

UN Women Markets for Change Midterm Review Report

Authors	Farida Fleming and Marica Tabualevu
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Acronyms

CMBE	Continuing Market Business Education
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade, Australia
DRDA	Department of Rural Development and Agriculture
FNU	Fiji National University
IPI-MVF	Increasing Agricultural Productivity and Income for Market Vendors and Farmers
KGA	Kastom Garden Association
KM	Knowledge management
M&E	Monitoring and evaluation
M4C	Markets for Change
MM	Market Management
MoU	Memorandum of Understanding
MTR	Midterm Review
MVA	Market Vendor Association
PFIP	Pacific Financial Inclusion Programme
PIM	Partners Improving Markets
PMC	Project Management Committee
PWC	Project Working Committee
RPB	Regional Project Board
STA	Short-Term Advisor
TOR	Terms of Reference
UNDP	United National Development Program
UNW	UN Women
WEE	Women's Economic Empowerment

Executive summary

Markets for Change (M4C) is a six-year, \$17 million investmentⁱ in women's economic empowerment in Fiji, Solomon Islands and Vanuatu. M4C works in marketplaces to make a positive difference for women market vendors, and by extension their families and communities. M4C addresses the intersectional barriers that women face in advancing and empowering themselves economically. The project builds on an earlier project carried out UN Women—Partners Improving Markets (PIM)—which conducted a broad scoping and gender analysis of the social, economic, and physical conditions in 50 Melanesian markets across the Pacific region and carried out country-specific pilot activities in facilitating partnerships and social dialogue, building accountable systems, and strengthening social organisation among market vendors in markets in Vanuatu, PNG, Fiji and Solomon Islands.¹ PIM demonstrated the importance of marketplaces as sites for the economic empowerment of women. The project also draws from the UNDP Millennium Markets project in Rakiraki, Fiji focused on strengthening the market vendors association, training and building the voice of women market vendors and strengthening the financial and economic security of women vendors.²

M4C works towards the following four outcomes:³

1. Accessible, inclusive and **representative marketplaces governance within marketplaces** in place to enable markets to grow, and strengthen the role and influence of women market vendors
2. Improved social and economic security that enables **market vendors to achieve economic, social and financial advancement**, specifically with improved gender-equality and the advancement of women;
3. Improved governance within **market management and local governments** that enables decision-making processes to be **more gender-responsive**, transparent, accountable and responsive to the needs of vendors;
4. **Improved infrastructure** and on-site services that have been developed in a gender-responsive manner and significantly improve social and economic security for women market vendors.

UN Women implements outcome areas 1, 3 and 4 and UNDP is the responsible party for Outcome 2.

M4C is funded by DFAT.

Overall, M4C is governed by a Regional Project Board (RPB). The RPB is responsible for project oversight and provides technical advice and direction.⁴ At the country level, the project is governed by a project management committee (PMC) composed of DFAT, government ministries, Market Management, UNDP, and senior UN Women management.⁵ At the operational level, the project is managed a Project Working Committee (PWC). The PWC includes representatives from the Market Vendor Association, Civil Society

ⁱ All figures cited in the report are in Australian dollars unless otherwise stated

Organisations and the private sector as well as DFAT, government ministries, Market Management, UNDP and UN Women.⁶

DFAT, UNDP and UN Women jointly commissioned a Midterm Review (MTR) of M4C to assess its performance to date and to develop evidence-based recommendations for how to improve the project for the remainder of the current phase and possible next phase.

The MTR team assessed the project's performance against planned results; reviewed project documents and conducted interviews and focus groups in Fiji, Solomon Islands and Vanuatu; and reviewed the project design and implementation against the international literature.

The paragraphs below summarise the MTR assessments of the project against the five key questions, and presents associated recommendations. Detailed responses to the questions, and related sub-questions, are in the remainder of the report.

Key Question 1: How relevant is M4C to women market vendors, the Government, DFAT, UNDP and UN Women?

Assessment: M4C's design is **highly relevant** to women market vendors, the governments of Fiji, Vanuatu and Solomon Islands, and to DFAT, UNDP and UN Women. M4C has maintained the relevance of the original design throughout implementation, including necessary adaption to the changing context and circumstances.

M4C has a sound M&E framework. It currently provides useful information to guide project management and report to stakeholders. This framework can further be refined and M&E practices further improved to ensure the project collects additional information necessary to know how it is benefitting women market vendors, and any remaining gaps in assistance.

Recommendation 1: Review and update M4C monitoring and evaluation system

M4C review the MEF to ensure WEE is mainstreamed in all outcome areas. In addition, M4C update the MEF to include lessons learned to date, specifically: M4C project logic to include additional outcomes of women market vendors increased confidence and agency and increased control of income and assets; a baseline for Outcome 2, drawing from data in vendor profiles and vendor surveys; additional supplementary primary material where necessary; additional indicators for Outcome 2 to do with incomes and assets, including the control of those incomes and assets; and participatory M&E tools, such as peer verification of behaviour changes, to supplement existing tools.

Key Question 2: How effective is the project in the four outcome areas: (1) Representative governance structures within marketplaces; (2) Market vendors achieve economic, social and financial advancement; (3) Market management and local governments are more gender-responsive; and (4) Improved infrastructure?

Assessment: M4C is **effective overall**. However, in certain areas the project has been only **somewhat effective**, as outlined below.

- **Outcome 1:** M4C is effective at supporting MVAs become established or revitalized in Fiji and somewhat effective in Solomon Islands and Vanuatu. However, some MVAs in Fiji currently exclude casual vendors (who are predominantly rural). MVAs in Solomon Islands and Vanuatu require further support to function independently.
- **Outcome 2:** M4C is effective at supporting women market vendors' advancement in Fiji, Solomon Islands and Vanuatu. However, the project is only somewhat effective

at supporting economic empowerment, because of a lack of emphasis on increasing women market vendor's control over income and assets.

- **Outcome 3:** M4C has engaged well with local governments in Fiji. However, the project has been less effective in engaging with some local governments in Solomon Islands and Vanuatu. Levels of capacity within local governments varies across each country which has impacted the ability of some local governments to engage with M4C.
- **Outcome 4:** M4C has effectively supported market infrastructure improvements in Fiji. However, M4C has only been somewhat effective in infrastructure support in Solomon Islands and Vanuatu. The issue of varied capacity of local government has also impacted on the progress of infrastructure.

To improve M4C's effectiveness, the MTR makes the following three recommendations.

Recommendation 2: Increase reach to rural vendors in Fiji

M4C in Fiji develop and implement a strategy to include rural women vendors in collective action. This strategy should be developed in consultation and collaboration with rural vendors in different parts of Fiji. In Suva, the project form a connection to the City General Vendors and Farmers Association that represents rural vendors.

Recommendation 3: Improve training

M4C draw on existing resources to develop a training program for WEE that is consistent, integrated, sequenced, and sustainable. The training program can describe the connections between content and identify the intended outcomes for each stage of training and clearly articulate the competencies, demonstrated skills or criteria met, to participate or qualify to the next level/program. Training and support should ensure appropriate skills and leadership qualities are developed and practiced amongst market vendors, MVA executives, market management and Council staff.

Recommendation 4: Progress and strengthen infrastructure development and management

M4C develop clear guidelines and success criteria for infrastructure support (i.e. land tenure secured before discussing infrastructure for example). Additionally, the MTR recommends the project provide additional infrastructure capacity development for local government across the countries, especially in Solomon Islands and Vanuatu, to support infrastructure development.

Key Question 3: How efficient are the governance and management structures of the project, and in particular were the implementation modalities suitably chosen in relation to the intended outputs and outcomes?

Assessment: The governance and management structures of the project are **somewhat efficient**. The project is managed efficiently in three areas. UNDP and UN Women have the required expertise to implement the project and the agreement between them allowed each party their own area of responsibility; the project is cost effective, with UNDP able to source pro bono training support from banks and international technical assistance used only as required on the project overall; and the project is managed on time and on budget.

However, there are three areas of inefficiency that inhibit the project's progress. There are inefficiencies in project management. This includes the lack of regular interaction and communication between UNDP and UN Women at the country level and the scope overlap of the project management and project working committees at country level. The lack of

close coordination between project partners translates into a lack of integration between project outcomes, thereby limiting project effectiveness and impact. The existing women's economic empowerment (WEE) and knowledge management resources were not sufficiently mobilised to maximum effect. For example, while there are specialists with WEE expertise on the project team these staff are occupied in other roles and unable to provide their technical input as required. The project lacks necessary resources, including short-term support, partnerships and expertise in areas including: Advocacy, Child Protection, Disability Inclusion, Financial Inclusion and Research. Project teams at the country level are under-resourced.

The review team makes the following four recommendations to improve M4C efficiency.

Recommendation 5: Increase integration between all outcome areas

M4C to ensure closer integration in the implementation of all outcome areas to improve the project's overall effectiveness. The project create a project management structure which ensures coordination and integration across all outcome areas. Each agency responsible for implementing an outcome area would report to the centralized management structure and all project plans and materials would be approved through this structure. Of particular importance is ensuring individual women market vendors develop their agency through the practice of collective leadership in Outcome 1 and their views and issues are incorporated across all outcome areas.

Recommendation 6: Increase and strengthen collaboration between all project partners

UN Women develop partnership agreements with main implementing partners that include principles and frameworks for working together. Partnership frameworks should include operational details—such as frequency of meetings, modes of communications, and reporting responsibilities during missions—currently not included in the agreements.

Recommendation 7: Improve knowledge management across all outcomes

The project to ensure knowledge management is adequately resourced and fully implemented across all outcome areas.

Recommendation 8: Increase technical input into the project in the areas of Advocacy, Child Protection, Disability Inclusion, Financial Inclusion, and Research.

M4C to engage short-term support, partnerships and expertise in areas including: Advocacy, Child Protection, Disability Inclusion, Financial Inclusion and Research.

Recommendation 9: Strengthen project management

At the country level: additional administrative and financial support across the project and additionally the project to undertake an analysis of the human and financial resources to adequately implement all outcomes. Also: each M4C team to conduct quarterly reflections in each country with all partners including the Project Working Committees and Project Management Committees.

At the regional level: the recruitment of a Regional Manager that was previously approved by the Regional Project Board. This position will have oversight of the project as a whole. M4C to develop clear terms of reference for the position and undertake a recruitment process. Additionally: annual reflections at the regional level that include country project staff and partners.

Key Question 4: What are the early signs of the difference the project is making (impact) particularly to women market vendors?

Assessment: M4C is **progressing towards impact** in Fiji, Solomon Islands and Vanuatu. Progress towards impact is variable however in all three countries with some countries progressing in some areas faster than others as summarized below.

- Intended project results have been beneficial to women MVs overall, MVAs, Councils and Market Masters and require further training and support to ensure learning outcomes are embedded.
- There is little evidence of any harm being brought to market vendors as a result of unintended negative results of the project. However, in Fiji there is the potential that M4C supported MVAs unintentionally (or intentionally) benefit MVs who are already privileged
- M4C has improved the attitudes of market vendors, local government, council and provincial government staff to gender equality, particularly in Fiji.

The MTR makes the following two recommendations to increase the project's impact.

Recommendation 10: Extend the Project's core delivery phase

Extend M4C until 2022 to allow the team to deliver further across each outcome area and ensure outcomes are embedded. The project would then also carry out transfer over the extension period (2020-2022).

Recommendation 11: Ensure the end-of-project evaluation examines impact

A key element of the end-of-project evaluation to be an examination of impact.

Key Question 5: What are the early signs of the sustainability of project results?

Assessment: M4C is **progressing towards sustainability** in Fiji however further project activity is required to further follow up to embed changes. M4C is progressing towards a low level of sustainability in Solomon Islands and Vanuatu. Key issues that limit sustainability in all countries are: capacity constraints in local councils to progress infrastructure; capacity constraints in MVA executive committees; and lack of clear land tenure.

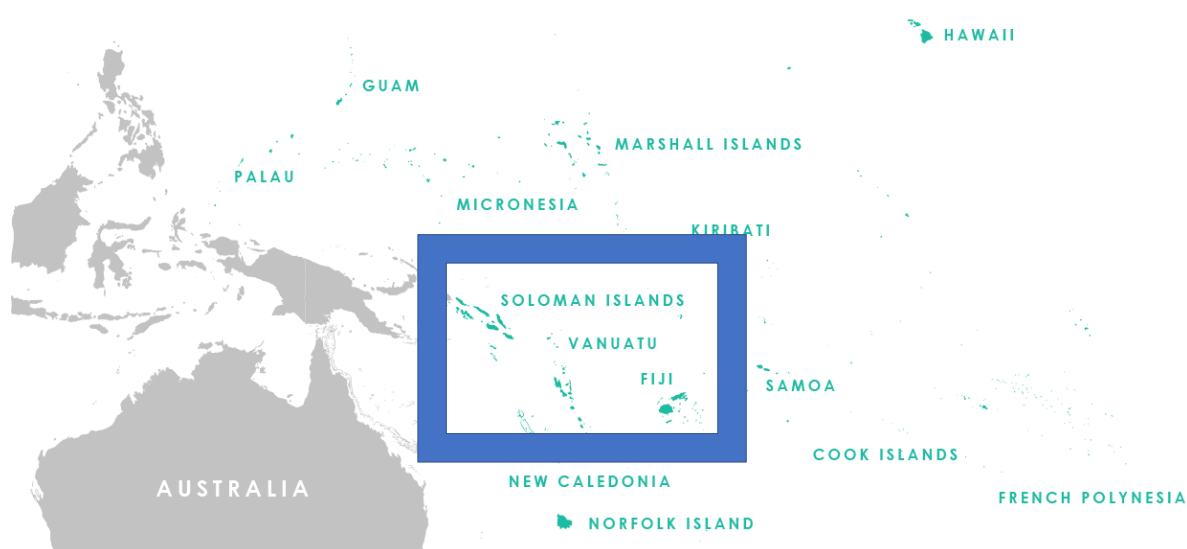
Recommendation 12: Develop a transfer plan

The project as a whole develop a transfer plan for each country across all outcomes by identifying the Government Departments, NGOs, private enterprises and networks that will take up project activities when the project comes to an end.

1 Program description

Markets for Change (M4C) aims to ensure marketplaces in rural and urban areas of Fiji, Solomon Islands and Vanuatu (see Figure 1) are safe, inclusive and non-discriminatory, promoting gender equality and women's empowerment. The \$17 million project is funded by the Australian Department of Foreign Affairs and Trade (DFAT) and implemented by UN Women and UNDP. The project commenced in 2014 and is scheduled for completion in 2020.

Figure 1: Geographic reach of Markets for Change



M4C works towards the following four outcomes, described in the executive summary.⁷

1. Inclusive, effective and representative marketplace groups are created and grow, contributing to gender, social and economic advancement, the elimination of gender-based discrimination and violence, and expanded economic opportunities for women;
2. Improved socio-economic security of market vendors;
3. Local governments and market management are gender responsive and accountable to women market vendor needs;
4. Physical infrastructure and operating systems are improved to make markets more sustainable, resilient to disaster risks and climate change, safer and more accessible.

UN Women implements Outcomes 1, 3 & 4. The United Nations Development Program (UNDP) is the responsible party for Outcome 2. The following section details the activities M4C implements to progress towards each outcome.

1.1 Outcome 1 activities—Representative Market Groups

M4C supports the establishment or revitalisation of Market Vendor Associations (MVAs). UN Women, or implementing partners in each country, train market vendors in how to

organise themselves in groups or associations to collectively influence the management of the markets and improve their working conditions through “Getting Started” workshops and supporting materials. The training is designed for vendors to understand the functioning of councils and the basic principles of market management. M4C provides support to MVAs to conduct consultations, elections and annual general meetings and improve good governance by providing ‘Leadership and Communication’, ‘Strategic Planning’, and ‘Good Governance’ training and workshops to MVA executive committee members.

At the beginning of the project there was one MVA in place in Fiji and none in Solomon Islands or Vanuatu. By June 2017 there were ten MVAs registered in Fiji, two in Solomon Islands and three in Vanuatu. These MVAs have 2918 active members in Fiji (931 men and 1987 women), 449 in Solomon Islands (36 men and 413 women) and 5133 in Vanuatu (770 men and 5133 women).⁸

1.2 Outcome 2 activities—Market vendor capacity development

M4C facilitates commercial banks in each country to deliver the Continuing Market Business Education training to women market vendors: Westpac in Fiji, BSP in Solomon Islands and the National Bank of Vanuatu in Vanuatu. The banks deliver three rounds of training as part of CMBE: Round 1: Basic Financial Literacy; Round 2: Improving your Market Business; and Round 3: Business Seminars at the market.⁹

M4C also partners to deliver training on Increasing Agricultural Productivity and Income for Market Vendors and Farmers (IPI-MVF). M4C partners with the Ministry of Agriculture and Fiji National University (FNU) College of Agriculture in Fiji; Kastom Garden Association in the Solomon Islands; and the Department of Rural Development and Agriculture in Vanuatu.

As of December 2017, 5936 market vendors had been trained across the three countries including 4700 people in Fiji; 508 in Solomon Islands and; 728 in Vanuatu.¹⁰

1.3 Outcome 3 activities—Local government capacity development

M4C supports local government and market managers increase their capacity to manage markets.¹¹ M4C, or training providers, conduct training needs analysis and deliver training to local government, market management and MVAs on a range of topics to improve market management and gender responsive management. Training topics include: customer service, financial management, gender responsive budgeting, the powers of the Councillors and the Council and the separation of powers and duties, and market by-laws.¹² M4C has effectively supported local governments to become more gender responsive and interactions between market vendors and market management have improved.

1.4 Outcome 4 activities—Infrastructure

M4C conducts consultations with MVAs on required infrastructure improvements to increase market sustainability, resilience, safety and accessibility.¹³ M4C then works collaboratively with local councils to fund and manage infrastructure development to meet the needs of market vendors, particularly women. M4C has supported infrastructure improvement in eight markets in Fiji. Infrastructure works in Solomon Islands and Vanuatu have not yet progressed.

2 Review purpose

DFAT, UNDP and UN Women commissioned Assai to conduct a mid-term review of M4C in Fiji, Solomon Islands and Vanuatu. The two objectives of the M4C MTR are:

1. To **assess** the Project's:
 - Relevance
 - Effectiveness
 - Efficiency
 - Progress to impact
 - Progress to sustainability
2. Provide **recommendations** to inform potential future direction and design of the Project

To assess the project's progress, the team focused on answering the following key evaluation questions.

- How **relevant** is M4C to women market vendors, the Government, DFAT, UNDP and UN Women?
- How **effective** is the project in the four outcome areas?
- How **efficient** are the governance and management structures of the project, and in particular were the implementation modalities suitably chosen in relation to the intended outputs and outcomes?
- What are the early signs of the difference the project is making (**impact**), particularly to women market vendors?
- What are the early signs of the **sustainability** of project results?

The Terms of Reference for the Midterm Review are annexed as Appendix 1.

2.1 Review methodology

The review team described the methodology in the Inception Report, annexed as Appendix 2. The methodology is summarised below.

Review approach

The review approach is comprised of the following four elements:

- **Appreciative inquiry:** understand what is working well on the project and what strengths can be built on for improvement
- **Theory based:** use the project theory of change and theory of action as a basis for understanding performance
- **Mixed methods:** triangulate findings by using a range of data collection methods including document review, literature review, qualitative interviews with a range of consistent quantitative questions, focus group discussions and site observations
- **Equity focused:** listen in particular to the voices of women market vendors - those the project seeks to benefit

Review phases

There are three phases to the review.

- **Phase 1: Inception, November 2017–January 2018.** The review team designed the midterm review and documented the design in the draft Inception Report. The team reviewed project documents and relevant literature. The team prepared an initial outline of the review conceptual framework, inquiry areas by stakeholder group and analytic framework, based on the document review. The team then presented the initial outline to the Review Reference Group. The team piloted the data collection process and developed detailed site visit itineraries. The team finalised the Inception Report based on the Review Reference Group’s feedback and piloting exercise.
- **Phase 2: Data collection and preliminary analysis, February 2018.** The review team collected data in Fiji, Vanuatu and Solomon Islands in February 2018. The team analysed data and developed key themes from the data. They facilitated a debrief with DFAT, UNDP, and UN Women in each country outlining key themes from the site visits and to test the validity of preliminary findings.
- **Phase 3: Data Synthesis and reporting, March 2018.** Team members conducted an initial analysis of data while in country and tested preliminary findings through the debrief process. The evaluators drafted the initial findings and recommendations presentation drawing from presentations and feedback in each country. The team developed the draft overall report based on feedback from stakeholders to the preliminary findings and recommendations presentation. The team finalised the report based on feedback from stakeholders to the draft report.

Key informants and agencies

To answer the review questions, the team interviewed and held focus group discussions with 329 of the following key informants and agencies:

- **Funding Agency:** DFAT
- **Implementing Agency:** UN Women
- **Responsible Party:** UNDP
- **Implementing Partners** contracted to deliver training in Fiji, Solomon Islands and Vanuatu
- **Government Departments** in Fiji, Solomon Islands and Vanuatu
- **Market Vendors** in selected market sites in Fiji, Solomon Islands and Vanuatu
- **Market Vendor Associations** in selected market sites in Fiji, Solomon Islands and Vanuatu
- **Market Management** in selected market sites in Fiji, Solomon Islands and Vanuatu
- **Town and City Councils** in selected council sites in Fiji, Solomon Islands and Vanuatu
- **Community** members from market vendor communities, including families involved in Increasing Productivity and Income of Vendor-Farmers initiative (IPI-VF)

Details of the number of informants in each category consulted is in Table 1.

Table 1: Stakeholders interviewed during field work in Fiji, Solomon Islands and Vanuatu

Stakeholders	Fiji		Solomon Islands		Vanuatu	
	M	F	M	F	M	F
Council	14	4	3	1	8	1
DFAT		3		2	1	
Implementing Partners	5	3	4	4	2	2
Market Management	3		7	1	1	2
Market Vendors interviewed individually	4	9			1	2
Market Vendors interviewed in focus groups	4	51	9	37	5	36
MVA Executives	8	32	5	10		7
Others	1	2				
UNDP	3	3		1	2	
UN Women	3	5	2	3	1	3
Total	45	112	39	59	21	53

Data sources

The team reviewed the following data sets:

- **Document review:** Over 65 project documents (see Appendix 3)
- **Literature review:** Over 25 papers drawn from the women's economic empowerment international literature (see Appendix 4)
- **Interviews and focus group discussions:** Interviews and discussions with over 329 project partners and stakeholders (see Appendix 5)
- **Site visits:** Visits to 12 market sites in three countries: Fiji (6), Solomon Islands (2) and Vanuatu (4) including two Ring Road Markets (see Appendix 6)

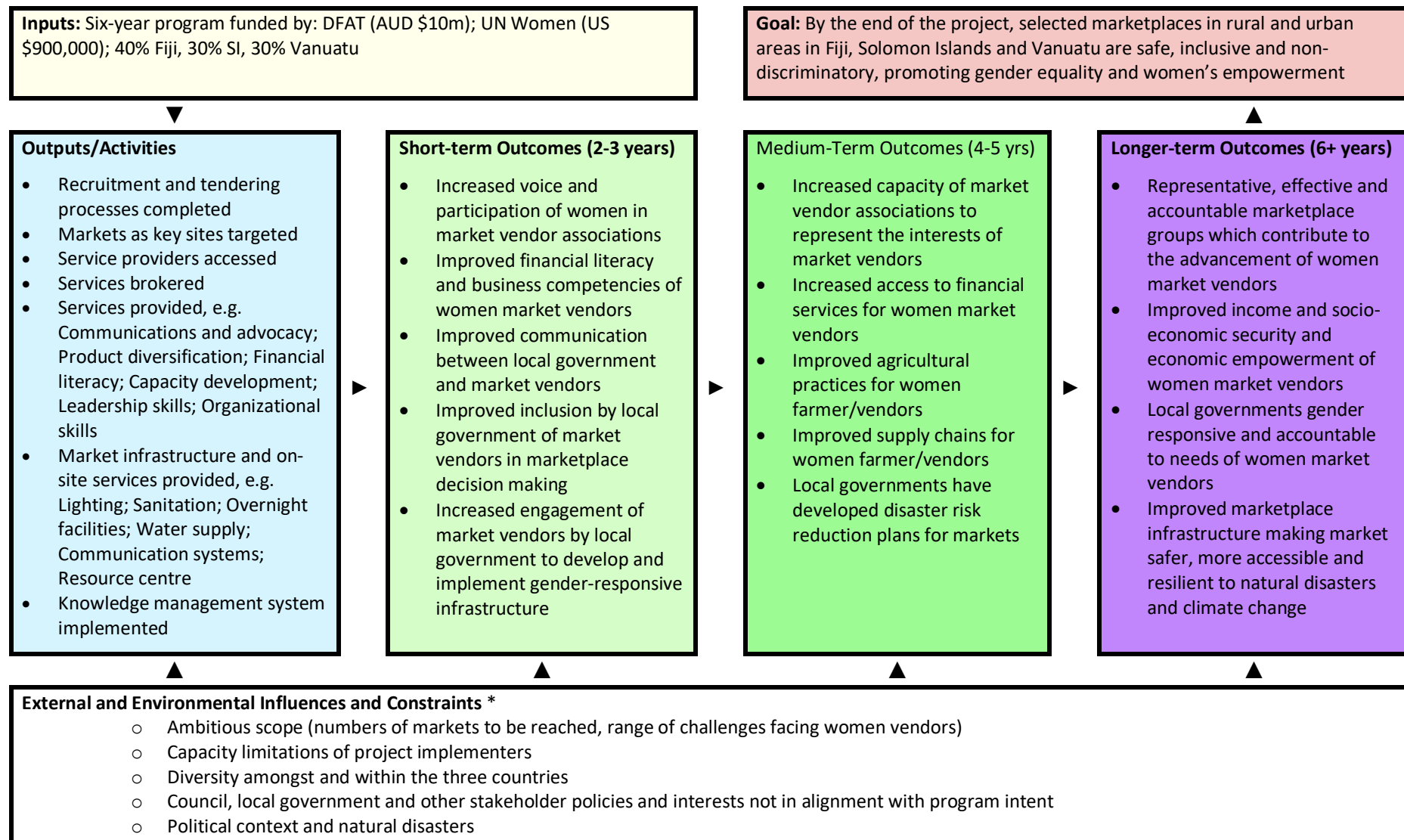
Performance criteria and analytic method

The review team assessed the project's progress against expected results at this stage of implementation, as outlined in the project's logic (see Figure 2). The team factored in key issues (political context, staffing turnover, natural disasters) that positively or negatively affected the project's progress as part of arriving at assessments. The team used key evaluation questions and sub-questions to guide the assessment process. Rubrics were used to translate narrative responses to sub-questions into numerical ratings.

2.2 Limitations

The review team was unable to meet with all relevant stakeholders.

Figure 2: Markets for Change Project Logic



3 Findings

This section outlines the MTR Team's findings. The section is divided into five parts. Each part relates to one of the five MTR key evaluation questions regarding: relevance, effectiveness, efficiency, impact, and sustainability. Each part starts with a summary assessment followed by detailed supporting evidence.

3.1 Relevance

The first question of the MTR is 'How relevant is the project to women market vendors in Fiji, Solomon Islands and Vanuatu and to DFAT, UN Women and UNDP? In summary, the MTR team finds the M4C's design is **highly relevant** to women market vendors, Governments of Fiji, Vanuatu and Solomon Islands, and to DFAT, UNDP and UN Women. In addition to the relevance of the original design, M4C has maintained its relevance through implementation, including necessary adaption to the changing context and circumstances.

One area where the project is assessed as somewhat relevant is the use of the M&E system for project management. While robust overall, the system is limited by the delay in its establishment and use, lack of key information particularly related to M4C's progress in advancing WEE, lack of a common database of UNDP and UN Women information, and lack of time and process to reflect and act on data collected. The summary assessment is in Table 2 and supported by evidence in the following paragraphs in relation to each of the five sub-questions used to guide assessment.

Table 2: Summary assessment of M4C's relevance

MTR Criteria 1: Relevance																
How relevant is M4C to women market vendors, the Government, DFAT, UNDP and UN Women?																
Country:	Fiji					Solomon Islands					Vanuatu					
Summary:	Highly relevant					Highly relevant					Highly relevant					
Sub-questions:	NR	SR	R	HR	FR	NR	SR	R	HR	FR	NR	SR	R	HR	FR	
3.1.1 Suitable for country context?				✓					✓					✓		
3.1.2 Meets the needs of women market vendors?				✓					✓					✓		
3.1.3 M&E system being used for project management?		✓					✓					✓				
3.1.4 Aligned to delivery agency policy?				✓					✓					✓		
3.1.5 Aligned to recipient and Australian govt policies ?				✓					✓					✓		

3.1.1: Was the project design was suitable for the M4C country contexts?

M4C's design was suited to the context of Fiji, Solomon Islands and Vanuatu.

The project design was aligned to regional and national level policy and the situation of municipal and local governments that manage markets.

M4C contributes to the Government of Fiji, Solomon Islands and Vanuatu's commitment at the regional level to the *Pacific Island Forum Gender Equality Declaration, 2012* on Economic empowerment which aims to:

- Improve the facilities and governance of local produce markets, including fair and transparent local regulation and taxation policies, so that market operations increase profitability and efficiency and encourage women's safe, fair and equal participation in local economies.
- Target support to women entrepreneurs in the formal and informal sectors, for example financial services, information and training, and review legislation that limits women's access to finance, assets land and productive resources

In Fiji, M4C aligns with the Government's National Development Plan, specifically the government's focus on women in development and improved food and nutrition security as well as the government's emphasis on micro, small and medium enterprise development and developing non-sugar agriculture. The project helps to advance the Government of Fiji's 2014 National Gender Policy and its related Gender Action Plan.

In Solomon Islands, the work of M4C links directly to Government policies at the national, provincial and local levels. For example, the project supports achievement of the *National Strategy for the Economic Empowerment of Women and Girls 2015*, *National Gender Equality and Women's Development Policy 2016–2020*, *Women's Empowerment and Development Policy 2018 to 2022* for the Malaita Province, and the Honiara Gender Equity and Women's Empowerment Policy.

M4C supports the Government of Vanuatu's *National Sustainable Plan 2016-2030* which expresses Society, Environment and Economy as its three development pillars. The Project specifically responds to and addresses *Society goals*: 1 Vibrant cultural identity; 3 Quality health care; 4 Social inclusion, *Environment goals*: 1 Food and nutrition security; 4 Natural resource management, and *Economy goals*: 1 Stable and equitable growth; 2 Improve infrastructure; 3 Strengthen rural communities; and 4 Create jobs and business opportunities.

The project design suited the needs of local governments in each country that manage markets, identified through UN Women's prior initiative, Partners Improving Markets (PIM). PIM operated in Fiji, Solomon Islands and Vanuatu from 2009-2013.¹⁴ M4C builds on the understanding of municipal and local government contexts identified through PIM's three years of consultation, research, evidence and knowledge building and toolkit development. PIM conducted research that helped to document the situation of markets and the government staff that manage these markets. For example, PIM undertook research into the performance of markets in providing employment and income; developed market profiles for 56 Markets in Melanesian Countries (PNG, Solomon Islands, Vanuatu and Fiji); undertook an economic analysis of four markets in Fiji: Suva, Nausori, Sigatoka and Labasa; a detailed survey of market managerial staff at nine of Fiji's thirteen municipal markets and

an analysis of infrastructure in 10 markets in Fiji. PIM produced a toolkit for local government, city councils, town councils and market authorities based on consultations.

3.1.2: Was the project design suitable for meeting the needs of women market vendors as beneficiaries, including meeting the need of persons with disabilities?

M4C was designed to address the needs of women market vendors, especially the poorest women vendors.

The design is targeted at women market vendors who work in the agricultural sector and the informal economy.¹⁵ In Fiji, the design showed that the poorest women, both in number of poor and severity of poverty, live in the towns and the rural areas of the interior of the main islands, are dependent on agriculture-based livelihoods, and rely on marketplaces in and near towns as important means for income generation, especially on weekends.¹⁶ Informal sector employment, particularly in the agricultural sector, plays the most importance in the economic lives of women in Fiji.¹⁷ Women's labour force participation rates for those aged fifteen and older was only 39.3 per cent compared to a much higher 79.5 per cent for men¹⁸. Additionally, 70 per cent of the population, including most women, rely primarily on agriculture for livelihoods.¹⁹ Statistics in Solomon Islands reflect those of Fiji. Only one-quarter of the workforce is employed in the formal sector, 66 per cent of women engage in informal trade, and informal trade represents 33 per cent of the total income families in the Solomon Islands receive.²⁰ Similarly, in Vanuatu, only 23 per cent of all adult females, and 37 per cent of all adult males, are in the formal sector, with most of these concentrated in urban areas.²¹ As such, fresh food and craft markets are often a primary entry point into the cash economy for rural women and low-income women.²²

The project is designed to address the issues, needs and risks women market vendors face, identified during PIM.²³ M4C builds on these women's needs identified through the pilot: addressing the asymmetrical power relationships between market vendors, especially women, and local authoritiesⁱⁱ; building inclusive representative groups that protect and advance the interests of market vendors; and working with market vendors to sustain democratic structures and address the danger of 'capture' of representative groups by men to the exclusion of women, or by better off market vendors who do not represent the interests of all sectors of the market (i.e. rural women).²⁴

M4C builds on PIM's three years of consultation, research, evidence and knowledge building and toolkit development regarding the needs of women market vendors. For example, women market vendors and market management in Vanuatu reported the following needs in consultations held during PIM Pilot Project: empowered vendor associations; gender-responsive local government; product development, market research and value-chain support; and inclusive community market governance systems.²⁵ PIM conducted research into the situation of market vendors in the Pacific Islands and the situation of women in agriculture in the Pacific, produced a toolkit for market vendors on how to get organised and empowered and produced a short documentary on the journey undertaken by the rural

ⁱⁱ See Underhill-Sem, Y. (2012). UN Women Desk Review: Partners Improving Markets (PIM) Project (2008-2012), Prepared for UN Women by Dr. Y. Underhill-Sem, University of Auckland, New Zealand. This report built on the 2011 report by V. Griffen, Desk Review of Documentation and Materials from the Partnerships to Improve Markets Project Phase I and Phase II, final report on status of the project and on pre-selection of materials for a toolkit. Prepared for UN Women SRO, Suva, Fiji.

women of Nasau village (located in the Tailevu highlands) to reach and sell at the local municipal market every week.

UNDP's role in PIM was strengthening the market vendors association in Rakiraki, building the voice of women market vendors and strengthening the financial and economic security of women vendors including dialogue on appropriate social and livelihood protection. Lessons learned from UNDP's experience at Rakiraki were incorporated into the design²⁶.

Many MTR stakeholders reported the relevance of M4C's design to women market vendors by providing these women with "a face" and "a voice". The project does this by highlighting and addressing the needs, interests of and potential for women market vendors. The project raises awareness and recognition of the important role and economic contribution that the market vendors make to the local government and national economy.

The project design aligns with key findings from the international literature regarding women's economic empowerment. For example, the project addresses five of the seven key primary drivers of transformation identified by the UN Secretary-General's High-Level Panel on Women's Economic Empowerment in 2017.²⁷ The project tackles adverse norms and promotes positive role models of women market vendors as business women (Driver 1), supports women market vendors to build assets (Driver 4), works to change the business culture and practice of the market place (Driver 5), supports improved public sector practices in employment and procurement to better support markets (Driver 6), and strengthens women market vendors visibility, collective voice and representation through market vendors associations (Driver 7).

The project design aligns with the Overseas Development Institute (ODI) 2016 women's economic empowerment framework and UN Foundation and Exxon Mobil's 2013 Roadmap for Women's Economic Empowerment.²⁸ For example, M4C addresses six of the 10 key factors ODI identifies that can enable or constrain women's economic empowerment. M4C provides skills development and training to women market vendors, supports improvements in their business so vendors are more decently paid, supports market vendors access to assets and financial services, supports markets vendors collective action and leadership, supports changes to market regulatory and policy frameworks and supports changes to gender norms and discriminatory social norms. M4C's focus on providing women market vendors access to savings accounts accords with the priority and proven interventions of Exxon Mobil's 2015 Roadmap for Women's Economic Empowerment.

The design aligns with ICRW's 2011 framework for women's economic empowerment. ICRW define women's economic empowerment as: *A woman has both the ability to succeed and advance economically and the power to make and act on economic decisions*. The project addresses the two interconnected components of WEE that ICRW identify: economic advancement and power and agency. M4C supports women market vendors economic advancement through financial literacy and business training. The project supports increased power and agency through training on the rights and responsibilities of market vendors and support for collective representation of market vendor interests.

The design of M4C training was only somewhat relevant to rural market vendors in Fiji, however, given their limited time in market centres. M4C reports note, and interviews confirm, that UN Women and UNDP trialled a variety of methods for reaching this specific group—from holding shorter training sessions at accommodation centres in the evenings or days when casual vendors are in town, taking the training to their communities, and

organizing for casual vendors to receive intensive training across a range of topics in just one day.²⁹ This adaptation of training increased the relevance to rural market vendors.

3.1.3: Is credible information generated by the M&E system being used for project management?

M4C's M&E system is assessed as somewhat relevant. M4C's M&E system is comprehensive and provides credible data at the output level. However, there are four factors that limit the system's ability to generate information for project management: there were delays to the system's establishment and use, the system currently does not collect a number of key pieces of information consistently or at all, there is a lack of a single database where UNDP's and UN Women's data is shared, and there is a lack of time and process build into project management systems to reflect and act on data collected. These factors have hampered the system's utility and its ability to provide useful information at the outcome level.

M4C's M&E system is comprehensive, meets DFAT standards for investment monitoring and evaluation systems, and is now being fully implemented.³⁰ The system includes a theory of change, a program logic, an M&E framework, qualitative and quantitative data collection tools, and agreed systems of analysis. There are three M&E and Communication officers, one based in each M4C country, who implement the system and project officers are also involved in data collection. The Regional Technical Specialist is involved in regional level analysis of data and compilation of regional reports.

The M&E system has continued to be developed through implementation. For example, the M4C team have developed additional data collection tools (a quantitative vendor survey using the online Akvo Flow system and market manager survey) and have started to apply the ICRW framework of women's economic empowerment.³¹ The project has directly linked Communications with M&E through recruiting M&E and Communications officers, having joint Monitoring and Communications training and ensuring that monitoring information and data is communicated not solely through project reports but also through a variety of media – including social media. The project now has good visibility and profile due to this approach. Additionally, the team have identified areas where the M&E system requires strengthening. For example, the team identified the need for additional indicators.³²

Despite the strengths of the M&E system, there are four factors that have hindered the system's ability to produce information necessary for project management. Firstly, there was a delay in establishing the M&E system with a consequent delay in using the system for project management. M4C began in 2014 but the M&E framework was not established until November 2015. Additionally, there was a delay between the set-up of the M&E Framework and the implementation of that system particularly through the use of online Akvo Flow system which did not occur until 2016. This delay in implementation of the system limited the ability of the team to use this information for project management.

Second, M4C's M&E system currently does not collect a number of key pieces of information consistently or at all which would assist in project management of Outcome 2 in particular. Specifically, the project currently does not collect data consistently on increases in income and assets and women's control over income and assets.³³ M4C does collect self-reported income data through vendor surveys however there is no follow up regarding increases to that income. The fact that there is no data being collected on increases to income or increased control over income and assets limits the project's ability to gauge the

extent to which M4C has contributed to changes in income and changes in control over that income.

Third, recent updates to the M&E system have not been integrated back into M&E documentation nor fully used for project management despite M4C agreeing at the April 2016 Regional Board meeting that the Monitoring and Evaluation Framework should be a living document, revised throughout the lifecycle of the project.³⁴ For example, M4C no longer collects data in relation to the indicator 'Number of market vendors participating in improved supply chains and supplying to new markets' due to changes in project design. However, this indicator has not been removed from the MEF.

Fourth, M4C's ability to use M&E data for project management has been hampered by the lack of data sharing between UNDP and UN Women at the country level and the lack of a single database at the regional level to bring both data sets together. For example, UN Women staff in Vanuatu (3) and Solomon Islands (2) both noted that UNDP does not report to their country level office. Rather, the UNDP team provide reports at the regional level which are then shared back with UN Women Country Offices. While there is no requirement in the Interagency agreement for UNDP to report at the country level (discussed further in Section 3.3.1), this system delays UN Women country team's ability to use UNDP information to manage the project.

3.1.4: Was the project design aligned to delivery agency policy (UNDP and UN Women)?

The design of M4C was well aligned to UN policies. The design identified its alignment at the global level to the Millennium Development Goals, the UN Women Global Strategic Plan 2011-2013, and the Commission on the Status of Women. At the regional level, M4C was aligned to the Pacific Regional United Nations Development Assistance Framework 2013-2017, the UN Women Pacific Regional WEE Programme Strategy, and the UN Women Pacific MCO Strategic Plan 2014-2017. At the country level, M4C was aligned to each United Nations Development Assistance Framework.

3.1.5: Was the project design aligned to recipient and Australian government policy?

The project design aligned with DFAT's key strategic priorities in relation to gender equality, women's economic empowerment, and disability inclusive programming. M4C supported DFAT's flagship project for Women's Economic Empowerment (WEE) under DFAT's Pacific Women Shaping Pacific Development programme and DFAT's Disability Inclusive Programming policy.

3.2 Effectiveness

The MTR's second question is 'How effective is the project in the four outcome areas?'. In summary, the MTR finds that **M4C has been effective overall in achieving its four outcomes**. However, there are differences in project effectiveness in each outcome area and in each country.

M4C's first intended outcome is that accessible, inclusive and representative governance structures are put into place within market places that strengthen the role and influence of women market vendors. **The MTR assesses M4C as effective at supporting MVAs to become established or revitalized in Fiji and somewhat effective in Solomon Islands and Vanuatu.** Section 3.2.1 shows that women market vendors have either established or revitalized associations that are representing their interests better. However, in each country MVAs require further reinforcement of training, additional training as well as mentoring support and accompaniment to ensure MVAs govern themselves well and progress further towards organizational sustainability. A key issue regarding MVAs in Fiji is that they are unrepresentative of casual vendors (who are predominately rural).

The second outcome M4C works towards is that women market vendors achieve economic, social and financial advancement. The MTR assesses the project as **effective at supporting women market vendors advancement in Fiji, Solomon Islands and Vanuatu.** Sections 3.2.2–3.2.6 show that the project is effective in increasing the individual voice and influence of women market vendors, their financial and business competencies, their access to financial services, and their socio-economic security in Fiji and Vanuatu. However, support provided in Solomon Islands is not tailored to the right level nor practical enough for women market vendors. Additionally, across all countries, the project has limited, anecdotal data on market vendors control over their income and assets.

The third outcome is that M4C local level government's capacity on gender responsive governance is strengthened. **The MTR finds that M4C has engaged well with local governments in Fiji** and there is evidence of changes within local governments in managing markets. However, **the project has been less effective in engagement with local governments in Honiara in the Solomon Islands and Port Vila in Vanuatu.** Sections 3.2.7–3.2.9 show the project's progress in improving communication between market vendors and market managers, strengthening local government gender responsiveness and improving government structures and systems in relation to gender equality.

The fourth outcome is improving and influencing marketplace physical infrastructure in terms of accessibility, safety and resilience to disaster risks and climate change. **M4C has effectively supported market infrastructure improvements in Fiji.** However, **M4C has only been somewhat effective in infrastructure support in Solomon Islands and Vanuatu.** Sections 3.2.10–3.2.13 explain the project's effectiveness in infrastructure to improve market vendor access, safety, security of market vendor product, and resilience to disasters and climate change.

Table 3 summarises the team's findings which are supported by evidence in the following sections. Each section outlines the project's achievements to date, current status and provides guidance on going forward.

Table 3: Summary assessment of M4C's effectiveness

MTR Criteria 2: Effectiveness																
How effective is the project in supporting representative market groups (Outcome 1)?																
Country:	Fiji					Solomon Islands					Vanuatu					
Summary:	Effective					Somewhat effective					Effective					
Sub-questions:	NE	SE	E	HE	FE	NE	SE	E	HE	FE	NE	SE	E	HE	FE	
Outcome 1: Collective representative of women market vendors																
	Effective					Somewhat effective					Somewhat effective					
3.2.1 Increased the collective voice of women MVs?			✓				✓					✓				
Outcome 2: Advancing women market vendors																
	Effective					Effective					Effective					
	NE	SE	E	HE	FE	NE	SE	E	HE	FE	NE	SE	E	HE	FE	
3.2.2 Increased MVs financial competencies?			✓					✓						✓		
3.2.3 Increased MVs access to financial services?			✓					✓					✓			
3.2.4 Increased MVs income and asset control?		✓					✓					✓				
3.2.5. Improved voice and influence of MVs?			✓					✓					✓			
3.2.6 Improved MVs socio-economic security?			✓					✓					✓			
Outcome 3: Local government capacity development																
	Effective					Somewhat effective					Somewhat effective					
	NE	SE	E	HE	FE	NE	SE	E	HE	FE	NE	SE	E	HE	FE	
3.2.7 Improved communication between MVs and MM?			✓					✓				✓				
3.2.8 Strengthened local govt gender responsiveness?			✓					✓					✓			
3.2.9 Improved govt structures and systems?			✓			✓						✓				
Outcome 4: Gender responsive infrastructure																
	Effective					Not effective					Not effective					
	NE	SE	E	HE	FE	NE	SE	E	HE	FE	NE	SE	E	HE	FE	
3.2.10 Infrastructure improved MVs access?			✓			✓					✓					
3.2.11 Infrastructure improved MVs safety?			✓			✓					✓					
3.2.12 Infrastructure improved MVs product security?			✓			✓					✓					
3.2.13 Infrastructure improved resilience of market?		✓				✓					✓					

3.2.1: Has the project increased the collective voice and influence of women market vendors, through the development of market vendor associations?

Achievements to date

The project is effectively supporting women market vendors to represent themselves collectively. For example, 10 MVAs are in place in Fiji, two in Solomon Islands and three in Vanuatu. Almost all of these MVAs have over 50 per cent women on their executive committees. And women and men are actively participating in MVAs with 2918 registered MVA members in Fiji, 449 in Solomon Islands and 5133 in Vanuatu. M4C has met or surpassed most of its targets in relation to Outcome 1 as shown in Table 4.³⁵

Table 4: M4C 2017 data on project progress in relation to Outcome 1

Outcome Indicator 1: Number of marketplaces that have registered MVAs in place that are assessed to be effective, representative and accountable. Defined as MVAs that are registered only.			
Country	Result 2016	Target 2017	Result 2017 as of 31 December
Fiji	7	9	10
Solomon Islands	2	2	2
Vanuatu	3	3	3
Output 1.1: Strengthened capacity of rural and urban women market vendors to claim rights through participation and leadership in MVAs. Output Indicator 1.1: Number of marketplaces with MVA Executive Committees with at least 50% women in leadership roles Defined as actual numbers of MVA EC's that have over 50% women in named roles.			
Country	Result 2016	Target 2017	Result 2017 as of 31 December
Fiji	8/12	10/10	8/12
Solomon Islands	2/2	2/2	2
Vanuatu	3/3	6/6	3
Output 1.2: Strengthened capacity of MVA Executive Committees to lead their MVAs and represent the interests of market vendors with local government and market management. Output Indicator 1.2: Number of women and men participating actively in MVAs' decision-making processes Defined as the # of registered members (disaggregated by M/F and PWDs).			
Country	Result 2016	Target 2017	Result 2017 as of 31 December
Fiji	2,437 members (1,619 women) (336 new)	700	2918 members (1987 women) 427 new members
Solomon Islands	401 members (377 women) (118 new)	300	449 members (413F)
Vanuatu	5108 members (4338 women) (589 new)	318	5133 members (4363 F) (25 new)

MTR quantitative data shows M4C has supported market vendor associations become effective. For example, all MVA executive committee members interviewed agree or

strongly agree that the M4C Project has helped strengthen the associations governance and decision-making processes and has improved executives' skills to manage and run the association (22 of 22 in Fiji, 2 of 2 in Solomon Islands and 2 of 2 in Vanuatu). All of the executive committee members interviewed in Fiji agreed that that M4C Project has assisted the association to keep better financial and administrative records and that the M4C Project has increased executives' confidence to communicate and deal with market management.

Current status

M4C set out to support MVAs become established in market places in Fiji, Solomon Islands and Vanuatu, to have women market vendors active in the leadership of these associations, and to have these associations represent the interests of members. The project set itself a target of 10 MVAs in Fiji, 2 in Solomon Islands and 3 in Vanuatu registered by 2017 with women active in the leadership of each of these MVAs.

The MTR finds the project is effective at increasing the collective voice and influence of women market vendors in Fiji, Solomon Islands and Vanuatu. These organisations require further support to ensure good governance and ongoing sustainability. Additionally, while the project effectively supports MVAs in Fiji, these are currently unrepresentative of casual vendors (who are predominantly rural women).

Guidance going forward

MVAs that have been established require further input. For example, M4C 2017 monitoring data shows that MVA executives identify further training needs especially in the areas of governance, financial and budget management and leadership. M4C teams found during implementation that MVA executive members required additional support due to low levels of capacity and competing priorities as noted in the second annual report.³⁶

Some members of the Executive Committees and vendors in the market have challenges with capacity, such as literacy, communications, support methods and pace of implementation. *UN Women, 2015 Annual Report*

Additionally, ongoing support is required as MVAs are new organisations that are staffed with volunteers who have many competing interests. As such, these organisations have the potential to collapse or to act only on behalf of particular vendors. These issues point to the need for further structured support to MVAs during the completion of M4C and into any potential next phase.

MVAs in Solomon Islands and Vanuatu in particular require further support. In the Solomon Islands, one of the two MVA executives disagreed that the M4C Project has assisted the association to keep better financial and administrative records. In Vanuatu, one of the two MVA executives strongly disagreed that the M4C Project has increased executives' confidence to communicate and deal with market management. Additionally, MTR observations and interviews show MVAs in Vanuatu require further support to be effective. For example, the Silae Vanua MVA report they need assistance in establishing and improving relationship and partnership with the Market Management and help to submit formal requests to the Market Manager and the Council and work through formal channels of communication. In contrast, the executives of NIMVA in Luganville have very strong influence in the market, a good relationship with Market Management and compulsory membership to their association as a requirement to sell in the Luganville Market. NIMVA's activities however are strongly influenced and determined by the female Market Manager

and the confidence and ability of the executives to run their own association is therefore questionable.

One issue faced by M4C in Fiji is the lack of project progress in ensuring access and inclusion of rural women market vendors in MVAs and the consequent lack of representation of these vendors needs and interests. The project design identified the risk of capture of MVAs by better off market vendors who do not represent the interests of all groups and the consequent accrual of benefits to these elites.³⁷ The design assumed that these risks would be dealt with effectively as part of the project. However, this has not been the case in practice. For example, M4C's second annual report notes that both casual and permanent vendors need to have proper representation to articulate their different array of needs and that this is not currently the case.³⁸ The same report goes on to note the risks involved with the presence of multiple organized groups in some markets. This is the case in Suva where there is one main MVA that Council and M4C deal with. However, this MVA does not represent rural market vendors. Rather, rural market vendors choose to belong to a different MVA – the City General Vendors and Farmers Association. M4C noted in the 2015 report cited above the need to engage further with rural vendors to ensure they are included in MVAs, engage with rural vendors associations, and facilitate dialogue between MVAs within single markets as a priority however these issues have not been progressed.

3.2.2: Has the project increased market vendors' financial and business competencies?

Sections 3.2.2–3.2.6 collectively show the project's effectiveness at achieving the advancement of women market vendors (Outcome 2).

Achievements to date

As of December 2017, overall 5936 market vendors had been trained including 4700 in Fiji; 508 in Solomon Islands and; 728 in Vanuatu.³⁹ M4C 2017 monitoring data shows that almost all market vendors interviewed found the training useful (68 of 69 in Fiji, 9 of 9 in Solomon Islands, and 26 of 28 in Vanuatu). Additionally, many market vendors state that they have made improvements in their financial management as a result of the training (82 of 141 in Fiji, 14 of 18 in Solomon Islands and 45 of 76 in Vanuatu). Almost all market vendors interviewed during the MTR agreed that training had improved the way they managed their market, including through improved record keeping, presentation of their stalls and improved communication with customers. For example, one women market vendor explains that because she now keeps business records she is able to her manage her business income better and not rely on funding inputs from her husband.

After a week of business I used to ask my husband 'Can you fund me?'. After those awareness (sic) I was able to do bookkeeping, expenses, which one goes in the bank. (The training was) so much useful (sic).

—*Labasa MV 1*

Market managers and Council staff consistently also commented on market vendors improved business presentation.

Current status

The project set out to improve women market vendors record keeping and business management in order to improve their financial and business competencies. The project's 2017 target was for 15 per cent of market vendors trained in Fiji, 20 per cent in Solomon Islands and 20 per cent in Vanuatu.⁴⁰ M4C data shows that women market vendors in Fiji,

Solomon Islands and Vanuatu have increased their financial and business competencies. Women market vendors have increased their skills through training in record keeping and business management.

Guidance going forward

It is important to note the number of market vendors with verified records is small: 44 in Fiji, 14 in Solomon Islands and 17 in Vanuatu.⁴¹ Verification of verbal self-reports of market vendors is a useful way of gauging whether the training has been effective in bringing about sustained behaviour change. UNDP had not conducted its comprehensive monitoring at the time of the MTR however it is unlikely that there will be a significant change to this number. The UNDP team noted the difficulty with verifying records, particularly in the market setting. For example, market vendors may not keep records at the stall or may not bring them on the day of monitoring. The MTR makes recommendations regarding developing simple, cost effective, participatory methods of verification for an agreed sample of market vendors.

3.2.3: Has the project increased access of market vendors to financial services?

Achievements to date

M4C provided training collaboratively with banks in each country: Westpac in Fiji, Bank of the South Pacific in Solomon Islands and Bank of Vanuatu in Vanuatu. Each bank provided accessible opportunities for market vendors to open accounts, for example staff came to the markets to help women through the process.⁴² Women market vendors have taken up opportunities that the project has provided to open bank accounts as shown in the following report quote.

Progress towards the achievement of the Outcome Indicator 2.2 has been made in Solomon Islands. Thanks to the continuing engagement with BSP bank, many market vendors at Honiara Central Market have had opportunities to open bank accounts in situ at the marketplace. *UN Women, 2014, Markets for Change - Fiji, Solomon Islands and Vanuatu, First Annual Report 2014, p 11*

Current status

The project set out to increase access of women market vendors to financial services (including banking, credit, savings, and insurance). This was defined as the number of vendors trained in or provided information about financial services. The 2017 target was to reach 20 per cent of market vendors in Fiji, 15 per cent of market vendors in Solomon Islands, and 15 per cent in Vanuatu. M4C monitoring data shows that as of December 2017, 5936 market vendors across the three countries had been trained in or provided information about financial services.⁴³

Guidance moving forward

M4C has focused on providing women market vendors with access to financial services related to savings. International literature supports the savings led approach which is relevant given most women market vendors are poor.⁴⁴ Building a practice of saving prior to accessing credit reduces the risk of defaulting on any loans. However, vendor profiles show that women's efforts at saving can often be undermined by partners, family and community pressure on individual women within the Pacific context. Additionally, a number of women market vendors noted during MTR interviews that they would like access to credit to expand

their businesses. For these women, it is important that the project support them gain access to safe lending rather than loans with prohibitive interest rates that they already have access to.

3.2.4: Has the project increased women market vendor's ability to control their income and assets?

Achievements to date

The ability of women to control their income and assets was identified as important in the design of the project and in the monitoring and evaluation framework. For example, the project design uses the World Bank's definition of women's empowerment that includes endowment ('she enhances her capacity to earn and control personal income and resources') as one of the three essential elements of economic empowermentⁱⁱⁱ.⁴⁵ Additionally, the M&E framework focuses on the importance of control in relation to effectiveness of Outcome 2 by asking the question: To what extent was the project able to increase women market vendors' ability to manage and control income and assets/ was there increased socio-economic security for women market vendors?.⁴⁶ However, there are no indicators to track progress in this area and limited data to show whether women market vendors have increased their ability to control income and assets.

M4C has some data that relates to the question of women's control of income and assets. For example, M4C monitoring data includes a question to women about who has decision making power over market income. Most market vendors responded that they make decisions over their market income (281 of 387 in Fiji, 46 of 77 in Solomon Islands, and 139 of 210 in Vanuatu). Additionally, the team analysed market vendors qualitative profiles for information on their control over spending and productive assets.⁴⁷

Current status

The focus of women's control over income and assets, included in the project design and the M&E framework, was not translated into an indicator in the M&E framework and therefore was not a focus of training and support provided under Outcome 2. Equally, the project has not collected data on whether women's control has changed due to interventions. For this reason, the **MTR assesses the project as only somewhat effective in relation to increasing women market vendor's ability to control their income and assets.**

Guidance going forward

The project requires further data, including the ongoing results of the longitudinal vendor profiles, to assess whether the project is making a difference to women and whether they have improved economic control within their household.

ⁱⁱⁱ The other two elements are agency ('she gains confidence and realises her own value') and economic opportunity ('she obtains access to and control of economic opportunities, training, markets, and resources to expand her influence').

3.2.5: Has the project increased the individual voice and influence of women market vendors?

Achievements to date

Market vendors consistently report being willing to speak up in the market context, based on an increased awareness of their rights and responsibilities. For example, 2017 monitoring data shows women market vendors are confident to speak with MVA executives (134 of 143 in Fiji, 20 of 21 in Solomon Islands, 86 of 104 in Vanuatu), market managers (269 of 307 in Fiji, 33 of 60 in the Solomon Islands, 118 of 163 in Vanuatu) and Council (245 of 307 in Fiji and 91 of 163 in Vanuatu). However, most market vendors in Solomon Islands are not confident to raise their concerns with Council (47 of 60). MTR interviews with individual women market vendors who attended training also show increases in confidence, business management and ability to communicate and interact with other market vendors, MVA and MM. Council staff and market managers corroborate this finding.

Current status

M4C seeks to improved market vendor business and leadership skills to advance their economic security and rights. The Continuing Market Business Education (CMBE) and IPI-MVF training includes components of business management. As noted above, M4C monitoring data shows that as of December 2017, 5936 market vendors across the three countries (Fiji 4700; Solomon Is. 508; Vanuatu 728) had been trained.⁴⁸

Guidance moving forward

M4C can continue to increase the scale of reach of training. During MTR interviews, MVs consistently requested further training and MVAs requested broader reach to other MVs within the marketplace. UN Women monitoring data also shows MVs identifying a number of additional training needs. At the time of the MTR, 5936 MVs had been reached by IPI-MVF and CMBE components as compared to the approximately 7000 nominated in the design.

3.2.6: Has the project increased socio-economic security for women market vendors?

Achievements to date

Improved socio-economic security is identified as an outcome in the M4C M&E Framework that results from market vendor's increased financial and business competencies, increased access to financial services, and increased control of income and assets. M4C's achievements to date in these three areas were outlined in Sections 3.2.3-3.2.5.

Current status

M4C is rated as effective based on effectively increasing MV's financial and business competencies and access to financial services and being somewhat effective at increasing market vendor's control of income and assets.

Guidance moving forward

Areas for M4C to consider in the future in the areas of increasing market vendors financial and business competencies, access to financial services, and control of income and assets are outlined in Sections 3.2.3-3.2.5.

3.2.7: Has the project improved communication and dialogue between market vendors and market management on market issues?

M4C seeks to improve the capacity of market management and local governments so that their decision-making is more gender-responsive, transparent, accountable and receptive to the needs of vendors (Outcome 3). Sub-questions 7–9 collectively support the assessment of the project’s effectiveness in this area.

Achievements to date

M4C quantitative data shows that all MVA executives in Fiji and Solomon Islands agree or strongly agree that M4C has increased their confidence to communicate and deal with market management (22 of 22 in Fiji, 2 of 2 in Solomon Islands).

Market vendors in Fiji confirm the perspective of MVA executives: most thought M4C support has improved how the MVA communicates, interacts and represents vendors to management (5 of 8). This increased communication is helping MVAs be more effective. For example, most market vendors agree that the M4C project has improved operations and processes in the market (6 of 8).

Qualitative interviewing and focus groups also support the rating of effectiveness of M4C support for improved communication. Most MVAs, market managers and council staff interviewed or consulted during focus groups agreed there is improved communication and dialogue between market vendors and market management on market issues as shown in the quote from one CEO below.

I have been involved in the market for a long time. Since UN Women have come in there has been a lot of changes in the environment, the way business is done, the way Council looks at the vendors, the relationship between vendors and Council, and between the Market Master and team. It used to be confrontation happening all the time. There used to be associations fighting the Council all the time. They want this, they want that. Things have changed. Now we are partners, UN Women and the Council especially the market masters and his team. There has been a lot of change. It seems we are all working for the same goal. The environment there is so nice that the MM doesn’t have any issues. Things are done in a good cordial way.
—Council Interview 2, Fiji

Current status

The MTR finds that M4C is effective in improving the interaction between market vendors and market management.

Guidance moving forward

There are key exceptions to the overall finding that the project has improved interaction between MVAs and market management. For example, one association in Fiji, one in Solomon Islands and one in Vanuatu all report a lack of consultation with and response from Market Management or Council. Equally, the market master and government representatives in Solomon Islands report a lack of responsiveness from one MVA. Additionally, vendors still think Market Masters and Councils need to improve their responsiveness. Most vendors in Fiji interviewed for the MTR (5 of 8) disagree that the project has improved the way the Market Master or Council communicates, interacts and provides services to vendors. M4C can continue to support MVAs in their communications with market management and local council.

3.2.8: Has the project strengthened the capacity of local level government on gender responsive government?

Achievements to date

Council staff report that M4C training has been high quality and useful. For example, M4C quantitative monitoring data shows Councils and Market Masters staff report benefit from training (25 of 25 in Fiji, 4 of 4 in Solomon Islands and 5 of 5 in Vanuatu). MTR qualitative interviews show staff better understand and see the importance of gender equality in markets. For some Council staff, training helped change their understanding of gender equality as noted in the following quotes.

When we first went to the training we thought it was just talking about women. Then we learnt that gender is inclusive men as well... the training was high quality.

—*Fiji Local Council Interview 2*

Gender Responsive Budgeting helped a lot to view both sides and gender issues and how that can be factored when preparing budget. Government and Leadership (CLGF) and Finance training helped in strengthening financial management of market. Use and implement new ideas and techniques for keeping financial records. Learnt some things that I did not learn at school or have capacity to do at Provincial Government.

— *Solomon Islands Market Management Interview 3*

MTR qualitative interviews also highlighted the importance of Gender Responsive Budgeting (GRB) training with a number of examples of Council staff implementing changes based on learning.

Data shows that M4C support to local level government has been effective. For example, MTR quantitative data shows all interviewees and most interviewees in Solomon Islands and Vanuatu agree that M4C has increased their knowledge, attitudes and behaviour on gender equality. For example, interviewees agreed or strongly agreed the project had increased their knowledge about the importance of providing equal opportunities for men and women (14 of 14 in Fiji, 9 of 10 in Solomon Islands, and 4 of 5 in Vanuatu), positively changed their attitudes about women's rights (14 of 14 in Fiji, 7 of 10 in Solomon Islands, and 3 of 5 in Vanuatu), positively changed their behaviour towards women market vendors (14 of 14 in Fiji, 9 of 10 in Solomon Islands, and 4 of 5 in Vanuatu), and convinced them to inform and influence others on the rights of women market vendors (14 of 14 in Fiji, 7 of 10 in Solomon Islands, and 3 of 5 in Vanuatu). Additionally, MTR qualitative interviews show that market managers and local government staff now better understand concepts of gender, gender equality, and how these concepts are important to the market environment.

Current status

The project aimed to increase the gender responsiveness of local government to improve the situation of women market vendors in markets. The MTR finds that **M4C has effectively supported local governments to become more gender responsive.**

Guidance moving forward

M4C can continue to provide support to local governments to further embed their capacity to respond to the needs of women market vendors.

Sub-question 3.2.9: Has the project improved gender responsive governance structures and systems?

Achievements to date

M4C aims to influence governance structures and systems that effect markets, to ensure they are more gender responsive. The project works towards amendments to by-laws/ordinances, changes to human resources and budgets to specifically address women market vendor needs.

In Fiji, Solomon Islands, and Vanuatu MTR interviews identified a number of markets where female market attendants have been hired and market vendors express that these staff are more willing to listen and assist than male market attendants.

Additionally, in Fiji there were a number of examples where GRB budgeting principles have been applied. Council staff and market managers reported taking a gender lens to examining issues in the market. For example, one Council staff in Fiji reported on how she applied training in gender responsive budgeting to her Council.

Only last year we were called for Gender Responsive Budgeting training. In that training I came to know the needs of the MVs. I know the toilets should be 50/50 toilets. But I came to know it should be based on demand – and the markets are 80 per cent women. What are you going to do for your vendors? I presented a report to CEO. I presented a report and agreed additional toilets for ladies. The ladies can have six and men have three.

—Council Interview 3, Fiji

Another Market Manager reported how she is now making the market budget more gender responsive since her exposure to the training:

We are planning to build a small shelter or hut for women to breastfeed and care for the babies and children that come with them to the market

In Vanuatu, local governments are more aware of the needs of women vendors and acknowledge the economic contribution they make at local, provincial and national levels. A number of female market attendants have been hired and market vendors express that these staff are more willing to listen and assist than male market attendants.

Current status

The MTR finds M4C is effectively supporting improvements to governance structures and systems in Fiji. However, the project is only somewhat effective in this area in Vanuatu and not effective in Solomon Islands.

Guidance moving forward

In Solomon Islands, M4C can support the finalization and implementation of Market Ordinances developed since mid 2015, by the Honiara City Council and Malaita Provincial Assembly, finalisation of Market Disaster Preparedness and Action Plans, developed from 2014, and the application at city and provincial levels of Gender Responsive Budgeting.

In Vanuatu, M4C can support market management and local government to proactively involve women vendors' participation and input. MVAs report a lack of awareness and participation in infrastructure plans and in one MVA, a lack of response from Market Management on requests.

3.2.10: Has the project's investment in physical infrastructure improvements resulted in improved access for women vendors?

Sections 3.2.10-3.2.13 help answer whether the project is effective in relation to gender responsive infrastructure and on-site services (Outcome 4).

Achievements to date

The project set out to improve infrastructure in markets to better meet the health, safety, universal access, and convenience needs of women market vendors. The 2017 targets were for the following number of infrastructure improvements to be completed in each country: 9 in Fiji, 1 in Solomon Islands, and 5 in Vanuatu.⁴⁹ Project reporting shows that the project has completed 4 infrastructure improvements in Fiji, 1 in Solomon Islands, and 0 in Vanuatu.⁵⁰ A detailed breakdown of the planned infrastructure and status to date is at Appendix 7.

Most women market vendors in Fiji and Solomon Islands note improvements to infrastructure in the last two years at their market (220 of 307 in Fiji and 44 of 60 in Solomon Islands). In Fiji, most vendors have noticed changes in facilities and improved repairs and maintenance. In Solomon Islands, the most significant changes are improved cleanliness and improved repairs and maintenance. In contrast, most market vendors in Vanuatu have not noticed improvements (135 of 163).

Accommodation centres are particularly useful for rural market vendors, who can overnight in these facilities rather than sleeping on the market floor. M4C has invested in a new accommodation centre in Labasa and washroom facilities for the accommodation centre in Suva. Women market vendors in Labasa and Suva note the utility of these centres during MTR interviews. The rural market vendors in Suva, however, note issues of overcrowding, inadequate cleaning and maintenance, and their desire to bring their children with them into the centres. While these issues are not directly related to M4C's investment in washrooms, they point to the intersectional needs of women.

Infrastructure investment in Fiji has had a focus on access. For example, here a stakeholder describes the increased accessibility of Nausori market in the quote below.

Nausori market... now it is fully accessible. People with disabilities are able to go in, buy their goods, go out. The features enables people with disabilities to access.

—*Fiji other stakeholder 2 interview*

Current status

The MTR finds that M4C is somewhat effective in supporting infrastructure improvements. It is effective in its support in Fiji and not effective in Solomon Islands and Vanuatu.

Guidance moving forward

M4C can continue its work to fast track infrastructure in the Solomon Islands and Vanuatu. Market vendors, Councils and Market Managers report frustration at the long time it has taken to finalise planned infrastructure improvements. Stakeholders perceive these delays being due to M4C's excessive quality control processes and documentation requirements. In many instances, Councils do not understand how to meet these requirements and report that M4C have not provided relevant advice to help them respond to requirements.

One example of delayed infrastructure is the fencing of Honiara Central Market which was the priority infrastructure identified by the Honiara City Council for M4C to undertake. However, the Council terminated the proposed fencing, redirected M4C's activities to minor works and commenced the fencing itself due to frustrations at the extended delays in work starting.

Another example is that women vendors have not had access to running water at the Auki market since 2014. Whilst this was identified as a priority by Market Management, MVA and the women vendors, and included in the infrastructure plan to be carried out by M4C, the external technical consultant engaged in 2017, envisages that these works will be begin in 2018 as outlined in the quote below.

Early works for Auki Market will tender by early March and start late April or early May (2018). This includes fencing that will secure the market, clearing up underground water tank and replacing tower water tank, renovating toilets and providing rubbish bins and central rubbish collection area.

Finally, the upgrade of the Luganville Market in Vanuatu was identified as a priority in 2014. This upgrade is still outstanding. At MTR interviews Council members, market management, MVA and women vendors alike, expressed frustration and disappointment at the delays in infrastructure. A critical issue for M4C is how to work with counterpart governments in Solomon Islands and Vanuatu to meet DFAT and the UN's building, safety, financial and audit standards in a timely manner. Additionally, capacity within local governments to manage infrastructure works varies across each country which has impacted on the ability of some local governments to engage with M4C on infrastructure development.

3.2.11: Has the project's investment in physical infrastructure improvements resulted in improved safety for women vendors?

Achievements to date

UN Women 2017 monitoring data shows that women are feeling safer in the market due to improvements (168 of 220 in Fiji, 37 of 44 in Solomon Islands, and 21 of 28 in Vanuatu). However, M4C monitoring data shows that while women market vendors are feeling safer in the market due to improvements they still have concerns over security and note that further improvements are required (49 of 467 in Fiji, 17 of 161 in Solomon Islands, and 46 of 411 in Vanuatu).

MTR quantitative interview data in Fiji supports the project monitoring data. Women market vendors report their safety has improved as a result of M4C (8 of 8 interviews). MTR interviews show women market vendors in Fiji report feeling safer given installation of CCTV cameras, increased security patrols and, in some markets, secure spaces to store items.

Current status

M4C is effective in improving the safety of women market vendors in Fiji but not effective in Solomon Islands or Vanuatu.

Guidance moving forward

M4C can continue its infrastructure investments, in particular fast tracking planned infrastructure in Solomon Islands and Vanuatu, to increase the safety of women market vendors.

3.2.12: Has the project's investment in physical infrastructure improvements resulted in improved security of women vendors' produce?

Achievements to date

Physical infrastructure improvements in Fiji have resulted in some women market vendors having an improved sense of security regarding their produce. Quantitative MTR data shows most women agreed or strongly agreed that M4C has improved the security of their produce (5 of 8). However, a significant number disagreed with the statement (3 of 8). Women market vendors noted the importance of CCTV, extra security guards and storage facilities (in some markets) that have helped them secure their produce during qualitative interviews.

Current status

M4C is effective in improving the security of women market vendors' produce in Fiji but not effective in Solomon Islands or Vanuatu.

Guidance moving forward

M4C can continue its infrastructure investments, in particular fast tracking planned infrastructure in Solomon Islands and Vanuatu, to increase the security of women's produce.

3.2.13: Has the project improved resilience of marketplace physical infrastructure to disaster risks and climate change?

Achievements to date

M4C works towards infrastructure and systems improvements to make markets more sustainable, resilient to disaster risks and climate change. M4C's 2017 target is that the following number of markets will have plans in place to respond to extreme weather and natural disasters: 8 in Fiji, 2 in Solomon Islands and 5 in Vanuatu. The target was to have plans developed and accepted by Government.

Project reports show that M4C conducted Vulnerability and Resilience Assessments in 2016. Consultations were completed in 2017 and action plans for disaster preparedness and response drafted. Additionally, Market Disaster Preparedness Committees were started.

Current status

The MTR assesses M4C as somewhat effective in improving the resilience of markets.

Guidance moving forward

M4C can support MVAs to advocate for governments to accept these plans.

3.3 Efficiency

The MTR's third question is 'How efficient are the governance and management structures of the project, and in particular were the implementation modalities suitably chosen in relation to the intended outputs and outcomes?'. **The MTR finds that the governance and management structures of the project are only somewhat efficient.** The finding is based on how well the project performed against the six indicators outlined in Table 5.

Table 5: Summary assessment of M4C's efficiency

MTR Criteria 3: Efficiency																
How efficient are the governance and management structures of the project, and in particular were the implementation modalities suitably chosen in relation to the intended outputs and outcomes?																
Country:	Fiji					Solomon Islands					Vanuatu					
Summary:	Efficient					Somewhat efficient					Efficient					
Sub-questions	NE	SE	E	HE	FE	NE	SE	E	HE	FE	NE	SE	E	HE	FE	
3.3.1 Project well governed, managed & accountable?		✓					✓					✓				
3.3.2 Well chosen project imp mechanisms?			✓					✓					✓			
3.3.3 Required level of tech expertise available?		✓					✓					✓				
3.3.4 Cost effective?			✓					✓					✓			
3.3.5 On time and on budget?			✓				✓						✓			
3.3.6 Project resourcing appropriate and efficient?		✓					✓					✓				

3.3.1: Project well-governed, well-managed and accountable

The project is considered somewhat effectively governed, managed, and accountable.

M4C is well governed but can broaden the involvement of key stakeholders on its country level governance committee which will also help to strengthen sustainability. Project management is limited by the lack of detailed operational interaction and management coordination between UNDP and UN Women. The project is accountable to the funding agency through reporting and communication lines and to key stakeholders through the Project Management Committee. The project is accountable to beneficiaries at the collective level as MVAs are represented at the Project Working Committee. However, there is no formal setting where M4C is accountable to beneficiaries at the individual level. In this way, M4C only remains accountable to individual market vendors through its project officers.

The project is governed at the regional level by the Regional Project Board and at the country level by the Project Management Committee. These two bodies consider the project's progress towards output and outcome indicators from their different perspectives.

⁵¹ The project is managed by the Project Working Committee and by project teams in each country.⁵²

M4C's governance mechanisms have worked well in general. For example, none of the project progress and annual reports identify any issues with either of the two governing bodies.⁵³ UN Women staff in Fiji report the PMC meetings as a space for dialogue and information sharing.⁵⁴ Additionally, the Fiji Disabled Peoples Association commented on the support provided by UN Women for involvement and that involvement at this level of a project was uncommon.⁵⁵

However, a number of interviews in Fiji noted the need to broaden participation of the Project Management Committee. Three interviewees (UN Women and two councils) raised the need to broaden participation at the Project Management Committee to include other government agencies, particularly the Ministry of Women and the Ministry of Agriculture.

The lack of detailed coordination between UNDP and the UN Women teams impedes project management. There are two guiding documents for the relationship between UNDP and UN Women: the interagency agreement and the integrated project framework. The interagency agreement only specifies reporting requirements but the framework notes that the UNDP Project Management Team will work closely with the UN Women WEE Specialist and the country-level M4C Project Managers for coordination, integration, synergies and efficiencies.⁵⁶ UN Women team members in Fiji noted closer coordination between the two agencies during the preliminary phase and early core delivery stage in MTR interviews. However, this has not been maintained throughout the remainder of the core delivery phase. For example, UN Women teams in Vanuatu (2 of 5) and Solomon Islands (3 of 4) reported a lack of coordination between the agencies and lack of direct communication (instead, UN Women project managers report issues to UN Women MCO in Suva who then report to UNDP). The lack of coordination between the agencies is noted by stakeholders.

One of the reasons for the lack of coordination is the understaffing of the UNDP team. UNDP uses the same team to deliver activities in each of the three countries in contrast to UN Women's dedicated country teams. This means that coordination meetings are additional to the already heavy load of training delivery and travel.

The lack of coordination between the two agencies limits the outcomes of the project. That is, without the two agencies working more closely together UNDP's work on advancing women economically remains separate from UN Women's activities related to empowerment, agency and collective organisation.

M4C is accountable to its beneficiaries (MVAs and market vendors), stakeholders (local governments and government ministries) and funder (DFAT). The project maintains its accountability through its governance structures, its reporting and its results.

Overall, M4C is accountable to its beneficiaries. M4C ensures its accountability to beneficiaries through inclusion of Market Vendor Association executives on the Project Working Committee. In this forum, MVA executives have access to information on the project and to other project stakeholders. It keeps its accountability to individual beneficiaries through its project officers and its project results. The MTR identified no negative reports from beneficiaries regarding accountability processes. The MTR notes, however, that individual market vendors (those not on MVA executive committees) are not represented at the PWC and beneficiaries (whether individual market vendors or MVA

executives) are not represented on the PMC nor the regional project board. Equally, there were some issues at particular markets regarding M4Cs accountability for infrastructure results in Solomon Islands and Vanuatu. These were detailed in Section 3.2.11.

Overall, M4C is accountable to its stakeholders. Local government and government ministry staff are represented on the PMC in each country. Two interviewees in Fiji noted the utility of the PMC meetings for information sharing and coordination. However, the same issues regarding accountability for infrastructure results in Solomon Islands and Vanuatu apply as noted above.

Overall, M4C is accountable to its funder. M4C maintains its accountability to DFAT through inclusion in the Regional Project Board, the Project Management Committee and the Project Working Committee. Additionally, M4C reports formally to DFAT every six months. One DFAT officer noted previous issues with the quality of reporting that have since been resolved. However, the same officer noted the need to increasingly report at the outcome rather than the output level. Project staff meet with DFAT staff as necessary. For example, M4C meets with DFAT every month. In relation to project results, two DFAT officers noted the need for further data regarding economic improvements for women and for results of agricultural livelihood work.

3.3.2: Were the project implementation mechanisms well chosen in relation to intended outputs and outcomes?

The project implementation mechanisms were well chosen to achieve intended outputs and outcomes. M4C uses an interagency agreement between UN Women and UNDP to deliver the project. The responsible party arrangement means that UNDP is responsible for delivering Outcome 2 and UN Women is responsible for Outcomes 1, 3 and 4. **The arrangement is well chosen from the perspective that it facilitates the two UN agencies to work together for a common goal while identifying the responsibilities of each party.**

UN Women's Fiji Multi-Country Office (MCO) and UNDP's Suva-based MCO signed the UN Agency-to-UN Agency Responsible Party agreement in 2014.⁵⁷ This agreement details the overall responsibility of UNDP activities related to Outcome 2. UN Women agreed to contribute approximately \$1 million USD to UNDP to undertake these activities.⁵⁸ UNDP is responsible for undertaking activities, delivering project results in relation to Outcome 2, and reporting to UN Women on a regular, six monthly, basis over the 2014-2019 period.⁵⁹ Additionally, and as mentioned above, the integrated project framework notes that UNDP is to work closely with the UN Women WEE Specialist and the country-level M4C Project Managers for coordination, integration, synergies and efficiencies.

While the implementation mechanism was well chosen, the implementation of the Responsible Party arrangement has not supported the two agencies to share their expertise. This point has been discussed in Section 3.3.1 above.

3.3.3: Is the required level of technical expertise was in place and contributing to results?

The project has had access to technical expertise in the areas of EVAW, DRR and GRB but requires further access to WEE and KM specialists. **The project is assessed as somewhat efficient** in relation to this indicator **given the lack of mobilisation of existing WEE and KM technical expertise to maximum effect** given the importance of these areas to project success. Additionally, the project requires technical expertise in the area of Advocacy,

Financial Inclusion and Child Protection even though this expertise is not noted in the project design.

The project design documents for each country, as well as the integrated project framework, note that the project will include specialists in the areas of: Disaster Risk Reduction, Eliminating Violence Against Women, Gender Responsive Budgeting, Knowledge Management, and Women's Economic Empowerment and Knowledge Management. Project reports and MTR interviewees noted positive results due to the input of specialists in the areas of Disaster Risk Reduction, Eliminating Violence Against Women, and Gender Responsive Budgeting. The technical expertise M4C has provided in the areas of DRR, EVAW and GRB has had good results for women in market places. In the area of DRR, Market Disaster Preparedness and Action Plans and the formation of Market Disaster Preparedness Committees were completed in all countries in the first six months of 2017.⁶⁰ In the area of EVAW, M4C conducted assessments on safety and discrimination in each country in partnership with the UNW EVAW team in Fiji, Family Support Centre (FSC) in Solomon Islands and Vanuatu Women's Centre in Vanuatu.⁶¹ One interviewee in Solomon Islands described how women market vendors now have greater awareness of VAW as a crime and the supports and services available.⁶² This interviewee reported women's increased confidence to deal with violent situations collectively. While these assessments have been very valuable, one DFAT interviewee questioned the timing. These assessments took time to occur (in 2016 and 2017) and may have better served as the baseline for training.⁶³ M4C provided technical expertise in the area of GRB through training in all three countries. The take up of GRB has been particularly strong in Fiji where GRB has been furthered through the development of a GRB survey of Council facilities, government counterpart requests for direct support in implementing principles of GRB, establishment of a new GRB steering committee, as well as support to the development of a GRB policy paper in Fiji.⁶⁴

MTR interviewees noted benefits from technical expertise provided in the areas of Disaster Risk Reduction, Eliminating Violence Against Women, Gender Responsive Budgeting. For example, one interviewee in Fiji noted how she is now implementing principles of GRB in her Council. Another example is one interviewee in Solomon Islands who described how the Safety and Risk Assessments undertaken at Honiara and Auki Mkts raised awareness on gender-based violence and provided women with information on services.

There are a number of key areas where the project requires further technical expertise: Advocacy, Child Protection, Disability Inclusion, Financial Inclusion, and Research.

These areas were not identified in the design as areas where the project would provide technical expertise (that is, within the team structure). In the area of advocacy, the project is learning a great deal about WEE, but is constrained by not having an advocacy component that is tied in with Knowledge Management and is sufficiently resourced. In the area of Child Protection, numerous vendors, managers and government representatives raised the need for child friendly spaces and consistent rules on vendors bringing children to markets and into rural accommodation during interviews. Financial Inclusion was identified as a key component in training market vendors as part of Outcome 2.

3.3.4: Is the project cost-effective?

The project has effectively reached women market vendors, who are amongst the most poor and vulnerable in the community, in Fiji, Solomon Islands and Vanuatu. The project has made good use of pro-bono inputs and engaged high cost technical assistance only as

necessary. While the project has been cost-effective, it has the potential to reach more women if a greater proportion of its budget is spent on activities.

The \$17 million, six-year, project has reached almost 6,000 market vendors directly and another 8,500 market vendors indirectly as per Table 6. International literature shows that investing in these women has a flow on effect to their families and communities. For example, World Bank research shows that increasing the share of household income controlled by women changes spending in ways that benefits children.⁶⁵ For this reason, the number of people reached by the project goes beyond those included in training and outreach activities.

Table 6: Number of market vendors reached by M4C

Indirect reach through supporting MVA	Number of MVs
MVA members - Fiji	2,918
MVA members – Solomon Islands	449
MVA members - Vanuatu	5,133
TOTAL	8,500
Direct reach through activity	
Training in record keeping and business management—Fiji	4,700
Training in record keeping and business management—Solomon Islands	508
Training in record keeping and business management—Vanuatu	728
TOTAL	5,936

M4C has made good use of pro-bono input which has increased the cost effectiveness of the project. For example, Bank of the South Pacific, Westpac, and the National Bank of Vanuatu all provided their inputs without cost. M4C is responsible for the cost of training logistics and project management but the banks provide the technical expertise without fee. As one bank interviewee explained, delivering financial literacy training is part of their core CSR mandate and meets internal KPIs.⁶⁶ Additionally, Ministries in each country provided technical expertise without cost as part of the agricultural productivity training.

The project currently follows the good development practice of ‘local, where possible, and international, where necessary’. Most staff positions are filled by national staff, with the international Project Manager in Solomon Islands being the only exception. The original staffing included three international Project Managers, one in each country. Project experience has shown that local personnel are better suited to these positions given their better understanding of the political environment. As such, international staff have been replaced by nationals as international staff have left. Additionally, the project has made use of international STA only where necessary.

The cost effectiveness of the project can be improved if more of the remaining budget is allocated to activities. The project budget is composed of three main line items: project activities (Outcomes 1–4), project staffing and M&E and communications. Spending on project activities and project staffing is roughly equal, at approximately \$7.5 million on activities and \$7 million on staffing. The remaining \$2.5 million is spent on M&E and communications. The Knowledge Management positions on the team have never been filled and there is a large amount of unspent budget available against these Knowledge Management and M&E expenses. Reallocating some of this budget could allow M4C to

reach to more, and provide further follow up support to market vendors, market vendors associations and local government staff.

3.3.5: Were the project outputs/ activities were delivered on-time and on-budget?

The project activities and outputs were efficiently delivered. While M4C was slow to start the project has picked up its delivery pace since 2015 and is now on-time and within budget.

M4C was delayed at its inception. The project experienced a number of delays in the Preparatory Phase to do with finding and contracting staff and beginning partnerships with banks. For example, Westpac closed its operations in Vanuatu and the Solomon Islands and was therefore unable to deliver financial literacy training in those countries as envisaged, and as agreed under the 2014 MoU between Westpac and UNDP.⁶⁷ As a consequence, UNDP found new partners for this output of the project, which took quite a while and significantly delayed project implementation in those countries.

Since 2015 M4C has had a good rate of delivery as evidenced by the increased spending in 2016, in contrast to the project's underspending in 2014-2015.⁶⁸ In addition to delivering planned activities well, M4C has been able to take on additional tasks and responsibilities due to TC Winston. For example, one DFAT interviewee explains how the project responded well to those additional responsibilities.

The program has been very adaptable in response to additional issues – for example, additional funding through TC Winston. Not letting that take over the program. But being able to use additional funds. *DFAT 3, Fiji*

3.3.6: Is the project resourcing, including staff structure at regional and national levels, was considered appropriate and efficient?

The project resourcing is somewhat efficient. UN Women and UNDP teams at the country level have been understaffed during the Core Delivery phase which has limited the teams capacity to reflect on and adapt their work as necessary. Additionally, the planned Regional Project Manager position has not been filled nor has the Knowledge Management team.

Interviews with both UNDP and UN Women teams in each country show that **the project has been understaffed during the Core Delivery Phase**. If activities were to continue at the same pace, rather than slowing down during the Transfer phase, the UNDP team estimates it requires an additional team member as well as additional resourcing for M&E.⁶⁹ The UN Women team in Fiji and in Vanuatu estimate they require an additional Project Officer.

Each of the country UN Women teams, as well as some stakeholders, noted the need for additional time for teams to reflect on their work as well as the need for additional staff. The teams need time to analyse implementation and share learnings with other team members in order to consider how to make improvements.

M4C has also been understaffed at the regional level. For example, the project originally envisaged the project would be led by the UN Women Deputy Representative. However, the workload of the regional program manager role in addition to the UN Women Deputy Representative position was too high.⁷⁰ As a consequence, the Deputy Representative has been supported at the regional level by a STA as well as by the Regional Infrastructure Advisor. These two staff members fill the position of Regional Project Manager. There are issues of overlap, however, and lack of clarity between roles with this interim solution.⁷¹

3.4 Impact

M4C is progressing towards impact in Fiji, Solomon Islands and Vanuatu. M4C's progress to impact in each country is summarized in Table 7 and detailed in the following section.

Table 7: Summary assessment of M4C's progress to impact

MTR Criteria 4: Impact																
What are the early signs of the difference the project is making, particularly to women market vendors?																
Country:		Fiji					Solomon Islands					Vanuatu				
Summary:		Progressing to impact					Progressing to impact					Progressing to impact				
Sub-questions		NI	SI	I	HI	FI	NI	SI	I	HI	FI	NI	SI	I	HI	FI
3.4.1 Intended results beneficial to MVs?				✓				✓						✓		
3.4.2 Intended results beneficial to MVAs?				✓				✓						✓		
3.4.3 Intended results beneficial to councils and MMs?				✓				✓						✓		
3.4.4 No harm to MVs?					✓			✓						✓		
3.4.5 GE social norms and attitudes improved?				✓				✓					✓			

3.4.1: Are intended results produced by the project beneficial to market vendors?

Intended project results have been beneficial to women MVs overall and for this reason, the MTR assesses M4C as progressing towards impact. The project intended to improve the individual situation of women market vendors, and by extension benefit their families and communities. There is evidence that women market vendors in all three countries have benefited through the training, collective action, and infrastructure work of M4C. While results have been beneficial in general, the issue of infrastructure improvements to increase safety in Honiara remains outstanding and in Fiji there is a need to systematically target MVAs and rural women to ensure rural women are specifically benefitted by the project.

M4C quantitative monitoring data shows market managers and Council staff interviewed thought that M4C training had led to changes in market vendors (29 of 36 in Fiji, 6 of 8 in Solomon Islands, and 7 of 7 in Vanuatu). The most frequent change cited is that market vendors are better managed and organised (17 of 67 in Fiji and 7 of 15 in Vanuatu) and they have better habits – cleanliness (6 of 11 in Solomon Islands).

Qualitative MTR data shows some women report making more money as a result of M4C business management training. These women speak of spending their money on goods for the household and family priorities such as education. For example, one market vendor speaks about how she uses her increased income to buy household goods, her son's school expenses as well as save money for the family's annual holiday and unexpected expenses.

For myself, I help sometime to buy my son's lunch, taxi, I buy the undies for my son, their roll on, perfume. For household expense. I save for the next business day or rainy day. **How is your savings?** Savings I have to fill up the money box till Christmas. All the money goes for school things or helping for a holiday. [I also save for] Unexpected things, funerals, things that don't happen all the time. Sometimes might be [I need to use the money] four of three times a year.

—*Labasa Market Vendor 1*

Women market vendors also report having opened bank accounts and saving more money. A small number of these self-reports have been verified by UNDP's M&E data (71 in Fiji, 10 in Solomon Islands, and 7 in Vanuatu).⁷² Whether women market vendors have increased control of their increased income, remains an outstanding question, however, as detailed in Section 3.2.4.

Women report improvements in the market places. This includes improved market organization, improved sense of safety and improved security of produce. For example, a market vendor in Honiara described the improvements in the market as a result of MVA leadership: markets cleaner, tanks are being installed, the market is organised into sections, market vendors can access tables, tents, chairs, and market vendors are helping HCC to keep market clean. Market vendors sense of safety has improved. For example, nine of nine market vendors asked this question in markets in Fiji agreed or strongly agreed that the project had improved their safety. Project support and infrastructure has also benefited security of market vendors produce.

While infrastructure support has benefited women market vendors in general, it remains a critical outstanding issue in Honiara, Solomon Islands, where infrastructure improvements remain blocked. This issue, specifically the need for the market place to be fenced in order to increase the safety of market vendors and their families, has become critical to market vendors, local council and provincial government.

The critical issue regarding impact in Fiji is ensuring systematic improvements for rural market vendors. M4C has been able to deliver training on improving agricultural productivity, as well as seed distribution, that has been of benefit to rural women. Additionally, support for infrastructure investments, accommodation facilities, benefit rural women. However, rural women are still systematically discriminated against in market places. For example, a number of market constitutions explicitly deny rural market vendors the same rights as urban market vendors. There is a danger that the predominantly permanent/ urban vendors who fill all of the MVA executive committee positions will not work to address the needs of casual/ rural women vendors.

3.4.2: Are intended results produced by the project beneficial to market vendor associations?

M4C intended to benefit market vendor associations by supporting their capacity and enhancing their influence in the market place. **M4C support to MVAs has been beneficial and for this reason the project is assessed as progressing to impact.**

MVAs report the benefit that M4C has brought in helping them establish and run their associations, improving MVs financial literacy and business management competency, increasing the gender responsiveness of MM and Council governance, and through gender equality focused infrastructure investments. A selection of quotes from MVA executives below gives a sense of benefit the project has brought.

Environment is more friendly. Before you could see vendors fighting with staff, that has come to a minimum.

—MVA 1, Fiji

We have a juice mall. Before they were using tarpaulins. We have the rural vendors on the Usher St side who use tarpaulin. Now they have shelter. It is useful. We are meeting with Director with FCC, they are going to change the structure. They are providing another shelter under that shelter. The Council is getting together to work.

—MVA 1 interview, Fiji

M4C bridged relationship with Provincial Government.

—MVA 2, Solomon Islands

The increased capacity of MVAs has helped in bringing new members to the associations. This in turn helps to increase the influence of the organisations and their ability to advance the interests of their members. For example, M4C 2017 monitoring data shows roughly half of the MVs questioned are members of an MVA (143 of 307 in Fiji, 21 of 60 in Solomon Islands and 101 of 163 in Vanuatu).⁷³ The increasing influence of the MVA based on increased member numbers is noted below.

MVA established 2016... 2017–2065 members. Increased to 2,828 by Feb 2018. Limit 3,000 members... Previously sat on grass to meet with Council - now sit & meet in Council chambers.

—MVA 1, Vanuatu

MVA, Council, local government, and provincial government staff, as well as other project stakeholders, corroborate this self-reported increase in MVA capacity and influence. For example, M4C monitoring data shows that all MMs interviewed (11 of 11 in Fiji, 2 of 2 in Solomon Islands and 3 of 3 in Vanuatu) thought that M4C training had led to changes in MVA executives and MMs have noticed changes in MVAs over the last year (25 of 36 in Fiji, 6 of 8 in Solomon Islands, and 6 of 7 in Vanuatu). The most frequent change cited is that MVAs are better managed and organised (19 of 51 in Fiji, 6 of 17 in Solomon Islands, and 5 of 15 in Vanuatu).

However, Market Management and Councils can remain unresponsive to MVAs. For example, one MVA in Fiji reported a lack of responsiveness from the CEO in the quote below.

MM only takes issues in the market. But to the CEO we have to go for an appointment. Sometimes I just come. Communication between the MVA and the Council to be very honest is not that good. Communication from our side is flowing. But from them, they never come down to us. I have a feeling they don't listen to us. Even if I wrote a letter they never write any letter back to me. If I come they say he is in a meeting. From them to us it is not going well.

—MVA 5 interview, Fiji

3.4.3: Are intended results produced by the project were beneficial to councils and market managers?

M4C results have been beneficial to Councils and Market Masters. Councils and market managers have benefited directly from training and indirectly through MVAs being established, MVs improved financial literacy and business management competency and gender equality focused infrastructure investments. These indirect benefits mean that Councils and Market Masters communication with market vendors has improved and so has their capacity to manage the markets.

Councils and Market Masters note in M4C quantitative monitoring data that they have benefited from training (25 of 25 in Fiji, 4 of 4 in Solomon Islands and 5 of 5 in Vanuatu) and the most frequently cited benefit is that their communication with market vendors has improved as a result (10 of 66 in Fiji, 3 of 15 in Solomon Islands and 4 of 24 in Vanuatu). MTR interviews confirm that Councils and Market Masters note markets are easier to manage now.

3.4.4: No further harm has been brought to market vendors by unintended negative results?

There is limited evidence of further harm being brought to market vendors as a result of unintended negative results of the project. For this reason, the project is assessed as progressing towards impact. The one issue of note in Fiji is the potential for M4C support to MVAs to unintentionally benefit MVs who are already privileged. That is, executive committees of MVAs that are staffed primarily by permanent vendors can unintentionally (or even intentionally) continue to exclude casual and rural vendors. This issue was noted as a risk in the project design and has been discussed previously in the report.

3.4.5: Have social norms and attitudes of people who have been involved in the project improved in relation to gender equality?

M4C has improved social norms and attitudes of market vendors, local government, council and provincial government staff in relation to gender equality in Fiji and Solomon Islands. However, there is some potential for backlash in Vanuatu with some stakeholders resisting the apparent exclusive focus on women and stating a preference for a family approach.

Women and men involved in project activities have been familiarised with gender equality through collective action, individual leadership and business development, training on gender responsive planning and management, and gender responsive infrastructure development.

MTR quantitative data shows councils have improved in their attitudes towards women as outlined in Section 3.2.8. For example, 14 of 14 Council staff or Market Managers in Fiji agreed or strongly agreed that M4C had positively changed their behaviour towards women market vendors and convinced them to inform and influence others on the rights of women market vendors. Most Council staff in Solomon Islands and Vanuatu also agreed or strongly agreed to the same statements.

While M4C progress has been good in general in shifting social norms and attitudes of people in relation to gender equality, there is a risk of backlash in Vanuatu. Three stakeholders noted community resistance to what was seen as an exclusive focus on women. These stakeholders identified community preference for a family approach as shown in the quotes below.

Need to develop way of inclusiveness of family members & communities. Use male advocates...massive campaign on gender sensitivities...to be country specific and carried out by DFAT or more neutral and not woman-based organisation.

—UN Women 2, Vanuatu

Reports & records silent on protest against M4C project only focusing on women WEE and not on community livelihood.

—UNDP 1, Vanuatu

3.5 Sustainability

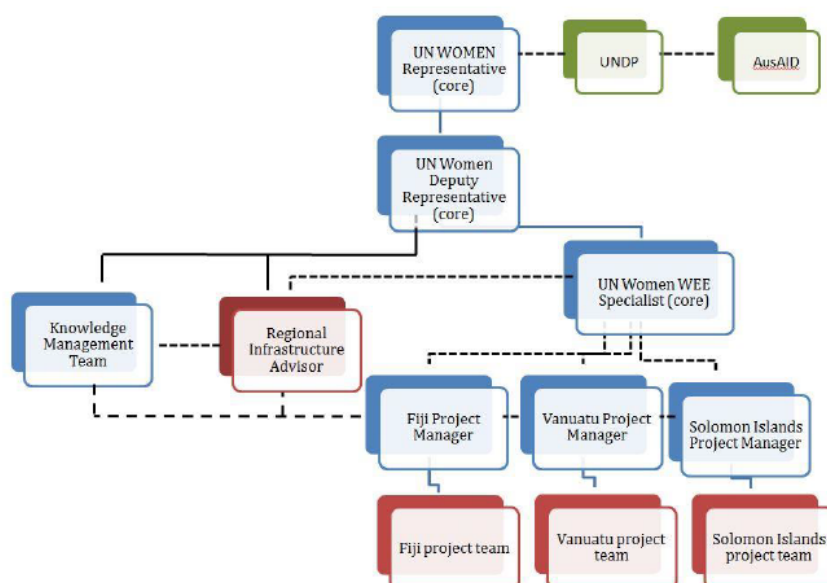
M4C's progress to sustainability is assessed against the program logic and narrative in each design document. In summary, the project design assumed that the project would be sustainable in a six-year period.⁷⁴ Year 1 would focus on project establishment, baseline data collection, stakeholder engagement, and setting up knowledge management systems that will enable project implementation. Years 2-4 would comprise the 'core delivery phase' with intensive Project actions and attention to replication and up scaling as well as transfer planning. Years 5-6 would comprise the 'transfer phase' for handover to relevant authorities, and specific support for replication and up scaling. The Transfer Phase would last two years, with the emphasis on how Project outcomes can be sustained over time. The focus would be on ensuring that responsible agencies have the skills and orientation required to continue towards desired results, identifying challenges to achieving desired results, securing agreement on actors and actions to effect change and building coalitions to respond to these challenges.

Assessing the project against these assumptions means that M4C should now be ready to transfer. However, the MTR assesses that this is not the case. Rather, further work is required to embed changes. Additionally, M4C has not systematically built relationships with key agencies who will be responsible for take up of activities.

There are four factors have impacted the project's progress towards sustainability. These are outlined in this introductory section as they have affected the project's progress to sustainability overall. Firstly, the project had a slow start in identifying project management staff and there has also been high turnover of these staff. While the project started in 2014, Appendix 8 shows that project management staff in each country were not appointed until 2015. Additionally, two of these project managers (Fiji and Vanuatu) then left in 2016 and replacement staff were not identified until 2017. The Fiji Project Manager position is now filled in an acting capacity and the Vanuatu position in a permanent capacity.

Secondly, the project has lacked envisaged staffing at the regional level. The designed regional project management structure is in Figure 3.

Figure 3: M4C Regional Management Team



As can be seen in Figure 3, the management structure identified the UN Women Deputy Representative as the Regional Project Manager. However, the load of the Regional Project Manager position was not tenable in addition to the Deputy Representative position. As such, project management functions have been taken on by the WEE Regional Specialist and more recently the Regional Technical Specialist. However, this has meant that in practice, both of these technical positions have had project management functions which has limited their capacity to input to the project technically.

Thirdly, both Fiji and Vanuatu were hit by major cyclones (TC Winston in Fiji and TC Pam in Vanuatu) that impeded project progress and required the project to respond in ways that were unintended. For example, M4C became responsible for seed distribution in both Fiji and Vanuatu and the project took on additional infrastructure funding as part of cyclone recovery efforts.

Fourthly, M4C in Fiji has had work slowed and stopped by the Ministry for Local Government.

The MTR assesses M4C as **progressing towards sustainability in Fiji but only a low level of sustainability in Solomon Islands and Vanuatu**, based on the project's design assumptions and taking the four factors noted above into account. Summarised responses to each sub-question is in Table 8 and the detailed response follows the table.

Table 8: Summary assessment of M4C's progress to sustainability

MTR Criteria 5: Sustainability																
What are the early signs of the sustainability of project results?																
Country:		Fiji					Solomon Islands					Vanuatu				
Summary:		Progressing to sustainability					Progressing to some sustainability					Progressing to some sustainability				
Sub-questions	NS	SS	S	HS	FS	NS	SS	S	HS	FS	NS	SS	S	HS	FS	
3.5.1. MVs have built capacity?			✓					✓					✓			
3.5.2 MVAs have developed capacity?			✓				✓					✓				
3.5.3 Local govt and MM have built capacity?			✓				✓					✓				
3.5.4 Local govt and MM intro or adapt policy?			✓			✓					✓					
3.5.5 Banks developed MV relevant services?		✓					✓						✓			
3.5.6 Beneficiaries are advocating for GE?			✓					✓			✓					
3.5.7 Indication of ongoing attributable benefits?			✓				✓					✓				

3.5.1: Have market vendors built their capacity?

One dimension of M4C's progress towards sustainability is developing the capacity of individual women market vendors. M4C is progressing toward sustainability on this dimension. There is evidence that M4C has increased the capacity of women market vendors. For example, M4C 2017 monitoring data shows that all market vendors report doing things differently as a result of M4C training in Fiji and Solomon Islands (90 of 93 in Fiji and 16 of 16 in Solomon Islands). And most vendors in Vanuatu also say they are doing things differently (61 of 68). Most improvements in capacity have been in the area of financial management (82 of 141 in Fiji, 14 of 18 in Solomon Islands, and 45 of 76 Vanuatu) and improved products (50 of 141 in Fiji, 4 of 18 in Solomon Islands, and 25 of 76 Vanuatu).

In MTR interviews, market vendors consistently identified the need for further training, to consolidate existing learning as well as to build their capacity in other areas. Equally, MVAs consistently requested additional training for their members and other vendors at the market place, to ensure broader reach of project outcomes.

3.5.2: Have market vendor associations developed their capacity?

The second dimension of sustainability is that market vendor associations have developed their capacity. M4C is progressing towards sustainability in Fiji but only to some sustainability in Solomon Islands and Vanuatu.

On the one hand, there is evidence that M4C has increased the capacity of market vendor associations. MTR quantitative data shows MVA executive members in Fiji (22 of 22), Solomon Islands (2 of 2) and Vanuatu (2 of 2) agree or strongly agree that the project has: strengthened the association's governance and decision-making processes and improved executives' skills to manage and run the association. Additionally, all MVA executive members interviewed in Fiji (22 of 22) agreed or strongly agreed that the project had assisted the association to keep better financial and administrative records and increased executives' confidence to communicate and deal with market management. One area that MVA executive members in Fiji singled out is their capacity in managing finances for the association. Most didn't agree that they have increased their capacity to manage finances for the association (16 of 26).

However, some results in these areas were more mixed in Solomon Islands and Vanuatu. One of two MVA executives in Solomon Islands disagreed that M4C had assisted the association to keep better financial and administrative records. And one of two MVA executives in Vanuatu strongly disagreed that the project has increased executives' confidence to communicate and deal with market management.

Corroborating the evidence that MVAs have developed their capacity is the UN Women 2017 monitoring data that shows most market vendors who are members of MVAs are happy with the work of the MVA (108 of 143 in Fiji, 15 of 21 in Solomon Islands and 78 of 96 in Vanuatu). Equally, most Councils and Market Managers note that MVA have changed in the last year (25 of 36 in Fiji, 6 of 8 in Solomon Islands and 6 of 7 in Vanuatu). The most frequently cited improvement is that the associations are better managed and organised (19 of 51 in Fiji, 6 of 17 in Solomon Islands and 5 of 15 in Vanuatu).

M4C project reports document the increasing take up of activity and advocacy by MVAs. Examples cited include MVAs in Suva and Nadi independently organizing their AGM in 2015 and Suva MVA ECs successfully negotiating in the capital master plan for the re-

development of the Suva market for provisions to improve the accommodation center and include women's washroom blocks⁷⁵. M4C's second annual report documents monthly meetings being initiated in 2015 between MVAs and market managers in each of the 10 markets covered by the project⁷⁶. Similarly, there are some positive moves towards sustainability of MVA's in Solomon Islands. For example, for the first time Honiara and Auki MVAs have formed a partnership leading to increased sharing and learning between the two MVAs. This was the first exchange program that the MVAs have initiated themselves. Building networks across associations is key to long term sustainable support for market vendors into the future. Again, there are some good moves towards sustainability of MVAs in Vanuatu. For example, M4C facilitated the finalization of the "Sister-Agreement" between Northern Islands, Silae Vanua and Marobe Tanvasoko with Luganville Municipal Council (LMC), Port Vila Municipal Council (PVMC) and Shefa Provincial Government Council (SPGC).

However, there were a number of issues of sustainability in both MVAs supported in Solomon Islands and Vanuatu. For example, one of the Market Managers in Solomon Islands interviewed noted weaknesses of the MVA and the breakdown in the relationship between management and the MVA. In Vanuatu, one of the MVAs interviewed reported the association does not have good relationship with the market manager and there is no consultation between the manager and the MVA. Both of these examples underline the need to continue to support the MVAs to ensure embedding of good governance processes and systems and good working relationships with Council.

3.5.3: Have local Government and market management staff built their capacity?

The project has supported Local Government and Market Management staff to build their capacity, the third dimension of sustainability, in Fiji as outlined in Section 3.2.8. However, there are key issues in engagement with government staff in Solomon Islands and communication issues between one MVA and Market Management in Vanuatu that have hindered the project's progress towards sustainability in this area. In Solomon Islands, the delays with planned infrastructure in one Council area have estranged relationships with local government as illustrated by the quotes below.

Progress and process made by M4C to date - too slow as far as Mayor is concerned. Priority of (our Council) was for M4C to construct fencing around market. 'waiting for something visible to happen'. Discussions started early 2017... we need to accelerate the implementation as the Mayor wants to see visible results.

—Council 1, Solomon Islands

The lack of communication between one MVA and the Market Manager was noted above.

3.5.4: Have local Government and market management staff introduced or adapted policy to make it more gender equal?

The project has supported Local Government and Market Management staff to introduce or adapt policy, the fourth dimension of sustainability, in Fiji as outlined in Section 3.2.9. The issues noted above (3.5.3) that limited capacity building of local Government and market management in Solomon Islands and Vanuatu have similarly limited the new or revised policy that is more gender equal.

3.5.5: Have banks developed services that respond to the needs of market vendors?

The fifth dimension of sustainability the MTR assessed is whether banks developed services that respond to the needs of market vendors. M4C is progressing towards sustainability in Vanuatu and towards some sustainability in Fiji and Solomon Islands.

In Vanuatu, there is evidence that National Bank of Vanuatu have developed services to respond to market vendor's needs. For example, the Bank worked with M4C to produce booklets that were specific for M4C and also expanded the service of deposit collection around Santo.⁷⁷ Additionally, the Bank is proactively considering how to best service women market vendors in the future. For example, it recommended refresher training for 2016 participants, monitoring of the training, and are considering offering incentives in agricultural production through an MOU with the Ministry of Agriculture.

In Fiji, Westpac used its existing financial literacy training to deliver to market vendors and its existing services to respond to the needs of market vendors. Some existing services, such as financial literacy training, savings accounts, and procedures to increase access for account opening (such as initiating accounts in the market setting and allowing a recognised village official to sign to certify identity) currently cater to market vendors. However, four market vendor focus groups raised market vendor interest in accessing credit, not currently available to market vendors with limited savings and credit histories, to further develop their businesses.

In Solomon Islands, the Bank of the South Pacific revised existing content to develop training for M4C. Additionally, the BSP noted in interview that the Bank developed other relevant content designed for PNG and Solomon Islands and that this could be reviewed and used when available. BSP also noted market vendors interest in lending and micro finance schemes as an issue to be addressed in the next phase of the project.

Consistent across all interviews with the three Banks is their recommendation to follow up training, further support trainees, and monitor the outcomes of training.

3.5.6: Are people who have been involved in the project advocating for gender equality?

The sixth dimension of sustainability is whether people involved in the project are advocating for gender equality. M4C is progressing towards sustainability in Fiji and towards some sustainability in Solomon Islands and Vanuatu.

In Fiji, MTR quantitative data shows Council staff report advocating for gender equality (14 of 14). MV celebration of International Women's Day (IWD) is an example of MVs advocating for gender equality. For example, M4C 2017 six-monthly report shows that in 2017 MVs celebrated IWD in Levuka, Nausori, Labasa, Savusavu, Ba and Tavua. A total of 583 (559F 24M) vendors participated in these events.

In Solomon Islands, all Council staff interviewed (10 of 10) also report advocating for gender equality. In 2017, more than 200 MVA members took part in information, awareness and exhibits events for IWD organised by both HCMVA and AMVA and supported financially by UN Women.⁷⁸ In Auki, AMVA took a lead role in organizing IWD celebrations this year, working with Malaita Provincial Government and coordinating with other NGOs namely World Vision and Oxfam.⁷⁹

In Vanuatu, women market vendors are advocating for increased gender equality. For example, in 2017 the Silae Vanua MVA (SVMVA) partnered with the Pro-Active Mama's

(PAM) joining other women's groups and community organisations in a parade through Port Vila town as part of the '**Be Bold for Change**' themed International Women's Day celebration. On the other hand, there is evidence of a lack of progress in this area. For example, two of five Council staff interviewed disagreed with the statement that *The M4C training and activities have convinced me to inform and influence others on the rights of women market vendors*. Additionally, three stakeholders noted the community resistance to what is seen as an exclusive focus on women in M4C as noted in Section 3.4.5.

3.5.7: Is there is an indication of ongoing benefits attributable to the program?

The seventh dimension of sustainability is whether there are ongoing benefits attributable to the program. M4C is progressing towards sustainability in Fiji and towards some sustainability in Solomon Islands and Vanuatu.

In Fiji, infrastructure improvements are providing ongoing benefits, particularly to rural women, in addition to the increases in capacity and improvements to attitude, policy and services cited above. For example, the bathrooms that UN Women funded in rural women's accommodation in Suva mean that women do not have to walk outside at night to use facilities. These women report being safer as a result of this infrastructure.

In Solomon Islands and Vanuatu, delays in infrastructure improvements mean that market vendors are still facing the same conditions at the start of the program. While market vendors have increased their capacity and their ability to act collectively they, and the Councils and market managers, are focused on improvements in infrastructure to ensure safer and more accessible conditions for women and their families.

4 Recommendations

The MTR makes 12 key recommendations.

4.1 Relevance

4.2.1 Monitoring and evaluation

M4C's M&E system is comprehensive and provides credible data at the output level. However, there are four factors that limit the system's ability to generate information for project management. This M&E framework can be further refined to allow the project to collect the information it needs to know how it is benefitting women market vendors and where gaps remain.

RECOMMENDATION 1: Review and update M4C monitoring and evaluation system

Timeframe: Short

Cost: Low

M4C review the MEF to ensure WEE is mainstreamed in all outcome areas. In addition, M4C update the MEF to include lessons learned to date, specifically: M4C project logic to include additional outcomes of women market vendors increased confidence and agency and increased control of income and assets; a baseline for Outcome 2, drawing from data in vendor profiles and vendor surveys; additional supplementary primary material where necessary; additional indicators for Outcome 2 to do with incomes and assets, including the control of those incomes and assets; and participatory M&E tools, such as peer verification of behaviour changes, to supplement existing tools.

4.2 Effectiveness

4.2.1 Reach rural vendors in Fiji

M4C must focus its attention and strategy on reaching rural market vendors in Fiji to achieve positive impact for this group. The project team itself has identified this as a gap and has started initiatives to address this issue. These initiatives can usefully be continued and expanded to ensure further reach to rural market vendors.

Rural market vendors are left out of most of the Market Vendor Associations. Their participation is either explicitly inhibited by MVA Constitutions or a market and MVA culture which prioritises urban vendors over rural vendors.

RECOMMENDATION 2: Increase reach to rural vendors in Fiji

Timeframe: Medium

Cost: Low

M4C in Fiji develop and implement a strategy to include rural women vendors in collective action. This strategy should be developed in consultation and collaboration with rural vendors in different parts of Fiji. In Suva, the project form a connection to the City General Vendors and Farmers Association that represents rural vendors.

4.2.2 Improve training

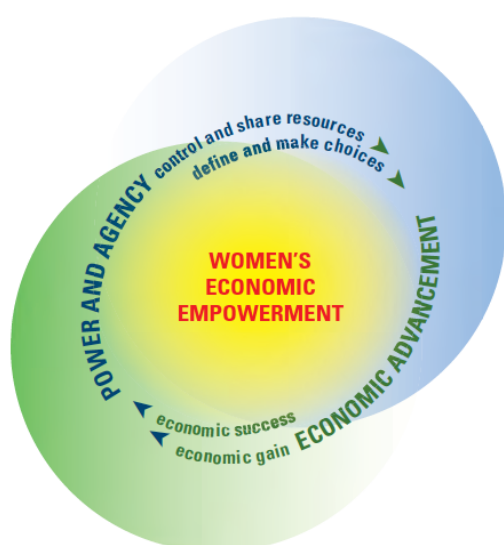
M4C teams and training providers have gained much experience in the delivery of training in the project to date. This experience can be drawn on to improve the relevance and effectiveness of training.

Integral to the project impact, and to ensure overall program coherence, is ensuring women's empowerment and rights are at the centre of training. M4C has demonstrated its ability to support the economic advancement of women market vendors. This is an important entry point to their economic empowerment. In the next phase of the project, the MTR recommends M4C draw from the ICRW definition and framework⁸⁰ for an agreed definition and framework of women's economic empowerment. ICRW define women's economic empowerment as:

the ability to succeed and advance economically and the power to make and act on economic decisions.

The two interrelated elements of women's economic empowerment are depicted in Figure 4: economic advancement, and power and agency. Both components are connected, and both are necessary to achieve better lives for women and their families.

Figure 4: Two interconnected elements of women's economic empowerment^{iv}



^{iv} Anne Marie Golla, Anju Malhotra, Priya Nanda, and Rekha Mehra (2011), **Understanding and Measuring Women's Economic Empowerment**, Definition, Framework and Indicators, ICRW

While the ICRW framework can guide M4C at the regional level training delivery in Vanuatu, and potentially in rural areas of Fiji and Solomon Islands, may decide to draw from the Care Family Business approach. The ICRW and Care approaches align, in that they both work towards improvements to women's socio-economic status. The difference is that ICRW's focus is particularly on women while Care's approach focuses on the whole family. In practice, M4C have worked with families in the IPI-MVF component of the project. However, there has not been an agreed approach between UNDP and UN Women on women's empowerment or transformation change.

RECOMMENDATION 3: Improve training

Timeframe: Medium

Cost: Medium

M4C draw on existing resources to develop a training program for WEE that is consistent, integrated, sequenced, and sustainable. The training program can describe the connections between content and identify the intended outcomes for each stage of training and clearly articulate the competencies, demonstrated skills or criteria met, to participate or qualify to the next level/program. Training and support should ensure appropriate skills and leadership qualities are developed and practiced amongst market vendors, MVA executives, market management and Council staff.

4.2.3 Progress infrastructure in Solomon Islands and Vanuatu

M4C has supported the development of gender responsive infrastructure, especially in Fiji. However, there remain blocks to a number of infrastructure works that need to be addressed particularly in Solomon Islands and Vanuatu. M4C has developed Market Infrastructure Taskforces in Honiara and Auki to progress unresolved issues. Whether these taskforces are sufficient to addressing issues remains to be seen.

RECOMMENDATION 4: Progress and strengthen infrastructure development and management

Timeframe: Short

Cost: Medium

M4C develop clear guidelines and success criteria for infrastructure support (i.e. land tenure secured before discussing infrastructure for example). Additionally, the MTR recommends the project provide additional infrastructure capacity development for local government across the countries, especially in Solomon Islands and Vanuatu, to support infrastructure development.

4.3 Efficiency

Efficiency is a core area for focus in the next phase of M4C. The project must make a number of improvements in the governance and management of the project to improve the project's progress towards impact and sustainability for vendors, their families and communities.

4.3.1 Greater integration between all outcome areas

UNDP and UN Women have each been achieving intended outputs and some outcomes. However, the implementation of the Responsible Party agreement between UN Women and UNDP has worked against program coherence and coordination. Greater collaboration is required to ensure all project outcomes are achieved as well as impact.

RECOMMENDATION 5: Increase integration between all outcome areas

Timeframe: Medium

Cost: Medium

M4C to ensure closer integration in the implementation of all outcome areas to improve the project's overall effectiveness. The project create a project management structure which ensures coordination and integration across all outcome areas. Each agency responsible for implementing an outcome area would report to the centralized management structure and all project plans and materials would be approved through this structure. Of particular importance is ensuring individual women market vendors develop their agency through the practice of collective leadership in Outcome 1 and their views and issues are incorporated across all outcome areas.

4.3.2 Increase and strengthen collaboration between all project partners

M4C can benefit from increased and strengthened collaboration between all project partners.

RECOMMENDATION 6: Increase and strengthen collaboration between all project partners

Timeframe: Short

Cost: Low

UN Women develop partnership agreements with main implementing partners that include principles and frameworks for working together. Partnership frameworks should include operational details—such as frequency of meetings, modes of communications, and reporting responsibilities during missions—currently not included in the agreements.

4.3.3 Knowledge management

M4C can benefit from increased and strengthened knowledge management across the project.

RECOMMENDATION 7: Improve knowledge management across all outcomes

Timeframe: Medium

Cost: Medium

The project to ensure knowledge management is adequately resourced and fully implemented across all outcome areas.

4.3.4 Additional specialist input

There are key areas where the project requires further technical expertise: Advocacy, Child Protection, Disability Inclusion, Financial Inclusion, and Research.

RECOMMENDATION 8: Increase technical input into the project in areas of Advocacy, Child Protection, Disability Inclusion, Financial Inclusion, and Research

Timeframe: Medium

Cost: Medium

M4C to engage short-term support, partnerships and expertise as necessary in areas including: Advocacy, Child Protection, Disability Inclusion, Financial Inclusion and Research.

4.3.5 Project management

M4C countries require additional resources to ensure the project continues and improves its effectiveness and progresses towards greater impact and sustainability. M4C requires regional resources to ensure coordination of activities, identification and response to country specific requirements, and reporting.

RECOMMENDATION 9: Strengthen project management

Timeframe: Medium

Cost: High

At the country level: additional administrative and financial support across the project and additionally the project to undertake an analysis of the human and financial resources to adequately implement all outcomes. Also: each M4C team to conduct quarterly reflections in each country with all partners this includes the Project Working Committees and Project Management Committees.

At the regional level: the recruitment of a Regional Manager that was previously approved by the Regional Project Board. This position will have oversight of the project as a whole. M4C to develop clear terms of reference for the position and undertake a recruitment process. Additionally: annual reflections at the regional level that include country project staff and partners.

4.4 Impact recommendations

4.4.1 Extend the project's core delivery phase

M4C's has achieved a number of its intended outputs. However, the project requires more time and additional resources to achieve intended outcomes and impact.

RECOMMENDATION 10: Extend the project's core delivery phase

Timeframe: Medium

Cost: High

Extend M4C until 2022 to allow the team to deliver further across each outcome area and ensure outcomes are embedded. The project would then also carry out transfer over the extension period (2020-2022).

4.4.2 Examining impact

M4C can undertake a detailed examination of its impact to date during the end-of-project evaluation.

RECOMMENDATION 11: Ensure the end-of-project evaluation examines impact

Timeframe: Medium

Cost: Medium

A key element of the end-of-project evaluation to be an examination of impact.

4.5 Sustainability recommendations

4.5.1 Develop a transfer plan

M4C's aims to transfer responsibility of project activities to relevant authorities in the final two years of the project. The project is currently in the first of the two years of transfer but has no plan for how to effect transfer.

RECOMMENDATION 12: Develop a transfer plan

Timeframe: Short

Cost: Low

The project as a whole develop an overall transfer plan for each country across all outcomes by identifying the Government Departments, NGOs, private enterprises and networks that will take up project activities when the project comes to an end.

Appendices

Appendix 1: Mid-term Review Terms of Reference

ANNEX B

TERMS OF REFERENCE



United Nations
Development
Programme



TERMS OF REFERENCE

**for a Joint Mid-term Review of
Markets for Change (Fiji, Solomon Islands and Vanuatu)**

Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The UN Women Pacific sub-region has four main thematic areas:

- Ending Violence against Women (EVAW);
- Women's Economic Empowerment (WEE) which includes the Markets for Change project (M4C);
- Humanitarian Response and Disaster Risk Reduction; and
- Women's Political Empowerment and Leadership.

UN Women's Markets for Change (M4C) Project is a six-year initiative that focuses on three Melanesian countries of the Pacific - Fiji, Solomon Islands and Vanuatu. Given that between 60-80% of market vendors are women, with many more women reliant on market produce, the project's goal is to ensure that marketplaces in rural and urban areas are safe, inclusive and non-discriminatory, promoting the social and economic empowerment of market vendors, with specific attention to the needs and aspirations of women market vendors.

The overarching goal of the M4C project is to: *ensure that marketplaces in rural and urban areas of Fiji, Solomon Islands and Vanuatu are safe, inclusive and non-discriminatory, promoting gender equality and women's empowerment.*

The project is based on a Theory of Change (ToC), which states that market vendors can be empowered within the market environment through a combination of implementation strategies. The M4C project incorporates: the creation and strengthening of representative marketplace groups, which in turn strengthen women market vendors' roles and influence; interventions focusing on financial literacy, access to financial services and increased participation in value chains; strengthening the accountability and capacity of market management, municipal and provincial governments to enable them to employ gender-responsive policies, procedures and decision-making processes that are receptive to the needs of market vendors as well as the design and construction of gender-responsive infrastructure and on-site services. The ToC guiding the M4C Project is that gender-equitable economic and socio-cultural empowerment of women market vendors within the market environment of the three countries can be attained through the following four outcomes:

- 1) accessible, inclusive and representative governance structures within marketplaces are put into place that will enable markets to grow, and will specifically strengthen the role and influence of women market vendors;
- 2) actions that improve governance and social and economic security will facilitate market vendors to achieve economic, social and financial advancement, with specific outcomes related to improved gender-equality and the advancement of women;
- 3) actions that improve governance among market management and local governments will enable decision-making processes to be more gender-responsive, transparent, accountable and receptive to the needs of vendors;
- 4) improved infrastructure and on-site services that are developed in a gender-responsive manner will significantly improve social and economic security for women market vendors.

UN Women implements outcomes areas 1, 3 and 4, and the UN Development Program (UNDP) is responsible for implementing outcome area 2.

The project is funded by the Australian government's Department of Foreign Affairs and Trade (DFAT), AUD 17,224,587 (1 Feb 2014 – 30 June 2019) with some supplementary funding provided by the National Committee for UN Women in Australia and other donations such as Volunteer Services Abroad (VSA).

M4C's governance structure includes country level Project Working Committees (PWC) which were operationalized to ensure harmonization, accountability and learning exchanges between all M4C stakeholders, especially those implementing activities on the ground. PWCs sit alongside the Project

Management Committees (PMC) and are intended to provide key mechanisms for market vendors to be directly associated with, and participate in, decision-making processes relating to market governance and improvements. Each PWC includes representatives from relevant government ministries, DFAT, UN Women and the UN Development Program (UNDP), as well as market managers, Market Vendor Associations (MVAs), civil society organizations (CSOs) and the private sector. M4C also has a regional project board which includes representation from DFAT, UNDP, and UN Women.

2. Purpose and Use of the Review

Markets for Change has a comprehensive Monitoring and Evaluation Framework (MEF) which constitutes the overarching plan for undertaking monitoring and evaluation functions under the (M4C) project. It has been drafted through a series of consultative activities with specific M4C stakeholders and is intended to be a living document to be reviewed and updated as required. The MEF for M4C would be the guiding framework for this midterm review.

In line with the M4C MEF, the overall objectives of this review are to assess:

RELEVANCE
1. To what extent was the project design suitable for the M4C country contexts and meeting the needs of women market vendors as beneficiaries, including meeting the needs of persons with disabilities?
2. To what extent were key agencies able to engage in and support the project, and address the needs and interests of women market vendors?
EFFECTIVENESS
3. To what extent have outcomes been achieved or has progress been made towards their achievement? In particular, to what extent was the project able to:
<ul style="list-style-type: none"> • Increase the voice and influence of women market vendors, and improve communication and dialogue between market vendors and market management on market issues? • Increase women market vendors' ability to manage and control income and assets/ was there increased socio-economic security for women market vendors?

<ul style="list-style-type: none"> Strengthen the capacity of local level government on gender-responsive governance and to what extent were gender responsive governance structures and systems improved, developed and enforced? Increase market vendors' financial and business competencies? Increase access to financial services? Support improved agricultural productivity and market linkages? Establish a link between the project's activities and women's economic empowerment (earnings) Improve and influence marketplace physical infrastructure in terms of accessibility, safety and resilience to disaster risks and climate change?
EFFICIENCY
<p>4. To what extent was the project considered well-governed, well-managed and accountable? Including the implementation partnership between UN Women and UNDP.</p> <p>5. To what extent was the required level of technical expertise in place and contributing to results?</p> <p>6. To what extent was the project cost-effective and were project outputs/activities delivered on-time and on-budget?</p> <p>7. To what extent was the project resourcing, including staff structure at regional and national levels considered appropriate and efficient?</p>
IMPACT
8. What results, expected and unexpected, direct and indirect were produced by the project?
MONITORING EVALUATION AND LEARNING
9. To assess the adequacy of the M&E system and the extent to which the M&E system is generating credible information that is being used for decision making, learning and accountability purposes.
SUSTAINABILITY
10. To what extent was there an indication of ongoing benefits attributable to the program and what factors contributed?

Use of the review report

- The review findings will be used by UN Women and UNDP Fiji MCO for making decisions on the overall future direction and design of the Project.
- The review will be used by DFAT and other potential partners to assess progress of the project, and to inform future funding allocations and direction of the Project.
- The review findings will be used by the Regional Project Board, and national level Project Management Committee's as guidance for future planning and direction.

- Both duty bearers and rights holders (particularly women, women market vendors and other groups subject to discrimination) are intended users of the review, as they are the main concerned parties that the Project seeks to support. The review will be used to improve assistance provided to these groups through M4C.
- The findings will further be used by UN Women Fiji MCO's as part of its continuing work to identify and strengthen linkages between programme areas: elimination of violence against women, political participation, leadership, human rights and access to justice, climate change and disaster risk resilience and women's economic empowerment.

The project's monitoring and review cycle to date is as follows:

- Markets for Change project is signed– mid-2014
- Internal development of the Monitoring and Review Framework – 2015
- Mid-Term Review – third quarter 2017
- End-line Evaluation /Impact Assessment – end of project 2019

3. The Scope of the Review

Review scope: In 2016, an internal evaluability assessment was planned. This was not taken forward as full project implementation only commenced in 2015. Therefore, it was determined that a full review would be undertaken in 2017. During the Regional Project Board meeting held in February 2017 questions were raised specifically about the efficacy of the activities undertaken in outcome two. The midterm review therefore, while covering all outcome areas will incorporate a specific focus on outcome two. The review will also consider: Implementation modalities, with an emphasis on implementation problem identification and recommendations for resolution. Consideration of relevance, efficiency, and effectiveness. Intermediate outcomes using both quantitative and qualitative approaches, measuring early impacts and commenting on early signs of problems and progress towards sustainability. The review will also be an opportunity to review the M4C MEF to assess whether this framework includes indicators and measures which enable and inform assessment of the project's performance, including in relation to its relevance, effectiveness, efficiency, inclusivity and sustainability. The Review will also undertake to inform decisions on any potential future direction and design of the project post the current end date of 30 June 2019.

Geographical coverage: The review will cover all project countries and the plan is for the evaluator(s) to make field visits to each country – Fiji, Solomon Islands and Vanuatu.

Stakeholder coverage: The review will reach out to all principal stakeholders, i.e. project beneficiaries, including market vendors, members of market vendor associations, local market management, local government, national and provincial government partners. Other partners include DFAT, UNDP for Outcome two activities, implementing partners such as the Commonwealth Local Governance Forum, FemLINK Pacific, as well as national NGOs such as the Family Support Centre Solomon Islands and the Vanuatu Women's Centre, as well as other service provider organisations partnering with UNDP. Other stakeholders include relevant UN and DFAT program partners e.g. The Pacific Financial Inclusion Program and relevant agricultural/value-chain initiatives.

Review Approach: The review's approach, data collection and analysis methods must be clearly human rights-based and gender sensitive. Review data to be disaggregated by sex, ethnicity, age and disability.

4. Review questions

The consultant(s) should be guided but not limited to the scope of the review questions listed in Section 2 above. The consultant(s) should raise and address any other relevant issues that may emerge during the review including proposed changes to the Monitoring and Evaluation Framework, reporting formats and project indicators.

5. Information Sources

Existing information sources of the project are listed in the project MEF and include: project documents, project donor reports, proposals, meeting minutes, training reports, mission reports, monitoring data, market assessments etc. M4C collects data utilizing a range of methods as detailed in the MEF. A detailed list of documents will be provided to the evaluator(s).

6. Methodology and process

This Joint Mid-Term Review will be jointly conducted with DFAT, UN Women and UNDP. Terms of reference, recruitment and planning have been jointly developed by the *Review Reference Group* which encompasses the members of the Regional Project Board of M4C.

The Team Leader will prepare a detailed draft review methodology and plan which will be finalised following an inception meeting and consultations with the Review Reference Group. The draft review plan will be prepared after the desk review of program documentation. Full review of key documents will form part of the review and will be conducted after the plan has been approved.

The Joint Mid-Term Review will include both qualitative and quantitative data collection. The review plan should outline in detail the methodology to be used for assessing the outcomes of the project; the process for information collection and analysis, including an emphasis on qualitative tools such as questionnaires and/or questions to be asked during discussions; identification of any challenges anticipated in achieving the review objectives; allocation of tasks of the review team; review the time frame for the review; sampling method and selection criteria for project sites to be visited; a consultation schedule identifying key stakeholders to be consulted and the purpose of consultations; and other activities/research to be undertaken.

The review plan will detail methodological measures for sampling and application of ethical standards. The review will take care to address issues of informed consent and protection, in addition to applying human rights and gender equality principles throughout.

The suggested methods for the review include analyses of various sources of information, including in-depth desk review and documentation analysis (project's progress and donor reports, workshops' and mission reports, monitoring data collected through routine monitoring, knowledge and advocacy products, previous reviews and responses to reviews, survey, and other appropriate documentation produced); conducting surveys of individual projects, meeting with the project partners; field visits to project sites; in-depth interviews with key stakeholders, focus group discussions and other means to allow cross-validation of data.

The review will make use of a combination of data collection methods including the Most Significant Change and Appreciative Inquiry methods to discover what works well and to understand the elements of success so that they can be replicated.

7. Tentative Project Review Timeline

The review will be conducted according to the following tentative timeline:

Stage 1: Preparation & Initial Desk Review

Task	Responsible Party	Number of days	Remarks
Programme documents' initial desk review	Review team	3	home-based
Development of review plan including detailed methodology, stakeholder analysis and preparation of an Inception Meeting Report	Review team in cooperation with Review Reference Group	3	Home-based
Consultations with the Review Reference Group to finalize the review plan, identify sites and stakeholders for in-depth analysis and reach an agreement on the proposed methods	Review team in cooperation with Review Reference Group	1	In Suva

7 days

Stage 2: Data Collection and Analysis

Task	Responsible Party	Number of days	Remarks
Develop data collection tools and	Review team	2	In Suva

instruments and testing the tools.			
Conduct field trips to project sites according to the agreed review plan. Country debriefs to be held with all parties (UN Women, UNDP and DFAT) at the national level.	Review team in cooperation with Review Reference Group and UN Women for logistics	15-20 TBD	Sites in Fiji, Solomon Islands and Vanuatu
Selected Review Reference Group members may accompany the review team at some selected sites.			
Data analysis, follow-up with project teams, information analysis and recording	Review team	3	in Suva
Draft the initial report, which summarizes key findings and recommendations	Review team	5	In Suva

25-30 days

Stage 3: Analysis and Dissemination of Review Results

Activity	Responsible Party	Number of days	Remarks
Disseminate and present initial draft findings and recommendations, alongside skeleton report to the Review Reference Group	Review Team	1	To be circulated at least 3 days prior to presentation
Incorporate comments and feedback from the meeting and prepare complete draft report	Review team	3	Home-based
Share draft report with the Review Reference Group and incorporate	Review team in cooperation with	2	Home-based

comments and feedback to revise and finalize the full review report.	Review Reference Group		
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Total 6 days

Time frame for the consultancy: Estimated timeframe is 38-43 days over a period of 2 months with an anticipated start date of 1 September 2017. The review report would be expected by 1 November 2017.

8. Deliverables

Expected key products will include:

- **Deliverable 1:** An agreed review inception plan report. The inception report should contain review objectives and scope, description of review methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, review questions, performance criteria, issues to be studied, work plan, criteria for site selection and reporting requirements. It should include a clear review matrix relating all these aspects. The inception report shows how each review question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. To be presented to the Review Reference Group. Due at end of week 2.
- **Deliverable 2:** Disseminate and present preliminary findings to Review Reference Group following data collection for first review. Due at end of week 5.
- **Deliverable 3:** Draft review report to be submitted to Review Reference Group for first review. By 9 October 2017.
- **Deliverable 4:** Draft complete review report, incorporating initial feedback, to be shared with reference group for review and comments. By 16 October
- **Deliverable 5:** An analytical and comprehensive final review report not exceeding 50 pages (plus annexes) to be submitted to the Review Reference Group. The report is to be written in a clear, concise and easily understood manner, making use of visual representations of data where possible. Due 1 November 2017. The review report should be structured as follows:

Executive Summary (maximum five pages)

Programme description

Review purpose

Review methodology

Findings

Lessons learnt

Recommendations

Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, data collection instruments, key documents consulted, Terms of Reference).

9. Review Report

The review and report will be guided in structure and style by the good practice guidelines for review reports and the DFAT Guidelines on Monitoring and Evaluations² UN Women reviews all review reports according to the Global Evaluation Reports Assessment and Analysis System (GERAAS)³ framework. The report will be guided by these criteria.

10. Management of the review

The review team will be guided by a reference group composed of UN Women, UNDP and DFAT who will work in close collaboration and consultation with project staff and management structure as per the table below. Members of the Review Reference Group include:

Review Reference Group Members and Contact Details

Name	Position	Organisation	Email
Nilesh Gounder	Program Manager	DFAT	Nilesh.Gounder@dfat.gov.au

² <https://dfat.gov.au/about-us/publications/Documents/monitoring-evaluation-standards.pdf>

³ More information on the GERAAS framework is available at

<http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/review/review-geraasmethodology-en.pdf>

Suzanne Bent	First Secretary, Gender Equality (Regional)	DFAT	Suzanne.Bent@dfat.gov.au
Nicolas Burniat	Deputy Representative	UN Women	nicolas.burniat@unwomen.org
Preeya Jeli	Regional Programme Specialist - WEE	UN Women	Preeya.jeli@unwomen.org
Sandra Bernklau	Regional Technical Specialist – M4C Secretariat for the Evaluation	UN Women	Sandra.bernklau@unwomen.org
Patrick Tuimalaailifano	Program Analyst	UNDP	patrick.tuimalaailifano@undp.org
TBC - UNDP		UNDP	

Who: Actors and Accountability	What: Key Roles and Responsibilities
Review Reference Group	<ul style="list-style-type: none"> ▪ Safeguard the independence of the review exercise and ensure quality of evaluations and reviews ▪ Responsibility of management responses to the review
Review Reference Group	<ul style="list-style-type: none"> ▪ Provide inputs on the management plan of the review ▪ Participate in the evaluation of the review plan including review design and methodology, sampling method and provide comments to the review team and the UN Women Review Task Manager. ▪ Observe the process of the review ▪ Provide comments on the initial findings, the draft review reports and final report, particularly regarding recommendations
UN Women Deputy Representative and Regional Technical Specialist	<ul style="list-style-type: none"> ▪ Ensure the decisions to be made on time for the Review Reference Group ▪ Facilitate a management response to the review and ensure the implementation of committed actions in the management response ▪ Facilitate recruitment and selection of the review team ▪ Facilitate communication between the review team and senior management, project staff, stakeholders and Review Reference Group (Secretariat functions) ▪ Monitor review implementation and provide guidance to the review team ▪ Report to management and the Review Reference Group on any significant deviation from the review plan ▪ Facilitate dissemination of review mid-term and final findings to stakeholders ▪ Help identify the projects to be visited ▪ Facilitate the preparation of the review TOR ensuring participation of stakeholders

Regional Technical Specialist, Country Managers and Regional WEE Advisor	<ul style="list-style-type: none"> ▪ Ensure the close communication with the review team during the whole review process. ▪ Clarify questions raised during the review ▪ Help identify the projects to be visited, based on criteria established in the review plan ▪ Provide all the document information sources the review team requires
Regional Programme Assistant	<ul style="list-style-type: none"> ▪ Help arrange the travel to the project sites and other logistic issues. ▪ NOTE: Review team may need to hire locally available assistants for logistical help, translations, etc.
Review team leader	<ul style="list-style-type: none"> ▪ Lead the whole review process, with responsibility for delivery of the deliverables, implementation and reporting of the review. ▪ Work closely with and supervise the review team member. Manage the review process in timely manner ▪ Communicate with UN Women whenever it is needed ▪ Conduct desk review and interviews etc. ▪ Conduct field visits to the project sites identified and collect data. ▪ Report to UN Women and the review reference group when required ▪ Produce the inception report ▪ Produce the final report
Review team member	<ul style="list-style-type: none"> ▪ Contribute to the whole review process substantively ▪ Share responsibilities for conducting desk review and interviews. ▪ Conduct field visits to the project sites identified and collect data as needed ▪ Provide substantive inputs to the inception report, ▪ Provide substantive inputs to the final report.

11. Team Composition

The review will be conducted by two experienced evaluators: one review team leader and expert, and one review team member. Experts will be selected and recruited based on the requirements outlined below. One member of the team should be a Pacific Island national.

The lead evaluator is expected to lead the process and work closely with the review team member. S/he will function as the Team Leader, managing the review process in a timely manner, and is primarily responsible for writing and producing the final report.

The review team member will contribute to the process substantively, sharing responsibilities for conducting desk review and interviews, provide substantive input to the report, and its review. In the case that the lead evaluator is not from the Pacific, the review team member should assist with contextualizing the review with a preference that at least one team member brings significant Pacific gender equality experience.

While the Review team will work in an independent manner, UN Women, as the agency responsible for administering the Project will provide logistical and other support to facilitate the review team mission, particularly for field visits, including the provision of professional interpreters to accompany the international consultant during field visits, if required.

Required Expertise/Qualifications for the lead evaluator

Team leader

- Advanced degree in relevant discipline (e.g., review, management, gender, development and social studies, sociology, political science, etc.);
- Strategic thinking and proven expertise in gender analysis;
- At least 10 years' experience in programme review and proven accomplishment in undertaking reviews, including leading reviews of multi-stakeholder and multi-country programmes for multilateral organizations;
- Experience in conducting complex reviews in the development field and with international organizations (at least 8 reviews of which at least two as team leader);
- Knowledge in results-based programming in support of women's economic empowerment (WEE), women's human rights and gender equality;
- Excellent inter-personal and communication skills;
- Excellent written and spoken English and presentational capacities;

- Ability in one of the languages used in the 3 target countries (Fijian, Hindi, Bislama or Pidgin) an advantage;
- Extensive knowledge of qualitative and quantitative review methods;
- Knowledge of the UN system a strong asset;
- Knowledge of the development context of the Pacific and preferably previous experience in development initiatives in the region;
- Excellent drafting and writing skills to produce and present concise and analytical reports and communicate clearly with review stakeholders; and
- Excellent interpersonal and teamwork skills.

Required Expertise/Qualifications for the review team member

- Advanced degree in relevant disciplines (e.g., gender, development and social studies, sociology, political science, etc.);
- At least 5 years of experience in review and assessment assignments with the multilateral and bilateral organizations;
- Experience as a team member conducting complex reviews in the development field with international organizations (at least 5 reviews);
- Proven working experience in the area of gender equality, women's empowerment and women's rights;
- Ability in one of the languages used in the 3 target countries (Fijian, Hindi, Bislama or Pidgin) an advantage;
- Fluency in written and spoken English;
- Knowledge and experience in a range of review methods;
- Experience working in the Pacific region;
- Experience working with the UN system an asset;
- Ability to facilitate multi-stakeholder discussions; and
- Excellent interpersonal and teamwork skills.

12. Review ethics

Reviews in the UN will be conducted in accordance with the principles outlined in UNEG Norms and Standards for Review in the UN System, by the UNEG 'Ethical Guidelines for Review', and 'Integrating Human Rights and Gender Equality in Evaluations'⁴. These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the review.

Appendix 2: MTR Inception Report



UN Women Markets for Change Mid-term Review: Inception Report

Written by Farida Fleming and Marica Tabualevu
Assai Pty Ltd
Version 2
January 2018

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Project background

The goal of the Markets for Change (M4C) project is to support gender-equitable economic and socio-cultural empowerment of women market vendors in the market environments of Fiji, Vanuatu and Solomon Islands. The project works towards its goal through the following four outcomes:

- 1) **accessible, inclusive and representative governance structures** within marketplaces are put into place that will enable markets to grow, and will specifically strengthen the role and influence of women market vendors;
- 2) actions that improve governance and social and economic security will facilitate **market vendors to achieve economic, social and financial advancement**, with specific outcomes related to improved gender-equality and the advancement of women;
- 3) actions that improve governance among **market management and local governments** will enable **decision-making processes to be more gender-responsive, transparent, accountable and receptive to the needs of vendors**;
- 4) **improved infrastructure and on-site services that are developed in a gender-responsive manner** will significantly improve social and economic security for women market vendors.

UN Women implements outcomes areas 1, 3 and 4, and the UN Development Program (UNDP) is responsible for implementing outcome area 2 on behalf of UN Women.

M4C is funded by the Australian government's Department of Foreign Affairs and Trade (DFAT), approximately AUD 17 M, and receives some supplementary funding from the National Committee for UN Women in Australia and other donations such as Volunteer Services Abroad (VSA).

Review scope and objectives

M4C began implementation in February 2014 and is scheduled for completion in June 2019. An internal evaluability assessment was planned for 2016 however this did not progress given full project implementation began in 2015. Instead, the Regional Project Board decided a full review would be undertaken in 2017.

The scope of the review was determined by members of the Regional Project Board during a meeting in February 2017. The Board determined that the review would place an emphasis on implementation problem identification and recommendations for resolution. The Board determined that the review would place a particular focus on activities undertaken in outcome two, while considering the relevance¹, effectiveness and efficiency of the whole project. The review will also measure early impacts and comment on early signs of progress towards sustainability.

¹ The assessment of relevance will examine how the project's design responded to the needs of key stakeholders and in addition will examine the project's ongoing relevance through its monitoring and evaluation framework.

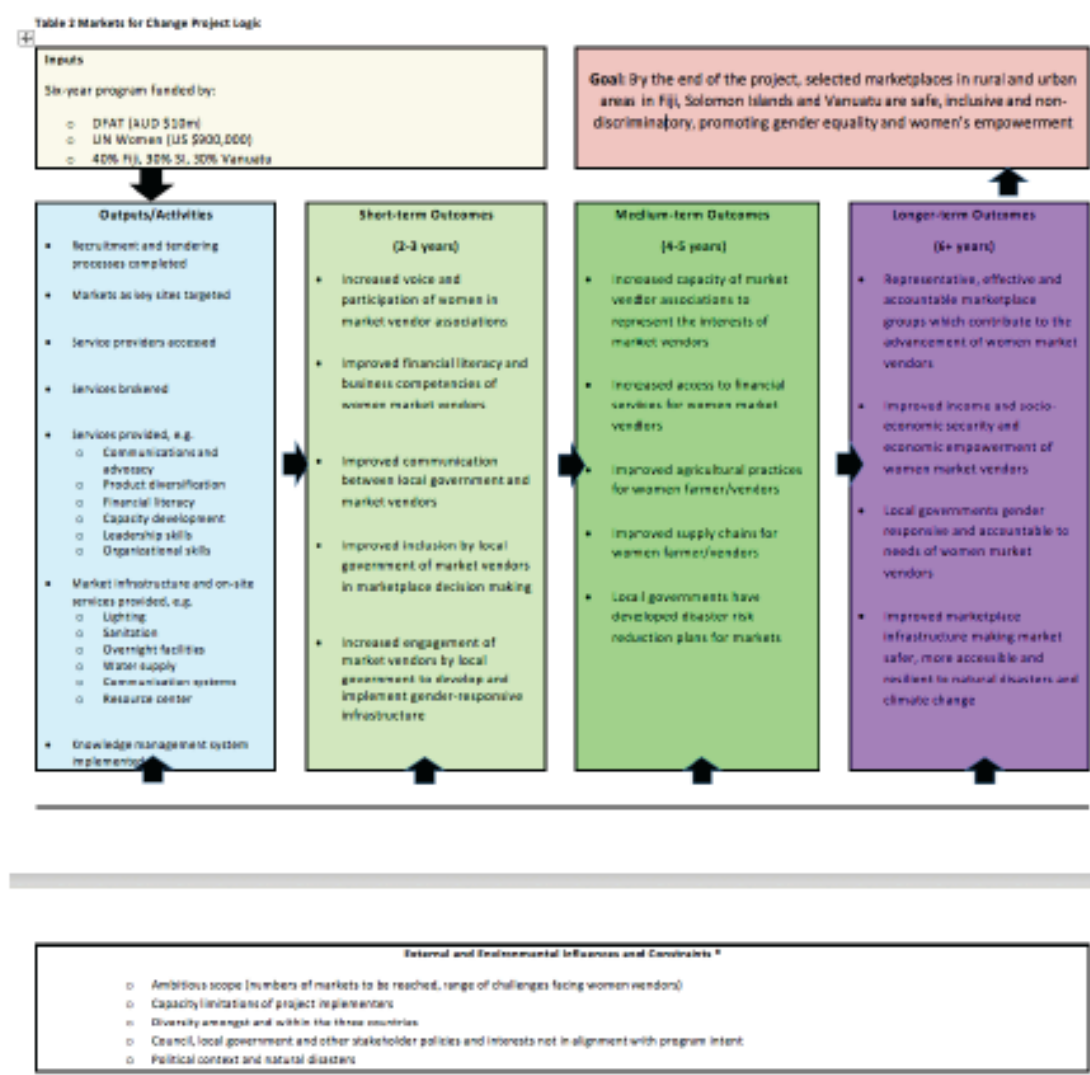
The review has two objectives, given the scope outlined above:

1. **Assessment of the progress of Markets for Change (M4C):** The review team will assess the project's progress against the criteria of: relevance (including how the project remains relevant through its MEF); effectiveness and efficiency. The team will also assess early signs of project impact and sustainability.
2. **Develop recommendations for the next stage of the project:** The evaluation team will develop recommendations for improvement for the remainder of the current timeframe of the project and recommend potential future direction and design of the project post the current end date of 30 June 2019. Recommendations will be based on lessons from the first phase of the project and will be tested with each project stakeholder group. Final recommendations will be developed collaboratively with the Review Reference Group.

Evaluation conceptual framework

The team will use the M4C project logic and monitoring and evaluation framework to assess project progress. We will assess project progress against the key evaluation questions and the key performance indicators over the short, medium and long-term as depicted in Figure 1.

Figure 1: Markets for Change Project Logic



The evaluation team will also draw from the ICRW definition and framework¹ for women's economic empowerment for the review. Based on this work, we define women's economic empowerment as:

A woman has both the ability to succeed and advance economically and the power to make and act on economic decisions.

The two interrelated elements of women's economic empowerment are depicted in Figure 2: 1) economic advancement and 2) power and agency. Both components are connected, and both are necessary to achieve better lives for women and their families.

Figure 2: Two interconnected elements of women's economic empowerment²



We propose using the ICRW definition of WEE because it articulates the two essential elements of women's economic empowerment: power and agency and economic advancement. The ICRW approach mirrors the approach taken in the M4C project and the two key elements of the framework are referenced through the project theory of change and hypotheses. Using the ICRW framework helps articulate the M4C theory and provide additional theoretical justification for the approach taken.

Review questions

The review will provide answers to the following five high-level questions:

1. **Relevance:** How relevant³ is the project to women market vendors in Fiji, Solomon Islands and Vanuatu and to DFAT, UN Women and UNDP?

¹ Anne Marie Golla, Anju Malhotra, Priya Nanda, and Rekha Mehra (2011), *Understanding and Measuring Women's Economic Empowerment, Definition, Framework and Indicators*, ICRW

³ As stated previously, the assessment of relevance will include an examination of the project's ongoing relevance through its monitoring and evaluation framework.

2. **Effectiveness:** How effective is the project in the four outcome areas (1 – supporting accessible, inclusive and representative governance structures; 2 – supporting market vendors to achieve economic, social and financial advancement; 3 – supporting decision-making processes to be more gender-responsive, transparent, accountable and receptive to the needs of vendors; and 4 – supporting improved and gender-responsive infrastructure and on-site services)?
3. **Efficiency:** How efficient is the governance and management structure of the project, and in particular are the implementation modalities suitably chosen in relation to the intended outputs and outcomes?
4. **Impact:** What are the early signs of the difference the project is making, particularly to women market vendors?
5. **Sustainability:** What are the early signs of the sustainability of project results?

The five questions align with the internationally agreed inquiry areas for evaluating development programs, developed by OECD-DAC⁴.

Review approach and methodology

The review team's approach is comprised of the following four elements:

- **Appreciative inquiry:** we will look to understand what is working well on the project and what strengths can be built on for improvement
- **Theory based:** we will use the project theory of change and theory of action as a basis for understanding performance
- **Mixed methods:** we will triangulate findings by using a range of data collection methods including document review, literature review, qualitative interviews with a range of consistent quantitative questions, focus group discussions and site observations
- **Equity focused:** we will listen in particular to the voices of women market vendors - those the project seeks to benefit

Details of the three phases of our methodology follow below.

Phase 1 - Inception, November 2017-January 2018

The team leader will work with UN Women contract staff to finalise and sign the contract. The contract will specify key deliverables, timing and method for project communication, and reporting milestones.

The review team will design the mid-term review and document this in the draft Inception Report. Initially, the team will engage with the UN Women Regional Technical Specialist and undertake a review of project documents and relevant literature in November. The team will prepare an initial outline of the review conceptual framework, inquiry areas by stakeholder group and analytic framework, based on the document review. The team will then present the initial outline to the Review Reference Group in November. The team will pilot the data collection process in Latouka and Nausori markets in January and engage with the UN Women Regional Technical Specialist and Country managers to develop detailed site visit itineraries

⁴ For further details, see <https://www.oecd.org/development/evaluation/dcdndep/47069197.pdf>

beginning in February 2018. The team will finalise the Inception Report based on the Review Reference Group's feedback and piloting exercise.

Phase 2 - Data collection and preliminary analysis, February 2018

The evaluators will collect data in Fiji, Vanuatu and Solomon Islands in February 2018, as per details below:

- Fiji site visit: January 31 – February 10
- Vanuatu site visit: February 11 – 16
- Solomon Islands site visit: February 17 – 28

We propose starting the data collection process in Suva as this is where key staff from UN Women, UNDP and DFAT are based. Each evaluator will then undertake market site visits independently for two days before

regrouping in Suva for analysis and debriefing with the reference group. The evaluators will work together to analyse data and develop key themes from the data collected. They will facilitate a debrief with UN Women, UNDP, DFAT, PWC and PMC outlining key themes from the site visit and to test the validity of preliminary findings.

The review team member will conduct fieldwork in Vanuatu and Solomon Islands. This will include data collection, preliminary analysis and facilitating the debrief, as conducted in Fiji.

Phase 3 - Data Synthesis and reporting, March 2018

The evaluators will conduct initial analysis of data while in country and test preliminary findings through the debrief process. The evaluators will draft the initial findings and recommendations paper by March 16, 2018 drawing from presentations and feedback presented in-country. The team will develop the draft overall report by March 30, 2018 based on feedback from stakeholders to the preliminary findings and recommendations paper. The team will finalise the report by April 15, 2018 based on feedback from stakeholders to the draft report.

Key informants and agencies

To answer the review questions, the team will interview and hold focus group discussions with the following key informants and agencies (the full list of informants is included in Appendix 1):

- i) **Funding Agency:** DFAT
- ii) **Implementing Agency:** UN Women
- iii) **Responsible Party:** UNDP
- iv) **Implementing Partners**
 - a. **Fiji:** Femlink Pacific, Westpac, Ministry of Agriculture (Extensions Services), Fiji National University (College of Agriculture, Fisheries and Forestry [CAFF])
 - b. **Vanuatu:** Department of Agriculture and Rural Development (DARD), National Bank of Vanuatu, Vanuatu Women's Centre
 - c. **Solomon Islands:** Bank of the South Pacific, Development Services Exchange, Family Support Centre, Kastom Garden Association (KGA)
- v) **Key stakeholders in each country**
 - a. **Fiji:** FDFP

- b. **Vanuatu:** Agriculture Department, DLA, Vanuatu National Police⁵
 - c. **Solomon Islands:** Auki Healthy Market Setting Committee, Ministry of Women, Youth, Children and Family Affairs
- vi) **Market Vendors** in selected market sites in Fiji, Solomon Islands and Vanuatu
- vii) **Market Vendor Associations** in selected market sites in Fiji, Solomon Islands and Vanuatu
- viii) **Market Management** in selected market sites in Fiji, Solomon Islands and Vanuatu
- ix) **Town and City Councils** in selected council sites in Fiji, Solomon Islands and Vanuatu
- x) **Communities** members of market vendors including families involved in Increasing Productivity and Income of Vendor-Farmers initiative (IPI-VF)

Data collection tools

The team will collect the following data:

- **Document review:** Review of at least 65 project documents
- **Literature review:** Review of international literature on evaluating women's economic empowerment
- **Interviews and focus group discussions:** Interviews with partners, women market vendors and families (including families involved in the IPI-VF), women market vendor association staff, council and market management staff according to the areas of inquiry detailed in Table 1.
- **Site visits:** Visits to market sites

The data collection methods to address the areas of focus of the mid-term review are detailed in Table 1. Draft versions of data collection tools are included in Appendix 2.

Table 1: Areas of mid-term review focus and data collection methods

Outcome	Method
1. Relevance (including M&E)	<ul style="list-style-type: none"> • Document review of project design, donor policy, and program reporting • Review of monitoring data on extent activities were relevant to beneficiaries, including women market vendors and people with disabilities • Review of monitoring and evaluation framework to assess whether data being collected is adequate to address key project questions • Document review of M&E system outputs • Interviews and focus group discussions with market vendors and key agencies • Interviews with program staff and partners
2. Effectiveness	<ul style="list-style-type: none"> • Review of monitoring data on extent of effectiveness of activities • Interviews with women market vendors, including consistent quantitative questions • Interviews with women market vendor association staff, including consistent quantitative questions • Interviews with local government and market managers and local government, including consistent quantitative questioning • Interviews with program staff and partners • Observations of market sites against infrastructure checklist
3. Efficiency	<ul style="list-style-type: none"> • Document review of project and M&E reports • Interviews with UN Women, DFAT and implementing partners on program governance and management • Review of program budgets and comparative pricing
4. Impact	<ul style="list-style-type: none"> • Document review of stories of most significant change collected through the M&E system • Interviews with women and men market vendors on stories of most significant change • Focus group discussions with women and men market vendors on stories of most significant change • Interviews with market vendor association staff on stories of most significant change • Interviews with market managers and local government on stories of most significant change • Interviews with program staff on stories of most significant change
5. Sustainability	<ul style="list-style-type: none"> • Document review of project and M&E reports • Interviews with market vendors, local government and partners • Document review of local government, market management and bank policies

Criteria for site selection

The review team will visit six of the twelve M4C market sites in Fiji:

- Suva
- Rakiraki
- Labasa
- Savusavu
- Namaka
- Sigatoka

These six sites collectively provide a representative sample of the following market characteristics i.e. size, geographical location, demography, vendor numbers and product variation:

- i) urban market, big market, product variation (Suva, Labasa)
- ii) new market (Savusavu)
- iii) rural market (Rakiraki)
- iv) semi-urban market (Namaka)
- v) small (poor) market (Sigatoka)

The review team will visit three M4C markets in Solomon Islands:

- Honiara Municipal
- Auki Market
- Gizo Market
- Kumkum Market⁶

The review team will visit four M4C markets in Vanuatu:

- Port Vila
- Luganville
- Two Ring Road markets: Emua and Marobe

Performance criteria and analytic method

The review team will use rubrics to come to conclusions regarding project performance. Rubrics are a transparent way to assess data, that are particularly useful in areas of complex social change. The team will come to conclusions on the program's performance against each of the high-level evaluation questions by assessing performance against a set of criteria developed from the evaluation sub-questions, as illustrated in Tables 2-6. The team will draw from the range of data, through literature and document review as well as interviews, to provide a narrative description of performance against each criteria. This narrative description will then be summarized into a rating. The summary of each evaluation question, the criteria for answering the question, sources of data and methods of analysis is included in Table 7.

⁶ The team member will review this market as a form of 'control group' given M4C did not engage with the project as originally intended

Table 2: Review questions and performance criteria for Relevance

Relevance: How relevant is the project?	Not relevant (below 40%)	Somewhat relevant (40-60%)	Relevant (60-80 %)	Very relevant (80% +)	Fully relevant (100%)
The project design was suitable for the M4C country contexts					
The project design was suitable for meeting the needs of women market vendors as beneficiaries, including meeting the need of persons with disabilities					
Credible information generated by the M&E system is being used for project management					
The project design was aligned to delivery agency policy					
The project design was aligned to recipient and Australian government policy					

Table 3: Review questions and performance criteria for Effectiveness

Effectiveness: How effective is the project?	Not effective (below 40%)	Somewhat effective (40-60%)	Effective (60-80 %)	Very effective (80% +)	Fully effective (100%)
The project increased the individual voice and influence of women market vendors					
The project increased market vendors' financial and business competencies					
The project increased socio-economic security for women market vendors					
The project increased women market vendor's ability to control their income and assets					
The project increased access of market vendors to financial services					
The project's investment in physical infrastructure improvements resulted in improved access for women vendors					
The project's investment in physical infrastructure improvements resulted in improved safety for women vendors					
The project's investment in physical infrastructure improvements resulted in improved security of women vendors' produce					
The project increased the collective voice and influence of women market vendors, through the development of market vendor associations					
The project improved communication and dialogue between market vendors and market management on market issues					
The project strengthened the capacity of local level government on gender responsive government					
The project improved gender responsive governance structures and systems					
The project improved resilience of marketplace physical infrastructure to disaster risks and climate change					

Table 4: Review questions and performance criteria for Efficiency

Efficiency: How efficient is the project?	Not efficient (below 40%)	Somewhat efficient (40-60%)	Efficient (60-80 %)	Very efficient (80% +)	Fully efficient (100%)
The project was considered well-governed, well-managed and accountable					
The project implementation mechanisms were well chosen in relation to intended outputs and outcomes					
The required level of technical expertise was in place and contributing to results					
The project was cost-effective					
The project outputs/ activities were delivered on-time and on-budget					
The project resourcing, including staff structure at regional and national levels, was considered appropriate and efficient					

Table 5: Review questions and performance criteria for Impact

Impact: What are the early signs of the difference the project is making, particularly to women market vendors?	Progressing towards no impact (below 40%)	Progressing towards low impact (40-60%)	Progressing towards impact (60-80 %)	Progressing towards strong impact (80% +)	Progressing towards full impact (100%)
Intended results produced by the project were beneficial to market vendors					
Intended results produced by the project were beneficial to market vendor associations					
Intended results produced by the project were beneficial to councils and market managers					
Unintended negative results produced by the project did not bring further harm to market vendors					
Social norms and attitudes of people who have been involved in the project have improved in relation to gender equality					

Table 6: Review questions and performance criteria for Sustainability

Sustainability: What are the early signs of the sustainability of project results?	Progressing towards not being sustainable (below 40%)	Progressing towards low levels of sustainability (40-60%)	Progressing towards sustainability (60-80 %)	Progressing towards strong sustainability (80% +)	Progressing towards full sustainability (100%)
Market vendors have built their capacity					
Market vendor associations have developed their capacity					
Local Government and market management staff have built their capacity					
Local Government and market management staff have introduced or adapted policy to make it more gender equal					
Banks have developed services that respond to the needs of market vendors					
People who have been involved in the project are advocating for gender equality					
There is an indication of ongoing benefits attributable to the program					

Table 7: Evaluation Matrix

Verification question	Criteria	Data collection	Data analysis
1. How relevant is the project to women market vendors in Fiji, Solomon Islands and Vanuatu and to DFAT, UN Women and UNDP?	<ul style="list-style-type: none"> i. The project design was suitable for the M4C country contexts ii. The project design was suitable for meeting the needs of women market vendors as beneficiaries, including meeting the need of persons with disabilities iii. Credible information generated by the M&E system is being used for project management iv. The project design was aligned to delivery agency policy v. The project design was aligned to recipient and Australian government policy 	<ul style="list-style-type: none"> a. <i>Document review</i> of project design, donor policy, and program reporting b. <i>Review of monitoring data</i> on extent activities were relevant to beneficiaries, including women market vendors and people with disabilities c. <i>Review of monitoring and evaluation framework</i> to assess whether data being collected is adequate to address key project questions d. <i>Document review</i> of M&E system outputs e. <i>Interviews and focus group discussions</i> with market vendors and key agencies f. <i>Interviews</i> with program staff and partners 	<ul style="list-style-type: none"> Assessment of documents to identify the extent to which design identifies and aligns with women's needs and policy positions Assessment of monitoring data to identify the extent to which ongoing implementation aligns with women's needs and policy positions Assessment of MEF to establish extent to which framework has capacity to provide credible information for project management Assessment of M&E system outputs to establish extent to which the M&E system is providing credible information for project management Assessment of responses from interviews and focus groups to establish the extent to which ongoing implementation aligns with women's needs and policy positions Assessment of responses from interviews with program staff and partners to establish the extent to which ongoing implementation aligns with women's needs and policy positions
2. How effective is the project in the four outcome areas?	<ul style="list-style-type: none"> i. The project increased the individual voice and influence of women market vendors ii. The project increased market vendors' financial and business competencies iii. The project increased socio-economic security for women market vendors iv. The project increased women market vendor's ability to control their income and assets v. The project increased access of market vendors to financial services 	<ul style="list-style-type: none"> a. <i>Review of monitoring data on extent of effectiveness of activities</i> b. <i>Interviews with women market vendors, including consistent quantitative questions</i> c. <i>Interviews with women market vendor association staff, including consistent quantitative questions</i> 	<ul style="list-style-type: none"> Assessment of monitoring data to identify the reported effectiveness of activities Assessment of responses from interviews to establish women market vendors' assessment of effectiveness of activities Assessment of responses from interviews to establish women market vendor associations' staff assessment of effectiveness of activities Assessment of responses from interviews to establish local government and market

	<ul style="list-style-type: none"> vi. The project's investment in physical infrastructure improvements resulted in improved access for women vendors vii. The project's investment in physical infrastructure improvements resulted in improved safety for women vendors viii. The project's investment in physical infrastructure improvements resulted in improved security of women vendors' produce ix. The project increased the collective voice and influence of women market vendors, through the development of market vendor associations x. The project improved communication and dialogue between market vendors and market management on market issues xi. The project strengthened the capacity of local level government on gender responsive government xii. The project improved gender responsive governance structures and systems xiii. The project improved resilience of marketplace physical infrastructure to disaster risks and climate change 	<ul style="list-style-type: none"> d. <i>Interviews with local government and market managers, including consistent quantitative questioning</i> e. <i>Interviews with program staff and partners</i> f. <i>Observations of market sites against infrastructure checklist</i> 	<p>managers assessment of effectiveness of activities</p> <p>Assessment of responses from interviews to establish program staff and partners</p> <p>assessment of effectiveness of activities</p> <p>Assessment of observations to establish effectiveness of infrastructure investments</p>
3) How efficient is the governance and management structure of the project, and in particular are the implementation modalities suitably chosen in relation to the intended outputs and outcomes?	<ul style="list-style-type: none"> i. The project was considered well-governed, well-managed and accountable ii. The project implementation mechanisms were well chosen in relation to intended outputs and outcomes iii. The required level of technical expertise was in place and contributing to results iv. The project was cost-effective v. The project outputs/ activities were delivered on-time and on-budget vi. The project resourcing, including staff structure at regional and national levels, was considered appropriate and efficient 	<ul style="list-style-type: none"> a. <i>Document review of project and M&E reports</i> b. <i>Interviews with UN Women, DFAT and implementing partners on program governance and management</i> c. <i>Review of program budgets and comparative pricing</i> 	<p>Assessment of documents to establish the extent to which the governance and management structures served the project well and project was well managed</p> <p>Assessment of interview responses to establish the extent to which the governance and management structures served the project well and project was well managed</p> <p>Assessment of program budgets and comparative prices for largest budget items to establish the extent to which the project was cost effective</p>

4) What are the early signs of the difference the project is making, particularly to women market vendors?	<ul style="list-style-type: none"> i. Intended results produced by the project were beneficial to market vendors ii. Intended results produced by the project were beneficial to market vendor associations iii. Intended results produced by the project were beneficial to councils and market managers iv. Unintended negative results produced by the project did not bring further harm to market vendors v. Social norms and attitudes of people who have been involved in the project have improved in relation to gender equality 	<ul style="list-style-type: none"> a. <i>Document review of stories of most significant change collected through the M&E system</i> b. <i>Interviews with women and men market vendors on stories of most significant change</i> c. <i>Focus group discussions with women and men market vendors on stories of most significant change</i> d. <i>Interviews with market vendor association staff on stories of most significant change</i> e. <i>Interviews with market managers and local government on stories of most significant change</i> f. <i>Interviews with program staff on stories of most significant change</i> 	<p>Assessment of documents to establish early signs of the impact of the program on individual women and men</p> <p>Assessment of interviews to establish early signs of the impact of the program on individual women and men</p> <p>Assessment of focus group discussions to establish early signs of the impact of the program on individual women and men</p> <p>Assessment of interviews to establish early signs of the impact of the program on market vendor associations</p> <p>Assessment of interviews to establish early signs of the impact of the program on market managers and local government staff</p> <p>Assessment of interviews to establish program staff perceptions of early signs of the impact of the program on market vendors, market vendor associations and market managers and local government staff</p>
5) What are the early signs of the sustainability of project results?	<ul style="list-style-type: none"> i. Market vendors have built their capacity ii. Market vendor associations have developed their capacity iii. Local Government and market management staff have built their capacity iv. Local Government and market management staff have introduced or adapted policy to make it more gender equal v. Banks have developed services that respond to the needs of market vendors vi. People who have been involved in the project are advocating for gender equality vii. There is an indication of ongoing benefits attributable to the program 	<ul style="list-style-type: none"> a. <i>Document review of project and M&E reports</i> b. <i>Interviews with market vendors, local government and partners</i> c. <i>Document review of local government, market management and bank policies</i> 	<p>Assessment of documents to establish project progress towards improved capacity of market vendors, market vendor associations, local government and market managers</p> <p>Assessment of interviews to establish project progress towards improved capacity of market vendors, market vendor associations, local government and market managers</p> <p>Assessment of documents to establish project progress towards improved gender equality of local government and market management policy</p>

Work plan

The overall workplan for the review is detailed in Table 8.

Table 8: M4C Mid-term Review Workplan

Phase	Timeframe	Deliverable	Due Date
Phase 1: Inception	Nov -Dec 2017	Inception Report	11 Dec 2017
Phase 2: Data collection and preliminary analysis	February 2018 Fiji: Jan 31 – Feb 10 Vanuatu: Feb 11 – 17 Solomon Islands: Feb 18 – 28	Presentation on initial findings and recommendations.	16 March 2018
Phase 3: Data Synthesis and Reporting	March 2018	Draft Report Final Report	2 April 2018 16 April 2018

A detailed breakdown of the review team's site visit to each country is in Table 9.

Table 9: Schedule of Field Visits in Fiji, Vanuatu & Solomon Islands (08 Jan-28 Feb 2018)

DATE	COUNTRY/ LOCATION	PURPOSE	STAKEHOLDERS	NOTES
FJI PRELIMINARY MARKET VISIT: 8-10 Jan 2018				
8-9/01/18	LAUTOKA (TM)	Trial Market Vendor, MVA & Market Management Questions (Interviews & Focus Groups)	City/Town Council Market Management MVA Market Vendors Communities	To include evening focus group (Talanoo) in Lautoka
10/01/18	NAUSORI (TM)			Nilesh Gaoundar (DFAT) confirmed availability to assist with Hindi translation at 2 sites
FJI 31 Jan-10 Feb 2018				
31/01/18	Melbourne, Australia	Travel to Suva	Team Leader	
1/02/18	SUVA (Team)	Briefing Interviews	Reference Group DFAT UN Women UNDP FDPF	Interview reference group members individually Current and previous staff of UN Women and UNDP
2/02/18	Suva Market Visit (1)	Meetings Interviews Focus Groups	Local Govt. Officials Suva City Council Market Management MVA Market Vendors Communities	Rural vendors Talanoo on evening of Feb 1 or 2
3/02/18	RAKIRAKI (Team) Rakiraki Market Visit (2)			
4-5/02/18	Data Collation and Analysis			

5-7/02/18	VANUA LEVU (TM) Savusavu Market Visit (3) Labasa Market Visit (4)	Focus Groups Interviews	Town Council Market Management MVA Market Vendors Communities	
5-7/02/18	NADI (TL) Namaka Market Visit (5) SIGATOKA (TL) Sigatoka Market Visit (6)			
8/02/18	SUVA (Team)	Data analysis	Review Team	
9/02/18		Prelim Findings Debriefing	Reference Group, PWC and PMC	
10/02/18	TEAM REVIEW OF METHODOLOGY			

Notes:

- (i) Review Team to be accompanied by member of M4C Fiji Project Team, DFAT Observer and Translator.
- (ii) Review Team to be provided with the lists of market vendors and MVA executives involved in M4C activities at each market site.
- (iii) Focus group sessions with MVA executives, rural vendors and community representatives to be scheduled at lunch time or evening and include meals or refreshments.
- (iv) Courtesy calls to be made to Local Govt. and City/Town Council representatives prior to market visits.
- (v) Review Team aims to engage at least 70 women and men market vendors, including executives of MVAs, at the six market sites visited.
- (vi) Target is 15-30 vendors at big markets (Suva, Labasa) and 7-15 vendors at smaller markets (Namaka, Rakiraki, Savusavu, Sigatoka).
- (vii) Composition of vendors to include 10 Indo Fijians, 5 men, a mix of rural and urban and permanent and casual vendors.

DATE	COUNTRY/ LOCATION	PURPOSE	STAKEHOLDERS	NOTES
VANUATU 11-17 Feb 2018				
11/02/18	Suva	Travel to Port Vila	Review Team Member	
12/02/18	PORT VILA	Briefing Interviews Focus Group	M4C Project Team UNDP DFAT DLA National Bank of Vanuatu Agriculture Department	
13/02/18	Vila Market Visit (1)	Focus Group Interviews	Min of Local Government Port Vila City Council Market Management Market Vendor Association Market Vendors	
14/02/18	SANTO Luganville Market Visit (2)		Sanma Provincial SG Market Management Market Vendor Association Market Vendors	
15-16/02/18	PORT VILA Marobe Market Visit (3) Emua Market Visit (4)	Meeting Market Visit Data Analysis	Market Vendor Association Market Vendors Vila Market Community	
17/02/18		Prelim Findings Debrief	M4C Project Team, PWC and PMC	

DATE	COUNTRY/ LOCATION	PURPOSE	STAKEHOLDERS	NOTES
SOLOMON ISLANDS 18-28 Feb 2018				
18/02/18	Port Vila	Travel to Honiara	Review Team Member	
19/02/18	HONIARA	Briefing Interviews	M4C Project Team UNDP DFAT Min of Local Government	
20/02/18	GIZO Gizo Market Visit (1)	Meeting Focus Group Interviews	Provincial Council Market Management Market Vendor Association Market Vendors Communities	<i>Visit only if necessary</i>
21-22/02/18	AUKI Auki Market Visit (2)	Meeting Focus Group Interviews	Provincial Council Market Management Market Vendor Association Market Vendors Communities	
23-24/02/18	HONIARA Honiara Market Visit (3)	Meetings Interviews	City Council Market Management	
26/02/18	Guadalcanal Community Visit	Focus Group	Market Vendor Association Market Vendors Communities	
27-28/02/18		Data Analysis Prelim Market Reports Debriefing	M4C Project Team, PWC, PMC	

Reporting requirements

The team will deliver reports according to the timelines set out in the contract, detailed in Table 10.

Table 10: Reporting timetable

Milestone	Date
Inception report	5 December 2017
Presentation on initial findings and recommendations	16 March 2018
First draft mid-term review report	30 March 2018
Final mid-term review report	15 April 2018

Team member responsibilities

The team is made up of two consultants: Farida Fleming, the Review team leader, and Marica Tabualevu, the Review team member. Farida will be based in Melbourne and Marica in Suva. The consultants will work together remotely for the inception phase. Marica will conduct meetings with the project partners, as necessary, during the inception phase. The consultants will work together to collect data in Fiji. Marica will conduct fieldwork in Vanuatu and Solomon Islands. The consultants will then work together, from their separate locations, to analyse the data and draft the mid-term review report. Farida, as team leader, holds overall responsibility for the quality and timeliness of the project report.

Each team member's responsibilities are listed in Table 11.

Table 11: Breakdown of team member responsibilities

Position	Responsibilities
Team leader	<ul style="list-style-type: none">• Lead the review process, with responsibility for delivery of the deliverables, implementation and reporting of the review• Work closely with and supervise the review team member• Manage the review process in timely manner• Communicate with UN Women as needed• Conduct desk and literature review• Conduct field visit to Fiji and collect data• Report to UN Women and the review reference group when required• Produce the inception report• Produce the final report
Team member	<ul style="list-style-type: none">• Conduct desk and literature review• Conduct field visits to Fiji, Vanuatu and Solomon Islands and collect data• Provide substantive inputs to the inception report• Provide substantive inputs to the final report• Liaise with UN Women and the Review Reference Group as needed

Appendix 1: List of Review Participants

The following tables include details of those people the team intends to conduct an interview (in person or remotely) or focus group with.

No	Name	Role	Organisation/ Location	Comment
FJI				
1.	Jane (new)	First Secretary, Gender Equality (Regional)	DFAT, Suva	
2.	Nilesh Goundar	Program Manager	DFAT, Suva	
3.	Leiane Robinson	Senior Program Manager, Gender Equality	DFAT, Suva	
4.	Stephanie Werner			
5.	Aleta Miller	Representative	UN Women, Suva	
6.	Nicolas Burniat	Deputy Representative		
7.	Preeya Ieli	Regional Programme Specialist - WEE	UN Women, Suva	
8.	Sandra Bernklau	M4C Regional Technical Specialist	UN Women, Suva	
9.	Israela Abrahamson	M&E Officer	UN Women	
10.	Patrick Tuimalealifano	Deputy Team Leader, Inclusive Growth Team	UNDP, Suva	Can meet the whole UNDP team together – Vikash, Veronika plus Cema Bolabola if possible
11.	Bakhodhir Burkanov	UNDP Representative Regional Programmes	UNDP, Suva	
12.	Ms. Salma El Hag Yousif	SIDS Engagement Coordinator		
13.	Team	M4C Fiji Project	UN Women	
14.	70 Women and Men	Market Vendors	15-30 (Suva, Labasa) 7-15 (Namaka, Rakiraki, Savusavu, Sigatoka)	Includes 12 executive members, at least 10 Indo Fijians, 5 males Mix of permanent & casual vendors, urban and rural vendors. M4C to provide list of vendors
15.	6 Representatives	Community	As available	Include women, men & children
16.	MVA Representatives	Market Vendor Association		12 Executive Members At least one Executive per site
17.	CEO and Market Masters	Market Management	City/Town Councils	Meeting/Interviews per site
18.	Govt Official(s)	Ministry of Local Govt	Suva	Officials of Ministry in Suva
19.	Representative	Ministry of Women	Suva	Safety & Discrimination Assessment
20.	Representative	Fiji Red Cross Society	Suva	First Aid Training to market vendors
21.	Representative	FemLink	Suva	Communications & Leadership training to MVA reps
22.	Representative	Westpac Bank	Suva	Financial literacy training to market vendors
23.	CLGF Representative	Commonwealth Local Government Forum		Training in governance, finance leadership & management to local government and MVA executives
24.	Representative	Ministry of Agriculture		Support / training to vendor farmers
25.	Representative	Pacific Disability Forum		

No	Name	Role	Organisation/ Location	Comment
SOLOMON ISLANDS				
1.	Louise Morris	Representative	DFAT	May include others
2.	Kristy Nowland	M4C Project Manager	Honiara, Solomon Islands	
3.	M4C Project Team	Solomon Is	UN Women	
4.	Representative		Development Services Exchange	
5.	Charles Kelly	City Clerk	Honiara Town Council	
6.	Fred Warereau	Deputy City Clerk	Honiara Town Council	
7.	Jimmy Riunga	Market Manager	Honiara Central Market	
8.	Maureen Sariki	President Vice president	Honiara Central Market Vendors Association (HCMVA)	
9.	Janet Joy Ramo	President Vice president	Auki Market Vendors Association (AMVA)	
10.	Paulin Soaki	Director-Women Development Division	Ministry of Women, Youth, Children and Family Affairs	
11.	Jackson Gege	Provincial Secretary (PS)	Malaita Provincial Government (MPG)	
12.	Clera Rikimani	Women's Development Desk Officer	Malaita Province	
13.	Betty Kwanairara	Market Manager- Auki Market	Auki Market, MPG	
14.	Representative		Auki Healthy Market Setting Committee	
15.	Representative		Western Province Govt.	
16.	Representative		Commonwealth Local Government Forum (CLGF)	
17.	Representative		Family Support Centre	
18.	Representative		Women's rights Action Movement	
19.	Representative		Kastom Gaden	
20.	Representative		Bank of South Pacific	
21.	Representative		Solomon Islands Small Business Enterprise Centre (SBEC)	

No	Name	Role	Organisation/ Location	Comment
VANUATU				
1.	Patricia Fred		DFAT	
2.	Hellen Corrigan		DFAT	
3.	Allison George		DFAT	
4.	Christina Bare Karae	Project Manager	Un Women	
5.	Morris, Trisha and Rachael	Vanuatu M4C Team	Un Women	
6.	Betty Zinner-Toa	CPC	Un Women	
7.	Michelle Jonas	Acting T/Clerk	Port Vila Market Council	
8.	Jerry Samson	Town Planner	Port Vila Market Council	
9.	Theophile Massing	Market Manager	Port Vila	
10.	Philip Isom	Acting T/Clerk	Luganville Market Council	
11.	Robin Toka	Town Planner	Luganville Market Council	
12.	Onen Gaviga	Mayor	Luganville Market Council	
13.	Catherine Leo	Market Manager	Luganville Market Council	
14.	Executives	NIMVA	Luganville	
15.	Market Vendors		Luganville Market	
16.	Cherol Ala	Director General	DLA	
17.	Edward Kaltamat	Director	DLA	
18.	Representative		Ministry of Internal Affairs	
19.	Representative		Dept. of Women, Ministry of Justice	
20.	Eslin	Executive Committee	Silae Vanuatu MVA Executive Committee	
21.	Berth	Executive Committee	Silae	
22.	Lei	Executive Committee	Silae	
23.	Winnie	Executive Committee	Silae	
24.	Janet Orah	Director General	Shefa Province Provincial Government	
25.	Sakariah Daniel	Secretary General	Shefa Provincial Government	
26.	Representative	Marobe Market Manager		
27.	Gwen		Department of Agriculture	
28.	Robinson		Department of Agriculture	
29.	Representative		Vanuatu Women's Centre	
30.	John Aruhuri	Staff	National Bank of Vanuatu	
31.	Brian Tosiro	Staff	National Bank of Vanuatu	
32.	Representative		Commonwealth Local Government Forum (CLGF)	

Appendix 2: Data collection tools

Semi-structured interview guide for DFAT

1. Please describe DFAT's perspective (position) on the M4C Project?
2. How relevant is the M4C project to DFAT's priorities?
3. How well has M4C performed in the four outcome areas?

For each of the parts in questions 4 and 5 below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

4. The M4C Project design and structure has been suitable to:
 - make timely decisions?
 - implement and monitor the project activities?
 - reach and engage all its stakeholders?
 - effect intended social and behavioural changes?
 - achieve planned results and outcomes?
5. The M4C Project has effectively:
 - recruited appropriate personnel
 - mobilised resources
 - engaged training providers
 - made timely decisions on its plans and activities?
 - reported on the project – including highlighting any issues or challenges
6. (a) How adequate is M4C's human and financial resources?
(b) How well has M4C Project performed in relation to timelines and budget?
7. How well has the interagency Agreement between UN Women and UNDP worked?
8. Do you think M4C is progressing well enough to make an impact on market vendor's lives?
Why/ why not?
9. How is M4C building capacity? And ensuring sustainability?
10. What improvement(s) or changes would DFAT like to see:
 - In the Project management?
 - In the Project funding?
 - In the Project design?
 - In the Project communication and stakeholder liaison?
 - In the Project reporting?
 - In the UN Women and UNDP Agreement?
11. Is there anything else you would like to tell us?

Semi-structured interview guide for UN Women and UNDP

1. Please describe the M4C Project from your agency's perspective.
2. How relevant is the M4C project to your agency's priorities?
3. How well has M4C performed overall, in the four outcome areas?
4. What has worked well on M4C in the specific outcome area(s) that you are responsible for?

For each of the parts in questions 5 and 6 below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

5. The M4C Project design and structure has been suitable to:
 - make timely decisions?
 - implement and monitor the project activities?
 - reach and engage all its stakeholders?
 - effect intended social and behavioural changes?
 - achieve planned results and outcomes?
6. Your agency has efficiently:
 - recruited appropriate personnel
 - mobilised resources
 - engaged training providers
 - made timely decisions on the Project's plans and activities?
 - reported on the project – including highlighting any issues or challenges (*e.g. sharing issues before they escalate*)
7. (a) How adequate is M4C's human and financial resources?
(b) How well has M4C Project performed in relation to timelines and budget?
8. How well has the interagency Agreement between UN Women and UNDP worked?
9. Do you think M4C is progressing well enough to make an impact on market vendor's lives?
Why/ why not?
10. How is M4C building capacity? And ensuring sustainability?
11. What improvement(s) or changes need to be made by your agency to?
 - the Project management?
 - the Project funding?
 - the Project design?
 - the Project communication and stakeholder liaison?
 - the Project reporting?
 - the UN Women and UNDP Agreement?
12. Is there anything else you would like to tell us?

Semi-structured interview guide for Implementing Partners⁷

1. Please describe your organisation's role or involvement in the M4C project.
2. What is the purpose of your contribution or training for the:
 - women market vendors?
 - market vendors association and its executives?
 - market management/council?
3. As a result of your training and/or contribution, what changes should be expected in the behaviour, communication and the way that work is carried out by:
 - women market vendors?
 - market vendors association and its executives?
 - market management/council?
4. Was the allocated time and budget sufficient for your training or activity?
5. What worked well during your activity or training with M4C?

For each of the parts in question 6. below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

6. As a result of the M4C training and activities
 - Market vendors have benefited?
 - Market vendors associations have benefited?
 - Local councils and market management are acting more on behalf of women market vendors?
7. Do you have any suggestions to M4C for improvement?
8. Is there anything else you would like to tell us?

Semi-structured interview guide for Market Management⁸

1. Can you please describe your (Council/Management's) participation or involvement in the UN Women M4C Project
2. Have you participated in any UN Women or UNDP M4C training activities or events? Which ones?
3. Has the M4C training been relevant? Has the M4C training been high quality? Would you suggest any changes to the training?
4. What services does your Council provide the market vendors? Is your council/ management doing anything differently since its participation in the M4C Project?
5. What positive (or negative) impacts has the M4C Project had on your:
 - Market(s)?
 - Market Vendors:
 - Market Management/Council?
6. What improvements can be made in the way that the M4C team deal with Council/management?
7. For each of the questions below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree
8. The M4C training and activities have:
 - increased my knowledge about the importance of providing **equal opportunities for men and women**
 - positively changed my attitudes about women's rights
 - positively changed my behaviour towards women market vendors
 - convinced me to inform and influence others on the rights of women market vendors
9. What is the most significant impact that the M4C Project has had, on your council/ management?
10. Out of interest, (a) how much revenue does the market generate annually for the Council?
(b) what has been the general trend (increases/decreases) in this revenue/income over the last five years?
11. (a) What proportion of your overall revenue/budget comes from market fees and income?
(b) How much does the Council spend annually on the market? For maintenance, personnel, services etc.?
12. How would you like your Council/ Management to be involved in M4C in the future?
13. Is there anything else you would like to tell us?

⁸ Councils and Market Masters

Semi-structured interview guide for Market Vendor Associations

1. Can you please tell me about your market vendors association (Year established, number of members, income, benefits, activities)?
2. How many women does your market vendors association represent?
3. Describe the ways in which your association has participated in the UN Women M4C Project?
4. Has the M4C training been relevant? Has the M4C training been high quality? Would you suggest any changes to the training?
5. For each of the statements below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

M4C training helped association executives:

- make important decisions and run the association
 - manage finances for the association
 - communicate and present members' needs to market management
 - improve the way in which members plan, work with each other and as an association, stand up for their demands and/or defend their rights
 - provide advice and support to improve members' products and earning
6. What M4C activity and/or support did your association find most beneficial? Why?
 7. How has your association used or passed on the knowledge and skills gained from M4C training to your members, the market vendors, market management, families, communities?
 8. What other training can the M4C Project offer to meet your association or executives' needs?
 9. Give me an example of how your market vendors association has been able to improve the situation for women market vendors at your market place?
 10. What are your market vendors association's priorities for the coming year?

For each of the statements below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

11. Overall, the M4C Project has:
 - helped strengthen the associations governance and decision making processes
 - improved executives' skills to manage and run the association
 - assisted the association to keep better financial and administrative records
 - increased executives' confidence to communicate and deal with market management
 - included and involved the association in the design and planning of new and improved buildings, facilities and market spaces
12. Which M4C activity and/or support has had the most impact on your association? Why?
13. Is there anything else you would like to tell us?

Semi-structured interview guide for Market Vendors

1. Tell me a little about yourself?
2. How often do you sell in this market?
3. Which of the following would fit you as a vendor?
 - (a) permanent or casual (b) rural or urban (c) part time or full time
 - (d) grower or middle wo/man or wholesaler
3. (a) What produce/products do you sell?
4. What is your income (a) on a busy or really good day? (b) on a very slow or bad day?
5. (a) Who makes decisions about how your income is spent? (only you, you and your spouse? Or does someone else in the family/home decide with you? Or for you?)

If you decide on how you spend your income, has this always been the case or since the M4C activity?

(b) How many people would you be supporting with that income?
6. (a) Did you attend any of the training organized by M4C?

(b) Has the M4C training been relevant? Has the M4C training been high quality? Would you suggest any changes to the training?

(c) Has any of that training helped improve:

 - your confidence?
 - the way you manage your market (income and products as prompts)?
 - the way you communicate or interact with other vendors, MVA, market management?

(d) How are you using or passing on what you learnt from the training to:

 - other market vendors
 - your family?
 - your community?
7. (a) Are you a member of your MVA? If not, why not?

(b) For how long?

(c) Has joining the MVA helped you in any way as a vendor?

(d) How do you think the MVA can improve benefits or its services to members?
8. What changes or improvements have you experienced or noticed in the market, as a result of M4C?

For each of the questions below, indicate the option that best represents your response:

Strongly Disagree	Disagree	Not Applicable	Agree	Strongly Agree

Overall, the M4C Project has:

- Improved the physical Environment?
 - Improved your safety?
 - Improved the security of your produce?
 - Improved operations and processes in the Market?
 - Improved the way in which the Market Master or Council communicates, interacts and provide services to vendors?
 - How the MVA communicates, interacts and represents vendors to Management?
9. Which M4C activity or support has had the most impact on you? Tell me about this.
 10. How would you rate or describe the overall benefits you gained from M4C activities & support?
(1 Lowest -10 Highest)
 11. Is there anything else that you would like to say about M4C's support and activities?

Document review template

Markets for Change Document Review Matrix Template

Purpose of this document

Assai has developed the document review matrix template to ensure consistent data collection by both team members during the document review process.

How to use this document

Each team member uses the template on the following page when collecting data from the documents. Team members will identify relevant information that demonstrates project performance in relation to the six key criteria for assessing the project:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Monitoring and Evaluation
- Sustainability

Team members can cut and paste relevant information that relates to each key criteria in the relevant row. The sub-questions for each criteria are noted in the criteria column for reference. Note the publication name and page number for each entry. Add as many rows as needed under each criteria.

Criteria	Evidence
Relevance <ul style="list-style-type: none"> To what extent was the project design suitable for the M4C country contexts and meeting the needs of women market vendors as beneficiaries, including meeting the need of persons with disabilities To what extent were key agencies able to engage in and support the project, and address the needs and interests of women market vendors 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>
Effectiveness To what extent have outcomes been achieved or has progress been made towards achievement? In particular, to what extent was the project able to: <ul style="list-style-type: none"> Increase the voice and influence of women market vendors, and improve communication and dialogue between market vendors and market management on market issues? Increase women market vendor's ability to manage and control income and assets/ was there increase socio-economic security for women market vendors? Strengthen the capacity of local level government on gender responsive government and to what extent were gender responsive governance structures and systems improved, developed and enforced? Increase market vendors' financial and business competencies? Increase access to financial services? Support improved agricultural productivity and market linkages? Establish a link between the project's activities and women's economic empowerment (earnings)? 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>

<ul style="list-style-type: none"> Improve and influence marketplace physical infrastructure in terms of accessibility, safety and resilience to disaster risks and climate change? 	
Efficiency <ul style="list-style-type: none"> To what extent was the project considered well-governed, well-managed and accountable including the implementation between UN Women and UNDP? To what extent was the required level of technical expertise in place and contributing to results? To what extent was the project cost-effective and were project outputs/ activities delivered on-time and on-budget? To what extent was the project resourcing, including staff structure at regional and national levels considered appropriate and efficient? 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>
Impact <ul style="list-style-type: none"> What results, expected and unexpected, intended and unintended, were produced by the project? 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>
Monitoring and evaluation <ul style="list-style-type: none"> To what extent was the M&E system adequate? To what extent was the M&E system generating credible information that is being used for decision-making, learning and accountability purposes? 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>
Sustainability <ul style="list-style-type: none"> To what extent was there an indication of ongoing benefits attributable to the program and what factors contributed? 	Publication name: <i>Note the publication name here</i> Page number: <i>Note the page number of the selected text here</i> Relevant text: <i>Cut and paste the relevant text here</i> <i>Add as many references as necessary</i>

Market Structure, Access and Services checklist

INFRASTRUCTURE MANAGEMENT AND MAINTENANCE	Yes/ No
<ul style="list-style-type: none"> Well-organised market sellers representative group to report to the government 	
<ul style="list-style-type: none"> Memorandum of understanding between the government and the market sellers representative group 	
<ul style="list-style-type: none"> Written contracts for service providers with the right performance standards written in them, with the standards published on the Internet, supervised and enforced 	
TRANSPORT	
<ul style="list-style-type: none"> Easy bus transport for people coming to market 	
<ul style="list-style-type: none"> Bus stop shelters 	
<ul style="list-style-type: none"> Adequate car parking 	
<ul style="list-style-type: none"> Crosswalks to make access to the market safe 	
SELLERS	
<ul style="list-style-type: none"> Overnight accommodation for sellers coming from afar 	
<ul style="list-style-type: none"> Rentable storage lockers for sellers coming the day before, but not staying on site 	
ACCESS <i>Note: the locations near the entrance create competition for the spaces near them. Having multiple entrances allows flow through the market so that all spaces are more equal, and reduces crowding and competition near one main entrances.</i>	
<ul style="list-style-type: none"> Enough public entrances to avoid overcrowding near the entrance, and long queues 	
<ul style="list-style-type: none"> People selling carry-bags near the entrances 	
<ul style="list-style-type: none"> Shaded rest areas outside the entrances, for people being picked up with their kids and shopping 	
<ul style="list-style-type: none"> Clearly delineated walkways, that are wide enough, so that sellers don't intrude into them 	
<ul style="list-style-type: none"> Plenty of trees for shade 	
<ul style="list-style-type: none"> A truck loading bay for the sellers, separate from the public entrance(s) 	
<ul style="list-style-type: none"> A special garbage bay, where market garbage can be put out of site, and easily picked up by a truck 	
SEGREGATION AND HYGIENE <i>Note: Check with the health department on these issues.</i>	

<ul style="list-style-type: none"> Fundamentally different types of food and goods separated, so they each of the correct kind of hygiene 	
<ul style="list-style-type: none"> There are sufficient benches, so that no food is sold from the ground 	
<ul style="list-style-type: none"> No food is displayed in the sun 	
<ul style="list-style-type: none"> There is a separate area for fish, with provision for coolers and fly control 	
<ul style="list-style-type: none"> There is a separate area for cooked food, with fly control, and ensuring all food is kept covered 	
<ul style="list-style-type: none"> The market is well-drained, so there is no standing water after rain 	
SERVICES	
<ul style="list-style-type: none"> There are sufficient toilets for both men and women, and are they kept clean 	
<ul style="list-style-type: none"> There are enough water points for hosing down of the market where needed 	
<ul style="list-style-type: none"> Power for fish refrigeration if required 	

Appendix 3: List of documents reviewed

Budget

Interoffice memo—reasons for charging to overspend in Activity 1 and 2 Fiji
M4C Fiji FACE for period 1st to 31 May 2016
M4C Fiji Revised Budget
M4C Fiji FACE 2017 Expenditure Analysis
M4C Fiji FACE 2016 Expense Analysis with comments
M4C Fiji FACE for spend 2014 till 31 Dec 2016
M4C Fiji FACE for spend till 31 August 2016
M4C Fiji FACE for spend till 31 Dec 2016
Outcome 2 Markets 4 Change—Solomon Islands Budget
Outcome 2 Markets 4 Change—Vanuatu Budget
Outcome 2 Markets 4 Change—Fiji Budget
UNDP Budget for M4C—Fiji 2014 to 2016 and 2017

Communications

2017 M4C Communications Plans
M4C Comms Strategy and Notepads
M4C Comms Workplans

Design

M4C IPF Final Version
Market Act
Project Document—Fiji
Project Document—Solomon Islands
Project Document—Vanuatu
UN Agency Agreement M4C

M&E

Akvo Flow Checklists A and B reviewing and testing surveys
Akvo Flow detailed process note cleaning survey data
Akvo Flow handout—roles in the MCO

Annex B—M4C Monitoring and Evaluation Framework

FINAL Fiji MM Council Comp Rep

FINAL Fiji Vendor Comp Rep

FINAL Sols MM Council Comp Rep

FINAL Sols Vendor Comp Rep

FINAL Van MM Council Comp Rep

FINAL Van Vendor Comp Rep

M4C KMS June 2017 FINAL

M4C ME Plan of Action 2017

M4C ME Roles DFAT 2017

M4C surveys flowchart

The link between the M4C indicators for Outcome 2 and the Economic Empowerment of Women

Vendor Profiles

Materials

Agribusiness and Farm Management Main PPT

CMBE Diary

Farm Record Stickers

Farmers Guide

FF M4C CMBE Fiji

FF M4C Vendor Farmers

Good Farming Practices

M4C T4 Postharvest Training

Market Vendors

MVPP Brochure FINAL

Soil Care and Plant Nutrition

Spending Diary

Stickers

Stickers 2

UNDP Reports

1 M4C IPI-MVF work in Food Value Chain (FVC) and Climate Smart Agriculture (CSA)

2017 Fiji Operational Plan for 12 Markets for UNW

2017 Operational Plan for 2 Markets sent UNW—SOI
2017 Operational Plan for 8 Markets sent UNW—Vanuatu
Annex 1—Details of Visit
Annex 2—BTOR M4C Scoping Visit Viti Levu
Annex 3—Natadola Organic Concep
Annex 4—Trail Mix Report
Annex 5—Nasau Banana Facility Project
Annex 5.1 BTOR Nasau Nausori VF Visit
Fiji M4C Targets for 2017 to 2019
Fiji M4C UNDP 12 Months Update Report January 2017
IPI-MVF All 6-Monthly Reports 2014-2016
M4C IPI-VF 1 Pager Update
SOI-M4C Twelve Month Update UNDP Report till 31 Dec 2016
Vanuatu M4C 12 Months Update UNDP Report till December 2016

UN Women Reports

2014 Annual Report
2015 Annual Report
Consolidated Report pre-M4C
Final Submission 3rd M4C Annual Report to Australia
Interim Donor Report 31 December 2015 Project
M4C 6 mo Rep Jan to Jun – July 2016
M4C fourth six months update report 31 July 2016
M4C third six months update report July-Dec 2015
M4C six month report Jan to June 2017
M4C six month report July to Dec 2016

Appendix 4: Literature review

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- Burrow, S., Jhabvala, R., Olney, S., Ramos, E., Chen, M., King, C., Romana, S., Smyth, F. (2017), How to strengthen visibility, collective voice and representation, United Nations (UN) Secretary-General's High-Level Panel on Women's Economic Empowerment
- Buvinić, M., Furst-Nichols, R. and Courey Pryor, E., A roadmap for promoting women's economic empowerment, UN Foundation and the ExxonMobil Foundation, 2013
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- Corner, L. (2011), Women and the formal economy, Office for Development Effectiveness
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- Markel, E., (2014), Measuring Women's Economic Empowerment in Private Sector Development: Guidelines for Practitioners, Donor Committee for Enterprise Development (DCED)

Miller, J., Arutyunova, A., and Clark, C., New actors, new money, new conversations: A mapping of recent initiatives for women and girls, The Association of Women's Rights in Development, 2013

Nasreen, F., and Bradbury, H., (2014), Measuring Women's Economic Empowerment, DCED ODE, (2014), Smart economics: evaluation of Australian aid support for women's economic empowerment, Office for Development Effectiveness, DFAT

OECD DAC, (2011), Women's Economic Empowerment Issues Paper, OECD DAC Network on Gender Equality (GENDERNET)

OECD DAC, (2016), Tracking the money for women's economic empowerment: still a drop in the ocean, OECD DAC Network on Gender Equality (GENDERNET), June

Taylor, G. and Perezniето, P., Review of evaluation approaches and methods used by interventions on women and girls' economic empowerment, ODI, 2014

Underhill-Sem, Y., Cox, E., Lacey, A., and Szamiers, M. (2014), Changing market culture in the Pacific: Assembling a conceptual framework from diverse knowledge and experiences, Asia Pacific Viewpoint, Vol. 55, No. 3, December 2014, pp306–318

UN Secretary-General's High-Level Panel on Women's Economic Empowerment, (2017), Leave no one behind: Taking action for transformational change on women's economic empowerment,

UN Women, Economic Empowerment of Women in Brief, UN Women

Appendix 5: Disaggregated list of interviews and focus group discussions

Fiji

Interviewees	Sex	Age	Ethnicity	Disability
UN Women				
UN Women 1	3F, 1M	4: 25-44	4 iT	N
UN Women 2	1M	1: 45-64	1 O	N
UN Women 3	1M	1: 45-64	1 iT	N
UN Women 4	1F	1: 25-44	1 IF	N
UN Women 5	1F	1: 45-64	1 O	N
UNDP				
UNDP 1	1M	1: 45-64	1O	N
UNDP 2	3F, 2M	4: 25-44 1: 45-64	2iT, 1IF, 2O	N
DFAT				
DFAT 1	1F	1: 45-64	1O	N
DFAT 2	1F	4: 25-44	1iT	N
DFAT 3	1F	1: 45-64	1O	N
Training Providers				
IP 1	1F, 2M	3: 45-64	1iT, 1O, 1IF	N
IP 2	1M	1: 25-44	1IF	N
IP 3	2M	2: 45-64	1iT, 1IF	N
IP 4	2F	1: 25-44 1: 45-64	2iT	N
Market Vendors				
Suva Rural Vendors FGD 1: Suva Rural Market Vendors (40)	40F	20: 45-64 20: 25-44	40iT	N N
Suva Rural MV 1	1F	1: 45-64	1iT	N
Labasa MV 1	1F	1: 25-44	1iT	N
Labasa MV 2	1F	1: 25-44	1iT	N
Labasa MV 3	1M	1: 25-44	1IF	N
Savusavu MV 1	1M	1: 45-64	1IF	N

Savusavu MV 2	1F	1: 25-44	1iT	N
Savusavu MV 3	1M	1: 45-64	1iT	N
Savusavu MV 4	1F	1: 25-44	1iT	N
Namaka Rural Comm FGD 1	7F, 4M 4F	3: 25-44, 7: 45-64, 1: 65 and over	11iT 4iT	N N
Nasouri Highlands	1F	1: 45-64	1iT	N
Rakiraki MV 1	1M	1: 45-64	1IF	N
Rakiraki MV 2	1F	1: 45-64	1iT	N
Rakiraki MV 3	1F	1: 45-64	1iT	N
Rakiraki MV 4	1F	1: 45-64	1IF	N
Rakiraki MV 5		1: 25-44		
MVAs				
Suva MVA FGD 1	2F, 1M	1: 25-44; 2: 45-64	1iT, 2IF	N
Namaka MVA	10F, 1M	11: 45-64	9iT, 2IF	N
Singatoka MVA	9F, 1M	3: 25-44; 7: 45-64	7iT, 3IF	N
Labasa MVA	3F, 2M	5: 45-64	4iT, 1IF	N
Savusavu MVA	4F, 1M	3: 45-64; 1: 25-44; 6: 45-64	2iT, 3IF	N
Rakiraki MVA	4F, 2M		4iT, 2IF	N
Provincial Government				
Council				
Suva Council	3M	1: 25-44 2: 45-64	2iT, 1IF	N
Namaka Council	1F, 2M	3: 45-64	2IF, 1O	N
Sigatoka Council	3F, 5M	2: 25-44 6: 45-64	4iT, 4IF	N
Labasa CEO	1M	1: 45-64	1IF	N
Savusavu Special Administrator	1M	1: 45-64	1IF	N
Savusavu CEO	1M	1: 45-64	1IF	N
Rakiraki CEO	1M	1: 45-64	1IF	
Market Management				

Labasa MM	1M	1: 25-44	1IF	N
Savusavu MM	1M	1: 25-44	1iT	N
Rakiraki MM	1M	1: 25-44	1iT	N
Government Ministries				
Other stakeholders				
OS 1	1F, 1M	1: 25-44 1: 45-64	1O, 1IF	N
OS 2	1F	1: 25-44	1iT	Y

Note on Age: We are using one of the three international age classifications developed by the United Nations and set out set out provisional guidelines on standard international age classifications in 1982: infancy, youth, young adulthood, middle adulthood, older adulthood to average retirement and retirement (under 1, 1-14, 15-24, 25-44, 45-64 and 65 and over).

Note on ethnic classification: We have used the following labels - iTaukei, Indo-Fijian, , Ni Vanuatu, Other and Solomon Islander.

Solomon Islands

Interviewees	Sex	Age	Ethnicity	Disability
UN Women				
UN Women 1	1F	1: 45-64	1 SI	N
UN Women 2	1F	1: 25-44	1 SI	N
UN Women 3	1M	1: 25-44	1 SI	N
UN Women 4	1F	1: 25-44	1 O	N
UN Women 5	1M	1: 45-64	1 SI	N
UNDP				
UNDP 1	1F	1: 25-44	1SI	N
DFAT				
DFAT 1	2F	1: 25-44, 1:45-64	1O, 1SI	N
Implementing Partners				
IP 1	1F	1:25-44	1SI	N
IP 2	1F	1:25-44	1SI	N
IP 3	1F, 1M	1: 25-44, 1: 45-64	2SI	N
IP 4	1M	1: 45-64	1O	N
IP5	1M	1: 45-64	1SI	N
IP6	1M	1: 25-44	1SI	N

IP7	1F	1: 24-44	1SI	N
Market Vendors				
MV1 Honiara Central Market Vendors FGD (7)	7F	3: 25-44, 4: 45-64	7SI	N
	14F, 2M	9: 25-44, 7:45-64	16SI	N
MV1: Auki Market vendors FGD (16)	16F, 7M	9: 25-44, 14:45-64	23SI	N
MV2: New Tenebuti Rural Community FGD (23)				
MVAs				
MVA1: Honiara Central Market FGD (9)	7F, 2M	3: 25-44; 6: 45-64	9SI	N
	3F, 3M	1: 25-44, 5: 45-64	6SI	N
MVA2: Auki Market FGD (6)				
Council				
C1: Honiara City Council	1M	1: 45-64	1SI	N
	1F	1: 45-64	1SI	N
C2: Malaita Provincial Govt	1M	1: 25-44	1SI	N
	1M	1: 45-64	1SI	N
C3: Provincial Govt Infrastructure Officer				
C4: Provincial Disaster Officer				
Market Management				
MM1: Honiara Central Market	3M	1: 25-44, 2:45-64	3SI	N
	1M	1: 45-64	1SI	N
MM2: Honiara Central Market	1F, 2M	2: 25-44, 1: 45-64	3SI	N
	1M	1: 24-44	1SI	N
MM3: Auki Market				
MM4: Auki Market				

Vanuatu

Interviewees	Sex	Age	Ethnicity	Disability
UN Women				
UN Women 1	1F	1: 45-64	1 NV	N
UN Women 2	1M	1: 45-64	1 NV	N
UN Women 3	1F	1: 25-44	1 NV	N
UN Women 4	1F	1: 25-44	1 SI	N
UNDP				
UNDP 1	1M	1: 45-64	1NV	N
UNDP 2	1M	1: 25-44	1NV	N
DFAT				
DFAT 1	1F	1: 25-44	1NV	N
Training Providers				
IP 1	1M	1: 45-64	1NV	N
IP 2	1F, 1M	2: 25-44	2NV	N
IP 3	1F	1: 25-44	1NV	N
Market Vendors				
MV 1: Luganville	1M	1: 45-64	1NV	N
MV 2: Luganville	1F	1: 25-44	1NV	N
MV 3: Luganville	1F	1: 25-44	1NV	N
FGD 1: Port Vila Market Vendors (10)	10F 11F	4: 24-44, 6: 45-64	10NV 11NV	N N
FGD 2: Emua Ring Road Market Vendors (11)	6F, 1M	3: 25-44, 8: 45-64	7NV	N
FGD3: Paunangisu Rural Vendors (7)	5F, 2M 4F, 2M	4: 24-44, 3: 45-64	7NV 6NV	N N
FGD4: Eton Rural Vendors (7)		1: 15-24, 2: 24-44, 4: 45-64		
FGD5: Teuoma Community Fellowship (6)		2: 24-44, 4: 45-64		
MVAs				
MVA FGD 1: NIMVA	3F	3: 45-64	3NV	N
MVA FGD2: Silae Vanua	4F	4: 45-64	4NV	N

Provincial Government				
Council				
C 1: Luganville Council	1M	1: 45-64	1NV	N
C2: Luganville Council Team FGD	6M	2: 25-44, 4: 45-64	6NV	N
C3: SG SHEFA Provincial Council	1M	3: 45-64	1NV	N
C4: DG Local Government	1F	1: 45-64	1NV	N
Market Management				
MM1: Luganville MM	1F	1: 45-64	1NV	N
MM2: Port Vila MM, Town Clerk	1M, 1F	2: 25-44	2NV	N

Appendix 6: List of market sites visited

Fiji

- Suva
- Rakiraki
- Labasa
- Savusavu
- Namaka
- Sigatoka

Solomon Islands

- Honiara Municipal
- Auki Market
- Gizo Market
- Kumkum Market^v

Vanuatu

- Port Vila
- Luganville
- Two Ring Road markets: Emua and Marobe

^v The team member reviewed this market as a form of ‘control group’ given M4C did not engage with the project as originally intended

Appendix 7: M4C planned infrastructure and status to date

FIJI			
Municipal Market	Original proposal submitted by Council	Any changes to proposal/ new proposals	Current status
Ba	<p>Phase 1</p> <p>Internal fit out and furnishing of Multipurpose Bure (Phase 1)</p>	<p>Phase 2</p> <ul style="list-style-type: none"> - Providing concrete pavement, benches for casual vendors who are currently sitting on the floor and new stalls for market vendors - Improvement in drainage systems - Improvement in and sanitation facilities 	<ul style="list-style-type: none"> - Phase 1 completed in 2016. - Phase 2 expected to complete in 2018. Current status: <u>Table/Benches</u> – Ba Town Council to work on the project (yet to start); <u>Drainage/Cover</u>- Currently done by Ba Town Council workers (in progress); <u>Toilet Upgrade</u>- source out with private contractor to work on the project (yet to start). Delay due recent flooding and cyclone.
Labasa	Shelter (roof extension for flower Section) of the Market	Construction of additional market building including ground floor with provision to accommodate up to 110 fruit and vegetable stalls; first floor providing room for up to 50 handicraft stalls; an accommodation center with ten bunk beds to accommodate up to 20 women; a resource/training center; and new restrooms (two toilets, one shower and one sink); water storage/tank with new drainage system and disability ramp access to the ground floor.	<p>Construction of additional market building completed.</p> <p>Vendors report the following issues they continue to advocate to Market Management for: disability access ramp to ground floor, louvers in handicraft floor to protect produce from rain, repair of roof leakage on handicraft floor to protect produce from rain.</p>

Lautoka	Construction of Resource Centre and 50 sets of trestle tables	Construction of an additional securely fenced market shed which has capacity for at least 450 stalls	Completed
Levuka		Market reconstruction/upgrade following TC Winston and emergency response funding provided for tents, tables and chairs to meet the immediate need for a temporary market structure	Levuka market development will be done through the 2019 Fiji national budget rather than through M4C due to the heritage status of Levuka and the fact that the Council could not afford the commercial property where they wanted to build the market. M4C funds for Levuka have been diverted to Nausori and Savusavu Town Councils market projects.
Nadi	Construction of portable tables for Casual Vendors		Completed
Nausori		Market reconstruction/upgrade following TC Winston (New Women's Accommodation Centre)	Drawing plans, tender documents, tender advertisement, tender evaluation, award of tender, contractor offer letter and revised summary cost completed. In-progress: NTC has re-tendered the project and re-advertised it in Fiji Sun Newspaper on Thursday, 10 May 2018 and Saturday, 12 May 2018 after HQ-MoLG was not satisfied with the Tender Process and the Award of Tender due to some technical issues.
Rakiraki	Extension of existing ablution block	New market facility following TC Winston	New market facility being constructed. Completion expected for 11 th July, 2018.
Savusavu		Market reconstruction/upgrade following TC Winston	Scoping works, formalising lead consultant, preparation of tender documents and advertisement of tender completed.

			Tender closed on 29 April 2018 and tender evaluation in process.
Suva	Shelter (roof extension) for flower section of Market	Washroom for the women's accommodation centre and overhead shade for the juice sellers and Usher street sections	<ul style="list-style-type: none"> - Shelter (roof extension) for flower section of Market completed - Washroom for the women's accommodation completed - Overhead shade for the juice sellers and Usher street sections expected for completion in January, 2018.
Sigatoka	Provision of additional stalls, additional cantilever and replacement of rusty chain link		Completed
Tavua	Provision of water tank and construction of additional stalls for handicraft		Completed
SOLOMON ISLANDS			
Honiara Central	Design and construction of two new sanitation blocks with four toilets each for men and women, construction of shower facilities for both blocks with provision of two water tanks of 1,000 liters storage capacity and connection materials.	Proposal for secured fencing of the market, increasing access to water and painting and refurbishment activities.	<ul style="list-style-type: none"> - 7 new water tanks have been installed and are in use by the market vendors. The water tanks were officially handed over to HCC and Market Management in November along with the waste management tools - Infrastructure Project Manager engaged to oversee infrastructure work at Auki and Honiara Central Market in 2017 - In 2017 a 'Market Infrastructure Taskforce' was developed to ensure that infrastructure work is

			<p>progressed and monitored efficiently and effectively. This taskforce is made up of HCC management, HCC HOD Market Division, HCC HOD Works Division, HCC Deputy Treasurer, HCC Chair of the Trade and Commerce Standing Committee, President of HCMVA and UN Women staff.</p>
Auki		Accessibility improvements to the toilet facilities.	In 2017 an Auki 'Market Infrastructure Taskforce' also developed, as noted above.
VANUATU			
Luganville		Development of new facilities at the Luganville Market. Phase one due for completion by the end of 2016.	M4C and the LMC Council developed a plan for Phase One for the Luganville market upgrade focused on immediate renovation needs of the market and a Plan of Action for the way forward in 2017. An infrastructure consultant has been engaged to support the Luganville market upgrade.
Morobe	New fresh produce market infrastructure constructed at Marobe market.		
Efate Ring road		Construction of three Ring Road markets scheduled for completion by the end of 2016.	<ul style="list-style-type: none"> - Approval and endorsement of the ring-road market designs by the acting Secretary General of Shefa Provincial Government Council (SPGC).

			<ul style="list-style-type: none"> - Agreement to Build for Emua and Melemaat markets reviewed and finalised with Emua and Melemaat - M4C in negotiations with local committees on land for Beverly Hills market
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Appendix 8: M4C project staffing history

Fiji M4C team	2014	2015	2016	2017	2018
Project manager		Anna Parini - April	Anna Parini – August	Preeya Ieli – appointed as Acting PM August	
National Coordinator	Vilisi Veibataki – contracted from Nov 2012 under PIM Mouna Peters – September				
M&E and Communications		Kasanta Ismeili – September			
Administration			Atunaisa Drivatiyawe – September		
Infrastructure Advisor				Aseri Vatucicila – August	

Solomon Islands M4C team	2014	2015	2016	2017	2018
Project manager		Kristy Nowland - June			
National Coordinator		Gaylyn Puairana – May	Gaylyn Puairana – May Colin Potakana - April		
M&E and Communications			Sharon Tohaimae - September		
Administration			Gladys Boka - April		John Nu'u - February Morina Rapasia - April

Vanuatu M4C team	2014	2015	2016	2017	2018
Project manager		Begoña Castro Vazquez - April	Begoña Castro Vazquez – April Betty Toa – appointed acting PM May	Christina Bare-Karae – July Betty Toa – stepped down from acting PM July	
National Coordinator	Morris Kaloran - July	Betty Toa – permanent UN Women staff			
M&E and Communications				Trisha Toangwera - April	
Administration	Rachel Kong - contracted from September 2011 under PIM				

Regional M4C team	2014	2015	2016	2017	2018
Project Director	Nicolas Burniat – permanent UN Women staff				
Regional Coordinator					
Regional Infrastructure Specialist	Preeya Ieli – contracted from Nov 2012 under PIM				
Regional WEE Specialist	Preeya Ieli – contracted from Nov 2012 under PIM				
Regional Technical Specialist				Sandra Bernklau - May	
Regional Administrative Officer			Talei Uluinabou		

Appendix 9: Composition of the Regional Project Board, Project Management Committee and Project Working Committee

The composition of each committee is outlined in the M4C MEF and is included below.⁸¹

Regional Project Board (RPB)		
<ul style="list-style-type: none"> • UN Women, Representative, MCO-Fiji • UNDP, Deputy Representative, MCO-Fiji • DFAT, Director Foreign Affairs and Trade, Canberra 		
Project Management Committee (PMC) – Fiji	Project Management Committee (PMC) - Solomon Islands	Project Management Committee (PMC) - Vanuatu
<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government 	<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government 	<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government
Project Working Committee (PWC) - Fiji	Project Working Committee (PWC) - Solomon Islands	Project Working Committee (PWC) - Vanuatu
<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government • MVAs • Other partners/ stakeholders such as representatives for people living with disabilities, financial institutions/private sector, civil society organizations 	<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government • MVAs • Other partners/ stakeholders such as representatives for people living with disabilities, financial institutions/private sector, civil society organizations 	<ul style="list-style-type: none"> • UN Women • UNDP • DFAT • Relevant ministries (i.e., responsible ministry for local government and/or women's affairs) • Local level government • MVAs • Other partners/ stakeholders such as representatives for people living with disabilities, financial institutions/private Sector, civil society organizations

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