



Gender Equality and Social Inclusion Strategy 2018–2022

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Background, context and outcomes

Background

The Fiji Women's Fund (referred to henceforth as 'the Fund') is an initiative of the Pacific Women Shaping Pacific Development (*Pacific Women*) Program, funded by the Australian Government.

There is growing evidence that supporting women's organisations and the women's movement is the most effective way to bring about gender equality. Among recommendations from the global women's movement is for donors to channel funding to women's organisations. Women's funds are flexible, responsive, and accessible mechanisms for supporting women's organisations and networks to advance gender equality.

In January 2015, the Australian Department of Foreign Affairs and Trade (DFAT) commissioned a civil society sector analysis that included women's civil society organisations. The analysis recommended that DFAT investigate the feasibility of establishing a locally managed women's fund to support Fiji women civil society organisations.

In November 2015, DFAT commissioned a three-member design team to develop the Fund design. The design team consulted with a range of stakeholders including key women's civil society organisations and rural women's groups, government, private sector and development grantees.

The consultation highlighted the positive interest and support from women's civil society organisations for the Fund to be locally owned and managed. However, there was strong consensus among women's organisations that the process for localising the Fund required time and planning, and that this would be the key focus of the Fund while it is supported by DFAT until 2022.

The Fund commits up to AU\$10.5 million from July 2017 to June 2022 to women's organisations, groups and networks. It will provide funding and capacity development support to women's groups, organisations and networks in Fiji to expand and enhance their work on women's empowerment and gender equality.

Objectives and outcomes

The Fund contributes to the Fiji Government's key strategies that promote gender equality and the empowerment of women and girls in Fiji. The National Women's Plan of Action¹ and National Gender Policy² frame this empowerment process and is driven by the Ministry of Women, Children and Poverty Alleviation. The Fund will also contribute to the Beijing Platform for Action³, Pacific Leaders' Gender Equality Declaration (2012)⁴ and Sustainable Development Goals 2030.⁵ Gender equality and women's empowerment is one of six investment priorities for Australian Aid and more than 80 per cent of all programs regardless of their objectives are required to effectively address gender issues in their implementation.⁶

The Fund's objective is to provide women's groups, organisations and networks with the support that they need to improve women's lives, particularly those in rural and remote areas or who are marginalised or disadvantaged.

1 Ministry for Social Welfare, Women and Poverty Alleviation. (2009). Women's Plan of Action. Volume 2.

2 Ministry of Women, Children and Poverty Alleviation. (2014). Fiji National Gender Policy. Suva: Government of the Republic of Fiji.

3 Beijing Declaration and Platform for Action. (1995). [online] United Nations. Available at: <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf> [Accessed 19 Feb. 2018]

4 Pacific Islands Forum Secretariat. (2012). Pacific Leaders Gender Equality Declaration.

5 United Nations Resolution. (2015). Sustainable development goals: 17 goals to transform our world. Retrieved from <http://www.un.org/sustainabledevelopment/sustainable-development-goals/> [Accessed 19. Feb 2018]

6 Department of Foreign Affairs and Trade (2014). Making Performance Count: Enhancing the Accountability and Effectiveness of Australian Aid. Canberra: Commonwealth of Australia.

In line with this objective and the shared Australian and Fiji Government development priorities outlined above, the Fund has identified three end-of-investment outcomes to be achieved by 2022. These are:

- » Women’s groups, organisations, or networks supported by the Fund are empowered and have improved capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women’s lives.
- » Women’s groups, organisations, or networks supported by the Fund are more influential at different levels (individual / systemic and formal / informal) and are contributing to transformative change in women’s lives.
- » The Fund has transitioned to an independent local entity and has secured funding from donors, private sector, and local philanthropy.

The Fund works across four thematic areas which are; eliminating violence against women; empowering women through increased economic opportunities; improving women’s participation in leadership and decision making; and strengthening women’s groups and coalitions for change.

Context

Gender inequality in Fiji impedes development in a number of ways. The gender context is described as ‘... complex and multi-dimensional due to factors such as the ethnic composition of the population, socially and culturally assigned gender roles, recent political history and the country’s geography’.⁷ Men and women in Fiji have different access to and control over social, political and economic resources. Gender inequality constrains the influence and control of many women and girls over various aspects of their lives including their access to resources such as finance, food, agricultural inputs, land and property as well as in relation to education, health (including sexual and reproductive health), secure housing and employment.

There have been a number of legislative developments in Fiji to support and progress the inclusion of people with disabilities. Fiji is party to the UN Convention on the Rights of Persons with Disabilities and the Fiji Constitution (2013)⁸ provides for protection of the rights of persons with disabilities, stipulating that disability is not grounds for discrimination before the law. The *National Council for Disabled Person’s Act (1994)* legislated the creation of a council to oversee all organisations working in Fiji on behalf of people with disabilities. In March 2018, *The Rights of Persons Disabilities Act* was passed. This Act formally enshrines the National Council for People with Disabilities, with a provision for the Minister to appoint representatives to the Council ‘from any organisation advocating for the rights of persons with disabilities and gender equality’.⁹ This recent legislation is a pleasing development for people with disabilities and, for women with a disability.

The *Fiji National Policy on Persons Living with Disabilities (2008–2018)*¹⁰ recognises that being disabled has clear gender dimensions. Designed to empower women and children with disabilities to understand and exercise their human rights, the policy also highlighted the importance of integrating gender and disability issues into the work of all government ministries and civil society organisations. Two years after the 2008 policy was launched, the Fiji National Council on Disabled Persons reported on the baseline survey, *Making Women with Disabilities Visible*. The survey findings included data that demonstrates the impact on women of the intersectionality between gender, disability and discrimination, with women with disabilities more dependent on social services and more marginalised than men¹¹:

7 Asian Development Bank. (2015). Country Gender Assessment (draft). Suva: ADB.

8 Constitution of the Republic of Fiji. Chapter 2, 42. The Rights of People with Disabilities.

9 *Rights of Persons with Disabilities Act 2018* (Act No. 4 of 2018); Part 2 Composition of the Council, (k).

10 Fiji Islands A National Policy on Persons Living with Disabilities 2008–2018

11 *Making Women with Disabilities Visible*. National Baseline Disability Survey. Fiji National Council for Disabled Persons September 2010, p.3

While women with disabilities do have some experiences and challenges in common with men with disabilities, in many circumstances, they face multiple and intersectional discrimination. Therefore, they are often profoundly more disadvantaged than men with disabilities in similar situations, leading to the denial of rights, opportunities and resources.

Significant structural and cultural barriers continue to marginalise women including colonial influences on traditional roles within the household and issues of land ownership. Despite some recent progress in women’s political leadership at the national level, women’s leadership at the local governance level is limited. Women’s participation in the labour force is about half that of men, and rates of domestic violence remain unacceptably high.¹² Women’s multiple responsibilities at home (unpaid household work, caring for children, the ill and the elderly and contributing to household income) create time demands which, in turn, affect their ability to engage in the development process to the same extent as men. This places women at a disadvantage, and as a result, they are at greater risk of poverty.¹³

Rationale for the strategy

The Gender Equality and Social Inclusion Strategy 2018–2022 (the strategy) has been developed to underpin, guide and strengthen the work of the Fiji Women’s Fund. The strategy will support the Fund in undertaking one of its core functions: to promote gender equality by empowering women’s decision-making through the provision of grants to a diverse range of local organisations working on women-focused projects and programs.

The strategy will enable the Fund to mainstream its approach to gender equality and social inclusion across all aspects of its operations, including its governance structures, grants structures, training workshops, materials and resources, and creates the opportunity for further guidance and support for the ongoing development of its members, grantees and other stakeholders.

The strategy provides the means to fill this ‘gap’ over time, while enabling Fund members and stakeholders to use the strategy to model to others the ‘how to’ of gender, disability and social inclusion. That is, equipped with some further knowledge the Fund will be value-adding to the experiences of the grantees and other stakeholders by demonstrating the ‘how to’ of deploying GESI to bring about transformative change.

Principles underpinning all Fund strategies

The principles of the strategy have been developed as a result of a collaborative discussion with the Fund team which are in line with feminist principles and principles outlined in the Fund’s Communications Strategy. Additionally, the principles support the commitments made by over 160 countries and around 50 other organisations in the *Busan Partnership for Effective Development Cooperation*.¹⁴

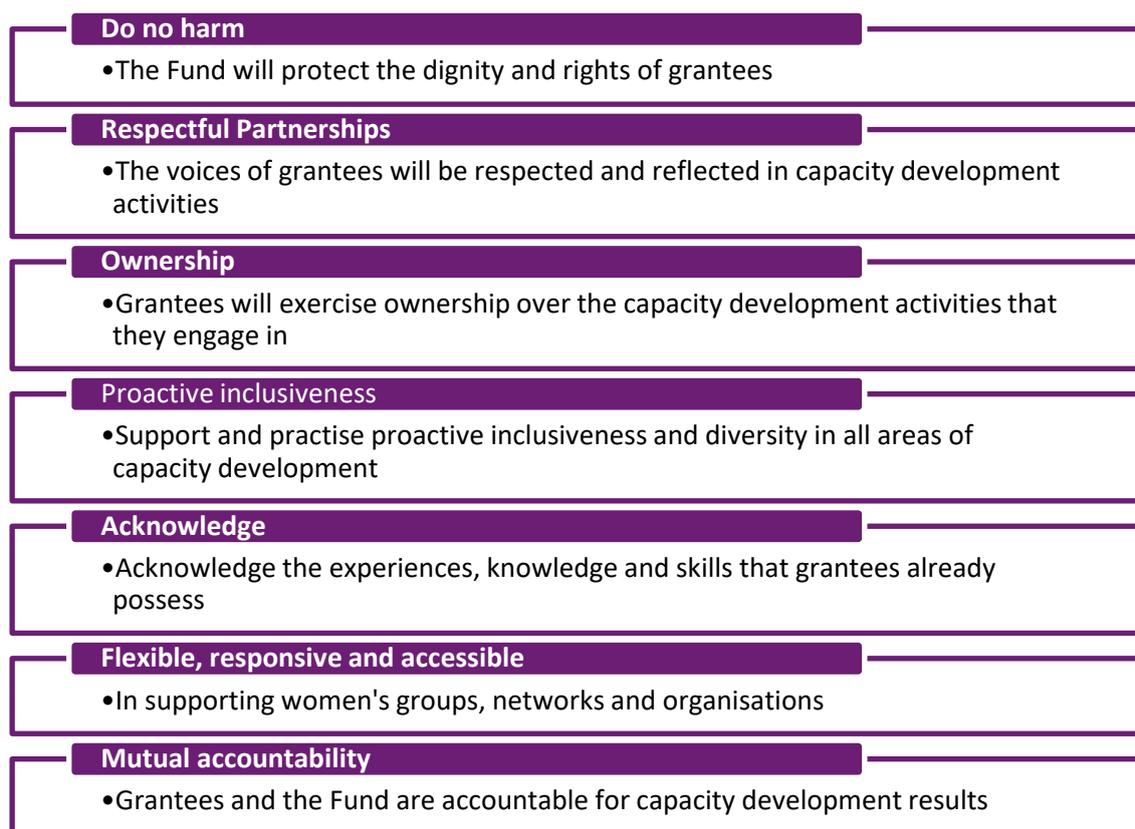
The principles outlined in Figure 1 guide the implementation of the strategy.

12 Australian Government. (2015). Aid Investment Plan Fiji 2015-16 to 2018-19. Canberra: DFAT.

13 Asian Development Bank. (2015). Country Gender Assessment (draft). Suva: ADB.

14 Organisation for Economic Co-operation and Development. (2012). The Busan Partnership for Effective Development.

Figure 1 Principles of the strategy



Beneficiaries of the strategy

Direct

The Fund: the strategy is one of the many strategies developed by the Fund to achieve its long-term investment outcomes.

Grantees: grantees are the first and direct beneficiaries.

Indirect

Individuals, women's groups, organisations and networks in the community: The impact of implementing the strategy will filter through to other stakeholders in the community (including government).

A model for change for the GESI strategy

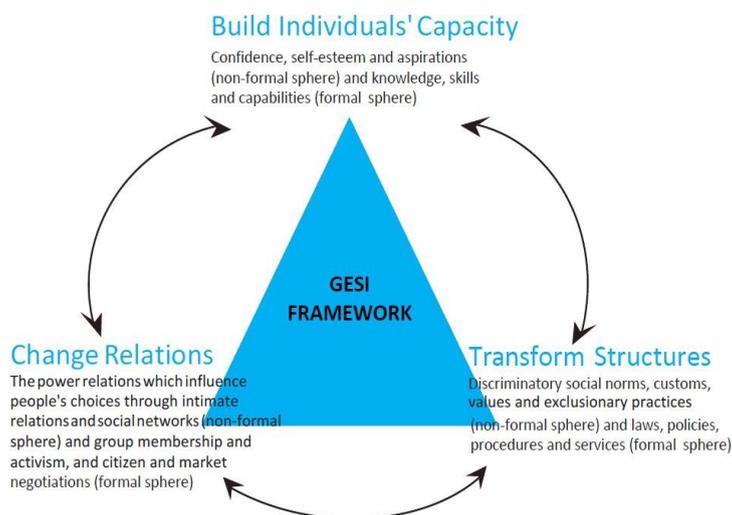
There are various models of change designed to meet such objectives; however, the approach captured in Figure 2 and adapted from CARE International¹⁵ is being increasingly adopted by development agencies and fits well with the stated objectives and desired outcomes of the Fund. This model is similar to the Rao and Kelleher change model that provides an overall conceptual framework for the Fund. While such frameworks focus on gender equality, the addition of social inclusion is appropriate as differences in benefits from services that women and men obtain is

15CARE International. (2016). Gender Equality and Women's Voice Guidance Note. Retrieved from <http://gender.care2share.wikispaces.net/>

dependent not only on gender, but on additional factors including age, disability, ethnicity, geographic location, and sexual orientation. As this model shows, the aim is threefold:

- » **build individual capacity** of people of all genders, life stages, and abilities / disabilities
- » **change relations** between them and the key people around them
- » **transform structures** so they can realise their full potential in their public and private lives and can contribute equally to, and benefit equally from, social, political and economic development.

Figure 1 Gender equality and social inclusion framework



Change needs to take place and be sustained at all three levels to achieve impact as change in a single area rarely leads to lasting improvement in the lives of individual women and men. Change is also required in both **non-formal** (social norms, customs, values and exclusionary practices) and **formal** (laws, policies, procedures and services) spheres. Achieving gender equality and social inclusion requires **transformative** change.

The Fund views transformative change as activities that challenge gender relations and promote women’s leadership and decision-making roles¹⁶; this viewpoint is supported by findings from a CARE review of promising transformative change practices:

Gender-transformative approaches aim to move beyond individual self-improvement among women and toward transforming the power dynamics and structures that serve to reinforce gendered inequalities ... a gender transformative approach to development goes beyond the ‘symptoms’ of gender inequality to address the social norms, attitudes, behaviours and social systems that underlie them.¹⁷

The Fund has been established with a clear, strong and deliberate commitment to transformative change: that is, to support activities through the allocation of grants that challenge unequal gender relations and which empower women and promote women’s leadership and decision-making roles. For this reason, each element of the funding process is a key component of the transformative change process: the type and duration of grants made available, the grounds on which grants are assessed, the awareness-raising and support provided through the Capacity Building Strategy before and during the implementation period for grantees, and, the evaluation of the outcomes from the grants process.

16 From presentation on the FWF delivered by Fund Manager Michelle Reddy at The Facility, Fiji, 15 June 2018.

17 CARE Measuring Gender-Transformative Change: A Review of Literature and Promising Practices. <https://www.care.org/our-work/womens-empowerment/what-about-men-boys/cares-research-why-masculinities-matter/measuring>

Transformative change is at the core of the Fund’s operations and this means addressing the structural causes as well as the symptoms of gender inequality and social exclusion, with the aim of achieving lasting change in the power and choices people have over their own lives, rather than merely a temporary increase in opportunities. That is, gender transformative change aims to move beyond individual self-improvement among women and toward transforming the power dynamics and structures that serve to reinforce gendered inequality. A gender-transformative approach to development goes beyond the ‘symptoms’ of gender inequality to address ‘the social norms, attitudes, behaviours, and social systems that underlie them.’¹⁸

Given that transformative change is key to all aspects of the Fund’s operations, the strategy provides Fund members with the means to use the above, simplified Framework to engage groups in critically examining, challenging and questioning gender norms and power relations that underlie visible gender gaps. This kind of critical examination will be new to many grantees and their organisations and may be particularly challenging for marginalised women, including those living in more remote communities, members of the LGBTI community and, women with disabilities. The implementation of the strategy will create opportunities to build the self-capacity of grantees, to examine the structures that impede the progress of women in their communities and to identify the formal and informal networks they can enlist to work with them to successfully engage in their projects. Such critical examination will best take place through customised sessions within existing awareness raising sessions, specialist training and ongoing professional development, as well as through networking meetings with stakeholders that will be integrated with existing awareness raising about grants, the assessment of grant applications, the selection of grantees and, in ongoing capacity building work with grantees.

GESI Strategy goals and objectives

The following matrix is adapted from the Facility¹⁹ and is used here to outline how the Fund plans to achieve its key goal and key objectives with the strategy, mapping indicators against desired outcomes.

¹⁸Hilderbrand, E; Karim, N; Mohanraj, P & Wu, D. (2015). Measuring gender-transformative change: A review of literature and promising practices, p.5

¹⁹ The Australian Government’s Fiji Program Support Facility, April 2017, p. 10.

| GOAL | | |
|------------|--|--|
| | <ul style="list-style-type: none"> » Women’s groups, organisations, or networks supported by the Fund are empowered and have improved capacity (knowledge, skills, resources and relationships) to contribute to transformative change that improves women’s lives; » Women’s groups, organisations, or networks supported by the Fund are more influential at different levels (individual / systemic and formal / informal) and are contributing to transformative change in women’s lives | |
| OBJECTIVES | | |
| | <ul style="list-style-type: none"> » Effectively integrate Gender Equality and Social Inclusion (GESI) in the Fund’s systems and processes. » Enhance and build capacity of grantees to promote and support effective and creative ways to mainstream GESI. | |
| OUTCOMES | OBJ 1: FUND CAPACITY | OBJ 2: PROGRAM AND GRANTEE STRENGTHENING |
| | <ol style="list-style-type: none"> 1 Key Fund policies, systems, practices and decision-making align with, demonstrate and support GESI. 2 Fund members and governance structures are equipped with competence for GESI-related work in all elements of grant process and program implementation. 3 Monitoring, evaluation and learning framework measures and reports on progress to achieve GESI. 4 Fund culture of participation, consultation and reflection continues to be strengthened. 5 Mechanisms for communication and shared learning support GESI. | <ol style="list-style-type: none"> 1 Grantees are supported through the implementation of the GESI Strategy to develop inclusive, equitable organisational structures, systems and policies. 2 Grantees activities and implementation ensures equitable participation in and benefit of marginalised groups, including women with disabilities, LGBTI community 3 Grantees report against GESI indicators as part of regular reporting processes. |
| INDICATORS | <ul style="list-style-type: none"> » Fund monitoring, evaluation and learning system and strategic documents integrate key components of the GESI plan. » Fund resource allocation for grantees capacity development in GESI. » Improved capacity to integrate GESI amongst Fund staff. » Core values are understood and demonstrated by Fund staff. » Dialogue, reflection and feedback forum reports capture GESI discussion points and action. | <ul style="list-style-type: none"> » Grantees improved capacity in knowledge, skills, resources and relationships » Grantees integrate a GESI perspective in their organisational systems and practices. » Program and grant designs are based on GESI analysis, state GESI objectives, and progress toward GESI is tracked in regular reports through the development and use of clear indicators, disaggregated data and analysis. |

Applying the GESI Strategy through gender mainstreaming

Gender mainstreaming is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities – policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects.²⁰ At its best, gender mainstreaming creates a mechanism to interrogate policies, plans, procedures and communications by posing some simple questions. For example, ‘with the adoption of this policy (practice etc.) have a differential impact on women (marginalised groups, LGBTI, people with disabilities)?’

While a useful strategy, it is also recognised that the implementation of gender equality initiatives is deeply influenced by societal factors that can challenge, threaten and subvert the intended outcomes. The prevention and management of such challenges requires a proactive approach from the Fund, enabling prospective and current grantees to succeed by equipping them with the knowledge, words, strategies and support to recognise, redress and wherever possible, overcome these obstacles to the implementation of their projects.

Human resources

The Fund must be an exemplar for its stakeholders, grantees, partner organisations and the wider community in how it manages, supports and develops its people, and in how it creates leadership opportunities for its members and stakeholders. People from outside the organisation will observe how the Fund applies the principles and practices of GESI in its management of human resources.

Recruitment and selection processes, performance management and the opportunity for professional development and upskilling are key areas in which the Fund needs to continuously measure its performance. Some examples of these measures include:

Social inclusion: ensuring through advertising, recruitment and selection processes that the Fund attempts to attract, interview, select, support and retain people from diverse backgrounds and differing abilities, including people with disabilities. The ‘how to’ may mean forging closer links with civil society organisations representing people with disabilities, to jointly develop specific strategies to target women with disabilities for short or longer term contracts, who may not yet perceive themselves in a role at the Fund.

Leadership: providing members with leadership opportunities, such as leading a project, a special initiative, or taking on temporary assignments in other organisations to build different skills. Women in the community who look to the Fund and other established organisations for the ‘how to’ of leadership want to see leadership in action in its many forms. There are formal and informal opportunities for enabling women to hone and demonstrate leadership skills and these can be as simple as providing members with the opportunity to organise an event, facilitate a group session at a workshop, introduce a keynote speaker or give a motion of thanks at the end of an event.

Professional development: GESI is complex, demanding and full of potential pitfalls in its deployment. For this reason, providing Fund members with access to high level, comprehensive training on GESI will help to ensure that everyone is equipped with the skills, knowledge and competencies to role model, lead and provide support on GESI to all stakeholders and in particular to current and potential grantees.

20 UN Women <http://www.un.org/womenwatch/osagi/gendermainstreaming.htm>

At the program level

In collaboration with its stakeholders the Fund is developing, implementing and measuring relevant and innovative approaches to redress gender inequalities and social exclusion in all aspects of its operations. This approach is likely to include conducting a gender equality audit of the Fund's current operations. Through its Capacity Building Strategy, the Fund will be able to enhance its support to grantees through highly targeted, experiential awareness raising on the GESI Strategy. The need for a fairly high level of awareness was foregrounded during the design phase, when it was suggested that grantees would need to understand, reflect on and share the challenges they face in the implementation of their projects:

There must be an awareness of power – grantees must be comfortable to share their programmatic challenges and have the opportunity to independently reflect and feedback in the support provided.²¹

The capacity for grantees to self-reflect on the lived experience of gendered power differentials in their community is a developmental process that could take more than the life of one project. Once the first round of funding was implemented the Fund recognised that many grantees lack the capacity to translate GESI principles into practice. For these reasons it is crucial that the implementation of the GESI Strategy is used as a further opportunity for some deeper learning about some of the key issues facing women in rural and isolated communities in particular. In this regard the Fund can engage in specific, targeted interventions with government, to support policy and institutional reforms by and for women and girls and people with disabilities; building on support for women-focused reforms with development partners. In this regard there may be opportunities to partner with the Government of Fiji as it implements the disability legislation.

In addition, the Fund plans to be more strategic in how it works in collaboration with other stakeholders to bring about transformative social change, through:

- » engaging men as allies (identifying male champions of change)
- » strategising with other agents of change around gender-based violence
- » supporting civil society solidarity and collective mobilisation within and beyond sector programs.

Discussion about the strategy will provide entry points for these collaborations and afford opportunities to expand learning for the Fund and its existing stakeholders about male champions, gender-based violence and civil society organisations; such collaborations will also create the means for the Fund to become more strategic by leveraging the collective voices of multiple stakeholders to influence government policies, future donors and the broader community.

Governance structures

The Fund has established a number of governance structures, listed below, and the operations of each will need to align with the strategy to ensure consistency of understanding across all elements of the Fund's work. Everyone working in the Fund is responsible for the implementation of the strategy; in addition, those stakeholders involved in the governance of the Fund (the Steering Committee) and in the assessment of grants (members of the Grants Committee) have roles and responsibilities for the application of this strategy.

The Steering Committee: Established with nine members (representing diverse stakeholders from the women's movement, private sector, government and civil society organisations), the role of the Steering Committee is to provide ongoing strategic guidance to the Fund and ensures that implementation is in accordance with the agreed strategy and principles, and provides support to

21 The Fiji Women's Fund Design (2016–2022) Pacific Women Shaping Pacific Development July 2016, p.20

develop and maintain effective relationships with stakeholders and the Fiji women's movement. The Steering Committee supports development and implementation of the Fund's localisation strategy, which includes strategies and activities towards transitioning to an independent entity.

In the first instance all members of the Fund Steering Committee will need to receive training in the content, goals and objectives of the strategy to ensure members use the strategy as a resource when making decisions about the Fund's activities. The strategy should also influence any future appointments to the Committee. For example (and with regard to the focus on inclusion), are there any groups not represented in the current makeup of the Steering Committee? How do people from marginalised groups hear about the possibilities of being selected on to the Committee? What support might the Fund need to those who may wish to represent people with disabilities, or an organisation representing the LGBTI community?

The Grants Committee

This committee is guided by a terms of reference and provides technical assessment of submissions in response to calls for funding; assesses and selects expression of interest applications to be developed into full proposals; assesses and selects proposals for funding and/or technical assistance; and, provides feedback to the fund manager on the grantee portfolio and provides advice on opportunities or shifts required to assist the Fund to fulfil its intention.

As with the Steering Committee, all members of this committee will need to receive training in the content, goals and objectives of the strategy with a specific focus on how to apply the strategy in the assessment / support of grant applications.

Grants manual

The comprehensive grants manual developed by the Fund is a 101-page document that guides women's groups in the preparation of funding applications for community-level gender equality projects and programs and how to access capacity development grants. The manual outlines criteria for eligibility of women's groups and selection of grant proposals and describes key operational systems, processes and procedures for selection, awarding and management of grant agreements. It also provides information for women's groups, organisations and networks that have received grants and refers to the Fund's standards, policies and guidelines for managing grants. The 15 annexes to the manual include the mechanisms for grant applications: guidance notes, the forms used to apply for grants, details of assessment criteria, reporting forms, and the terms of reference and committee participation agreements.

Actions to integrate the GESI strategy

Review the manual to include references to GESI. Each of the forms in the annexes will now need to include reference to the strategy (assuming that the strategy or a brief summary of same will be made available to potential grantees). For example, when applicants are completing information to describe their project, under 'project description' they are currently asked to provide information about how their project 'will improve women's lives', as well as describe 'risks and challenges' they expect to face. If placed within the context of gender equality, disability and social inclusion – the GESI Strategy – applicants may be able to identify more improvements that will impact on the lives of a diverse range of women, men and their communities.

Work with relevant stakeholders to make the manual more accessible: the grants manual is in itself a possible barrier to engagement with some groups in the community and in particular, people with disabilities and from other marginalised groups. That is, the comprehensive nature of the information provided and the way in which it is presented may be overwhelming in size and

complexity, difficult to understand and therefore inaccessible to some groups of potential grantees, including people with disabilities. The possibility of such barriers is recognised within the grants manual and in the capacity Building Strategy, but a more focused intervention with input from disability organisations will be required to ensure the manual reflects and is in alignment with the GESI Strategy (and in keeping with the new disability legislation). Lessons learned from the implementation process will also enable reflections on how well or otherwise the manual is addressing gender, disability and social inclusion.

Grants selection and management and programming support

The grants manual outlines the two-step process with support for each that has been implemented to provide prospective grantees with the best possible opportunity to prepare an expression of interest and prepare a proposal and project budget. Each of these steps is underpinned and supported by information sessions, and applicants are also encouraged to contact the Fund for further information and assistance. The Grants Committee then appraises both forms, at different stages and using the assessment criteria outlined in the annexes. In this regard the process fulfils all requirements of a GESI, feminist project: the process is transparent, including the selection criteria, and is supported during all stages with information, individualised responses to prospective grantees and with a complete picture of the entire process from beginning to end, with all reporting requirements clearly stated with comprehensive documentation to assist all those attempting to access information about what to expect, what information will be required of their organisation.

Action: gather feedback from non-applicants. For some prospective applicants this entire process may be daunting and in this regard it will be useful for the Fund to discuss with non-applicants (during and after each call for applications) their reasons for not applying / not continuing with a grant application.

With regard to programming support, the Fund has already developed an approach to capacity development that is articulated and implemented through the Capacity Building Strategy. This approach is centred around enhancing local expertise, ensuring that projects being funded are in line with local priorities and goals, that there is maximum use of local resources (people, skills, technologies, institutions), favours sustainable change, takes an inclusive approach in addressing issues of power inequality, emphasises long-term transformation and values ‘best fit’ for the context which means that capacity development for grantees is home-grown and is a iterative process. To assist with the delivery of the Fund’s approach, the Fund is reaching out to sister funds (such as Mama Cash, FRIDA) especially those that provide capacity development support.²²

²²Fiji Women’s Fund Capacity Development Strategy (2018–2022), p.13