



UNDP, UNFPA, UN Women & UNV Regional Joint Programme

Asia-Pacific Region
2014 – 2017

Partners for Prevention Phase Two (P4P II)

18 July 2014



REGIONAL JOINT PROGRAMME DOCUMENT

Region: Asia-Pacific

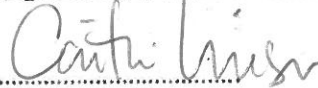
Programme Title: Partners for Prevention Phase Two (P4P II)

Joint programme intermediate outcome: Ending violence against women is prioritized by state and non-state actors in Asia and the Pacific.

<p>Programme Duration: 4 years</p> <p>Anticipated start/end dates: August 1 – 31 Dec 2017</p> <p>Fund Management Option(s): Combination - Pooled & Parallel</p> <p>Managing or Administrative Agent: UNDP</p>	<p>Total estimated budget: \$9,858,000</p> <p>Out of which:</p> <p>1. Planned resources: \$3,100,000 \$1,600,000 (UN contributions) \$1,500,000 (DFAT)</p> <p>2. Unfunded budget: \$ 6,758,000</p> <p>*Total estimated budget includes both programme programme costs and indirect support costs.</p>
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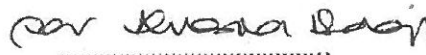
<p>Sources of funded budget:</p> <p>UNFPA: \$500,000 UNDP: \$400,000 UNV: \$400,000 UN Women: \$300,000 DFAT: \$1,500,000</p>

Signed on behalf of UNDP


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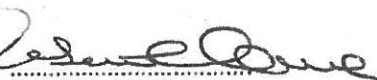
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Signed on behalf of UNFPA


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1. Executive Summary

Partners for Prevention (P4P) is a UNDP, UNFPA, UN Women and UNV regional joint programme for the prevention of violence against women and girls (VAWG) in Asia and the Pacific. P4P Phase I was implemented from September 2008 to December 2013. Achievements of the first phase include the [UN Multi-country Study on Men and Violence in Asia and the Pacific](#) (MCS on Men and Violence), which provides seminal data on men's perpetration of different forms of violence against women, and identifies key entry points and changes needed to prevent this violence. Other achievements include the results of two [sub regional NGO learning consortia](#) focused on transforming masculinities. These learning consortia consolidated the knowledge, tools and skills needed to undertake more transformative work on gender norms and masculinities associated with violence and inequality; and on the solidarity and cooperation among various stakeholders that is needed to realize such transformations. Finally, the communications advocacy and strategy of Phase I ensured the learning generated was strategically communicated to selected target groups, for example through [social media-based campaigns engaging young people](#) in prevention of VAWG.

P4P II will carry forward the successes and learning of Phase I by supporting the design, implementation, monitoring and evaluation of localized VAWG prevention interventions in a number of sites where P4P research has been undertaken and strong partnerships established (Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Viet Nam). The interventions will be carefully designed based on the site-specific recommendations of the UN MSC on Men and Violence combined with local knowledge and global evidence of what is working to prevent VAWG. The implementation of the interventions will be combined with strategies to enhance institutional capacity on prevention programming, the promotion of volunteerism and policy advocacy at the national level (Output 2). Partners from the selected sites will have enhanced capacities to implement well-designed, multi-component and evidence-based prevention interventions in the future and to advocate for policy and priority changes to prevent VAWG and ensure women's human rights.

Regional results (Output 3) include enhanced capacity of regional organisations and bodies to undertake effective violence prevention programming and policy advocacy. P4P II will nurture cross-border exchanges through a Regional Learning Network and undertake targeted policy advocacy at the regional level. The evidence and learning produced from the implementation, monitoring and evaluation of the pilot interventions will make a significant contribution to regional knowledge for what works for the prevention of VAWG in Asia and the Pacific. Through regional communications and advocacy strategies, the goal is to influence regional decision-makers to prioritize evidence-based prevention along with response and to enhance existing policy frameworks for addressing VAWG. The outcomes and outputs of P4P Phase II are:

Long term outcomes:

- Women and girls are able to fully attain their right to live free from violence
- Healthy, non-violent and equitable ways of being for men and boys are the most common and accepted forms of masculinity

Intermediate outcome: Ending VAWG is prioritized by state and non-state actors in Asia and the Pacific

Output One: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys' perpetration of VAWG and to generate new learning

Output Two: Selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG

Output Three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG

2. Situation Analysis

Violence against women and girls in Asia and the Pacific

Violence against women and girls (VAWG) remains an extremely serious human rights, human security and human development issue in the Asia-Pacific region. The WHO Multi-country Study on Women's Health and Domestic Violence has found between 20% and 68% of women aged 15-49 experiencing physical or sexual violence by a male intimate partner in their lifetime in countries across Asia and the Pacific¹.

Reports from men also confirm the pervasive nature of violence against women in this region. The UN Multi-country Study on Men and Violence in Asia and the Pacific (MSC on Men and Violence), conducted by P4P during Phase I, provides data on men's perpetration of violence, gender norms and masculinities, and entry points for prevention. It includes interviews with over 10,000 men and 3,000 women from nine sites across seven countries in the region (Bangladesh, Cambodia, China, Indonesia, Papua New Guinea, Sri Lanka and Viet Nam) thus comprising the largest cross-country comparable data set focused on men's perpetration of VAWG in the Asia-Pacific region.

Key research findings include:

- Rates and patterns of prevalence of different types of VAWG vary across sites (levels of rape versus levels of physical violence, and partner violence versus non-partner violence) as do the factors associated with perpetration by men and boys. For example, the proportion of ever-partnered men who reported ever having perpetrated physical and/or sexual partner violence in their lifetime varied between 26% and 80%, but in most sites it was between 30-57%.
- Intimate partner violence (IPV) and non-partner rape across the sites was largely driven by factors related to gender inequality, childhood experiences of violence and discrimination, and the enactment of forms of masculinities associated with violence. Men's perpetration of non-partner rape was strongly associated with having more sexual partners, transactional sex and use and victimization of other types of violence (e.g. gang violence).
- Men begin perpetrating violence at much younger ages than previously thought. Half of those who admitted to rape reported their first time was when they were teenagers; 23 percent of men who raped in Bougainville, Papua New Guinea, and 16 percent in Cambodia were 14 years or younger when they first committed this crime.
- Impunity remains a major issue in the region with most men who had perpetrated rape not experiencing any legal consequences. Marital rape is the most common form of rape found in many countries but is not yet criminalized across most of the region. Implementation of existing laws is limited by various factors, including a lack of adequate funding and limited political commitment around the issue.
- The study also found that the specific risk factors related to IPV and rape varied across sites and thus we need customized, site-specific interventions.

Understanding risk factors for men's use of VAWG

These findings reaffirm that there is no single cause of VAWG. Men's use of violence against women and girls is associated with a complex interplay of different factors at different societal levels. The risk factors for men's perpetration of violence are dynamic, interrelated and exert influence on one

¹ See Fulu, E. (2013). *Domestic Violence in Asia: Globalization, gender and Islam in the Maldives*. Routledge: London; Garcia-Moreno, C., H. A. F. M. Jansen, M. Ellsberg, L. Heise and C. Watts (2005). *WHO Multi-country Study on Women's Health and Domestic Violence against Women: Initial Results on Prevalence, Health Outcomes and Women's Responses*. Geneva: World Health Organization; Secretariat of the Pacific Community (SPC) (2009). *Solomon Islands Family Health and Safety Study Report*. New Caledonia: Ministry of Women, Youth and Children Affairs and SPC.

another. The influence of one factor on levels of violence may be critical in one site at one point in time, yet less influential in another site or at another point in time. Thus, a “know your epidemic” approach is needed to inform programmes and policy, similar to what UNAIDS calls for in terms of HIV/AIDS prevention. For example, factors such as bride price or the practice of gang rape among certain sub-groups boys and men are crucial to address in some parts of the region, and yet are rare or non-existent in other locations or countries.

Analysis of the risk factors also reaffirms the centrality of gender inequality and masculinities associated with violence. Many of the risk factors, when grouped together, paint a picture of men both performing and struggling to adhere to systems organized around versions of masculinity associated with violence. For example, key factors strongly associated with perpetration of IPV and non-partner rape include controlling behaviours, transactional sex and multiple sexual partners, involvement in violence outside the home and low gender equitable attitudes. Taken together, these factors paint a picture of men seeking to “perform” valorized versions of manhood that idealize men who are strong, tough, in control over women and their bodies, heterosexual and sexually dominant. But these idealized versions of manhood are out of reach for many men as they are predicated on men who are financially successful, belong to a dominant social group, and are in control of other men. Thus other factors strongly related to men’s perpetration of IPV and rape include depression and alcohol and drug abuse, no high school education and current food insecurity (used as proxies for social marginalization and poverty). Men’s own history as victims of violence is also visible in associations between violence perpetration and men’s childhood victimization experiences and their own rape or experiences of homophobic abuse. These factors expose the other side of the coin; characteristics of men struggling to live up to the ideals of manhood that are hard to reach, and men who have been traumatized through harsh childhoods and violence in adulthood.

Despite the multiple factors associated with violence - and the complex relationships among the factors themselves - research and evidence show that many of these factors are changeable, and in some cases effective interventions have resulted in a reduction of violence².

The state of prevention and response in the region

It is now widely recognized that prevention, along with protection and response, is a necessary component of a comprehensive approach VAWG.³ “Prevention” refers to stopping violence before it starts or all efforts that seek to reduce the number of new instances of violence by identifying and addressing underlying causes and associated factors⁴. There is growing global evidence of what works to achieve the desired changes needed to prevent violence⁵, although much of this evidence comes from middle or high-income countries outside of the Asia-Pacific region and the field of research is still relatively young.

In Asia and the Pacific, as in other parts of the world, more VAWG prevention interventions are now being planned or implemented by many actors as a complement to the response, protection and service provision work that has been ongoing for years. Prevention interventions and strategies vary

²For example, a rigorous impact evaluation of the IMAGE project in South Africa showed a reduction of intimate partner violence in the project sites (Kim, J. et al. 2007. "Developing an integrated model for post-rape care and HIV post-exposure prophylaxis in rural South Africa," *FRONTIERS Final Report*. Washington, DC: Population Council).

³ See United Nations. 2012. Prevention of violence against women and girls: Report of the Secretary-General for the 57th Session of the Commission on the Status of Women. E/CN.6/2013/4. New York: United Nations.

⁴ This document uses the general terms ‘prevention’ and ‘response’ to refer to approaches that aim to address violence before it occurs (prevention) and after it occurs (response). The terms of “primary, secondary and tertiary” prevention are helpful for distinguishing specific approaches and interventions, but to maintain simplicity are not being used in this document.

⁵ See: World Health Organization (WHO) and London School of Hygiene and Tropical Medicine (LSHTM) (2010). *Preventing Intimate Partner and Sexual Violence Against Women: Taking Action and Generating Evidence*. Geneva: WHO; Heise, L. (2011). *What Works to Prevent Partner Violence? An Evidence Review*. Report for the UK Department for International Development. London: STRIVE Research Consortium.

widely, in terms of their goals, use of science and politics. To varying degrees, new “evidence-based” interventions apply site specific research and the global evaluation evidence base of “what works” for prevention of VAWG. However, significant gaps remain where further efforts are needed – at the national and regional levels – to improve prevention programming, including understanding theories of gender that highlight the relationship between masculinities as well as capacity for and the technical skills needed to design, implement and measure the impact of more data- and theory driven interventions.

Experience from P4P I has found that much prevention work remains ad-hoc, isolated, and small scale. Few actors are engaged in comprehensive approaches informed by a clear understanding of what VAWG prevention approaches can work to reduce violence, how these can be coordinated and can which and be brought to scale. The application of existing data on men’s perpetration of VAWG from the MCS on Men and Violence, in light of existing evidence on promising prevention approaches, can help to drive more evidence- and theory-based approaches to VAWG prevention work forward across the region. Furthermore, better national coordination and regional capacity for support of this wide range of work can help to strengthen collaboration across sectors and to plan and work cohesively across agencies and institutions according to a division of labour based on strengths and comparative advantage.

Results from P4P Phase I

In addition to the abovementioned [UN Multi-country Study on Men and Violence in Asia and the Pacific](#), other achievements of P4P I include the outputs of two [sub regional NGO learning consortia](#) focused on transforming masculinities: the South Asian Network to Address Masculinities (SANAM) and Regional Learning Community (RLC) for East & Southeast Asia. These regional learning consortia have produced curricula, training courses and mentorship programmes to deepen critical thinking among CSOs regarding gender, masculinities and violence and the actions and activism needed to reduce VAWG. With P4P’s direct support and guidance, these groups consolidated the knowledge, tools and skills needed to undertake more transformative work on gender norms and masculinities associated with violence and inequality; and on the solidarity and cooperation among various stakeholders that is needed to realize such transformations.

P4P I also supported the development and implementation of numerous communication for social change initiatives, including national mass media campaigns and local social media projects targeting changes with young people. The advocacy and learning uptake strategy of Phase I ensured that learning generated was strategically communicated to selected target groups, such as through [social media-based campaigns engaging young people](#) in prevention. For example, P4P I produced a lessons learned report on *Applying Social Media Tools for the Primary Prevention of Gender-based Violence* that synthesizes the key elements of social media campaigns conducted in Viet Nam, China and India, consolidates technical lessons on how to apply social media tools, and summarizes how social media tools can support effective violence prevention interventions.

In addition, P4P I consolidated [learning on harnessing volunteerism for prevention](#). P4P placed and managed a cohort of UN Volunteers that gave direct support to partner organizations at the national level. These volunteers documented the contribution of volunteerism to violence prevention as well as the challenges and issues that local volunteers face. This led, for example, to a project that strengthened the capacity of NGOs working on ending violence in Cambodia at the community level to effectively manage and support their volunteers.

3. Change Objectives and Strategies

P4P II's strategies are guided by the results of an independent programme evaluation completed in 2013. The evaluation focused on the results of outputs from the first phase and provided forward-looking recommendations on how to shape P4P's strategic priorities for the next phase. The key recommendation of the evaluation was to:

"implement a second phase of the P4P programme, with a focus on GBV prevention, transforming harmful masculinities and engaging men and boys, which makes use of full programme and policy cycles to test the theory of change of P4P and translate the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable. This will optimize the investments made so far. This approach will require a four-year time frame." (P4P Evaluation Summary 2013).

The evaluation also recommends that P4P II:

- applies current research findings and learning to national level implementation of policies and programmes, focusing on promoting changes in a limited number of strategic sites;
- ensures that new learning from Phase II is well documented, consolidated and fed to key decision-making processes nationally, regionally and globally;
- moves away from ad hoc, demand-driven approaches to country support, toward a more focused strategy including sustained capacity of regional institutions and national partners from a limited number of sites.

P4P II applies these recommendations and learning from Phase I into a new streamlined approach for sustained regional results, and through learning from pilot evidence- and theory-based interventions in selected sites. P4P II will enhance capacity of local and regional organisations for sustained support in the future and add to the global evidence base as to what works for prevention in different settings. The consolidated learning, advocacy and capacity development from P4P II will help improve future programmes and policies, especially efforts to transform harmful forms of masculinity and to promote gender equality and women's rights.

P4P II is thus designed to consolidate implementation, learning, and advocacy and knowledge uptake into one cohesive approach at both the national and regional levels. The focus on institutional capacity building and advocacy - at the national and regional levels - will ensure that P4P's resources are strategically targeted, and its results are sustained beyond the duration of the regional programme. As recommended, P4P II will also test a theory of change throughout the duration of the programme, as described below.

Locating P4P II with in the spectrum of changes needed for ending VAWG

The diagram below shows this programme logic of P4P II, and should be considered along with Annex I, *Change Priorities for Ending VAWG*, which presents an overview of the multiple changes needed to prevent and respond to VAWG at different levels – individual, family, institutional, social norm and policy. The prevention interventions supported by P4P in selected sites will form the foundation of Output 1. It is envisioned that these localized interventions will influence changes at the community level and below, such as individual behavior change, relationship change within intimate partnerships, and community norm changes related to masculinities and the reduced community for tolerance for violence. P4P II will also influence institutional capacity change through Output 2 and Output 3. These two outputs are also focused on using the learning consolidated from Outputs 1 to influence knowledge, discourse and policy changes at the national and regional levels. The desired regional outcomes to be influenced by these three outputs is a shift in priority to end VAWG in the region as measured by policy enhancements and increased financing for ending VAWG, which in turn will contribute to the long term social norm changes required for the reduction in the prevalence of

violence overall in the region. The outcomes and outputs are as follows and their relationships are diagrammed below:

Outcomes: *Desired changes beyond the scope and duration of P4P 2, achieved through convergence of multiple factors, policies, initiatives and interventions over the long and intermediate term.*

Long term outcomes:

- Women and girls are able to fully attain their right to live free from violence
- Healthy, non-violent and equitable ways of being for men and boys are the most common and accepted forms of masculinity

Intermediate outcome: Ending VAWG is prioritized by state and non-state actors in Asia and the Pacific

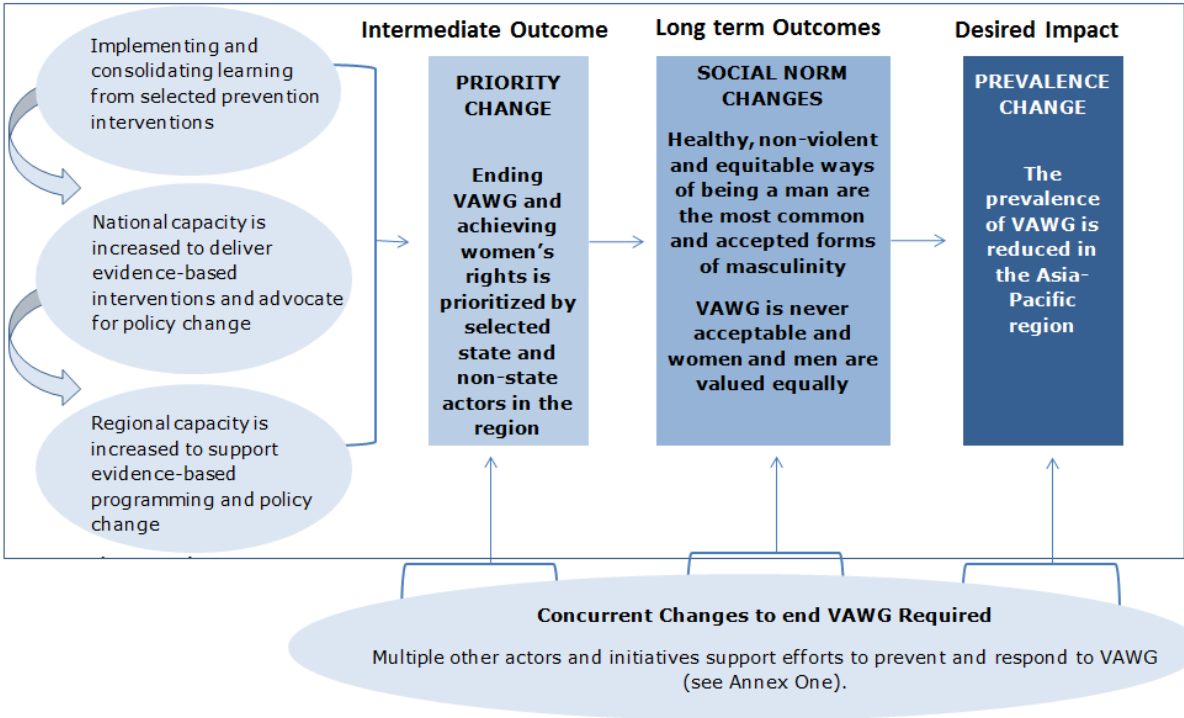
Outputs: *changes that are achieved during the lifetime of P4P II and are directly attributed to the regional programme*

Output One: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys’ perpetration of VAWG and to generate new learning

Output Two: Selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG

Output Three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG

Change Logic of Partners for Prevention Phase II



Guiding Principles for Implementation of P4P II

Putting survivors first, and combining response and prevention under one approach

Survivors remain the first priority of any work on violence. Existing and functional response system must be available to all survivors. All actions to prevent VAWG must be undertaken in collaboration and coordination with the response sector. As a programme that focuses on prevention, P4P recognizes that response and prevention are intricately connected and cannot be separated when planning or implementing interventions on the ground.

Upholding the goals of gender justice, human rights and freedom from violence

The entire programme will be informed by a feminist, human rights approach that prioritizes women's voices, needs and agency to overcome inequalities and oppression. The rights approach and feminist power analysis will be central to all prevention strategies and interventions. Prevention of VAWG must remain firmly grounded in feminist and human rights principles that aim to achieve gender equality and human rights (including freedom from violence) for all, through global, regional and national efforts.

Valuing local knowledge and experience

Violence prevention initiatives will be driven by the agency of women, men and young people in local communities. Thus local knowledge, experience and innovation will be the starting point for all strategies for P4P II. The programme will consistently value and draw from local knowledge and experience on how such changes happen, with the guidance of local partners and volunteers.

Nurturing equal partnerships based on solidarity and mutual respect

In the spirit of a joint programme and in order to enhance cooperation and open communication, all programme decisions will adhere to the following principles: mutual respect and understanding between partners; clear roles and responsibilities between partners; mechanisms for institutional agreements; and mechanisms for consistent communications and information flows. Partnerships with regional bodies, government and civil society will respect differing perspectives and the equal importance of all actors in efforts for violence-free and equitable societies.

Ensuring transparency and open access to knowledge

The programme is funded by public resources and, as such, is committed to ensuring that all knowledge products and resources are openly available to the broader community of activists, practitioners, researchers and academics working across diverse sectors to end VAWG. To this end, the programme will foster a wide range of partnerships and promote access and use of the data and evidence generated for others to use in their respective fields.

Upholding rigorous ethics and safety standards

Research, programming and communications around a sensitive issue such as VAWG must be approached with the highest commitment to ethical and safety standards. These standards – and clear articulation with team members, partners, donors, and other involved actors – are integral to achieving the overall aims of gender-based violence prevention work in a rigorous, effective way.

Strategies to implement the outputs of P4P II

Output One: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys' perpetration of VAWG and to generate new learning

Output 1 is focused on implementing and learning from pilot prevention interventions in up to 6 sites in the region where data, capacity and interest exist. In their design, the interventions will be customized and adapted to the local settings and the specific factors and change objectives identified through research. The interventions will be implemented within limited geographical areas in order to measure their progress and impact, for example in one rural district or one urban neighborhood. P4P II will support local implementing partners as needed throughout the programming cycle through locally placed UN Volunteers and on-going technical assistance from the regional level.

Customized, multi-component and evidence-based interventions

In the pilot intervention design (or refinement of existing projects) P4P II will apply findings from the MCS on Men and Violence combined with global evidence on effective prevention of VAWG. P4P II will thus support interventions that respond to the specific patterns of violence in each specific context. For example, in Cambodia sexual violence overall is of special concern. The average age of first rape perpetration was found to be quite young, with over 50% of the men who reported rape, reporting having done so for the first time when they were 19 years of age or younger. Gang rape was also found to be higher in Cambodia than neighboring countries and was connected to men's sense of ownership over women's bodies and choices about their sexuality. Overall the findings point to a focus on changing norms around men's perceived sexual entitlement over women, community tolerance for violence, women's economic empowerment and the protection of children. These change objectives translate into the design and implementation of targeted, multi-component and localized interventions that will be measured for their success in influencing these changes. As in Cambodia, P4P II will support customized designs for VAWG prevention interventions based on what the research tells us are the priority areas for change in the specific sites. In Bougainville, for example, the findings point to a need to address trauma as experienced in the widely in the communities due to previous conflict. In such settings there is a need to address norms related to multiple forms of violence in tandem (for example across the life span), providing support for livelihood strengthening, and recognizing the pain of men's (as well as women's) experiences as victims at a population level, and address norms in use of violence as well as social norms around gender.

In all the pilot sites, P4P II will aim to support interventions comprised of multiple components focused on addressing multiple factors related to men's perpetration of violence. P4P II will support the convergence of all activities under one design, and coordination mechanisms of all partners, to help ensure greater impact of the intervention. The intervention design will also draw from existing evidence of "what works" from evidence reviews and impact evaluations of other prevention initiatives from around the region and globally. For example, evaluation evidence is pointing to interventions that are focused on transforming gender relations and norms, not only knowledge and attitudes, and that have a sustain scope and duration. Such promising or effective approaches will be adapted to match the specific change objectives identified as well as the strengths, partnerships and entry points in the local context. Finally, the theory of change (Annex 1) will be fleshed out and tested to answer the question "how will the changes we hope to influence actually happen?"

Capturing learning from the interventions

P4P II will place up to 2 individuals in the selected intervention sites to ensure quality, local ownership and documentation of learning from the implementation process. The individuals placed in the local intervention sites will ensure continuous engagement of all partners, that national coordination mechanisms remain functioning. They will also help promote volunteerism to strengthen the prevention interventions and to reinforce sustainability and local ownership as described in below under Output 2.

Implementation of the interventions will include process documentation and a rigorous monitoring and evaluation component to capture knowledge on effective strategies for change, which to-date has been limited in this region. When determined useful, operations research may also be commissioned in some of the project sites to go more in depth and answer “what is happening and why” during the implementation of programmes to help inform adjustments and enhancements during implementation, and to inform future adaptations of the programme design. Operations research goes beyond most monitoring methodologies and tools and answers specific research questions that we be refined with project partners during the implementation.

Through Output 1, P4P II will support a wide array of research and evaluation methods that are both within the scope and capacity of the local initiative and implementing partners, and are well-designed to meet international standards of rigorous programme research design. The suitability of applying experimental and quasi-experimental design will be explored to ensure that findings are more credible in the professional opinion of decision makers and researchers, and thus ensure advocacy is driven by accepted evidence.

Regional spread of the intervention sites

For support to site specific prevention interventions, P4P II will work in Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Viet Nam. These six countries have been prioritized based on the following criteria:

- Existing P4P supported research and data available
- In-country leadership, political will and interest in P4P II
- Planned or existing prevention initiatives informed by P4P research
- High prevalence of VAWG and greater need for support

In all selected countries, activities have begun to shape or implement prevention interventions, and there are strong foundations from which P4P II will build (See Annex 2 for an overview of the sites and entry points). Ongoing consultations with the national partners in these countries will determine when each intervention “comes online” as part of the regional programme.

Output Two: Selected national partners have increased capacity to design and implement rigorous evidence-based interventions and policies for the prevention of VAWG

As a companion to Output 1, Output 2 is focused on capacity development for programming and policy advocacy processes at the national level to be undertaken with the national partners involved with the pilot interventions. Under this output, national capacity development and policy advocacy plans will be refined with national partners and adapted according to the local needs, strengths and opportunities. Thus, the local partners will be engaged in the activities from the start, and remain engaged throughout the duration of P4P II. This engagement will be firmed up and sustained through the national coordination mechanisms and partnership agreements with clear roles and responsibilities for all stakeholders (see Annex 3).

Institutional capacity development for sustainability of results

A priority of Output 2 will be to enhance and sustain capacity of government and local NGO implementing partners to plan, implement and evaluate policies and programmes that are focused on preventing VAWG. Output 2 will start with a thorough capacity assessment of national/local partner organizations across the intervention sites, including those who have been part of P4P I learning activities. P4P II will also work with national partners to identify opportunities for policy enhancements in the selected countries. P4P II will then develop the capacity of partner organizations through learning approaches that are created with the organisational partners themselves, based on their existing skills and needs, and integrated into their own organizational strategies and work plans, with

the knowledge that P4P's support will be phased out by the end of P4P II. The goal will be to ensure ongoing capacity in selected countries to continue the functions that have been undertaken by P4P throughout its two phases.

Examples of national partners include the CBOs, NGOs and volunteer based organizations that will implement many of the activities of the local prevention interventions and related policy advocacy. National partners also include State actors, from local government, to provincial ministerial departments to national level Government counterparts from the various ministries responsible for ending VAWG and ensuring the rights and protection of all citizens. National partners for capacity development will also include research institutes and/or university and government departments involved in research on VAWG and monitoring and evaluation of programmes. P4P II will continue to stress the importance and need for two-way collective learning processes that recognizes and values the experiences and knowledge of partners (see P4P II Guiding Principles above). Clear partnership arrangements will be critical to build sustainable structures, and these will be fully formulated with the partners themselves during the inception stage (See Annex 3).

National Policy Advocacy

At the national level, P4P Phase II will develop policy advocacy plans directly with the national partners in government, the UN and civil society at the start of the programme and support their implementation throughout its duration. These activities will build on the successful strategies implemented during Phase I, in which P4P worked with national UN and government counterparts to successfully integrate findings from the MCS on Men and Violence into the development and refinement of national action plans to respond to and prevent VAWG.

During Phase II, the successes and learning from the selected interventions will be used to advocate for the scale-up and increased prioritization and funding for ending VAWG at the national policy level. The national advocacy plans will utilize a range of advocacy approaches working from both within and from outside of government. For example, local government officials involved in the interventions will be brought together with national decision makers to advocate for policy changes, and these changes may be concurrently supported through youth social media, and traditional media campaigns.

Nurturing volunteerism⁶

During Phase I, the joint programme tested and refined approaches to support volunteering and strengthen the capacity of volunteer involving organizations (VIOs). P4P Phase II will build on these experiences and tools to strengthen networks and organizations supporting volunteers in the selected project sites, and continue to promote volunteerism as an important means of working toward changes that contribute to violence prevention in local settings. The national or international UN Volunteers placed in the project sites will support the selected prevention interventions throughout the project cycle. This local presence creates the opportunity to link with communities, local volunteer networks, youth-led organizations (YLOs) and national volunteering coordination networks/committees that can contribute to preventing violence against women and girls or are already working towards that goal. Furthermore, VIOs and YLOs will be supported to mobilize and nurture large numbers of local community/youth volunteers, and to be engaged in prevention activities to bring about transformational change. These activities will be monitored and evaluated as part of the overall national prevention intervention M&E framework to capture evidence of what works in harnessing volunteerism and supporting VIOs to end VAWG. The use of online volunteering to support local partners implement their respective initiatives will be actively promoted.

⁶ UNV does not have a presence in Papua New Guinea. P4P will support national human resources for Papua New Guinea. Volunteerism will be promoted as part of the project intervention, but a national programme officer could be hired to support the implementation of the intervention. It may be possible for a National UNV to be placed in PNG with the support of the UNV Fiji office.

Output Three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG

Output 3 is focused on ensuring sustained capacity at the regional level to support effective VAWG prevention programming and to influence policy changes to enhance prevention. P4P II will partner with regional bodies, multilateral organisations, research and training institutes and civil society organizations (including volunteer involving organisations) with regional reach to ensure that sustained regional capacity is available in the region beyond the duration of this phase of the programme.

An inception phase for this output will be implemented in order to define the partnerships and their scope. In the inception phase, the output will be refined with regional partners to respond to the needs and strengths, opportunities and entry points for change at the regional level. A consultation meeting with regional partners will be organized in 2014 to agree on the partnerships, capacities and policy advocacy work to be developed. Potential regional partners for this output include ADB, ASEAN, Asia Pacific Forum on Women, Law and Development (APWLD), CARE International, MenEngage Alliance, Save the Children, and other regional human rights, women's empowerment organisations and CSOs with VAWG programming, donors and UN agencies. Conversations are already underway with these potential partners for joint activities and initiatives. For example, P4P will build upon its existing relationships with the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC) under UN Women's leadership and the Asian Forum of Parliamentarians on Population and Development (AFPPD) under UNFPA's leadership and will continue to strengthen those relationships in the areas of prevention of VAWG through the regional components of P4P.

Coordinating a regional learning network for sustained regional capacity

As a central component to this output, P4P II will support a time-bound Regional Learning Network (RLN) focused on four learning themes: introduction to prevention of VAWG, prevention programming, monitoring and evaluation, and policy advocacy (see table below). Each learning theme has a discrete learning objective, and by the end of P4P II, the goal is to have cutting-edge knowledge, skills and tools on these themes sustained by partner regional organisations and bodies.

The Regional Learning Network will be comprised of regional partners described above (CSOs, VIOs, government, research institutes, etc.) grouped by each of the learning themes and convened through annual workshops and an online platform. Through the RLN, P4P II and its regional partners will coordinate cross border learning between countries with similarities in interventions or mutual areas of interest, for example, as project staff from one pilot intervention share their experiences and learning with those from other parts of the region.

Capacity development focused on the regional learning themes will draw upon the implementation of the pilot interventions and national capacity and policy advocacy initiatives from outputs 1 and 2, and selected partners from the pilot interventions will play active roles in the regional learning process. In other words, the RLN will also deepen regional capacity through hands on experience. For example, selected regional partners (training institutes and/or learning departments of CSO partners) will complement the regional training courses under the four themes, and thus be able to continue to run these trainings in the future. Selected regional partners and trainers will also support the implementation of national capacity development plans under Output 2, and thus continue to deepen their knowledge and skills. Overall, the collective learning generated from the pilot interventions will be validated and shared at the regional level through this network.

The RLN will consist of sub-groupings including those specifically focused on skills for promoting volunteerism, undertaking rigorous M & E, programming and policy. Other thematic sub-groupings may be formed based on the demands of the members themselves. Finally, the regional network will

serve to test and refine the knowledge and learning products produced by P4P I & II including guides for programme planning, research, knowledge uptake and advocacy.

Output 3 Regional Learning Themes

Learning theme	Participants	Learning Strategies	Tools
<p>1) Introduction to Prevention of VAWG</p> <p><u>Learning objective:</u> Participants understand what evidence-based prevention of VAWG is, what it looks like in practice, and why it is important</p>	<p>Designed for all Regional Learning Community members as an intro course</p> <p>(researchers, programme staff, advocates & decision makers)</p>	<ul style="list-style-type: none"> • Short course at the regional level (year 1 or 2) • Learning materials online as self-learning course • Refresher course (year 3) 	<p>Adapted P4P I and SASA training tools, and SE Asia regional curriculum</p>
<p>2) Evidence and theory based prevention programming</p> <p><u>Learning objectives:</u> Regional organisations are equipped to support design and implementation of evidence- and theory-based prevention interventions including increased capacity in region to nurture volunteerism and manage volunteers for the prevention of VAWG</p>	<p>Regional bodies, NGOs and volunteer involving organizations</p>	<ul style="list-style-type: none"> • Regional training courses • Learning by doing and technical assistance to selected projects • Regional learning community/peer-to-peer learning network 	<p>P4P's "5 Steps" course outline (tested in P4P I); other prevention courses (i.e. SASA!)</p>
<p>3) Monitoring and evaluation</p> <p><u>Learning objective:</u> Regional research institutes have the knowledge, skills and tools to undertake rigorous operations and evaluation research of prevention interventions in the future</p>	<p>Regional research institutes, universities, and NGOS with research units</p>	<ul style="list-style-type: none"> • Training courses • Learning by doing • Mentorships with operations and M&E • Peer-to-peer learning network 	<p>Adapted WHO Path research manual</p>
<p>4) Influencing policy change</p> <p><u>Learning objective:</u> Advocates, donors and decision makers in the region have the evidence, skills and tools to advocate for enhanced prevention policies and their prioritization</p>	<p>Regional bodies and NGOs Government and donors in priority countries</p>	<ul style="list-style-type: none"> • Training courses • Learning by doing in selected countries • Peer-to-peer learning network 	<p>VAWG National Action plans guidance notes</p> <p>Advocacy skills building toolkits</p>

Regional policy advocacy

Under the regional learning theme “influencing policy change”, P4P II will consolidate, package and disseminate learning on policy and policy enhancements for effective prevention of VAWG. In addition, with the combined strength of UN agencies and regional partners, P4P II coordinate direct advocacy with decision makers for policy enhancements across the region in regional and global forums and events. P4P II will work with key regional partners to identify opportunities for policy change and enhancement. Policy change goals may include, among others: the inclusion of comprehensive prevention components in action plans on VAWG, the inclusion and coordination of health, education, labor, family other and sector and institutional policies within VAWG policy frameworks, increased prioritization of the preventing and responding to VAWG to and ensure adequate resources are allocated to achieve this goal, and the use of a common set of indicators on prevention against VAWG to be collected across countries.

Policy advocacy initiatives will use existing UN and other regional forums and partner networks to influence the national, regional and global discourse on prevention overall. Examples of these platforms include such global alliances as the Sexual Violence Research Initiative, the Violence Prevention Alliance and the MenEngage Alliance. P4P was an active participant in these networks during Phase I and the networks served as valuable platforms to influence regional and global discourse around transforming masculinities and preventing VAWG, particularly from the Asia-Pacific region. Regional bodies and events that offer opportunities for policy advocacy include the ASEAN and SAARC committees related to VAWG, the Asia Pacific Forum of Parliamentarians for Population and Development, UN regional commission (ESCAP) inter-governmental events, etc. These and similar platforms will be used during P4P Phase II to continue to shape discourse around violence prevention based on evidence and learning from this region. Directors and advisors from participating UN Agencies in P4P II - UN Women, UNFPA, UNDP and UNV - will play central roles in implementing regional and global advocacy and knowledge uptake.

Effective communications

Building on the successful communication strategies implemented during P4P I, Phase II will continue to use national, regional and global media outreach, as well as communications strategies such as social media campaigns, to promote awareness and messages around violence prevention as they are produced in throughout P4P II.

P4P has a proven track record in engaging media from the local to global as evidenced through the media response to the UN Multi-country Study on Men and Violence that was covered by academic journals, feature magazines, televisions, on-line and print media from around the region and world. The launch and associated media coverage of this report had a global impact on awareness of violence against women, and contributed to a growing discourse amongst policymakers and the public on how to prevent violence against women.

Through a continued and targeted communications strategy, P4P II and its partners will replicate these successes and communicate to key audiences new knowledge and lessons learned generated from operations research and evaluations of the local interventions and the consolidated learning from the Regional Learning Network. P4P II will also synthesize and communicate learning from the selected interventions for policy advocacy across regional and global platforms.

In addition, under output 3, P4P II will continue to manage the MCS on Men and Violence regional data set comprised of responses from over 10,000 men and 3,000 women, either through one of the partner agencies or the P4P Team. P4P II will use this asset by overseeing a process of allowing qualified researchers to use the data for further research and secondary analysis to inform local interventions. Access to data for qualified researchers is also part of a strategy to advocate for using data to drive programming and for ensuring that significant public resources like the MCS data set are used for the longer term.

P4P II sequencing and programme cohesion

Throughout Phase II, the outputs will be implemented concurrently across the following stages:

Inception Phase > Full implementation > Sustainability and Closing

P4P II is currently in an inception phase. This stage includes consultations and programme development at the national level and regional levels, undertaking capacity assessments with regional and national partners, and hiring the P4P II team. By the end of this inception phase the partnership, capacity development and advocacy strategies will be refined with programme partners to lay the groundwork for the full implementation phase. The strategy design will rest on the fact that P4P II will be the last phase of the joint programme and all of the functions of P4P will be taken up by other regional entities by the end of programme for longer term sustainability.

The full implementation stage will commence with the launching of prevention interventions in selected sites and the RLN at the regional level. P4P II support will “meet partners where they are” in the implementation process, as some countries are further ahead in planning/implementation than others, and regional partners of varied strengths and capacities. The implementation of rigorous M&E frameworks will be part and parcel of the overall intervention implementation. Capacity development and knowledge uptake activities will be conducted throughout the full implementation stage at the national and regional levels. Policy advocacy will take advantage of specific opportunities for policy enhancements and the regional level and in targeted countries (for example in the drafting of new national action plans on ending VAWG). As more evidence and learning is being generated from the national level (by 2016-17), it is expected that regional policy advocacy activities will increase to share learning and new evidence in regional and global forums. Over the course of 2017, the programme will focus on close down and the end of programme evaluation. By this time, P4P II tools, products and process will have been transferred to the selected regional organizations and partners.

A significant lesson learned from P4P I is that implementation of VAWG prevention interventions must be integrated seamlessly with capacity development and knowledge uptake and advocacy goals. In other words capacity, priority and policy goals must be part and parcel of a holistic package, and not be seen as separate from the local prevention intervention itself. The section above describes the implementation strategies of the individual outputs, but the three outputs should always be considered as a cohesive and integrated whole.

P4P II support for this combined package of implementation, learning and uptake will last for the duration of the joint programme. By focusing on a limited number of interventions, P4P will be able to ensure quality and iterative support is available to local partners and that the regional joint programme team is not spread too thin. Programme staff placed at the national level will also support local interventions in all activities throughout the duration of the programme.

Sustainability

The project will be institutionally sustainable in the long-term. The selection of partners (Government, civil society, academia and volunteer involving organizations) will be based on their long term commitment to institutionalize prevention of VAWG programming at the end of P4P Phase II. The interventions selected will be in alignment with national priorities and are carefully selected based upon criteria of what are currently promising practices in prevention to ensure higher probability of success and sustainability.

Project sustainability is also promoted through the capacity building component of the project. Countries will be paired together and also with regional organizations and academic institutions for common capacity building objectives that will be provided through the Regional Learning Network.

Capacity will also be continuously strengthened among UN staff to ensure that partners can draw upon UN expertise in country throughout and after the end of the project.

The lessons learnt coming out of the national prevention interventions will be shared and skills and knowledge will be made available to a wider network of organizations interested in programming and policies prevention of VAWG, through the National Coordination Groups and regional partners.

At the policy level, Government and civil society partners will use new learning to advocate for and incorporate changes in prevention policies, funding and scaling up of prevention interventions that are proven to be effective to ensure long term sustainability.

As an exit strategy, by the end of P4P Phase II, the capacity building functions on research on men and violence; programming, monitoring and evaluation, promoting volunteerism in prevention of VAWG and policy advocacy and communications will be transferred to regional institutions that can provide these functions to national partners in the region.

4. RESULTS AND RESOURCES FRAMEWORK 2014 - 2017

Contribution to outcomes as stated in UN regional programme documents and the strategic plans of participating organisations:

- **UNDP** Strategic Plan 2014-17, Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment and UNDP Asia-Pacific Regional Programme Document 2014-17 Output 2.5: Measures are in place and implemented across sectors to prevent and respond to sexual and gender-based violence
- **UNFPA** Strategic Plan and Asia-Pacific Regional Programme 2014-17, Outcome 3: Advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth
- **UN Women** Strategic Plan and Regional Programme 2014 -2017, Development results framework goal 3: To prevent VAWG and expand access to services
- **UNV** Strategic Framework 2014-2017 programmatic priority of Securing access to basic social services
- **Secretary-General's UNiTE Campaign** Outcome 2: Adopt and implement multi-sectoral national action plans, Outcome 3: Strengthen data collection on the prevalence of violence against women and girls, Outcome 4: Increase public awareness and social mobilization

Long term goal: The prevalence of violence against women and girls is reduced in the region

Long term outcomes:

- Women and girls are able to fully attain their right to live free from violence
- Healthy, non-violent and equitable ways of being for men and boys are the most common and accepted forms of masculinity

Intermediate outcome: Ending VAWG is prioritized by state and non-state actors in Asia and the Pacific

Intermediate outcome Indicators:

- # of policy enhancements influenced by knowledge uptake and advocacy efforts of P4P II in selected countries
- Increase in funding for preventing and responding to VAWG in selected countries

Partnership Strategy:

This programme is a coordinated joint UN effort of UN Women, UNFPA, UNDP & UNV and their various partners. Synergies with country level UN programming on VAWG prevention, in partnership with governments and key civil society groups have been established across the region. To effectively implement VAWG prevention interventions, provide technical assistance and capacity building, serve as an effective knowledge hub, ensure a holistic and integrated approach to violence prevention and contribute to changing social gender norms, Partners for Prevention will continue to partner with other UN bodies, national, regional and global NGOs, women's empowerment organizations, universities, youth-led organisations research institutes and alliances focused on violence prevention. Partnerships will be formalised with national partners in the selected countries, as well as regional and global partners, through Letters of Intent, Letters of Agreement and MOUs based on the partnerships agreement modalities outlined in Annex 3.

Programme title and ID (ATLAS Project ID): Partners for Prevention Phase Two

Total \$ 4,035,000

Intended Outputs	Output Targets (years)	Indicative Activities	2014	2015	2016	2017
<p>Output One: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys' perpetration of VAWG and to generate new learning</p> <p><u>Indicators:</u></p> <p>Level of in-kind and/or financial contributions to the interventions (to measure increase engagement of local partners in the selected prevention interventions)</p> <p>baseline: established by year one contributions</p> <p>Target: 20 % increase from baseline by year 4</p>	National working groups/coordination mechanisms functioning (2014-17)	1.1 National partnerships and coordination mechanism established and functioning	Workshop 10,000 Travel 5,000	Workshop 30,000 Travel 15,000	Workshop 30,000 Travel 15,000	Workshop 20,000 Travel 10,000
	Local project coordinators active in project sites (2014-17)	1.2 Local coordinators active in project sites <i>International UN Volunteers or national staff depending on local needs 1 = 65,000 per annum Placement begins 2014 (part time) 5 placed by 2015 (full time)</i>	50,000 UNV and/or NPO	325,000 UNV and/or NPO	325,000 UNV and/or NPO	325,000 UNV and/or NPO
	Selection of intervention sites and designed finalised (2014-15)	1.3 Analysis of available site-specific data on EVAWG to inform local intervention design including secondary analysis of the MSC on Men and Violence <i>Research average 20K per site, contracted as needed</i>	50,000 Sub contract	75,000 Sub contract		
		1.4 Evidence- and research based prevention interventions designed and refined with local partners in the selected countries <i>2014 and 2015 – designs completed in all selected sites. Subcontracts for project design with local or regional experts</i>	Travel 10,000 Sub contract 25,000	Travel 15,000 Sub contract 75,000		
	New or enhanced prevention interventions implemented in selected sites	1.5 Support for implementation of evidence- and research based prevention interventions with local partners in the selected countries	100,000 Sub contract	500,000 Sub contract	400,000 Sub contract	300,000 Sub contract

<p>Number of community-based initiatives carried out in collaboration with local volunteers as part of the project</p> <p>B: established from year one data collection T: 40 % increase</p> <p>Extent to which positive changes occur related to violence prevention among targeted groups of selected interventions measured through local M&E frameworks customized for the sites</p> <p>B: established from baseline studies specific to each intervention undertaken in activity 1.11</p> <p>T: significant change from baseline (established after baseline data collected)</p>	(2014-17)	<i>P4P will cost share with national partners for project implementation. P4P regional support estimated \$50 -225,000 per intervention during full implementation depending on need</i>				
	Monitoring & evaluation reports produced (2014-17)	1.6 Design of comprehensive, rigorous and appropriate M&E frameworks for the selected interventions. <i>Sub contract for regional and national research partners</i>	Sub contract 25,000	Sub contract 75,000		
		1.7 Implement M & E methodologies over the duration of the interventions including feasibility, baseline, midline and end line studies <i>Sub contract for regional and national research partners</i>	100,000 Sub contract	250,000 Sub contract	150,000 Sub contract	250,000 Sub contract
	Monitoring reports and process documentation produced (2015-17)	1.8 Implement monitoring and process documentation and consolidate learning from local interventions during implementation <i>Subcontracts with selected intervention partners and national research institutes</i>	Sub contract 25,000	Sub contract 125,000	Sub contract 125,000	Sub contract 75,000
	Lessons learned reports produced (2014-17)	1.9 Implement lessons learned reporting <i>Subcontract to national partners for documenting lessons learned and end of programming</i>			Sub contract 50,000	Sub contract 75,000

Total \$3,353,000

Intended Outputs	Output Targets (years)	Indicative Activities	2014	2015	2016	2017
<p>Output Two: Selected national partners have increased capacity to design and implement rigorous evidence-based interventions and policies for the prevention of VAWG</p> <p><u>Indicators:</u></p> <p>Level of capacity of partner institutions to undertake specific prevention functions (as measured through capacity assessments in activity 2.1</p> <p>B: established in year one through activities 2.1 T: determined by baseline data</p> <p>The extent to which new or expanded actions planned by learning network members incorporate new learning</p> <p>Baseline: established through a qualitative analysis of how network member organizations approach VAW issues</p>	Programme Team recruited (2014)	Programme Manager	100,000	200,000	200,000	210,000
		Programme Specialist (M & E)	100,000	185,000	185,000	190,000
		Programme Assistant	30,000	30,000	35,000	35,000
	Office premise maintained (2014-17)	Office rent and overhead	10,000	18,000	18,000	15,000
	Equipment procured (2014-17)	Equipment	5,000	10,000	5,000	5,000
		Supplies	6,000	8,000	10,000	6,000
		Communications	5,000	12,000	12,000	12,000
	Capacity assessments and resource mapping of national and regional partners analysed (2014-17)	2.1 Undertake institutional capacity assessments with national partners <i>Institutional capacity baselines established in 2014, end line in 2017</i>	65,000 Sub contract	25,000 Sub contract		50,000 Sub Contract
	Capacity development approaches implemented with selected national partners (2014-17)	2.2 Formalise partnerships with regional and national partners to jointly undertake national capacity development activities focused on prevention programming, research, uptake and volunteerism <i>Subcontracts 20,000 per site, in 5 sites annually by 2015</i>	40,000 Sub contract	100,000 Sub contract	100,000 Sub contract	50,000 Sub contract
		2.3 Refine national capacity development approaches based on assessments mapping <i>Strategies produced and launched in 2014/15</i>	40,000 Sub contract	80,000 Sub contract		
		2.4 Support national level capacity development	25,000 Workshop	125,000 Workshop	125,000 Workshop	75,000 Workshop

Target: A qualitative analysis of each new or expanded action of network member reveals that they take into account new learning generated from the network		(Trainings and workshops with national partners @ 15,000 per country per year.				
	Policy advocacy implemented in partners countries (2014-17) Local partners increase skills for policy advocacy for prevention of VAWG (2015-17)	2.5 Customised policy enhancement strategies implemented with local and national partners	20,000 Sub contract	125,000 Sub contract	125,000 Sub contract	150,000 Sub contract
	Volunteers promote prevention activities as part of local interventions (2014-17)	2.6 National UN Volunteers placed in local intervention sites to promote volunteerism <i>1 National UNV = 11,000, 5 UNVs placed by 2015 Sub contracts for NGO volunteerism initiatives in the selected sites</i>	33,000 UNV 25,000 Sub contract	55,000 UNV 25,000 Sub contract	55,000 UNV 25,000 Sub contract	33,000 UNV 25,000 Sub contract
		2.7 Undertake volunteer M & E studies, in order to be able to track volunteer impact (activity, quantity, results)	25,000 Sub contract	25,000 Sub contract	25,000 Sub contract	25,000 Sub contract

Total \$ 2,470,000

Intended Outputs	Output Targets	Indicative Activities	2014	2015	2016	2017
<p>Output Three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG</p> <p><u>Indicators:</u></p> <p>The extent to which new or expanded actions planned by RLN members incorporate new learning for enhanced programming and policy advocacy</p> <p>Baseline: established through a qualitative analysis of how network member organizations approach VAW issues</p> <p>Target: A qualitative analysis of each new or expanded action of network member reveals that they take into account new learning generated from the RLN</p> <p>Percentage of regional partners who rate</p>	Regional staff recruited (2014)	Regional Programme Specialist (Capacity Development)	100,000	185,000	185,000	190,000
		Regional Programme Officer (I UNV) (Communications and coordination)	40,000	60,000	65,000	65,000
	Regional partnerships formalised through partnership agreements (2014-17)	3.1 Regional inception consultation in 2014 to refine programme strategies and launch regional learning network	Workshop 40,000			
		3.2 Regional partners to jointly undertake capacity development activities at national and regional levels	40,000 Sub contract	100,000 Sub contract	100,000 Sub contract	50,000 Sub contract
	Regional learning network supports learning on effective programmes and policies for the prevention of VAWG (2014 –17)	3.3 Online RLN learning platform, established 2014 and functioning 2015-17	15,000 Subcontract	25,000 Subcontract	15,000 Subcontract	10,000 Subcontract
		3.4 Regional learning workshops	60,000 Workshop	75,000 Workshop	75,000 Workshop	75,000 Workshop
	Regional communications strategy ensures new knowledge reaches strategic partners (2014)	3.5 Regional communications strategy implemented	35,000 Sub contract	50,000 Sub contract	75,000 Sub contract	75,000 Sub contract
	Regional policy advocacy is undertaken with regional bodies and organisations on VAWG (2015 - 2017)	3.6 Consolidate findings of the monitoring and evaluation research from selected sites and policy briefs			50,000 Sub contract	75,000 Sub contract
		3.7 Produce and disseminate resources for policy change		20,000 Sub contract 15,000 Production	30,000 Sub contract 15,000 Production	40,000 Sub contract 15,000 Production
		3.8 Advocate for theory- and evidence-based violence prevention in national, regional and global forums and through multiple communication outlets	5,000 Travel	10,000 Travel 15,000 workshop	10,000 Travel 15,000 workshop	10,000 Travel 15,000 workshop

knowledge products and/or regional policy events good/useful (measured by participant surveys in national and regional policy events; also by sending the survey to authors who cite/make reference to P4P knowledge products)		3.9 Produce and disseminate prevention capacity development materials to complement existing resources <i>These include prevention training materials covering, for example, programme implementation, advocacy and volunteerism</i>	30,000 Sub contract 10,000 Production	20,000 Sub contract 5,000 Production	20,000 Sub contract 5,000 Production	20,000 Sub contract 5,000 Production
	Peer reviews of all strategies and products to maintain quality assurance (2014-17)	3.10 Maintaining external technical advisory group		25,000 Travel		25,000 Travel
	Regional institutions house all tools, and products for programme sustainability (2017)	3.11 Formalize partnerships with institutions to house tools and learning products of the joint programme <i>Sub contract for institutions to take up additional functions during handover</i>				40,000 Sub Contract
		3.12 Implement end of programme evaluation				120,000 Sub contract

Note: For funds that are pooled in the joint programme, UNDP will charge an 8% global management service fee. These funds will be deducted from the funds available for the activities programmed in each budget line.

Total Programme Budget: \$9,858,000

UN contributions (for 4 years)	
UNFPA	500,000
UNDP	400,000
UNV	400,000
UN Women	300,000
UN TOTAL	1,600,000

5. Fund Management Arrangements

The joint programme will be implemented over an estimated period of four years commencing in May 2014 and ending 31 December 2017.

To effectively deliver the programme outputs, the programme will be managed by one Managing Agent (MA), which will be UNDP, with a single set of programming guidelines. The MA will charge an 8% Global Management Service fee. A joint Programme Team will be the primary coordinating and implementing body.

To be effective and measurable, country-level support will be focused on a limited number of selected countries. To ensure national-level ownership, enhanced communications and regional/national coordination, national partners will play active roles in the refinement of P4P II and in the joint programme's governance and management structures.

As recommended by the P4P I evaluation, P4P II will continue to be implemented through the UN regional joint programme framework to ensure that available resources are maximized and activities build on the strengths of the mandates of the participating agencies. The funding modalities for the joint programme will evolve as the programme begins implementation. Thus this programme may utilise a combination of the pooled and parallel fund management arrangements. The decision to select one or a combination of fund management options for the regional joint programme will be based on the modality that ensures the most effective, efficient and timely implementation and minimizes transaction costs for all partners at national and regional level. To start, a **pooled fund** will be established for core contributions at regional level from the UN.

The execution modality for the project remains Direct Implementation. The regional joint programme framework and the Direct Implementation Modality have enabled participating UN agencies to work jointly to move the VAWG prevention agenda forward and to enhance learning on promoting non-violence and gender-equitable masculinities.

6. Management and Coordination Arrangements

In the spirit of one UN, all participating organizations are represented by the Programme Team, and the Programme Team will liaise constantly with the representatives of all participating organizations at the national and regional level. Parts of the Programme Team will be located in Bangkok, in order to coordinate with the regional offices of participating UN organisations, while others will be based in selected sites.

This structure will allow for streamlined and effective coordination and implementation of a complex and integrated set of activities under one cohesive work plan and one set of programme management and operations guidelines. All participating organizations will have a representative on the programme Steering Committee. The Steering Committee will approve the programme's final programme document and any subsequent revisions, annual work plans (AWP), and staffing plans and modalities.

The MA will ensure effective delivery of the entire programme and by undertaking the following:

- Facilitate the preparatory phase of the programme including setting up of management and financial systems, and recruitment of the programme team as approved by the Steering Committee and in full collaboration with the other participating agencies.

- Convene regular meetings and discussions to develop a project implementation strategy and its application
- Prepare and share narrative and financial reports in accordance with UN policies and procedures for submission to Regional Steering Committee
- Conduct monitoring for results of programme activities against indicators determined for the joint programme
- Raise red flags to the Regional Steering Committee, if progress has not been made or is unsatisfactory, and recommend remedial action

Guidelines will be jointly developed among the participating agencies to orient the development, use, ownership and copyrights of communication products that are produced under the joint programme.

Roles and responsibilities for programme management and quality assurance

Regional Steering Committee (RSC) composed of senior management from each participating agency as designated by the agency and national UN representatives from the selected countries as decided by the participating UN agencies in those countries. Donors are invited as observer members of the RSC.

The RSC has the following functions:

- Approving the joint programme document, and subsequent revisions, budgets and annual work plans
- Identifying resource mobilization opportunities and mobilizing resources for the joint programme
- Meeting bi-annually or as needed to review programme progress, approve annual work plans and budgets, discuss and agree on policy issues, and resolve any bottlenecks in implementation
- Overseeing and assessing the overall quality and impact of joint programme as documented in evaluation reports
- Endorsing necessary MOUs and agreements to be signed by the MA
- Supporting the dissemination of programme knowledge products and policy tools
- Participate in the Joint performance review of the Project Coordinator.

Technical Advisory Group (TAG) is composed of specialists from each of the participating UN organisations including one primary and one alternate member. The group provides guidance and coherence on the shape of the programme products and contributes to their technical monitoring. TAG members serve as peer reviewers of programme products (publications, advocacy and campaign materials, toolkits, etc.). TAG members also support the overall coordination of the programme among national, regional and global staff from the participating agencies, mobilize technical support as needed, and ensure effective communications regarding P4P is undertaken within their respective UN agencies.

The TAG will meet face-to-face regularly, especially during the inception phase and for review of strategies and deliverables and TAG support will also be provided virtually.

Core functions of the TAG include:

- Meeting to review progress of the joint programme, respond to challenges and issues arising, and inform the direction of the programme as it develops over time. Specific TAG

meetings will take place prior to the meetings of the RSC so that the discussions of the TAG meeting will be taken into consideration during review meetings by the RSC

- Facilitating the timely implementation of the RSC decisions and raising challenges regarding programme and/or management issues to the RSC as required
- Assisting in the refining of programme priorities and specific areas of focus, especially during the inception phase for RSC consideration
- Reviewing the joint programme products and deliverables for quality assurance and adherence to UN guidelines
- Offering specific technical advice related to VAWG and its prevention as needed to support the programme at country and regional level
- Ensuring effective communications within the respective participating agencies and coordination on-going coordination among the regional and national UN partners
- Building synergies with national, regional and global VAWG programming of their agency
- Liaising counterparts at the country/local level to help inform the knowledge products and deliverables of the programme
- Enhancing the knowledge uptake and advocacy activities of Output 3 through integration with related UN agency communication and policy activities and with UN national and regional forums planned outside of the scope of this joint programme
- Assisting in facilitating partnerships among civil society networks, government and donors

In-kind contributions in terms of the time of senior advisors and managers from each of the participating agencies is a requirement for UN participating agencies in P4P II. Regional advisors and managers will be recognised for their work as leading members of the TAG by their organisation on their terms of reference, staff assessments and annual work plans. Progress reports on programming synergies and internal UN collaboration will be highlighted to the Regional Steering Committee by TAG members at RSC meetings.

Joint Programme Team

Comprised of staff at the national and regional levels. During P4P II, at the regional level a P4P project office will be established and based in UNDP's Regional Center. Nationally-based staff and UN Volunteers will oversee local pilot implementation, local coordination and support to volunteerism. All members of Joint Programme Team will represent the four participating UN agencies, and provide technical support, capacity building and communications across agencies at the national and regional levels. Within the Joint Programme Team, the functions are complementary between the P4P staff at the regional and national level.

The functions of the Joint Programme Team include:

Technical and Advisory

- Support the implementation of work plans under P4P with priority accountability to guide and support national-level VAWG prevention intervention implementation, monitoring and evaluation, capacity development, networking and research uptake/policy integration
- Provide on-going technical guidance and oversight to the programme
- Design and implement a communications strategy and coordinate internal communications and knowledge consolidation from participating UN organizations
- Coordinate technical assistance to UN Country Teams and the selected projects on demand that consolidates expertise from all participating UN organisations
- Serving and secretariat for Regional Learning Network
- Consolidate and share learning from all components through regional programme knowledge products

Programme Management and Administrative

- Establish and maintain P4P Secretariat at country level at the identified coordinating UN agency
- Implement a human resources strategy and maintain a consultant roster
- Oversee and implement programme work plans and results-based management
- In coordination with the TAG, propose revisions to the joint programme document to the RSC as needed.
- Produce M & E tools and collect base line data for measuring results of the programme
- Consolidate TAG inputs and finalise joint Annual Work Plans
- Consolidate annual reports in the results of the project and submitting reports to the RSC, external partners and donors.
- Assist with the implementation of a coordinated resource mobilisation strategy
- Serve as secretariat to the RSC, TAG and External Advisory Group

External Advisory Group

An External Advisory Group will be established in the inception phase of the joint programme and will be comprised of the advisors from the UN, donors and regional partners, as well as selected individual global and regional experts on VAWG violence prevention, men and masculinities and other areas relevant for the joint programme. The External Advisory Group will provide guidance and suggestions for improving the programme's strategies, products and partnerships, and serve as external reviewers to major P4P publications. Most of the inputs from the External Advisory Group will be provided virtually, but the Group may need to meet face-to-face during the programme period, especially during the inception phase.

The roles and responsibilities for programme management and quality assurance will be subject to review and revisions, if necessary, to ensure optimal efficiency and results.

Coordinating UN agency (National)

- Establish a local Steering Committee to guide and coordinate programme interventions under the joint programme
- Host the P4P Secretariat, including provision of office space, security, etc to UNVs.
- Ensure effective internal communications at the national level
- Facilitate joint advocacy for policy and priority enhancements

National Partners (Local government, CSOs, researchers, UN partners)

- Undertake implementation of all or part of a pilot prevention intervention (as per local Steering Committee agreement) in line with national priorities
- Promote quality assurance and timely implementation of the work plan
- Commit to participate in "learning-by-doing" and mentorship programmes as agreed
- Commit to share new learning within the organization through integration of VAWG prevention into the organization's learning plan .
- To assign learning focal points and alternates for the partnership, and to replace these individuals as needed (if they leave the organization)
- Commit to attend all P4P trainings and complete all reporting and e-learning assignments

National Coordination Groups (NCG)

Implementation of the programme at the national level will be informed by a national coordination group. The NCG will be convened by the coordinating UN agency (secretariat) with support of the P4P placed UNV, or as decided at the national level. The NCG will be co-chaired by the coordinating agency of the prevention intervention and the main government counterpart. The NCG should meet at least 3 times per year.

The coordination group will consist of national partners including government counterparts, civil society organisations, research institutions, and interested members of the UN family. The NCG's main function is to coordinate all actors involved in the project in line with national priorities. The NCG will also help to contextualize P4P supported activities, monitor progress, address problems and bottlenecks as needed and ensure sustainability of the programme's learning, communications and advocacy.

Specific roles and responsibilities of the NCG are to:

- Coordinate all actors involved with the project and promote collaboration among key stakeholders and the integration of the localized programme outputs into a holistic and collaborative approach to VAWG prevention
- Support and advise on the development, planning and implementation of prevention interventions (output 1) and the contextualization of capacity development and policy advocacy activities (output 2)
- Build alliances with the women's movement and other key social movements related to VAWG prevention and response
- Support country-level dissemination of learning and project findings to promote policy and programmatic enhancements for VAWG prevention and engaging men and boys

Suggested Partnership Agreements for national and regional partners

Partnership agreements with regional and national partners will include:

- Statement of shared vision and goals
- Shared values and approaches to VAWG
- Principles/standards for working together
- Built-in mechanisms and regular forums to monitor the health/performance of the partnership (not just the project activities)
- Commitment to joint evaluation and learning
- Mechanisms for problem-solving and conflict resolution
- Clear definition of roles, responsibilities and lines of accountability
- Clear governance and decision-making arrangements
- Guidelines for communications and knowledge-sharing

7. Monitoring, Evaluation and Reporting

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key deliverables, based on quality criteria and methods captured below:

- An **Issues Log** shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, **Risk Log** shall be activated in Atlas and regularly updated based on the external environment that may affect project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Programme Coordinator to the Steering Committee.
- A **Lessons-learned Log** shall be activated and regularly updated to ensure on-going learning and adaptation within the programme organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Coordinator and submitted to the Steering Committee in advance of Steering Committee meetings. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each of the above elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards output attainment, and whether these remain aligned to appropriate outcomes.
- **A Programme Completion Report** will be prepared in a draft form two months prior to the completion of the programme.

The M & E Plan

A minimum three per cent of the total programme budget will be allocated to M & E over the programme period, and this amount can increase with additional contributions from donors and programme partners.

The Programme Monitoring Framework below outlines the indicators for the three outputs of the programme. Monitoring of these indicators will support efficient programme management and the evaluation impact process.

All M & E data, to the extent possible, will be collected at the national and regional levels. Monitoring of results from national level programming supported by this regional programme may be used as additional proxies for the results impact of the regional joint programme, and some support may be given to national level projects for suggested M & E frameworks and data collection.

The monitoring and evaluation plan will be shaped in part by existing monitoring and evaluation methodologies used for research uptake, capacity development and violence prevention interventions. The learning will be used for furthering such initiatives within Asia-Pacific and beyond.

End of Programme Evaluation

An end of programme evaluation (EoP) will be undertaken as well as key thematic evaluations that will be commissioned in preparation for the EoP evaluation. For example thematic evaluations for each of the 3 main outputs may be conducted. The EoP Evaluation design will be developed with the UN M&E advisors from the participating agencies.

8. Legal context of basis of the relationship

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP's security, and the full implementation of the security plan.

The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>

9. Work plan and budget

Partners for Prevention Work Plan 1 July – 31 December 2014

Output 1: Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys' perpetration of VAWG and to generate new learning

Subtotal: \$145,000

Activity results	Actions	TIME FRAME 2014 Jan- Dec				RESPON- SIBLE PARTY	Technical Inputs Required	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Budget Account	Amount
National working groups/coordination mechanisms functioning	1.1 National partnerships and coordination mechanism established and functioning			x	x	P4P	All agencies UNDP UNFPA UNW UNV	subcontract		\$10,000
Local project coordinators active in project sites (2014-17)	1.2 Local coordinators active in project sites <i>International UN Volunteers or national staff depending on local needs</i> <i>1 = 65,000 per annum</i> <i>Placement begins 2014 (part time)</i> <i>5 placed by 2015 (full time)</i>			x	x			UNV		\$35,000
Selection of intervention sites and designed finalised (2014-15)	1.3 Analysis of available site-specific data on EVAWG to inform local intervention design including secondary analysis of the MSC on Men and Violence <i>Research average 20K per site, contracted as needed</i>			x	x			subcontract		\$40,000

	1.4 Evidence- and research based prevention interventions designed and refined with local partners in the selected countries <i>2014 and 2015 – designs completed in all selected sites. Subcontracts for project design with local or regional experts</i>			x	x			Travel		\$10,000
								Sub contract		\$25,000
Comprehensive, rigorous and appropriate M&E frameworks designed for the selected interventions.	1.6 Design of comprehensive, rigorous and appropriate M&E frameworks for the selected interventions. <i>Sub contract for regional and national research partners</i>			x	x			Sub contract		\$25,000

Output 2: Selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG

Subtotal: \$185,393

Activity results	Actions	TIME FRAME 2013				RESPON-SIBLE PARTY	Technical Inputs Required	PLANNED BUDGET		
		Jan- Dec	Q1	Q2	Q3			Q4	Budget Description	Budget Account
Programme Team recruited	Programme Manager			x	x	P4P	All agencies UNDP UNFPA UNV UN Women	salary		Interim Manager \$40,000
	Programme Specialist (M & E)			x	x			salary		\$0
	Programme Assistant			x	x			salary		\$15,000

Office premise maintained	Office rent and overhead							Rental, maintenance-premises		\$5,000
Equipment procured	Supplies			x	x			supplies		\$4,000
	Communications			x				Information equipment		\$2000
Capacity assessments and resource mapping of national and regional partners analysed (2014-17)	2.1 Undertake institutional capacity assessments with national partners <i>Institutional capacity baselines established in 2014, end line in 2017</i>			x	x			Sub contract		\$30,393
	2.3 Refine national capacity development approaches based on assessments mapping <i>Strategies produced and launched in 2014/15</i>			x	x			Sub contract		\$24,000
Policy advocacy implemented in partners countries (2014-17)	2.5 Customised policy enhancement strategies implemented with local and national partners			x	x			Sub contract		\$10,000
UNVs recruited	2.6 National UN Volunteers placed in local intervention sites to promote volunteerism <i>1 National UNV = 11,000, 5 UNVs placed by 2015 Sub contracts for NGO volunteerism initiatives in the selected sites</i>			x	x			UNV		\$15,000

Output 3: Regional bodies and organizations have increased capacity to support effective programmes and policies for the prevention of VAWG

Subtotal: \$75,000

Activity results	Actions	TIME FRAME 2013				RESPON-SIBLE PARTY	Technical Inputs Required	PLANNED BUDGET		
		Jan- Dec	Q1	Q2	Q3			Q4	Budget Description	Budget account
UNV recruited Regional partnerships formalised through partnership agreements (2014-17) Regional learning network supports learning on effective programmes and policies for the prevention of VAWG (2014 -17)	Regional Programme Officer (I UNV) (Communications and coordination of UNV) Note: Start recruitment. Regional PO UNV joins in Q4.			x	X	P4P	All agencies	UNV		\$35,000
	3.1 Regional inception consultation in 2014 to refine programme strategies and launch regional learning network.			x		P4P		Travel		\$10,000
	3.3 Online RLN learning platform, established 2014 and functioning 2015-17			x	x	P4P		Subcontract		\$5000
Regional communications strategy ensures new knowledge reaches strategic partners (2014)	3.5 Regional communications strategy implemented			x	x	P4P		subcontract		\$5,000
	3.8 Advocate for theory- and evidence-based violence prevention in national, regional and global forums and through multiple communication outlets			X	X	P4P		travel		\$5,000

	3.9 Produce and disseminate prevention capacity development materials to complement existing resources			x	x	P4P		Subcontract		\$5,000
	<i>These include prevention training materials covering, for example, programme implementation, advocacy and volunteerism</i>							Production		\$10,000

Total Budget July to December

Output 1	\$145,000
Output 2	\$185,393
Output 3	\$75,000
GMS* (8%)	8% GMS will be deducted from the pooled funds allocated to each activity. Parallel funds will not be charged GMS. The amount of parallel funds is still being clarified.
Total	\$405,393

Estimated Resources

Source	Amount	Amount
UNDP	\$100,000	\$100,000
UNFPA	\$125,000	\$125,000
UNV	\$100,000	\$100,000
UN Women	\$75,000	\$75,000
AusAID	\$205,393	\$205,393
TOTAL	\$605,393	\$605,393

Budget January to June 2014:	\$200,000
Budget July to December 2014	\$405,393
Total	\$605,393

Table 2: Joint Programme Monitoring Framework

Expected Results	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
<p>Output One:</p> <p>Interventions are implemented, monitored and evaluated in selected sites to prevent men and boys' perpetration of VAWG and to generate new learning</p>	<p>Level of in-kind and/or financial contributions to the interventions (to measure increase engagement of local partners in the selected prevention interventions)</p> <p>B: Established by year one contributions</p> <p>T: 20 % increase from baseline by year 4</p> <p>Number of community-based initiatives carried out in collaboration with local volunteers as part of the project</p> <p>B: established from year one data collection</p> <p>T: 40 % increase</p>	<p>Specific intervention budgets and donor reports</p> <p>Personnel reports and assessments from VIOs</p>	<p>Assessments based on calculation of intervention budgets and donor reports Annually starting 2014</p> <p>Consolidation of personnel reports and reporting from VIOs Annually starting 2014</p>	<p>P4P team & national partners</p> <p>P4P team, UNVs & national VIO partners; UNV TAG focal points to provide technical oversight</p>	<p><u>Assumptions</u> Selected interventions re successfully implemented</p> <p><u>Risks</u> A wrongly targeted interventions, that do not last long enough, engage the right partners or mobilise the right changes to help transform attitudes, behaviours and norms would endanger the success of the programme overall.</p>

	<p>Extent to which positive changes occur related to violence prevention in selected interventions measured through local M&E frameworks customized for the sites</p> <p>B: Established from baseline studies specific to each intervention undertaken in activity 1.11</p> <p>T: Significant change from baseline (established after baseline data collected)</p>	<p>Intervention project progress and M & E reports</p>	<p>Analysis of intervention reports for progress and changes Annually starting 2014</p>	<p>P4P team: analysis of country project reports and summaries</p>	
<p>Output Two: Selected national partners have increased capacity to design, adopt and implement rigorous evidence-based interventions and policies for the prevention of VAWG</p>	<p>Level of capacity of partner institutions to undertake specific prevention functions (as measured through capacity assessments)</p> <p>B: Established in year one through assessment activities</p> <p>T: Determined by baseline data</p> <p>The extent to which new or expanded actions planned by learning network members incorporate new learning</p> <p>Baseline: established through a qualitative analysis of how network member organizations approach VAW issues</p>	<p>Capacity assessment surveys</p> <p>Qualitative monitoring interviews with learning network members</p>	<p>Baseline and endline analysis of capacity assessment survey data in 2014 & 2017</p> <p>Analysis of RLN monitoring data Annually starting 2014</p>	<p>P4P team & national partners</p> <p>P4P team</p>	<p><u>Assumptions</u> A growing understanding among partner governments and donors of the importance of VAWG prevention in ensuring human development.</p> <p><u>Risks</u> Lack of lack engagement, interest and/or technical capacities of Regional Learning Network members</p> <p>Challenges in identifying highly qualified and experienced violence prevention experts to support the Regional Learning Network.</p> <p>Changing political environments and national priorities, undermining or compromising capacity development.</p>

	Target: A qualitative analysis of each new or expanded action of network member reveals that they take into account new learning generated from the network				
Output Three: Regional bodies and organisations have increased capacity to support effective programmes and policies for the prevention of VAWG	<p>The extent to which new or expanded actions planned by RLN members incorporate new learning for enhanced programming and policy advocacy</p> <p>Baseline: established through a qualitative analysis of how network member organizations approach VAW issues</p> <p>Target: A qualitative analysis of each new or expanded action of network member reveals that they take into account new learning generated from the RLN</p> <p>Percentage of regional partners who rate knowledge products and/or regional policy events good/useful (measured by participant surveys in national and regional policy events; also by sending the survey to authors who cite/make reference to P4P knowledge products)</p>	<p>Capacity assessment surveys</p> <p>Qualitative monitoring interviews with learning network members</p> <p>Participant surveys during national and regional policy events and via email distribution</p>	<p>Baseline and endline analysis of capacity assessment survey data in 2014 & 2017</p> <p>Post policy event and P4P listserv survey data collection According to workshop schedules and/or biannually starting in 2014</p>	<p>P4P and TAG: Reporting on RLN progress and use of learning material</p> <p>P4P: Analysis of coverage and use of knowledge products in media and academic outlets</p> <p>P4P team</p>	<p><u>Assumptions</u> P4P II knowledge resources are being used to influence decision makers at the regional level.</p> <p>National action plans for ending VAWG will increasingly integrate prevention as a central pillar.</p> <p><u>Risks</u> Changing priorities of targeted decision makers weaken the efforts to enhance policy for prevention of VAWG</p>

Annex One: Change priorities for ending VAWG

Violence against women and girls is extremely complex and requires changes across society from the societal to individual levels. This table presents an overview of these change priorities. These changes are interconnected and dynamic. They influence one another and happen at different rates, due in part to external factors and due in part to the interventions of government, international community, civil society, private sector, local actors, and individual change agents.

The first three columns of this table represent an overarching set of change priorities, drivers and desired results for ending violence against women and girls. The last column sums up research finding and learning from P4P I. During the course of P4P II, we will explore the relationship between these changes (the process of change) and some of our underlying assumptions about the change process. This table also helps locate the focus areas of P4P II and map where P4P II outputs and other UN regional support fit within the broader framework. This will demonstrate how P4P II can best complement existing work and the mandates and priorities of different partners.

Macro Level Changes

Change Priority	Driven by	Desired result	P4P Learning and research findings
Knowledge Change: including within government, of the scope, drivers and solutions for EVAWG	Data and evidence availability, media awareness, communications and advocacy with decision makers	Decision makers, media and cultural leaders understand the scope of, and drivers and solutions for EVAWG	Build a sound evidence base on VAWG Develop interventions that respond to the specific patterns of violence in each context
Discourse Change: How EVAW is framed and discussed in the public discourse	Targeted communications and media training, direct advocacy with decision makers, capacity building with civil society	Violence is discussed as a public responsibility and human rights issue, one that is never acceptable, that is preventable - in which both women and men have a role.	Targeted communications strategies for key audiences must be built into research agendas
Policy Change: legal frameworks, budgets, commitments and implementation plans	International/regional frameworks, external demand, internal advocacy, lobbying, and policy advocacy; support from civil society and the development community	National and local policies lead to EVAWG and the achievement of women's rights	End impunity for men who rape Criminalize all forms of non-consensual sex including marital rape
Priority Change: among government, civil society and development partners	External demand, internal advocacy, media pressure, capacity development	EVAWG and achieving women's rights is prioritized by multiple State and non-state actors. Legal frameworks are funded and implemented by responsible actors	Prioritize prevention and response together Advocate for stronger budget allocation at the national and sub-national levels for EVAWG
Social Norm Change: gender norms for women and men; masculinities and femininities as understood at the national or societal level	Ground up and top down social change; media, social opposition to norms that contribute to violence and inequalities	Violence against women is never acceptable and women and men are valued equally. Healthy, non-violent and equitable ways of being for men are the most common and accepted forms of masculinity.	Change social norms related to the acceptability of violence and the subordination of women Promote non-violent masculinities oriented towards equality and respect

Institutional Level Changes: Governments, multi-laterals, NGOs and service providers

Change Priority	Driven by	Desired result	P4P Learning and research findings
Capacity Change: for institutions to respond to and prevent VAWG	Top level mandates, and internal motivation, ownership of the issue and empowerment learning	Key stakeholders are able to effectively play their role in EVAWG and ensuring justice	Build capacity of national and sub-national government and civil society actors through collaborative, relationship based learning, and “learning by doing” for deepening technical/research skills, particularly around operations research
Practice Change: at the institutional level	Capacity change, national policies, and central level directives, national and sub-national coordination mechanisms, motivation of leadership, external pressure	<p>Institutions across key sectors work effectively to deliver services and prevent violence, particularly through programmes and policies to promote non-violent and health masculinities e.g. health and justice sectors; NGOs; education</p> <p>Survivors of violence can access justice and services Perpetrators are held accountable.</p>	Ensure that response and prevention are part of a holistic approach to EVAWG
Institutional Relationship Change:	National policies, and central level directives, national and sub-national coordination mechanisms, motivation of leadership	<p>Coordinated approaches for EVAW implemented in concert across key institutions/sectors.</p> <p>Institutions and actors relate to one another, and work together differently, through informal and formal coordination mechanisms</p>	<p>Foster a whole-of-government policy approach to EVAWG to coalesce multiple institutional roles and responsibilities under a common vision</p> <p>Promote coordination among multiple agencies and sectors working to EVAWG</p>

Local/Community Level Changes

Change Priority	Driven by	Desired result	P4P Learning
Practice Change: of community organizations, community councils, and local leaders	Local leadership, women's voices, community demand, inspired by community mobilization and participatory interventions that engage local leadership	Local leaders and decision making bodies are accountable and take action to EVAW	Identify and foster existing local approaches to VAWG prevention which exist outside scope of development discourse and practice
Service Delivery Change: of services including police, local government, health, education and justice sectors, including Access Change: Justice and services are accessible at the community level	Priority, practice and capacity changes, adoption of local coordination mechanisms Local demands and women's leadership	Local level service providers respond effectively, and in a survivor-led and coordinated fashion, to VAWG and work to prevent in the future Perpetrators are held accountable and face social and legal consequences; all forms of violence against women are criminalized, including marital rape	End impunity for men who rape Ensure access to justice for all who experience violence
Community Norm Change: gender norms at the community level promote women's empowerment and men's caring and non-violence	local leadership, women's voices, community demand, inspired by community mobilization and participatory and social marketing interventions	VAWG is not tolerated within the community and more peaceful and equitable ways of living for women and men are the community's norm Social norms for healthy male sexuality include consent, compassion and respect for women's choices and bodies, and these norms are nurtured from childhood onwards.	Promote non-violent masculinities oriented towards equality and respect Work with young boys to address early ages of sexual violence Perpetration Address gender-inequitable attitudes

Family/Relationship/Individual Level Changes

Change Priority	Driven by	Desired result	P4P Learning and research findings
Family Relationship Change: Ending and responding to childhood trauma, and violence within the family	Community norm change, individual knowledge change, practice change and influenced by parenting and early childhood interventions	Children are protected and safe; family conflicts are resolved peacefully; women and men share ownership of assets and decision making All children grow up in a healthy, safe and stable environment, in which non-violent conflict resolution among couples and their children is the norm.	Address child abuse and promote healthy families and nurturing, violence-free environments for children End corporal punishment in schools and at home
Couple Relationship Change: within intimate partnerships or marriage	Community norm change, knowledge change, interventions such as couples counseling, programmes for newlyweds, parenting programmes	Relationships are equitable, based on consent and women's and men's equal voice, relationship conflicts are resolved peacefully	Promote equitable and mutually respectful relationships Foster stronger communication within intimate partnerships
Individual Behavior Change: for women including exercising rights, voice and choice; for men including use of violence and controlling behaviors, sexual practices	All of the above, as well as targeted interventions for specific groups of at risk women and men	Women fully attain their rights; men are peaceful, equitable and practice consensual sexuality	Promote healthy sexuality for men and address men's sexual entitlement Promote non-violent forms of masculinity Address substance abuse and mental health issues in the context of promoting gender equality

Annex Two: Intervention Sites and Entry Points

The following table outlines the context of the proposed intervention sites. The proposed programme and policy areas noted in this table are indicative and will be refined through further country consultations during the inception phase of P4P Phase II.

Country	Findings, recommendations and examples for programming
Bangladesh	<ul style="list-style-type: none"> • The MCS on Men and Violence quantitative study in Bangladesh found that gender inequitable attitudes were high among men <i>and</i> women; men’s sexual violence was perpetrated primarily within marriage; sexual entitlement was the primary motivation for men’s perpetration of sexual violence; and more than 40% of men in both urban and rural sites perpetrated sexual violence for the first time before the age of 19. • The study recommendations include addressing and changing the underlying socio-cultural norms and masculinities related to inequitable gender attitudes and beliefs, and acceptance of VAWG in Bangladesh. The study also recommends that violence prevention efforts target younger age groups (especially boys) and address sexual and reproductive health rights, including issues around sexual consent, healthy relationships and respect for female partners, in order to prevent sexual and other forms of VAWG in Bangladesh. • Building on these recommendations, the UNFPA-led “Generation Breakthrough” prevention intervention is underway in multiple sites across Bangladesh, focused on improving SRHR and preventing VAWG among youth through school-based curricula. The programme incorporates multiple strategies to work not only with youth on healthy relationships, gender equality and SRHR (through the curricula), but also more broadly with communities, peers and service providers (through mass media campaigns, community outreach, parenting training and other activities) to create a supportive environment for the long-term prevention of VAWG. • A UN joint programme on ending VAWG is also currently being finalized with a focus on prevention. P4P II can work with national UN partners to further refine and implement both initiatives (Generation Breakthrough and the UN EVAW joint programme).
Cambodia	<ul style="list-style-type: none"> • The MCS on Men and Violence quantitative study in Cambodia found that: sexual intimate partner violence was higher than physical partner violence; sexual violence against a non-partner, especially gang rape, was high in Cambodia compared to other countries as was economic and emotional abuse; child abuse was also widely prevalent in Cambodia with 65% of men reporting that they had experienced physical abuse; 43% of men in the study were found to be clinically depressed, and one quarter were considered highly depressed. • The study recommendations, among others, include: targeting norms around sexual entitlement for addressing partner and non-partner rape and community norms related to the acceptance of violence; women’s economic empowerment and men’s enhanced roles in caregiving; supporting efforts to end violence against children and promote healthy childhoods; and implementing programmes that address the specific risk factors surrounding gang rape. The study also highlights the need in Cambodia for piloting holistic violence prevention models for rigorous evaluation.

	<ul style="list-style-type: none"> • At the moment, excellent opportunities exist to implement local and multicomponent prevention interventions starting in 2014 under the leadership of UN Women Cambodia, as part of an Australian Aid EVAW programme. The Cambodian government's next National Action Plan on EVAW (to be launched in early 2014) also mandates prevention along with response and sites the P4P study for its prevention strategy. • Through the Australian Aid EVAW programme, P4P II can continue to support the process of turning the research findings and recommendations into concrete prevention programmes to be implemented and monitored in specific locales. Specific programme possibilities for Cambodia, to be further refined with local partners, include local multicomponent interventions that combine youth, parenting, and community norm changes. Other components can promote educational attainment and develop livelihood opportunities, or adapt Programme H/Yaari Dosti approaches that integrate group education and interactive activities on violence, sexuality and masculinities (particularly focused on gang rape and use of transactional sex, for the Cambodia context) with young men, alongside social marketing campaigns to promote more equitable norms within communities. Specific programmes designed to work with at-risk youth for preventing gang rape may also be implemented. • Other P4P supported research in Cambodia recommends capacity development and enhanced UN and government support to local and provincial government and civil society leaders with regards to their roles and responsibilities in prevention and response of VAWG at the grassroots level.
China	<ul style="list-style-type: none"> • The MCS on Men and Violence in China (quantitative and qualitative studies) found that physical and sexual IPV is strongly associated with childhood trauma, men's dominance, alcohol abuse, multiple sexual partners and quarrelling. • The study recommendations note the need for programmes and policies that address ideologies of male sexual entitlement, protect children foster women's empowerment and promote more equitable and healthy notions of being a man. • Specific programme interventions could include scale up of existing initiatives to promote positive men's engagement in violence against women activism such as the White Ribbon Campaign, alongside implementation of programmes designed to promote child protection, women's empowerment and healthy ways of living for men. • The UN family has expressed strong interests to follow up on the research and undertake interventions on violence prevention, particularly among men and youth. These opportunities will be further explored and partnership refined through further consultations with the UN and government counterparts.
Indonesia	<ul style="list-style-type: none"> • The MCS on Men and Violence in Indonesia found that: prevalence of intimate partner violence and non-partner rape varied across the diverse sites in the country; most men held moderately equitable gendered beliefs and attitudes, although there was widespread support for women's role in the home; and men who held inequitable attitudes regarding sexual relations between women and men were more likely to perpetrate sexual violence.

	<ul style="list-style-type: none"> • The study recommendations note the need for programmes and policies that foster women’s empowerment (particularly economic empowerment) and promote more equitable notions of being a man among young boys. • Specific programme interventions could include scale up of existing local initiatives to promote positive fatherhood parenting skills and men’s engagement in violence against women activism (e.g. the Laki Laki Baru or New Men’s Alliance movement), alongside implementation of programmes designed to promote women’s economic empowerment and provide community-based gender and violence awareness training. • At the moment, there is strong expressed interest among the UN family to conduct interventions on violence prevention, particularly among men, youth and in high prevalence settings. In addition, UNFPA is currently working with the Ministry of Women’s Empowerment on guidance note for engaging boys and men in violence prevention. These opportunities will be further explored and partnership refined through further consultations.
PNG- Bougainville	<ul style="list-style-type: none"> • The MCS on Men and Violence in Bougainville found that: 85% of men reported ever perpetrating physical, sexual or frequent economic or emotional abuse against a partner; women who experienced IPV were more likely to report negative health outcomes, including physical injuries, depression, post-traumatic stress disorder, suicide as well as miscarriages; the first sexual experience of 1 in 5 women was rape and this proportion was 1 in 3 among women who first had sex before 16. • The study recommendations include the need for programmes and policies that challenge social norms on intimate partner relationships, acceptance of violence and increase knowledge of health issues, in particularly strengthening reproductive health services for women and empowering women to control their bodies. • Specific programme possibilities could include a comprehensive adaptation and roll-out of the Stepping Stones prevention intervention – or similar community based participatory models - that provide participatory community approaches to training around sexual health education, awareness of gender inequalities and violence, and relationship communication and conflict resolution skills. Other options include setting up radio or television dramas to challenge social norms on gender and the acceptance of violence and increase knowledge of health issues. • Currently there is high commitment from UN and civil society partners to improve efforts to address VAWG in the country, and further consultations will refine P4P II entry points for support.
Viet Nam	<ul style="list-style-type: none"> • The MCS on Men and Violence qualitative study in Viet Nam found that: violence is commonly perceived as a disciplinary tool to establish and maintain men’s authority, most often within the family; while physical violence is generally condemned in Vietnamese society, violence against wives and children is still seen as legitimate as long as it occurs in private; men’s childhoods were key development periods during which gender norms and practices were influenced; and men’s relationships with their fathers tended to be characterized by violence and discipline, rather than care and affection. • The study recommendations include working to achieve family and community level changes that promote more engaged and caring fathers and working within existing social institutions – such as schools – to

	<p>promote gender equality and non-violence and foster healthy sexuality and sexual relationships among youth.</p> <ul style="list-style-type: none">• In terms of school-based prevention programmes in Viet Nam, currently, the Gender Equity Movement in Schools (GEMS) model is being piloted in Da Nang, Viet Nam and P4P Phase I provided technical support on the design, implementation and M&E data collection for this programme. Baseline data will be available in 2014, and further scale up of this approach across the Viet Nam education sector is to be supported through a region UN Women – Australian Aid programme.• Other specific programme adaptations could include parenting programmes that work with new or young parents on healthy, involved and non-violent parenting approaches, combined with larger community media campaigns on caring fatherhood (such as the Men Care campaign). Both UN Women and UNFPA in Viet Nam (as part of the One UN) have plans to increase their prevention activities in 2014 and P4P II will initiate further consultations with national partners to refine our partnerships and scope of new work.
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Annex Three– P4P II Staffing Plan and Suggested Terms of Reference

The following pages include the staffing plan and suggested terms of reference for P4P Phase II.

Regional level team and management (FTA = fixed term or project based staff assignment)

Steering Committee
 -Approving JP document, AWP and budgets
 -Identifying resource mobilization opportunities
 -Overseeing and assessing quality and impact
 -Supporting dissemination of knowledge products.



Technical Advisory Group
 (all agencies)
 - Technical and strategic guidance to the programme
 - Time percentage dedicated to implementation
 -Technical quality assurance of the project

Management support
 (UNDP)
 - Programme and operations support
 - P5 or above line management of P4P Project Manager
 - Programmatic quality assurance of the project

Project Manager
 FTA (P4)
 - Overall programme management
 - Development and implementation of AWP
 - Supervisory role for specialists and associate

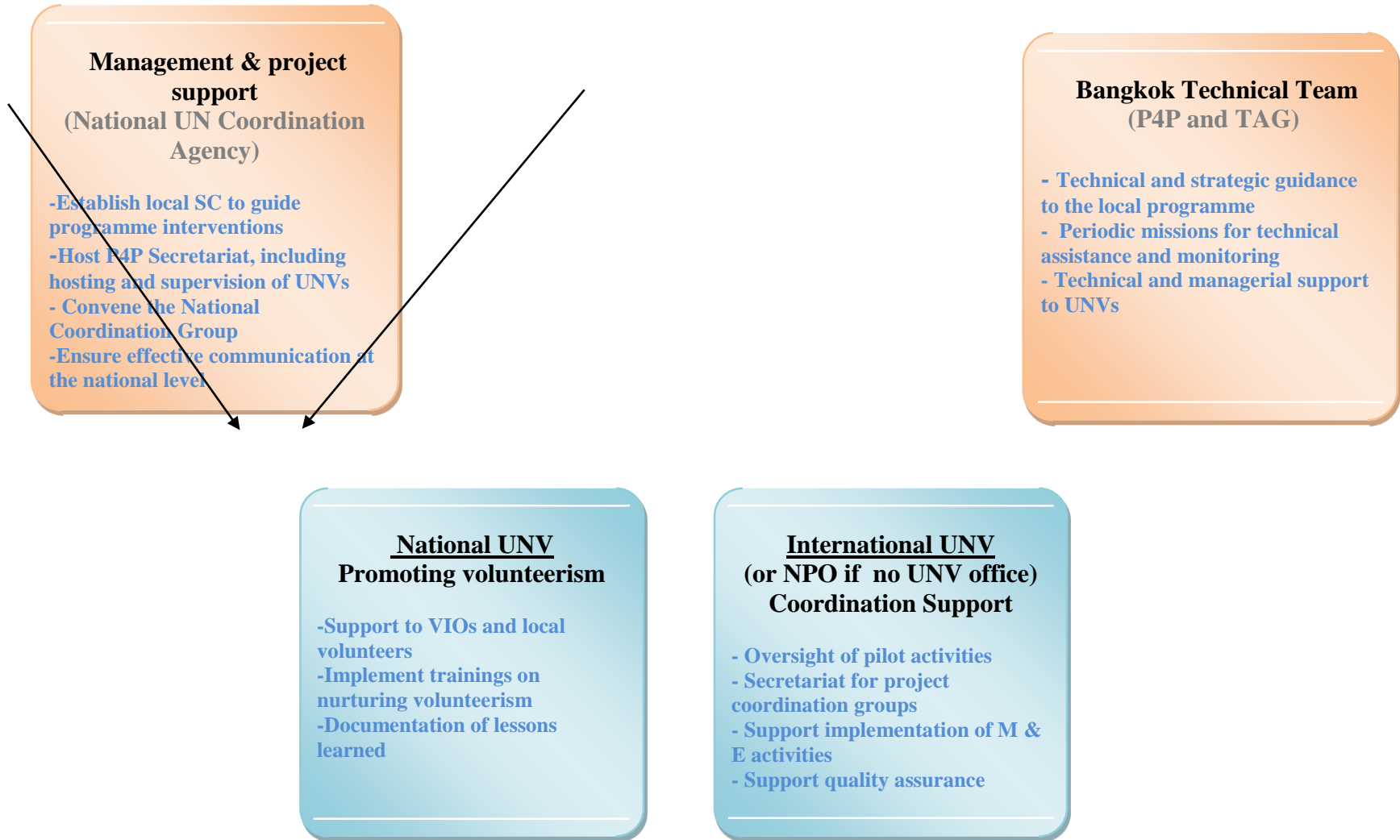
Programme Specialist
 (FTA P3)
 -Day to day support and technical inputs into activities under all Outputs

Programme Specialist Monitoring & Evaluation
 (FTA P3)
 -Day to day support and technical inputs for M & E activities under Outputs 1

Programme Officer Communications & UNV liaison
 (I UNV)
 - Oversight of outreach and volunteer activities
 - Internal communications to the UN family and donors (quarterly updates)
 - External communications and outreach (P4P website and networks)
 - UNV Liaison

Programme Associate
 (Thai national, service contract)
 - Programme administrative support
 - Management of project in Atlas - Implementation support
 - Interagency collaboration (communications and scheduling among participating agencies)

National Level Staff - UN Volunteers located at project site



Suggested Terms of Reference

Terms of Reference – Regional Programme Manager

Programme Manager	
I. Position Information	
Job Title: Regional Programme Manager Reports to: UNDP Regional Director and the P4P Regional Steering Committee	Suggested Grade: P4 Duty Station: Bangkok, Thailand
Organizational Context	
Partners for Prevention is a UNDP, UNFPA, UN Women and UNV Asia-Pacific regional joint programme for the prevention of violence against women and girls (VAWG). The joint programme brings together the combined strengths of UNDP, UNFPA, UN Women and UNV – and a wide array of close partners – in a concerted effort to prevent VAWG in the region. P4P Phase I was implemented from 2008 – 2013. P4P Phase II will be implemented from 2013 – 2017, focusing on using the evidence and data generated from Phase I to enhance and implement prevention interventions, capacity and policy advocacy across the region.	
1	
The Programme Manager is responsible for day-to-day management for the programme. The Programme Manager's prime responsibility is to ensure that the programme produces the results specified in the Annual Work Plan, to the required standard of quality and within the specified constraints of time and cost. The Programme Manager will coordinate and manage inputs from participating organisations and ensure their sequencing contributes to delivering timely results. The Programme Manager will oversee the delivery of reporting requirements to the Regional Steering Committee in a timely manner in accordance with the Activities described in the Programme Document.	
1. Overall programme management: <ul style="list-style-type: none"> • Prepare the Annual Work Plan and gain its approval from the Regional Steering Committee • Manage the implementation of all deliverables and activities assigned to the Joint Programme Team under the AWP • Coordinate inputs from all participating organisations and ensure their sequencing contributes to delivering programme results • Draft TORs and work specifications for consultancies/subcontracts • Manage, direct and motivate the all staff of the Regional Programme Team • Develop and implement an internal communications strategy to maintain transparency and wide ranging communications among all participating organisations and communicate directly to UNCTs in the region • Liaise with the Regional Steering Committee to ensure the overall direction and integrity of the programme 	

- Agree on a technical and quality strategy with appropriate members of the Technical Advisory Group and Regional Steering Committee.
- Identify and obtain any support and advice required for the management, planning and control of the programme
- Be responsible for overall programme administration
- Be responsible for change control and any required configuration management

Programme monitoring:

- Plan and monitor activities as determined in the Programme Monitoring Schedule Plan; and update the plan, as required
- Manage the risks as determined in the Programme Risks Log, including the development of contingency plans as necessary,
- Take responsibility for overall progress and use of resources and initiate corrective actions where necessary

Programme reporting:

- Prepare and report to the Programme Steering Committee through annual programme reports and end programme report
- Prepare and report to RBAP and Regional GSC in accordance with agreed deliverables and timelines
- Prepare the Lessons-learned Reports
- Prepare any follow-on action recommendations reports, required

2. Coordinate technical support to UNCTs, Governments and other partners

- Ensure high quality technical support is provided to regional partners, Country Offices, and CSOs in the region to plan and implement localised activities supported by the Regional Joint Programme
- Coordinate the support to country specific activities Represent the Regional Joint Programme in international fora, conferences and training events.

Competencies and Critical Success Factors

- Demonstration of integrity by modelling UN values and ethical standards
- Proven ability to function at both technical advisory and project management levels
- Demonstrated team management and coordination skills
- Experience with the UN System; especially the participating organisations in the RJP
- A good understanding of UNDP programme, finance and operational procedures will be an asset
- Proven experience with gender equality and gender-based violence issues in Asia-Pacific
- Expertise and demonstrated experience with the involvement of boys and men to achieve gender equality and prevent gender based-violence
- Existing relationships with CSOs, development partners and donors in the region
- Demonstrated competence in producing analytical knowledge products
- Ability to work independently and as a team player
- Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity
- Demonstrated strong leadership skills; proven ability to plan and organize work to deliver results
- Actively working towards continuing personal learning and development
- Ability to lead strategic planning, results-based management and reporting
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to work with minimal supervision
- Ability to lead monitoring and evaluation of development programmes
- Focus on impact and results and responding positively to critical feedback
- Consistently approaching work with energy and a positive, constructive attitude
- Demonstrated strong oral and written communication skills
- Building strong relationships with clients and external actors

Recruitment Qualifications

Education:	Minimum Master's degree in gender and development or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	At least 7 years of programme experience in VAWG or related field. Proven project management experiences, preferably with an international organization. Strong knowledge of the Asia-Pacific context and prior experience in working with key stakeholders in the region. Expertise in violence prevention and previous experience with the United Nations will be strong assets.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of a UN-language or other languages of the Asia-Pacific region an advantage

Terms of Reference: Regional Programme Specialist

I. Position Information	
Job Title: Programme Specialist	Suggested Grade: P3
Reports to: P4P Programme Manager	Duty Station: Bangkok, Thailand
II. Organizational Context	
<p>Partners for Prevention is a UNDP, UNFPA, UN Women and UNV Asia-Pacific regional joint programme for gender-based violence prevention. The joint programme brings together the combined strengths of UNDP, UNFPA, UN Women and UNV – and a wide array of close partners – in a concerted effort to prevent gender-based violence and reduce the prevalence of gender-based violence in the region. P4P Phase I was implemented from 2008 – 2013. P4P Phase II will be implemented from 2013 – 2017, focusing on using the evidence and data generated from Phase I to enhance and implement prevention interventions and policy advocacy in selected sites across the region.</p> <p>P4P, led by the Programme Manager, is comprised of a team of programme specialists based in Bangkok, programme officers situated at the national level in specific countries where P4P works, and regional and national UN advisors from around the region, including UN Volunteers. P4P also works with a diverse set of government, academic and civil society organizations in the region and globally.</p>	
III. Functions / Key Results Expected	
<p>The Programme Specialist is responsible for the coordination of all activities related to monitoring and evaluation and production of new knowledge around prevention of VAWG throughout P4P Phase II. The incumbent will guide and support the implementation of rigorous monitoring and evaluation of national-level prevention interventions in selected sites. The Programme Specialist will also manage capacity development and learning around VAWG prevention and the transformation of harmful masculinities, and provide technical oversight on site-specific programme implementation and monitoring on VAWG prevention. The incumbent will support the production and uptake of new learning products based on the learning from P4P Phase II to inform and enhance discourse, policy and practice on VAWG prevention in Asia-Pacific. The Programme Specialist will be under the supervision of to the Programme Manager.</p>	
IV. Duties and Responsibilities	
<p>1. Management of monitoring and evaluation programme research</p> <ul style="list-style-type: none"> • Manage the implementation of monitoring and evaluation systems of national-level gender-based violence prevention interventions during Phase II 	

- Develop and refine M&E frameworks with national partners for selected VAWG prevention interventions implemented at the national level
- Oversee hiring and coordination of national research institutes or individuals to conduct comprehensive, rigorous and appropriate monitoring and evaluation data from selected prevention interventions
- Provide technical backstopping and capacity development to national partners on M&E approaches, design and implementation
- Support Programme Specialist – Capacity Development to design and implement activities to enhance research capacity to inform site-specific prevention programming among strategic regional and national partners

2. Production and uptake of knowledge products

- Coordinate management of UN Multi-country Study (MCS) on Men and Violence data sharing and access mechanism and promote use of the UN MCS data set and methodology
- Coordinate secondary analysis of UN Multi-country Study on Men and Violence quantitative and qualitative data to inform prevention interventions in selected sites
- Synthesize monitoring and evaluation data from national interventions at the regional level
- Produce knowledge products from national-level interventions
- Support Programme Manager in development and implementation of a knowledge uptake strategy, including dissemination of products and learning to key strategic national and regional stakeholders

3. Programme support and reporting

- Support Programme Manager on implementation of the joint programme
- Support other programme activities as required
- Prepare regular reports on progress achieved on activities related to M&E and research uptake following the reporting requirements set by the Programme Manager in collaboration with the programme team and project donors

Corporate Competencies	
<ul style="list-style-type: none"> • Demonstrates integrity by modelling UN values and ethical standards • Promotes the vision, mission and strategic goals of UNDP • Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability • Treats all people fairly without favouritism 	
Functional Competencies	
<ul style="list-style-type: none"> • Proven ability to function at both technical advisory and project management levels • Demonstrated ability to plan and organize work to deliver results • Ability to work with minimal supervision • Focus on results and impact and responding positively to critical feedback • Consistently approaching work with energy and a positive, constructive attitude • Demonstrated strong oral and written communication skills 	
Recruitment Qualification	
Education:	Minimum Master's degree in gender and development or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	<ul style="list-style-type: none"> • Minimum of 5 years of relevant experience in research and/or monitoring and evaluation, particularly in the field of public health, gender and/or violence prevention • Proven experience with a wide range of monitoring and evaluation methods and approaches, particularly in the field of gender-based violence prevention • Proven experience with gender equality and gender-based violence issues in Asia-Pacific • Proven experience analyzing complex M&E data and demonstrated competence in producing analytical knowledge products • Experience developing training tools and/or conducting training on M & E a strong asset • Strong knowledge of the Asia-Pacific context and prior experience in working with key stakeholders in gender and violence prevention in the region would be consider strong assets • Expertise in translating monitoring and evaluation data into practical learning and lessons for policy advocacy and enhanced prevention interventions in Asia-Pacific • Experience with the UN a plus
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of another UN-language or other languages of the Asia-Pacific region an advantage

Terms of Reference: Programme Officer (Regional Support)

I. Position Information	
Job Title: Programme Specialist	Suggested Grade: International UN Volunteer or National Officer (NOC)
Reports to: P4P Programme Manager	Duty Station: Bangkok, Thailand
II. Organizational Context	
<p>Partners for Prevention is a UNDP, UNFPA, UN Women and UNV Asia-Pacific regional joint programme for gender-based violence prevention. The joint programme brings together the combined strengths of UNDP, UNFPA, UN Women and UNV – and a wide array of close partners – in a concerted effort to prevent gender-based violence and reduce the prevalence of gender-based violence in the region. P4P Phase I was implemented from 2008 – 2013. P4P Phase II will be implemented from 2013 – 2017, focusing on using the evidence and data generated from Phase I to enhance and implement prevention interventions and policy advocacy in selected sites across the region.</p> <p>P4P, led by the Programme Manager, is comprised of a team of programme specialists based in Bangkok, programme officers situated at the national level in specific countries where P4P works, and regional and national UN advisors from around the region, including UN Volunteers. P4P also works with a diverse set of government, academic and civil society organizations in the region and globally.</p>	
III. Functions / Key Results Expected	
<p>The Programme Specialist – Regional Coordination Support is responsible for the coordination of and support to all activities related to the implementation of programme intervention activities, learning and M&E, capacity development, and promotion of volunteerism for violence against women & girls (VAWG) prevention.</p> <p>The incumbent will support the Programme Manager in programme management and operations and perform regular communications and reporting duties. The Programme Specialist will support the management of contracts and grants, preparation of work plans and budgets and be involved in writing newsletters, maintaining the website, tracking progress and drafting monitoring reports. The incumbent will also support the management and liaise with nationally placed UN Volunteers and/or volunteer involving activities. The Programme Specialist – Regional Coordination Support will be under the supervision of the Programme Manager.</p>	

IV. Duties and Responsibilities

1. Support programme management and operations

- Support the management of contracts and grants and the preparation of work plans and budgets
- Provide technical input to the Programme Specialists - Capacity Development and Learning and M&E
- Support the recruitment of consultants and staff, draw up terms of references in coordination with Programme Specialists
- Provide guidance on procurement of equipment and IT matters
- Support the quality assurance of procedures and compliance with UNDP Rules and Regulations of P4P's management and operations
- Provide technical backstopping to National Coordination Officers
- Support other programme activities as required

2. Communication and reporting

- Prepare newsletters, draft articles and other forms of writing
- Maintain the website, facilitate knowledge sharing and interaction
- Track programme progress and draft monitoring reports
- Guide the production of knowledge products from national-level interventions
- Support the development and implementation of knowledge uptake strategy, including dissemination of products and learning to key strategic national and regional stakeholders

3. Volunteer management and support

- Support the recruitment of UN Volunteers, liaise with them during their assignments and facilitate exchange of information and a mutual support system
- Support volunteer involving activities from design to implementation including communication and reporting
- Strengthen knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications, and taking part in UNV activities (for instance in events that mark International Volunteer Day)
- Become acquainted with and building on traditional and/or local forms of volunteerism in the host country
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities
- Contribute articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc.

<ul style="list-style-type: none"> Promote or advise local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible 	
<p>Corporate Competencies</p> <ul style="list-style-type: none"> Demonstrates integrity by modelling UN values and ethical standards Promotes the vision, mission and strategic goals of UNDP Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability Treats all people fairly without favouritism <p>Functional Competencies</p> <ul style="list-style-type: none"> Demonstrated ability to plan and organize work to deliver results. Ability to work with minimal supervision Focus on impact and results and responding positively to critical feedback Consistently approaching work with energy and a positive, constructive attitude Demonstrated strong oral and written communication skills Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity. 	
<p>Recruitment Qualification</p>	
Education:	Minimum Master’s degree in gender and development, communication or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention
Experience:	At least 5 years of related experience in civil society capacity development, outreach, an/or networking Experience in managing and implementing projects; volunteer coordination an asset. Experience with international organizations; with volunteers involving organizations an asset. Knowledge of capacity development and M&E. Understanding of gender-based violence and its prevention. Previous experience in Asia and the Pacific and knowledge of the regional issues and challenges.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of another UN-language or other languages of the Asia-Pacific region an advantage

Terms of Reference: UN Volunteer or National Officer – National Coordination Officer

I. Position Information	
<p>Job Title: National Coordination Officer</p> <p>Reports to: P4P Programme Manager and a local representative of the host UN agency in [country].</p>	<p>Suggested Grade: UN Volunteer or National Programme Officer</p> <p>Duty Station: [X country]</p>
II. Organizational Context	
<p>Partners for Prevention is a UNDP, UNFPA, UN Women and UNV Asia-Pacific regional joint programme for gender-based violence prevention. The joint programme brings together the combined strengths of UNDP, UNFPA, UN Women and UNV – and a wide array of close partners – in a concerted effort to prevent gender-based violence and reduce the prevalence of gender-based violence in the region. P4P Phase I was implemented from 2008 – 2013. P4P Phase II will be implemented from 2013 – 2017, focusing on using the evidence and data generated from Phase I to enhance and implement prevention interventions and policy advocacy in selected sites across the region.</p> <p>P4P, led by the Programme Manager, is comprised of a team of programme specialists based in Bangkok, programme officers situated at the national level in specific countries where P4P works, and regional and national UN advisors from around the region, including UN Volunteers. P4P also works with a diverse set of government, academic and civil society organizations in the region and globally.</p>	
III. Functions / Key Results Expected	
<p>The National Coordination Officer will act as the P4P focal point for the activities being undertaken in x country. The primary task will be to coordinate and oversee the timely and successful implementation of selected VAWG prevention interventions at the national-level. The incumbent will liaise with relevant national partners from UN, civil society, including universities and academia, and government to establish and foster partnerships, capacity and build ownership around the intervention, with technical support from P4P Programme Specialists. The incumbent will also manage local volunteers and support efforts to foster volunteerism for the prevention of VAWG and transformation of harmful social norms.</p> <p>The aim of the position is to ensure the smooth and timely implementation of evidence-based prevention interventions in [country], with strong cooperation and collaboration among the relevant partners. The learning from this national-level intervention will inform the discourse on effective approaches for violence prevention interventions in Asia and the Pacific.</p>	

The National Coordination Officer will report to the P4P Programme Manager and a local representative of the host UN agency in [country].

IV. Duties and Responsibilities

1. Management and oversight of intervention implementation

- Manage the timely and successful implementation of a selected evidence-based VAWG (Violence against Women & Girls) prevention intervention at the national-level
- Coordinate the establishment of a national working group (NWG) or similar coordination mechanism including government, UN, civil society and other programme partners, and facilitate regular meetings with this group. Liaise with other relevant working groups and networks present in the country addressing VAWG.
- In collaboration with P4P Programme Specialists, develop and/or refine a selected evidence- and research-based prevention intervention implementation plan, including a rigorous M&E framework
- With technical support from the P4P Programme Specialist – Capacity Development, coordinate and monitor the implementation of the selected prevention intervention and support capacity development activities to enhance implementation
- With technical support from P4P Programme Specialist – Learning and M&E and in collaboration with the national research institute or contractors that implements the prevention intervention, monitor the implementation of a rigorous and ethical M&E research framework
- Support the development and dissemination of knowledge products based on learning from the implementation and M&E of the selected intervention
- Liaise with and report to P4P as the [country] focal point for the implementation of prevention interventions and M&E research in [country].

2. Capacity development and coordination

- Coordinate and liaise with various stakeholders – including and beyond National Working Group members – to keep them informed of and involved in the process of intervention implementation
- With selected national partners, attend regional Community of Practice meetings and share learning from national-level implementation and M&E research
- Support the dissemination of research results nationally, particularly aimed at promoting policy and programmatic enhancements for VAWG prevention
- Support national level capacity development activities through formalized partnerships and capacity development plans based on capacity needs assessments with select partners

3. Support of volunteerism

- Strengthen knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications, and taking part in UNV activities (for instance in events that mark International Volunteer Day)

<ul style="list-style-type: none"> • Become acquainted with and building on traditional and/or local forms of volunteerism in the host country • Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities • Contribute articles/write-ups on field experiences and submitting them for UNV publications/websites, newsletters, press releases, etc. • Promote or advise local groups in the use of online volunteering, or encouraging relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible 	
<p>Corporate Competencies</p> <ul style="list-style-type: none"> • Demonstrates integrity by modelling UN values and ethical standards • Promotes the vision, mission and strategic goals of UNDP • Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability • Treats all people fairly without favouritism <p>Functional Competencies</p> <ul style="list-style-type: none"> • Demonstrated ability to plan and organize work to deliver results. • Ability to work with minimal supervision • Focus on impact and results and responding positively to critical feedback • Consistently approaching work with energy and a positive, constructive attitude • Demonstrated strong oral and written communication skills • Excellent interpersonal skills; demonstrated ability to work in a multicultural, multi-ethnic environment and to maintain effective work relations with people of different national and cultural backgrounds with sensitivity and respect for diversity. 	
<p>Recruitment Qualification</p>	
<p>Education:</p>	<p>University degree in gender and development or a related field such as sociology, social work, public health, international development with substantial experience in gender and violence prevention</p>
<p>Experience:</p>	<ul style="list-style-type: none"> • At least 5 years of relevant experience on programme development and/or policy advocacy in the field of public health, gender and/or violence prevention. • Experience on capacity development or training an asset. • Proven project coordination experience, particularly related to gender or gender-based violence. • Experience working on gender issues (particularly VAWG) in an international development context (experience working in x country would be an asset). • Basic understanding of quantitative and qualitative M&E research methods (experience researching gender and/or masculinities would also be an asset).

	<ul style="list-style-type: none"> • Demonstrated capacity to build effective partnerships and promote multi-sectoral collaboration. • Strong knowledge of the Asia-Pacific context and prior experience in working with key stakeholders in the region. • Expertise in coordination and collaboration across a wide-range of partners an asset. • Previous experience with the United Nations would be an asset.
Language Requirements:	Excellent communication skills in oral and writing English; knowledge of another UN-language or other languages of the Asia-Pacific region an advantage

Terms of Reference - Programme Assistant

I. Position Information	
Job Code Title :	Programme Assistant
Pre-classified Grade:	G6 service contract or equivalent
Supervisor:	Programme Manager, Partners for Prevention (P4P II)
Duty Station:	Bangkok, Thailand
II. Organizational Context	
<p>Under the overall guidance and direct supervision of the Programme Manager, the Programme Assistant provides support services ensuring high quality, accuracy and consistency of work. The Programme Associate is an integral part of the Partners for Prevention team.</p> <p>The Programme Assistant works in close collaboration with the UNDP operations, programme and staff of joint programme participating UN organizations (UNFPA, UN Women, UNV) as required for resolving complex finance-related issues and exchange of information.</p>	
III. Functions / Key Results Expected	
<p>Summary of Key Functions:</p> <ul style="list-style-type: none"> • Support the implementation of the P4P joint programme work plan • Enhance programme development • Support to management of the P4P joint programme • Administrative support to the programme team • Support to resource mobilization • Support to Communications, knowledge building and knowledge sharing 	
<p>1. Ensures effective support to the programme implementation, focusing on achievement of the following results, primarily in the areas of:</p> <ul style="list-style-type: none"> • Providing daily support on timely execution of programme approved work plans; • Assisting in monitoring the progress throughout the programme; • Collecting and gathering required information, data for programme activities/initiatives throughout the programme phase; • Assisting the Programme Manager in coordinating the exchange of information among the programme partners; • Providing required support in organizing/conducting programme activities; • Supporting other programme-related activities as required by the programme management. 	
<p>2. Enhance programme development</p> <ul style="list-style-type: none"> • Strengthen inter-agency coordination by maintaining good communications with programme assistants with joint programme participating organizations related to programme activities 	

<ul style="list-style-type: none"> • Provide support to the Programme Team to build and sustain partnerships with civil society partners in Thailand and in the Asia-Pacific region by mapping and corresponding with organizations affiliated with violence prevention, gender quality and related areas.
<p>3. Provides effective support to management of the programme focusing on the achievement of the following results:</p> <ul style="list-style-type: none"> • Management of the project in Atlas, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of a project. • Provision of guidance to the executing agencies on routine implementation of projects. • Presentation of information for audits and supports implementation of audit recommendations.
<p>4. Provides administrative support to the Programme focusing on achievement of the following results:</p> <ul style="list-style-type: none"> • Undertake and support project implementation and procurement activities according to UNDP workflows including contracting consultants, institutional contracts and organization of workshops and travel, etc. • Maintenance of the internal expenditures control system including timely corrective actions on budget check errors, match exceptions, as well as cost-sharing deficit and PDR errors. • Creation of requisitions in Atlas for development projects, registration of goods receipt in Atlas. • Undertaking budget checks for requisitions, POs and vouchers
<p>5. Provides administrative support to the Regional Programme advisory functions focusing on achievement of the following results:</p> <ul style="list-style-type: none"> • Integration of programme team information including tracking of events, travel and advisory services. • Provision of administrative services to meetings, seminars, workshops. • Efficient travel arrangements provided for the team as required, ensuring proper use of UNDP resources and client satisfaction.
<p>6. Supports resource mobilization focusing on achievement of the following results:</p> <ul style="list-style-type: none"> • Track and reporting on mobilized resources. Review of contributions agreement, managing contributions in Atlas. • Periodic updates to Programme Manager on status of contributions, expenditures and reporting to donors
<p>7. Supports Communications and Knowledge Sharing focusing on achievement of the following results:</p>

- Update all internal UN partners with efficient communications regarding activities of the programme team
- Management of P4P external website including posting updates and responding to queries
- Contributions to monitoring and evaluation including compiling programme data as required
- Sound contributions to knowledge networks and communities of practice related to gender equality and violence prevention.

IV. Impact of Results

Accurate data entry and financial information have an impact on the quality and implementation of Partners for Prevention. A client-oriented and efficient approach impact on the image of the P4P and UN family in the countries in the region.

V. Competencies

- Corporate Competencies:**
- Demonstrates commitment to UNDP’s mission, vision and values.
 - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

- Knowledge Management and Learning
- Shares knowledge and experience
 - Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

- Development and Operational Effectiveness
- Ability to perform a variety of specialized tasks related to Results Management, including support to design, planning and implementation of programme, managing data, reporting.
 - Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems
 - Good knowledge of Results Management Guide and Toolkit

- Leadership and Self-Management
- Focuses on results for the client and responds positively to feedback
 - Consistently approaches work with energy and a positive, constructive attitude
 - Remains calm, in control and good humored even under pressure
 - Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:	Master’s Degree in Business, Public Administration, Economics, Political Sciences and/or Social Sciences.
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<p>Experience:</p>	<p>Thai National with 5 years of progressively responsible administrative or programme experience is required at the national or international level.</p> <p>Experience with the UN System and UNDP desirable.</p> <p>Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.</p>
<p>Language Requirements:</p>	<p>Fluency in English and Thai. Other language skills an asset.</p>