

**Evaluation of
Partners for Prevention
Regional Joint Programme
for Gender-based Violence Prevention
in Asia and the Pacific
2008 till 2012**

**Final Evaluation Report
Executive Summary and Recommendations**

May 2013

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

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EXECUTIVE SUMMARY

Introduction

- i. In the Asia-Pacific region, United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and United Nations Volunteers (UNV) have been implementing the Partners for Prevention (P4P) Programme, a Regional Joint Programme aimed at enhancing the prevention of gender-based violence through the engagement of men and boys and work on masculinities. The programme started in 2008 and the present final external evaluation is meant to assess the results achieved so far, aspects of the process of implementation, sustainability and relevance and to provide recommendations for future programming on gender-based violence (GBV) prevention by involving men and boys in the region.
- ii. The evaluation made use of the Development Assistance Committee (DAC) / UN Evaluation Group (UNEG) evaluation criteria of relevance, efficiency, effectiveness and sustainability. Given the stage of development of the programme the issue of impact was, in line with the Terms of Reference (TOR), not included in the evaluation. The remaining four criteria and evaluation questions under each of these were further sharpened in the inception phase, based on an initial set of interviews. A mixed methods approach was used with a combination of a desk review; semi-structured interviews, conducted where possible face-to-face or through Skype/telephone; process documentation; a mini-survey and case studies. Three country visits to Bangladesh, Cambodia and India were conducted, which were selected based on the type of support provided by P4P to partners concerned. The evaluation team abided by the United Nations Evaluation Group (UNEG) evaluation standards and norms as well as ethical standards of World Health Organisation (WHO) in relation to work on Violence against Women (VAW) and Gender Based Violence (GBV) in particular.

Relevance

- iii. P4P has added significant value to the UN partner agencies' knowledge, awareness, and acknowledgement of the relevance of addressing men, boys, and masculinities to GBV prevention and eradication. P4P's work has brought attention to the roles boys and men can –and, therefore, must– play in GBV prevention: they can no longer only be portrayed as 'the problem', but also need to be considered and included as part of 'the solution'. In particular, P4P's ability to provide timely and high quality technical assistance to demands from the field is noteworthy. This demand has grown significantly over the years, highlighting P4P's relevance to addressing existing and growing needs.
- iv. The three components of P4P, i.e. Effective communications, Networking and capacity development and Research, knowledge and policy advice, have been implemented in various combinations in countries in the Asia-Pacific region, in this way adapting P4P support to the developing demands and capacities in-country. This has enabled P4P to gradually bring a more focused approach to bear on work with boys, men and masculinities in the region. Though P4P's

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

Efficiency and Process issues

- v. The joint modality of the P4P programme has enabled the four UN agencies to work jointly on engaging of men and boys and working on masculinities to enhance prevention of GBV, which had thus far received limited attention in each of the individual agencies. The use of pooled funding and joint annual work plans has enhanced the efficiency of programme implementation. The large donor support that has been generated for the programme indicates a positive recognition for the use of the joint programme modality.
- vi. Governance and management has been arranged through a high level Steering Committee and internal and external Technical Advisory Groups (TAGs). Though this set-up proved effective in the first year of programme implementation, governance and management were weakened due to high level of staff turn-over and limitations of the managing agency until mid-2012. During this period P4P developed more at a distance from the UN partner agencies, but programme oversight has been enhanced since, with substantial managerial input from the internal TAG and the Steering Committee.
- vii. The three programme components are meant to reinforce one another and this has in particular been realised in Cambodia and Vietnam and to a lesser extent in Bangladesh. This has been less the case in other countries in which P4P has only provided one or (parts of) two programme components. Moreover, a continued use of a demand-driven approach throughout programme implementation has resulted in the dispersion of support over 15 countries in the region. With less attention paid to developing the organisational capacities of selected in-country actors, this has enhanced a dependency on outside technical support. The partnership approach of P4P proved particularly strong in relations with the South Asian Network to Address Masculinities (SANAM) and the Regional Learning Community (RLC) in East and Southeast Asia, the two sub-regional learning communities supported, but relations proved much more activity oriented with many of the other national partners, and did not include the development of the capacities of these organisations.
- viii. Factors that have reduced the efficiency of programme delivery include the limited coordination of P4P's support through technical assistance (TA), with such support provided by the UN partner agencies, as well as the particular delays in the implementation of the research component of the programme (partly beyond the control of the P4P team), which limited the use of research results in communication and capacity development components.

Effectiveness

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

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

- x. In capacity development, the results of SANAM and RLC as sub-regional learning communities stand out. Both have developed their own curriculum that is being applied to rounds of fellows (trainees) and adapted for use in specific country contexts. In communications the results of the support to national campaigns in Cambodia and Vietnam and the social media campaigns supported in India stand out.
- xi. The research component has introduced a new and innovative approach in GBV research with a focus on data gathering from boys and men, including perpetrators as well as 'gender equitable men'. In particular the quantitative research has provided new data with country level reports published and a regional analysis forthcoming. The most important finding is arguably that GBV is avoidable and that, therefore, change and (primary) prevention are both possible and necessary, which constitutes the first principle of P4P. The research findings have a high potential to inform GBV prevention in the region, on which some initial work has been conducted by P4P. The qualitative research has met with more delays, while the policy research has in practice received the least amount of attention.

Sustainability

- xii. With engaging men and boys to prevent GBV firmly placed on the development agenda in the region, P4P has contributed to the creation of an enabling environment to further address GBV prevention in the region. With the increase of demand for technical support to the P4P team the approach appears to have gained ground, contributing to its longer term application.
- xiii. Barriers to sustainability include the limited focus on the development of organisational capacities, as P4P training mostly focused at the individual level. This has so far largely prevented the P4P functions of research, capacity development and communication to get institutionalised within partner organisations in the region. SANAM and RLC are the exceptions in this respect, as P4P has supported the development of these networks. With programme results achieved so far remaining largely at the output level, and limited attention paid to using the outputs to enhance GBV prevention policies and programmes, sustainability of results is therefore weak.

Recommendations for the remainder of the extended first phase of P4P

1. Use the remainder of 2013 to finish what was started and to complete the outputs of the extended first phase of the P4P programme.
2. Prepare for a second programme phase of P4P by mapping capacities of both governmental and non-governmental stakeholders in GBV prevention and engagement with men and boys in the region, conducting a joint visioning exercise among the four UN

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

Recommendations for the second phase of P4P

3. Implement a second phase of the P4P programme, with a focus on the GBV prevention, transforming harmful masculinities and engaging men and boys, which makes use of full programme and policy cycles to test the TOC of P4P and translate the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable. This will optimise the investments made so far. This approach will require a four-year time frame.
4. Practicing and supporting Results-Based Management both in the second phase of P4P, in which full policy and programme cycles can be assessed, as well as supporting the development of Monitoring and Evaluation (M&E) in the field of GBV programming that engages with men and boys.
5. Enhance coordination of support at the regional and country levels and put mechanisms for such coordination in place in terms of logistics as well as methodological concerns. These should build as much as possible on existing means of coordination.
6. Make use of a regional joint programme modality including pooled funding and invite UN agencies beyond the four partner agencies to collaborate with the programme. This will expand the ways in which the outputs of phase one can be utilised.
7. Strengthen joint programme governance by reinforcing the Steering Committee and the internal TAG. Resuscitate the external TAG, adapting its composition to the requirement of the second phase, and make it function as a support group rather than as individual advisors only.
8. Enhance joint programme management with separate leadership and management responsibilities, reorganising the P4P team as well as the set-up of programme components to include a clear focus on policy development and advocacy and the use of evidence to inform programming.
9. Develop a resource mobilisation strategy in which responsibilities of each of the UN partner agencies and the P4P team are specified and the process of resource mobilisation and targets concerned are clearly outlined.

7. RECOMMENDATIONS

Recommendations for the remainder of the extended first phase of P4P

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

1.1. Research, knowledge and policy advice component

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

- 1.1.1. Finalise the quantitative, qualitative and policy research studies of the UN Multi-country Study on Men and Violence, including data gathering, analysis, reporting and initial distribution.
- 1.1.2. Involve stakeholders in the process of analysis and linking of the three research initiatives (to the extent undertaken) at country level to inform the analytical process, enhance ownership of the results and identify opportunities for application of findings in-country.
- 1.1.3. Identify relevant regional level stakeholders to be engaged in analysis of research findings at regional level and for policy advocacy in the region in the next phase. Conduct the regional level analysis together with stakeholders and distribute the report.
- 1.1.4. Finalise the research tool kits, including writing articles or reflection pieces on methodology for specialised researchers identifying lessons learned in this innovative field.
- 1.1.5. Identify viable organisation(s)/UN institution for repository of research data and mechanism/protocol for granting access to the data for qualified researchers.
- 1.1.6. Distribute research results in close cooperation with P4P constituting UN agencies, other UN agencies and partners at regional and country level.

1.2. Effective communication component

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

- 1.2.1. Finalise communication tools and make them publicly available.
- 1.2.2. Complete the documentation of experiences in national campaigns and in the use of social media and identify and document lessons learned that can be used in other contexts.
- 1.2.3. Make P4P developed websites fully functional and interactive and develop capacities for maintaining and further developing these web-sites with a view of future hand-over to interested and capable advocates of GBV prevention engaging men and boys.
- 1.2.4. Continuation of discussions with key national and regional stakeholders regarding the presentation of the national and regional level P4P outputs including research reports,

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

- 1.2.5. Work with partners who can publish and distribute findings and results of P4P in a variety of ways. P4P needs to provide guidance on this to national steering groups.
- 1.2.6. Continue to improve internal communications with the Steering Committee and the internal and external TAGs as well as UN agencies and other stakeholder at the country and regional levels.

1.3. Networking and capacity development component

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

- 1.3.1. Capacity development workshops for high-level staff of UN agencies in close cooperation with P4P partners and other UN agencies that (already) relate to GBV and boys' and men's involvement and masculinities.
- 1.3.2. Finalise curricula development in SANAM and RLC.
- 1.3.3. Finalise capacity development tools and materials, including the prevention toolkits, and distributing them.
- 1.3.4. Enhance opportunities for learning across partners and advocates for GBV prevention in the region.
- 1.3.5. Develop the technical capacities of regional and country level TA providers and training institutes in order to generate more sustainable regional and national level TA support capacity and reduce the reliance on direct P4P TA inputs.
- 1.3.6. Reactivate or develop steering/working groups at country level for coordination, tailoring and guidance of in-country activities.

1.4. Across programme components

- 1.4.1. Detailed review by the internal and external TAG and selected qualified external experts (not previously involved in P4P) of all final products (curricula, manuals, tools, etc.) and incorporation of suggested revisions before publication and circulation. Frequency of meetings of the TAG members of the UN agencies will need to be adapted to this requirement, allowing for the active involvement of the four UN agencies in the preparation of these products.
- 1.4.2. The final products to be released in 2013 should incorporate (more) of P4P's own findings, including the communication campaigns and the learning consortia in addition to the research findings, paying particular attention to engaging men and boys and working on masculinities, as well as mentioning how these strategies may be combined with other approaches to GBV prevention. They should also consolidate the strengths of P4P and avoid dispersion, especially beyond the already considerable evidence base it has produced.
- 1.4.3. Suspend any new demand-driven help-desk activities during this period to avoid possible further delays.

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

- 2.1. Mapping (changed) capacities of key advocates for GBV prevention and engagement of men and boys in the region, at the regional and country levels including activists, women/men's movements / groups, (I)NGOs and other civil society initiatives, research and academic institutes and other relevant stakeholders. Mapping needs to include capacities for research, GBV programming, policy advocacy, internal and external communications and capacity development, as well as approaches to GBV. It needs to be done in close cooperation with UN partners at the regional and country levels and identify key stakeholders for the second phase of P4P. This exercise will need to incorporate the data gathered but not reported on as a baseline in 2007-9.
- 2.2. Identify national governments' ministries/departments or units, and research and training institutions that are engaged or are keen to engage in GBV prevention, engaging men and boys and working on masculinities
- 2.3. It is essential for the four UN partners and other UN agencies working on GBV to address the need for greater coordination of TA for GBV prevention activities at the regional and country levels. Such greater coordination can be enhanced by conducting a joint visioning and division of labour exercise among the UN partners, addressing UN internal coordination, agency mandates, priorities and opportunities/need for cooperation as well as institutionalisation of P4P functions in the medium and long term, during and beyond the second phase of P4P. This would need to include reviewing the capacity and institutional mandate required for future coordination of a holistic approach to GBV prevention engaging boys and men, in view of sustained gender equality promotion, a human rights-based approach and the development of capacities concerned beyond P4P's second phase.
- 2.4. Establishing closer cooperation needs to go hand in hand with the development of an explicit joint Theory of Change that identifies the ways in which activities and intermediate level changes contribute to GBV prevention towards a holistic approach to GBV that will contribute to its elimination, as well as assumptions and risks of the processes concerned. The results of this exercise will enable P4P to coordinate its GBV prevention work, engaging men and boys with other UN agencies and can facilitate aspects of institutionalisation of P4P functions among relevant UN agencies, leading to the embedding of regional coordination functions in the UN agency with the most relevant mandate at the end of the second phase of P4P.
- 2.5. Informed by the mapping and the joint visioning exercises, preparation of a programme document for a four year programme for regional support, including technical details as well as the modality of the programme, focusing on the translation of the outputs of the present phase into actual policy and programme support at the country and regional levels and to institutionalise functions provided by the P4P programme so far.
- 2.6. Coordinate the work in the P4P components with the UN agencies at the regional and national levels in the remainder of the present programme period, ensuring shared ownership and enhanced involvement of national government agencies and relevant civil society organisations.
- 2.7. Joint resource mobilisation needs to start as soon as possible (see paragraph 9.1)

Recommendations for the second phase of P4P

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

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

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

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

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

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

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

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

Key aspects of how these components would be delivered are:

- 3.3. A participatory process on regional level and the level of selected countries to further work out the details of the programme, informed by the joint visioning and division of labour exercise among the UN partners as mentioned under 2.3 above. The design of the programme will need to include an explicit theory of change and results framework which makes explicit the kind of changes that are expected at the output and outcome levels and how these will be intermittently assessed. A similar but less comprehensive process with key stakeholders needs to be put in place to review progress at the end of each year and to inform work planning for the next programme year. This will enhance stakeholder ownership of the programme process as well as of the results produced.
- 3.4. **Use a variety of means to develop capacities:** P4P support at the regional as well as country levels needs to be based on the use of an indirect, increasingly horizontal approach, developing capacities of organisations and parties that will need to implement activities and processes, be these at the regional or country level. Capacity development needs to involve a variety of strategies, including training of trainers, creation of horizontal networks by specialty, mentoring, accompaniment, horizontal exchanges, expert consultations as well as technical assistance. The mode of direct 'flown-in' technical support that P4P has often applied in the first phase of the programme needs to be kept to a minimum as capacities of other actors are to be developed.
- 3.5. **Country level support to a limited number of countries:** In order to become more effective, country level support needs to be focused on a limited number of countries. Given the importance of the P4P research results, countries selected will need to have at least one of the studies conducted in-country. The selection will also need to take into account geographical spread as well as feasibility and a reasonable comparison across policy environments concerning GBV, its prevention and the working space for civil society institutions. The selection needs to enable learning on the opportunities and effects of policy development and advocacy and programming on GBV prevention, engaging men and boys.
- 3.6. **Adapting P4P human resources:** Staffing of P4P needs to be adapted to the requirements of the second phase in which there is emphasis on support to quality programming and policy development and advocacy for GBV prevention with engagement of men and boys, as well as on institutional capacity development. Staff will need to be recruited preferably from within the region. In order to attract and keep adequately qualified/experienced staff members, full time employment rather than the present nine months consultancy contracts needs to be offered.

4. Practicing and supporting Results-Based Management

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

- 4.2. Support the development of monitoring and evaluation in the field of GBV programming engaging with men and boys, paying attention to both quantitative as well as qualitative methods and tools. Work on developing indicators for GBV prevention, especially regarding engaging men and boys and masculinities. These should complement existing indicators, especially those created by the UN. The use of a participatory approach can enhance the ownership and use of such methods and tools.
- 4.3. Monitoring and evaluation of whole programming and policy cycles can be realized, as an expanded timeframe will allow for a focus on selected programme and policy initiatives in a limited number of countries. Attention would need to be paid to developing partners' capacities, including development of M&E systems concerned. In this way, partner agencies would enhance their ability to inform programming and policy making by evidence and to manage for results. Inclusion of full programming and policy cycles would mean that the programme would be able to test the Theory of Change underpinning each of the selected initiatives and provide sufficiently rigorous evidence of what works and what does not in engaging boys and men and working on masculinities in addressing GBV in the context of the countries concerned.
- 4.4. In order to realise results based management and support processes of monitoring and evaluation of whole policy and programming cycles, an M&E specialist needs to be recruited as part of the P4P team who will support this part of the programme. Given the complexity of the task, a highly qualified person will be needed.

5. Enhance coordination at the regional and country levels

- 5.1. Enhance coordination of regional level technical support on GBV prevention. There is a need for a coordination mechanism for TA support in which requests to P4P are shared with the TAG and coordinated with TA support of UN partner agencies. Such a coordination mechanism also needs to include regular exchanges on the TA methods used, effectiveness of approaches as well as obstacles faced and ways in which these were handled.
- 5.2. Coordination of P4P activities with all UN agencies involved in GBV programming at country level (prevention as well as other elements) will need to be enhanced. For this purpose one focal person (as well as an alternate) will need to be assigned from the lead UN agency on GBV programming in the country (joint programme partner agencies or other collaborating UN agencies). This person should be an expert in the field of GBV and working on masculinities and have significant professional experience, including working with multiple stakeholders, and experience in-country or the (sub) region. This country-based focal person needs to link up with Government as well as civil society and academic/research institute stakeholders and with existing civil society and/or government programmes on GBV, including prevention as well delivery of services. Coordination for the P4P programme should preferably be part of existing coordination mechanisms (national joint programme on GBV, a working group of the UN Gender Theme Group, or other existing UNCT/RC coordination), so as to improve coordination of efforts and communication and avoiding gaps and duplication.

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

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

7. Strengthen joint programme governance

- 7.1. It is recommended that while the SC continues to have an overall role in terms of the strategic guidance to the programme, meeting at least on an annually basis, the TAG needs to take on the technical guidance of the programme, the oversight of the implementation of the annual work plan, decision making in (bi-monthly) meetings or at meetings convened for the discussion of specific topics. SC members need to receive regular updates on TAG meetings and decisions.
- 7.2. Continue (re-instate) having alternates to the members of both the Steering Committee as well as the TAG so that meetings do not need to be missed by any agency due to travel or other commitments of the committee members. Another option is to consider the use of teleconferences.
- 7.3. The external TAG should be resuscitated to play a supporting role in a second phase of P4P, though with a more limited number of meetings, possibly conducted using teleconference as cost saving and efficiency option. A formal arrangement for the external TAG membership combined with a basic retainer payment could contribute to greater continuity and ensure mutual commitment.
- 7.4. Steering Committee, internal and external TAG will need to maintain their functions. The composition of the Steering Committee and the internal TAG can be expected to remain largely the same. The external TAG however, will need to be adapted to the requirements of the second phase, where specialty on programme and policy development and policy advocacy will be required. The use of the external TAG should go beyond the use of the individual members and include a role as an outside group. This will be required in order to inform the support to selected policy and programme development initiatives, in which the use of evidence use, aspects of communication, advocacy and capacity development will need to be combined in an integrated approach to support engaging boys and men and work on masculinities for GBV prevention.

8. Enhance joint programme management

- 8.1. The programme's management set-up, with UNDP as the managing agency needs to be reviewed within the perspective of four year phase. The availability of sufficient technical support capacity of the managing agency needs to be ensured. Moreover, it would be useful to include all UN partner agencies in the performance appraisal process of the programme coordinator, which would provide more diverse inputs to the process.
- 8.2. It is recommended that the SC hires an experienced manager to perform management and coordination functions on the technical aspects of the programme, as distinct from leadership on technical content, which would remain the role of the programme coordinator. Ideally this position should be filled before the end of the present first phase extension period, to facilitate a smooth transition to the second phase, but at the latest at the start of the second phase. In addition to the financial / administrative management capacity, aspects of technical support and management need to be taken into consideration in the selection of the management staff for the second phase of the joint programme. In addition to technical capacity in gender and GBV and particularly in engaging men and boys and work on masculinities, experience in policy development and advocacy and the use of evidence to inform programming would be required.
- 8.3. There is a need at the outset of the second phase, to re-organise the programme components, including a designated space for support to policy development and advocacy and GBV programming and to recruit staff with relevant expertise to perform these functions. Rather than providing direct support to country initiatives, their role should be to develop capacities of partner organisations, including UN, government, civil society and academic partners to propose, advocate for and implement relevant policies and design and implement programmes on GBV engaging with men and boys that are informed by evidence. It would be useful to hire a designated M&E specialist to support programme M&E and development of partner M&E capacities.
- 8.4. Though the staffing composition of P4P needs to be adapted, the overall size of the programme team should remain relatively small with staff additions, if needed, as much as possible made to the participating UN agencies on regional and country level, in the form of qualified UN Volunteers or as otherwise feasible.
- 8.5. Share travel plans of all P4P staff and regional staff of the three UN agencies (i.e. UNDP, UNFPA and UN Women, as UNV does not have regional presence; however UNV's TAG members from UNV HQ could be included), as well as relevant CO staff where and when travels are planned in a timely fashion (e.g. monthly itinerary) so that coordination can be concretised.

9. Develop a resource mobilisation strategy

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