

VANUATU

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Gender Equality Together
Formative Evaluation Report

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Formative Evaluation Report 2022



Young Women's Leadership Program Participants Photo Essays.

Acknowledgements

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Executive Summary

Background

The Gender Equality Together (GET) program, which commenced in early 2017, aims to support and expand the movement for gender equality in Vanuatu. The program works to tackle the harmful social norms that perpetuate gender inequality in Vanuatu by investing in women's collective leadership, capacity and coordination to work together for a more equal and violence free Vanuatu.¹

A Mid Term Review was conducted in 2019 which included a review of the MEAL framework and project outcomes. These are:

GET Goal: To strengthen the collective leadership, capacity and coordination of civil society and government actors in Vanuatu to more effectively work towards the promotion of gender equality and ending violence against women and girls with and without disabilities in peacetime and disasters.

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End of program outcome 1: Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.

Intermediate outcome 1.1. Young women emerging leaders have increased confidence, knowledge and skills to take up leadership opportunities to promote gender equality and EAWG

Intermediate outcome 1.2 Young women leaders have enhanced networks to develop their leadership roles to promote gender equality and EAWG

The **key component of this outcome is the Young Women's Leadership Program (YWLP)**, engaging young women in a series of workshops, small group projects, mentoring, internships, as well as engagement of family members, and engagement in activism and advocacy as part of the broader gender equality movement in Vanuatu.

End of program outcome 2: People working in civil society and government organisations have increased capacity to confidently programme and advocate to advance gender equality and EAWG.

Intermediate Outcome 2.1 Gender cohort members in civil society and government agencies have increased confidence, knowledge and skills to program and advocate for gender equality and EAWG and access to learning opportunities and networks to improve their practice

Intermediate Outcome 2.2 Gender cohort members and YWLP participants and alumni are supported in joint influencing activities to advance gender equality and end violence against women and girls

The **key component of this outcome is the Gender Cohort**, engaging Vanuatu civil society and government organisations in a structured learning program based on CARE International's Gender Cohort; engagement in activism and advocacy as part of the broader gender equality movement in Vanuatu.

The **purpose** of the Formative Evaluation is to reflect on how the GET program has achieved progress against its outcomes, and to formulate recommendations for ongoing programming to contribute to strengthening women's leadership and gender equality in Vanuatu. It is anticipated that the next design will primarily focus on an evolution of the YWLP. As such, this evaluation focusses on the Young Women's Leadership Program component as relating to both outcomes, with less focus on evaluating the components and impacts of the Gender Cohort.

¹ Gender Equality Together 3 Proposal, February 2020

Methodology and Approach

The formative evaluation prioritised the voices of current participants and alumni of the YLWP, including alumni who are current project staff implementing the program with CARE Vanuatu and Sista.

A mixed methods approach was used to evaluate the program. The benefits of a mixed methods approach include:

- **triangulation** of findings to enhance credibility of recommendations
- **cross development** of methods based on findings from data collection
- **complementarity** of findings can deepen understanding and strengthen recommendations
- **initiation** of the generation of new insights which may require reconciliation of data through further analysis, re-framing or a shift in perspective
- **value diversity** which relates to understanding the value the program has for a range of participants and stakeholders through participatory practices that in themselves advance the program's values² (e.g. using methodologies in line with values of gender transformative practice)

Key Evaluation Questions (KEQ)

KEQ1. To what extent are the expected changes on track to being achieved?

KEQ2. To what extent have the different program components been effective in contributing to progress against each outcome?

2.1 What are the unintended impacts (both positive and negative)?

2.2 What are the major factors influencing achievement or non-achievement of program outcomes?

KEQ3. What impacts is the program having in relation to CARE's Gender Equality Framework?

3.1 What is the potential to align to CARE's Gender Equality Framework?

KEQ4. How relevant is the program to the needs of participants?

KEQ5. How coherent is the program to gender equality policies, programs and organisations in the Vanuatu context?

5.1 How does the program contribute to policies, programs and other civil society organisations working towards gender equality?

5.2 How does the program contribute to CARE Vanuatu's strategy?

Data Sources and Collection

Data sources and collection included:

Document Review	Evaluators reviewed program documents including: Government of the Republic of Vanuatu National Gender Equality Policy 2020-2030; Government of the Republic of Vanuatu National Sustainable Development Plan 2016-2030; CARE Vanuatu Country Program Strategy; GET Mid-Term Review; GET Scoping Study; GET Proposal for Continuation; GET Six Monthly Donor Reports In addition to the documents, YWLP participants have produced a series of photo essays which will be included in the desk review https://www.facebook.com/carevanuatu , as well as a series of videos produced throughout the life of the program.
Tracer Survey	Online survey with a total of 52 current participants and graduates (42 from Port Vila and 10 from Tafea Province)

² Greene (2005)

Participatory Workshops	A series of participatory workshops with 18 current participants and graduates (10 from Port Vila and 8 from Tafea)
Key Informant Interviews	KIIs with a total of 34 people including: 6 current participants and graduates of YWLP; 3 mentors; 7 partners and family members; 2 government officials; 5 civil society representatives; 3 Gender Cohort graduates; 8 CARE staff (4 are program alumni)
Sense Making workshop	With a total of 16 participants (DFAT representatives, YWLP graduates, Balance of Power representatives, Sista Executive Director, and CARE staff) focussed on validation and some preliminary analysis but was also an opportunity to collect data through small group discussion.

This evaluation was subject to ethics and safeguarding protocols including informed consent, anonymity and confidentiality, and secure storage of data. Both evaluators abided by CARE’s Safeguarding Policy and Code of Conduct.

Summary Evaluation Findings

Effectiveness

KE1: To what extent are the expected changes on track to being achieved?

The Gender Equality Together (GET) Program remains on track to achieving its intended outcomes.

<p>Outcome 1: Increased collective women’s leadership for gender equality and EVAWG</p> <p>Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.</p>	<p>On track and highly recommended to continue as a primary component in the new design</p>
<p>Outcome 2: Increased capacity and advocacy for gender equality and EVAWG</p> <p>People working in civil society and government organisations are confidently programming and advocating to advance gender equality and EVAWG</p>	<p>On track but requires careful consideration in the design phase as to best approach</p>

End of Program Outcome 1: Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.

Both the YWLP and the Gender Cohort are **overwhelmingly supported by the evaluation participants**, and all evaluation participants stress **the importance of it continuing**. The YWLP is unique in Vanuatu - **no other program is providing the space and time for young women to come together to build their confidence, skills and knowledge while creating solidarity**. A recurrent theme throughout the formative evaluation is this sentiment that **the GET program is doing something new and for the first time in Vanuatu** – it is in an exciting phase of having strong foundations to build on, with the ability in the next phase to explore ways to strengthen further.

The components of Outcome 2 - engaging civil society and government professionals in the Gender Cohort, activism and advocacy - are also seen as having important impacts, and these components play an important role in Vanuatu’s movement for gender equality. While it is agreed by evaluation participants these components should continue, indications are that the Gender Cohort may be best placed be delivered in a different way that does not sit alongside the YWLP as part of one program.

Intermediate Outcome 1.1 *Young women emerging leaders have increased confidence, knowledge and skills to take up leadership opportunities to promote gender equality and EVAWG.*

The YWLP has so far engaged 129 participants (93 from Port Vila and 36 from the Tafea province), and 82 have graduated from the 12-month program (noting the current cohort are yet to graduate). A diverse range of young women from Tanna/Tafea and Port Vila participate, noting many of those currently living in Port Vila come from communities all over Vanuatu. GET has partnered with the Vanuatu Society for People with a Disability (VSPD) and VPride to deliberately focus on inclusion. There have been young women with disability in every cohort, with three in past cohorts and three in the current cohort. In total four participants representing the SOGIESC community have participated. This is one of the unique spaces that the YWLP facilitates, there is power in bringing young women together who would not otherwise meet or get to know each other.

100% of current participants and alumni surveyed reported increased leadership after participating in the program, citing increases in confidence, knowledge, and skills. Qualitative data supported these findings, with clear evidence that the program goes beyond instilling leadership as a function and embeds an understanding in young women of their own power to create change in a range of ways - from the **changes they see in themselves, to changes at household level, to economic empowerment**, to those that have taken up more **formal leadership roles** in the workplace or community.

“I’m using my leadership skills a lot in my Church – especially as a young person who holds a position in the Church. The skills I learnt over the twelve-month program have helped me a lot and when I am doing work, I always think about the workshops I went through, about what a leader is. I never thought I would use these skills in my church community but in reality, I am. I know it’s trained me for something yet to come – to be a leader wherever I am.”
YWLP Alumni, Tracer Survey

The **program is unique in its focus on young women’s leadership, behaviours, attitudes, and roles.** This was seen by many as foundational to gender equality and ending violence against women and girls. This focus increases young women’s confidence, knowledge and skills to make gender equality visible in their communities through advocating for change in their own lives; the lives of women in their communities; and as part of the movement for gender equality and ending violence against women in Vanuatu.

“Before I came to the training, I thought gender was just about women – but now I understand that it’s about the roles and responsibilities society assigns to men and women. I’ve also got more ability to critically assess what other people say about gender and I can educate my friends. I learnt all this through the program, and I have the confidence to share it” Alumni Interview, Port Vila.

“We don’t sit by and watch our friends suffer [anymore]. Last week a friend was facing violence from her ex-partner. She was trying to report to police, but she wasn’t getting anywhere. I was able to help her go to the Vanuatu Women’s Centre and get help” YWLP Participant, Tracer Survey

“I’m using what I learned in YWLP to pilot advocacy about sexual reproductive health rights in this country, to become a voice of change through the radio station Femme Pawa 99 FM, to give advance to UNFPA’s Civil Society Reference Group in ending violence, and to partner with NGOs and Government to ensure the country is working towards the 2030 people’s plan, which calls for a safer and more inclusive society and advancement of gender equality all the while eradicating VAWG”. YWLP Alumni, Tracer Survey

Intermediate Outcome 1.2 Young women leaders have enhanced networks to develop their leadership roles to promote gender equality and EVAWG

All evaluation participants agreed that the program is a space for young women leaders to enhance their networks, particularly amongst their own cohort. **95% of the graduated participants have stayed in touch with young women in their cohort, and 44% have stayed in touch with graduates from other cohorts. CARE staff are also a central component to this network, with 71% saying they have stayed in touch with staff.** Qualitative data supports these findings through interviews with alumni who cite their YWLP network as source of support in finding employment and being there to help each other. For stakeholders, it is another example of the unique space the program creates for young women in Vanuatu.

“It also is so important to have this space for young women to share their feelings and emotions – it might not be an intended output of the program – but young women don’t have many safe spaces here and this is very important. Young women find a new support network in the program – a social safety net even – it can help them when they go back to their homes and face challenges – they can continue to be encouraged through their networks.” Government Stakeholder Interview, Port Vila

End of Program Outcome 2: Increased capacity and advocacy for gender equality

To date, a total of 68 people have attended the Gender Seminar Series (the original format for this component) or the current format of Gender Cohort workshops. The current Gender Cohort includes 22 women and 5 men from government and civil society organisations.

Intermediate Outcome 2.1: People working in civil society and government have increased capacity to confidently program and advocate to advance gender equality

For the purposes of this evaluation the contribution of the different workshops (gender analysis, gender design, gender integration, gender MEAL and gender advocacy) of the Gender Cohort were not explored in detail. As indicated through interviews with Gender Cohort graduates and in previous donor reports, Gender Cohort graduates have reported an increase in gender technical capacity and peer networks, and there is some indication that graduates have used the skills gained to improve gender integration in their work.

These workshops have played an important role in exposing a range of professionals in government and civil society to concepts of gender equality and how to put these concepts into practice through the application of practical tools. For a number of participants, this had not formed part of their professional development to date. They welcomed the opportunity to learn new skills and tools to take back to their organisation, which some described as having limited capacity around gender.

“It’s a very interesting training, there is a lot of information around gender that we can do in our work. Capacity around gender in our team is limited, but after undertaking the training at CARE we learnt a lot. It helps us to understand what gender activity we need to implement and decide what we can do.” Gender Cohort Member Interview

The Gender Cohort influences greater gender equality in workplaces and a range of sectors including humanitarian assistance and national level policy.

“The delivery of the module was what I expected, to ensure gender equality not just in our programs but in our organisations as well. Me being a male, it has helped me a lot to see things differently when working with women. One of the main things I really liked about the program, was the opportunity to work with partners to influence change. One of the programs I am currently working in is reforming the Employment Act, one of the things that the program helped me do is make important linkages to other partners to ensure recommendations for gender equality are endorsed for reform to happen later this year.” Gender Cohort Member Interview

There is support for the Gender Cohort to continue, with members expressing how useful they feel their colleagues and communities would find the tools, approaches, and training. However, interviews indicated that insufficient tailored

support and some organisational resistance when Gender Cohort graduates return to their organisations need to be explored further.

“CARE is doing a good job, it’s a matter of our staff having time with them, that is the way forward. If we can have consistent time over two-three months with CARE to review and apply the tools for our program, that would be really good”. Gender Cohort Member Interview

Intermediate Outcome 2.2: Gender cohort members and YWLP participants and alumni are supported in joint influencing activities to advance gender equality and end violence against women and girls.

The YWLP participants feel very connected to the gender equality movement in Vanuatu, and there have been multiple opportunities every year for gender cohort members and YWLP participants and alumni to engage in influencing and advocacy activities. **86% of YWLP participants and alumni surveyed feel more connected to the movement in Vanuatu for Gender Equality and ending violence after being part of YWLP.** This was supported by qualitative data which emphasised the content of workshops and what they had learned as well as connections made with each other and other organisations.

“YWLP has given me the understanding of the different organisations that are part of the gender equality movement so that I can link with other places or people who have the same confidence and beliefs to work together” YWLP Alumni, Tracer Survey

In addition to primary data collected through this evaluation, document reviews provide evidence of many opportunities over the past years for YWLP participants and the Gender Cohort to take part in large scale advocacy campaigns, as well as advocating at the individual and community level. Many of the small group projects focussed on advocating for gender equality and connecting women to the larger movement in Vanuatu for gender equality and ending violence against women and girls.

KEQ2. To what extent have the different program components been effective in contributing to progress against each outcome?

2.1 What are the unintended impacts (both positive and negative)?

2.2 What are the major factors influencing achievement or non-achievement of program outcomes?

- **Workshops were endorsed by 90% of survey responses as the three most useful component of the program.** Workshops are the heart of the program, offering space for young women to come together not only to learn new content, but to form strong relationships. While 100% of participants and alumni provided qualitative and quantitative data indicating they want all workshop topics to continue, there were some suggestions to improve participation including employing more contemporary facilitation techniques, different delivery for some topics (e.g. Gender, Kastom and Religion); and a broader pool of facilitators to draw on including CARE and Sista staff and alumni.

“In relation to the workshops, they focus on issues that we face daily or are real life issues and give us strategies to target or solve these issues, especially in relation to violence and how to be in a good, healthy relationship” – YWLP Participant, Tracer Survey

As above, not all survey respondents have completed all workshops, however when asked to indicate three they found most useful, results were Introduction to Gender Equality and Leadership Skills (81%), Good Relationships Free From Violence (42.3%) and Good Governance (30.8%), closely followed by Family Financial Management (28.8%). As discussed below in KEQ3, qualitative data supports these findings that workshops engaging family members and intimate partners are an integral component to the program and are having powerful impacts at the household and community level.

- **Small Group Projects were endorsed by 38% of survey responses.** Participants and alumni responding to the survey and engaged in qualitative data collection indicated the small group projects were useful to put into practice what they learned in workshops. They also provided many participants with an ongoing group of friends who kept in touch after the program ended. For some, this group went on to deliver further change projects in their communities after the program.

“One good thing is the girls learn solidarity. After the program, what I’ve noticed is the groups that were made keep in touch. I still keep in touch with my small group. Some of them are doing little projects together still. Through the program we’ve learned to work together” YWLP Alumni, Port Vila

- **Famili Storian was endorsed by 27% of survey responses.** Both participants and stakeholders were unequivocal about the importance of Famili Storian to ensure family members are supportive of young women participating and to mitigate risk of violence. Therefore, participants and stakeholders reiterated that this component is most effective when it occurs at the very beginning of the program as part of the induction process. Some participants found marked changes in the attitudes of their family members and intimate partners as a result of Famili Storian that enabled them to participate more fully in the program.

“I came to one or two workshops – my daughter made sure I came with her. We talked about issues around women in leadership and barriers women face. We discussed a lot and I really enjoyed it. I thought it was good they included parents because we got a much better idea of what our children are doing and that we are able to actually become much more supportive when we start to understand in more depth what they are doing.” Father of YWLP participant, Port Vila

- **Mentoring was endorsed by 13% of survey responses** (noting that this is skewed by half of survey respondents having not yet completed this component), **however qualitative data showed strong support for this component.** The mixed results are indicative of mentoring as very dependent on the individuals involved and the time they had available. For those that had a positive experience, both mentees and mentors see this component as pivotal and leading directly to opportunities to find employment. 50% of participants and alumni in the participatory evaluation workshops were supportive of mentoring continuing, and 50% wanted to see some changes in future to the program. Participants, alumni, and stakeholders interviewed also had suggestions for improvements including strengthen the matching of participants and alumni, mentors coming together as a group throughout the program to support each other, and greater clarity around the role of mentors as playing a role to support both personal and professional growth in their mentee.

“I had an excellent mentor. We met almost weekly. My mentor helped me a lot and I was able to get guidance and support in applying for the internships and other jobs too”. YWLP Alumni, Port Vila Evaluation Workshop

- **Internships were endorsed by 23% of survey responses** (noting that this is skewed by half of survey respondents having not yet completed this component). **Qualitative data however showed that 100% of evaluation workshop participants wanted to keep the internships despite not having yet completed them,** and interviews were also positive about this component. Many found an opportunity for ongoing employment after their internship was completed – even if not at the same organisation or company where interning, the experience was valuable in helping them to secure a similar role elsewhere. The link between the mentoring and internship components is also seen to be working well for some – not all internships come from mentors, but where this is working over consecutive cohorts, there is value in linking alumni from different cohorts in the same workplace.

“The Internships component is really, really good. Having the experience to work, we encourage them to do their best, this is the first impression and opportunity to find a job somewhere. 85-90% get a job, even

if it's not the job they did the internship with, another company sees the work they have done and hires them" CARE Staff Interview

- **Social and Advocacy Events were endorsed by 5.8% of survey responses, however the data validation workshop contended this outcome and felt survey responses were affected by the specificity of the question's wording.** It was felt that this component is very effective and a pivotal link between the YWLP participants and the broader movement for gender equality in Vanuatu as one of the only programs amplifying the voice of young women on issues of gender equality and ending violence against women and girls.

Unintended impacts include:

- **Ripple effects:** There is evidence that friends, female family members, and other girls and young women in communities are having benefits from the "ripple effects" of young women sharing their confidence, skills and knowledge in informal ways when they return from the program.

"I also like the way the changes in my daughter can have impacts wider than just her – it can influence me, it can influence her sisters and her brother, it can impact my grandchildren too." Father of YWLP Participant, Port Vila

- **Building young women's confidence can sometimes be in tension with their context:** A recurrent finding through the history of the project is that supporting young women leaders to build their confidence and capabilities to take up leadership roles requires the support of family members, intimate partners, community leaders and other women in leadership roles. Family Storian; Gender Kustom and Religion; Good Relationships Free from Violence; and Family Financial Management play a specific role in doing this, and are having good impacts. However, social norms and expectations about the ways women should behave are deeply rooted and changes take sustained efforts from a range of interventions and actors over time. For some participants, these changes are not occurring at pace with their own personal development of confidence, skills, knowledge, and leadership practice.

Key factors leading to achievement of outcomes includes:

- **Partnership with Sista:** this partnership is key to the global localisation agenda, aligned with CARE Vanuatu's Country Program Strategy and crucial for linking YWLP participants with a dynamic, creative and feminist civil society movement.

"Sista is quite a progressive voice, it knows the cultural boundaries and tries to work within those while being progressive due to the dynamic nature of women involved. Sista has grown in strength as an organisation in past three years." Stakeholder Interview

- **The program supports and encourages the voices of young women in implementation, reflection, and design, creating new spaces for them to grow confidence and practice skills.** YWLP graduates have been employed by CARE and Sista as core team members who implement the project. Further, the support for the alumni gives graduates more broadly a platform to continue their gender equality journey, build solidarity and contribute to the movement in Vanuatu. Many evaluation participants were clear the alumni program could be strengthened to achieve YWLP outcomes and embed sustainability and ownership of the program in communities. This has been an iterative discussion amongst CARE and stakeholders throughout the program. There is opportunity in the next design phase to explore this more specifically.

"Something so exciting about this project, it is run and continues to be implemented by young women that have been through it. A number of project staff are all graduates of the project and are incredibly passionate about it. It seems to have ignited passion and skills that they are using and are passing that on to other young women and they are using their voice." CARE staff

- **Intergenerational engagement in the gender equality movement in Vanuatu:** The engagement and relationships between the different generations of women in the GET program was mentioned by a number of stakeholders as a key factor in the program’s success. The intention to learn and honour the women who have fought for independence, while bringing in the new energy of young women to the movement is something the program is seen to do well. This is an important focus and is a key value add of the mentoring component - options for strengthening these linkages should be further explored in the design phase. Mentors discussed ideas to support them, including providing funds to assist them to participate in the program and the opportunity to participate in a space where they can build support and learning with each other.

“The program provides a link, a middle ground where older women are appreciating there are younger women who will weave through with what the older women have been struggling with for many years. The older women have been able to let the baggage go, [and then there is] the beautiful, amazing middle generation – at one of the mentoring workshops this was obvious. The lively, feisty energy, the younger generation’s agenda for moving gender equality forward.” Stakeholder Interview

- **Alumni Program:** While many evaluation participants were clear about their ideas for a strengthened alumni program to achieve GET outcomes and embed sustainability and ownership of the program in communities, this takes time and dedicated resources to achieve. This is not a new conversation, and one CARE and stakeholders have been iteratively engaged with throughout the program. There is opportunity in the next design phase to explore alumni engagement more specifically, as both a mode of delivery for YWLP as well as an additional program component. In line with CARE’s commitment to localisation, the alumni program would be owned and increasingly resourced by the alumni network.
- **Strengthened Inclusion:** GET has made very deliberate efforts to engage with VSPD and VPride to ensure inclusion within both the YWLP and the Gender Cohort. The YWLP is unique in providing a space for young women to come together in all their diversity to build solidarity and work together towards shared outcomes. The objectives of VSPD and VPride is to advocate for inclusion in all spheres, and it is expected and welcomed that they are advocating for greater inclusion of young women in the YWLP. Both VSPD and VPride suggested ways to enhance the experience of participants with disability and members of diverse SOGIESC community, while acknowledging social norms in Vanuatu as a barrier to inclusion. These suggestions included greater engagement with aligned networks outside of Vanuatu; and applying the twin track approach (taken from disability inclusion) to inclusion of girls with diverse geographic and socio-economic experiences. Alumni, Mentors and other stakeholders also noted the diversity of lived experience amongst the young women participating and made suggestions to identify and work with participants who require extra support.

IMPACT

Key Evaluation Question 3: What impacts is the program having in relation to CARE’s Gender Equality Framework

KEQ 3.1 What is the potential to align to CARE’s Gender Equality Framework?

The CARE Gender Equality Framework describes change in formal and informal spheres related to three key domains of change:

- Build Agency – building confidence, self-esteem and aspirations (non-formal sphere) and knowledge, skills and capabilities (formal sphere)

- Change Relations – the power relations through which people live their lives through intimate relations and social networks (non-formal sphere) and group membership and activism, and citizen and market negotiations (formal sphere)
- Transform Structures – discriminatory social norms, customs, values and exclusionary practices (non-formal sphere) and laws, policies, procedures and services (formal sphere)

Primary and secondary data in this evaluation provided evidence that the program is having impacts in the both the informal and formal sphere in the Build Agency domain, and in the informal spheres of the Change Relations and Transform Structures domains. This means that change is happening at the individual, household and community level, largely attributed to the YWLP program.

Build Agency	As described in KEQ 1 and 2 above, there is strong evidence from multiple sources that the program is building agency in the young women participating in the YWLP.
Change Relations	<p>As described in KEQ 1 and 2 above, there is evidence that the YWLP in particular is impacting positively on relations.</p> <p>61% of survey respondents said their family relationships had changed after YWLP, 55% said their relationships with their friends had changed, and 54% said their relationship with their intimate partner had changed. Qualitative data included stories of changes with partners and families.</p> <p><i>“My partner has come to understand that he was using violence against me and it’s not right and he wants to change. Our family have come to understand what can happen when there is domestic violence in a relationship and how we can solve these issues. My friends have learnt how we can reduce violence in our homes”</i> YWLP Alumni, Trace Survey</p> <p><i>“In terms of the relationship with our extended family – it’s really grown – to a point where she was appointed as a leader of our family in Vila. At first it was only men who get appointed to these roles. But in the past two years, our big brothers and uncles appointed her to become a leader. I think people look up to her now in a way that they didn’t before. When people see her confidence and capability, it builds trust. In our community and culture – it is men who take charge to talk about matters such as marriage and deaths, but since she’s been appointed as a leader, she’s been the one dealing with these things – she coordinates so much in the community.”</i> Husband of YWLP Graduate, Port Vila</p>
Transform Structures	<p>The program is having impacts in the informal sphere - discriminatory social norms, customs, values and exclusionary practices. Changes are occurring in families and immediate communities of young women participating in the program, particularly in Tanna and Tafea where young women are reporting more support and visibility. There were many examples of changes in community attitudes and behaviours and importantly at the household level – a space with is foundational to formal structural change.</p> <p><i>“As an LGBT person in the community – we get a lot of discrimination in the community. After this program and doing a lot of workshops and speaking more in public confidently, I feel like I have more respect in my community. If there are meetings in my community or they are setting up a committee in my community, I will get approached to be in the committee. I think after being part of this program I have gained much more respect and acceptance in my community.”</i> Graduate / Alumni</p> <p><i>“What we are finding is the changes in women’s lives are at the household level. Roles and responsibilities in the household. Small scale stuff is happening and is incredibly powerful and important, it is the foundation of all the gender equality work – we can have female women in parliament but they are still doing the dishes at home. There is more space in Tafea [than in Port Vila]</i></p>

	<i>for women to be involved in local governance structures, they are a resource in their community and have networks to broader women's groups – they are given space in ways that don't exist in Vila.”</i> CARE staff
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There is great potential to align the program more explicitly to CARE's Gender Equality Framework and to frame long-term impacts in line with changes in each domain in the Theory of Change and MEAL Framework. Doing so would enable the ripple effects experienced beyond the individual participants to be captured and learned from.

RELEVANCE AND COHERENCE

Key Evaluation Question 4. How relevant is the program to the needs of participants?

The YWLP program was designed through an initial scoping study that led to the development of the 12-month pilot with the first cohort. An adaptive management approach based on learning from each cohort was adopted from the beginning of the program, with graduates from the first cohort taking on internships and subsequent roles on the program implementation team. The program has responded to the different requirements of participants in Tafea by delivering locally to participants instead of bringing them to Port Vila for workshops. In addition, there is continual adaptation of workshops content and delivery based on participant needs. For example, the latest iteration saw a core group of workshops delivered to all participants, with others offered as electives in line with participants' time, interest and ability to participate.

In addition to the focus on leadership, the program is relevant to the needs of young women in their homes and communities, teaching decision making skills, respectful relationships and how to address gender-based violence alongside other components of formal and informal leadership.

The Gender Cohort is also seen to be relevant to the needs of professionals in Vanuatu looking to increase their knowledge, skills and application of gender equality in their workplaces and in their programming and advocacy. This component has taken an adaptive approach from the design, where it was framed as a pilot responding to the problem identified that across civil society there was a gap in technical experience. From the original iteration as the Gender Seminar Series, this component was recognised as requiring an ongoing series of learning opportunities as opposed to a one-off training. While the Gender Seminar Series was seen to be quite successful, it has continuously adapted over time to deliver to a more targeted audience and increase buy in from organisations. However, given identified constraints the delivery model, alignment with YWLP and appropriate resourcing for implementation would need to be reviewed and revised before incorporation into a future design.

5.1 How does the program fit with other gender equality programs and policies in Vanuatu?

5.2 How does the program contribute to CARE Vanuatu's strategy?

The GET program is well-aligned to Vanuatu's National Sustainable Development Plan 2016 to 2030 (Goal 4, Objectives 1 & 2 particularly) and clearly contributes to the following strategic areas of the National Gender Equality Policy:

- Strategic Area 3: Advancing women's leadership and political participation
- Strategic Area 1: Eliminating discrimination and violence against women and girls
- Strategic Area 2: Enhancing women's economic empowerment and skills development

The Department of Women's Affairs (DWA) has actively supported the program and provided strong endorsement that the program continue its focus on young women's leadership into the future.

“I want to say thank you to CARE to have the leadership program that targets young women. At DWA we mostly look at leadership of women already in the workforce who are an older cohort - so it really helps Government to have a program that targets young women. We’ve been very happy to be a part of the trainings and events. It’s a great opportunity for us as DWA to do awareness about what we do. Within government the program is consistent with our attempts to grow leadership amongst women in Vanuatu ...this is unique in the way it targets young women and also that long term engagement.” DWA Stakeholder Interview

The program forms part of the Australian Government’s gender portfolio in Vanuatu. As already explored, it is notable for its focus on young women’s leadership not directly addressed by any other program within the existing portfolio.

There are clear opportunities to strengthen the linkages between DFAT-funded programs, including the **Balance of Power** (programming that aims to shift deeply entrenched social norms, attitudes and perceptions around concepts of leadership that can be barriers to women’s leadership and achieving improved balance and inclusion), **Vanuatu Skills Partnership** (programming led by a cohort of ni-Vanuatu developmental leaders and working through Vanuatu’s provincial and community structures to demonstrate how inclusive and quality-based skills training delivery can lead to locally relevant inclusive growth outcomes training opportunities) and **Vanuatu Women’s Centre** (as the national service provider for gender-based violence).

Recommendations

Recommendation 1: Continue to implement a YWLP program as it has been found through successive evaluations to be a unique contribution to the movement for gender equality and ending violence against women in Vanuatu. It is seen as valuable and necessary by those involved in the program – young women, mentors, and family members - and is having clear and powerful impacts for young women as well as their communities. The program provides a unique space for young women in Vanuatu, aligning to Government of Vanuatu policy priorities and complementing DFAT’s gender portfolio in Vanuatu. Engagement with men and boys through specific workshops including Famili Storian as part of the induction, both to mitigate risks of violence and strengthen participation of young women, should continue as an essential part of the program.

Recommendation 2: Review key components of YWLP in the design phase to strengthen future delivery of the program including

- Explore the alumni program as both a mode of delivery and an additional component to the program, with the view that the aspiration to engage alumni further will take specific resources over some time
- Revisit the partnership agreement with Sista to come to a shared understanding with staff implementing the program in both organisations of what the partnership looks like in practice, with a focus on two-way capacity building
- In recognition of global feminist discourse in response to Covid-19, and global social and political upheaval, explicitly build self-care into all levels of the program. Beginning with program staff understanding and practicing self-care as they deliver the program, and including building resources, time and space into each workshop to facilitate self-care with participants as part of increasing their knowledge and skills for leadership.
- Continue the focus on inclusion as a powerful space to bring young women with different lived experience together, while considering a twin-track approach for young women experiencing greater marginalisation to be main-streamed into the program, including throughout the selection, induction, mentoring and internship phases of the program.
- Explore the implications of delivering workshops over a shorter timeframe with less time in between workshops, including different modalities such as shorter workshops grounded in contemporary youth engagement facilitation styles accompanied by resource booklets to deliver key content.

- Explore the mentor component to strengthen mentor-mentee matching, including consideration of group mentorship (one mentor matched to a group of three-four girls with similar goals and aspirations) and a mentor-led learning group for mentors to call on each other's skills, experience and networks to help mentees find internships.
- Review the program's advocacy component and establish more concrete links to YWLP. This should include continued partnership with Sista, and capitalisation on national and international events and campaigns as opportunities to formally engage YWLP participants through small group projects, as well as alumni.

Recommendation 3: Review and consider removing the Gender Cohort component. The Gender Cohort is a valuable contribution to gender equality and ending violence against women and girls in Vanuatu and should continue. The evaluation finds that there are challenges around working with individual gender focal points without organisational buy-in and support. The future design should consider alignment of the Gender Cohort with YWLP, including delivery models and resources required for effective implementation. There may be more effective ways for the Gender Cohort to achieve its intended impacts.

Recommendation 4: Review the MEAL framework considering the evaluation's findings on impacts aligned to CARE's Gender Equality Framework. Explicitly linking high level impacts in agency, changing relationships, and transforming structures will also strengthen linkages to Government of Vanuatu policy priorities and complementary programming across DFAT's gender portfolio in Vanuatu. In addition, the evaluation finds strong indications the YWLP is having ripple effects across communities beyond the individuals involved in the program which should be captured and learned from for future adaptive program management.

Recommendation 5: Continue explicit engagement of young women in the design of the next phase of future programming by engaging YWLP alumni in a co-design process including defining the alumni component as a mode of delivery for the program and exploring what a sustainable, locally owned alumni looks like (including exploration of other successful alumni programs in Vanuatu). This co-design should be in coordination with the Design Task Force, and facilitated by CARE Vanuatu and Sista.

Detailed Report

About CARE International Vanuatu

CARE Vanuatu's Long-Term Strategy 2018-2033:

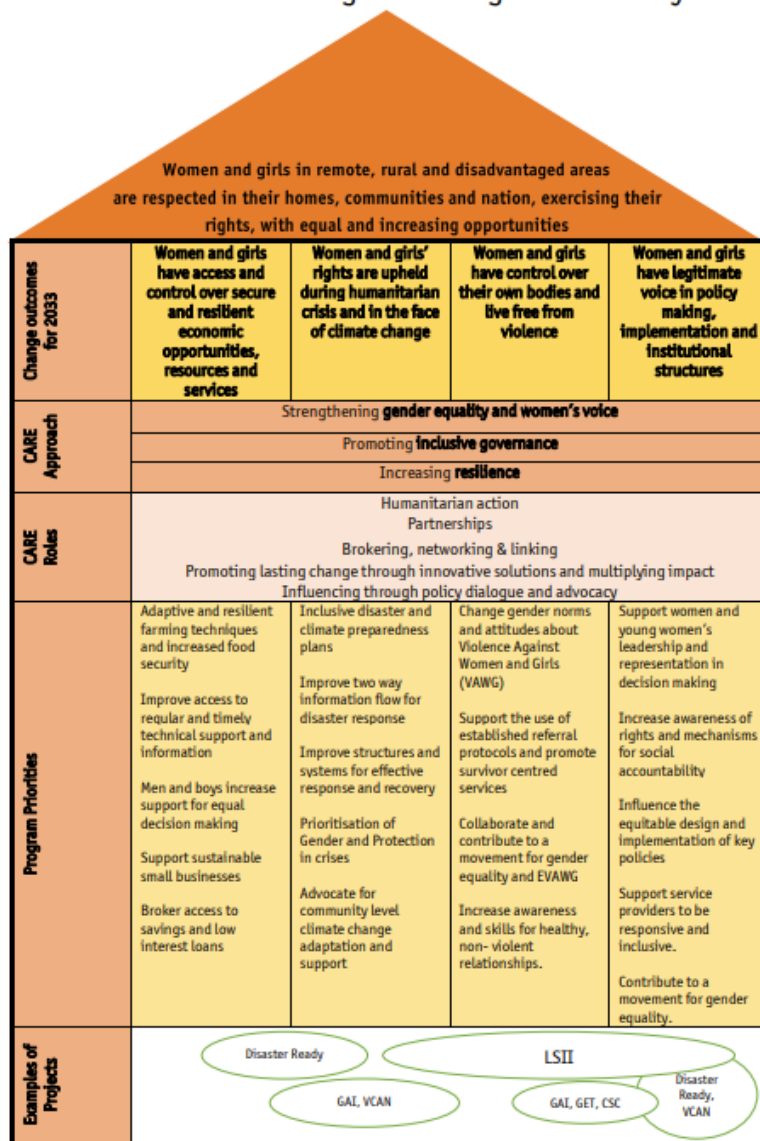
CARE's vision is a world of hope, tolerance and social justice, where poverty has been overcome and all people live in dignity and security.

CARE began working in Vanuatu in 2008, initially in small scale interventions in the remote and outer islands in climate related preparedness and response. In 2015 Category 5 Tropical Cyclone Pam brought significant change to the country and communities, and CARE's approach - CARE's investment in disaster preparedness meant CARE was able to respond on a large scale through a multi sectoral response and recovery program

At the time of this strategy development in 2018, CARE Vanuatu had put in place a 15-year plan with a focus on women and girls in remote, rural and disadvantaged areas. The long-term outcomes for this strategy are:

- Women and girls have access and control over secure and resilient economic opportunities, resources and services
- Women and girls' rights are upheld during humanitarian crisis and in the face of climate change
- Women and girls have control over their own bodies and live free from violence
- Women and girls have legitimate voice in policy making, implementation and institutional structures

CARE Vanuatu Long-Term Program Summary



About Gender Equality Together

The Gender Equality Together (GET) program, which commenced in early 2017, aims to support and expand the movement for gender equality in Vanuatu. The program works to tackle the harmful social norms that perpetuate gender inequality in Vanuatu by investing in women's collective leadership, capacity and coordination to work together for a more equal and violence free Vanuatu.³

GET Goal: To strengthen the collective leadership, capacity and coordination of civil society and government actors in Vanuatu to more effectively work towards the promotion of gender equality and ending violence against women and girls with and without disabilities in peacetime and disasters.

End of program outcome 1: Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.

Intermediate outcome 1.1. Young women emerging leaders have increased confidence, knowledge and skills to take up leadership opportunities to promote gender equality and EVAWG

Intermediate outcome 1.2 Young women leaders have enhanced networks to develop their leadership roles to promote gender equality and EVAWG

The **key component of this outcome is the Young Women's Leadership Program (YWLP)**, engaging young women in a series of workshops, small group projects, mentoring, internships, as well as engagement of family members, and engagement in activism and advocacy as part of the broader gender equality movement in Vanuatu.

End of program outcome 2: People working in civil society and government organisations have increased capacity to confidently programme and advocate to advance gender equality and EVAWG.

Intermediate Outcome 2.1 Gender cohort members in civil society and government agencies have increased confidence, knowledge and skills to program and advocate for gender equality and EVAWG and access to learning opportunities and networks to improve their practice

Intermediate Outcome 2.2 Gender cohort members and YWLP participants and alumni are supported in joint influencing activities to advance gender equality and end violence against women and girls

The **key component of this outcome is the Gender Cohort**, engaging Vanuatu civil society and government organisations in a structured learning program based on CARE International's Gender Cohort; engagement in activism and advocacy as part of the broader gender equality movement in Vanuatu.

Purpose of the Formative Evaluation

The purpose of the Formative Evaluation is to reflect on how the GET program has achieved progress against its outcomes, and to formulate recommendations for ongoing programming to contribute to strengthening women's leadership and gender equality in Vanuatu. It is anticipated that the next design will primarily focus on an evolution of the YWLP. As such, for this evaluation, much of the data collection, analysis and recommendations for future programming focus on the YWLP as contributing to both outcomes.

Methodology and Approach

A mixed methods approach was used to evaluate the program. The benefits of a mixed methods approach include:

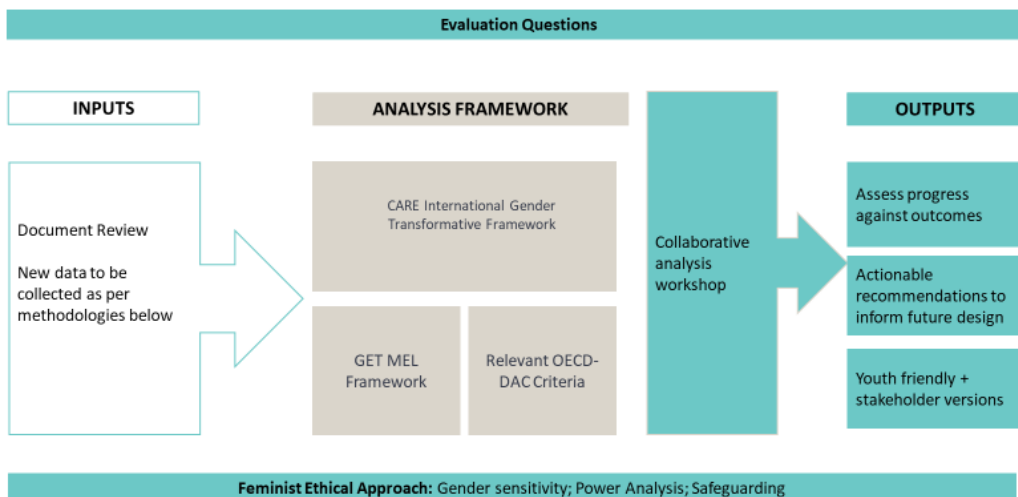
- **triangulation** of findings to enhance credibility of recommendations
- **cross development** of methods based on findings from data collection
- **complementarity** of findings can deepen understanding and strengthen recommendations

³ Gender Equality Together 3 Proposal, February 2020

- **initiation** of the generation of new insights which may require reconciliation of data through further analysis, re-framing or a shift in perspective
- **value diversity** which relates to understanding the value the program has for a range of participants and stakeholders through participatory practices that in themselves advance the program's values⁴ (e.g. using methodologies in line with values of gender transformative practice and upholding child rights)

High level overview of the evaluation framework.

Figure 1: Evaluation Overview



Key Evaluation Questions (KEQ)

KEQ1. To what extent are the expected changes on track to being achieved?

KEQ2. To what extent have the different program components been effective in contributing to progress against each outcome?

2.1 What are the unintended impacts (both positive and negative)?

2.2 What are the major factors influencing achievement or non-achievement of program outcomes?

KEQ3. What impacts is the program having in relation to CARE's Gender Equality Framework?

3.1 What is the potential to align to CARE's Gender Equality Framework?

KEQ4. How relevant is the program to the needs of participants?

KEQ5. How coherent is the program to gender equality policies, programs and organisations in the Vanuatu context?

5.1 How does the program contribute to policies, programs and other civil society organisations working towards gender equality?

5.2 How does the program contribute to CARE Vanuatu's strategy?

⁴ Greene (2005)

Document Review and Collection

Data sources and collection included:

Document Review	Evaluators reviewed program documents including: Government of the Republic of Vanuatu National Gender Equality Policy 2020-2030; Government of the Republic of Vanuatu National Sustainable Development Plan 2016-2030; CARE Vanuatu Country Program Strategy; GET Mid-Term Review; GET Scoping Study; GET Proposal for Continuation; GET Six Monthly Donor Reports In addition to the documents, YWLP participants have produced a series of photo essays which will be included in the desk review https://www.facebook.com/carevanuatu , as well as a series of videos produced throughout the life of the program.
Tracer Survey	Online survey with a total of 52 current participants and graduates (42 from Port Vila and 10 from Tafea Province). Xx were current participants and xx graduates of the Young Women's Leadership Program.
Participatory Workshops	A series of participatory workshops with 18 current participants and graduates (10 from Port Vila and 8 from Tafea)
Key Informant Interviews	KIIs with a total of 34 people including: 6 current participants and graduates of YWLP; 3 mentors; 7 partners and family members; 2 government officials; 5 civil society representatives; 3 Gender Cohort graduates; 8 CARE staff (4 are program alumni)
Sense Making workshop	With a total of 16 participants (DFAT representatives, YWLP graduates, Balance of Power representatives, Sista Executive Director and CARE staff) and focussed on validation and some preliminary analysis but also a data collection point

Ethics and Safeguarding

This evaluation was subject to ethics and safeguarding protocols, including:

Informed consent for online survey: information about the evaluation, contact information for more information, and informed consent formed the first page of the online survey. Participants were required to indicate their informed consent before they were able to proceed with the survey.

Informed consent for workshops and key informant interviews (KII): Information about the evaluation and the ethics protocol including informed consent was explained in person prior to the group discussion or KII commencing. Participants were asked to provide verbal consent in interviews, and written consent in workshops.

Anonymity and Confidentiality

Participants are anonymous in this evaluation report unless they expressly indicate they would like their name and the name of their organisation to be published.

Secure storage of data was ensured by storing all electronic raw data (written content, photo, video, voice recording or other) on the devices of evaluators, and to be deleted from evaluator devices at the completion of the evaluation. De-identified data will be shared to an online folder for CARE to store securely.

In addition, a **Safeguarding Plan** was put in place addressing power dynamics and risk associated with participation in the evaluation. Both evaluators signed CARE's Safeguarding Policy and Code of Conduct.

Limitations

The evaluation data collection period was subject to some minor delays as the timing of data collection coincided with the end of year break December 2021-January 2022. Due to travel restrictions in place in response to COVID-19, the

evaluation was conducted by a team of two evaluators. The evaluator based in Melbourne participated remotely and the local evaluator led on participatory workshops and interviews in local language with key informants including stakeholders, alumni and family members.

Analysis Framework

The analysis framework consists of three key areas that outline specific criteria or principles to assess the program's progress.

The three areas of analysis for the program evaluation include the OECD-DAC Criteria and Principles, the Gender Equality Together MEL Framework, and CARE International's Gender Equality Framework.

1. THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD) DEVELOPMENT ASSISTANCE COMMITTEE (DAC) CRITERIA⁵

Relevance: is the intervention doing the right things? The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Coherence: how well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

Effectiveness: is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Efficiency: how well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Impact: what difference does the intervention make? The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

***Sustainability:** will the benefits last? The extent to which the net benefits of the intervention continue, or are likely to continue.

*Evaluation questions relating to sustainability have informed recommendations for the next phase of the program rather than addressed in the Findings section of this report.

2. GENDER EQUALITY TOGETHER MONITORING, EVALUATION AND LEARNING FRAMEWORK

This evaluation draws on the revised Gender Equality Together MEL Framework:

End of program outcome 1: Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.

Intermediate outcome 1.1. Young women emerging leaders have increased confidence, knowledge and skills to take up leadership opportunities to promote gender equality and EVAWG

Intermediate outcome 1.2 Young women leaders have enhanced networks to develop their leadership roles to promote gender equality and EVAWG

End of program outcome 2: People working in civil society and government organisations have increased capacity to confidently programme and advocate to advance gender equality and EVAWG.

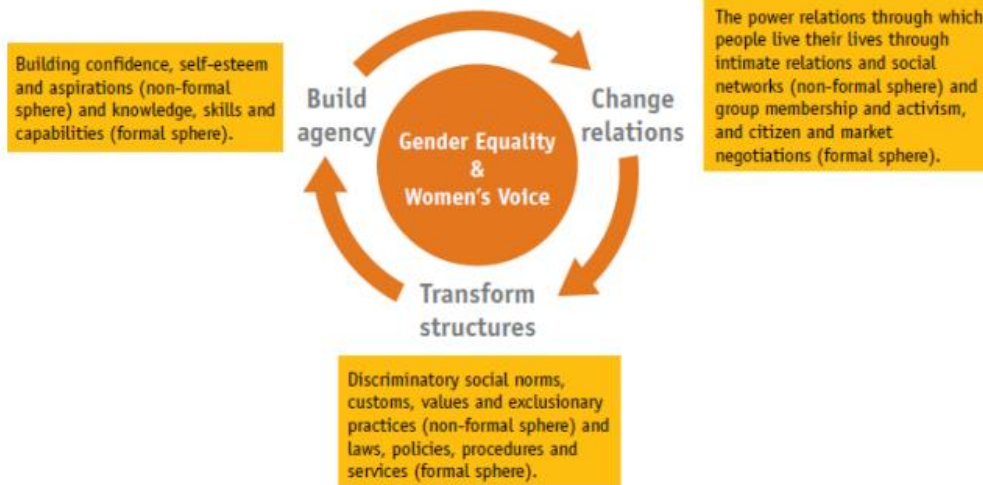
Intermediate Outcome 2.1 Gender cohort members in civil society and government agencies have increased confidence, knowledge and skills to program and advocate for gender equality and EVAWG and access to learning opportunities and networks to improve their practice

Intermediate Outcome 2.2 Gender cohort members and YWLP participants and alumni are supported in joint influencing activities to advance gender equality and end violence against women and girls

3. CARE INTERNATIONAL'S GENDER EQUALITY FRAMEWORK

CARE's aim, through the Gender Equality Framework (GEF), is to a) build agency of people of all genders and life stages, b) change relations between them and c) transform structures so that people of all genders live life in full gender equality.

⁵ [Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use, 2019](#)



Collaborative Analysis

Collaborative Analysis was an opportunity for evaluation participants to not only validate the initial findings reached by the evaluators, but also to share insights and contribute to conclusions, learnings and recommendations that flow from analysis.

Evaluators facilitated a three-hour workshop to engage evaluation participants in collaborative analysis. The workshop included 16 participants – five young women alumni; six representatives from stakeholder organisations (five female; one male), and five CARE Staff (all female).

The workshop gave an overview of high-level data trends and provided the opportunity for small group discussions to validate data and also act as a data collection point to enhance quantitative and qualitative findings.

Detailed Evaluation Findings

EFFECTIVENESS

Key Evaluation Question 1: To what extent are the expected changes on track to being achieved?

Evaluators have used a traffic light system of assessment:

- Green indicates evidence from multiple sources that outcomes have been achieved to date
- Orange indicates evidence from multiple sources that outcomes have been achieved, but multiple sources would like attention to the outcome in the next design phase

End of program outcome 1: Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.	On track
End of program outcome 2: People working in civil society and government organisations have increased capacity to confidently programme and advocate to advance gender equality and EAWG.	On track but requires careful consideration in the design phase as to best approach

End of Program Outcome 1. Women leaders, including young women and women with disabilities, are confidently advocating to advance gender equality and end violence against women and girls.

The YWLP has engaged 129 young women (93 from Port Vila and 36 from Tafea province), and 84 have graduated from the program to date (noting that the current cohort has yet to graduate). There is a diverse range of young women involved, noting that participants who are currently living in Port Vila represent communities all over Vanuatu. Along with diversity due to geographic, cultural, and socio-economic factors, GET has partnered with Vanuatu Society for People with a Disability (VSPD) and VPride to deliberately include young women with a disability; and diverse sexual orientation, gender identity and expression and sex characteristics (SOGIESC), also known as the LGBTQIA+ community. There have been young women with disability in every cohort, with three in past cohorts and three in the current cohort. In total four participants representing the SOGIESC community have been part of the YWLP. This is one of the unique spaces that the YWLP facilitates, there is power in bringing young women together who would not otherwise meet or get to know each other.

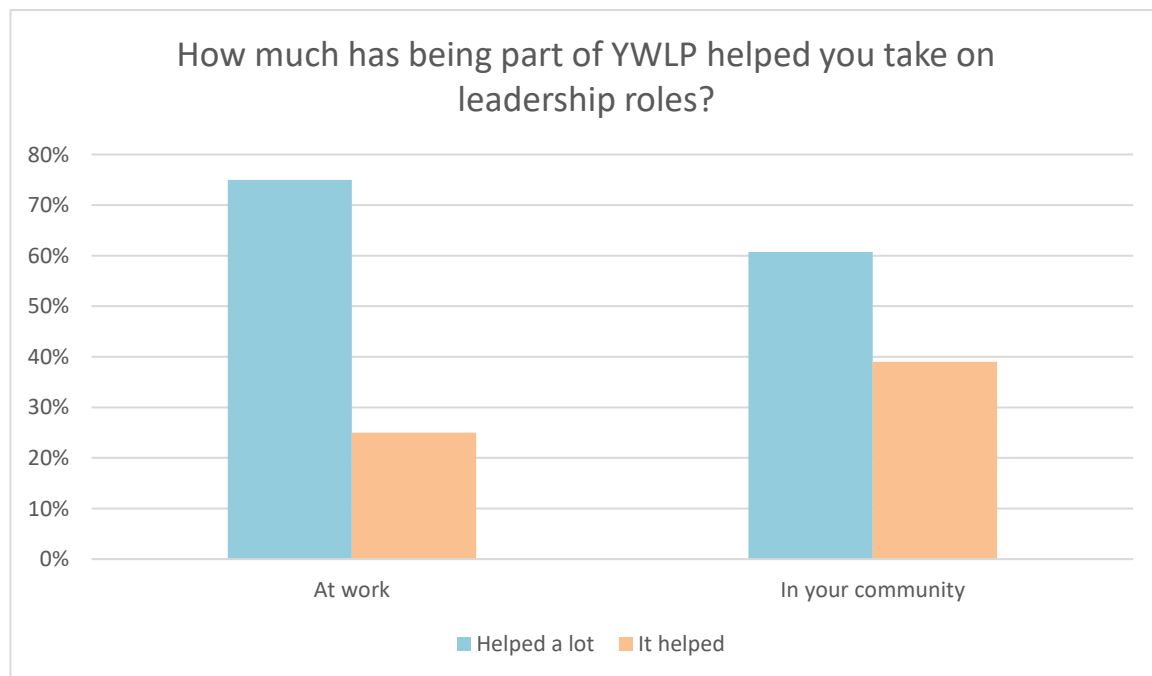
Intermediate Outcome 1.1: Young women emerging leaders have increased confidence, knowledge, and skills to take up leadership opportunities to promote gender equality and ending violence against women and girls

All evaluation participants agreed the program is contributing to significant increases in confidence, knowledge, and skills to take up leadership opportunities in the YWLP participants. In addition, the document review detailed significant evidence of this throughout the life of the program including the Mid-Term Review and program reports.

Tracer Survey

To understand progress against this outcome, the survey asked young women who have graduated from the program about leadership roles they have taken up since graduation.

100% of the graduated respondents attributed the YWLP to helping them take on leadership roles after graduation.



Survey findings were confirmed by qualitative survey findings exploring why the participants answered in this way, and how the program contributed to leadership in different spaces.

Leadership at work

Many graduates found work in civil society and government organisations, including the International Organisation for Migration (IOM), Further Arts, Youth Challenge, the Ministry of Health, and the Ministry of Internal Affairs.

Graduates stated they were more confident and respected in the workplace, citing examples such as giving ideas in the workplace, speaking up when they see something is unfair, having the skills to find a job, forming good relationships with colleagues and their managers, and being listened to and respected.

“The workshop on good governance and leadership skills helped me with the job I have taken up” YWLP Alumni, Tracer Survey.

“I can give ideas in the workplace. I have respect all the time and I have grown through the learning and support from my work colleagues.” YWLP Alumni, Tracer Survey

One participant had the specific goal of beginning their own business when they entered the program, and since graduating has been able to do so.

“I have used the knowledge I gained from the workshop to continue with the business I have set up and currently it has grown.” YWLP Alumni, Tracer Survey

Leadership in the community

YWLP Alumni are taking up leadership roles in their communities in a number of ways, including in church and civil society. In response to leadership in the community, graduates gave examples such as helping to write proposals for funding, taking on leadership roles in local governance structures, and participating in community development such as building new roads. A number have been elected to leadership roles in Youth Councils or Groups and Community Development Committees.

“I’m using my leadership skills a lot in my church – especially as a young person who holds a position in the church. The skills I learnt over the twelve-month program have helped me a lot and when I am doing work I always think about the workshops I went through, about what a leader is. I never thought I would use these skills in my church community but in reality, I am. I know it’s trained me for something yet to come – to be a leader wherever I am.” YWLP Alumni, Tracer Survey

“[I was] elected as President of the Youth Council within my community and I have come to write reports to different people in different respected areas within the community, which is something I have never done before.” YWLP Alumni, Tracer Survey

For many alumni responding to the survey, leadership in the community was expressed through sharing what they had learned in the YWLP program, speaking up about gender equality and the issues facing women and girls in their community, and sharing information to friends who are experiencing violence.

“[YWLP] helped me a lot because it gave me good skills in leadership and made me feel that as a young woman, I am capable of doing anything as long as I can use my power and rights in a respectful way. It’s meant that I can talk to youth [in another program] - I can assist in workshops to speak to and help youth to improve themselves through the knowledge and understanding that I got from the workshops.” YWLP Alumni, Tracer Survey

“Yes, it’s helped me to work with my community – with friends and family and even in the workplace because I can speak about being inclusive, gender equality – and I’ve been a part of some workshops and advocacy about this.” YWLP Alumni, Tracer Survey

“I enjoy sharing knowledge with other young mothers or girls and my peer group – I want them to know their worth.” YWLP Alumni, Tracer Survey

“I help other women in the village when they are experiencing violence” YWLP Alumni, Tracer Survey

Decision making and leadership in the home

Alumni were asked how they have used what they learned through YWLP. In addition to the leadership roles at work and in the community, many cited decision-making and leadership in the home as practical applications of what they have learned, including household financial management. This application of personal leadership behaviours in everyday life is prevalent among those who have participated in the program, and an important foundation for gender equality in broader society.

“I’ve used it in my home and community – so they have more understanding about gender.” YWLP Alumni, Tracer Survey

“I am leading by example, and I talk about gender equality in my home. I talk about human rights with my family and I tell my younger sisters what violence is” YWLP Alumni, Tracer Survey

“At the moment since I am still on maternity leave I use my family financial management skills to control the money that sustains my family so that we do not run short on anything.” YWLP Alumni, Tracer Survey

YWLP Participant and Alumni Evaluation Workshops

This section outlines to what extent there was agreement with a set of statements reflecting the program outcomes. All agreed the program is meeting outcomes to provide skills, confidence, and knowledge to be a leader and end violence against women and girls.

- ***I have the skills to be a leader***

Current participants and alumni resoundingly agreed with this statement. They felt the workshops not only gave them the sense that as young women leadership is a possibility, but it also gave them a sense of the kind of leader they wanted to be and the skills they needed to lead people.

“Often when we speak about leadership, we think that you are the one who has to make the decision and then people underneath you follow. But through the program, I’ve learnt that there are different types of leadership and I’ve learnt how to listen and share ideas. You mustn’t turn your back to the people who you are leading”
YWLP Participant, Evaluation Participatory Workshop

- ***I feel more confident I can be a leader***

Again, current participants and alumni overwhelmingly felt their confidence in themselves and their ability to be leaders had increased through the program. This increased confidence was a theme throughout all workshops.

“All women can be leaders if we want to be, but we don’t have power because men tell us we don’t have the right to speak. My community doesn’t give opportunities to women to be part of decision making and leadership. I have a role in the Church and through this program I’ve gained so much confidence to speak out more in the Church and encourage other women to do so as well” YWLP Alumni, Evaluation Participatory Workshop

- ***I feel I have the knowledge to contribute to gender equality and ending violence against women***

90% felt the program had helped a lot in this area, while 10% felt it had helped a little bit. The program was said to give important information about gender equality and violence that was new to many of the current participants and alumni. Some wanted more support in their communities for building knowledge and support for gender equality. They noted it was hard to go back with these ideas into their communities who still had strong patriarchal beliefs.

“Before I came to the training, I thought gender was just about women – but now I understand that it’s about the roles and responsibilities society assigns to men and women. I’ve also got more ability to critically assess what other people say about gender and I can educate my friends. I learnt all this through the program, and I have the confidence to share it” YWLP Alumni, Evaluation Participatory Workshop

“We don’t sit by and watch our friends suffer [anymore]. Last week a friend was facing violence from her ex-partner. She was trying to report to police, but she wasn’t getting anywhere. I was able to help her go to the Vanuatu Women’s Centre and get help” YWLP Alumni, Evaluation Participatory Workshop

Interviews

Alumni interviewed as part of the program felt the program had been pivotal for them.

“The change that happened to me is what I’m doing now. I’m working, I’m advocating, I’m talking and speaking out and telling other young women if I can do it, you can too. It doesn’t matter what your age is, your background is, we are all important – our voice matters. You have value – don’t look down on yourself. We live in a male dominated society and there are many contributing factors that make us overlook young women. Leadership is not about action – it’s about legacy that you create. Once you know it, you own it, you change it.” YWLP Alumni, Tafea

“They asked us all to share our ideas, we all had turns to talk – I’ve never done that before! I was embarrassed to talk because in my island, we are people who can tease each other/make fun of each other, and it can stop you from doing things or speaking up. So I was quite frightened of speaking in public. I thought people would laugh at me. But over time with the program and going to the different workshops in Tanna, it gave me a lot of confidence to do public speaking and even right up to doing project proposals. It’s given me lots of skills that I can use in my community.” YWLP Alumni, Tafea

All interviewees either had first-hand experience or had access to case studies that showed positive increases in confidence, skills and knowledge in the young women participating in the program, particularly increases in confidence. This was a recurrent theme throughout all key informant interviews, with many interviewees expressing that in the context of Vanuatu where young women are not encouraged to speak up, there was a clear contrast between the young women they met at the beginning of the program and those same young women at graduation.

“In the Vanuatu context we have our custom, culture and religion that does not encourage girls to speak up and use our voices. I have come to see the importance of what I have to say but also in others. A few participants were really shy due to their custom and culture, and YWLP gave them the tools and knowledge one step at a time to know what to do – for example if they are in a community with hierarchic people like a Chief, what needs to be done and what must not be done. It is sort of like a guide, it helps them to know when to speak and when not to speak and what they can say. So, it is very true that the girls develop their confidence.” YWLP Alumni and current project staff member, Interview, Port Vila

“I was in the second cycle. I did enjoy it a lot – I found it very interesting and very new. At first, I was shy but through the workshops, I came to find my voice and I found that my opinion does matter.” YWLP Alumni, Port Vila

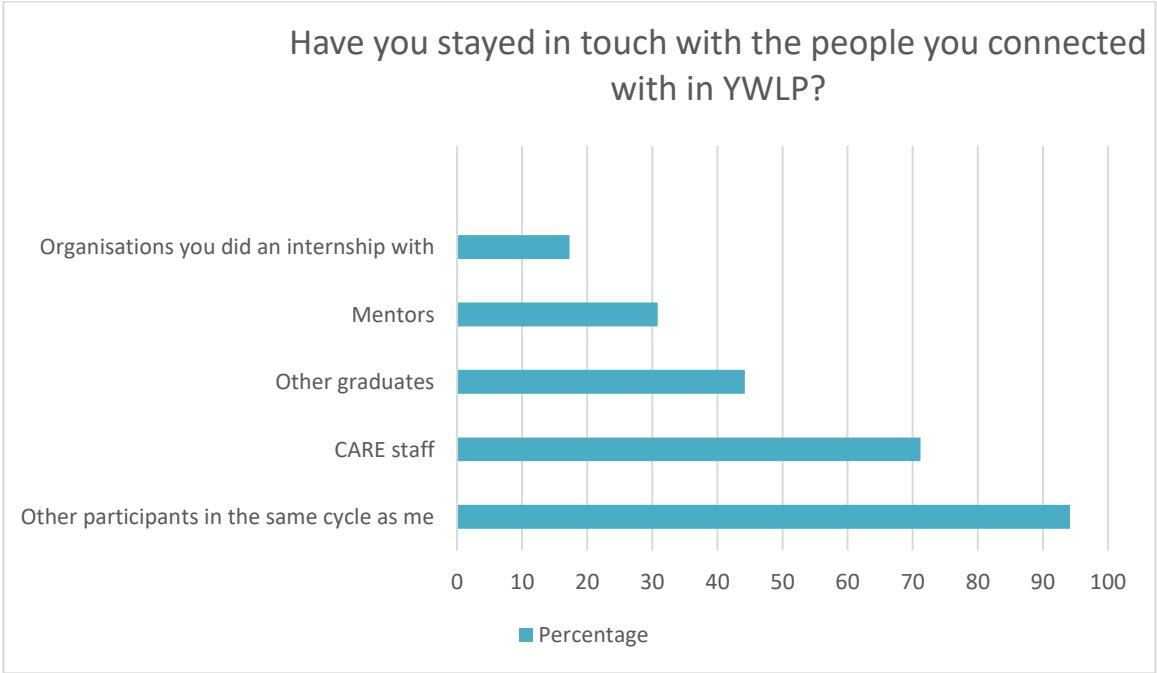
“The outcome for [my wife] personally took on those three dimensions – helped her grow in leadership and confidence, helped her to find employment, and thirdly it’s enabled her to undertake some small business ventures. When we first got together as a couple, I didn’t see these things in her – this came about directly from the program.” Husband of YWLP Graduate, Port Vila

Intermediate Outcome 1.2: Young women leaders have enhanced networks to develop their leadership roles to promote gender equality and ending violence against women and girls

All evaluation participants agreed that the program is a space for young women leaders to enhance their networks, particularly amongst their own cohort.

Tracer Survey

95% of the graduated participants have stayed in touch with young women in their cohort, and 44% have stayed in touch with graduates from other cohorts. CARE staff are also a central component to this network, with 71% saying they have stayed in touch with staff.



This qualitative data was explored further through follow up questions in the survey and in interviews.

“The network of YWLP has meant that as friends we always want to help each other. As a job seeker, some YWLP friends who are working help me a lot when a job opportunity comes up, they will always tell me. The workshop has meant that I have made lots of new friends and we can all grow our network with each other.” YWLP Alumni, Tracer Survey

Interviews

Interviews with alumni members and stakeholders pointed to the importance of the network they created through YWLP, including getting to know a diverse group of women, building solidarity, create safe spaces to come together and to support each other to create change.

“Through the program after meeting different women from different backgrounds and personalities – it’s given me that courage – it’s empowered me to stand out and to understand that we all have differences but if we have the same goals and aims we can work together. Being exposed to different perspectives allowed me to find my own perspective and my own power.” YWLP Alumni, Port Vila

“It also is so important to have this space for young women to share their feelings and emotions – it might not be an intended output of the program – but young women don’t have many safe spaces here and this is very important. Young women find a new support network in the program – a social safety net even – it can help them when they go back to their homes and face challenges – they can continue to be encouraged through their networks.” Stakeholder Interview, Port Vila

“One good thing is the girls learn solidarity. After the program, what I’ve noticed is the groups that were made keep in touch. I still keep in touch with my small group. Some of them are doing little projects together still. Through the program we’ve learned to work together. I’ve seen as young women we don’t do anything unless we have support from men in Vanuatu. But this program allows us to work together without men. We can see that we don’t need a man to get projects up and running. It really gives us a sense that we can do this! They get to do things that normally they only see men do.” Alumni Interview, Port Vila

End of Program Outcome 2: Increased capacity and advocacy for gender equality and EVAWG

To date, a total of 68 people have attended the Gender Seminar Series (the original format for this component) or the current format of Gender Cohort workshops. The current Gender Cohort includes 22 women and 5 men from government and civil society organisations. While there are good outcomes for the graduates of the gender cohort, stakeholders interviewed and outcomes of the data analysis workshop indicated that the delivery of this component requires further thinking.

Intermediate Outcome 2.1: People working in civil society and government organisations have increased capacity to confidently program and advocate to advance gender equality

For the purposes of this evaluation the contribution of the different workshops (gender analysis, gender design, gender integration, gender MEAL and gender advocacy) of the Gender Cohort were not explored in detail. As indicated through interviews with Gender Cohort graduates and in previous donor reports, Gender Cohort graduates have reported an increase in gender technical capacity and peer networks and there is some indication that some graduates have used the skills gained to improve gender integration in their work.

Three current gender cohort members were interviewed as part of this evaluation, two of whom were male and had come from humanitarian and economist backgrounds, and one female disability advocate. All three felt the program had increased their capacity to understand and advocate for gender equality in their workplaces and the work they do, and found the training they attended to be useful and having a positive impact on their practice.

“It’s a very interesting training, there is a lot of information around gender that we can do in our work. Capacity around gender in our team is limited, but after undertaking the training at CARE we learnt a lot. It helps us to understand what gender activity we need to implement and decide what we can do. For example, the training around problem solving using the problem tree. This is one thing I learnt that was good. Also, the power dynamics

within communities, we really need to understand this especially when deciding on the problem.” Gender Cohort Member, Interview

Significantly, another Gender Cohort member described his **participation in the Gender Cohort as important to including gender in national level policy.**

“The delivery of the module was what I expected, to ensure gender equality not just in our programs but in our organisations as well. Me being a male, it has helped me a lot to see things differently when working with women. One of the main things I really liked about the program, was the opportunity to work with partners to influence change. One of the programs I am currently working in is reforming the Employment Act, one of the things that the program helped me do is make important linkages to other partners to ensure recommendations for gender equality are endorsed for reform to happen later this year.” Gender Cohort Member, Interview

While there has been very good feedback from the Gender Cohort, other stakeholders who are not members of the cohort reflected on the shifts required in workplaces to support Gender Cohort members to apply what they have learned. One stakeholder stated *“the challenge is lack of support for gender equality work in their own organisation, going to workshops having great ideas, going back to organisations that have no appetite for it, it’s challenging. How can an organisation like CARE support in that space?” CARE Staff Interview*

Another gender cohort member felt that CARE could work with the organisation over a period of time to help them adjust the tools for their practice *“CARE is doing a good job, it’s a matter of our staff having time with them, that is the way forward. If we can have consistent time over two-three months with CARE to review and apply the tools for our program, that would be really good”. Gender Cohort Member Interview*

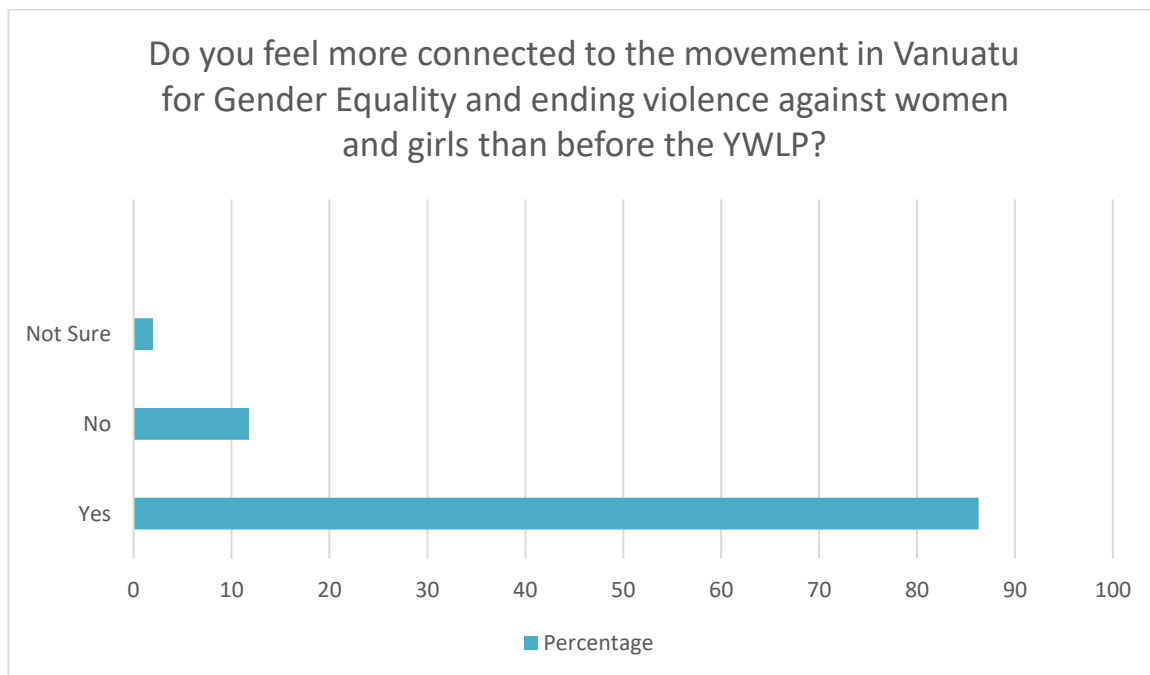
The additional Gender Cohort member interviewed, a disability advocate, was very interested in how the program could be delivered to people in communities by including members of Community Disability Committees in the gender cohort, who would then deliver content to their communities. *“We could invite people with disability also to join the workshop on gender cohort. In my organisation, we have Community Disability Committees or Associations, so we could invite representative from these groups to the workshops to promote inclusion in society and the gender cohort.” Gender Cohort Member Interview*

Intermediate Outcome 2.2. *Gender cohort members and YWLP participants and alumni are supported in joint influencing activities to advance gender equality and end violence against women and girls*

The YWLP participants feel very connected to the gender equality movement in Vanuatu, and there have been multiple opportunities every year for gender cohort members and YWLP participants and alumni to engage in influencing and advocacy activities. Many of these activities have involved reaching millions of people across Vanuatu through social and traditional media with messages advancing gender equality and ending violence against women and girls.

Tracer Survey

86% of YWLP participants and graduates feel more connected to the movement in Vanuatu for Gender Equality and ending violence after being part of YWLP.



When asked a follow up question about what parts of the YWLP helped them to feel more connected to the gender equality movement, some credited the workshop content and what they had learned, and one response in particular was clear about the connections they made with each other and other organisations.

“YWLP has given me the understanding of the different organisations that are part of the gender equality movement so that I can link with other places or people who have the same confidence and beliefs to work together” YWLP Alumni, Tracer Survey

Interviews

Alumni interviewed were clear that their participation in the program had engaged them in the wide movement for gender equality in Vanuatu.

“Now I feel I have a space – I have tapped into my networks and I continue to talk about what I went through in the program to continue to give hope to other young women. I currently work as a gender officer with World Vision in Tanna” YWLP Alumni, Tanna

In addition to the primary data collected through this evaluation, a recent project report (July 2021) details the following advocacy activity Sista Panel Discussion: Romantic Relationships in Vanuatu; Tanna International Women’s Day 2021 March and Community Awareness; “Ol Woman oli Singaot” Sista / Alliance Française exhibition for International Women’s Day 2021; Pre-Triennial event for 14th Triennial Conference of Pacific Women and 7th Meeting of Pacific Ministers; for Women, April 2021; Gender Equality Together Dinner Night: “Kam tugeta. Storian tugeta.” June 2021; Creative content project July 2021; 16 Days of Activism 2020: Respek Hemi Honorabol (Respect is Honourable) campaign; Alumni participation in Vanuatu Youth Parliament; Support for the production of Tuff Tumas: Different Journeys, One People. This same report describes a range of ways alumni are advocating for gender equality, including

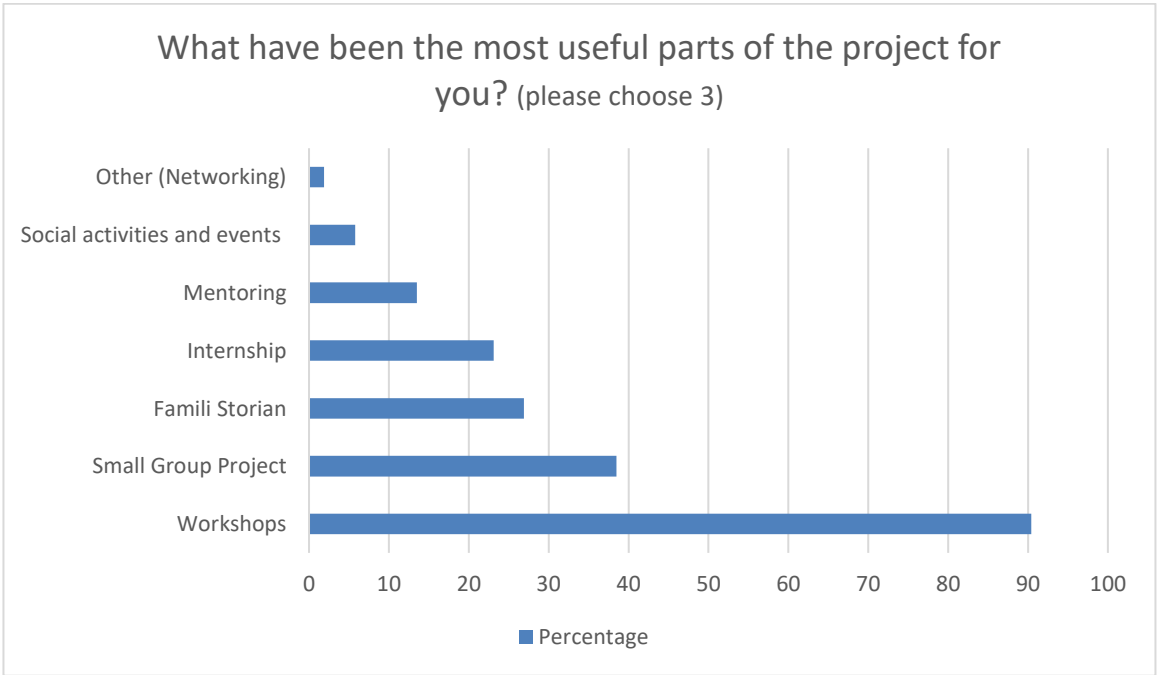
They have roles in Church and community groups, including as a vocal and influential member of a Tafea Community Disaster and Climate Change Committee. They are using facilitation skills, project proposal and public speaking skills to support communities to access small grant funding, better under diverse gender identities and advance the national conversation on gender equality through radio, art and specific advocacy campaigns. They are using their skills to advance national and provincial Government priorities (e.g. Ministry of Health Covid-19 vaccination rollout). CARE project report, July 2021

Further evidence of advocacy activities was documented in project reports and the Mid-Term Review, including a video of women lip synching to Black Sista’s *Mama Pasifika* for International Women’s Day 2019; a campaign launched alongside the Pacific Mini Games to bring awareness to 16 Days of Activism to start conversations around violence against women and girls; 16 Days of Activism Dinner with YWLP participants and alumni with guest speakers from DWA; supported ni-Vanuatu organisations participating in regional feminist and gender equality forums.

Key Evaluation Question 2: To what extent have the different program components been effective in contributing to progress against each End of Program Outcome?

The following outlines how the components of YWLP contributed to both high level outcomes 1 and 2. The Gender Cohort has been discussed above in response to Key Evaluation Question 1.

Outcome 1: Increased collective women’s leadership for gender equality and EAWG

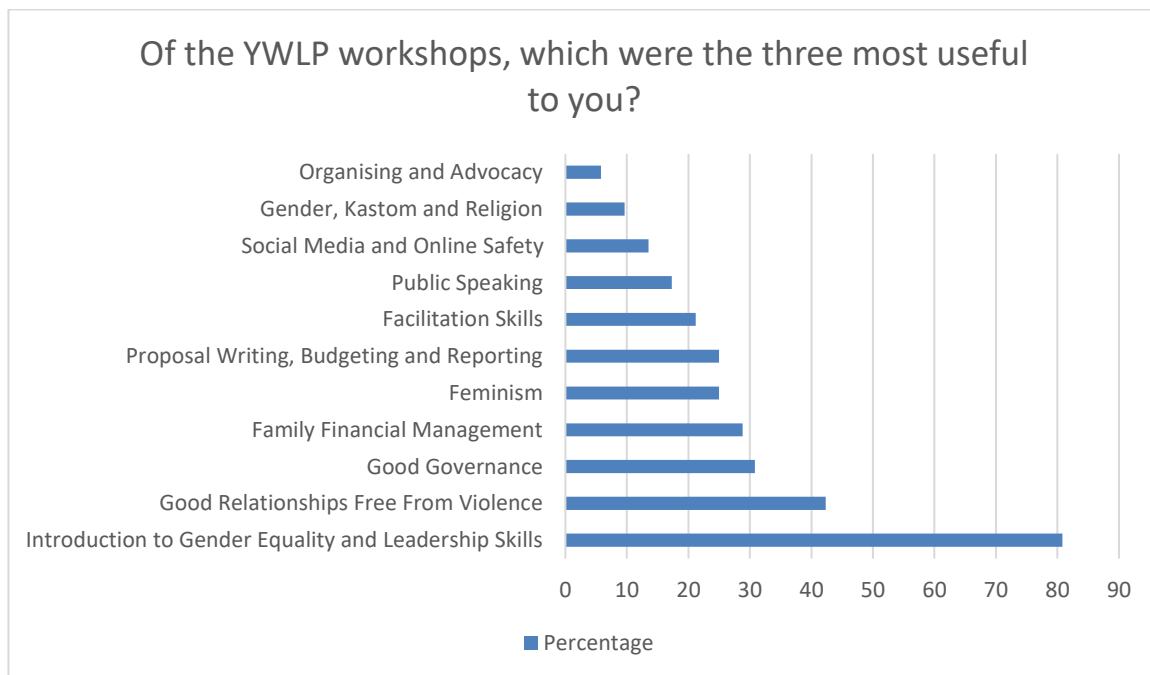


When asked **What have been the most useful aspects of the program for you?** the top three answers were the Workshops, Small Group Projects and Famili Storian. It is noted however that some of the survey respondents were current participants who have not yet undertaken all program components. Further to the survey findings is qualitative evidence through the evaluation participatory workshop and interviews. Each component of the YWLP is discussed in detail below.

YWLP Workshops

Tracer Survey

As above, not all survey respondents have completed all workshops, however the three most useful were Introduction to Gender Equality and Leadership Skills (81%), Good Relationships Free From Violence (42.3%) and Good Governance (30.8%), closely followed by Family Financial Management (28.8). While Gender, Kastom and Religion was included by only 9% of survey respondents, the evaluation workshops held with current and past participants discussed this at some length and found it to be very useful but suggested improvements, as discussed below.



When asked why these workshops were useful, survey respondents felt the content was relevant, new and informative on issues they had not necessarily had an opportunity to explore before.

“In relation to the workshops, they focus on issues that we face daily or are real life issues and give us strategies to target or solve these issues, especially in relation to violence and how to be in a good, healthy relationship” – YWLP Participant, Tracer Survey

“The workshops helped me to understand more deeply the different issues we are facing in our society and to find out more about how to find solutions for these issues and where we can go to get more information or get help or support” – YWLP Alumni, Tracer Survey

Family Financial Management and Good Relationships Free from Violence engaged family members and intimate partners to learn alongside the YWLP participants. There have been very well received and seen as crucial to enabling young women to participate in the program and put their leadership into practice in the home and community.

“My partner has come to understand that he was using violence against me and it’s not right and he wants to change. Our family have come to understand what can happen when there is domestic violence in a relationship and how we can solve these issues. My friends have learnt how we can reduce violence in our homes” YWLP Alumni, Tracer Survey

There were also indications that it is important to ensure that Family Financial Management and Good Relationships Free from Violence are framed as “couples’ workshops”, as those who are not in an intimate relationship or not living with family members were not comfortable to attend on their own – these are workshops that are valuable for all participants.

YWLP Participant and Graduate Evaluation Workshops

Evaluation Workshop participants saw all the YWLP workshop content as valuable, with 100% of participants saying all workshop topics should remain. The only exception was the Gender, Kastom and Religion workshop, which 90% wanted to keep and 10% change (participants from both Port Vila and Tanna suggested change). All of the young women felt this topic was really important and relevant – the workshop style itself could be changed to include a deeper exploration of the issues and linkages between the three themes. This topic was seen as a key issue within communities too, and there was a desire for more support with awareness on these issues with the women’s communities where they can face backlash if they go back and speak about what they are learning the YWLP. Some participants noted that the workshop had included a panel presentation – they pointed to the need for any selected panel participants to have a deep

understanding of gender equality as otherwise the messages given can be confusing and misleading. The participants who wanted change wanted the workshop to be longer and more in-depth as well as provide more clarity around the issues.

Interviews

Some alumni interviewed highlighted the workshops as a strength of the program, while noting the logistical difficulty in enabling all participants to attend amongst competing commitments.

“The workshops are good – they help young women to understand life and also, it’s interesting when they have panel discussions, and they invite people with experience to talk to us about their work. It makes it interesting and inspires us to do advocacy/activist type work. It was good to hear from people who had real on the ground experience of community engagement, and it made people really interested. The workshops were good training though about health, violence, and leadership – really good topics.” YWLP Alumni, Interview

Stakeholders interviewed also supported the workshop component of the program, however the delivery modality and the timing of workshops were flagged by all stakeholders as requiring some more thought. Workshop schedules were set in advance for the year ahead for the current cohort, which is seen to work well. While facilitation overall was seen to be good, there were suggestions from key stakeholders and the program participants that a more contemporary, creative facilitation style suited to young women would keep participants engaged over the duration of the program.

“If we just do Powerpoint, it really makes people bored. We are working with young people – we need to use media because it’s part of their world. These are young girls who are always on social media – we need to use the things that they are into! And I can see in this cycle there are much younger girls than in my cycle – so it’s even more important!” YWLP Alumni and current project staff, Interview

There was a sense from some stakeholders that while a lot of time and energy was going into the logistics of organising the workshops and following up with participants to attend, facilitation required more support.

“Workshops need more than just the facilitator – they need a team of support people. [Facilitation] needs to be high energy and should have a team of facilitators that can tag-in and tag-out...the alumni could be perfect for this but have not really engaged and come to meetings as a cohort”. Stakeholder interview.

Small Group Projects

Tracer Survey

38% found small group programs most useful, with respondents saying that this was a good way to put into practice what they had learned in workshops. While not all survey respondents have done their small group project – qualitative evidence from alumni shows strong support for this program component.

“Small group projects helped me to think big and to practice teamwork with my group. Everyone shared ideas and we all came to an agreement. It helped me to learn how to do program proposals and gain funding if I want to do a program and how to create good relationships with other organisations or people”. – YWLP Alumni, Tracer Survey

“The small group project helped me to know that one day I can run some workshops and to see how I can put things in order and present them publicly.” YWLP Alumni, Tracer Survey

“The small group projects are really good because it enabled me to put what I had learned into practice as well as to gain confidence. To add, the small group projects are also a way to give back to the community what I learned and to grow knowledge and understanding that will help everyone” YWLP Alumni, Tracer Survey

“The small group projects boosted my confidence so that I can stand up in front of an audience with mixed ages and to learn how to speak out. Before I presented the small group project, I didn’t think I could do it. But when I did present, I felt I wasn’t frightened anymore. I could do it.” YWLP Alumni, Tracer Survey

“The projects are very important because we actually make a change and put what we have learned into practice. The group project teaches us what skills we need to request funds, prepare and submit budgets, handle money and enact programs. We learn the technicalities and processes that can help us make changes in our communities. We don’t have money so we need to understand how to seek funds/aid. These two are so important in relation to knowledge and achieving change”. YWLP Alumni, Tracer Survey

YWLP Participant and Graduate Evaluation Workshops

Workshop participants all felt this was a valuable part of the program that should remain.

“It’s good because it can be hard to fully participate in the bigger group. In small groups it can be easier to share ideas. Our small group still catches up and keeps in contact” YWLP Alumni, Tanna

“The projects bring out the individual talent and skills that each girl has, which doesn’t always happen in the bigger group. And we can put the workshop topics into practice – apply our skills in real life” YWLP Alumni, Port Vila

Interviews

Alumni were asked what worked well in the project in their opinion, with no prompting for different components. Small group projects were raised by four of the alumni as a part of the program that works well for them.

“I would say the small group projects worked well – it enabled us to apply what we learned from the workshop and to get firsthand experience. We got to manage something by ourselves and see how it would work in reality.” YWLP Alumni, Port Vila

“The small group projects we did were good too. It was good to work in small groups and to be a bit independent – we didn’t have to depend on CARE to do everything. But even us young women could work together to help other women who didn’t have a chance to be a part of the program. We worked together to share what we learnt with other women. During the program – in my small group – we looked at family planning. I found this interesting. I have three boys – 6, 4 and 2. I learnt family planning a little in school but didn’t really understand the reality. But in the YWLP in the small group project, going and talking about family planning in the community helped me to really understand it. Now I take family planning and I can see it’s easy to plan my family well and it makes my life easier too. When I didn’t know about it, I had children close together and it was really hard. But now, with family planning it’s much easier. ” YWLP Alumni, Tanna

Famili Storian

Tracer Survey

27% of survey respondents found Famili Storian useful. Originally this component was introduced as a way to ensure young women were supported by intimate partners and family to participate in the program and reduce risk of harm due to their participation. However, there are clearly outcomes for both the young women and the intimate partners and family members who participate as described below, and in the Impact section.

“In relation to Family Storian, I liked it because it made my family aware about what I was doing and I was glad to see that my family learned a lot after the week of Famili Storian – especially around how to manage money in the home and how to share work fairly between family members.” YWLP Participant, Tracer Survey

“When I applied for YWLP my family didn’t know about it but after Famili Storian they could see that the program is to help end violence against women and to help women to have a voice and raise their voices in our country.” YWLP Participant, Tracer Survey

The qualitative data below however indicates that Famili Storian as a critical aspect of the program.

YWLP Participant and Graduate Evaluation Workshops

Workshop participants saw Famili Storian as vital in terms of providing information to participants' families about what they were learning and breaking down barriers to participation. Some participants who had experienced a negative reaction from their families when they first started the program found that their family members were much more supportive following the Famili Storian. There is some attention required however to this component of the program – it is most effective when it happens right up front, as an induction to the program for young women and their intimate partner and/or family members/supportive people in their lives.

Interviews

Key informants also saw this as very important, with many citing examples of positive engagement of family members following the Famili Storian workshop. Family members themselves also spoke to how much they valued being included.

“My father-in-law attended [Famili Storian] on behalf of my partner who wasn't here at the time. He could see the changes in me when I started in the program. He noticed I was taking responsibility in Church to talk and to take up leadership roles with groups of women/ youth groups. I never used to talk – I used to just observe in Church – but after that he could see that I was starting to speak out. The second thing he noticed was that I was communicating in a much more assertive way. Before in my home, when I wasn't happy I wouldn't say anything – I would just keep my feelings to myself. But after the program I started to say when I wasn't happy with something and I started to make some decisions in my home and I started to advocate about violence against women. These are things my father-in-law noticed and shared in Famili Storian” YWLP Alumni, Tanna

“One participant from Tanna told us her father was a strong religious person, at the beginning he was not really happy for her to attend, but through Famili Storian and small group project he has come to understand that the program helps girls to develop their skills and empowers them in their leadership journey. It was a really emotional time to see these girls' impacts from the program, it shows their courage and confidence when you see them up there talking. I was so impressed with them” - Alumni and current staff member, Port Vila

“Thinking back to what I did in Famili Storian – I thought that was a good workshop – the parents were able to give our thoughts to the facilitators and engage in and understand what the girls are learning.” Father of YWLP participant, Port Vila.

“I came to one or two workshops – my daughter made sure I came with her. We talked about issues around women in leadership and barriers women face. We discussed a lot and I really enjoyed it. I thought it was good they included parents because we got a much better idea of what our children are doing and that we are able to actually become much more supportive when we start to understand in more depth what they are doing.” Father of YWLP participant, Port Vila

Mentoring

Tracer Survey

Evaluation participants saw the mentoring program in quite different ways, suggesting this component is very dependent on the individuals involved and the time they had available. **13% of survey respondents rated mentors** as among the most useful parts of the program, however this is skewed by over half of the respondents not having completed this component of the program yet.

“The mentoring helped me because there was someone who could guide me towards achieving my goals.” YWLP Alumni, Tracer Survey

“Mentoring helped me a lot because my mentor was very supportive – she was approachable and I found it easy to ask for her advice and she helped me a lot. I'm proud that I had her as a mentor.” YWLP Alumni, Tracer Survey

"I really liked my mentor. She was very friendly and we had a similar background – she gave good advice that helped me start up a business. Because of my mentor, today I weave plastic twisty packets and biscuit packets into purses and sell them." YWLP Alumni, Tracer Survey

"Mentoring helped me to think about how to mentor or empower other women and girls to see their own potential." YWLP Alumni, Tracer Survey

YWLP Participant and Graduate Evaluation Workshops

50% of workshop participants wanted to keep mentoring, while 50% wanted to see the arrangements for mentoring change in future programs. Only some girls had lasting relationships with their mentor through the whole program. The majority of participants said they had only met their mentor once or twice, while a few girls said they had not met their mentor at all. For those who had been able to work with their mentors, it was seen to be an extremely rewarding relationship. The more experienced mentors were able to help the younger women talk through their goals and the steps they wanted to take to achieve them. Many mentors provided assistance with job applications too. One participant noted that it felt unequal between participants who did have mentors and those who weren't able to meet them. *"I didn't have the chance to meet my mentor. I found I struggled compared to the other women whose mentors provided guidance and support."* On the other hand, participants who had mentors found it valuable: *"I had an excellent mentor. We met almost weekly. My mentor helped me a lot and I was able to get guidance and support in applying for the internships and other jobs too".*

Interviews

Alumni interviewed felt the mentoring component was powerful for them.

"The program with the mentors – that has been really helpful – I know some of the girls didn't have a chance to meet up with the mentors but with mine it was great – I got to have someone who pushed me out of my comfort zone. She played a big role in challenging me and building up my confidence." YWLP Alumni, Port Vila

Mentors discussed ideas to support the mentor cohort, including providing funds to assist them to participate in the program and the opportunity to participate in a space where they can build support and learning with each other.

"The opportunity for us to come in an open space and look at how mentors can improve and support each other to share challenges and look at areas we can improve on. I understand the program is for young women, but for mentors there is capacity building for us to improve. [We can reflect on] what can we improve on, how can we have a learning together, who has a skill that could be shared with the rest of the mentors. We can take an opportunity as mentors to share experience – for example, if I mentor a girl who wants to do finance, I don't have those skills, but I could reach out to another mentor and say "do you have experience and resources and tools you can share?" Mentor Interview

Mentors also wanted a better long view of the program, to understand the impacts they have made over time not only for the girls they have mentored, but the impacts of the mentoring program towards the program's outcomes.

"Giving opportunity for mentors to actually see the progress each of these young girls after the last 12 months of mentoring. It would be great to see where those young girls are, regardless that we have contact with them it would be great for CARE to give a progress report on what the girls are doing – did they get a job, start a business, help us understand did we help them to achieve their goals, are they on track? It would be good to know the help we have given them has been beneficial – not only our own mentees but also to the overall program" Mentor Interview

Civil society and government stakeholders interviewed indicated the mentoring component requires further thinking.

There was acknowledgement that the mentoring component was a great idea, and one that is quite new to Vanuatu. However, it was difficult for both mentors and mentees to find the time to meet. In addition, stakeholders felt that it was not clear what role the mentor would play in terms of professional mentoring and helping to find a job; and personal

mentoring and counselling. CARE staff spent a lot of time facilitating mentoring relationships, but ultimately felt frustrated when there were assurances of meetings from both mentors and mentees but often one or the other did not show up.

“Only attending one of the mentoring workshops, I did have a question whether it is well articulated how the mentor relationship works and how often that is checked in on by CARE over 12 months – that process could be explored a bit...it is so new in Vanuatu. Mentors need to be supported and kept motivated. I imagine these young women come from different backgrounds, almost a counselling background is needed. Making time for this is challenging. The EOI is very simple and there needs to be some criteria, expectations, matching.” Stakeholder Interview

However, the three mentors interviewed were able to share very positive experiences and insights into how powerful the mentorship component is, with one in particular talking to the co-mentoring aspect of the relationship.

“The way she was talking about struggling both back at home with her parents, in her relationships, in her work, it put me in a place when I thought about myself at the time. I felt at the time that was me, that was mini-me, I just looked at her and thought “this is what I have gone through”. I tried to help her in the way that came from “this is me 10 years down the track, these are the same challenges I faced at work, at home and this is how I faced those challenges.” She shared with me the processes she puts in place. Instead of me supporting her and telling her my advice, I shared my challenges and asked her “What do you think?” She inspired me as well. We put the ideas on the table, keep the conversation open, I am your mentor, you are my mentee but at the same time you are a young woman with skills and ideas to share and I know that will inspire and help me.” Mentor Interview

The mentor in Tafea felt the program was particularly important, as women in leadership are less visible in communities.

“I don’t want this program to end. It needs to continue because it helps young women so much. It teaches them about protecting themselves, about managing finances – that they can be leaders in their communities. It helps us to see the importance of equality. Before, we didn’t really understand this, but now we are realizing how important it is.” Mentor Interview

Internships

All evaluation participants saw internships as a valuable component of the program. Many participants found an opportunity for ongoing employment after their internship was completed – even if not at the same organisation or company where interning, the experience was valuable in helping them to secure a similar role elsewhere.

Tracer Survey

23% of survey respondents found the internships useful, with those that found it useful citing internships as helping them to gain employment.

“The internships helped me a lot in building my confidence and allowed me to experience working life for the first time which opened up doors for me to find other employment.” YWLP Alumni, Tracer Survey

“With the internship – I have never been involve in this kind of learning opportunity before. When I was part of the internship I was so happy because it can help me to get experience that will help me gain further employment.” YWLP Alumni, Tracer Survey

“The internship was my first time to be in a workplace and see how some workplaces area. I was able to demonstrate my skills and what I had learned in the workshops and to practice these in the workplace and also at home.” YWLP Alumni, Tracer Survey

YWLP Participant and Graduate Evaluation Workshops

While not all evaluation workshop participants had the opportunity to do internships, 100% of participants wanted to keep this aspect of the program. The internships were viewed as a unique and empowering opportunity to gain work

experience, particularly for women who had no prior work experience. The internships were also valuable in terms of providing a reference that could be used to gain paid employment. Some women were also able to find employment with the same organization that they did the internship with.

“I got the opportunity to do an internship. I was scared at first but I learnt so many skills and I was able to learn from working with experienced people. I also got a reference that has helped me with job applications”. YWLP Alumni, Tanna

“It was my first time ever working in an office environment. It was a really good experience and I got to learn so much about how to operate in a work environment” YWLP Alumni, Port Vila

Interviews

The internship component has been instrumental to the youth-led nature of the YWLP, with program participant internships leading to permanent roles with CARE and Sista to now deliver the program, discussed further below in KE 2.2. as a factor leading to achievement of program outcomes.

The link between the mentoring and internship components is also seen to be working well for some – not all internships come from mentors, but where this is working over consecutive cohorts, there is value in linking alumni from different cohorts in the same workplace.

“The Internships component is really, really good. Having the experience to work, we encourage them to do their best, this is the first impression and opportunity to find a job somewhere. 85-90% get a job, even if it’s not the job they did the internship with, another company sees the work they have done and hires them” Staff Interview

“Some of the girls from the previous cycle may be on the same career path, so when I meet up with the new mentee I introduce them to one or two others who are alumni and they connect. They have been through the program, they know the challenges they face. One is doing an attachment to a previous alumni, so she feels more comfortable with her. This is a kind of alumni mentoring outside of the official program, seeing them work in a relaxed atmosphere, they work for an organisation that I am a board member. The alumni is the Finance Officer, the mentee I had wanted to work in finance so I reached out to them to see if she could do her placement there. They met and really connected.” Mentor Interview

KEQ 2.1 What are the unintended impacts (both positive and negative)?

Ripple effects

There is evidence that friends, female family members, and other girls and young women in communities are having benefits from the “ripple effects” of young women sharing their confidence, skills and knowledge in informal ways when they return from the program.

“After the program I went back to the village and was teaching. I wasn’t part of the [formal] alumni, but that didn’t stop me from using what the program has equipped me with to continue to spread ripples in my community.” YWLP Alumni, Tracer Survey

“My circle of friends has seen how I’ve changed in my communication and behaviour towards them – and they’re changing slowly too.” YWLP Participant, Tracer Survey

“I also like the way the changes in my daughter can have impacts wider than just her – it can influence me, it can influence her sisters and her brother, it can impact my grandchildren too.” Father of YWLP Participant, Port Vila

There are indications from qualitative data in this evaluation that these ripple effects are being felt quite widely, but not formally captured in the existing MEAL Framework.

Building young women's confidence is sometimes in tension with their context

A recurrent finding through the history of the project is that supporting young women leaders to build their confidence and capabilities to take up leadership roles requires the support of family members, intimate partners, community leaders and other women in leadership roles. Stakeholders and mentors interviewed raised the negative effects for some young women in having increased confidence and newfound voice as a result of the program, where this is not supported when they return to their families and homes.

As discussed above Family Storian, Gender, Kustom and Religion, Good Relationships Free from Violence, and Family Financial Management are components of the program that play a very specific role in engaging others to support the young women in the program. The inclusion of these workshops has been part of adaptive responses as the program was refined with each cohort. This has seen good results for changes at the household level, with intimate partners, male family members and parents reporting change in their attitudes and behaviours towards gender equality, as discussed below in the Impact section.

However, the social norms and expectations of how women should behave are deeply rooted. A father of a participant in the YWLP expressed his thoughts on influencing others with kindness - **while not explicitly addressing this tension, it is an interesting indication of the expectation that women should continue to behave in ways considered acceptable by prevalent social norms, rather than speaking out.**

"I think there needs to be more discussion around the difficulty in changing people and sometimes we can think we can change people through talking/awareness – this might play a part but it's a small thing. I think it's more about how we influence men to change their views about women. How we influence people is in our approach/how we relate to them – it's more important than what we say sometimes. For example – my wife – she influenced me by loving me and I had no choice but to love her back – you do it in a way where you treat her well and you help her with the home and responsibilities. I don't mean in a physical sense – but that she was considerate – she didn't ram things down my throat but she showed me she cared for me and loved me. And this cut off any negativity in our relationship. The YWLP is a good program but how we actually influence people that's really important. Because that's how you can cause a change. It's like at school – we don't help kids if we tell them they are failures or they are stupid – but we help them by getting close to them and supporting them." Father of YWLP Participant, Port Vila.

2.2 What are the major factors influencing achievement or non-achievement of program outcomes?

Key factors leading to achievement of outcomes include:

- **The program is implemented by young women alumni**

A key factor to the program's achievement is the engagement of alumni to lead and implement project activity as part of the CARE and Sista teams. Space has been deliberately created to ensure those that have experienced the program are now part of creating adaptive change based on their own and their fellow participants' experiences.

"Something so exciting about this project, it is run and continues to be implemented by young women that have been through it. A number of project staff are all graduates of the project and are incredibly passionate about it. It seems to have ignited passion and skills that they are using and are passing that on to other young women, and they are using their voice." CARE staff interview

- **Creating a new space for young women to grow their confidence**

All evaluation participants commented on the changes in confidence that the program fosters in young women. The YWLP is seen as a unique space for young women to come together and focus on their individual and collective power. This is seen to be particularly important in light of the prevalent social norms that encourage girls and young women to not speak up or assert themselves.

“Every year you see the participants go through a really remarkable journey. At launch, a group of young women who are products of their environments, for example won’t look you in the eye, the majority can be characterised as very shy and self-conscious, by the end enter proudly into a room of people they don’t know and speak proudly about being a feminist. And then you can see what they go on to do, and they feed back year after year how the program contributed to what they do afterwards. As a general reflection there is a lot to be proud of.” CARE Staff Interview

- **Partnership with Sista**

Engaging in partnership with Sista to co-deliver content and engage young women in contemporary facilitation styles and discussions is seen to be key to achieving outcomes in the YWLP. In addition, as a local feminist organization, partnership with Sista is a step closer to CARE’s aspirations for the program to be locally owned and led by young women.

“Sista is quite a progressive voice, [it] knows the cultural boundaries and tries to work within those while being progressive, there is a dynamic nature of the women involved. Sista has grown in strength as an organisation in the past three years.” Stakeholder Interview

- **Intergenerational engagement in the gender equality movement in Vanuatu**

The engagement and relationships between the different generations of women in the GET program was mentioned by a number of stakeholders as a key factor in the program’s success. The intention to learn from and honour the women who have fought for independence, while bringing in the new energy of young women to the movement is something the program is seen to do well, and again, is a unique space in Vanutu.

“The program provides a link, a middle ground where older women are appreciating there are younger women who will weave through with what the older women have been struggling with for many years. The older women have been able to let the baggage go, [and then there is] the beautiful, amazing middle generation – at one of the mentoring workshops this was really obvious. The lively, feisty energy, the younger generation’s agendas for moving gender equality forward.” Stakeholder Interview

All program outcomes are being achieved, however factors that could strengthen outcomes include:

- **A strengthened alumni program**

Many evaluation participants were clear the alumni program could be strengthened to achieve GET outcomes and embed sustainability and ownership of the program in communities. Building an independently sustained alumni program however takes time and dedicated resources. Along with CARE’s commitment to localization, there is a desire for the alumni program to be driven and sustained by alumni with support from CARE less required over time. Of interest however were local CARE Staff’s inputs to this conversation, as program graduates as well as program implementers they had very specific ideas about how this aspect can be strengthened.

“My idea was to take all these important topics [from the workshops], for alumni to carry on down to community levels and make sure this information reaches more people. We might be changing a certain level, but what about my Chief, what about my community? At the end of the day, I will go back in my shell of my custom, because their minds are not changed. But if I start to make awareness in my community, when they [young women] come in and out of the community, they are coming back into a changed community” Alumni/staff member

“For me, I feel that now this is the fourth cycle, we develop a lot of young women and also the alumni – how about building more on those that already have the knowledge, the leadership skills, how do we work more with them to further advance the gender equality in Vanuatu. That’s my vision, what I would like to see” Alumni/staff member

- **Strengthened Inclusion**

While GET has made very deliberate efforts to engage with VSPD and VPride and ensure inclusion within both the YWLP and the Gender Cohort, there was clear feedback from both partners that inclusion could be strengthened. The nature of each of these organisations is to advocate for inclusion in all spheres, so it is expected and welcomed that they are advocating for greater inclusion of young women in the YWLP. Both VSPD and VPride suggested ways to enhance the experience of participants with disability and members of diverse SOGIESC community, while acknowledging societal social norms in Vanuatu as a barrier to inclusion.

“I want to see more inclusion of VPRIDE in decision making processes. I don’t see our trans alumni being as engaged in events/planning as other women and girls. Yes, we have trans women do the program itself –but it’s not as inclusive as I would like it to be...It would be good to link the women alumni in with regional and international forums/groups to build the advocacy movement regionally and globally and also to build capacity here. It would also help expose the women to ideas outside of the constraints of Vanuatu society.” Stakeholder Interview

“We always encourage the twin track approach – the specific initiatives focus on girls with disability, most of partners focus on mainstreaming, but how are we specifically supporting. In turn, it makes your inclusion in your mainstream program more effective because we have spent the time with them. We can give girls information [before the program] and then makes it easier to participate.” Stakeholder Interview

In addition, one partner touched on the importance of growing understanding of mental health and holistically addressing inclusion in the program

“I think there’s a lack of understanding of mental health and mental health services – there is a need to support this more and perhaps this could be something that the program can look at into the future for participants who have needs like this. There is a need to consider more holistically what the women need – yes, it’s workshops and training – but they need other support and they need to feel they are part of a network that will build them up.” Stakeholder Interview

IMPACT

Key Evaluation Question 3: What impacts is the program having in relation to CARE’s Gender Equality Framework

The CARE Gender Equality Framework describes change in formal and informal spheres related to three key domains of change:

- Build Agency – building confidence, self-esteem and aspirations (non-formal sphere) and knowledge, skills and capabilities (formal sphere)
- Change Relations – the power relations through which people live their lives through intimate relations and social networks (non-formal sphere) and group membership and activism, and citizen and market negotiations (formal sphere)
- Transform Structures – discriminatory social norms, customs, values and exclusionary practices (non-formal sphere) and laws, policies, procedures and services (formal sphere)

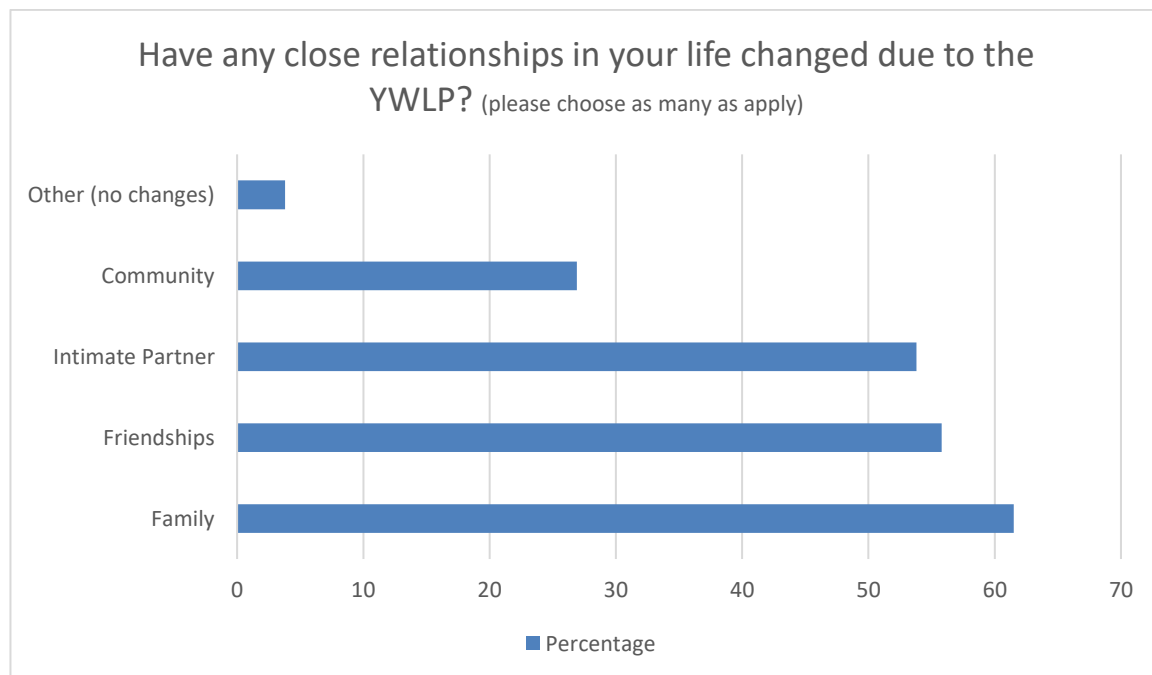
Primary and secondary data in this evaluation provided evidence that the program is having impacts in the both the informal and formal sphere in the Build Agency domain, and in the informal spheres of the Change Relations and Transform Structures domains. This means that change is happening at the individual, household and community level, largely attributed to the YWLP program.

Build Agency

As described in KEQ 1 and 2 above, there is strong evidence from multiple sources that the program is building agency in the young women participating in the YWLP.

Change Relations

The YWLP program is having impacts in the informal sphere - the power relations through which people live their lives through intimate relations and social networks. 61% of tracer survey respondents said their family relationships had changed after YWLP, 55% said their relationships with their friends had changed, and 54% said their relationship with their intimate partner had changed.



Survey participants were asked give examples of changes in their relationships. For many, the changes in the way they are treated by their family and partners were impactful.

“Through the skills and training I shared with my partner, he changed some of his ideas around gender roles and equality in our household. My family learned a lot about managing a business and helping it grow” YWLP Alumni, Tracer Survey

“I’ve seen change happening between me and my parents, partner, friends and community. For example, now there is respect between me and these people which means that I have trust and they understand me better. They have become more supportive in relation to the decisions I am making and they are providing a safe space for me” YWLP Alumni, Tracer Survey

In addition, a number of alumni interviewed shared stories of powerful changes at the household and community level, particularly the Tanna and Tafea alumni.

“In my family – before the program, in Tanna especially my parents in law and my husband’s family – have that view that women should do everything. But after the program, I was able to talk to him about this and tell him that we should share household chores more. I can see our relationship has become easier – we have less arguments now. In the community too – women don’t have the right to talk in public – but after the workshop I found out that women do have the right to talk and share our ideas and express ourselves. Now, we have made small changes in the community and women do participate more. What I’ve learned is very important – it’s changed the way I live.” YWLP Alumni, Tanna

“Before YWLP, I was like a slave at home – when my family (husband’s family) told me to do something I would just do it. But now, after the program, if my husband or his family make a decision, I can tell them if I disagree with it or not. My husband and I share ideas more. He says I’ve changed a lot – he says I’m sharing what I think a lot more. I tell him that we all have rights to express ourselves and he can see that the YWLP has taught me a lot. In custom here, women have to do everything at home. But now after the YWLP I tell [husband] and we look through the materials – I can see he has become more open minded. Before we used to argue so much because we didn’t have gender equality in our relationship. But now we share responsibilities and respect each other’s decisions, we don’t have any violence in our home.” YWLP Alumni, Tanna

“When they asked our family members to come – I brought my two brothers. We came to Tanna. In my home – I am a single mother of two children – it’s hard to find a partner. There is a lot of violence in my home because my older brother is a harsh man. He doesn’t let me have a boyfriend and treats me badly in many ways. I took him to the workshop and when we came back his behavior has changed. He doesn’t hit his wife anymore. He doesn’t threaten me or treat me badly anymore. He doesn’t use violence as much as before – he’s not like he was before. When it comes to work in the house – in Tanna we believe it’s all women’s work in the house – I don’t hear my brother say it’s women’s work anymore – he has started to help his wife a lot more. It has been a very big change.” YWLP Alumni, Tafea

Family members are recognising young women as leaders in new ways and supporting them to take on leadership roles in families and communities.

“In terms of the relationship with our extended family – it’s really grown – to a point where she was appointed as a leader of our family in Vila. At first it was only men who get appointed to these roles. But in the past two years, our big brothers and uncles appointed her to become a leader. I think people look up to her now in a way that they didn’t before. When people see her confidence and capability, it builds trust. In our community and culture – it is men who take charge to talk about matters such as marriage and deaths, but since she’s been appointed as a leader, she’s been the one dealing with these things – she coordinates so much in the community.” Husband of YWLP Graduate, Port Vila

“After she attended the workshops, in our household – if I do something wrong she tells me whereas before the program she would keep it to herself and I wouldn’t know why she was angry or upset. It’s helped our relationship a lot. She’s helped me to change my behavior. Before the program, my wife used to stay at home a lot but now I can see she is more involved with other women in the community. She’s a youth leader in the Church. She’s trying to start a savings group with other women – I think that’s all due to her involvement in the program.” Husband of YWLP Alumni, Tanna

“I can see her stand up to her older siblings. I can see she is more able to take her place in the community too. She feels more confident in decision making. I think also my daughter being more vocal has helped me too – she has helped me to see that I need to step back and let my children make their own decisions.” Father of YWLP Participant, Port Vila

“I can see that life is getting harder and I am worried about how the younger generation will cope with the challenges ahead – but programs like this help young people and help Chiefs to build stronger communities. She talks to me and her mum about the decisions she wants to make. She even helps me and my wife with our disagreements.” Father of YWLP Alumni Tanna

The program is having impacts in the informal sphere - discriminatory social norms, customs, values and exclusionary practices. Changes are occurring in families and immediate communities of young women participating in the program, particularly in Tanna and Tafea where young women are reporting more support and visibility.

There were some examples of changes in community attitudes and behaviours, including specific changes and reduction in stigma for LGBTQIA+ participants.

“As an LGBT person in the community – we get a lot of discrimination in the community. After this program and doing a lot of workshops and speaking more in public confidently, I feel like I have more respect in my community. If there are meetings in my community or they are setting up a committee in my community, I will get approached to be in the committee. I think after being part of this program I have gained much more respect and acceptance in my community.” YWLP Alumni, Interview

As discussed above, the program is having impacts at the household level, which is foundational to formal structural change including engagement in local governance structures and in the work places and that changes in relationships and structures are mutually reinforcing.

“What we are finding is the changes in women’s lives are at the household level. Roles and responsibilities in the household. Small scale stuff is happening and is incredibly powerful and important, it is the foundation of all the gender equality work – we can have female women in parliament but they are still doing the dishes at home. There is more space in Tafea [than in Port Vila] for women to be involved in local governance structures, they are a resource in their community and have networks to broader women’s groups – they are given space in ways that don’t exist in Vila.” CARE staff Interview

“Everyone has their own call, there are some that are into advocacy, that is one thing that can be powerful to make gender equality in Vanuatu. We need the young women with the skills, my vision is for young women to speak out more so men can see what needs to change. Before, you hardly see women in leadership roles in government and NGOs – now they are the managers. Some sectors you can see women slowly in higher senior roles, my vision is to see more on that. When you talk about gender equality in Vanuatu, I can see especially where I live, men they kind of understand but they can’t accept the change. You can see from their facial expression that they are not agreeing. If I see it in my family, maybe it’s the same for others. My vision is that everyone knows about gender equality and that young women are the leaders in the future to come”. Alumni and staff current staff member

“This country needs this kind of program – Vanuatu is developing but patriarchy is holding us back. Lifting up women will help development. We need greater participation of women in the workforce and in leadership at all levels”. Government Stakeholder Interview

3.1 What is the potential to align to CARE's Gender Equality Framework?

There is great potential to align the program’s Theory of Change and MEAL framework more explicitly to CARE’s Gender Equality Framework, and to frame long term impacts in line with changes in line with each domain. The program is seeing some change in formal spaces, especially through the gender cohort. Some evaluation participants are looking to explore a greater focus on economic empowerment and policy advocacy in local governance structures, to understand if the program would be creating measurable impacts over time in these spaces.

“We also want to see young women being part of decision making at all levels of society. It’s beyond having policies – it’s how we integrate this sort of thing into our activities at the end of the day – CARE allows advocacy to happen, but other institutions have to come in to involve young women in what they do after they have been part of trainings like this. We all have to see the importance and value of young women. It’s about how Government, Church and Chiefs integrate young women into our governance systems and networks.” Government Stakeholder Interview

RELEVANCE and COHERANCE

Key Evaluation Question 4. How relevant is the program to the needs of participants?

All evaluation participants agree that the YWLP is relevant to the needs of participants, and is unique in that it is the only program in Vanuatu focused on young women's leadership. While there are other programs that have a focus on gender equality and women's leadership, this program is seen to be playing an important role in building the next generation of women leaders in Vanuatu. "[YWLP is] *building network of young women to come together to make a movement for themselves and future generations to come.*" CARE staff

The YWLP program was designed through an initial scoping study that led to the development of the 12-month pilot with the first cohort. An adaptive management approach based on learning from each cohort was adopted from the beginning of the program, with graduates from the first cohort taking on internships and subsequent roles on the program implementation team. The program has responded to the different requirements of participants in Tafea by delivering locally to participants instead of bringing them to Port Vila for workshops. In addition, there is continual adaptation of workshops content and delivery based on participant needs. For example, the latest iteration saw a core group of workshops delivered to all participants, with others offered as electives in line with participants time, interest and ability to participate.

In addition to the focus on leadership, the program is relevant to the needs of young women in their homes and communities, teaching decision making skills, respectful relationships and how to address gender-based violence alongside other components of formal and informal leadership. "*In relation to the workshops, they focus on issues that we face daily or are real life issues and give us strategies to target or solve these issues, especially in relation to violence and how to be in a good, healthy relationship*"

The Gender Cohort is also seen to be relevant to the needs of professionals in Vanuatu looking to increase their knowledge, skills and application of gender equality in their workplaces and in their programming and advocacy. This component has taken an adaptive from the design where it was framed as a pilot responding to the problem identified that across civil society there was a gap in technical experience. From the original iteration as the Gender Seminar Series, this component was recognised as requiring an ongoing series of learning opportunities as opposed to a one-off training. While the Gender Seminar Series was seen to be quite successful, it has continuously adapted over time to deliver to a more targeted audience and increase buy in from organisations.

"In the beginning was a panel discussion/dialogue/peer learning – the early iterations of gender seminar series were successful, but not targeting the people who needed to be involved to address the gap. It became more purposely targeted to ni-Vanuatu staff in organisations, but it was hard to get buy-in to panel discussions, and workloads were too busy to come to more than one session. The Gender Cohort was the next version (adaption of CARE gender cohort) almost an accreditation, materials were modified and simplified and adapted for context. This was a step forward, but also required a lot of time from people that were really busy. The most recent version was again more targeted (employers nominated staff, so they were aware of the program and supported it)."
CARE Staff interview

Key Evaluation Question 5. How coherent is the program with strategies, policies and programs in Vanuatu?

5.1 How does the program fit with other gender equality programs and policies in Vanuatu?

5.2 How does the program contribute to CARE Vanuatu's strategy?

The GET Program is well aligned to national policy including the Vanuatu 2030: National Sustainable Development Plan for the period 2016 to 2030, and National Gender Equality Policy 2020-2030.

The Gender Equality Together program most clearly contributes to the following Strategic Areas of the National Gender Equality Policy:

- Strategic Area 1: Eliminating discrimination and violence against women and girls
- Strategic Area 2: Enhancing women's economic empowerment and skills development
- Strategic Area 3: Advancing women's leadership and political participation

The GET program is well known to the Department of Women's Affairs (DWA) and actively supported. This strong relationship is acknowledged by both CARE and DWA as mutually contributing to shared outcomes and advancing shared priorities to engage young women in leadership and the movement for gender equality and ending violence against women in Vanuatu.

"CARE is very fortunate to have a strong relationship with the Department of Women's Affairs, they are always very supportive and see alignment with Gender Equality Policy - women's leadership is a standalone focus as well as integrated across the policy. Director has always been part of participant selection for YWLP and is always actively involved. At end of program, there are a couple of days in Port Vila prior to graduation when participants can go to visit gender equality organisations in Vanuatu – the Department of Women's Affairs is always one of the most important. Director speaks and emphasizes that she sees participants as arms of legs of the Gender Equality Policy in community. There are five staff and one person in each province to make policy come to life, so community members are needed to bring policy to life. There is strong connection between graduates and councils" CARE staff

"I want to say thank you to CARE to have the leadership program that targets young women. At DWA we mostly look at leadership of women already in the workforce who are an older cohort - so it really helps Government to have a program that targets young women. We've been very happy to be a part of the trainings and events. It's a great opportunity for us as DWA to do awareness about what we do. Within government the program is consistent with our attempts to grow leadership amongst women in Vanuatu ...this is unique in the way it targets young women and also that long term engagement." Government Stakeholder Interview

In addition, the MTR states that the GET project has been instrumental in building good relationships with government and other stakeholders through the Gender and Protection Cluster

"There is so much that CARE has done to support capacity development for different agencies including members of the Gender and Protection Cluster. They have contributed to, and often led, in the development of resources for the cluster like developing response plans, assessment tools, doing rapid gender assessments, evacuation plans for vulnerable groups, raising awareness on child protection and GBV. CARE is really good as a co-lead in supporting government to bring partners to the table." Gender and Protection Cluster representative

While the evaluation finds the Gender Cohort relevant to the needs of Vanuatu civil society and government organisations, given identified constraints the delivery model, alignment with YWLP and appropriate resourcing for implementation would need to be reviewed and revised before incorporation into a future design alongside YWLP.

The program also forms part of the **Australian Government's gender portfolio in Vanuatu**. As already explored, it is notable for its focus on young women's leadership not directly addressed by any other program within the existing portfolio. There are clear opportunities to strengthen the linkages between DFAT-funded programs, including the **Balance of Power** (programming that aims to shift deeply entrenched social norms, attitudes and perceptions around concepts of leadership that can be barriers to women's leadership and achieving improved balance and inclusion), **Vanuatu Skills Partnership** (programming led by a cohort of ni-Vanuatu developmental leaders and working through Vanuatu's provincial and community structures to demonstrate how inclusive and quality-based skills training delivery can lead to locally relevant inclusive growth outcomes training opportunities) and **Vanuatu Women's Centre** (as the national service provider for gender-based violence).

The Gender Equality Program clearly contributes to Change Outcomes 3 and 4 of CARE Vanuatu's Long-Term Strategy:

Change Outcome 3. Women and girls have control over their own bodies

Program Priority: Support women, young women and girls and young men and boys to be open and willing to challenge gender norms and attitudes about Violence Against Women and Girls (VAWG) and live free from violence

Change Outcome 4: Women and girls have legitimate voice in policy making ,implementation and institutional structures

Program Priority: Support young women emerging leaders including women with disabilities to take up leadership opportunities with support from senior women leaders, their male partners at local, provincial and national levels.

Program Priority: Contribute to a movement for gender equality

As a program within CARE Vanuatu's portfolio working to build leadership in young women, the YWLP plays a key role in delivering on CARE Vanuatu's long-term strategy. Through the engagement of men and boys through Famili Storian and other workshops engaging family and intimate partners, YWLP compliments existing programs CARE Vanuatu is delivering in this space. In addition, leadership roles taken up by YWLP alumni, supported by women leaders who are mentors, is seeing an increase in the number of women supported to take up leadership at all levels. There is opportunity in the design phase to further explore the potential for YWLP to contribute to women's leaders at local, provincial and national levels, with indications that aligning to the national decentralization agenda may be one way to have greater reach without requiring more CARE staff to program in communities.