



Capacity Development Strategy 2018–2022

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Acronyms and Abbreviations

AWED	Aging with Empowerment and Dignity
CDS	Senior Program Manager
CSOs	Civil Society Organisations
CoP	Community of Practice
DAC	Development Assistance Committee
DWG	Delailasakau Women's Group
DFAT	Australian Department of Foreign Affairs and Trade
femLINKpacific	femLINKpacific Media Initiatives for Women
FGGA	Fiji Girl Guides Association
FTUC	Fiji Trades Union Congress
GESI	Gender Equality and Social Inclusion
HoS	House of Sarah
MEL	Monitoring, Evaluation and Learning
MSP	Medical Services Pacific
NWD	Naitasiri Women in Dairy
OECD	Organisation for Economic Co-operation and Development Economic Cooperation and Development
<i>Pacific Women</i>	Pacific Women Shaping Pacific Development
PCDF	Grantees in Community Development
POs	Program Officers
RNP	Ra Naari Parishad
RBTR	Rise Beyond the Reef
SAN	Survival Advocacy Network
ToC	Theory of Change
TT	Talanoa Treks
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
WiFN	Women in Fisheries Network

1 Background, Context and Outcomes

1.1 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.

The Fund commits up to AU\$10.5 million from July 2017 to June 2022 to women's organisations, groups and networks. The Fund provides direct 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.

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 Action and National Gender Policy frame this empowerment process and is driven by the Ministry of Women, Children and Poverty Alleviation. The Fund also contributes to the Beijing Platform for Action, Pacific Leaders' Gender Equality Declaration (2012) and Sustainable Development Goals 2030. 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.

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.

In line with this objective and the shared Australian and Fijian 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.

An expected outcome of the Fund is its transition to an independent local entity by 2022. In its last two years, the Fund has commenced its journey of localisation. A key part of its localisation is the Fund's implementation of granting mechanism that is based on its learning from the global sisterhood of women's funds. The Fund in its current managing arrangement is an associate member of Prospera Network of International Funds that has allowed the Fund to interact and learn from the experiences of women's funds across the world.

The Fund commissioned a Mid-Term Review (MTR) in November 2019 which was designed to assess progress towards key outcomes and to provide guidance and recommendations for the remainder of program. The evaluation was both summative and formative in that it assessed both achievements and shortfalls to date and looked forward to how the program should best be shaped in the future.

The MTR had the following recommendation in relation to capacity support provided by the Fund:

The Fund continues with ongoing improvements of its capacity development strategy. Capacity development activities should be based on a careful assessment of grantee needs rather than simply asking grantees to choose training courses. Asking grantees to select training courses resulted in trainees signing up to more courses than they could manage and sending different staff members to courses with multiple sessions. The Fund already includes one-on-one mentoring in

addition to training and opportunities should be sought to enhance this approach. Grantees needed specific support for the activities they are engaged in rather than additional general capacity building.

1.2 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’.¹ 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.

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.² 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.³

1.3 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 Action⁴ and National Gender Policy⁵ 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 Action⁶, Pacific Leaders’ Gender Equality Declaration (2012)⁷ and Sustainable Development Goals 2030.⁸ 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.⁹

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.

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.

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

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

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

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

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

6 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]

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

8 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]

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

- » 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.

2 Rationale for the strategy

The Capacity Development Reviewed Strategy (referred to henceforth in this document as 'the Strategy') 2018–2022 sets out the Fund's long-term strategic direction for capacity development. This Strategy articulates how the Fund will support grantees in strengthening their capacity to promote and achieve gender transformative change.¹⁰ The Strategy will be complemented by the Gender Equality and Social Inclusion (GESI) Strategy that will ensure that the Fund's approach to gender equality and the empowerment of women are integrated into every aspect of its work to support grantees to reduce inequalities and exclusion.

The Fund will provide funding, capacity and network development support to its grantees and capacity and network development support to women's groups, organisations and networks in Fiji, so that they can expand and enhance their work towards women's empowerment and gender equality. Experiences of other women's funds in their approach to collective capacity development indicate that there is value in investing in '... the transformative potential of focussing on collective capacity and collective well-being rather than individual skills and individual care'.¹¹ The Fund will also contribute to the development of the women's movement in Fiji as a key grantee for equitable, rights-based development. Additionally, the Strategy will contribute to improving or changing what grantees do in areas of their own priority.

The Capacity Development Strategy will also be complemented by the Fund's Communications Strategy, and other future strategies developed by the Fund.

2.1 Development of the strategy

Scoping

- Review of the Fund program design & literature
- Review of grantees' organisational documents (from the EOI and proposal stages)
- Consultation with the Fund Team to determine the outline and principles of the Strategy
- Scoping exercise to determine grantees' strengths and capacity support requirements

Findings

- Use of information from the scoping exercise to develop the Strategy
- Development of an inventory of capacity support required and strengths of grantees
- Development of the Strategy

Submission

- Peer review of the Strategy
- Submission to DFAT via Cardno

The Strategy was developed in three stages. The scoping stage involved the review of the Fund program design, a review of grantees' organisational documents, review of relevant literature and an internal consultation with the Fund Team to determine the Strategy's outline. DFAT was also consulted to discuss the

¹⁰ 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 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. This approach entails engaging groups in critically examining, challenging and questioning gender norms and power relations that underlie visible gender gaps. Hilderbrand, E; Karim, N; Mohanraj, P & Wu, D. (2015). Measuring gender-transformative change: A review of literature and promising practices. p.5

¹¹ Mama Cash. (2016). Funding transformative leadership: A case study of participatory capacity strengthening. p.8

Strategy's outline and expectations. To learn about the support required and strengths of grantees, a scoping exercise was conducted with grantees.

The second stage involved using the information from the scoping exercise to develop the Strategy.

An inventory demonstrating grantees' strengths and capacity support requirements was developed to map out the Fund's implementation plan.

The final stage involved sending the Strategy for peer review prior to submission to DFAT. The peer reviewers were Tara Chetty (Senior Gender Program Officer-*Pacific Women*), Sandy Thompson (NZ Civil Society Expert), Maria Diaz Ezquerro (FRIDA The Young Feminist Fund's Capacity Building Officer), Ellen Ambags (Programme Associate, Mama Cash) and Farida Fleming (*Pacific Women* M&E Adviser).

All three stages have taken an inclusive and collaborative approach with the Fund staff and grantees. A key element in this approach is to ensure that the Strategy not only reflects the identity of the Fund but also the voices of its grantees who represent women's groups, organisations and networks.

2.2 Review of the strategy

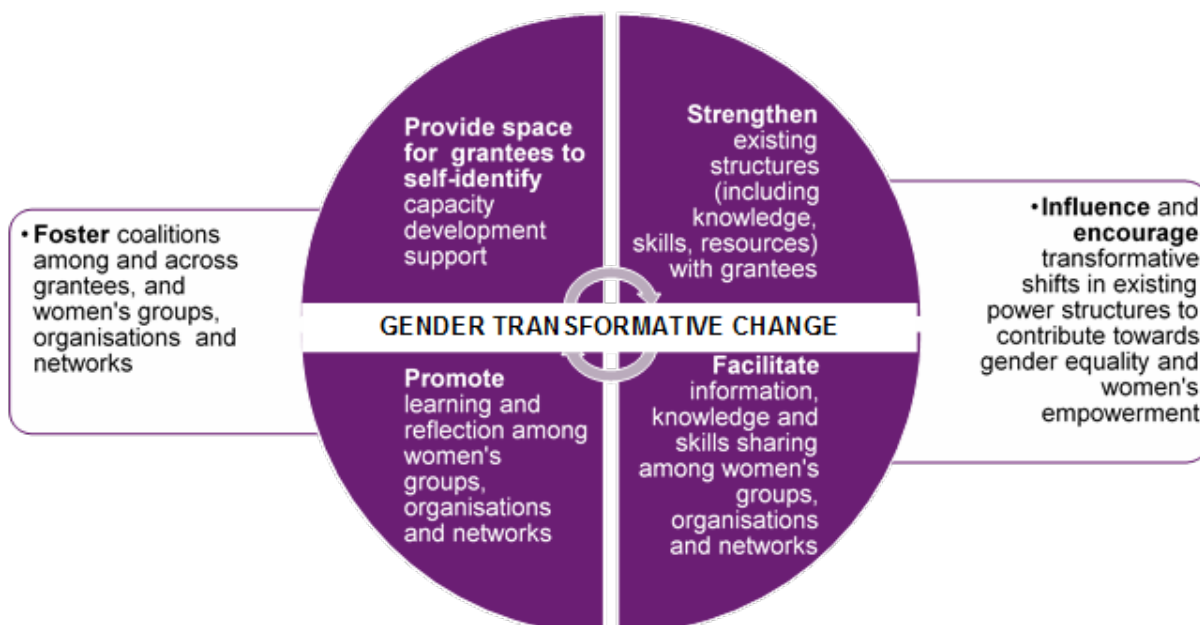
The Capacity Development Strategy is a live working document that will be formally reviewed in 18 months from the date of approval. The Fund proposes that the review will be conducted to coincide with the review of the Monitoring, Evaluation and Learning Plan.

2.3 Implementation of the strategy

The strategy will be implemented each year with the Fund's existing and new grantees. The Senior Program Manager will produce a Capacity Support Analysis and Plan paper each year which will be presented alongside the Fund's annual workplan to the Steering Committee.

3 Objectives of the Strategy

The Strategy aims to achieve six objectives:



4 Beneficiaries of the Strategy

4.1 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 of capacity development activities.

Other partners: The Fund will negotiate what support it can deliver to partners who do not receive financial support.

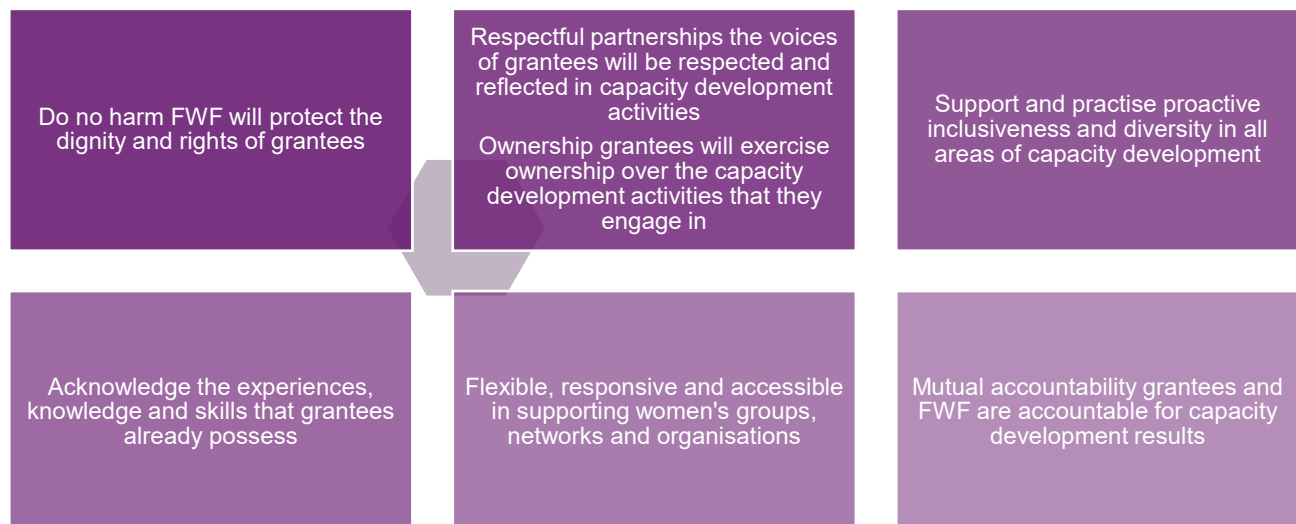
4.2 Indirect

Individuals, women’s groups, organisations and networks in the community: The impact of implementing capacity development activities will filter through to other stakeholders in the community (including government). The impact on other stakeholders who do not receive direct capacity development support links back to the Fund’s Theory of Change [ToC] that if women’s groups, organisations and networks are provided with sustainable capacity development support, this will lead to long-term transformative change in the communities that these groups, organisations and networks live and move in.

5 Principles of the Strategy

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*.¹²

The principles outlined in Figure 2 guide the implementation of the Strategy.



6 Definition, Approach and Methods

6.1 Definition

There are numerous definitions of capacity development, each demonstrating a particular approach. The United Nations Development Group (UNDG) defines capacity as ‘... the ability of people, organisations and society as a whole to manage their affairs successfully...’ and capacity development as ‘...the process

¹² Organisation for Economic Co-operation and Development. (2012). The Busan Partnership for Effective Development.

whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time'.¹³

The United Nations Development Programme (UNDP) defines capacity development as 'transformations that empower individuals, leaders, organisations and societies. If something does not lead to change that is generated, guided and sustained by those whom it is meant to benefit, then it cannot be said to have enhanced capacity, even if it has served a valid development purpose'.¹⁴

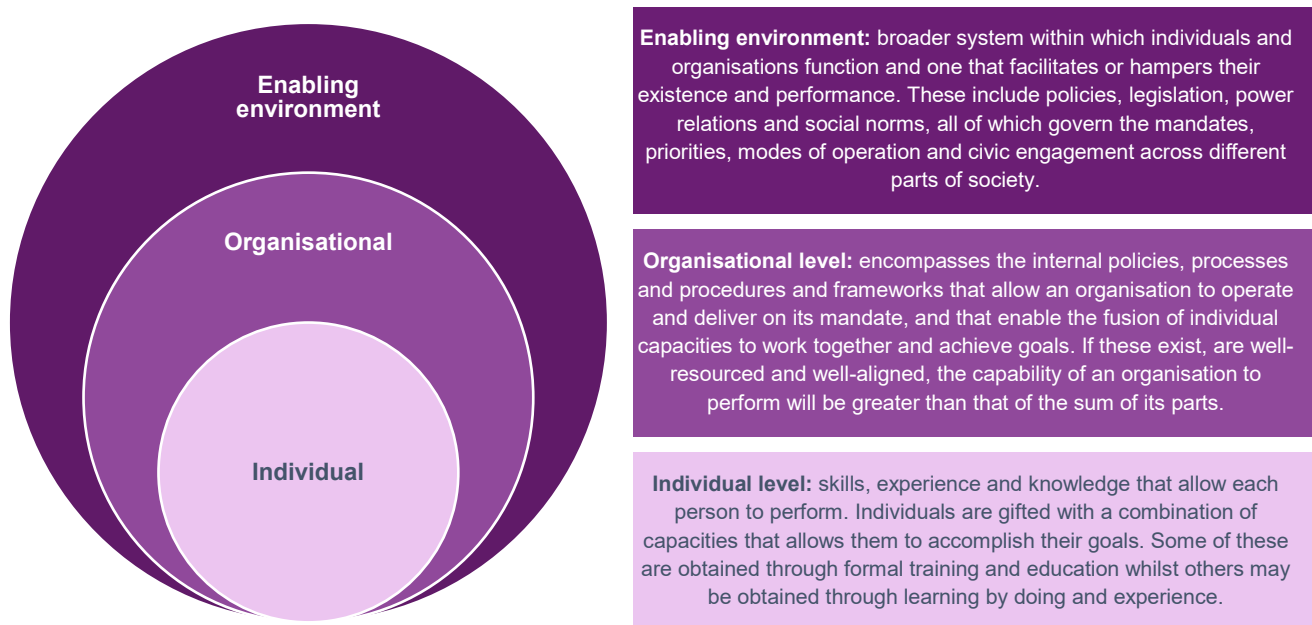
Sarapura defines feminist capacity development as 'the process through which women individually, relationally and collectively acquire knowledge and understanding of gender relations; develop a sense of 'self', belief in their abilities to secure desired changes and the right to control their lives. Therefore, they gain the ability to generate choices and exercise bargaining power. At the end, women develop the ability to organise and influence the direction of social change to create a more just social and economic order in society'.¹⁵ This definition assumes that women do not already possess knowledge and/or a sense of self.

For the Fund, capacity development in its work on gender equality and women's empowerment is the process through which women's groups, organisations and networks strengthen and/or acquire knowledge and understanding of gender relations to develop the ability to organise and influence the direction of social change to create a more just social and economic order in society.

6.2 Approach

The Fund recognises that capacity development is fostered and strengthened at three levels: individual (development of individuals); organisational (strengthening the capabilities of organisations, groups and networks); and the enabling environment (broader system within which individuals and organisations function and one that facilitates or hampers their existence and performance).

The diagram below¹⁶ demonstrates that the three levels of capacity are symbiotic which requires an integrated approach; combining individual development with organisational strengthening and the enabling environment to effectively utilise newly learnt knowledge and skills.



For the Fund, the focus is on strengthening capacity at the organisational (for women's groups, organisations and networks) and individual level which mirrors the Fund's Theory of Change that is based on the framework developed by Rao and Kelleher.¹⁷ This model suggests that in order to achieve long-term and

¹³ United Nations Development Group. (2008). 'UNDG Capacity Assessment Methodology: User guide for national capacity development', p.3

¹⁴ United Nations Development Programme. (2009). Capacity development: A UNDP primer. p.6

¹⁵ Sarapura, S. (2008). The Feminist Capacity Development Approach: a Methodology to Gender Analysis in Development Programs. p.7

¹⁶ Adapted from the United Nations Development Programme. (2009). Capacity Development: a UNDP Primer. p.11

¹⁷ Rao, A and Kelleher, D. (2010). 'Is there Life After Mainstreaming?', Gender and Development, Vol 13:2, p.57-69

sustainable empowerment and women's equality, strategies are needed across individual, family, community levels, informal and formal systems and organisational and societal systems.

Many approaches to capacity development in Fiji and in other Pacific countries have focused on investment and outputs which creates a dependency on aid where the life of the project comes to an end after the aid money runs out. These approaches assume that there are few or no resources available locally and there has been a dependence on external (usually foreign) expertise. Transfer of knowledge from the experts to locals has not taken place and there is a tendency to ignore local realities and expertise.¹⁸

The Fund's approach to capacity development 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 will reach out to sister funds (such as Mama Cash, FRIDA, Prospera) especially those that provide capacity development support.

Information obtained from the scoping exercise undertaken with grantees support the Fund's feminist approach that capacity development must be flexible and tailored to suit the needs of the grantee. This is particularly so when the support needed by each grantee varies within the context it operates in. A one-size-fits-all approach is likely to yield inappropriate and ineffective results for many grantees. The information obtained from the scoping exercise enables the Fund to exercise evidence-based decisions, making grantees legitimate partners in capacity development. Taking a strengths-based feminist approach acknowledges the right of grantees to shape their own development.

The strengths-based feminist approach has been coined by the Fund by reviewing two approaches: strengths-based, and feminist theory. The strengths-based approach starts from the belief that every individual, groups, organisations and networks has a set of strengths and capabilities and the potential for growth, change and success. The strength-based approach recognises that individuals, groups, organisations and networks hold the power to their own transformation. Feminist theory is guided by a common belief that 'gender bias exists systematically and is manifest in the major institutions in society...'¹⁹

The strengths-based feminist approach recognises that capacity development of women's groups, organisations and networks moves beyond just developing individual and collective strengths and works towards 'transforming the power dynamics and structures that serve to reinforce gendered inequalities'.²⁰ Starting from a needs-approach encourages dependency which is disempowering. The strengths-based feminist approach focuses on opportunity, strengths, and empowerment.

For the Fund this means that women's groups, organisations and networks work toward collective social transformation by engaging women and men that challenge and ultimately change the existing social structures and power relationships.

6.3 Scoping methods

In working with grantees, the Fund employs several methods for the scoping exercise to determine the capacity support for various grantees. The following methods have been used: self-identification, document review, and *talanoa*. The method used for the scoping exercise for each grantee varied and was based on the following factors; information they provided in their proposal and information sessions on support needed, those who had already undergone an organisational and/or capacity assessment and/or on the level of support required by the grantee.

6.3.1 Self-identification

During the Fund's *Expression of Interest* and *Proposal* Phase for the first call for funding, the Fund requested all grantees to identify areas of capacity development that they needed support in. Many of the grantees had

18 Howes, S. (2015). Improving the effectiveness of Australia's bilateral aid program in Papua New Guinea: some analysis and suggestions. A submission to the Foreign Affairs, Defence and Trade Reference Committee.

19 Mertens D. (2005). Feminism. In Mathison S, ed. Encyclopedia of Evaluation. Thousand Oaks, CA: Sage Publications. p.154.

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

provided this information via the proposal application form. Self-identification allows grantees to seek capacity development activities that are relevant to the needs of their organisation and is consistent with the principles of feminist values around empowerment. Grantees who did not identify any capacity development requirements in their proposal were able to identify capacity development requirements during other scoping methods such as the due diligence exercise.

6.3.2 Document review

A review of grantees' organisational documents provided during the due diligence exercise in the proposal phase provided an indication of current policy and processes, planning and strategic development, organisational record keeping and reporting, structure, budget and human resource contracts.

The due diligence checklist is a tool that assists the Fund to assess the capacity of grantees to effectively manage, spend and report on DFAT funds. It is based on Cardno's Due Diligence Framework that is modelled from DFAT's framework, and is an important part of the Fund's own financial and risk management processes.

The due diligence checklist also provided opportunities for the Fund and its grantees to have collaborative conversations about grantees' systems, improvements, and in some cases, how the Fund can assist in this process.

6.3.3 Talanoa

Talanoa²¹ sessions are held with grantees that had already undertaken organisational and/or capacity assessments and those who had already identified established organisational policies and systems. Talanoa allows people to engage in collaborative conversations that may lead to critical discussions and/or knowledge creation that allows rich information to surface that may not have surfaced during the organisational / capacity assessment.

6.4 Data synthesis

Data gathered from the scoping exercise enables the Senior Program Manager to develop:

- » an inventory that maps out grantees' strengths and support required
- » a process to develop a focused plan for grantees' capacity development
- » different perspectives on grantees' learning and capacity development
- » a foundation for ongoing monitoring of grantees' capacity development.

One of the lessons learnt from the scoping exercise in the past is that the Fund may need to consider conducting a gender audit. A *gender audit* is described as 'a process for assessing accountability to gender equity / equality policy commitments and thereby providing evidence for learning'.²² While the scoping exercise has a generic capacity development focus, the gender audit will focus on gender equality. A theory of change commonly used with gender audits is the Gender Integration Framework, which suggests that 'transformation can only occur when four organisational dimensions are ready for gender integration. The four elements in this framework are political will, technical capacity, accountability, and organisational culture'.²³ Recent research by Hunt and Ridge²⁴ found that 'one of the key factors for ensuring a successful audit was organisational readiness. Conducting a gender audit may not be the right step for a given

21 Vaiotele, T. (2006). Talanoa research methodology: a developing position on Pacific research. p. 23

Talanoa can be referred to as a conversation, a talk, an exchange of ideas or thinking, whether formal or informal. It is almost always carried out face-to-face. The United Nations defines Talanoa as a traditional word used in Fiji and the Pacific to reflect a process of inclusive, participatory and transparent dialogue. The purpose of Talanoa is to share stories, build empathy and to make wise decisions for the collective good. The process of Talanoa involves the sharing of ideas, skills and experience through storytelling. During the process, participants build trust and advance knowledge through empathy and understanding. Blaming others and making critical observations are inconsistent with building mutual trust and respect, and therefore inconsistent with the Talanoa concept. Talanoa fosters stability and inclusiveness in dialogue, by creating a safe space that embraces mutual respect for a platform for decision making for a greater good.'

22 Hunt, J and Ridge, A. (2018). Gender audits—from paper to practice. Retrieved from <http://devpolicy.org/2018-Australasian-Aid-Conference/Presentations/Ridge&Hunt.pdf>

23 Interaction. (2010). The Gender Audit Handbook. A tool for organisational self-assessment and transformation. Washington

24 Hunt, J and Ridge, A. (2018). Gender audits – from paper to practice. Retrieved from <http://devpolicy.org/2018-Australasian-Aid-Conference/Presentations/Ridge&Hunt.pdf>

organisation at a particular time, but if there is readiness, the impact from an audit on ways of working can be significant'. The Fund will need to review and design how it intends to conduct gender audits.

In addition, the scoping exercise provides the Fund team the opportunity to understand and gain deeper insight into grantees' programs as well as providing an opportunity to strengthen partnerships. Building and strengthening partnerships are critical to the Fund in being able to work collaboratively with grantees. Additional support identified by grantees is provided in the Framework for Implementation.

7 Implementation of Capacity Development Activities

The Framework for Implementation has been developed out of the recommendations made by grantees in the scoping exercise and therefore reflects the voices of grantees and how they see the Fund providing capacity development support. Using these recommendations, the Fund's capacity development support will be delivered through these seven methods²⁵

Co-mentoring: Co-mentoring support provided to grantees will be externally sourced. The Fund acknowledges the power dynamics as a funder and its grantees and see values in grantees being provided mentoring support from external sources. Whether the relationship is considered formal or informal, the goal of co-mentoring is to provide individual professional development support especially at governance and leadership level and encourage reflection on practice. Co-mentoring is 'based on the assumption that grantees and potential mentors equally contribute to the personal and professional growth of the other'.²⁶

Ongoing support: Ongoing support will be provided by the Fund staff. Ongoing support will contribute towards grantees' organisational development. During the scoping exercise, grantees requested the Fund to be available as a 'sounding board' and requested that the Fund provide ongoing support during the lifetime of their projects. Grantees have identified challenges in working in their communities on issues of women's equality and empowerment and require assistance with developing programs that are long-term and sustainable. Ongoing support will enable the Fund to work with grantees in developing programs that are context-specific for each grantee.

Cross-learning: Cross-learning recognises that every grantee has strengths and can provide technical assistance, mentoring and/or share experiences with other grantees. This opportunity enables grantees to reinforce their own learning as well as those of others. Direct interaction between grantees promotes active learning and reflection. Cross-learning will also include the Fund and sister funds (such as Mama Cash, FRIDA The Young Feminist Fund and members of Prospera Asia and Pacific Chapter) to grantees and other partners to grantee learning opportunities.

Connecting networks: Grantees see the Fund as a conduit for movement building. Connecting grantees to each other and other networks (including the private sector) is a vital aspect of capacity development. Connecting networks will lead to resource sharing, strengthened relationships, raised profiles and access to opportunities. Many grantees have requested that the Fund provide more opportunities for networking. Whilst the orientation and proposal writing workshops provided by the Fund have been able to connect a few grantees, these workshops have been held separately and have not brought all grantees together in one room. The Fund will facilitate more opportunities for networking, such as field exchanges.

Annual learning and reflection workshop: Learning and reflection workshops are an important part of the Fund's MEL System. These workshops provide a critical space to reflect on work, get exposure to new ideas and test out new thinking with others. They are also essential for testing the Fund's Program relevance in diverse contexts, tracking and testing innovation and synthesising evidence of contribution to longer-term outcomes in its four thematic areas. The reflection workshop will take place once a year with grantees as well as with the Fund's stakeholders.

Community of practice (CoP): CoP can provide opportunities for peer learning, promote and strengthen best practice. Support to CoPs should be demand-led and responsive to priorities of grantees and/or other grantees. Providing opportunities to share knowledge, skills and experiences with each other is a vital

²⁵ These priority activities are consistent with those outlined in the *Pacific Women Capacity Development Strategy*. Pacific Women Shaping Pacific Development. (2017). *Pacific Women Capacity Development Strategy 2017-2019*

²⁶ Tolleben, K. and Deiss, K. (2015). Co-Mentoring: A Block Approach. *Library Leadership and Management*. Vol 29, No.2.

component to strengthening capacity. CoP will involve people in the Fund's thematic areas who meet to share experiences and provide peer support. The Fund will coordinate these sessions and this will be demand-driven, i.e., grantees who are interested in joining a CoP will be brought together on a regular basis. The Fund anticipates that the structure of CoP will be fluid in nature. Interest has already been registered by a few grantees to set up CoP for finance officers and project officers / managers.

Technical assistance: The Fund acknowledges organisations need to be able to function effectively before social issues can be addressed. The Fund team will deliver technical assistance on financial management; monitoring, evaluation and learning; gender equality and social inclusion; and child protection, fraud and anti-bribery, and other technical assistance may be outsourced. For one-off requests, the Fund will prioritise what it can deliver internally and what it can resource externally. The technical assistance delivered by the Fund team will be accompanied by co-mentoring, ongoing support, cross-learning and connecting networks and will support grantees to move beyond a needs-based approach to a rights-based approach. The gender and social inclusion training aims to build women and men's consciousness- the critical entry point in the Fund's Theory of Change. This support should also encourage women individually and as grantees to engage with men and boys. It will also include attention to the gender equality rights-based foundation for addressing violence against women and other forms of gender-based violence, particularly through influencing change of harmful gender norms that discriminate against women.

The Fund provides four areas of capacity support to all its grantee partners in the first year of their partnership with the Fund. These four areas are:

Gender equality and social inclusion (GESI): The Fund has a GESI strategy and a GESI toolkit to guide its work in relation to capacity support in this area. For further details in this area, reference is to be made to these two documents.

Child protection and safeguarding: The Fund a zero-tolerance approach to child exploitation and abuse. The Fund works to minimise the risks of child exploitation and abuse associated with its activities and grants. Therefore, both staff and grantee partners are trained on their obligations to uphold the tenets of the Convention on the Rights of the Child (CRC) which Fiji had ratified in 1993.

The Fund team in its due diligence exercise undertake its own assessment outlining child protection risks of the grantee partner in relation to their work. Depending on the assessment the grantee partner undergo tailor made support to ensure grantee partners are trained in child protection awareness and understand their obligation to protect children when carrying out their work.

Monitoring, evaluation and learning: The Fund is guided by its Monitoring and Evaluation Framework to design monitoring, evaluation, and learning (MEL) plans of each of the Fund's grants. The Fund team ensures that grantee partners are socialised with their MEL plans and have adequate knowledge and tools to collect and analyse data for reporting purposes.

Finance management (literacy), fraud and anti- bribery: The Fund is committed to setting up vibrant and compliant women's groups, organisations and networks in Fiji. To help its grantee partners sustain strong financial systems the Fund provides financial management support to its grantee partners. Like Child Protection and Safeguarding, the level of intervention on capacity support to grantees in relation to finance is determined in the due diligence exercise. The Fund has two streams of tailored support, one which is used to approach community level grantees called Finance Literacy and the second which is used to approach organisational level grantees called Finance Management, Fraud and Anti- Bribery.

8 Monitoring, Evaluation and Learning for Capacity Development

The monitoring and evaluation plan and indicators of capacity development activities conducted by the Fund is captured in the Fund's M&E Framework. The M&E Framework is to be referenced in relation to any monitoring and evaluation guidance in relation to the Fund activities and / or grants.

9 Sustainability

At the Fund, we place a lot of emphasis on learning and adapting. We design our fund application and reporting procedures to be accessible both linguistically and technically and ensure that we help emerging groups access our grants. This means we intentionally make time to listen to rural, remote women's groups, networks and organisations and marginalised groups to get their perspectives on our grant process, strategies and other elements of the Fund. We have learnt to adapt as we listen so that our processes and strategies are continuously and consistently tailored to respond to the changing local contexts and the needs of diverse women and communities.

We fund smartly and prioritise more flexible, core support and multi-year funding. And in doing so, we contribute to the development of a diversity of strong women's groups, networks and organisations and ultimately the women's movement in Fiji. We fund deeply and this means that we believe financial resources alone are not sufficient. Like many other women's funds, we provide capacity support to build organisational capacities, fundraising and financial management abilities, networks, alliances and coalitions to influence and shift power, monitoring and evaluation tools to track how change occurs, and to learn and adapt. We link women's groups to individuals and organisations that can provide technical assistance on specific topics such as legislative lobbying and advocacy.

To be sustainable, capacity development needs to be intentional, patient, relevant and flexible. For programs to be sustainable in the long-term, the Fund needs to understand grantees' root problems or challenges and work collaboratively to design programs that address these root problems. Building and maintaining relationships with grantees is the first step in understanding grantees' challenges as they are crucial contributors to the women's movement and its goals.

The Fund will continue to provide relevant and specific capacity development support to grantees, even after the end of their grant agreements. The Fund will also include some of the Fund's grantees as resource persons for the capacity development activities. This is in line with the Fund's strength-based feminist approach and will reiterate the strengths the Fund sees within its grantees and the strengths the Fund foresees its grantees will gain. Moreover, it contributes to the movement building and cross learning that the Fund envisions.

10 Risk Management Matrix

The risk management matrix of the Fund is captured in the Fund's M&E Framework. The M&E Framework is to be referenced in relation to any risk assessment guidance in relation to the Fund activities and/ or grants.

Annex 1 Fund-granting structure

One of the core functions of the Fund is to provide financial support to groups, organisations and networks working on women focused projects and programs. The Fund provides three types of grants.

Sustainability grants: grants that are used to support programs and projects as well as operating and program costs that will help enhance gender equality in Fiji. The scope and timeline of these projects can be determined by the intended short-term and long-term outcomes of the program or project. These grants will be available for core costs and long-term activities for registered and unregistered organisations. Maximum funding of FJD150,000 per year.

Movement building grants: support organising and participation in movement building activities that will contribute towards achieving gender equality in Fiji. Maximum funding of FJD 100,000 per year.

Grants will be available to women's groups and organisations that are willing to:

- » Organise an event that contributes towards movement building for gender equality.
- » Participate in a local, regional, or international event that enhances their ability to achieve long-term goals of their group or organisation.
- » Access resources as a group or for the capacity support of an individual member of their organisation. The group or organisation will have to demonstrate how their participation will directly impact the promotion of gender equality by their organisation.

Resilience grants: Resilience grants support crisis management or crisis activities in the initial or the recovery period of sudden onset crises. Maximum funding of FJD50,000 per year. These grants are only open to the Fund's existing²⁷ grantee partner.

²⁷ Grantee partners who have received a grant from the Fiji Women's Fund