceptual approach to violence –theory of change, GBV/VAWG, prevention framework, and/or other key aspects– facilitated and/or hindered the achievement of outputs and outcomes?

g) To what extent has effectiveness been enhanced by learning across countries and stakeholders involved in the P4P programme?

4. Sustainability of results achieved so far

How sustainable are the results achieved so far by the P4P programme?

a) To what extent is the programme owned by the UN agencies and what level of ownership is there on the part of CSO partners, national governments and other stakeholders involved in the programme?

b) Have the interventions been owned by the various national- and regional-level stakeholders concerned?

c) Is there a clear exit strategy, handover or mainstreaming process in the design of the P4P programme?

d) Have the interventions included the development of sufficient capacities in the process in order to sustain results achieved?

e) To what extent have the functions provided by the P4P programme been institutionalised and mainstreamed in UN or other agencies and organisations through the development of capacities concerned and was this approach adopted from the start?

5. Looking forward

What recommendations can be provided to further enhance development programming on GBV prevention in the Asia-Pacific region?

a) What is the best way to support design and implementation of GBV prevention programming in the region, including provision of the functions presently provided through P4P?
b) If the P4P programme were to be extended, what would be its focus and how would this best be given shape?
c) What kind of monitoring and evaluation would need to be put in place in order to enhance results-based management of the programme?
d) What can be learned from the governance and management arrangements of this joint regional programme that could be of use to other regional UN programmes, the One UN approach and vice versa?

ANNEX 4: Details on Evaluation Methodology

Desk review

The evaluation started with a desk review of secondary information including Programme Document, Amendment Document, Mid-term Review, Annual Reports, Quarterly Reports, Annual Workplans, Steering Committee Meeting Notes, Policy Papers and other programme related documentation. The desk review enhanced the team's understanding on the object of the evaluation and informed sharpening of the evaluation objectives and the development of the evaluation methodology. It was an on-going process throughout the evaluation, in which additional secondary information provided was used for triangulation with primary data and for the analysis of the evaluation results.

Qualitative data gathering

For qualitative data gathering, use was made of semi-structured interviews with a variety of stakeholders of the P4P programme. Moreover, use was made of process documentation in order to capture the way in which the programme has evolved in its approach to prevention of GBV and its programme implementation.

Quantitative data gathering

Quantitative data gathering included collecting of quantitative secondary data. Part of this concerned monitoring information gathered in the various components of the programme and the quantitative results of the research component of the programme. Moreover, a mini-survey was conducted to obtain quantitative data on the support to sub-regional learning communities and effects concerned. Use of a web-based interface[37] facilitated participation and supported data analysis.

Regional Level data gathering

Regional-level discussions were conducted with key staff from the four UN agencies and the staff of the P4P team. These interviews were mostly conducted face-to-face in Bangkok with Skype/telephone discussions as alternative. Interviews were conducted with stakeholders of selected regional level P4P initiatives. A regional-level validation meeting was conducted at the end of the evaluation process to discuss and validate findings with key stakeholders concerned. Details of the methodologies used are presented in the table below.

[37] Use of SurveyMonkey at https://www.surveymonkey.com.

Methodologies for Data gathering and their characteristics

Method	Description	Objective	Comments
Desk review	Study and review of selected documents relevant to the present evaluation	To be informed on the background and context as well as documented details of the P4P programme through secondary resources	Main learning from the desk review was used to develop the inception report, which included details on the methodology applied in the remainder of the evaluation process
Review of secondary data on site	Review of quantitative and qualitative data from programme monitoring, partner agencies and other relevant sources	To review monitoring data and to triangulate these data with the primary data gathered, to obtain information from partner agencies	This built on the review of secondary data in the desk review and was an on-going process throughout the evaluation
Semi-structured interviews	Face-to-face and Skype / telephone interviews with key stakeholders making use of a set of topics for discussion	To gather qualitative data from a variety of stakeholders	Informed by the desk review and evaluation objectives
Case Studies	In-depth data gathering and analysis on selected aspects of the P4P programme on the regional, sub-regional or national levels	To enhance the understanding of selected aspects of programme implementation and results and to enhance lessons learned	Case studies covered both selected countries as well as aspects of P4P's programme in other countries in which the programme was substantially engaged
Process Documentation	Capturing critical programme concepts and the development of strategies of the overall programme and its components from the viewpoint of a variety of stakeholders	To gather systematic information on the intervention strategies and how these developed over time	
Mini Surveys	Focused questionnaire surveys for selected stakeholders	To gather quantitative data from groups and individuals who have received services from P4P	Use was made of a web-based interface

Selection of countries for visits

For the purpose of the selection a detailed updated list of country level and regional level activities was provided by P4P, which is presented in the table below at the end of this annex, as are the details of the application of the selection criteria to the countries participating in P4P. The selection of the three countries for visits was based on a set of criteria presented in the box below.

In Southeast Asia the support provided to Cambodia appeared most comprehensive, with research covering all three elements and with a breath of engagement across all P4P components and substantial depth and commitment, which makes Cambodia the country that mostly aligns with the selection criteria. Vietnam provided an interesting case in particular regarding the use of research results to inform school-based programming in Danang, which was included for telephone interviews.

In South Asia there were several options, including Bangladesh, Sri Lanka and India. The research component in Bangladesh appeared to provide most options for lesson learning since its focus is on both the quantitative as well as the qualitative research. Therefore, Bangladesh can be considered to fit best on the selection criteria in South Asia. India is an interesting case because it is the only country where the research component focuses on policy issues only. Therefore, India was added to the country visits. With the research component in Sri Lanka initiated by an INGO rather than one of the UN partner agencies, this country was selected for telephone interviews on this aspect of the P4P support to Sri Lanka.

Selection Criteria for the two Country Visits

- Countries in which P4P has implemented activities in each of the three components and in which lessons can be learned on the way in which the components have mutually reinforced one another and created synergy
- With research as a key P4P component, closely feeding into the other two components of the programme, countries need to have substantial involvement in the research component which includes quantitative, qualitative and policy research within the country
- Countries need to have a substantial duration of P4P engagement, which enhances the likeliness that results could be observed
- Countries with on-going investment of the P4P programme
- In the two selected countries the national steering group need to be headed by different UN agencies
- Location of the two selected countries in South and Southeast Asia (one in each of the sub-regions)

Partners for Prevention Activities by Country, Updated December 2012[38]

COUNTRY	ACTIVITIES
AFGHANISTAN	Capacity Development: Training on GBV and prevention supported with UNDP and government
BANGLADESH	Research: Quantitative research completed and findings launched Capacity Development: Strategic planning with national network on coordination, capacity development and advocacy. Bangladesh is part of the South Asia regional capacity development project. Curriculum has been developed, training for Fellows has taken place and Fellows have implemented local projects based on their learning. Second round of fellowship programme is underway based on shorter curriculum. Training on communication strategy development for prevention for UNFPA Bangladesh and its partners. Communications: Supported launch tools development (report, fact sheets, press release) to disseminate research results.
CAMBODIA	Research: Qualitative research completed Quantitative research (data collection finished; analysis and reporting near completion) Research on the implementation of the first National Action Plan on VAW (NAPVAW) completed Capacity Development: Cambodia is part of the East & Southeast Asia regional capacity development project; national adaptation process of the regional curriculum underway. Strategic planning and support to national network for capacity development and advocacy (grant GAD/C). Training on prevention component of NAPVAW followed by technical assistance for the development of the NAPVAW with MoWA International UN Volunteer, deployed at UN Women Cambodia, supported to coordinate P4P and UN Women activities in country. Documentation of Volunteer Interventions Addressing Gender-Based Violence and based on recommendations, volunteers have been trained on GBV (prevention), organisations that use volunteers have been trained in volunteer management and a volunteer management handbook is prepared. A policy on minimum standards on training for volunteers working in the field of GBV is underway. Communications: Coordination, technical assistance and CSO grant support for national awareness campaign on violence prevention (ongoing)
CHINA	Research: Quantitative research (data collection finished; analysis and reporting in final stage) Policy scan completed Qualitative research starting in 2013 Capacity Development: Capacity development of partners to conduct research on VAW and masculinities. China has been invited to the East & Southeast Asia regional capacity development project, though no national follow up (yet). Communications: Social Media Campaign pilot supported (See report).

[38] List provided by P4P.

COUNTRY	ACTIVITIES
FIJI	Capacity Development: training with UNFPA, government and some NGOs on primary prevention programming.
INDIA	Research: Regional research on the Gender Politics of Social Movements completed Capacity Development: India is part of the South Asia regional capacity development project. Curriculum has been developed, training for Fellows has taken place and Fellows have implemented local projects based on their learning. Second round of fellowship programme is underway based on shorter curriculum. Support for national CSO networking among groups working on men and gender justice (Forum for Engaging Men – FEM, secretariat hosted by Center for Health and Social Justice – CHSJ). Support to documentation, national networking and outreach through national UN Volunteer deployed at CHSJ/FEM. Support to Let's Talk Men 2.0 (film production, discussion guide development and training on use of these tools) Communications: Social Media Campaign pilot supported. Second phase currently underway with Must Bol.
INDONESIA	Research: Quantitative research (data collection almost finished) Qualitative research completed and findings launched; supported secondary analysis by PhD student (first in student mentoring scheme) Capacity Development: Support for national CSO networking among groups working on men and gender justice (Aceh and National). Support to research, national networking and outreach through national UN Volunteer in Aceh. Recruited another national UN Volunteer in Yogyakarta for support to national networking, outreach and social media/communication. Indonesia is part of the East & Southeast Asia regional capacity development project. National network intends to integrate parts of regional curriculum. Capacity development of partners to conduct research on VAW and masculinities. Communications: Social Media Campaign pilot supported
LAOS	Research: Feedback provided on research design of intended quantitative research project Capacity Development: Laos is a part of the East & Southeast Asia regional capacity development project. National adaptation of regional curriculum underway.
MONGOLIA	Research: Feedback provided on research design of intended quantitative research project; P4P in advisory committee for UNFPA Capacity Development: Mongolia is a part of the East & Southeast Asia regional capacity development project. National adaptation of regional curriculum underway. Training with UN and partners on prevention in 2012.
MALDIVES	Capacity Development: training with government, UNFPA and some NGOs on primary prevention to inform the national action plan on VAW.
NEPAL	Capacity Development: Nepal is part of the South Asia regional capacity development project. Curriculum has been developed, training for Fellows has taken place and Fellows have implemented local projects based on their learning. Second round of fellowship programme is underway based on shorter curriculum.
PAPUA NEW GUINEA (Bougainville)	Research: Quantitative research data collection finished (Bougainville) Qualitative research data collection finished (Bougainville) Feedback provided on plans of UNDP CO to carry out national survey.

COUNTRY	ACTIVITIES
	Capacity development: Capacity development of partners to conduct research on VAW and masculinities; PNG is part of the Southeast/East Asia & the Pacific regional capacity development project, though no national follow up (yet).
PAKISTAN	Research: Qualitative research on men violence and sub themes completed (Rozan) Capacity Development: Support to national networking and outreach strategy through national UN Volunteer and CSO grants; Report on Volunteer Involvement in Addressing Gender-Based Violence and short summary as sub-chapter included in Mapping Study publication of grant partner (Rozan). Pakistan is part of the South Asia regional capacity development project. Curriculum has been developed, training for Fellows has taken place and Fellows have implemented local projects based on their learning. Second round of fellowship programme is underway based on shorter curriculum. Support to Let's Talk Men 2.0 (film production, discussion guide development and training on use of these tools) UN Women is main partner.
SRI LANKA	Research: Quantitative research (data collection and analysis finished; report about to be printed). Capacity Development: Partner (CARE) has participated in the first training of the South Asia regional capacity development project which was the basis for training of CARE staff. Sri Lanka has fully become part of the South Asia regional capacity development project after the first fellowship programme. Second round of fellowship programme is underway based on shorter curriculum which included fellows from Sri Lanka who will be expected to implement local projects. Support to Let's Talk Men 2.0 (film production, discussion guide development and training on use of these tools) Communications: Support to launch tools development (report, fact sheets, press release) to disseminate research results.
VIETNAM	Research: Qualitative research completed and about to be launched. Capacity Development: Technical Assistance for violence prevention youth groups in schools (Youth Union, CSAGA and UN Women) and for PyD's school-based programme in Danang including CSO grant from P4P (and technical support from ICRW). A national UN Volunteer supported partner NGO (PyD) on national networking, outreach, social media/communication and capacity development activities. Vietnam is part of the East & Southeast Asia regional capacity development project, though no national follow up (yet) Communications: Technical Assistance for broad based national awareness campaign on domestic violence prevention (ongoing) Social Media Campaign pilot
REGIONAL INITIATIVES	Research and Policy: • 'The UN Multi-country Study on Men and Violence' (Regional Research Project); • Regional Policy Dialogues with AFPPD Male Standing Committee and ASEAN • Multi country study on violence against sex workers - UNDP regional HIV team, UNFPA and UNAIDS (country level research in Myanmar, Thailand,

COUNTRY	ACTIVITIES
	Indonesia, Nepal, Sri Lanka) Capacity Development: • Support two sub-regional consortiums of practitioners to undertake collective and coordinated capacity development initiatives in South Asia and East and Southeast Asia. Each grouping has designed and is continuing to update a learning curriculum focused on understanding masculinities and violence prevention. Strengthen capacity of development partners on primary prevention (ongoing). • Annual regional trainings on primary prevention programming • Regional Trainings on research on VAW • Capacity development support to UN Women Pacific Fund partners (prevention understanding and programming and M&E; just started in 2012). Communications: • Regional Social Media Campaign Pilots supported and lessons learnt document produced • Support for development of a national communication strategy to disseminate research results (ongoing). • Regional communications strategy to disseminate research results (ongoing). • Support to production of three films on masculinities in South Asia (India, Pakistan and Sri Lanka), dubbed/subtitled into four languages and a discussion guide will be developed. The discussion guide will be tested in educational institutions before thirty facilitators will be trained in each country on utilizing the films and discussion guide for awareness raising and bringing about change in attitudes towards gender-based violence among boys and men.

Extent to which countries that received P4P support fit the selection criteria for the focus countries of the evaluation

Country*	Comments	Rating@
Afghanistan	Work is Afghanistan focuses on capacity development and does not cover all the P4P components	Orange
Bangladesh	Work in Bangladesh covers all P4P components including research (quantitative element), support has been provided over a longer period and investment is on-going	Dark green
Cambodia	Work in Cambodia covers all P4P components including research (covering all three research elements), support has been provided over a longer period and investment is on-going	Dark green
China	Work in China covers all components including research (quantitative element and policy scan) and support has been provided over a longer period. Geographical focus would be on East Asia.	Orange

Country*	Comments	Rating@
Fiji	Work in Fiji has started only recently, focusing on capacity development	Orange
India	Work in India covers all components including research, support has been provided over a longer period and investment is on-going. Research focus differs from most of the other countries	Light green
Indonesia	Work in Indonesia covers all P4P components. Research includes quantitative and qualitative elements. Support has been provided over a longer period and investment is on-going	Light green
Lao PDR	Work in Lao PDR has started more recent and focuses on capacity development and research with the latter in an early stage	Orange
Mongolia	Work in Mongolia has started more recently and focuses on capacity development and research with the latter in an early stage	Orange
Maldives	Work in Maldives is limited in scope with a main focus on capacity development	Orange
Nepal	Work in Nepal is limited in scope with a main focus on capacity development	Orange
PNG	Work in PNG focuses on research including quantitative and qualitative element and capacity development. Support has been provided over a substantial period and investment is on-going. Geographical focus would be on the Pacific	Orange
Pakistan	Work in Pakistan has covered 2 of the three P4P components including research and capacity development. Support has been provided over a longer period. Due to contextual reasons no investments have been made lately	Orange
Sri Lanka	Work in Sri Lanka covers all P4P components. Support has been provided over a longer period and investment is on-going. Research was initiated by an international NGO, which makes Sri Lanka an exceptional case, less suitable for comparison reasons	Light green
Vietnam	Work in Vietnam covers all P4P components. Research focuses on the qualitative element. Support has been provided over a longer period and investment is on-going	Light green

* In **bold** those countries in which more P4P activities have taken place

@ Rating Scale:

- **Orange:** Not covering various of the selection criteria
- **Light Green:** Covering most (or all) of the selection criteria but not necessarily to the best extent possible
- **Dark Green:** Covering all of the selection criteria to the best extent possible

Country visits

Country visits focused on the individual programme components as well as at the interrelationships among the components and the level of synergy achieved. In-country meetings included meetings with the Senior Management of the UN partner agencies, with key Government, Civil Society and Academic stakeholders in each of the three programme components as well as with other agencies active in the field of gender-based violence prevention and support. A validation meeting was conducted in Cambodia at the end of the country visits in order to report on the findings and preliminary conclusions with parties concerned and to validate these.

All meetings included probing of ideas for enhancing effectiveness and efficiency in relation to achieving of programme objectives. This was done in order to obtain inputs from the various stakeholders in the development of the recommendations.

Skype and phone interviews were conducted with selected implementing partners in Vietnam and Sri Lanka to which P4P has provided support, in order to gain additional knowledge and insights on the outputs, outcomes, and added value of P4P in selected components.

The ethical standards incorporated into this evaluation include:

- Protection of informants as regards their safety, confidentiality, and anonymity;
- Respect for people's autonomy and self-determination;
- Sensitivity to the beliefs, manners, and customs of informants;
- The evaluation minimises risks and maximises benefits for informants;
- Rigour of data collection, processing, and analysis;
- Evaluators are responsible for acting with integrity and honesty with all participants and are held responsible for their performance and products;
- Evaluators individually and as a team have the required expertise

Evaluation Schedule

Activity	Dates
Briefing meeting with P4P team via Skype	12 Nov 2012
Desk Review, Interviews during Inception Phase and preparation of the Inception Report	16 Nov – 07 Dec 2012
Submission draft Inception Report	10 Dec 2012
Presentation of the Draft Inception report in BKK	12 Dec 2012
Submission final Inception Report	14 Dec 2012
Preparation for field work	2-15 Jan 2013
Fieldwork at regional level in Bangkok	16-18 Jan 2013
Fieldwork in selected country (1)	20-26 Jan 2013

Activity	Dates
Fieldwork in selected country (2)	27 Jan – 02 Feb 2013
Telephone/Skype interviews about selected initiatives in different countries	04-08 Feb 2013
Data analysis and report writing	11-22 Feb 2013
Submission of the draft Evaluation Report	22 Feb 2013
Evaluation debriefing meeting	Second half of February 2013
Final report (including recommendations) & evaluation brief	15 March 2013

ANNEX 5: List of persons interviewed

No	Name	Organisation	Designation
Regional Level			
1	Nicholas Rosellini	UNDP Regional Bureau for Asia and the Pacific	Deputy Assistant Administrator and Deputy Regional Director (Former Head of UNDP Asia-Pacific Regional Center)
2	Kim Henderson*	UNDP Asia-Pacific Regional Centre (APRC)	Gender Practice Leader Asia-Pacific
3	Kamolmas Jaiyen	UNDP APRC	Evaluation and RBM Officer
4	Daniela Gasparikova	UNDP APRC	Programme Specialist/Head MSU
5	Lubna Baqi*	UNFPA Asia-Pacific Regional Office (APRO)	Deputy Regional Director
6	Kiran Bhatia*	UNFPA APRO	Regional Advisor, Gender
7	Riet Groenen*	UNFPA APRO	Regional Advisor, Gender
8	Richard H. Columbia	UNFPA APRO	Monitoring and Evaluation Advisor
9	Roberta Clarke	UN Women Regional Office for Asia-Pacific (ROAP)	Regional Director
10	Shoko Ishikawa*	UN Women ROAP	Programme Specialist
11	Sara de la Pena*	UN Women ROAP	Programme Analyst
12	Gitanjali Singh*	UN Women India Multi-Country Office (MCO)	National Programme Officer
13	Janet Wong*	UN Women Timor Leste	Country Director, former Programme Specialist of UN Women ROAP
14	Saghir Bukhari*	UN Women Pakistan	National Programme Officer
15	Anna Karin Jatfors	UN Women ROAP	UNiTE Campaign Programme Manager
16	Yumiko Kanemitsu	UN Women ROAP	Monitoring and Evaluation Advisor
17	Ibrahim Hussein*	UNV	Senior Portfolio Manager
18	Gary Barker	Promundo	International Director (Member external TAG)
19	Raewyn Connell	University of Sydney	Faculty of Education and Social work (Member external TAG)
20	Michael Flood	Univeristy of Wollongong	Lecturer (Member external TAG)
21	Alan Greig	Independent Consultant	Independent Consultant (Member external TAG)
22	Rachel Jewkes	Medical Research Council, South Africa	Director Gender and Health Research Unit (Member external TAG)
23	Claudia Garcia-Moreno	WHO	Coordinator,a.i. Gender, Rights, Sexual Health and Adolescence of the Department of Reproductive Health and Research
24	Kalyani Menon Sen*	Independent Consultant	Independent Consultant (Member external TAG)
25	James Lang*	P4P Team	Programme Coordinator
26	Raymond Brandes*	P4P Team	Programme Specialist
27	Emma Fulu*	P4P Team	Research Specialist
28	Khamsavath Chanthavysouk*	P4P Team	Capacity Development Analyst
29	Caroline Liou*	P4P Team	Communications Specialist
30	Stephanie Miedema	P4P Team	Research and Evaluation Analyst
31	Xian Warner	P4P Team	Research Associate

No	Name	Organisation	Designation
32	Ani Lamont	P4P Team	Communication Associate
33	Patrick Proctor	VSO	Regional Director
34	Mare Fort	CARE International	Deputy Regional Director
35	Helen Mc. Dermott	Australian Agency for Internation Development (AusAID)	Assistant Director of the Gender Equality and Policy Section
36	Jane Hardy	AusAID	Policy Officer of the Gender Equality and Policy Section
37	Chatri Moonstan	Royal Norwegian Embassy	Senior Programme Officer
38	Orawan Raweekoon	SIDA/Embassy of Sweden	National Programme Officer, Human Rights and Democracy
39	Cindy Berman	Department for International Development (DFID)	Senior Social Development Adviser
Bangladesh			
40	Arthur Erken	UNFPA	Representative
41	Yuki Suehiro	UNFPA	Deputy Representative
42	Marianne Berner	UNFPA	International Programme Manager
43	Muhmuda Farzana Akhter	UNFPA	Project Officer
44	Sookhee Kwak	UNDP	Gender Specialist
45	Mona M'Bikay Boin	UNDP	Project Manager
46	Naheed Ahmed	UN Women	National Programme Manager
47	Mahtabul Hakim	UN Women	Programme Officer
48	Ruchira Tabassum Naved	ICDDR,B	Research Group Coordinator, Lead researcher quantitative research
49	Jamie Terzi	CARE Bangladesh	Country Director
50	Humaira	CARE Bangladesh	Programme Officer
51	Imtiaz Pavel	Men for Peace, Equality & Justice International; formerly with CARE B'desh	Film maker/Visual Artist & Justice Activist; former CARE B'desh Programme Officer
52	Ranjan Karmaker	STEPS towards Development	Executive Director
53	Mahbuba Haque Kumkum	STEPS towards Development	Coordinator / SANAM Steering Committee
54	Philippe Doneys	Asian Institute of Technology (AIT)	Coordinator Gender & Development Studies Lead on Qualitative Research
55	Shallini Mitra	AIT	Programme Officer, Researcher for qualitative research
56	Rita Das Roy	Naripokkho	Project Director
57	U. M. Habibun Nessa	Naripokkho	President
58	M B Akhter	Oxfam	Programme Manager, Bangladesh Programme
59	Jinat Ara Haque	We Can Campaign Secretariat B'desh	National Coordinator
60	Khushi Kabir	Nijera Kori	Coordinator
Cambodia			
61	H.E Sy Define	Ministry of Women's Affairs	Secretary of State, Legal Protection and Information
62	Keth Mardy	MoWA	Director Legal Department
63	Wenny Kusuma*	UN Women	Country Director

No	Name	Organisation	Designation
64	Veth Vorn	UN Women	Programme Coordinator for EVAW
65	Freya Larsen	UN Women	Programme Officer
66	Clara Manero	UN Women	International UN Volunteer / Gender Specialist
67	Kasumi Nakagawa	UNWomen / MoWA	Technical Adviser to MoWA
68	Sarah Knibbs	UNFPA	Deputy Representative
69	Haruka Ishii	UNDP	GBV Specialist
70	Souad Al Hebshi	UNICEF	Chief Child Protection
71	Carly Witheridge	UNICEF	Child Protection Specialist
72	Andreas Selmeci	GIZ	Team Leader Access to Justice for Women
73	Mao Syheap	GAC/C, Cambodian Men's Network	Secretariat of the Cambodian Men's Network
74	Socheat Tak	CWCC	Programme Manager
75	Chhay Kim Sore	GAD/C	Community Outreach Manager
76	Stefano Brigoni	Paz y Desarrollo	Country Coordinator
77	Hong Sreyukem	Paz y Desarrollo	Head Communications Dpt.
78	Sok Panha	Banteay Srei	Director
79	Martin Gemzell	Diakonia	Country Manager
80	Tanya Barnfield	CARE Cambodia	Programmes Coordinator
81	Eart Pysal	CARE Cambodia	Programme Manager
82	Sokbunthoeun So	Independent Consultant	Consultant, support to policy research
83	Saba Moussavi	Independent Consultant	Consultant, support to quantitative research
84	Franz Wong	Independent Consultant	Consultant, lead on qualitative research
India			
85	Anne Stenhammer	UN Women India Multi Country Office (MCO)	Regional Programme Director
86	Diya Nanda	UN Women India MCO	National Programme Officer
87	Ravi Verma	ICRW Asia Office	Regional Director
88	Nandita Bhatla	ICRW Asia Office	Senior Technical Specialist in Gender & Development
89	Pranita Achyut	ICRW Asia Office	Poverty, Gender & HIV/AIDS Specialist
90	Rahul Roy	AAKAR	Director + filmmaker + Steering Committee member of SANAM
91	Manak Matiyani and six team members	Commutiny – The Youth Collective (CYC)	Campaign Lead/ members activists
92	Satish Kumar Singh	Centre for Health and Social Justice (CHSJ)	Deputy Director, member SANAM, secretariat Forum to Engage Men network
93	Abhijit Das	Centre for Health and Social Justice (CHSJ)	Director, member SANAM, Boardmember global MenEngage Alliance
94	Rajeev Narayan	VSO	Former National UN Volunteer (Network/ Outreach Coordinator)
95	Anand Pawar	SAMYAK	Executive Director, Member SANAM/ Consultant RLC
96	Sheeba Chhachhi	Independent artist	Gender activist
(24)	Kalyani Menon Sen*	Independent Consultant	Independent Consultant (Member external TAG)

No	Name	Organisation	Designation
Vietnam			
97	Phan Thu Hien	UNFPA	Gender Manager
98	Clara Gómez	UNFPA	Gender Advisor
99	Thuy Anh Tran	UN Women	National Programme Officer
100	Ben Swanton	Paz y Desarrollo	Communications Programme Manager
101	Phan Minh Chau	Paz y Desarrollo (PyD)	Former national UN Volunteer, current PyD staff
102	Dao The Duc	Researcher	Principal researcher, qualitative study
Sri Lanka			
103	Ashika Gunasena	CARE International	Head of Programmes
104	Kamani Jinadasa	CARE International	Project Director EMERGE

* Persons interviewed during the inception period; most of them were also interviewed as part of the main data gathering phase of the evaluation

ANNEX 6: CASE STUDIES

CASE STUDY 1:

P4P's Regional Joint Programme modality: opportunities and challenges

Partners for Prevention (P4P) is a regional joint programme, created by four UN agencies, operating at the regional and national levels through UN partner agencies and their national government partners and engaging civil society organisations and research institutes as well as activist groups. This case highlights the opportunities, challenges and lessons learned from this particular collaboration modality chosen for the P4P programme.

In a number of countries around the world, different UN agencies have been working together on common issues, projects and programmes on an ad-hoc basis using different modalities of collaboration and financing of their humanitarian assistance programmes, mostly with their funding earmarked for specific agency-related activities, hence using parallel funding and governance of the activities.

Going beyond the incidental ad-hoc forms of cooperation between individual UN agencies, the United Nations launched the 'Delivering as One' pilot initiative in 2007 to respond to the challenges of a changing world and to test how UN agencies can provide their development assistance in a more coherent, (cost-)effective and coordinated way. As laid out in the UN documents there are four main principles for the operations in a country: One Leader, One Budget, One Programme and One Office. Through this approach, expertise of all parts of the UN system can be drawn upon, whether based in a particular country or not. Reportedly, some of the issues positively addressed in this way have been support to the productive sector, employment, trade, protection of the environment, adaptation to climate change, the global food crisis and the financial crisis.

This pilot initiative, referred to as 'One-UN', was started in eight countries. In the P4P programme region two countries participate in this pilot: Pakistan and Vietnam. Many of the initiatives concerning One UN have been at the country level with various combinations of agencies engaging in Joint Programmes, including on gender and gender-based violence (GBV). The P4P programme is one of the few initiatives for joint programming at the regional level.

Set-up of the Regional Joint Programme

P4P as a programme constitutes a rather unique collaborative effort of four UN agencies at regional level in Asia and the Pacific, presently with activities in 15 countries.

Based on an expressed interest in engaging men and boys in primary prevention of GBV, the UNDP, UNFPA, UN Women and UNV crafted P4P as a regional joint programme for primary prevention of GBV through engaging men and boys. The programme is governed at the regional level and operates on the basis of pooled rather than parallel funding, sourced from the four UN agencies (48% till end 2012) as well as external donor agencies (52% till end 2012). In formal terms, the P4P programme is jointly 'owned' by the four agencies, but administratively, including financial management, control, human resources, procurement and other operational and overhead issues it is administered and under the legal control of the UNDP.

P4P has a small secretariat in Bangkok, presently housed again in the UNDP Asia-Pacific Regional Centre, after a period of having an office in rented premises outside the UN complex. The P4P team has had a considerable level of operational freedom in managing the programme. Formally governed and guided by the four UN agencies through the Steering Committee (SC) and the Technical Advisory Group (TAG), the level and intensity of oversight and actual control over P4P's operations (concrete plans and implementation as well as its external communication and public relations) has varied over time, with frequent changes in the composition of the committees and the attention paid to P4P. Only in the early part of the implementation phase of the programme and in the last six months prior to the external evaluation were the involvement and governance roles of the Steering Committee and TAG clearly visible.

Feedback from the field at the regional and country levels

Feedback from the field at regional (Bangkok) and country levels shows that the extent of concrete cooperation of the UN partners involved, and the appreciation for the way P4P has operationalised and handled the chosen joint project modality in practical terms, vary considerably. Broadly speaking individual UN and civil society partners at the country level have appreciated the way P4P has operated as a rather autonomous programme organising research, communications and capacity development activities through facilitating training and (generally) quickly responding to information needs. This has supported the needs of UN and civil society partners in view of their own activities related to engaging men and boys in primary prevention of GBV, or GBV more generally. They would want P4P to continue this way and keep the space and relative 'freedom' to operate within as well as influence the UN system and simultaneously actively engage with civil society groups. There was some critical feedback referring to not always and adequately involving the UN partner agencies in contacts and visits by P4P at country level.

At the regional level, concern and even outright critique was expressed about the rather autonomous way P4P operated as a programme, as it was seen to be 'independent' from the four constituting agencies. There has been a sense of competition between P4P and (some of) the UN agencies and staff members at the regional level. The stakes and needs are obviously quite different between the regional and country levels. At the country level the UN agencies have concrete individual or joint (UN agencies) collaboration programmes with government partners (ministries or institutions), research institutes and sometimes with civil society groups; these are initiatives to which P4P can contribute and add value. At the regional level, however, such concrete individual UN agency or joint UN agencies' initiatives do not exist, and thus it is more difficult for P4P to contribute value at the regional level. The added value of the regional offices of the UN partner agencies is indirect in nature through support for policy making, funding facilitation, technical assistance, and (compulsory) technical feedback on country-level programmes. The support by UN agencies at the regional level to the UN programmes at country level is therefore generally less tangible and visible compared to the work done by P4P at the country level. Given the hierarchical relation between the regional UN offices and the country level offices, the contributions and demands by the regional offices, moreover, are not always equally welcomed or seen to support the work at the country level.

Pro-active and re-active capacity development[39]

UN staff and civil society actors at the country level concretely asked for capacity development support (including diverse requirements like access to relevant information and knowledge, training of staff and networking) to which the P4P programme positively responded. In the early stage P4P even pro-actively provided such information and support, thereby advertising its services and establishing its name effectively. For P4P to be recognised and get appreciated at country level in this 'niche' of direct capacity building for GBV prevention engaging men and boys, has therefore been easier than for individual UN offices at regional level and, hence, some resentment developed over time. Even though the P4P programme 'belongs' to the four agencies together and is 'their' programme, the appreciation expressed for P4P was not seen as 'shining' a positive light on the individual UN agencies at the regional level. P4P was blamed for being seen -or even portraying itself- as a separate and independent entity.

At the regional level, a similar demand for capacity support from UN agencies to P4P for the same 'niche' of capacity building on prevention of GBV engaging men and boys was not forthcoming, nor was it pro-actively provided by P4P. This was reportedly partly related to non-availability and changes of the regional office staff members to be trained. The P4P team clearly prioritised direct capacity building at country level to agencies and organisations, rather than training of trainers (ToT) (at the regional and country levels) to increase the total capacity of the UN agencies in this field, jointly with existing technical assistance (TA) staff of the agencies. This is a weakness to be addressed by P4P as well as the UN partner agencies.

Though the SC and TAG oversaw and approved P4P programme plans and budgets, actual joint planning and programming by the four P4P-constituting UN agencies (for capacity development, research, communication or other concrete activities) involving their own existing programmes, TA staff and linkages has been rather limited, both at the country and regional levels. The regional analysis of country-based quantitative studies that is taking place at present is the most concrete joint output of the programme at the regional level that can add value beyond the time-bound P4P programme.

Notwithstanding the fact that the country-level studies have met with considerable delays and other problems, and also have their limitations, these studies -undertaken more or less simultaneously in six countries- are highly appreciated.

The qualitative and quantitative P4P studies are recognised as an important contribution to common knowledge creation in the field of attitudes and behaviour as well as context-specific prevalence and practices of GBV focussing on the role of boys and men in the Asia-Pacific region.

The results can function as baseline data in the countries concerned and indirectly for the region at large and thereby strengthen the knowledge base of the UN partner agencies. The results also provide country-specific raw material that can contribute to informing policy development and aid the design of concrete country-specific programmes for primary prevention of GBV and engaging men and boys.

[39] The terms capacity building and capacity development are used interchangeably as both are used in the relevant literature, documents of different UN agencies and NGO documents as referring to similar processes.

Another rather unique concrete and positive contribution, made by the P4P programme as a UN joint programme and thus contributing to the value of the chosen modality, is the pro-active engagement with civil society groups in all the countries covered by the programme. Apart from establishing or strengthening contacts with research institutes or individual researchers, P4P has built up valuable contacts with a large number of a wide variety of NGOs and other civil society groupings addressing a/o women's rights and/or masculinity issues, sexual and reproductive health and rights, adolescents' education, but also with media activist and youth groups engaged in GBV prevention, behavioural awareness and attitude changes.

Though exceptions certainly do exist for specific programmes, in UN programmes direct contact between civil society organisations and UN agencies on an equal footing is generally rather limited. In most countries UN agencies commonly relate to and support governments often by the nature of their mandate, in policy development, development programming and capacity building. They rarely relate directly to community groups, while civil society organisations relate to communities or specific interest groups, vulnerable minorities or other disadvantaged categories in society. Civil society groups may relate to their government to lobby or advocate for changes in policy and practice. Civil society groups may also relate to their government or specific UN agencies as a receiver of their funding or as a subcontractor to implement a specific government- or UN-funded project. In the case of the P4P programme, the relationship is different as noted in the following quote:

> Civil society groups maintain their own identity, autonomy and independence and are actively engaged in media campaigns and other activities for GBV prevention that are jointly initiated, co-sponsored, supported by or otherwise linked to P4P for the common cause.

Through the two learning communities -SANAM in South Asia and RLC in East & Southeast Asia, whose establishment was facilitated by P4P- the staff of member NGOs receive as well as contribute to capacity development for GBV prevention through engaging men and boys and transforming hegemonic masculinities to prevent violence and to promote gender justice. This type of support would not easily have been possible from a country level joint programme, hence it adds to the value of the chosen P4P modality. The choice to differentiate programming among two sub-regions of Asia is based on P4P's realisation that the vast differences in context warrant such sub-regional networks rather than promoting one for the entire region.

An overall and explicit Theory of Change and strategy for the P4P programme has yet to be developed, but the logic and decision to actively engage with selected civil society groups as autonomous entities, rather than sub-contractors can be seen as a strategic choice by P4P. These civil society groups relate directly to community groups in their country and through their activities and services work on rights, awareness, attitude and behavioural change, etc. addressing among others topics, gender inequalities, patriarchal traditions, GBV, sexual and reproductive health and rights (SRHR) and HIV prevention. In support of sustainable solutions, many NGOs also (facilitate the) demand and advocacy for adequate government policies, practices and the implementation of programmes that will address injustices, the lack of services, etc.

With such demand created bottom-up through civil society actions, UN agencies can support the relevant government partners to respond adequately through awareness raising, capacity development, policy development and, at times, funding. At the country level, the engagement

between civil society groups and (individual) UN agencies for GBV prevention focussing specifically on engaging men and boys has increased considerably through the P4P programme, for example, the cooperation with CYC in India.

It is part of the UNV mandate to reach out to communities and fill the gaps in the cycle of development changes. Apart from the support positions in UN agencies, UN Volunteers can, therefore, also be directly engaged at the community level. UN Volunteers are supposed to play critical roles in enhancing ownership and sustainability of change programmes. But this very policy and mandate requires an organic relation with national or community groups, which is a missing link in the way P4P was set up as regional programme. Partly because of this (and the difficulties in finding adequately trained national volunteers for the remuneration UNV offers) the scope to utilize the potential of UN Volunteers has been limited so far.

In retrospect, it appears that the P4P programme started very open-ended with the common aim to address the role of boys and men in GBV prevention, but without adequate clarity on its direction or the desired and required forms and modes of cooperation as UN agencies in a joint programme at the regional level (or for that matter at the national one). Given the novelty of structurally engaging men and boys in primary prevention of GBV within the UN system, this lack of clarity at the start is understandable. However, in the process of further developing the programme, no common vision has been developed by the four P4P-constituting agencies on engaging men and boys in prevention of GBV and how that relates to the individual agencies' own capacities, own capacity needs, programming and prioritising. This could have really strengthened the modality. Subsequently no actual joint programming that involves the individual agencies with their own capacities at all levels has taken place at either the regional or individual country level. P4P became a programme of limited duration in its own right that was only initiated and partly co-funded by the four agencies. It was often seen and highly appreciated by civil society groups as rather independent and different from the UN agencies themselves[40].

The rather independent development of P4P during part of the programme period, in response to growing needs, and its subsequent public image as a separate entity are regarded as a key strength by some while seen as a challenge by others.

The involvement of the constituting agencies at the regional level was limited to/focused on governance (SC) and technical inputs (TAG), but, barring limited exceptions[41], did not involve joint programming or policy development yet. At the country level, joint meetings have taken place of the four UN agencies and other stakeholders under the leadership of the chosen lead UN partner agency. Thus far, this was primarily to oversee the P4P-initiated research activities. Also at country level this has so far been limited to management of P4P activities and not yet led to joint visioning and programming, in view of the existing programmes, skills and linkages of the individual UN agencies.

[40] One of the decisive factors for fruitful cooperation, particularly the approach used by P4P team members to acknowledge, appreciate and respect the autonomy of civil society groups in their relation to the UN institutions, has been mentioned by civil society groups in interviews and the mini-survey.

[41] P4P mentions, for example, the multi-country study on violence against sex workers with UNDP, UNFPA and UNAIDS.

The conclusion is that thus far 'Delivering as One' by the four agencies has yet to mature, and this includes even the more modest joint programme that P4P set out to be.

Co-ownership and formal governance of P4P alone by the four UN agencies do not make P4P a joint programme of, by and impacting on the four UN agencies.

Feedback from the P4P-constituting UN agencies, and also from UN agencies that are not involved in the programme but are experienced and active in similar or complementary fields (e.g. UNICEF, UNESCO, WHO, UNAIDS), shows that more can be and needs to be done to maximise and optimise the use of the existing wealth of knowledge, experiences and contacts which the different UN agencies have with their partners in government, academic institutions and increasingly also in civil society groups in regards to engaging men and boys to address GBV prevention.

The UN agencies' expressed concern about competition for funding, competence or conflicts about mandates or controversy over appreciation for work done is not the main concern. Instead, P4P's positive outputs, the programme's contribution to knowledge creation and the acknowledged greater understanding of the need to engage men and boys so that GBV prevention can be effective and sustainable need to be translated into actual joint visioning and planning for a new phase so as to really 'deliver as one'. In addition, the new phase would be a time-bound, jointly supervised programme. An extension of the P4P programme can help to create a successful model for regional joint programming that can be replicated elsewhere.

The roles of research institutes, academic institutions as well as civil society organisations need to be built in as a guaranteed part of the model. These types of organisations have proven to be indispensable in the field of engaging men and boys for GBV prevention, not (only) as sub-contractors implementing activities, but as equal partners in their own right. This is because they can generate vital knowledge and practical experience, as well as create new alliances and forms of cooperation.

In view of the issues at stake, which are engaging men and boys to prevent GBV and address traditional hegemonic forms of masculinity, and creating sustainability for long-term programming to address these issues, P4P and the constituting UN agencies could consider changing the lead agency of the joint programme. Based on prevailing mandates, institutional strategic choices made by the three agencies, institutional capacities to be developed in line with official top-level mandates and tasks and the actual programme direction of the present three UN agencies that created P4P, UN Women could be the 'natural' lead agency for the overall programme at the regional level in the future. This choice could further strengthen the modality and institutional attention to the role of boys and men in GBV prevention. At country level, the best equipped and available UN agency already active in this specific field may be the lead agency, whether it has been in the past or not.

CASE STUDY 2:

What is in it for men? The risks of an instrumentalist approach

Throughout the evaluation of the P4P programme, it became evident that there were different motivations for and approaches used to involve men and boys in GBV and VAW prevention. The differences existed among the UN partner agencies' staff members both at regional and country levels, but also among civil society groups, academics and others interviewed for the evaluation. Whereas the different views among UN agency staff do not appear to get discussed much or, for that matter, influence P4P's SC or TAG meetings, the same differences among civil society groups have led to big debates and even contributed to a split among SANAM members.

Are all the efforts given to engaging men and boys only meant to reduce the incidence of VAW, hence are primarily or even exclusively intended to protect women against violence and promote women's rights, as well as protect her safety and dignity? Or are the research activities and subsequent policy changes and programmes intended to lay bare and address the underlying root causes of GBV and hence to also address hegemonic masculinity, through acknowledging the gendered position of men and boys under prevailing patriarchal regimes and addressing the needs of men and boys for their emancipation?

The present ambiguity with respect to male involvement in prevention of VAW and GBV may well weaken the success and sustainability of the programme. The issue at hand can be stated in simple terms. Are men and boys engaged only instrumentally for VAW prevention or will the programme contribute simultaneously to recognising boys' and men's own gender issues in view of overpowering patriarchal patterns?

On various occasions during the evaluation, a resistance was felt from both UN staff as well as some NGOs to go beyond VAW issues (mainly addressing VAW from the health rights perspective) and also address the intersectionality of different power regimes that influence the lives of women but also of men. Yet others in the UN (P4P partners and others) and civil society groups, as well as people's movement activists and academics clearly shared that unless both women's and men's positions are addressed holistically and the interests and gendered position of men is taken into account as well, men's motivation to get and remain involved cannot be sustained.

Some of the local and global campaigns and approaches to stop VAW are therefore seen as having a limited lifespan since men are only engaged to 'help' improve the position of women. Some of the statements during interviews as well as texts on some campaign and communication materials produced by P4P partners and seen during the country visits portray this 'patronising' approach, e.g. men protecting and taking care of their wives and children, rather than promoting and sharing equal rights and duties.

In many situations of initial involvement of men (and often women as well) in addressing VAW, it is quite understandable that a deeper analysis of the causes and nature of GBV is not immediately made. But to make a sustainable shift to addressing GBV, existing patriarchal patterns of dominance and submission of men and women must be addressed and a shift in the dominant culture of

hegemonic masculinities is needed. This, in turn, requires that both women and men recognise and accept gender equality and work to achieve it. A high UN official said the following.

'It takes two hands to clap. Working with men should not only be undertaken to address women's rights and emancipation, but also for men's own emancipation'.

Several researchers and civil society activists interviewed as part of the evaluation shared that in the prevailing women's movements, particularly those in South Asia, women often use 'being women' as their political identity in their struggle against patriarchy and GBV and other injustices resulting from them.

Men often use class and caste (and, depending on circumstances, their sexual orientation) as their primary political identity rather than 'being men' and they mostly don't question their male identity nor their privileged hegemonic position in the gender power regime, which is often considered to be obvious and 'normal'. Involving men only on the basis of their gender and appealing to their morality, principles of justice or good-will vis-à-vis women will therefore not work in the long run. This is because women are not only victims and men not only perpetrators or saviours. Men themselves have to acknowledge the intersectionality of power relations and their different identities, and thus be enabled to meaningfully and effectively address negative masculinities and the structural patriarchal patterns, norms and values that perpetuate, sanction and condone male dominance, GBV, and gender injustice.

Men need to have a positive stake in the change process

Some NGOs partnering with P4P limit their work to the primary VAW approach, the 'health' aspects, and treat women mainly as victims of injustice. For many other groups active in this field, it is not enough to just 'engage men' to end VAW: for them, men must understand their own position and have a ***positive stake*** in the change process to be willing and able to contribute to sustainable changes. The UN partner agencies and the P4P team will need to address these different theoretical approaches and methods for dealing with them in practice with civil society and other partners if they want to reach their long-term objectives and sustain initial changes. This needs to become part of the development of a theory of change with key stakeholders concerned.

CASE STUDY 3[42]:

SANAM and RLC: Civil Society Capacity Development

Engaging men and boys and addressing masculinities at sub-regional and country levels: different realities, approaches and relationships

Linking up with civil society organisations and supporting them to develop their capacities to engage men and boys for primary prevention of GBV has been part of the agenda of the P4P programme from the start. The civil society groups linked to P4P are close to the realities in communities, schools, farms and workplaces and hence can play vital roles in the change processes on the ground and in lobbying and advocacy for better education programmes, policies, laws and the implementation of such laws and policies with respect to engaging men and boys in combatting and preventing GBV. They engage in curative services, prevention, public awareness campaigns, education and media reporting or function as watch dogs, so as to make or keep local or national government authorities accountable. While some civil society groups are primarily engaged in providing quality services to cope with GBV realities so as to alleviate people's suffering and may engage in lobbying for better government policies and adequate support, many groups choose to strategically work towards social change, challenging the patriarchal power system.

Civil society capacity development: commonalities and differences in and between the regions

The history and actual functioning of SANAM (South Asian Network to Address Masculinities) and RLC (Regional Learning Community) in South and East & Southeast Asia respectively differ considerably. Though the context in each country is specific and different, there are also significant commonalities within each of the sub-regions that have shaped the roles and functioning of these two learning communities. In terms of their historical development, there are vast differences between the two sub-regions. South Asia has the legacy of a common British colonial rule, which resulted in part in English being the wide-spread lingua franca, as well as strong administrative and political similarities among the countries. Apart from the many traditional cultural characteristics in common across South Asian countries , there is also has a strong shared academic tradition, though originally mainly in the higher echelons of society. All this has influenced the formation, functioning and opportunities of SANAM. In comparison, the East & Southeast Asia sub-region has a very different history and its countries are very diverse in cultural, educational, political, economical as

[42] The case study of the two learning communities is primarily based on the interviews, documentation received and meetings held during the three country visits (Cambodia, Bangladesh and India) that were part of the evaluation process, as well as information collected through the internet-based mini survey that was conducted as part of the evaluation. The case study is intended to highlight some of the key features, debates and learnings from the processes of setting up, functioning, supporting/support received, opportunities and challenges of the two learning communities as part of the evaluation of the P4P programme. The study does not pretend or attempt to cover either the histories of women's rights or gender activism in each of the countries covered in the P4P programme, nor does it intend to provide comprehensive details of the learning communities' membership, curriculum development, accomplishments, debates, theoretical approaches, relations or strengths and weaknesses in each country. As part of the evaluation of P4P, this case study is both descriptive and analytical in nature. With respect to some sections, information received as feedback on the draft report has been added to the case study. This was done by taking the information received at face value, as no opportunities for validation or crosschecking existed within the time available for this evaluation.

well as linguistical terms, and there is no lingua franca. This great diversity has led to a different start, development as well as a different set of challenges and opportunities for RLC as a learning community, as compared to SANAM.

Most countries of South Asia have had a long tradition of rather independent civil society organisations. Apart from the traditional and informal forms of community self-help groups (which are found in almost every country, also in East & Southeast Asia) South Asia also has thousands of local, regional, state- or nation-wide charity and (community) development-oriented NGOs, advocacy NGOs, lobby groups, training institutions and service providers. Some address specific issues, like women's rights or GBV and focus on particular (under-privileged, vulnerable, discriminated) categories of people in society, others engage in a broad spectrum of issues and services. While most NGOs are formally registered with the state or national authorities as legal entities (charitable membership societies, trusts, etc.), most such groups and institutions in South Asia function with considerable independence from the state, even though they may be receiving partial funding from the national or sub-national government to implement a particular programme. In most countries in South Asia, there is considerable space to publicly critique policies, politics and the functioning and services of the state machinery. Foreign funding control mechanisms by the governments, however, do sometimes present limitations to the space the organisations wish to have to critically address issues that involve the state, its institutions, policies or politicians.

In contrast, most countries in East & Southeast Asia - with the exception of the Philippines - , have seen a rather different history and space for independent civil society development. Even today governments of several countries in this sub-region do not allow the formation of independent civil society organisations or otherwise maintain a very close watch and control over their financial sources, their activities, public influence and (possibly) critical views on the roles and performance of the State. In some countries the space for independent development and thinking of civil society groupings remains very limited. Only slowly some countries publicly recognise the value of having (service) NGOs and permit their functioning, as they can easier link to communities and provide services, where the state is too distant. Many such NGOs are under tight state control or are set up and closely linked to (former) State functionaries.

To achieve the objectives for which the P4P programme is established - prevention of GBV, human rights and gender equality and hence transformation of traditional masculinities - some space for civil society and therefore a certain degree of democracy is crucial: attitudinal and behavioural change does not happen through imposition or simply having better laws. Though the presence of large numbers of civil society organisations in itself is a necessary condition, it is not sufficient for successfully achieving P4P's objectives. Also the origin and 'cause' around which a civil society organisation or an NGO has evolved, their sources of funding and their internal (management) motivation, conviction and attitudes, determine the scope, capacity and willingness to meaningfully engage boys and men in addressing and preventing GBV.

Most civil society organisations now-a-days receive funding from foreign donor agencies (often 'western', but increasingly also from faith-based agencies in the country or region), sometimes from UN agencies and occasionally - and in some countries increasingly - from business enterprises as part of CSR/tax-reduction policies. In some countries, e.g. Bangladesh, the NGO sector, has developed

very fast as a large industry in its own right with the help of foreign donors. This has led to 'NGO-isation' of development efforts and thinking, often following funders' priorities and demands. It has also led to a fast increasing dependence on external funding, and a primarily upward accountability of staff members and institutions to their (foreign) funding agencies. This in turn often leads to a focus on activities that safeguard personal (jobs) and institutional interests and to a weakening of the autonomy of the NGO and the downward accountability to the communities or groups it aims to serve.

During this donor funding triggered mushrooming phase of NGO development in some countries, only a relatively small number of NGOs actually have built up internal capacities and skills and developed their own analysis of issues around gender justice, masculinities, patriarchy traditions, strategies and need-based plans. Particularly India has had a long tradition of civil society groups and social movements that have purposely stayed away from foreign funding (or kept it at low levels) to safeguard their independence against external priorities, politics, (western) influences and control, and to remain primarily responsive to the people they serve.
Pakistan, in the 1980's, had a fairly vibrant women's movement – indigenous (rather than donor funded) and quite political in nature as it was organised around military dictatorship. It is well documented how it has been weakened and de-politicised by excessive (western) funding and UN influence. As a result the work with men and boys also seems to be in danger of going down the same road. This development was confirmed in the findings of the mapping study of organisations that engage boys and men to address GBV, carried out by Rozan, when they held the Men Engage secretariat a few years ago.

Civil society attention for the role of men and boys in GBV: why and how

In the larger Asia context particularly India has a long tradition of autonomous women's rights activism. In the '80s women activists groups worked on their own, claiming their own space and building their independence. Men came along 'on the side', but in the process it became clear that men needed their own space and attention as well. A number of rural women's groups asked men to get involved already as early as 1997. Long before some UN agencies started considering the role of men and boys in GBV prevention a number of Indian women's activist groups already started addressing the role of men and boys in GBV prevention as well as boys and men's own gendered position under patriarchy and traditional forms of masculinities. Some such women NGOs employed men on their staff, not only for instrumentalist purposes, but to develop a holistic approach to gender justice. Women's groups, e.g. Jagori in India, specifically asked men's groups to start training men as part of the 'Safe city campaign', supported by UN Women (India) and the Delhi city council.

Particularly India also saw quite some academic work on masculinities undertaken by women scholars, not so much to study the clashes between women and men but to address the differences as well as complementarities in the gendered social power dynamics.

A number of civil society groups, film makers and also 'men' activists groups and individuals in different countries of South and East & Southeast Asia have been working on the role of men and boys for quite some time already, addressing their responsibility in gender inequalities, SRHR, domestic and other forms of violence, dowry issues, job discrimination, etc. Some of them from the

very start have worked with men based on their holistic feminist analysis of patriarchy and other systems of structural oppression. They often worked independently and were not necessarily supported by development actors such as UN agencies.

Apart from this autonomous civil society development addressing gender justice, women's rights, GBV and the role of men and boys, many NGOs in the countries of Asia covered by the P4P programme had started to include, women rights, 'gender' and - more recently - sometimes the involvement of men and boys in GBV prevention. Often this happened because it had become part and parcel of the development thinking, jargon and funding agencies' demands and it was not necessarily based on understanding or internalising the deeper logic, consequences and political relevance nor did it always reflect back and impact on the organisations itself.

The setting up and subsequent development of SANAM

- *Origin, contacts and focus*

SANAM was born in 2009 shortly after the first global conference on men and boys in Rio de Janeiro, which had been organised by the international Men Engage Alliance, Promundo in Brazil and others. After a meeting in Dhaka, with key people of Promundo/MenEngage and P4P a small group of South Asian activists and NGO people was formed to address the themes P4P was working on. In retrospect it can be concluded that P4P pulled together the scattered work that had been developed on masculinities and the role of men and boys in the earlier years. The initiative and support at this initial stage by P4P was highly appreciated. Whether or not fully known or endorsed by the constituting agencies, some of the early members of SANAM saw that P4P was willing, open minded and in a position to support knowledge creation that would deepen the understanding on masculinity issues in relation to GBV. In a civil society setting that has often been critical of, and kept a distance from UN agencies, this created a good base for cooperation.

The main purpose of the new formation was networking, analysis and capacity building: a learning and theory and praxis sharing opportunity on masculinities and the role of men and boys in GBV prevention and giving it wider attention also in view of the fact that SRHR was getting ample funding and attention but addressing masculinities was not.

Because of the varied backgrounds and nature of the NGOs/individuals from NGOs that joined the SANAM group at the start and the fact that there had not been any 'scanning' of those who wanted to join, the development of SANAM was not always smooth sailing. There was a lot of what was referred to as 'traditional masculine dominant behaviour' and competition to rule. While some NGOs and the members representing them were committed to a feminist perspective and action approach, others were more concerned with their NGO interests and funding opportunities.

There were also more principled differences among the initial members of SANAM. Some members considered Promundo and MenEngage too 'western' in their analysis and approach, whereas South Asia would need a '*fully South Asian'* approach to handling hegemonic masculinities and the role of men and boys in GBV.

The MenEngage Alliance was often seen to be 'just to *support* women', not sufficiently questioning the issues deeper and further to address patriarchy and traditional expressions of masculinity as the root cause and subsequently also not paying adequate attention to the gendered and un-free position of many men and boys.

Some members therefore would want P4P to go further and did not want SANAM to become the South Asian branch of MenEngage. Others had no objection to this 'limitation' and joined the steering committee of the MenEngage Alliance.

Particularly in India, with many civil society groups less influenced or 'spoiled' by foreign donors and functioning rather independently on small budgets, a silent conflict grew between those following what was considered the 'superficial' MenEngage approach and a group wanting to go deeper, and also addressing diversity and other power issues that subsequently formed FEM: Forum to Engage Men. As a result of the different histories and nature of civil society development in each of the South Asian countries, there were and are also different views on P4P as UN-initiated programme and the challenges for the country level groups of SANAM and hence the scope and role of P4P to contribute to capacity development also differs considerably.

In the process of the development of SANAM and the P4P programme another difference surfaced over what was referred to in interviews and the mini-survey as the patronising '*masculine culture*' of the UN agencies that originally set up P4P, and the more challenging and movement oriented members of SANAM. The latter would want to see P4P actually taking a masculinity-challenging position to advance the long term objectives of the P4P programme and hence go beyond involving men and boys primarily for the sake of preventing VAW.

From the discussions it became clear that addressing these different views, experiences and expectations will require more time as well as active engagement of SANAM members with the UN agencies in the different countries and vice versa: their positions, cultures, agendas, willingness as well as spaces to manoeuvre are very different and do not necessarily represent similar or even compatible agendas. Yet, to maximise on productive cooperation in the field of GBV prevention between SANAM members and UN agencies more communication on the different roles, positions, views and strategies will be necessary. The P4P team has a role and responsibility to facilitate such communication as well. For example, in the case of Bangladesh UNFPA is the chosen P4P lead agency, which was already active in engaging boys and men in GBV prevention[43]. Yet, they did not feel they were always adequately and timely kept abreast of the P4P related activities (and visits) happening in Bangladesh. Reportedly, much was arranged directly by P4P in Bangkok (or by Save the Children in Nepal as coordinator of the SANAM capacity development initiative) with ICDDRB, SANAM and others without keeping UNFPA properly informed. Hence not advancing possible positive synergies between UN agencies and civil society organisations.

[43] Motivated through a workshop with MenEngage/Promundo key leaders on engaging boys and men, UNFPA Bangladesh had already initiated the research on "*Men's Attitudes and Practices regarding Gender and Violence against Women in Bangladesh",* undertaken by ICDDRB, which got subsequently linked to the overall P4P studies and was assisted by P4P on methodological issues. UNFPA had also developed the project 'Generation Breakthrough', a multi-pronged approach to building healthy relationships for primary prevention of Gender Based Violence and meeting SRHR needs of adolescents in Bangladesh. This project was designed with the inputs of national civil society groups and will also primarily be implemented by civil society a/o through a special secondary schools programme, social clubs, a telephone helpdesk, and participatory research on gender attitudes and GBV by adolescents themselves.

Further to this, many of those consulted in Bangladesh considered that they wanted to be engaged in an integral way in P4P's work in their country. In stead of the national working group being only concerned with the research component of the programme, they would prefer this group to be an advisory body for all the work done related to P4P. This would not only build ownership at the local level, but more importantly, provide a mechanism that the local actors, together with P4P, could use to build on the particular activities across programme components and contribute to strengthening P4P's results and/or synergy with other related initiatives.

In India direct contacts do exists between SANAM members and UNFPA as well as UN Women, the P4P lead agency in India. Community - The Youth Collective (CYC), which receives technical advice and support from a SANAM member, was funded by UN Women (India) and for its second phase also by P4P and UNFPA. Their '*must bol*' ('*speak out'*) campaign addressing students was started following their contact with P4P and UN Women, which had sent out a call for proposals for social media campaigns in India, China and Indonesia for which CYC submitted a proposal. In Pakistan there was also direct contact: one of the SANAM members was part of the national 'End Violence Against Women and Girls Alliance' coordinated by UN Women. UN Women Pakistan and P4P co-funded activities of this SANAM member for qualitative research, SANAM's regional curriculum development and SANAM related national capacity development activities.

Though variations do exist per country, the feedback from several countries does suggest that there is a positive contact and influence by SANAM members and P4P on UNFPA and UN Women at country level and vice versa also some support to the work of SANAM members. Some country level staff of UN Women and UNFPA indicated that, influenced by the work of P4P and its civil society partners, the attention for the role of men and boys in relation to prevention of GBV has become normal practice, gender is more understood in its power dimensions in public and private spheres and hence it is understood that both boys and girls require awareness and trainings. There has not been any such reference to civil society contact, feedback or positive influence by civil society groups on UNDP at country level or support coming from UNDP side for joint activities with civil society in this field.

SANAM members reported that in some countries the P4P UN partner agencies had indicated that working on engaging men and boys in prevention of GBV was not part of their agenda. In view of the regional joint P4P programme and the renewal processes of the UNDAF in a number of countries in the region this is a rather surprising position.

SANAM in South Asia has become a mixed body of over 95 academics, activist, journalists and other media people, artists as well as NGO people. Because of the nature, composition, principles and commitment of the membership, SANAM does not function as a traditionally structured network of NGOs, or as an NGO itself, and it certainly does not want to be seen as a UN 'product'. The principle of SANAM is: "*whoever works owns it*!"

> *"The SANAM fellowship is unique combination of theory and practice and for me this is one of the most important contribution/results of SANAM. I do not know of any other programme that combines these two areas within the context of masculinities especially with a clear feminist understanding. It has also increased interest and capacity of practitioners engaging with the issue of masculinities and working with men and boys."* (Mini-survey feedback)

Though serious debates do take place and disagreements exist between members over principles, goals and vision, most members refer to setting up SANAM as a very positive and important initiative for collaborative action on GBV prevention and masculinity issues. Some members added that also because, apart from financial support from P4P for the SANAM training activities, there is no big activity funding involved that needs to be shared and over which conflicts could easily arise between members, nothing else than the commitment to work on men and boys is at stake. Over the course of the first fellowship programme it was calculated that to facilitate and develop the curriculum, trainings and fellows selection, members of the SANAM Steering Committee and Working Groups volunteered their time for as much as 342 working days.

> "*Most importantly, SANAM has contributed and will be contributing to strengthening not only an intersectional approach to violence prevention but also to the multi sectoral coming together of practitioners and researchers at regional level. Further, the strength of this initiative is the collaboration with diverse group of people from the region that is making this initiative a very rich step to initiate a momentum of having meaningful engagement of boys and men in gender justice".*
> (Mini-survey feedback)

The key motivation for most members to join SANAM is the opportunity for sharing, learning, exchanging and creating as well as subsequently expanding a solidarity network of people, academics as well as practitioners, with commitment and expertise to enhance work in the field of masculinities, gender justice and GBV prevention in all its dimensions. Linking academic research, and conceptual analyses to activists' and development professionals' practice became an important characteristic of the learning platform. The purposely chosen non-hierarchical 'Freirean' approach in knowledge creation, training and sharing experiences was a much appreciated key feature of the platform, which fitted the members' views on feminist approaches as alternatives for traditional dominating patterns. It must be added here that the mini-survey showed that not every member was equally positive as some felt that there were different forms of dominance in this platform as well, that would need to be addressed[44].

- *Exchanging, training and capacity development*

Apart from the internal exchanges, mutual learning and solidarity networking functions for which SANAM exists, a key objective of the members of SANAM is creating public awareness and training in the field of gender, masculinities and engaging men and boys in GBV, so far mainly at the sub-regional level, but with impact on members at national level. In preparation of the first round of training of 30 'fellows' a comprehensive curriculum was jointly developed, covering theoretical concepts, policies, practices, self-awareness etc. This first cycle of the SANAM training was for 30 days (divided over two periods), at the cost of $ 240.000, providing a thorough and in-depth study of

[44] It would be interesting to review the methodology adopted by P4P for its trainings in greater detail. P4P and the learning communities have explicitly attempted to adopt the Paulo Freire method of horizontal joined and experience-based learning in the process of setting up the two learning communities, which fits well with feminists' approaches, as well as the fact that addressing GBV, patriarchy and hegemonic masculinities cannot be broached effectively through traditional one-sided 'instruction'. Yet the data from interviews and mini-survey show that there have been and are challenges in the actual practice of applying the Freire methods and that not everyone feels equally positive in this respect. It goes clearly beyond the scope of this case study, the time available and the P4P evaluation framework to elaborate on this methodological aspect. It does however deserve further attention in its own right perhaps in a future study by the two learning communities themselves.

all the important conceptual and practical issues to become aware, feel and understand gender, patriarchy, women's rights, hegemonic masculinities, etc.

Evaluating the first cycle, SANAM members realised that the content may have been very good and comprehensive in its general/generic set-up, but that the issues covered were not sufficiently country specific and practical to contribute to building capacities for activities and campaigns in individual countries. It must be noted, however, that SANAM has taken along all four (later five) member countries with their varying backgrounds and levels of expertise and maturity on these issues as part of its capacity development process.

Also the way the training had been organised and particularly the subsequent contacts with fellows needed to be improved. SANAM members have different views about these issues. Some argue that individual fellows had been well selected, but not sufficiently based on their existing links to (national) networks, partly because SANAM itself as sub-regional body (but also P4P with its regional agenda) does not have organic links with national movements and networks; hence fellows did not get sufficiently integrated into national SANAM networks after the training. Also, apart from fellows conducting a study in their country, no other follow-up was foreseen (or facilitated), nor were adequate arrangements made to guarantee further sharing of the newly gained knowledge; hence only the small number of individual trainees benefitted from what was planned as a ToT. Others feel that having such linkages prior to the training was one of the criteria and as such well followed, hence that was not seen as problematic. They pointed out that, because SANAM is being managed largely through voluntary support (which it correctly also sees as part of its strengths), it lacked the capacity to actively continue the linkages and network among the fellows after the training was over. It is mentioned that in-country some fellows did established connections among themselves. A third view that was expressed regarding maintaining contacts and follow-up, is, that SANAM focused on deepening analytical understanding on masculinities in all the complexities of different power structures, addressing colonialism, globalisation, religion, culture, media, economy, etc. However, for this level of training SANAM requires more intellectual/academically oriented trainees, not so much mainly activists. The result was that the training did not cater to the needs and level of activists' organisations as not many activists engage in theoretical analysis or work at that level.

- *Lessons learned*

Even with different views on the issue of the appropriateness of the training, the selection of the fellows and their linkages, in retrospect the process can best be viewed and appreciated as valuable lessons learned. SANAM chose this path but perhaps had not sufficiently considered at the start how their analysis was going to, or for that matter could inform practice. Similar to P4P as a programme not being clear at the start about its optimal approach, theory of change and strategy, SANAM too can benefit from their experiences thus far to prepare for the future. SANAM, perhaps with support from P4P need to decide how they will use the analyses, experiences and other resources created in the first training round effectively for social change activism to address hegemonic masculinities, and patriarchal norms and values that perpetuate and often condone GBV.

Though as indicated earlier the two sub-regions of Asia, in which the P4P programme has worked vary greatly, the lessons learned by SANAM obviously have much value beyond the limits of the South Asia sub-region. The RLC reported that they could choose the path they follow because of the analytical work that was already done by SANAM.

In the critical feedback on the choice to select individuals for the SANAM training, reference was made to similar critique on the 'We Can' campaign with individual change makers, as if the problem of GBV is to be seen as only a problem of attitudes of individuals (only) rather than a structural issue.

A new simplified cycle of training was foreseen for only ten days and only 25 fellows, mostly as was indicated by SANAM members because only $ 40.000 was made available by P4P and no additional funding was mobilised from other sources. The curriculum of the SANAM training maintained its strong focus on the structural causes of prevalence and condoning of GBV. In response to what some SANAM members themselves considered weaknesses in the selection of candidates, there was reportedly a more rigorous selection processes, including validation of the organisational linkages and outreach of the trainees as change makers-to-be. It must be noted here that having conducted only two rounds of training thus far, it is still rather early to conclude on the training, the curriculum, fellow's selection, etc. Several mini-survey respondents suggested to have at least another three rounds of training, before drawing conclusions.

Apart from the sub-regional SANAM training, individual members, organisations and allies of SANAM through their own work as researchers, filmmakers, artist, media people and campaigners and stimulated by their engagement with P4P, have broadened public awareness and activism around GBV prevention and the role that boys and men can and need to take on. For example with some financial support of P4P five (three documentaries/ two feature) films are being developed in five countries of South Asia by a social activist filmmakers' group focussing on violence and conflict, addressing the role of boys and men. In preparation for that the filmmakers went through a gender training process in order to take ownership of the issues they were filming.

The setting up and development of RLC

- *Origin, contacts, focus*

The Regional Learning Community in East & Southeast Asia functions differently from SANAM in South Asia primarily because of the different civil society contexts in the countries covered as well as the different history of debates in the region on gender power issues. Though each country whether in South or East and Southeast Asia is unique and has their specific context and history, the cultural, political and historical differences between the countries of East & Southeast Asia show greater variation compared to the countries in South Asia.

Incidences of GBV are by no means less frequent than in South Asia, but the socio-political and economic context of many of the countries covered by P4P as well as the limited history (compared to South Asia) of academic research on gender and GBV have influenced and actually limited opportunities, space and prioritising of social activism, services and movement building around GBV. Hegemonic masculinity, male dominance in all spheres, and the 'tolerance' of that also by many women in the countries covered is strong. The number of civil society organisations in general and more specific working on gender issues, however, is relatively small. Their limited exposure to academic analysis in this field as well as to training opportunities for civil society groups constitutes further limitations.

Members in the RLC are representatives and staff members of formal civil society organisations working in the field of women's rights, trafficking and crisis services, VAW and some university

researchers and, in one country, government employees. A few of the groups concerned specifically address masculinities (e.g. the Cambodia Men's Network) and the role of men in prevention of VAW. Though RLC has members from each of the countries in East and South East Asia covered by P4P, the most active members are reportedly mainly from a few countries, in particular Mongolia, Lao PDR and Cambodia.

Feedback from the mini-survey shows that the motivation to join the RLC and the appreciation for its contribution to knowledge creation and self-capacity development is very similar to the situation in SANAM. Members join the platform to learn about gender and masculinity concepts and research undertaken, share materials, ideas and experiences, pull together resources, enhance their knowledge and skills, and build contacts in-country as well as between countries as a strategy to create a solidarity movement for more effective work in the field of GBV prevention, transforming patriarchal masculinities, promote gender justice, etc. Also in RLC the horizontal, non-hierarchical Freirean approach is common practice in developing the curriculum, in ToT training, in sharing experiences, etc.

"*Learning tradition as an integral part of activism that emphasizes equality in knowledge production and consumption*". (Mini-survey feedback)

Also similar to the situation in SANAM there is feedback that in practice some of the power and knowledge/exposure as well language differences that exist limit the full participation of every member. Here too, an issue that requires RLC further attention.
Similar to the views in the SANAM network, P4P is appreciated for its open, democratic, non-domineering support, recognizing and acknowledging the RLC autonomous position.

- *Training, research, debate*

For the development of the training curriculum external consultancy support was provided through P4P, but some RLC members themselves were also actively involved in its design and in the subsequent translation and adaptation to specific country contexts for some of the countries. Curriculum development meetings were organised every three months, and followed a similar horizontal sharing and learning approach as in SANAM.

Reportedly, the national-level work of MONFEMNET in Mongolia on masculinities as well as women, youth and community groups significantly informed the RLC's process, the curriculum development and the workshops.

The curriculum that resulted from this process is considered is an important achievement as it is "*specifically designed for activists and it is user-friendly. It has very strong potential to galvanise activism for challenging and transforming patriarchal masculinities, hence social change*".
(Quoted from feedback received).

RLC members from Cambodia indicated that at the start of the process they lacked the self-confidence to actively participate in the curriculum development for the regional level. This related to the use of English but also to the limited exposure to advanced analytical work on VAW and GBV

and more general the underlying issues of patriarchy, power hierarchies, structures of oppression, human rights and dignity, sexuality or social change activism.
In the course of time a number of RLC members were able to attend training sessions (a/o in Lao PDR and Thailand) on GBV research and on working with men and boys for prevention.

In some countries, e.g. in Cambodia, RLC members also sit on the National Working Group (NWG) for the P4P programme, coordinated by UN Women. Although increasingly activities are undertaken in the field of GBV prevention, the NWG meets mainly related to the research work, the P4P surveys, e.g. to undertake translations of survey questionnaires, or for the validation of the survey outcomes, for which usually the P4P team members would come.

RLC members in Cambodia actively participate in the preparatory work for a new National Action Plan to stop Violence Against Women (NAP-VAW), for which they received training to understand primary prevention of GBV. They advocate including attention for the role of men (a/o addressing 'buying sex') in the new NAP-VAW as that was missing in the earlier plan. Members are well aware that more is needed than an action plan or laws. Though Cambodia has had a domestic violence law since 2005, the implementation of the law is weak as it gets undermined by prevailing social gender and masculinity norms. Already at the initial stage the act was controversial as many people in power positions considered 'family unity' more important than women's rights.

RLC members in Cambodia also participated in the 'Good Men Campaign', organised jointly by the Ministry of Women Affairs (MOWA), supported by UN Women and P4P and managed by the Spanish NGO PyD. To develop the slogans for this campaign the preliminary findings of the P4P initiated research were used.
Partly perhaps as a result of limited experience in gender related work and - with the exception of Indonesia[45]- in absence of a history of a strong women's rights movements and debates on the role of men in the countries covered by P4P in East and Southeast Asia, internal discussions on the limitations of engaging men primarily for women's rights - as took place in the South Asian SANAM network - have started among some members of the LRC, but are not yet considered or otherwise internalised yet by other members.
Reportedly at several of the RLC's meetings the importance of not objectifying and instrumentalising men as perpetrators or potential perpetrators and therefore as central to stopping violence against women was discussed for two reasons:
- seeing men as the perpetrators, and potentially as saviours, and the women as mere victims reinforces the patriarchal power dichotomy and stereotypes about men as powerful and women as powerless;
- moreover this view fails to be fully human rights based as it instrumentalises men by positing that working with men and boys is only important in so far as it leads to reduction of VAW.

[45] Indonesia already had a big women's movement in 1950s-1960s: Gerwani (Gerakan Wanita Indonesia). The building of a feminist movement started again in 1985 through Kalyanamitra, focussing on feminism rather than the mainstream gender training approach. Another example of an active women's movement in the sub-region (though not covered by the P4P programme) is the Philippines.

- *Lessons learned*

It was said that these discussions have helped to build the foundation for a common understanding among RLC members on human rights and feminist principles and the commitment to democracy and a just world.

Some members on RLC want to dig deeper into the root causes of GBV, particularly in view of the strong cultural notion of male entitlements and control over women's bodies and lives. They feel that men should be assisted to realise their own gendered position, in order to subsequently reduce VAW: '*Men also need to be empowered and learn to say sorry*'.

Both for content guidance, as some members feel, as well as for finances, the RLC is still depends much on direct P4P support and hence P4P has a responsibility for guidance to strengthen RLC as a network as well as its members in their development. In terms of content some national Learning Communities, certainly in Cambodia, will need guidance to overcome their own inhibitions, go through self-reflection and build up their own position. They also need to become more visible and claim their position in advocacy nationally, though leveraging support for their gender justice ideas.
The dependence of the RLC on P4P also carries its problems as some members realise. So far RLC members still have little direct contact with other RLC members unless organised or facilitated through P4P. This is well understood as, in contrast to the situation in SANAM, the countries covered by the RLC are very diverse (linguistically, historically and culturally) and some are also physically very distant to each other. RLC therefore needs a different type of support than SANAM.
The Cambodia Learning Community plans to become more independent of P4P and decide on their own speed of development. They have realised that understanding all the important issues in the broad field of gender justice, GBV, masculinities, patriarchy and identities will require more time and that they need to build their capacities in understanding the details on GBV and its prevention when engaging with men and boys and working on masculinities as a strategy.

Feedback from LRC refers to the important role P4P has played in "*creating opportunities for mutual learning not only for RLC members to learn from each other but also for SANAM and RLC to learn from each other and, further, for Asians to learn from African and Latin American NGOs.*

The meeting in Uganda at Raising Voices was critical. Learning about SASA methodology was extremely important. ...Had we not been introduced to SASA, the RLC curriculum would not have been as good as it is in the sense of being both sharp and easy to replicate".

The RLC appreciates the open non-dominant nature of the partnership that developed between them and P4P, saying that this has been crucial for the achievements of the RLC.

The RLC feedback ends with a word of warning: "*Had P4P been more heavy-handed, as many UN projects operate, the RLC may not even have been formed. P4P provided the necessary kind of support based on respect for RLC members and principles of genuine partnership".*

ANNEX 7: Documentation Reviewed

Extensive documentation was reviewed during all stages of the evaluation, with most of the information being provided by P4P or downloaded from its web site. Other materials used by the evaluation team were either provided by informants or collected independently. The P4P material reviewed includes, but is not limited to, the following:

- Programme document and amendment;
- Annual Work Plans;
- Steering Committee minutes;
- Financial information provided;
- Documents produced by all three programme components;
- Annual reports; and
- Mid-Term Review